



Stanislaus Consolidated Fire Protection District

3324 Topeka Street
Riverbank, CA 95367

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www.scfpd.us

Brandon Rivers

President
Waterford

Greg Bernardi

Vice President
BOS District 1

Richard Murdock

Director
BOS District 2

Charles E. Neal

Director
Riverbank

Steven Stanfield

Director
BOS District 1

AGENDA

Wednesday, October 14, 2026, at 6:00 p.m.

REGULAR MEETING OF THE STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT BOARD OF DIRECTORS

Station 26 Meeting Room, 3318 Topeka Street, Riverbank, CA

(THE AGENDA PACKET IS POSTED AT EACH SCFPD LOCATION AND AT WWW.SCFPD.US)

1. CALL TO ORDER

President Rivers

2. PLEDGE OF ALLEGIANCE

President Rivers

3. INVOCATION

Pastor Charles E. Neal with Riverbank Assembly of God Church

4. ROLL CALL

Board President:	Rivers
Board Vice President:	Bernardi
Director:	Murdock
Director:	Neal
Director:	Stanfield

5. APPROVAL OF AGENDA – *at this time, a Board Member may pull an item from the agenda.*

6. CONFLICT OF INTEREST DECLARATION – *Declaration by Board of Director members who may have a conflict of Interest on any scheduled agenda item is to declare their conflict at this time.*

7. PRESENTATION/ACKNOWLEDGEMENTS

Item 7.A: Employee Recognition of Years of Service

Item 7.B: New Hires/Promotions/Retiree Announcements

8. PUBLIC COMMENTS- *The Board of Directors welcomes participation in Board meetings. Matters under the jurisdiction of the Board that are not posted on the agenda may be addressed by the public. California law prohibits the Board from acting on any matter which is not on the posted agenda, unless the Board determines that it is an emergency or other situation specified in Government Code Section 54954.2. Public comments are limited to three (3) minutes per individual. Please make your comments directly to SCFPD Board President.*

ACTION CALENDAR

9. CONSENT ITEMS- *All matters listed on the Consent Calendar are considered routine and will be enacted upon by one motion unless otherwise requested by an individual Board Member or public for special consideration.*

Item 9.A: Acceptance of Warrants (Check Register) – September 2026

Recommendation: Accept by Consent Action

Item 9.B: Acceptance of Financial Reports – September 2026

Recommendation: Accept by Consent Action

10. DISCUSSION ITEMS

Item 10.A: Fire Chief Bairos will discuss the current firefighter recruitment process, anticipated retirements, and future staffing needs with the Board.

Item 10.B: Discussion regarding possible formation of a Salida Ad-Hoc Committee

Item 10.C: Discussion Regarding Scheduling of Personnel Committee Meeting

11. PUBLIC HEARING

No public hearing items scheduled.

12. ACTION ITEMS

Item 12.A: Consideration and Approval of the 2026-2031 Strategic Plan & Management and Implementation Guide

Recommendation: The Board consider approval of the Stanislaus Consolidated Fire Protection District's 2026-2031 Strategic Plan & Management and Implementation Guide.

Item 12.B: Fiscal Year 2027 Stanislaus Regional 911 OES Subsidy Request

Recommendation: The Board approve the District's request for the Fiscal Year 2027 Stanislaus Regional 911 OES Subsidy in the amount of \$86,872 and authorize staff to submit the request to the Stanislaus County Fire Warden's Office by November 16, 2026.

13. COMMUNICATIONS

1. **Correspondence –**
No Correspondence items.

2. **Written Staff Reports –**

Item 13.2.A: Monthly Call Log

Item 13.2.B: Training

Item 13.2.C: Fire Prevention

Item 13.2.D: Local 3399

3. **Verbal Reports –**

Item 13.3.A: Fire Chief – Monthly Verbal Board Report

Item 13.3.B: Capital Improvements – (Murdock/Stamfield)

Item 13.3.C: Finance – (Neal/Rivers)

Item 13.3.D: Personnel – (Bernardi/Stamfield)

Item 13.3.E: Fire Advisory with Modesto Fire Dept.- (Bernardi/Murdock)

Item 13.3.F: Oakdale Fire Protection District AD-HOC – (Bernardi/Rivers)

Item 13.3.G: Ceres Fire Protection District AD-HOC – (Murdock/Neal)

Item 13.3.H: Modesto Administrative Services Agreement Update (Rivers)

- 4. Directors Comments** – *At this time, Board Members may verbally make individual announcements, report briefly on their activities, or request an item be place on a future agenda.*

14. CLOSED SESSION

CONFERENCE WITH LABOR NEGOTIATORS

Pursuant to Government Code section 54957.6

Agency designated representatives: John W. Bairos, Fire Chief

Employee organization: Stanislaus Consolidated Firefighters, Local 3399

CONFERENCE WITH LABOR NEGOTIATORS

Pursuant to Government Code section 54957.6

Agency designated representatives: John W. Bairos, Fire Chief

Unrepresented employees: Administrative Staff

15. RETURN TO OPEN SESSION

16. CLOSED SESSION REPORT

17. ADJOURNMENT

The next regularly scheduled meeting of the SCFPD Board of Directors is November 11, 2026.

at 6:00 p.m. in the Station 26 Meeting Room, located at 3318 Topeka Street, Riverbank, CA.

AFFIDAVIT OF POSTING

I, Jessica Sousa, Clerk of the Board (A) of the Stanislaus Consolidated Fire Protection District, do hereby declare the foregoing agenda for the Regular and Closed Session meetings of the Board of Director has been posted at the Administrative Offices, District website of the Stanislaus Consolidated Fire Protection District at least 72 hours prior to the meeting date and will also be posted at each of the District Fire Stations.

Dated: October 9, 2026,

Time: 3:00 p.m.

Jessica Sousa /s/

Jessica Sousa

Board Clerk (A)

Stanislaus Consolidated Fire Protection District

ADA Compliance Statement: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Board Clerk at (209) 869-7470 or boardclerk@scfpd.us Notification 72 hours prior to meeting will enable the District to make reasonable arrangement to ensure accessibility to this meeting.



SCFPD

My Check Report

By Check Number

Date Range: 09/01/2026 - 09/30/2026

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: AP BANK - GEN FUND-TRI-COUNTIES BANK - SCFPD GENERAL FUND						
00001	3A Garage Door	09/09/2026	Regular	0.00	380.00	12616
00002	49er Communications, Inc.	09/09/2026	Regular	0.00	337.38	12617
00057	AT&T CALNET 2/3	09/09/2026	Regular	0.00	2,253.07	12618
00066	B.J.'s Consumer's Choice Pest Control	09/09/2026	Regular	0.00	100.00	12619
00094	Bound Tree Medical, LLC.	09/09/2026	Regular	0.00	57.01	12620
00108	California Building Structures Inc	09/09/2026	Regular	0.00	16,722.76	12621
00139	Chuck's Auto Parts	09/09/2026	Regular	0.00	13.48	12622
00181	Deep Clean Crew	09/09/2026	Regular	0.00	385.00	12623
00261	george W. Lowry, inc.	09/09/2026	Regular	0.00	384.95	12624
00279	Gym Doctors	09/09/2026	Regular	0.00	475.00	12625
00298	Hi-Tech Emergency Vehicles	09/09/2026	Regular	0.00	242,718.75	12626
00302	Hunt & Sons LLC	09/09/2026	Regular	0.00	12,250.50	12627
00363	L.N. Curtis & Sons	09/09/2026	Regular	0.00	3,754.05	12628
00384	Life-Assist, Inc.	09/09/2026	Regular	0.00	2,035.58	12629
00418	Mo-Cal Office Solutions	09/09/2026	Regular	0.00	900.00	12630
00441	Neal, Charles E.	09/09/2026	Regular	0.00	200.00	12631
00444	NHA Advisors	09/09/2026	Regular	0.00	7,200.00	12632
00504	Ray's Janitorial Supply	09/09/2026	Regular	0.00	853.27	12633
00513	Richard Murdock	09/09/2026	Regular	0.00	200.00	12634
00521	Robert Donovan M.D.	09/09/2026	Regular	0.00	6,000.00	12635
00568	Stanfield, Steven	09/09/2026	Regular	0.00	300.00	12636
00574	Stanislaus County EMS Agency	09/09/2026	Regular	0.00	372.00	12637
00709	Stanislaus Local Agency Formation Commission	09/09/2026	Regular	0.00	4,154.13	12638
00626	Tyler Technologies, Inc	09/09/2026	Regular	0.00	72.50	12639
00643	Verizon Wireless	09/09/2026	Regular	0.00	60.14	12640
00655	Waterford Farm Supply, Inc.	09/09/2026	Regular	0.00	63.81	12641
00002	49er Communications, Inc.	09/09/2026	Regular	0.00	3,145.28	12642
00104	C.A.P.F.	09/09/2026	Regular	0.00	1,326.00	12643
00267	Golden State Emergency Vehicle Service	09/09/2026	Regular	0.00	2,461.51	12644
00298	Hi-Tech Emergency Vehicles	09/09/2026	Regular	0.00	34,455.02	12645
00302	Hunt & Sons LLC	09/09/2026	Regular	0.00	1,198.31	12646
00704	Sharpening Shop	09/09/2026	Regular	0.00	164.55	12647
00021	AFLAC Online	09/04/2026	Bank Draft	0.00	67.10	DFT0000663
00021	AFLAC Online	09/04/2026	Bank Draft	0.00	314.52	DFT0000664
00712	CA State Disbursement Unit	09/04/2026	Bank Draft	0.00	588.46	DFT0000665
00570	Stanislaus Consolidated Firefighters Unio	09/04/2026	Bank Draft	0.00	3,245.52	DFT0000666
00710	IRS	09/04/2026	Bank Draft	0.00	10,001.76	DFT0000668
00711	State of CA	09/04/2026	Bank Draft	0.00	19,835.35	DFT0000669
00710	IRS	09/04/2026	Bank Draft	0.00	40,054.21	DFT0000670
00698	Valic	09/03/2026	Bank Draft	0.00	6,845.25	DFT0000671
00362	KS Statebank	09/01/2026	Bank Draft	0.00	134,072.62	DFT0000672
00100	Burton's Fire, Inc	09/02/2026	Bank Draft	0.00	365.75	DFT0000673
00083	Best Best & Krieger	09/02/2026	Bank Draft	0.00	603.20	DFT0000674
00083	Best Best & Krieger	09/02/2026	Bank Draft	0.00	3,770.00	DFT0000675
00083	Best Best & Krieger	09/02/2026	Bank Draft	0.00	6,760.00	DFT0000676
00101	Bussell, Rick EFT	09/02/2026	Bank Draft	0.00	608.33	DFT0000677
00496	Quinones, Peter EFT	09/02/2026	Bank Draft	0.00	750.00	DFT0000678
00700	Eric DeHart	09/02/2026	Bank Draft	0.00	691.66	DFT0000679
00297	Henriquez, Nelson EFT	09/02/2026	Bank Draft	0.00	790.00	DFT0000680
00691	California Schools VEBA	09/02/2026	Bank Draft	0.00	80,099.00	DFT0000681
00148	City of Riverbank Autopay	09/08/2026	Bank Draft	0.00	338.81	DFT0000683
00148	City of Riverbank Autopay	09/08/2026	Bank Draft	0.00	244.38	DFT0000684
00492	Quench	09/03/2026	Bank Draft	0.00	64.73	DFT0000688
00478	PG&E Online	09/04/2026	Bank Draft	0.00	5,240.86	DFT0000689

My Check Report

Date Range: 09/01/2026 - 09/30/2026

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
00548	Shred-It USA LLC	09/09/2026	Bank Draft	0.00	190.80	DFT0000693
00509	Regional Government Services	09/14/2026	Bank Draft	0.00	913.00	DFT0000696
00064	Ayera Technologies, Inc	09/14/2026	Bank Draft	0.00	594.00	DFT0000697
00520	Rivers, Brandon EFT	09/14/2026	Bank Draft	0.00	100.00	DFT0000698
00335	Jocelyn Roland, Ph. D.,ABPP	09/14/2026	Bank Draft	0.00	1,000.00	DFT0000699
00021	AFLAC Online	09/18/2026	Bank Draft	0.00	67.10	DFT0000702
00021	AFLAC Online	09/18/2026	Bank Draft	0.00	314.52	DFT0000703
00712	CA State Disbursement Unit	09/18/2026	Bank Draft	0.00	588.46	DFT0000704
00570	Stanislaus Consolidated Firefighters Unio	09/18/2026	Bank Draft	0.00	3,245.52	DFT0000705
00710	IRS	09/18/2026	Bank Draft	0.00	10,827.07	DFT0000707
00711	State of CA	09/18/2026	Bank Draft	0.00	22,730.40	DFT0000708
00710	IRS	09/18/2026	Bank Draft	0.00	46,539.64	DFT0000709
00698	Valic	09/16/2026	Bank Draft	0.00	6,795.25	DFT0000710
00175	CVRMT	09/16/2026	Bank Draft	0.00	10,200.00	DFT0000711
00687	Megan Ellyson	09/15/2026	Bank Draft	0.00	4,823.82	DFT0000712
00643	Verizon Wireless	09/04/2026	Bank Draft	0.00	4,868.97	DFT0000713
00266	Go To Communications, Inc.	09/09/2026	Bank Draft	0.00	1,041.03	DFT0000714
00584	Stericycle, Inc. Autopay	09/17/2026	Bank Draft	0.00	486.40	DFT0000715
00389	Lunde, Austin EFT	09/17/2026	Bank Draft	0.00	478.14	DFT0000716
00046	Andy Heath Financial Services	09/17/2026	Bank Draft	0.00	6,812.50	DFT0000717
00412	Mid Valley IT Online	09/11/2026	Bank Draft	0.00	7,121.88	DFT0000718
00119	CalPERS Online	09/17/2026	Bank Draft	0.00	700.00	DFT0000719
00517	Risk Strategies Company	09/14/2026	Bank Draft	0.00	59.00	DFT0000720
00625	Turlock Scavenger Autopay	09/10/2026	Bank Draft	0.00	136.65	DFT0000721
00267	Golden State Emergency Vehicle Service	09/15/2026	Bank Draft	0.00	385.90	DFT0000722
00264	Gilton Solid Waste Management, Inc.	09/15/2026	Bank Draft	0.00	146.05	DFT0000723
00264	Gilton Solid Waste Management, Inc.	09/15/2026	Bank Draft	0.00	124.74	DFT0000724
00264	Gilton Solid Waste Management, Inc.	09/15/2026	Bank Draft	0.00	146.05	DFT0000725
00412	Mid Valley IT Online	09/10/2026	Bank Draft	0.00	1,853.98	DFT0000726
00411	MID	09/17/2026	Bank Draft	0.00	3,469.61	DFT0000727
00069	Bank of New York Mellon	09/29/2026	Bank Draft	0.00	140,744.50	DFT0000728
00520	Rivers, Brandon EFT	09/29/2026	Bank Draft	0.00	100.00	DFT0000729
00082	Bernardi, Greg EFT	09/29/2026	Bank Draft	0.00	100.00	DFT0000730
00255	FRMS Fire Risk Management Services	09/29/2026	Bank Draft	0.00	23,874.61	DFT0000731
00082	Bernardi, Greg EFT	09/29/2026	Bank Draft	0.00	100.00	DFT0000732
00520	Rivers, Brandon EFT	09/29/2026	Bank Draft	0.00	100.00	DFT0000733
00332	Jesse McDaniel	09/29/2026	Bank Draft	0.00	61.58	DFT0000734
00690	Zurilgen , Joseph EFT	09/29/2026	Bank Draft	0.00	134.20	DFT0000735
00363	L.N. Curtis & Sons	09/29/2026	Bank Draft	0.00	262.51	DFT0000736
00363	L.N. Curtis & Sons	09/29/2026	Bank Draft	0.00	7,057.22	DFT0000737
00517	Risk Strategies Company	09/29/2026	Bank Draft	0.00	1,199.00	DFT0000750
00698	Valic	09/30/2026	Bank Draft	0.00	6,795.25	DFT0000761
00730	Fitch & Associates, LLC	09/30/2026	Bank Draft	0.00	34,850.00	DFT0000762
00143	City Of Modesto- Admin Autopay	09/26/2026	Bank Draft	0.00	34,489.18	DFT0000765
00251	Foster, Dylan EFT	09/18/2026	Bank Draft	0.00	909.00	DFT0000766
00081	Bergquist, Daniel EFT	09/18/2026	Bank Draft	0.00	461.10	DFT0000767
00145	City of Modesto- Utilities Autopay	09/25/2026	Bank Draft	0.00	134.47	DFT0000768
00145	City of Modesto- Utilities Autopay	09/25/2026	Bank Draft	0.00	152.36	DFT0000769
00150	City of Waterford Autopay	09/30/2026	Bank Draft	0.00	354.78	DFT0000770

My Check Report

Date Range: 09/01/2026 - 09/30/2026

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
00412	Mid Valley IT Online	09/30/2026	Bank Draft	0.00	305.34	DFT0000771

Bank Code AP BANK - GEN FUND Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	56	32	0.00	344,994.05
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	76	72	0.00	704,297.09
EFT's	0	0	0.00	0.00
	132	104	0.00	1,049,291.14

Stanislaus Consolidated Fire Protection District
Balance Sheet
As of September 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
Restricted Funds- Tri Counties	
CEQA - Waterford (2371)	80,790.24
CEQA- Riverbank (2346)	881,521.03
Dev Fee Riverbank (2383)	156,088.16
Dev Fee- Waterford (2395)	5,756.63
Dev Fee-Riverbank/Waterford (2401)	736,087.83
Total for Restricted Funds- Tri Counties	\$1,860,243.89
Stanislaus County cash accounts	
7271 SCFPD General fund	5,263,511.72
7273 Development Fees - Riverbank	72,835.43
7274 CEQA - Riverbank	\$0.00
7276 Development - Waterford/Hickman	179,931.05
7277 CEQA - Waterford/Hickman	\$0.00
Total for Stanislaus County cash accounts	\$5,516,278.20
Tri Counties Bank	
General Checking (2954)	683,034.09
Total for Bank Accounts	\$8,059,556.18



SCFPD

Budget Report

Account Summary

For Fiscal: 2026-2027 Period Ending: 09/30/2026

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 10 - General Fund						
Category: 42 - Use of Money & Property						
10-42400 Interest - Tri Counties General	0.00	0.00	0.00	4,580.18	4,580.18	0.00 %
10-42500 Cell Tower Rent	0.00	0.00	1,512.84	4,538.52	4,538.52	0.00 %
Category: 42 - Use of Money & Property Total:	0.00	0.00	1,512.84	9,118.70	9,118.70	0.00 %
Category: 44 - Charges for Services						
10-44020 Prevention - Fire Hydrant / Water F...	0.00	0.00	203.56	203.56	203.56	0.00 %
10-44030 Prevention - Fireworks Permits	0.00	0.00	0.00	816.41	816.41	0.00 %
10-44040 Prevention - Inspections	0.00	0.00	0.00	136.06	136.06	0.00 %
10-44041 Prevention - Riverbank / Modesto	0.00	0.00	0.00	1,779.87	1,779.87	0.00 %
10-44050 Prevention - Plan Reviews	0.00	0.00	0.00	-3,645.00	-3,645.00	0.00 %
10-44052 Prevention - Plan Reviews - Riverba...	0.00	0.00	11,900.79	38,958.89	38,958.89	0.00 %
10-44053 Prevention - Plan Reviews - Waterfo...	0.00	0.00	2,660.30	15,107.01	15,107.01	0.00 %
10-44100 Incident Reports	0.00	0.00	101.20	177.10	177.10	0.00 %
10-44110 AMR First Responder Services	0.00	0.00	78,761.90	78,761.90	78,761.90	0.00 %
10-44120 Fire Recovery USA	0.00	0.00	0.00	1,091.20	1,091.20	0.00 %
Category: 44 - Charges for Services Total:	0.00	0.00	93,627.75	133,387.00	133,387.00	0.00 %
Category: 45 - Other Revenues						
10-45000 Workers Compensation Reimburse...	0.00	0.00	2,772.19	10,314.96	10,314.96	0.00 %
10-45020 Retiree Medical Reimbursement	0.00	0.00	1,768.00	5,304.00	5,304.00	0.00 %
10-45040 Other Reimbursements	0.00	0.00	0.00	36,233.59	36,233.59	0.00 %
10-45120 Other Revenue	0.00	0.00	0.00	1.00	1.00	0.00 %
Category: 45 - Other Revenues Total:	0.00	0.00	4,540.19	51,853.55	51,853.55	0.00 %
Category: 50 - Personnel Services						
10-000-50000 Salaries & Wages	0.00	0.00	422,486.35	1,317,001.38	-1,317,001.38	0.00 %
10-000-50020 Bilingual Pay	0.00	0.00	138.48	415.44	-415.44	0.00 %
10-000-50030 Education Pay	0.00	0.00	7,714.78	23,184.79	-23,184.79	0.00 %
10-000-50040 HazMat Pay	0.00	0.00	80.76	242.28	-242.28	0.00 %
10-000-50100 Overtime	0.00	0.00	238,724.37	665,460.82	-665,460.82	0.00 %
10-000-50110 FLSA Overtime	0.00	0.00	10,813.00	32,521.42	-32,521.42	0.00 %
10-000-50200 Medical In Lieu Pay	0.00	0.00	23,405.78	55,211.32	-55,211.32	0.00 %
10-000-50220 Uniform Allowance	0.00	0.00	4,019.50	12,144.39	-12,144.39	0.00 %
10-000-50300 CalPERS ER - Safety	0.00	0.00	74,290.81	231,445.37	-231,445.37	0.00 %
10-000-50310 CalPERS ER - Miscellaneous	0.00	0.00	1,465.80	4,408.54	-4,408.54	0.00 %
10-000-50320 CalPERS UAL - Safety	0.00	0.00	0.00	813,900.00	-813,900.00	0.00 %
10-000-50325 CalPERS UAL - Misc.	0.00	0.00	0.00	23,857.00	-23,857.00	0.00 %
10-000-50400 Medical Insurance	0.00	0.00	96,854.61	290,972.10	-290,972.10	0.00 %
10-000-50410 Vision Insurance	0.00	0.00	996.33	2,988.99	-2,988.99	0.00 %
10-000-50420 Dental Insurance	0.00	0.00	5,957.52	23,830.08	-23,830.08	0.00 %
10-000-50430 Life Insurance	0.00	0.00	988.00	3,952.00	-3,952.00	0.00 %
10-000-50440 LTD Insurance	0.00	0.00	1,326.00	5,720.00	-5,720.00	0.00 %
10-000-50450 Voluntary Life Insurance	0.00	0.00	43.50	130.50	-130.50	0.00 %
10-000-50460 Central Valley Retiree Medical Trust	0.00	0.00	10,200.00	30,600.00	-30,600.00	0.00 %
10-000-50470 Retiree Group Insurance	0.00	0.00	10,367.26	23,982.78	-23,982.78	0.00 %
10-000-50480 Group Term Life Insurance	0.00	0.00	475.28	1,416.70	-1,416.70	0.00 %
10-000-50500 FICA / Medicare	0.00	0.00	10,247.86	30,340.36	-30,340.36	0.00 %
10-000-50600 Worker's Compensation	0.00	0.00	0.00	90,635.75	-90,635.75	0.00 %
Category: 50 - Personnel Services Total:	0.00	0.00	920,595.99	3,684,362.01	-3,684,362.01	0.00 %
Category: 60 - Materials & Supplies						
10-000-60200 Badges & Emblems	0.00	0.00	3,754.05	3,754.05	-3,754.05	0.00 %
10-000-60230 Clothing & PPE - Other	0.00	0.00	1,209.00	1,209.00	-1,209.00	0.00 %

Budget Report

For Fiscal: 2026-2027 Period Ending: 09/30/2026

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
10-000-60500	Station Supplies	0.00	0.00	75.29	1,534.86	-1,534.86	0.00 %
10-000-60510	Bottled Water	0.00	0.00	64.73	1,222.72	-1,222.72	0.00 %
10-000-60530	Furnishings & Appliances	0.00	0.00	0.00	1,591.15	-1,591.15	0.00 %
10-000-60540	Household Expenditures - Other	0.00	0.00	0.00	1,022.90	-1,022.90	0.00 %
10-000-60600	Fiduciary / Liability Insurance	0.00	0.00	59.00	65,664.67	-65,664.67	0.00 %
10-000-60700	02-02 SSLWR26 Chevy Tahoe	0.00	0.00	-1,400.00	-1,400.00	1,400.00	0.00 %
10-000-60705	04-03 SSLE23 Pierce Type 1	0.00	0.00	0.00	2,820.01	-2,820.01	0.00 %
10-000-60706	04-04 SSLE226 Pierce Type 1	0.00	0.00	429.52	1,089.52	-1,089.52	0.00 %
10-000-60708	08-01 2008 Chevy P/U	0.00	0.00	-4,000.00	-4,000.00	4,000.00	0.00 %
10-000-60709	08-02 SSLE223 OES 347 HME Type 1	0.00	0.00	318.61	351.44	-351.44	0.00 %
10-000-60713	11-01 Ford Expedition	0.00	0.00	2,137.28	2,248.86	-2,248.86	0.00 %
10-000-60714	11-02 SSLB24 Int. Type 3	0.00	0.00	1,198.59	1,390.53	-1,390.53	0.00 %
10-000-60716	13-01 SSLQ22 Pierce Quint	0.00	0.00	0.00	21,784.50	-21,784.50	0.00 %
10-000-60718	15-02 SSLE26 Pierce Type 1	0.00	0.00	40.70	1,288.90	-1,288.90	0.00 %
10-000-60721	17-01 SSLWT23 Kenworth WT	0.00	0.00	62.15	62.15	-62.15	0.00 %
10-000-60723	18-01 SSLE24 Rosenbauer Type 1	0.00	0.00	347.46	713.21	-713.21	0.00 %
10-000-60724	23-01 Training Vehicle	0.00	0.00	0.00	373.08	-373.08	0.00 %
10-000-60725	24-01 FIU Tahoe	0.00	0.00	0.00	361.11	-361.11	0.00 %
10-000-60726	24-02 BC Tahoe	0.00	0.00	0.00	147.34	-147.34	0.00 %
10-000-60727	25-01 E21 Hi-Tech	0.00	0.00	0.00	37,228.74	-37,228.74	0.00 %
10-000-60736	SSLWT21-08 - Int'l Burtons	0.00	0.00	0.00	996.51	-996.51	0.00 %
10-000-60738	25-02 B23 Type III HME	0.00	0.00	0.00	2,981.13	-2,981.13	0.00 %
10-000-60739	19-01 SSLG21 Ford Type 6	0.00	0.00	244,133.26	247,278.54	-247,278.54	0.00 %
10-000-60798	Vehicle Maintenance & Repair - Ot...	0.00	0.00	0.00	68.97	-68.97	0.00 %
10-000-60800	Radio & Pager Maintenance & Repa...	0.00	0.00	0.00	1,156.64	-1,156.64	0.00 %
10-000-60810	Small Engine	0.00	0.00	1,611.07	1,611.07	-1,611.07	0.00 %
10-000-60820	SCBA Equipment Maintenance & R...	0.00	0.00	0.00	480.75	-480.75	0.00 %
10-000-60830	Fitness Equipment Maintenance	0.00	0.00	0.00	775.00	-775.00	0.00 %
10-000-61000	Medical Supplies	0.00	0.00	257.85	1,491.30	-1,491.30	0.00 %
10-000-61010	Paramedic Program	0.00	0.00	10,823.82	18,183.22	-18,183.22	0.00 %
10-000-61100	Memberships	0.00	0.00	0.00	55.99	-55.99	0.00 %
10-000-61200	Food	0.00	0.00	61.58	1,652.31	-1,652.31	0.00 %
10-000-61210	Travel & Lodging	0.00	0.00	322.90	4,560.16	-4,560.16	0.00 %
10-000-61220	Board Member Meeting Allowance	0.00	0.00	1,000.00	3,200.00	-3,200.00	0.00 %
10-000-61240	Training Program	0.00	0.00	0.00	5,741.58	-5,741.58	0.00 %
10-000-61260	Educaiton Reimbursement	0.00	0.00	511.10	511.10	-511.10	0.00 %
10-000-61320	Postage	0.00	0.00	0.00	654.30	-654.30	0.00 %
10-000-61330	Office Supplies	0.00	0.00	0.00	117.86	-117.86	0.00 %
10-000-61340	Printer Supplies	0.00	0.00	900.00	1,221.64	-1,221.64	0.00 %
10-000-61350	Computer Equipment Supplies	0.00	0.00	0.00	2,159.32	-2,159.32	0.00 %
10-000-61400	Professional Services	0.00	0.00	5,368.37	62,158.87	-62,158.87	0.00 %
10-000-61405	Administrative Contract (Modesto)	0.00	0.00	34,489.18	103,467.54	-103,467.54	0.00 %
10-000-61410	Accounting / Auditing	0.00	0.00	6,812.50	45,323.20	-45,323.20	0.00 %
10-000-61420	Record Destruction Service	0.00	0.00	0.00	190.80	-190.80	0.00 %
10-000-61430	Legal / Attorney	0.00	0.00	0.00	11,103.20	-11,103.20	0.00 %
10-000-61450	IT Services Contract	0.00	0.00	7,127.28	21,357.84	-21,357.84	0.00 %
10-000-61470	Background / Pre-Employment	0.00	0.00	1,000.00	3,000.00	-3,000.00	0.00 %
10-000-61496	Consultant Services	0.00	0.00	645.00	13,450.90	-13,450.90	0.00 %
10-000-61497	Dispatch Services	0.00	0.00	53,651.00	53,651.00	-53,651.00	0.00 %
10-000-61498	Stremline Automation Systems	0.00	0.00	0.00	3,206.50	-3,206.50	0.00 %
10-000-61620	Postage	0.00	0.00	0.00	96.52	-96.52	0.00 %
10-000-61700	Prevention Expenditures	0.00	0.00	8,548.35	8,548.35	-8,548.35	0.00 %
10-000-61800	Small Tools & Instruments	0.00	0.00	260.00	497.84	-497.84	0.00 %
10-000-62000	Fuel & Oil	0.00	0.00	12,618.85	46,361.45	-46,361.45	0.00 %
10-000-64000	Cell Phones	0.00	0.00	0.00	4,954.07	-4,954.07	0.00 %
10-000-64020	MDC / T-1 Lines / Phones	0.00	0.00	4,294.85	14,079.95	-14,079.95	0.00 %
10-000-64030	Wireless Internet	0.00	0.00	594.00	1,782.00	-1,782.00	0.00 %
10-000-65000	Bank Service Charges	0.00	0.00	0.00	991.23	-991.23	0.00 %

Budget Report

For Fiscal: 2026-2027 Period Ending: 09/30/2026

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
10-000-65300	0.00	0.00	0.00	12,915.00	-12,915.00	0.00 %
10-000-65400	0.00	0.00	3,587.92	3,587.92	-3,587.92	0.00 %
10-000-65700	0.00	0.00	700.00	700.00	-700.00	0.00 %
10-000-65800	0.00	0.00	0.00	170.78	-170.78	0.00 %
10-000-69000	0.00	0.00	0.00	4,159.37	-4,159.37	0.00 %
10-000-69020	0.00	0.00	372.00	869.00	-869.00	0.00 %
10-200-60920	0.00	0.00	12,385.00	13,155.00	-13,155.00	0.00 %
10-200-62100	0.00	0.00	1,422.09	4,467.45	-4,467.45	0.00 %
10-200-62110	0.00	0.00	52.68	148.20	-148.20	0.00 %
10-200-62120	0.00	0.00	0.00	244.38	-244.38	0.00 %
10-200-62130	0.00	0.00	0.00	54.08	-54.08	0.00 %
10-210-60921	0.00	0.00	0.00	271.00	-271.00	0.00 %
10-210-62120	0.00	0.00	134.47	281.49	-281.49	0.00 %
10-210-62130	0.00	0.00	0.00	86.14	-86.14	0.00 %
10-210-62140	0.00	0.00	0.00	292.10	-292.10	0.00 %
10-210-62150	0.00	0.00	127.24	380.64	-380.64	0.00 %
10-220-60922	0.00	0.00	0.00	24,394.68	-24,394.68	0.00 %
10-220-62110	0.00	0.00	63.57	176.31	-176.31	0.00 %
10-220-62120	0.00	0.00	152.36	317.66	-317.66	0.00 %
10-220-62130	0.00	0.00	0.00	186.14	-186.14	0.00 %
10-220-62140	0.00	0.00	0.00	292.10	-292.10	0.00 %
10-220-62150	0.00	0.00	121.18	362.46	-362.46	0.00 %
10-230-60923	0.00	0.00	0.00	1,215.14	-1,215.14	0.00 %
10-230-62100	0.00	0.00	576.91	1,844.57	-1,844.57	0.00 %
10-230-62110	0.00	0.00	56.61	170.91	-170.91	0.00 %
10-230-62130	0.00	0.00	0.00	86.14	-86.14	0.00 %
10-230-62140	0.00	0.00	0.00	409.95	-409.95	0.00 %
10-240-60924	0.00	0.00	0.00	648.30	-648.30	0.00 %
10-240-62100	0.00	0.00	1,945.58	6,221.92	-6,221.92	0.00 %
10-240-62110	0.00	0.00	122.54	360.77	-360.77	0.00 %
10-240-62120	0.00	0.00	354.78	706.33	-706.33	0.00 %
10-240-62130	0.00	0.00	0.00	89.77	-89.77	0.00 %
10-240-62150	0.00	0.00	121.18	362.46	-362.46	0.00 %
10-260-60925	0.00	0.00	0.00	380.00	-380.00	0.00 %
10-260-62100	0.00	0.00	3,804.87	11,081.63	-11,081.63	0.00 %
10-260-62110	0.00	0.00	96.55	284.08	-284.08	0.00 %
10-260-62120	0.00	0.00	0.00	338.81	-338.81	0.00 %
10-260-62130	0.00	0.00	0.00	54.07	-54.07	0.00 %
10-260-62140	0.00	0.00	0.00	249.48	-249.48	0.00 %
10-260-62150	0.00	0.00	121.18	362.46	-362.46	0.00 %
Category: 60 - Materials & Supplies Total:	0.00	0.00	425,646.05	921,956.08	-921,956.08	0.00%
Category: 70 - Capital & Outlay						
10-000-71005	0.00	0.00	0.00	2,872.75	-2,872.75	0.00 %
10-000-71100	0.00	0.00	7,319.73	7,319.73	-7,319.73	0.00 %
10-000-71200	0.00	0.00	0.00	77.58	-77.58	0.00 %
10-000-71500	0.00	0.00	9,942.65	14,528.84	-14,528.84	0.00 %
Category: 70 - Capital & Outlay Total:	0.00	0.00	17,262.38	24,798.90	-24,798.90	0.00%
Total Revenues	0.00	0.00	99,680.78	194,359.25	194,359.25	0.00%
Total Expenses	0.00	0.00	1,363,504.42	4,631,116.99	-4,631,116.99	0.00%
Fund: 10 - General Fund Surplus (Deficit):	0.00	0.00	-1,263,823.64	-4,436,757.74	-4,436,757.74	0.00%

Stanislaus Consolidated Fire Protection District
Summary Budget VS. Actual
July 1, 2026 through September 30, 2026

Total Revenues	\$194,359.80
Total Salary and Benefits	\$3,684,362.01
Total Services and Supplies	\$921,956.08
Net Revenues (Expenses)	\$4,606,318.09
Total Capital Expenditures	\$24,798.90
Total Net Revenue (Expense From Reserves)	-\$4,411,958.29

Stanislaus Consolidated Fire Protection District
Summary Overtime
July 1, 2026 through September 30, 2026

	Hours	Amount
Out of Grade Pay	485.00	\$ 1,352.81
OT- Holiday	1674.50	\$ 92,907.77
OT Incident	505.33	\$ 26,989.82
OT - Out of Grade		
OT-Sick	1523.25	\$ 81,968.41
OT- Strike Team	4844.00	\$ 297,682.99
OT- Training	441.25	\$ 25,781.84
OT- Vacancy	344.00	\$ 19,156.21
OT - Vacation	1563.50	\$ 90,505.50
OT - Workers Comp	62.00	\$ 3,976.49
OT- Jury Duty		
OT Breavement Leave		
Overtime		
OT Total	11442.83	\$ 640,321.84



Stanislaus Consolidated Fire Protection District
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Riverbank, CA 95367
Phone: (209) 869-7470 · Fax: (209) 869-7475
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STAFF REPORT

TO: President Rivers and Members of the SCFPD Board of Directors
FROM: Rick Bussell, Project Coordinator
SUBJECT: 2026-2031 Community Driven Strategic Plan & Management and Implementation Guide
DATE: October 14, 2026

RECOMMENDED BOARD ACTION: Approve the 2026–2031 Community-Driven Strategic Plan and the Management and Implementation Guide and direct staff to begin implementation, subject to the adopted budget, District policies, and separate Board approval of any expenditure, contract, program, capital project, or other action requiring Board approval.

BACKGROUND

The Stanislaus Consolidated Fire Protection District (SCFPD) engaged the Center for Public Safety Excellence (CPSE) to facilitate a community-driven strategic planning process. The process was designed to gather input from both community and agency stakeholders and develop a management roadmap focused on measurable results and future organizational change.

The process began with a CPSE-facilitated community meeting and was followed by three days of agency stakeholder work sessions involving a broad cross-section of District personnel. The resulting strategic plan was developed in July-August 2026 and reflects community expectations, agency strengths, identified challenges and service gaps, and priorities for future improvement.

STRATEGIC PLAN OVERVIEW

The Plan establishes a clear organizational framework built around the District’s Mission, Vision, Values, Strategic Goals, and Implementation priorities.

Mission: Serving our communities with courage and compassion by protecting lives, preserving property, and providing exceptional emergency services through professionalism, prevention, preparedness, and partnerships.

Vision: To be a progressive and trusted regional leader in the fire service, recognized for professionalism, integrity, innovation, and service.

Values: Service; Compassion; Forward thinking; Pride; Dedication.

STRATEGIC GOALS:

- Streamline and enhance internal and external communication through education, transparency, and engagement platforms.
- Strengthen and retain a skilled, healthy workforce through professional development, succession planning, and specialty programs.
- Enhance and expand service delivery by identifying growth opportunities and continuously monitoring deployment models while remaining fiscally responsible.
- Implement a capital improvement plan to expand and modernize facilities, equipment, and systems to meet evolving service demands.

COMMUNITY INPUT

Community stakeholders identified emergency medical response and quick response times as the highest priority, followed by trained fire/EMS professionals, excellent care, public education and prevention, fiscal responsibility, communication, fire response resources, and collaboration.

Community concerns included financial issues and fee stacking, response times and major-incident resource capacity, staffing and ALS availability, adapting to future growth, communication and public information, annexations and representation, and future firehouse needs. The community also identified significant strengths, including the District's connection to the community, response model, equipment, dedicated personnel, fiscal sustainability, community presence, and responsiveness.

AGENCY ASSESSMENT

Agency stakeholders identified strengths including dedicated and innovative personnel, modern apparatus and facilities, advanced tools and training, public education, ALS capability, strong response and turnout performance, collaboration, employee wellness, stable revenue, and an Incident Management Team.

Opportunities identified through the process include stronger public information and community risk reduction, expanded community education, community-integrated medicine, technical rescue capability, succession planning, stronger stakeholder relationships, improved website and social media communication, leadership and Board training, wellness initiatives, grants and funding opportunities, regional partnerships, and continued EMS development.

STRATEGIC INITIATIVES

- Internal and External Communication – Improve public information, transparency, community engagement, and internal communication.
- Personnel Development – Address succession planning, workforce health and wellness, professional development, recruitment, retention, and specialty programs.
- Service Delivery – Evaluate growth, Standards of Coverage, deployment, regionalization, partnerships, staffing, response capacity, and future service needs.
- Capital Improvement – Plan for fire station needs, facility improvements, apparatus replacement, emergency equipment, systems, and a future administration facility.

FISCAL IMPACT

Approval of the Community-Driven Strategic Plan does not authorize a specific expenditure or create a new direct financial obligation for the District. Individual objectives or future recommendations involving staffing,

facilities, apparatus, equipment, technology, programs, or other resources will require separate evaluation and, where appropriate, Board consideration through the District's normal budgeting and planning processes.

STAFF RECOMMENDATION

Approve the 2026–2031 Community-Driven Strategic Plan and Management and Implementation Guide and direct staff to begin implementation, subject to the adopted budget, District policies, and separate Board approval of any expenditure, contract, program, capital project, or other action requiring Board approval.

ATTACHMENT

Attachment A: July-August 2026 Community-Driven Strategic Plan – Stanislaus Consolidated Fire Protection District.

Attachement B: Management and Implementation Guide – Stanislaus Consolidated Fire Protection District.

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT



2026-2031 STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Stanislaus Consolidated Fire Protection District (SCFPD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Bray and all who participated for their commitment to this process.

This community-driven strategic plan was developed in July 2026, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Tracy Alves	Cindy Fosi	Christine Harris	Troy Lute	Mike Pitcock
Stacy Call	Maricella Garcia	Jennifer Hidalgo	Dillon Olvera	Luis Uribe
Buck Condit	Evelyn Halbert	Jamie Hilton		

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the SCFPD, as named below.

Agency Stakeholders

Michael Anderson	Clint Bray	Travis Grapes	Austin Lunde	Zack Tamburrino
Mike Avila	Scott Burke	Tim Johnson	Jessica Sousa	Brittney Withrow
Greg Bernardi	Rick Bussell	Ryan Leighton	Zac Swanson	



Agency Stakeholder Work Session Participants

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Message from the Fire Chief



I am pleased to announce the implementation of the Stanislaus Consolidated Fire Protection District's Strategic Plan. This plan establishes a clear direction for our department and strengthens our commitment to operational excellence, employee development, community safety, fiscal responsibility, and responsive public service.

The plan reflects the collective insight and dedication of many people. I extend my sincere appreciation to our department personnel, labor representatives, Board of Directors, community organizations, residents, and other stakeholders who contributed their time, expertise, and perspectives throughout the planning process.

To our Internal Stakeholders: Thank You for your candid feedback, thoughtful recommendations, and continued commitment to our mission. Your first-hand knowledge helped ensure that the plan addresses the needs of our workforce while preparing the department for emerging challenges.

To our External Stakeholders: Thank You for your trust, collaboration, and valuable input. Your participation helped align our priorities with the expectations and needs of the communities we serve.

Implementation marks the beginning of our next phase of work. Success will require continued collaboration, accountability, and regular evaluation of our progress. We will communicate updates, celebrate milestones, and adjust as conditions and community needs evolve.

On behalf of the department's leadership team, thank you for helping shape a practical and forward-looking plan. Together, we are building a safer, stronger, and more resilient community.

A handwritten signature in black ink that reads 'John W. Bairos'.

John W. Bairos
Fire Chief

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Introduction

The community serviced by the Stanislaus Consolidated Fire Protection District (SCFPD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the SCFPD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The SCFPD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Stanislaus Consolidated Fire Protection District serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represent the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Stanislaus Consolidated Fire Protection District's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the SCFPD truly benefit from the process and realize its ultimate vision.

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background

The Stanislaus Consolidated Fire Protection District (SCFPD) was officially formed on March 3, 1995, as the result of Project 94, a countywide effort to improve the effectiveness, efficiency, and long-term sustainability of fire protection services in Stanislaus County. The consolidation brought together the four independent fire agencies of Stanislaus County Fire, Empire Fire Protection District, Riverbank Fire Protection District, and Waterford-Hickman-La Grange Fire Protection District.

Today, the district protects approximately 195 square miles, serving the cities of Riverbank and Waterford, along with the communities of Empire, Hickman, La Grange, the Airport District, Beard Industrial area, Gallo Winery, and surrounding unincorporated portions of Stanislaus County. The district has become one of the largest independent fire protection districts in the region.

During its early years, SCFPD faced the same financial challenges experienced by many California special districts—balancing growing service demands with limited property tax revenues established under Proposition 13. When the district was formed, emergency response was primarily provided by four two-person engine companies and one single-person engine company.

In 2003, recognizing the need for improved emergency response, the citizens approved the Proposition 218 Special Benefit Assessment (implemented districtwide in 2005), providing a stable local funding source dedicated to maintaining and improving fire protection services.

As the district matured, SCFPD became recognized as a regional provider of fire and emergency services. In 2014, SCFPD entered into an innovative regional

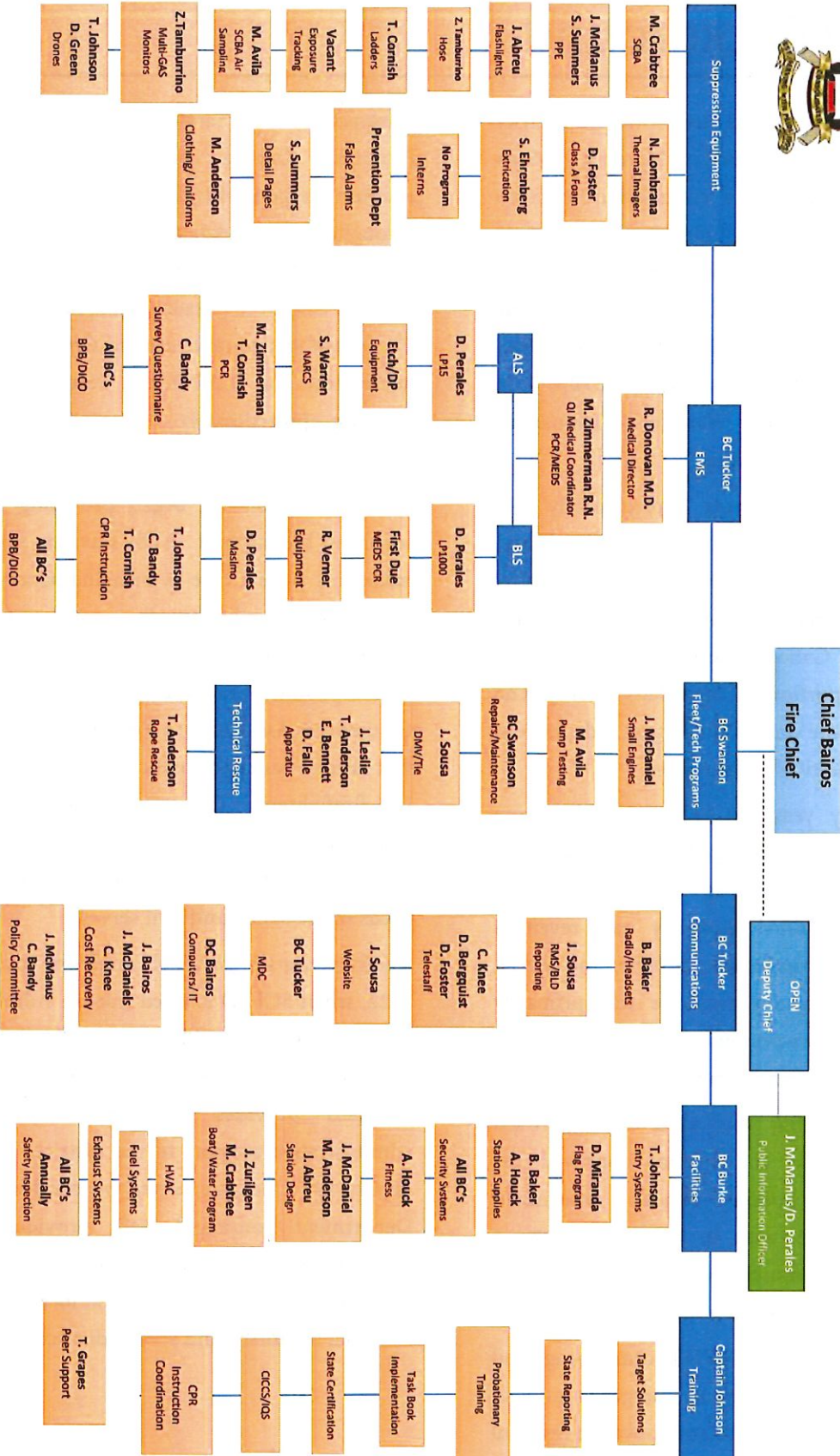
Contract for Fire Services with the Oakdale Fire Protection District and the City of Oakdale, assuming responsibility for providing fire protection throughout the Oakdale region. Unfortunately, in 2019, the Oakdale contract concluded after local agencies elected to pursue a different service model. The loss of that contract created significant financial uncertainty for SCFPD and resulted in notices affecting approximately 25 personnel, one of the most difficult periods in the district's history.

In 2015, the district began providing fire-based advanced life support (ALS) services, significantly enhancing patient care by bringing paramedic-level treatment directly to the scene of medical emergencies. The district continued investing in EMS capabilities and, in 2023, was awarded a highly competitive Assistance to Firefighters Grant (AFG) that funded paramedic education for approximately 16 firefighters. This investment substantially increased the district's paramedic workforce and positioned SCFPD to meet the growing medical needs of the communities it serves.

Another transformational milestone occurred in 2022, when SCFPD entered into an Administrative Services Agreement with the City of Modesto. Under this innovative governance model, the City of Modesto provides executive leadership and administrative support to the district. Today, one deputy fire chief, supported by the Modesto Fire Department command staff, provides strategic leadership for SCFPD while the district maintains its independent Board of Directors, local governance, financial authority, and special district identity.



Stanislaus Consolidated Operational Programs



Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all SFCPD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created and accepted by the entire group:

Serving our communities with courage and compassion by protecting lives, preserving property, and providing exceptional emergency services through professionalism, prevention, preparedness, and partnerships.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values agreed upon by the entire group.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Stanislaus Consolidated Fire Protection District to accomplish their goals, objectives, and day-to-day tasks.

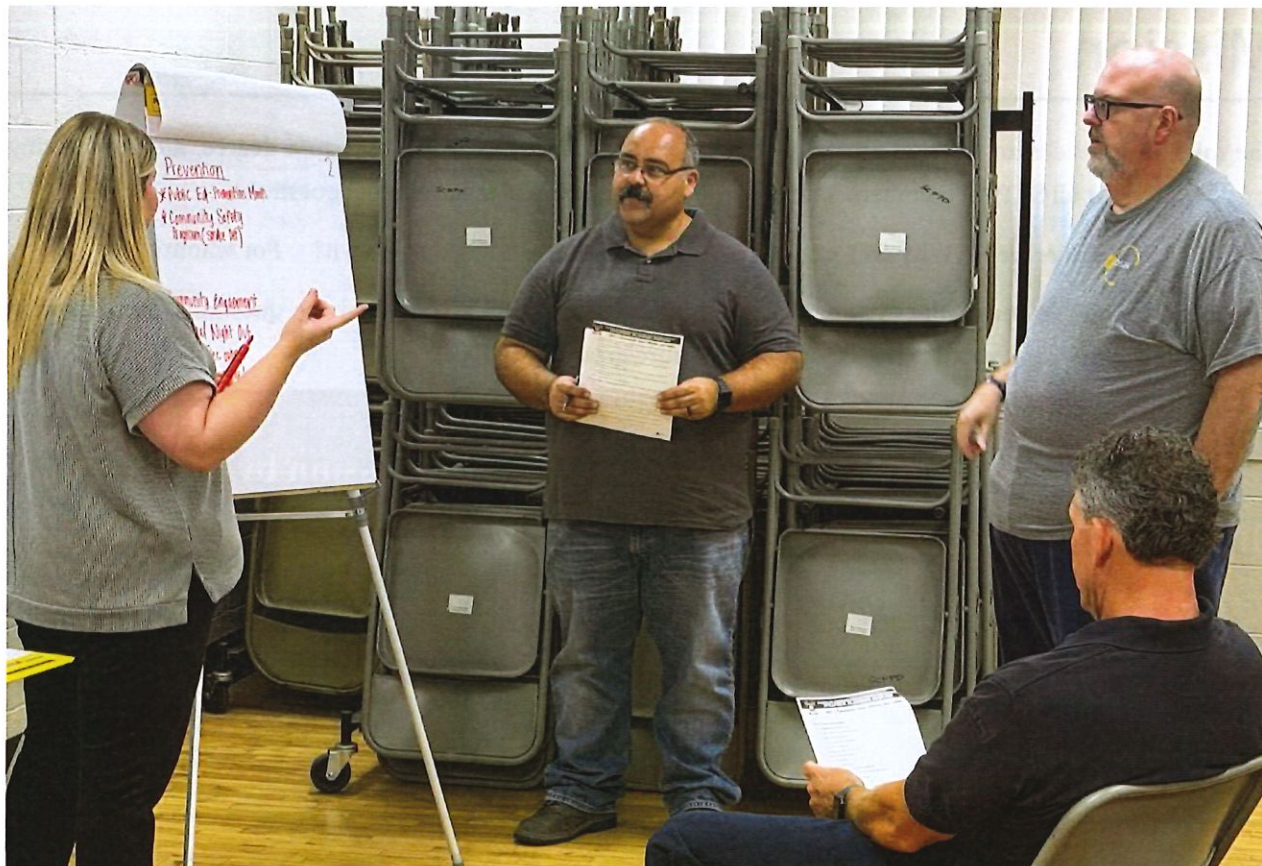
Service

Compassion

Forward thinking

Pride

Dedication



Agency Stakeholder Work Sessions



Vision

An organizational vision exists to keep all members focused on the successful future of the Stanislaus Consolidated Fire Protection District and to guide quality change and improvement in alignment with the community. In support of the community-driven strategic planning process, CPSE facilitated the revision of the SCFPD's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**To be a progressive and trusted regional leader in the fire service,
recognized for professionalism, integrity, innovation, and service.**

**We will strengthen our organization and communities
through accountability, collaboration, teamwork,
and continuous improvement, while providing
exceptional emergency services today and for future generations.**



Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The SCFPD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



GOAL 1: Streamline and enhance internal and external communication by providing a connection to all stakeholders through education and transparency via available platforms of engagement.

- 1.1 Streamline and further define the role of PIO to increase timely communication and overall visibility of the district.
- 1.2 Engage the community through in-person events to improve public education and relationships with all stakeholders.
- 1.3 Improve communication processes between internal stakeholders to ensure transparency, collaboration, and timeliness.
- 1.4 Enhance the district's website to provide more comprehensive and current information to the communities.



GOAL 2: Strengthen and retain a skilled, healthy workforce through professional development, succession planning, and specialty programs.

- 2.1 Create a succession plan to ensure qualified personnel are in place to assume leadership roles.
- 2.2 Maintain the wellness of the employees to promote a healthy and resilient workforce.
- 2.3 Encourage professional development to foster employee growth and ensure the district can meet evolving community needs.
- 2.4 Improve employee recruitment and retention to build and maintain a diverse and highly qualified workforce that supports reliable emergency response.



GOAL 3: Enhance and expand service delivery to the community by identifying growth opportunities and continuously monitoring deployment models while remaining fiscally responsible.

- 3.1 Evaluate the deployment model to align with the development of the district while remaining fiscally responsible.
- 3.2 Review and enhance the leadership structure that supports current and future operations of the district.
- 3.3 Evaluate and enhance the current regional service delivery model by strengthening partnerships and considering alternative service models and programs.



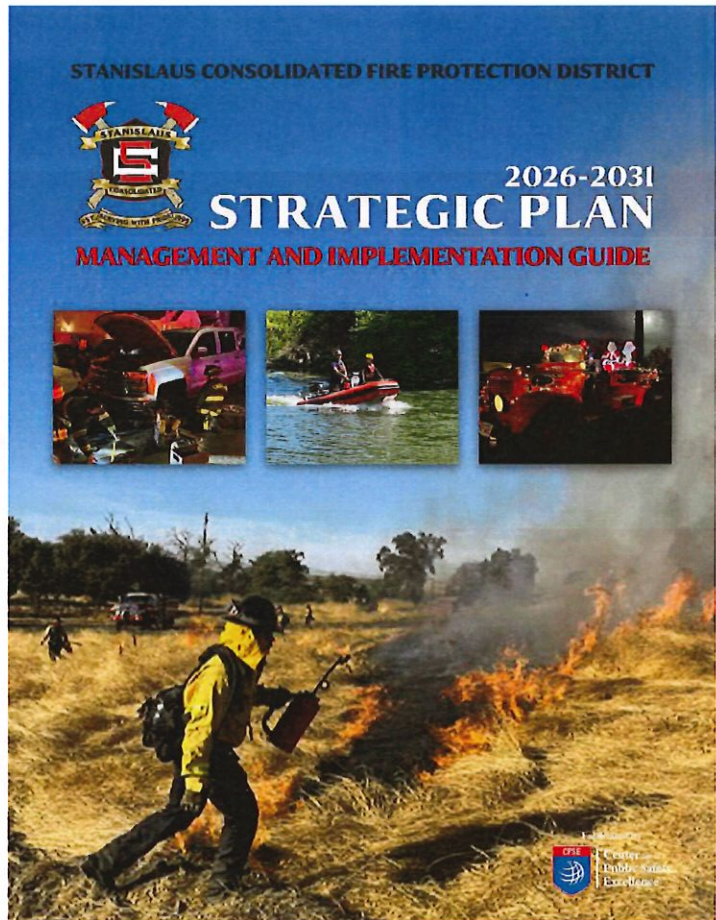
GOAL 4: Implement a capital improvement plan to expand and modernize facilities, equipment, and systems to meet evolving service demands.

- 4.1 Create a roadmap to build Fire Station 25 and the Administrative Facility to meet the demands of Crossroads West and improve service delivery.
- 4.2 Maintain a safe, reliable, and mission-ready fleet through proactive planning and timely apparatus replacement.
- 4.3 Ensure safe, reliable, and mission-ready emergency response equipment to provide for the safety of SCFPD personnel and members of the community.
- 4.4 Maintain and modernize facilities to provide an energy-efficient and safe working environment for personnel.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and integrate the plan to ensure the community's expectations and the Stanislaus Consolidated Fire Protection District's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the SCFPD in the mechanics of integration. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Stanislaus Consolidated Fire Protection District navigate that process. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



"...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence."

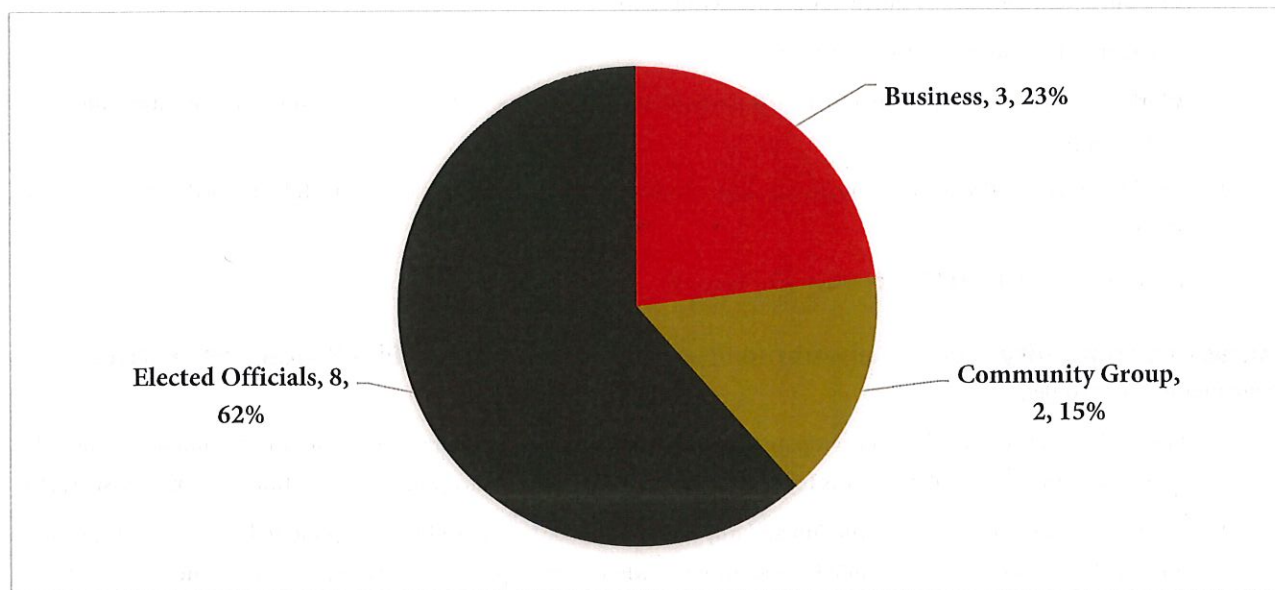
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The Stanislaus Consolidated Fire Protection District demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance, or values-based expectations or concerns, from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



10 also identified as residents.

Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the SCFPD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Stanislaus Consolidated Fire Protection District (in priority order)

1. Emergency Response (medical). Quick response time. Quick response times. Response times. Response times. Response times. Timely response to incidents and calls. Response times. Response times. Quick response times. Timely response. (53)
2. Trained fire and EMS professionals. Hazard evolution and preplanning for large complex industrial facilities and warehousing. Hazmat response and joint training, proper suppression evolutions. (16)
3. Excellent care for our residents. Expect response to lake drownings and wildfires. Fire protection. Medical aid. Being aware and traveling. Community safety. (14)
4. Public education and prevention. Fire prevention. Communication with residents. Community engagement. (8)
5. Fiscal responsibility to continue providing adequate services. Fire assessment accountability (Proposition 218, separate October). (6)
6. Communication- changes and expectations. Communication with citizens and businesses in Stanislaus County. Responses to public involvement at board meetings. (5)
7. Emergency Response resources (fire). (5)
8. Working collaboratively with other first responders. Teamwork on the call. Continuous communication and partnerships. (5)
9. Need for a second firehouse. Fully explain and educate on how the new station will be fully funded (34.4 Crossroads West Station). (4)
10. EMT on every shift (ALS). Succession planning. (4)

Areas of Community Concern about the Stanislaus Consolidated Fire Protection District

(verbatim, in priority order)

1. Fee stacking: impact fee (new development) versus the city. How fees impact residents and commercial properties, such as apartments. Escalating costs for service. Any budget concerns to address expectations. Financial issues. (15)
2. Response times. Ongoing construction and impact on response times. Ability to respond to large incidents and have enough resources for extended operations, while still providing resources for the rest of the community. Overextended on medical calls. (14)
3. Enough personnel. Enough EMTs. Staffing- not having four per shift. Quality or experience for all jobs within the district: inspector, fire trainee, medic, etc. Ensure there is enough staff available. (12)
4. Adapting to future growth. Process for new facilities: permits, costs, timeline. Implementation for future projects. (11)
5. Communication. Community information such as car seats, keeping safe from fires, and providing online information. (10)
6. Annexations taking away from the district. Having representation at those tables to represent the district. Annexing other fire districts, it needs to happen. (9)
7. Second firehouse. Is there potential to close the downtown station? (8)
8. Specific consolidated fire requests during the permitting process. (5)

Positive Community Comments about the Stanislaus Consolidated Fire Protection District

(verbatim, in no order)

- Connected to the community.
- Emergency response model.
- Equipment, new and improving.
- Community-minded.
- Safety focused.
- Willingness to participate with industry experts/training.
- Staff is always friendly and helpful when I see them throughout city functions.
- Stability of staff/board.
- Fiscal sustainability.
- Always trying to be better.
- Great response time.
- Work well together.
- They care.
- We get no complaints on our fire department/station.
- Our community seems to be really pleased with their service.
- Presence within the community, visibility, and participation in events.
- Eagerness to share their responsibilities/job with us – let us show you instead of just talk about it.
- Responsiveness to emergency situations.
- Responded quickly to an emergency and saved lives.
- Caring.
- Community driven.
- Board should hold Modesto F. D. accountable as management serving consolidated boundary. In example, make sure getting good service, as they will likely focus on Modesto.
- Staff and firefighters are dedicated to this community.

Other Community Comments about the Stanislaus Consolidated Fire Protection District

(verbatim, in no particular order)

- No raising of fire assessments.
- Love to see their interaction with the community.
- Appreciate our firehouse.

Things the Community Feels the Stanislaus Consolidated Fire Protection District Should Change

(verbatim, in no particular order)

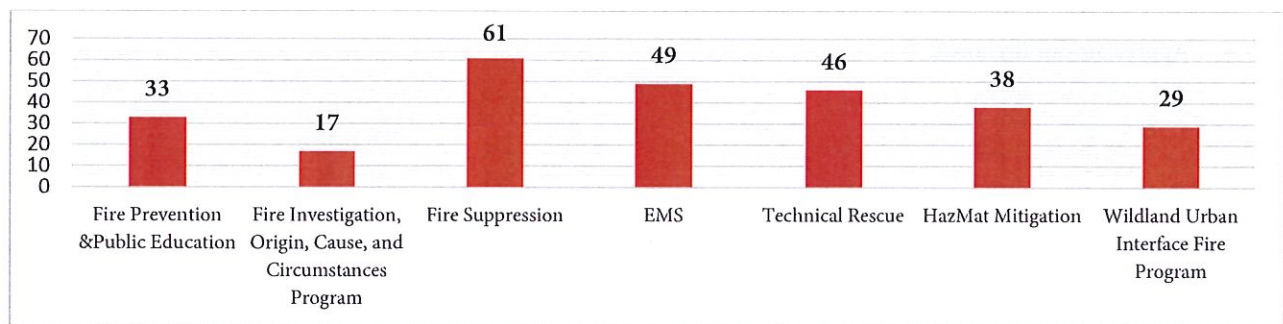
- Possibly going to their own leadership.
- Create a separate Prop 218 assessment account.
- Simplify the permitting process.
- Upfront expectations for new facilities.
- More info for citizens online.
- Communication with impacted jurisdictions.
- More crew site reviews/inspections.
- Contract with Modesto Fire.
- More community outreach.
- Quicker turnaround of plan review and fee estimates.
- Fees covering all growth – includes any annexation and development.

Things the Community Feels the Stanislaus Consolidated Fire Protection District Should NOT Change (verbatim, in no particular order)

- The MST Response model.
- Great response times/community safety.
- Community outreach.
- Community involvement.
- Engagement with the community.
- Response time.
- Dropped boundaries.
- Fire protection standards.

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the Stanislaus Consolidated Fire Protection District to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the SCFPD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the SCFPD attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization's current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

STRENGTHS	
Caring, helpful, dedicated, and innovative personnel.	Good apparatus.
Capital facilities	Up to date/high quality/state of the art tools.
Training exceeds state training requirements.	Multifaceted training.
Innovative training with tools.	Public education - prevention month.
Program community safety program. (smoke detector program)	Staffing – ALS capabilities, increases personnel on apparatus.
Attending parks and recreation outings.	Public visibility and approachability.
Good response times.	Good turnout times.
Good collaboration with surrounding agencies.	Boundary drop/coverage – creates depth.
Paramedic response – early ALS intervention.	Broad range of apparatus/equipment. (incident specific)
Great return on investment.	Partnerships – resource sharing and training.
Adaptability and resiliency – operational and financial.	National Night Out
Good relationships with the community and surrounding agencies.	Operational efficiency – cross-staffing to meet the needs of the district.
Employee wellness. (Life Scan)	Special districts have more control.
Stable revenue – tax.	MST. (Modesto, Stanislaus, Turlock)
Incident Management Team.	

OPPORTUNITIES

Enhance our public information.	Develop relationships with stakeholders through CRR.
Exciting opportunity to educate the public.	Community-integrated medicine.
Grow Tech Rescue programs.	Succession planning.
Stakeholder relationship maintenance and development.	Enhance existing delivery type. (website, socials, insider)
Scheduled open houses.	Public CPR/safety classes.
Modified Fire Ops 101 (to include supporters and critics in the community).	Challenge – Special District revenue shrinking – Opportunity for revenue sharing.
Dedicated PIO – social media.	Evaluate previous ISO rating – for improvement.
Annual review with stakeholders and community to meet and exceed expectations.	Increased growth of SCFPD allowing for increased local/fed funding – grants and appropriations.
Opportunity to improve health and wellness programs.	Select leadership to help realize strategic plan.
Joint Powers Agreements (JPA)/annexations allow for increased level of service for the district.	Opportunity to improve EMS service within the county.
Specialized training for board members to ensure they have the tools needed to provide direction for the district.	

ASPIRATIONS

Building upon SCFPD's 1995 foundational principles and 2004 assessment with neighboring agencies to expand and strengthen services throughout the county.	Providing professional, effective services while being fiscally responsible.
	Responsible growth of the district.
Resources needed: Staffing, budget, multi-outlet communication, training needs assessment.	Education and communication to community stakeholders and partners (JPA).
Medic program expansion.	Build on training programs; officer, FE, medic.
Retention program.	Financial stability: budget stability, saving.
Build engine company/community relationship.	Customer service: service delivery: quality product.
Facilities/apparatus replacement and upkeep.	Succession planning: preparing our future leaders.
Expand wellness program to professional staff.	Seek out grants and funding opportunities.
Seek out contracts for services.	In-house plans examinations.
Build on strengths provided by stakeholders.	Employee wellness: Scans, fitness, exercise, mental health.

RESULTS

GROUP 1	GROUP 2	GROUP 3
- Proactive, empathetic employees. - Reduction in maintenance and increase dependability. - Reduced energy costs - Increased positive perception. - Improved risk reduction and line staff efficiency. - Community investment. - Buy-in and increased support for the community. - Improved ISO rating. - Improved customer service. - Increased transparency and community involvement. - Increased positive public perception. - Better insurance rates, - Agency Pride. - Overall health and wellness, reduction in sick days and workers' compensation. - Save on costs and faster turnaround for plan examination. - Increased revenue for the district. - Economies of scale. (better purchasing power) - Improved community relationships.	- More informed community through Instagram, Facebook, website, newsletter, and YouTube videos. - Better prepared successor. - Increased resources. - Better trained staff. - Improved relationship with internal stakeholders. - Increased local knowledge of specific target hazards. - Satisfied customers. - More personal relationships with businesses. - Continue to send personnel to medic school. - Better educated personnel through MST training opportunities - Increase retention through internal promotion and incentivize program. - Being financially responsible. - Healthy and happy workforce. - Operational efficiency – less downtime. - Less red tape bureaucracy. - Consistent revenue flow. - Increased depth of organization/better together than apart. - Strengthens our relationships with other agencies.	- Expecting to expand the district, resulting in an increased level of service while meeting the stakeholders' and community's expectations. - SCFPD's sustainable funding mechanism and the elimination of redundancies will keep the district financially responsible. - Alignment of leadership and board for future growth of the agency. - Measurable success: increased revenue, improved staffing, long-term stability, meeting and improving needs of the serviced area. - Strengthened regional cooperation, operational readiness, and strong relationships with community partners and key stakeholders. - Measures: mid-year budget audits, recruitment/retention, online data/community engagement, reduced response times, enhanced qualifications of personnel. - Expanded organizational capacity and service delivery through strategic planning, stakeholder engagement, leadership development, increased funding opportunities, regional growth, enhanced EMS, and employee wellness programs.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Stanislaus Consolidated Fire Protection District and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Stanislaus Consolidated Fire Protection District. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

GROUP 1	GROUP 2	Initiative Link
Internal and External Communication ○ Streamline and further define the role of PIO to increase timely communication and overall visibility of the district. ○ Expand social media outlets to include more diverse groups (i.e., different languages) ○ Improve communication transparency with line staff, leadership, and administrative staff. ○ Increase community engagement with external stakeholders.	Community Engagement ○ Social media – PIO ○ Website ○ Pub-ed events ○ Community events ○ Fire Ops 101 ○ CRR	Internal and External Communication
Personnel Development ○ Succession planning ○ Health and wellness ○ Ongoing professional development - Line personnel - Board of Directors - Professional staff ○ Employee retention ○ Employee recruitment ○ Expand specialty programs	Internal Stakeholders ○ Board training – CSDA ○ Succession planning ○ Health and wellness - maintain ○ ALS development ○ Tech rescue development	Personnel Development

GROUP 1	GROUP 2	Initiative Link
Growth and Expansion ○ Leadership ○ Standards of Coverage ○ Fiscal responsibility ○ Enhanced service delivery and depth ○ Additional stations and apparatus ○ Increased overhead personnel ○ Enhanced specialty resource capabilities ○ Reduced redundancy	Service Delivery ○ Regionalization ○ Standards of Coverage ○ Partnerships ○ Drop boundaries/response times ○ Increase staffing for future fire stations ○ Fuels reduction	<i>Service Delivery</i>
	Capital ○ Fire stations, new and updates ○ Apparatus replacement metrics ○ Emergency response equipment replacement ○ New administration facility	<i>Capital Improvement</i>

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Internal and External Communication

Personnel Development

Service Delivery

Capital Improvement

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



2026-2031 STRATEGIC PLAN

STANISLAUS CONSOLIDATED FIRE PROTECTION DISTRICT



2026-2031 STRATEGIC PLAN

MANAGEMENT AND IMPLEMENTATION GUIDE



Facilitated by



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Foreword

As part of the community-driven strategic planning process, this management and implementation guide was developed to assist the Stanislaus Consolidated Fire Protection District (SCFPD) in managing its future success through integration, implementation, monitoring of progress, and results feedback. The SCFPD must remember that a plan without managed implementation will never result in change and greater success. This is a living document that the agency should use throughout the duration of its community-driven strategic plan. It provides for further revision, accountability, ways to measure and celebrate success, and desired outcomes. Additionally, information is provided to ensure alignment with the strategic vision of the authority having jurisdiction or other sources, as determined by the SCFPD.

The Success of the Strategic Plan

The Stanislaus Consolidated Fire Protection District approached its desire for organizational change and continuous improvement by developing a community-driven strategic plan focused on input and participation from the community and agency stakeholders. The success of this community-driven strategic plan will be rooted in a quality integration and implementation process and support from all who hold a stake in the SCFPD.

Without a true focus on the integration and implementation of this plan, the SCFPD may fall short of the change it desires. The CPSE recognizes the agency's commitment to its community and supports the continuous improvement identified in this community-driven strategic plan.

Communication

Developing communication processes to disseminate the strategic plan's goals, objectives, and tasking concepts will be key to the agency's success in implementation. Even the best strategic plans are undermined by the inability to effectively communicate plan goals and objectives, and that can be a central reason agencies lose control during implementation. Creating a comprehensive communication plan with clear accountability, ensuring the information needs of various stakeholders are met, and allowing relevant information to go to the right person at the right time to avoid information overload and confusion will support implementation efforts.

There are various ways an agency may utilize its current communication systems to distribute the plan's elements and agency successes as implementation activities progress. Recognition of the importance of reporting progress to all levels of the agency and its stakeholders will assist in determining which of those systems should be included in the disseminated information.

Integration and Implementation

Without effort toward integrating the plan, it will be siloed, and implementation may be hindered. Integration provides an excellent opportunity to communicate to all stakeholders about the intended changes, applicable outcomes, and the direction the department is heading.

Just as the plan's development included agency stakeholders representing a broad spectrum internally, the implementation phase must also ensure that the same representation model is utilized. All agency stakeholders who contributed to the plan's development should be empowered to ensure that members throughout the organization can be part of the implementation phase. This will further integrate plan processes and add value toward implementation successes.

Whether or not they participated in the development of the community-driven strategic plan, all agency stakeholders must recognize that this plan is for the entire agency and is not just representative of the SCFPD's leadership. Perceived and actual ownership across the Stanislaus Consolidated Fire Protection District increases the probability of success and the realization of the desired outcomes.

Tips for Integration and Implementation

1. Communicate to all levels, even during onboarding.
2. Get all levels involved in the implementation and tap their creativity.
3. Empower all leaders and let them go.
4. Create a cadence of accountability.
5. Report progress regularly for all to see.

Performance Measurement

Annually:

- ☐ Review goals/objectives with agency personnel, including providing status updates.
- ☐ Seek internal input for implementation strategies
- ☐ Identify/review external agency resources that can assist with implementation.
- ☐ Seek external feedback on the implementation of goals and objectives.
- ☐ Submit updates to the authority having jurisdiction.

Triennially:

- ☐ Seek community feedback again.

The agency must continue to measure its successes and challenges during plan execution to stay on course for positive change and delivery to its community. Greater focus should remain on the plan's intended outcomes, not just agency inputs and outputs.

Outcomes are the indicators of success, the anticipated, observable, and measurable results realized at the completion of each objective. Aspirations and results from the SOAR analysis may be considered as a guide in the development of outcomes that align with the objectives. Measured outcomes may be included with each objective.

Goals, Objectives, and Tasks



GOAL 1: Streamline and enhance internal and external communication by providing a connection to all stakeholders through education and transparency via available platforms of engagement.

OBJECTIVES

1.1 Streamline and further define the role of PIO to increase timely communication and overall visibility of the district.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Establish a committee to review current PIO practices and identify the needs of the PIO.	2 months	
☐ Research the industry's best practices, legal aspects, community expectations and available outlets.	1 month	
☐ Analyze the data from targeted research.	1 month	
☐ Develop enhanced policy, procedure, and approval for the role of PIO.	3 months	
☐ Determine if additional funding is needed to expand the PIO program.	1-2 months	
☐ Implement the plan.	1 month	
☐ Review and revise as needed.	Annually	

1.2 Engage the community through in-person events to improve public education and relationships with all stakeholders.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Form a committee to identify the gap that exists with current public engagements.	2 months	
☐ Research logistical needs and outside agencies' engagement to gauge which programs would be most beneficial to the district.	2 months	
☐ Research community stakeholders to partner with to provide public outreach.	3 months	
☐ Analyze which programs need enhancement and which programs need to be added.	2 months	
☐ Develop a procedure for program administration and determine the range of programs which meet the needs of the public.	3 months	
☐ Determine funding opportunities.	2 months	
☐ Implement public education events.	1 month	
☐ Review and revise as needed.	Annually	

1.3 Improve communication processes between internal stakeholders to ensure transparency, collaboration, and timeliness.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Create a committee to identify the effectiveness of the current communication processes.	2 months	
☐ Analyze feedback from internal stakeholders.	2 months	
☐ Research industry best practices to identify ways to bridge the gap between all internal stakeholders.	2 months	
☐ Develop better and consistent methods of communication.	2 months	
☐ Seek agreement from internal stakeholder leadership to implement new methods.	1 month	
☐ Review and revise as needed.	Annually	

1.4 Enhancing the district's website to provide more comprehensive and current information to the communities.

TASKS	TIMEFRAME	ASSIGNMENT
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☐ Identify a website administrator to determine deficiencies with the current website.	3 months
☐ Research and identify website deficiencies and compare with the industry standard and external stakeholder feedback.	3 months
☐ Analyze feedback and website data.	2 months
☐ Develop new website format.	6 months
☐ Determine if additional funding is necessary for staffing or outsourcing.	2 months
☐ Publish and market the new website and update regularly.	2 months
☐ Review and revise as needed.	Annually



GOAL 2: Strengthen and retain a skilled, healthy workforce through professional development, succession planning, and specialty programs.

OBJECTIVES

2.1 Create a succession plan to ensure qualified personnel are in place to assume leadership roles.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Identify additional sources for developing a succession plan.	6 months	
☐ Identify internal interests and talent.	6 months/ongoing	
☐ Develop and financially support a mentorship program.	1 month	
☐ Implement the succession plan.	1 month	
☐ Review and revise as needed.	1 month, annually	

2.2 Maintain the wellness of the employees to promote a healthy and resilient workforce.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Analyze the health and wellness program to identify needs.	2 months/annually	
☐ Research and identify current industry standards.	2 months	
☐ Develop a health and wellness policy and employee survey.	3 months	
☐ Seek additional funding through grants.	12 months	
☐ Implement policy and any changes needed.	2 months	
☐ Review and revise as needed.	1 month, annually	

2.3 Encourage professional development to foster employee growth and ensure the district can meet evolving community needs.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Analyze all positions to identify qualifications for all ranks.	6 months	
☐ Research current standards and industry best practices for professional development and promotion.	12 months	
☐ Review and update task books as needed.	6 months	
☐ Develop a volunteer training program for the district's board of directors.	3 months	
☐ Implement professional development initiatives.	12 - 24 months	
☐ Review and revise as needed.	1 month, annually	

2.4 Improve employee recruitment and retention to build and maintain a diverse and highly qualified workforce that supports reliable emergency response.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Analyze current recruitment practices	6 months	
☐ Research current standards and industry best practices for recruitment and retention. (digital platforms i.e. NeoGov)	6 months	
☐ Identify gaps causing retention issues such as mandatory overtime, salaries, and departure to other agencies.	12 months	
☐ Develop a recruitment and retention program.	12-24 months	
☐ Implement recruitment and retention program.	12-months	
☐ Review and revise as needed.	1 month, annually	



GOAL 3: Enhance and expand service delivery to the community by identifying growth opportunities and continuously monitoring deployment models while remaining fiscally responsible.

OBJECTIVES

3.1 Evaluate the deployment model to align with the development of the district while remaining fiscally responsible.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Create an Ad Hoc committee consisting of various stakeholders to evaluate the current deployment model.	3 months	
☐ Research demographics of the District and surrounding areas to determine the feasibility.	3 months	
☐ Analyze the gaps in service delivery.	1 month	
☐ Develop new pathways to meet the evolving needs of the District.	3 months	
☐ Review proposed options with District Board and ensure the chosen pathway is fiscally responsible and enhances the services provided to all stakeholders.	3 months	
☐ Implement the plan.	1 year	
☐ Review and revise as needed.	Annually	

3.2 Review and enhance the leadership structure which supports current and future operations of the district.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Create an Ad Hoc committee consisting of various stakeholders to review the district's organizational structure.	3 months	
☐ Research outside organizational structures and industry best practices.	3 months	
☐ Analyze gaps in current organizational structure and affordability of options.	1 month	
☐ Develop a leadership model that is consistent with the district's needs while remaining fiscally sustainable.	2 months	
☐ Seek approval or acceptance from applicable governing bodies.	3 months	
☐ Implement the plan.	6-12 months	
☐ Review and revise as needed.	Annually	

3.3 Evaluate and enhance the current regional service delivery model by strengthening partnerships and considering alternative service models and programs.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Create an Ad Hoc committee consisting of various stakeholders to review the current delivery model while evaluating partnerships and alternative service models.	3 months	
☐ Research alternative service delivery models and industry best practices.	3 months	
☐ Analyze feasibility and cost-benefit analysis of potential service delivery models.	2 months	
☐ Develop the alternative model.	3-6 months	
☐ Seek approval or acceptance from applicable governing bodies.	3 months	
☐ Implement the plan.	6-12 months	
☐ Review and revise as needed.	Annually	



GOAL 4: Implement a capital improvement plan to expand and modernize facilities, equipment, and systems to meet evolving service demands.

OBJECTIVES

4.1 Create a roadmap to build Fire Station 25 and the Administrative Facility to meet the demands of Crossroads West and improve service delivery.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Analyze need for Fire Station 25 and administrative facility in Crossroads West.	1 month	
☐ Gather information from architects and developers.	3 months	
☐ Research funding opportunities.	6 months	
☐ Develop a plan.	24 months	
☐ Put project out to bid.	3 months	
☐ Fund through development fees, grants, and loans.	6-12 months	
☐ Implement plan.	12 months	
☐ Review and revise as needed.	1 month, annually	

4.2 Maintain a safe, reliable, and mission-ready fleet through proactive planning and timely apparatus replacement.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Identify apparatus replacement needs.	2 months	
☐ Develop apparatus maintenance schedule.	2 months	
☐ Develop apparatus replacement schedule.	2 months	
☐ Fund through capital improvement funds and loan.	3 months	
☐ Implement plan.	2 months	
☐ Review and revise as needed.	1 month, annually	

4.3 Ensure safe, reliable, and mission-ready emergency response equipment to provide for the safety of SCFPD personnel and members of the community.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Identify equipment maintenance needs.	2 months	
☐ Create a tracking process for equipment needs.	6-12 months	
☐ Seek funding sources.	6 months	
☐ Implement.	2 months	
☐ Review and revise as needed.	1 month, annually	

4.4 Maintain and modernize facilities to provide an energy-efficient and safe working environment for personnel.

TASKS	TIMEFRAME	ASSIGNMENT
☐ Develop annual facilities inspection program.	1 month	
☐ Identify station maintenance needs.	1 month	
☐ Prioritize maintenance needs.	3 months	
☐ Fund through capital improvement funds and general budget.	1 month/annually	
☐ Implement.	6 months	
☐ Review and revise as needed.	1 month, annually	



Stanislaus Consolidated Fire Protection District

3324 Topeka Street
Riverbank, CA 95367
Phone: (209) 869-7470
Fax: (209) 869-7475
<http://www.scfpd.us>

TO: President Rivers and Members of the Board

FROM: John W. Bairos, Fire Chief

SUBJECT: Letter Requesting the County of Stanislaus Consider Subsidizing Fire Dispatch Services for FY 26-27

DATE: October 14, 2026

RECOMMENDED ACTION

Board approval of a letter formally requesting the County of Stanislaus consider subsidizing fire dispatch services for Fiscal Year 2026-2027.

BACKGROUND

Stanislaus County has been providing emergency dispatch subsidies to unincorporated service providers for over 50 years. The subsidy has not only been for dispatch services but has included maintenance and support of a county-wide radio system. For Fiscal Year 2026-2027, a recommendation will be included within the Stanislaus County Board of Supervisors budget adoption process to once again authorize funding in support of fire dispatch services for the unincorporated area of the county through Stanislaus Regional 911.

DISCUSSION

On June 16th, 2026, the Consolidated Emergency Dispatch Agency Commission adopted the Stanislaus Regional 911 (SR911) six- month interim budget for the period of July 1, 2026, through December 31, 2026. The interim budget was adopted to provide participating agencies with funding information for the first six months of the fiscal year 2026-2027 while allowing additional time for partner agencies to discuss matters related to the current Joint Power Agreement. Following those discussions, SR911 staff will return to the commission with a proposed budget for the remaining period of January 1, 2027, through June 30, 2027.

FISCAL IMPACT

The FY 26/27 County subsidy that has been identified by the current cost methodology and approved by the Consolidated Emergency Dispatch Agency Commission (SR911) is \$86,972. Of which \$43,486 will be applied to the first six months (July 1, 2026, through December 31st, 2026) with the remaining during the final six months of FY 26/27. The total FY 26/27 SCFPD costs for SR911 dispatch services of which the district will be responsible for is \$214,606 once this subsidy is approved.



SSL Monthly Board Report (Incident)

FIRE STATION / SHIFT	FIRE	HAZARDOUS SITUATION	MEDICAL	PUBLIC SERVICE	RESCUE	NO EMERGENCY	(NULL)	TOTAL
Station 21	0	0	0	0	0	0	236	236
A	0	0	0	0	0	0	89	89
B	0	0	0	0	0	0	83	83
C	0	0	0	0	0	0	64	64
Station 22	0	0	0	0	0	0	95	95
A	0	0	0	0	0	0	37	37
B	0	0	0	0	0	0	34	34
C	0	0	0	0	0	0	24	24
Station 23	0	0	0	0	0	0	29	29
A	0	0	0	0	0	0	15	15
B	0	0	0	0	0	0	6	6
C	0	0	0	0	0	0	8	8
Station 26	0	0	0	0	0	0	182	182
A	0	0	0	0	0	0	68	68
B	0	0	0	0	0	0	53	53
C	0	0	0	0	0	0	61	61
Station 24	0	0	0	0	0	0	87	87
A	0	0	0	0	0	0	33	33
B	0	0	0	0	0	0	29	29
C	0	0	0	0	0	0	25	25

SSL Monthly Board Report (Incident)

Stanislaus Consolidated FPD CA
Address: Riverbank, CA, 95367



FIRE STATION / SHIFT	FIRE	HAZARDOUS SITUATION	MEDICAL	PUBLIC SERVICE	RESCUE	NO EMERGENCY	(NULL)	TOTAL
Total	0	0	0	0	0	0	629	629

Description: Incident Summary for the previous month

Criteria: Fire Station in (Station 21, Station 22, Station 23, Station 24, Station 26) AND Dispatch Notified Date/Time from 2026-09-01 00:00:00 to 2026-10-01 00:00:00



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Staff Report

TO: President Rivers and Members of the SCFPD Board of Directors
FROM: Jessica Sousa, Fire Prevention
SUBJECT: September Fire Prevention Report
DATE: October 14, 2026

Fire Prevention Inspections

Attached are the statistics of the Fire Prevention staff activities for the month of June. Fire Prevention staff continue to conduct plan reviews of new construction projects and inspections throughout the district specifically Crossroads West Commercial property and upcoming subdivisions in Riverbank and Waterford.

Other Activities

- Inspector Sansing along with CAL Fire Fireworks Program Coordinator, SCFPD BC and Engine 21, Modesto Fire Inspectors, Stanislaus Regional FIU, and Stanislaus County Fire Warden Inspectors toured the Phantom Fireworks Storage facility located within the SCFPD Jurisdiction at 2351 Tenaya Dr. This collaboration promotes information sharing between our agencies and enhances our collective understanding of high-risk facilities, such as fireworks storage facilities.
- Inspector Sansing and Station 26 hosted the Little Explorers Preschool for a station visit.
- Inspector Sansing completed Inspections throughout the District.

SCFPD Inspection Totals	
Category	Total
Residential Hydro/Visual	9
Residential Final	18
Commercial Hydro/ Visual/Kicker Set	5
Commercial Fire Sprinkler Final	0
Commercial Fire Alarm Final	4
County Sign Off	1
Fire Access/ Site Visit/ Event Permit	1
Fire Flow	2
Business License Sign Off	1
Knox Box Placement	3
STD 850 Form	1
Total Inspections	45

Permits Requested by City	
City	Total
Riverbank	
Residential	16
Commercial	7
Waterford	
Residential	0
Commercial	0
Modesto	
Residential	1
Commercial	1
County	
Total Permits	25