



**North Central Fire  
Protection District**  
*Kerman, California*

# **Organizational Assessment**

## **REPORT**

**May 2023**

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## Executive Summary

The North Central Fire Protection District (NCFPD) conducted a comprehensive internal analysis of the fire district's programs, services, organizational structure, fiscal state, and performance. The analysis is designed to provide the district with a thorough internal review of the current state of the organization and identify any potential programmatic, service, support, or organizational structure efficiencies that can be improved.

This report is the result of that analysis and is accompanied by observations and recommendations to improve services. The report also provides a benchmark of the district's existing service delivery and program performance. Benchmark performance information can be found in the multiple figures identified and highlighted throughout the report. During the study, the district analyzed performance data provided by the current resource management systems as well as examined first-hand the department's operations.

Fire agencies tend to deploy resources utilizing traditional approaches, which are rarely reviewed. This report seeks to identify ways the district can improve efficiency, effectiveness, and safety for both its members as well as the community it serves. The district staff recommends that specific objectives be assigned to individuals with a reporting/report card process to deliver input to the fire chief and elected officials when appropriate. The district, while reviewing information and discussing operations with its members, sought first to understand existing operations, then to identify ways the district can improve efficiency, effectiveness, and safety for both its members as well as the community it serves.

The NCFPD has in place several key communication methods and response benchmarks that enhance administrative and operational components of the district, and which provide clear objectives and a vision of where the organization is headed. Additionally, the NCFPD has accomplished and continues to accomplish many organizational and operational tasks with a limited staff, which is a demonstration of the commitment of all members in the organization. There is, however, always opportunity for improvement in all organization.

Critical areas that the analysis has identified that need improvement and that resulted in our recommendations are: the need to potentially re-organize and/or restructure the organization in various administrative and operational components is critical to the on-going success of service deliveries; measuring the organization against established benchmarks, particularly in the service and support divisions, is key to identifying potential issues in providing services and supporting the community; managing staffing and programs, including the need to create more established administrative assignments or supervisory assignments to oversee programs; completing a community risk and vulnerability assessment and a 5 year strategic plan.

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# **SECTION I: ORGANIZATION AND ADMINISTRATION**

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## Evaluation of Current Conditions

### Organization Overview

The North Central Fire Protection District (NCFPD) was established 1947. The District's governance is comprised of (5) elected Board of Directors, the Chief Administrator of the District's affairs is the Fire Chief. Additionally, (1) Business Manager, (1) Executive Assistant, (3) Payroll clerks, (1) Community Risk Reduction Coordinator, (1) Fire Marshal, (1) Training Captain, (1) ROP Coordinator, (1) IT Coordinator, (1) Facility Maintenance worker, (1) Deputy Chief, (3) Battalion Chiefs, (18) Fire Captains, (21) Engineers and (24) Firefighters. assigned to emergency operations. There are currently 6 staffed stations with one station staffed with 4-0 and the rest 3-0 staffed fire stations, with an additional engine company that is deployed from Station 59 for medical emergencies 2-0 staffed.

**Figure 1: Study Area Size & Population**

Jurisdiction	Square Miles	Population <sup>1</sup>
NCFPD (unincorporated)	226.34	33,855
City of Kerman	3.26	16,016
City of Biola	Less than 1	1427
<b>Totals:</b>	<b>230</b>	<b>51,298.</b>

<sup>1</sup>Source: U.S. Census Bureau, 2020 population estimates

### Fire Protection Contracts

NCFPD is a signer of the Fresno County Operations Area Plan, that includes a mutual aid agreement. In addition, the District operates under a contractual agreement to include Automatic Aid, Mutual Aid, and station coverage with Fresno County Fire Protection District and Madera County Fire Department. as well operates under the mass mutual aid agreement within Cal-OES region 5.

### Responsibilities & Authority

The very basis of any service provided by governmental or quasi-governmental agencies lies within the policies that give that agency the responsibility and authority upon which to act. In most governmental agencies, including North Central Fire Protection District, those policies lie within the resolutions, ordinances, and other governing documents adopted by the District Board of Directors.

The following figure provides a general overview of the governance and lines of authority elements. NCFPD governance configuration is typical of municipality, operating under the direction of a five-member board panel.

**Figure 2: Responsibilities & Authority**

Survey Component	NCFPD	City of Kerman	City of Biola
Type of governing body	Board of Directors	City Council**	Biola Community District**
Head of governing body	Board Chair	Mayor	Board Chair
Fire Chief	Within NCFPD boundaries, oversees all areas.		

\*\* the District provides fire protection service as apart of the California Special District Act. Current elected officials representing District Boundaries:

- **Election District 1-** Rusty Nonini- Vice Chairman
- **Election District 2 -** Ken Abrahamian, Chairman
- **Election District 3 -** Michael Fogilo
- **Election District 4 -** Amanda Souza, Secretary
- **Election District 5-** Michael Golden

### North Central Fire Protection District (NCFPD) Attributes

The next figure provides a general overview of NCFPD organization, and some of the noted observations regarding management and operations. Critical performance evaluations are conducted on a schedule appropriate for any governmental organization. The *Insurance Services Office (ISO)* uses its *Fire Suppression Rating Schedule (FSRS)* and subsequently its *Public Protection Classification (PPC™)* system to the fire protection services of a community. An ISO rating of (1 representing an exemplary fire suppression program). NCFPD the most current ISO grading completed in September 2018, with a final community classification of 03/3Y.

**Figure 3: NCFPD Attributes**

Survey Component	NCFPD
Structure type	Chief, general, command, & line staff
Descriptions of all jobs maintained	Yes
Job descriptions last updated	Ongoing
Span of control	1:6 maximum
Performance evaluations given	Monthly and Annually
Fire chief's authority defined	Yes, via employment contract
Rules & regulations last reviewed & updated	Ongoing (Lexipol)

Process for revision provided to line staff	In process of adoption
ISO rating	03/3Y
Date of most recent rating	2018
Total uniformed & civilian personnel	80

## Management Components

A common challenge among fire service leaders is effective management coupled with organizational growth. Modern fire agencies must address many management complexities, including recruitment of a qualified and diverse workforce; maintenance of personnel competencies; administration of financial resources (often limited); determining goals and objectives; internal and external communications; information management; security; and ultimately ensuring adequate and consistent emergent and non-emergent responses to a wide variety of incident-types.

Effective management of a fire agency is typically based on several components. This begins with identification and institutionalizing of the District's mission, vision, and progress through a gamut of essential mechanisms.

North Central Fire Protection District is responsible for fire protection, rescue, and Emergency Medical Services (EMS) in the incorporated and unincorporated areas within the District's 230 square miles.

## Foundational Management Elements

A fire agency that develops baseline management components enables it to progress forward in an organized and effective manner. Without foundational management components, agency tend to operate randomly and often ineffectively. The following figure lists some of NCFPD's basic management components.

**Figure 4: NCFPD Mission, Vision, Goals, & Objectives**

Survey Component	NCFPD
Mission statement adopted	Yes
Where displayed?	Website
Vision established & communicated	Yes
Values of staff established	Yes
Agency goals & objectives established	Yes
Date developed	May 2019
Periodic review	Yes
Code of ethics/conduct established	Yes (Employee handbook & website)

**Our Mission**

The **mission** of North Central Fire Protection District is to integrate with our community by exceeding traditional service expectations.

**Our Vision**

Our commitment is to cultivate a legacy of growth through teamwork, unity, compassion, respect and professionalism; rooted in community and service.

**Our Core Values**

Integrity, Commitment, Respect, Trust, Community, Compassion, Professionalism

**Documentation, Reporting, & Recordkeeping**

The importance of good documentation, reporting, and adequate recordkeeping in the modern fire service cannot be overemphasized. Today, policymakers and elected officials often require definitive data that will support a fire agency’s request for additional resources. Good documentation and recordkeeping can also help to minimize an organization’s exposure to liability. The following figure lists the practices that are in place at NCFPD.

**Figure 5: NCFPD Regulatory Documents**

Survey Component	NCFPD
Rules available for review	Yes
Last date reviewed	Transitioning to Lexipol
Standard Operating Policies (guidelines)	Ongoing
Regularly updated	Lexipol supported, Federal and State mandates Labor-Management Conference (LMC) reviews.
SOPs used in target solutions and Lexipol	Yes
SOPs available for review	Ongoing



Internally reviewed for consistency	Lexipol suggested
Internally reviewed for legal mandates	Lexipol suggested
Training on policies provided	Ongoing

The North Central Fire Protection District currently maintains a number of written policies and manuals, 100 Administrative Manual, to include North Central Fire Protection Employee Handbook, 200 Operations Procedures Manual, 300 Training & Equipment Manual, 400 Fire Prevention Manual, 500 Firefighter Trainee Manual, 700 Fire Investigations Manual.

NCFPD is currently developing additional comprehensive standard operating policies. The District has committed to utilizing the Lexipol FIRE™ digital fire policy manual management software. The District maintains a Policy Review committee that includes two Local 5260 members. This online application provides state-specific policy content, including federal laws and fire-service best practices. Content is updated regularly, and policies can be customizable for the District.

The following figure describes NCFPD document control methods.

**Figure 6: NCFPD Document Control**

Survey Component	NCFPD
Process for public records access in place	Yes, through website and request form
Hard copy files protected	Kept in secure filing cabinets, and maintained based on District’s Document Retention policy.
Computer files backed up from District servers	Files backed up off-site (hourly)

### Incident Reporting & Records Management

The following figure lists the various practices of NCFPD concerning fire and EMS incident reporting, as well as other records management methods. Data management is in transition to an improved format.

**Figure 7: NCFPD Incident Reporting & Records Management**

Survey Component	NCFPD
Records kept by computer, LMS, RMS and NFIRS	Yes, and backed up
Applications	Emergency Reporting (Transitioning to Image Trend) Target Solutions, CrewSense.
Periodic reports to officials	Yes, monthly, biannually and annually
Financial reports	General Manager, annual audit
Management reports	Executive Staff conference (monthly)
Operational reports	Deputy Chief provides reports to the Fire Chief.
Annual report produced	Prepared by NCFPD staff & Fire Chief
Distributed to others	District Board Members and public access through website. <a href="https://www.northcentralfire.org/">https://www.northcentralfire.org/</a>
Analysis of data provided	Website <a href="https://www.northcentralfire.org/">https://www.northcentralfire.org/</a> , Annual Incident Data
Required records maintained	Yes, website <a href="https://www.northcentralfire.org/">https://www.northcentralfire.org/</a> transparency Data and SOPs
Incident reports	Emergency Reporting application (TBA Image Trend)

Patient care reports	Emergency Reporting application (TBA Image Trend)
Exposure records	NC-06 form
SCBA testing	Outside contractor and NCFPD personnel
Hose testing	NCFPD personnel
Ladder testing	Outside contractor (Failsafe)
Pump testing	Outside contractor and/or NCFPD personnel
Breathing air testing	Outside contractor
Hurst and Amkus Equipment Service	Outside contractor
Vehicle maintenance records	NCFPD Staff
Gas monitors calibrated	NCFPD personnel, unless more technical

NCFPD is currently using the Emergency Reporting™ system (ERS), for NFIRS reporting which is a web-based application designed for the fire service, the District is transitioning to Image Trend in 2023. The District also uses Target Solutions, which is an additional online application that provides firefighters with web-based fire and EMS education, along with maintenance of training and continuing medical education records.

### Discussion

A significant challenge in conducting the service delivery portion of this report was acquiring adequate incident data from the ERS application. The District is currently transitioning to Image Trend as their NFIRS reporting system, this program is intended greater data points for analysis impacting incident reporting and records management.

### Fire District Security

The following figure lists the various elements related to security at NCFPD.

**Figure 8: NCFPD Security Methods**

Survey Component	NCFPD
Security of NCFPD stations, offices, & vehicles	Lock & key
Computer security	Password protected, Firewalls and outside IT security contractor
Capital inventory maintained	No
Asset security system used	No
Capital inventory performed	No
Monetary Controls Used	
Cash access controls in place	Petty cash request forms, Max of \$500
Credit card controls in place	Cal-Card limits (based on user) for 7 authorized cardholders
Purchasing controls in place	Board Resolution 21-08

**Communications**

Both internal and external communications by contemporary fire agencies are dynamic, yet critical, components for substantial attention by management.

**Internal Communications**

The following figure lists the *internal* communications components of NCFPD.

**Figure 9: NCFPD Internal Communications Components**

Survey Component	NCFPD
Regularity of NCFPD staff meetings: Operations, Executive Staff	Weekly, monthly and annually or as needed
Staff meeting minutes are documented	Yes
Memos used	Yes, Special Notices for District wide communications
Member newsletters	No
All personnel meetings	Electronically
Open door policy	Yes
Communication/chain of command defined	Yes, to include privacy personnel and HR processes.

### External Communications

The following figure lists the *external* communications components of NCFPD.

**Figure 10: NCFPD External Communications Components**

Survey Component	NCFDP
Community newsletter published	No
NCFPD website	Yes, <a href="https://www.northcentralfire.org">https://www.northcentralfire.org</a>
Advisory committee used	No
Formal complaint process in place	Yes, grievance procedure, public and internal through website under Fire Chief message.
Community survey used	No

**Observation and Discussion**

The Fire Chief has stated that he has an “open-door policy for all personnel”. While there are advantages and disadvantages to an open-door policy, the Fire Chief wants to ensure that employees have a reliable process for expressing ideas and presenting issues to management. The Fire Chief has identified the need for regular, informal visits to each of the fire stations to meet with on-duty personnel. The Fire Chief has also stressed the need and the importance of Battalion Chiefs to communicate the same message across shifts by investing time in exploring, identifying, and employing optimal communication strategies that align with the culture, practices, and expectations of the employees of NCFPD. The Fire Chief utilizes electronic communication to increase internal communication.

**Planning & Critical Issues**

**Planning**

The following figure lists the basic planning components of the North Central Fire Protection District.

**Figure 11: NCFPD Planning Components**

Survey Component	NCFPD
Strategic or master plan	No
Adopted by elected officials	No
Published & available	No
Periodic review	No
NCFPD capital facilities/apparatus plan in place	Yes, Capital Improvement Plan
Plan period	20 years
Periodic review	Yes, Annually during Budget Hearing
Specific projects identified	Yes, Facilities, Apparatuses, Fire Station and Land purchase.
Funding identified or set aside	Both

Equipment replacement plan	No
Specific projects identified	PPE, SCBA, hose, appliances and equipment. No
Funding identified or set aside	No, as needed

The District itself has not currently undertaken a formal, comprehensive master or strategic planning process. NCFPD will utilize this report to form the foundation of a District strategic plan.

### Critical Issues

The Fire Chief has described three primary critical issues at the North Central Fire Protection District:

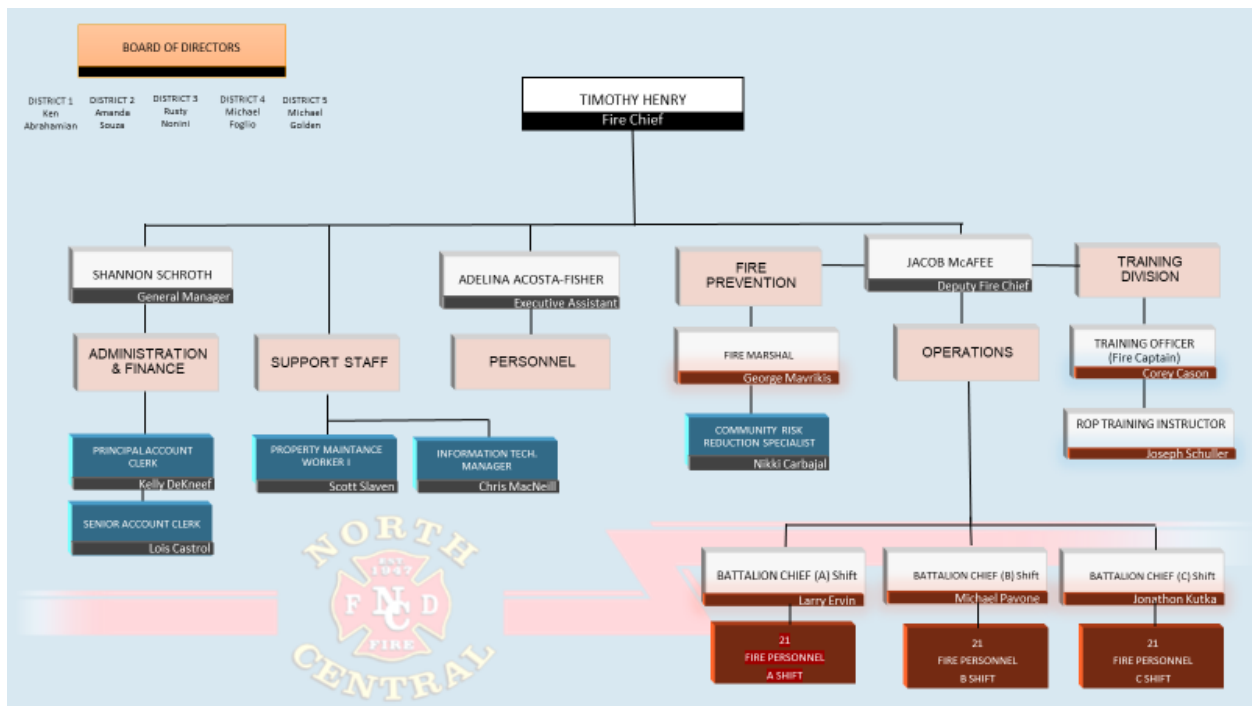
- **Continuity of service and financial sustainability:** A review on services, directly related to our mission statement must be sustainable, along with a succession plan at each level of the agency.
- **Strength in management:** With the growth in our administrative management staff, newly promoted battalion chief, additional fire prevention staff, along with one additional training officer added, a conscious effort to ensure that one message is communicated from the top of the organization to each member. We are only as strong as the “one agency” philosophy along with clearly communicating one direction.
- **Strategic Plan:** With the restart of the Fire District in 2019, the District has experienced a 35% growth over the first 4 years. Our expected growth has capped out, with no immediate foresight of continued expansion. Therefore, the District should have a strategic plan in place, projecting the District’s operational needs for the next 5 years.

## Staffing & Personnel Management

An emergency services organization’s most valuable asset is the personnel it employs to perform the myriad and complex activities necessary to function adequately. A high level of attention must be paid to managing human resources in a manner that achieves maximum productivity, while ensuring employee job satisfaction. Key elements of this include ensuring consistent management practices with fair and equitable treatment; a safe working environment; opportunities for input; and recognition of individual commitment.

The following figure illustrates the 2022-2023 North Central Fire Protection District staffing and organizational chart.

**Figure 12: FY 2022-2023 Organization Chart**



### Administration & Administrative Support Staff

Two important components of a well-organized and effective fire agency consist of administration and support staffing. The primary responsibilities of these positions are to ensure that the operational elements of the District have the means to effectively accomplish the tasks and responsibilities of emergency and non-emergency incidents.



Contemporary fire agencies require adequate oversight, planning, records management, administrative support, training, and maintenance. As with the operational components, administration and support services require sufficient resources in order to function properly. The following figure lists the positions assigned to administration and administrative support as of FY 2022-2023.

**Figure 13: NCFPD Administration & Support Complement (FY 2022-2023)**

Survey Component	NCFPD FTEs
Fire Chief	1
Deputy Chief	1
General Manager	1
Executive Assistant / Personnel Officer	1
Training Officer	2
Fire Marshal	1
Prevention Staff	2
Facility Manager	1
Information Technology Manager	1
Administrative Staff	3
<b>Total Administrative &amp; Support Staff</b>	<b>14</b>

NCFPD currently maintains a level of administrative and support staffing of approximately 17.5% of the District's total employees. The number of Administrative Staff and Support Staff assigned to administration may be slightly below what may be required to adequately accomplish the responsibilities of NCFPD.

In this assessment the organizational goals, the regulatory environment, and workload are the actual drivers that determine the number of administrative personnel required to deliver support services. Each fire agency must determine a proper ratio of operational staff to management and administrative support.

## Other Support Staff

Many fire agencies maintain additional support staff positions in fire prevention & community risk reduction, NCFPD maintains a Fire Marshal and two Community Risk Reduction specialists, along with outside contractors.

## Emergency Operations Staffing

In order to put appropriate apparatus and equipment to their best use in mitigating incidents, there must be adequate staffing of well-trained emergency personnel. Inadequate staffing on incident scenes can decrease response-effectiveness, and increase the risk of injury to both emergency responders and civilians.

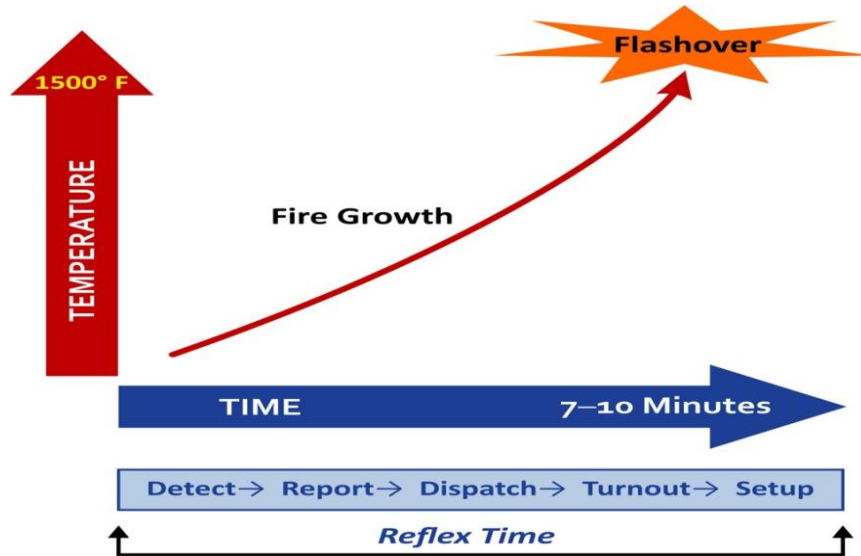
Tasks that must be performed at a fire can be broken down into two key components: life safety and fire flow. Life safety tasks are based on the number of building occupants, and their location, status, and ability to take self-preservation action. Tasks involving life safety include search, rescue, and the evacuation of victims. The fire flow component involves delivering sufficient water to extinguish the fire and create an environment within the building that allows entry by firefighters.

The number and types of tasks needing simultaneous action will dictate the minimum number of firefighters required to combat different types of fires. In the absence of adequate personnel to perform concurrent action, the incident commander must prioritize the tasks, and complete some in chronological order rather than concurrently. These tasks typically include:

- Command
- Scene safety
- Search and rescue
- Fire attack
- Water supply
- Pump operation
- Ventilation
- Back-up/rapid intervention

The first 10–15 minutes is the most crucial period in the suppression of a fire. How effectively and efficiently firefighters perform during this period has a significant impact on the overall outcome of the event. NCFPD is responsible for assuring that responding companies are capable of performing all of the described tasks in a prompt, efficient, and safe manner.

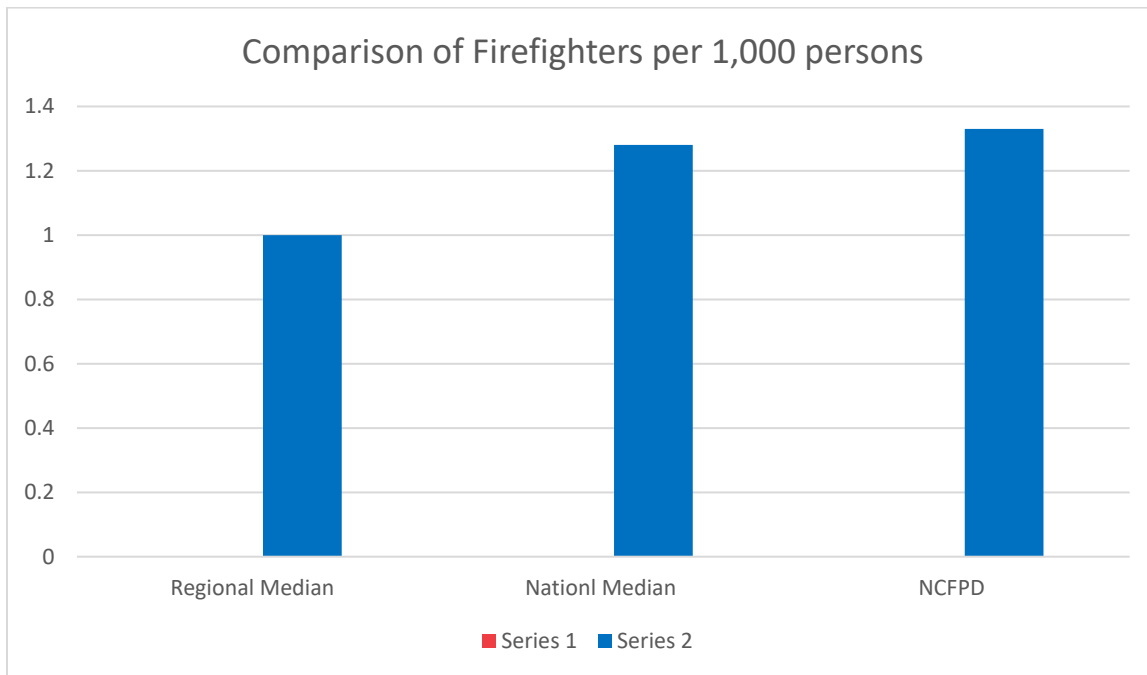
Figure 14: Fire Growth & Fire Department Reflex Time



Announced Structural Response; Urban Planning Zones	
Program Element	Response Time
Announced Structural Fire	First responding units 7:20 response time for 90% of alarms Call processing time (1 minute) Turnout time (1:20 minutes) Travel time (5 minutes) Remaining Units/Full ERF: 12 minutes response time for 90% of alarms Minimum Response: 13 personnel Initial alarm assignment capacity

Announced Structural Response; Rural Planning Zones	
Program Element	Response Time
Announced Structural Fire	First responding units 12:20 response time for 90% of alarms Call processing time (1 minute) Turnout time (1:20 minutes) Travel time (10 minutes) Remaining Units/Full ERF: 18 minutes response time for 90% of alarms Minimum Response: 13 personnel Initial alarm assignment capacity

Another means of comparison—also used on a national basis—is that of measuring the number of firefighters on a per-capita basis of the service area. Using the total population of the District is 51,298 (2020 census), to include the City of Kerman and Biola. The following figure compares the regional and national medians of NCFPD firefighter staffing per 1,000 persons.<sup>i</sup>



The preceding illustration does not include Student Intern firefighters. In using this comparison, NCFPD current operational staffing is slightly above that of both the regional and national medians.

**Student Intern Firefighters**

The North Central Fire Protection District supports the Student Intern Firefighter program each semester through Fresno City College. Currently NCFPD has 10 Student Intern Firefighters that are assigned to a 24-hour shift at specific Stations within the District, and can support up to 18 students per semester.

**Operational Staffing Discussion**

The NFPA recommends that career fire agencies maintain a minimum engine-company staffing of four personnel. This standard was developed from a consensus of experts, but is also supported by scientific research. In 2010, the *National Institute of Standards & Technology* (NIST) published a study “that found four-person firefighting crews were able to accomplish essential firefighting and rescue tasks 25% faster than three-person crews were” (Collen Brown 2010).

Although currently there are no high-rise (seven stories or more above grade) buildings in the District, NCFPD currently maintains a cross-staffed truck company.

Considerable ongoing local, regional, and national discussion and debate draws a strong focus and attention to the matter of firefighter staffing. Frequently, this discussion is set in the context of firefighter safety. While there are published national standards (NFPA Standards 1710 and 1720) regarding firefighter staffing, they generally speak in terms of the number of firefighters assigned to a particular response apparatus, and often characterized as a “minimum of four personnel per engine company”.

Recognizing the District’s financial constraints, engine companies are staffed with three personnel. There are numerous fire agencies throughout the U.S. that are unable to afford four-person engine companies. The District’s student intern program does allow an engine company to maintain a 2-in-2 out OSHA requirement and the alternative is to utilize three-person staffing permitting the first arriving engine company to perform emergent interior rescues at structure fires.

### Emergency Operations Scheduling

The following figure lists the current NCFPD scheduling requirements and practices for career firefighters and officers.

**Figure 15: NCFPD Operations Scheduling Policies (2023)**

Survey Component	NCFPD
Shift length	24 hours
Average duty hours per week	56 hours
Shift begins	0800 hours
Callback requirement	Yes
Residency requirement	Yes

Standby duty requirement	No
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The current operations schedule for the company officers and firefighters is typical of what is found in many other fire agencies. For a community and fire district the size of NCFPD, the callback and residency requirements are critical during multi-alarm fires and other major incidents.

**Personnel Responsibilities & Activities**

The following figure lists the various responsibilities and activities of career officers and firefighters.

**Figure 16: NCFPD Personnel Responsibilities & Activities**

Survey Component	NCFPD
<b>Career Operations Services</b>	
Fire suppression	Yes
EMS/rescue—Medical First-Response	Yes
Level of care provided	Basic Life Support (BLS)
Specialized rescue	Yes
Fire inspections/code enforcement	Both
Emergency management	Yes
Public education	Yes
Hazardous materials response (level)	Yes (FRO) <sup>1</sup>
<b>Volunteer Services</b>	
Student Interns	Yes
CERT	Yes, in the development phase

<b>Committees &amp; Work Groups</b>	
EMS quality management	Yes
Training	Yes
Safety	Yes
Apparatus, Tools, & Equipment	Yes
<sup>1</sup> First Responder Operations level only	

As demonstrated by the preceding figure, the responsibilities and activities of career operations personnel are consistent with most fire agencies.

**Personnel Management**

As a California Special Fire Protection District, NCFPD is under the governance of voter elected Board of Directors, which appoint a fire chief, that manages the typical infrastructure necessary to support the fire district mission (e.g., human resources; finance; information technology; legal services through the District’s legal counsel; and general administration).

Captains, Engineers, and Firefighter I & II, are represented by the North Central Professional Firefighters Association (NCPFA) affiliated with the International Association of Fire Fighters (IAFF) Local 5260. NCFPD middle management, chief officers are unrepresented, along with non-safety retirement members. The Fire Chief is an appointed position and is at the will of the Board of Directors.

The following figure lists the application, recruitment, and promotional processes utilized by the North Central Fire Protection District.

**Figure 17: Application, Recruitment, & Promotional Processes**

<b>Survey Component</b>	<b>NCFPD</b>
<b>Application &amp; Recruitment</b>	
Application process	Yes
Qualification check	Yes

Reference check	Yes
Background check	Yes
Physical standards established	Yes
Knowledge testing	Yes
Interview	Yes
Medical exam required	Yes
Psychological exam required	No
<b>Testing &amp; Promotional Process</b>	
Periodic skills testing	Yes
Periodic performance review	Yes-Annually
Promotional testing	Yes, as needed

The next figure represents the FY 2022-2023 compensation and workweek hours of career employees at the North Central Fire Protection District.

**Figure 18: NCFPD Sworn-Safety Uniformed Personnel Compensation & Workweek (FY 2022-2023) Board Resolution 22-12 Salary resolution.**

Survey Component	Annual Compensation	Average Workweek
Fire Chief	\$159,360	40 hours
Deputy Chief	\$149,496	40 hours
Division Chief	\$128,172	40 hours
Fire Marshal	\$113,220	40 hours
Battalion Chief	\$125,472	56 hours
Captain	\$80,208	56 hours



Engineer	\$72,924	56 hours
Firefighter II	\$66,240	56 hours
Firefighter (entry level)	\$53,808	56 hours

\*BC-FF can work a 56-Hour or 40-Hour work week as needed.

The next figure lists the various benefits the NCFPD provides to its career employees and fire district personnel.

**Figure 19: NCFPD Career Employee Benefits**

Survey Component	NCFPD
Social Security	No
Worker’s compensation	Yes
Pension/Retirement	PARS
Deferred compensation	Yes
Medical insurance	Kaiser, Blue Shields/Blue-Cross
Disability insurance	SDIS
Life insurance	California Firefighters Association
Vision and Dental insurance	Vision and Dental Yes
<b>Counseling Services</b>	
Critical incident stress debriefing	EAP
Employee assistance program (EAP)	Yes
Intervention program	EAP
<b>Health &amp; Safety</b>	

Medical standards established	Initial hiring physical only
Periodic physical competency testing	No
Periodic medical exam	No
Clothing allowance	\$200 Uniform maintenance allowance (taxed). Up to \$550 uniform reimbursement (nontaxed), and up to \$350 safety boot reimbursement.

The NCFPD employees appear to have a broad range of benefits consistent with what may be found within many municipal/rural fire agencies.

The following figure describes the disciplinary processes utilized by Sierra Human Resources a contract agency hired by North Central Fire Protection District.

**Figure 20: NCFPD Disciplinary Processes**

Survey Component	NCFPD
Disciplinary policy established	Yes
Disciplinary process communicated	Yes
Appeal process provided	Yes, Firefighters Procedural Bill of Rights Act and Scully hearing
Recent litigation	No
Pending litigation	Yes

**Capital Assets & Current Infrastructure**

Every public safety agency’s financing ability will determine the level of capital equipment that will be available for use by emergency responders. If an appropriate level of capital assets is not available, it is impossible for a fire agency to deliver services effectively. Two primary capital assets that are essential to the provision of emergency response are facilities and apparatus (response vehicles). Currently, 50% of the District’s fleet is greater than 10 years old. The District is awaiting the arrival of three type 1 fire engines, one type 3 fire engine, one type 6 fire engine, and a tactical water tender.

The following is an inventory and assessment of the capital facilities and apparatus/equipment within the North Central Fire Protection District.

The following figure provides an overview of the replacement and funding from the District.

**Figure 21: Capital Assets Replacement Planning**

Survey Component	NCFPD
<b>Fire Stations &amp; Structures</b>	
Capital improvement plan maintained	Yes, Annual Budgeting
Period of plan	20 year
Funding mechanism	Property Tax
<b>Apparatus</b>	
Apparatus replacement plan maintained	Yes
Period of plan	20 year
Funding mechanism	Capital Improvements
<b>Support Equipment</b>	
Equipment replacement plan maintained	As needed
Period of plan	Fiscal year
Funding mechanism	Property Tax

Purchase interval planned for by type	PPE, SCBA and equipment, as needed
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**Facilities**

Facilities provide the necessary housing for apparatus and various fire and EMS equipment, administrative offices, training and in-service education facilities, fire apparatus maintenance facilities, and areas for personnel needs.

The District’s training classroom(s) are above standards with “remote viewing/video conferencing” facilities and technology equipment provides the ability to conduct didactic training with all on-duty personnel, without needing to bring apparatus and personnel to one location—thus providing better in-district status for responses. A two-story training burn facility was purchased and installed in 2022. The training tower does allow for a driving/apparatus area for hose lays and driving/positioning apparatus for practicing structural firefighting skills.

**Fire Station 54**

The District reopened Fire Station 54, (Marks/Nielsen) to increase the effective firefighting force throughout the eastern boundaries of the Fire District. This station will improve the District's emergency response times to thousands of residents.

**Figure 22: Station 54 Information**

<b>Station Name/Number:</b>	<b>Station 54</b>
<b>Address/Physical Location:</b>	<b>3031 W Nielsen Ave, Fresno, CA 93706</b>
<b>General Description:</b> Serves the districts far east boundary and supports the effective response force of station 58 and 56.	
<ol style="list-style-type: none"> <li>1. Engine No. 54 – Staffed by a minimum crew of three firefighters.</li> <li>2. OES-5603, Type VI.</li> </ol>	
<b>Survey Component</b>	<b>Observations</b>
<b>Structure</b>	
Construction Type	Masonry ordinary construction
Date of Construction	1956
Seismic Protection/Energy Audits	Unknown
Auxiliary Power	No

Condition	Lease
Special Considerations (ADA, gender appropriate)	Mixed gender, some storage, tiller-capable
Square Footage	3500 square feet
<b>Facilities Available</b>	
Exercise/Workout	Yes
Kitchen/Dormitory	Yes
Lockers/Showers	Yes
Training/Meeting Rooms	Yes
Washer/Dryer	Yes
<b>Safety Systems &amp; Assignments</b>	
Sprinkler System	No
Smoke Detection	Yes
Security	No
Apparatus Exhaust System	No

**Fire Station 55**

Fire station 55 serves as the district’s headquarters station. The station houses the training division, administration, fire prevention, and finances section.

**Figure 23: Station 55 Information**

<b>Station Name/Number:</b>	<b>Station 55</b>
<b>Address/Physical Location:</b>	<b>15850 W. Kearney BLVD Kerman Ca, 93630</b>
<b>General Description:</b> Serves as the headquarters station in the City of Kerman. It houses the following apparatus.	
<ul style="list-style-type: none"> <li>3. Engine No. 55 – Staffed by a minimum crew of three firefighters.</li> <li>4. Truck No. 55 – 105’ Smeal ladder truck, 400-gallon water capacity.</li> <li>5. Water Tender No. 55 – holds 3,000 gallons of water capacity.</li> </ul>	
<b>Survey Component</b>	<b>Observations</b>
<b>Structure</b>	
Construction Type	Masonry ordinary construction
Date of Construction	1984 completion

Seismic Protection/Energy Audits	Unknown
Auxiliary Power	Yes
Condition	Maintained
Special Considerations (ADA, gender appropriate)	Mixed gender, some storage, tiller-capable
Square Footage	15,000 square feet
<b>Facilities Available</b>	
Exercise/Workout	Yes
Kitchen/Dormitory	Yes
Lockers/Showers	Yes
Training/Meeting Rooms	Yes
Washer/Dryer	Yes
<b>Safety Systems &amp; Assignments</b>	
Sprinkler System	Yes, apparatus bay
Smoke Detection	Yes
Security	Yes
Apparatus Exhaust System	Yes

**Fire Station 56**

First Constructed in the 1950’s to protect the community of Rolinda CA. The current fire station was constructed in 1988. This station is located on the southwest corner of Kearney Park and is the front-line defense for the historical Kearney Mansion built in 1903.

**Figure 24: Station 56 Information**

<b>Station Name/Number:</b>	<b>Station 56</b>
<b>Address/Physical Location:</b>	<b>806 S Garfield Ave. Fresno, CA 93706</b>
<p><b>General Description:</b> Serves a first due area of 40 squares miles including the historic Kearney Mansion Museum &amp; Gallery, as well as third due engine to the Metro area.</p> <ol style="list-style-type: none"> <li>1. Engine No. 56 – Staffed by a minimum crew of three firefighters.</li> <li>2. Water Tender No. 56 – holds 3,000 gallons of water capacity.</li> </ol>	

Survey Component	Observations
<b>Structure</b>	
Construction Type	Masonry ordinary construction
Date of Construction	1988 completion
Seismic Protection/Energy Audits	Unknown
Auxiliary Power	Yes
Condition	Maintained
Special Considerations (ADA, gender appropriate)	Mixed gender, some storage, tiller-capable
Square Footage	2500 square feet
<b>Facilities Available</b>	
Exercise/Workout	Yes
Kitchen/Dormitory	Yes
Lockers/Showers	Yes
Training/Meeting Rooms	Yes
Washer/Dryer	Yes
<b>Safety Systems &amp; Assignments</b>	
Sprinkler System	No
Smoke Detection	Yes
Security	Yes
Apparatus Exhaust System	No

**Fire Station 57 Biola**

Station 57 serves the community of Biola in their first due repose area. Biola has a population of 1,623 and is located 6 miles north-northeast of Kerman CA, at an elevation of 253 feet. This response area also has first due responsibility for water rescue to the San Joaquin Rive and multiple canals.

**Figure 25: Station 57 Information**

<b>Station Name/Number:</b>	<b>Station 57</b>
<b>Address/Physical Location:</b>	<b>4555 N. Biola Ave., Biola, CA 93606</b>

<b>General Description:</b> Serves as the furthest North Fire Station in the district.	
<ol style="list-style-type: none"> <li>1. Engine No. 57 – Staffed by a minimum crew of three firefighters.</li> <li>2. Water Tender No. 57 – holds 3,000 gallons of water capacity.</li> </ol>	
Survey Component	Observations
<b>Structure</b>	
Construction Type	Masonry ordinary construction
Date of Construction	completion
Seismic Protection/Energy Audits	Unknown
Auxiliary Power	Yes
Condition	Maintained
Special Considerations (ADA, gender appropriate)	Mixed gender, some storage, tiller-capable
Square Footage	5000 square feet
<b>Facilities Available</b>	
Exercise/Workout	Yes
Kitchen/Dormitory	Yes
Lockers/Shower	Yes
Training/Meeting Rooms	Yes
Washer/Dryer	Yes
<b>Safety Systems &amp; Assignments</b>	
Sprinkler System	No
Smoke Detection	Yes
Security	Yes
Apparatus Exhaust System	No

## Fire Station 58

Station 58. Fire proudly serves the unincorporated areas of west Fresno along Highway 99. American Ambulance also operates out of a portion of this fire station with an Advanced Life Support (ALS) Paramedic unit; American Ambulance is providing the service under a Fresno County EMS contract. This station is logistically significant as it houses the District's apparatus maintenance shop with three apparatus bays, a training classroom, and logistics warehouse



**Figure 26: Station 58 Information**

<b>Station Name/Number:</b>	<b>Station 58</b>
<b>Address/Physical Location:</b>	<b>7285 W. Shields, Fresno CA</b>
<p><b>General Description:</b> Station 58's jurisdiction covers 30 square miles of rural and urban area with low to moderate risks including residential housing, portions of highway 99, the San Joaquin river, and a major railway.</p> <p>1. Engine No. 58 – Staffed by a minimum crew of three firefighters. 1. Patrol 58 – Type VI resources</p>	
<b>Survey Component</b>	<b>Observations</b>
<b>Structure</b>	
Construction Type	Masonry ordinary construction
Date of Construction	Fire Station 1954, Apparatus Shop 1974
Seismic Protection/Energy Audits	Unknown
Auxiliary Power	Yes
Condition	Maintained
Special Considerations (ADA, gender appropriate)	Mixed gender, some storage, tiller-capable
Square Footage	3000 square feet
<b>Facilities Available</b>	
Exercise/Workout	Yes
Kitchen/Dormitory	Yes
Lockers/Showers	Yes
Training/Meeting Rooms	Yes
Washer/Dryer	Yes
<b>Safety Systems &amp; Assignments</b>	
Sprinkler System	No
Smoke Detection	Yes

Security	Yes
Apparatus Exhaust System	No

### Fire Station 59 - Bullard/Fig Garden

In 2022 the North Central Fire District Board, reopened the station after being remodeled. This station serves the districts only metro planning zone.

**Figure 27: Station 59 Information**

<b>Station Name/Number:</b>	<b>Station 59</b>
<b>Address/Physical Location:</b>	<b>1709 W. Bullard Ave., Fresno, CA 93711</b>
<p><b>General Description:</b> Serves the Districts only metro planning zone. Currently the 5.1 square mile area is the districts only non-contiguous planning zone across its 230 square miles.</p> <ul style="list-style-type: none"> <li>2. Engine No. 59 – Staffed by a minimum crew of four firefighters.</li> <li>2. Engine No. 259 – Staffed by a minimum of two of firefighters.</li> </ul>	
<b>Survey Component</b>	<b>Observations</b>
<b>Structure</b>	
Construction Type	Masonry ordinary construction
Date of Construction	December 1957
Seismic Protection/Energy Audits	Unknown
Auxiliary Power	Yes
Condition	Good condition
Special Considerations (ADA, gender appropriate)	Mixed gender, some storage, tiller-capable
Square Footage	4500 square feet
<b>Facilities Available</b>	
Exercise/Workout	Yes
Kitchen/Dormitory	Yes
Lockers/Showers	Yes

Training/Meeting Rooms	Yes
Washer/Dryer	Yes
<b>Safety Systems &amp; Assignments</b>	
Sprinkler System	No
Smoke Detection	Yes
Security	Yes
Apparatus Exhaust System	No

## Apparatus

Apparatus are often cross-staffed in which personnel move from their primary apparatus to a secondary apparatus; generally based on the dispatched incident. NCFPD currently owns twenty-four apparatus which are in operative condition, but several are older and due or past due for replacement. Fire apparatus are generally classified as one of the following types:

**Figure 28: Apparatus Information**

Assigned Apparatus/Vehicles		
Apparatus Type	Number of Apparatus Type	Comments
Type I Engine	8	Two are Reserve Engines
Type VI Engine	2	E-259 and E-258 (1500 GPM)
Type III	1	Delivery date June 2023
Ladder Truck	1	Aerial ladder 105 feet
Water Tender (3,000)	2	
Water Tender (1,000)	1	Tactical Water Tender
Type VI engine	2	1 District and 1 OES engine ((125 GPM)
Staff Vehicles	8	Emergency response vehicle for Chief Officers/Duty Officers

Engine 54 and (2) Reserves
Type I Engine
HME
1250 GPM Pump
Combi-Tool
600 FT of LDH
600 FT of 2.5 in



Truck 55
Ladder Truck
2008 SMEAL 105' Aerial
1500 GPM Waterous Pump
400 Gallon Water Tank
1000 Ft of 5in LDH
600 FT of 2.5 in



Smeal Engines (55,56,59)
Type I Engine
2018 SMEAL
1500 GPM Hale Pump
E-Hydraulic Extrication Equipment
750 Gallon Water Tank
Tempest Fan



1000 Ft. 5 and 2.5 inch hose

WT-55/57
2017/2016 US Tanker
1250 GPM Hale Pump
3000 Gallon Water Tank
1000 Ft of 5in LDH
100 Gallons AR-AFFF Foam Porta-Tank



P-55
2020 Dodge 5500
CREW CAB 4x4
Type VI Engine
Water Capacity 342
Equipped for wildland firefighting



E-One Engines (57/58)
Type I Engine
2003 E-One
1250 GPM Hale Pump
E-Hydraulic Extrication Equipment/ Holmatro Combi-Tool

800 Gallon Water Tank, 1000 ft. of 5 and 2.5 inch.
Rope Rescue Equipment
Tempest PPV Fan



Engine 259
Type VI Engine/Mini Pumper 2022 Ford F550
1500 GPM Hale Pump
AMCUS COMBI-TOOL
300 gallons
400ft of 5in LDH
300ft of 2.5in hose



\*\*NCFPD has purchased and is awaiting the arrival of three new Type 1 Smeal engines, one Type 3 BME Model 34, one Type II (Tactical) 1,000 Water Tender, and one Type VI fire engine\*\*

**Fiscal Management Components**

**Figure 29: NCFPD Fiscal Management Components**

Survey Component	NCFPD
Designated fiscal year	July 1 <sup>st</sup> -June 30 <sup>th</sup>
Current year assessed property value	\$4,915,305,576.00 (6/30/22)
Current general operating fund budget	\$10,449,200
FD general fund property tax levy	\$11,263,668
<b>Levy rate (5-year history)</b>	
Levy collection rate.	<ul style="list-style-type: none"> <li>• Net Levy 22-23 = \$11,263,668 \$756,575 increase from 21-22</li> <li>• 21-22 = \$10,507,093 \$535,888 increase from 20-21</li> <li>• 20-21 = \$9,971,205 \$487,247 increase from 19-20</li> <li>• 19-20 = \$9,483,958 \$516,540 increase from 18-19</li> <li>• 18-19 = \$8,967,418 \$519,686 increase from 17-18</li> <li>• 17-18 = \$8,447,732</li> </ul>
<b>Outstanding bonds</b>	Yes
<b>Other tax levies/fees</b>	No

NCFPD
<b>Total Operating Expenditures:</b>
2019-20: \$7,797,920
2020-21: \$8,356,968
2021-22: \$9,089,371
2022-23: \$10,449,200

**Figure 30: Budget Development & Purchasing**

Survey Component	NCFPD
<b>Budget Development Process</b>	
Role of elected officials	Oversight
Role of administration	Compile data from management team
Role of management team	Provide District budget needs
Role of staff	Provide support

Role of the community	Provide support & accountability through public hearing and comments.
<b>Budget Adoption Process</b>	
Financial report	Audits Annually
Financial review	Monthly by General Manager
Basis of accounting	Modified accrual
<b>Purchasing</b>	
Purchasing policy	Adopted by the Board of Supervisors Resolution 18-10
FD central supplies/logistics	Station Captain able to order supplies through online vendor
Joint agreements/ventures	No

**Figure 31: NCFPD Budget & Debt**

Survey Component	NCFPD
Operating budgetary funds	\$10,449,200 (2022-2023)
Reserve funds	Capital Fund, \$4,502,001.16 (2023)
Revenue funds	General Operating
Enterprise funds	Zone 1
Adopted budget	2022-2023
<b>Debt</b>	
Bonded debt	No
Capital lease	Yes, Refinancing Lease O/S Balance: \$1,002,000, Int Due \$40,945.50.  Due 22-23=\$417,421.50 23-24=\$416,743.00 24-25=\$208,781.00 (Paid in full 2/1/26)  Station 54 Lease: \$3,400/Mo = \$40,800  Water Tender Lease Purchase: O/S Balance: \$138,284.29, Int Due \$9,197.33 Due 22-23=\$49,160.54 23-24=\$49,160.54 24-25=\$49,160.54 (Paid in full 8/1/25)
Unfunded liability	No past unfunded liability.
Pension fund	97% funded Public Agency Retirement System (PARS)



Workers' compensation claims	(Total) 27 claims as of 3/16/23
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**Figure 32: NCFPD Revenue Sources**

Survey Component	NCFPD
Tax levy	\$11,263,668
Limitations	No
Service contracts	With CSG
Grants	Yes
Recent awards	AFG, SAFER, OTS ,SHSGP, CPRG, CBDG
Outstanding applications	2022 SAFER and AFG
<b>Fees for Service</b>	
Billing for fire response	Wildland Cal/OES/Cal-Fire
Inspection fee	Yes, Inspection and plan review fees
Hazardous materials	No
Recovery outside of jurisdiction	Wildland, Hazmat
Airport/port fee(s)	No
Event stand-by charges	No
Ambulance service collection(s)	
Collection fee(s)	No

## Support Programs

### Fire Prevention & Life Safety

A comprehensive prevention and life-safety services program enables a fire agency to minimize life and property loss and injuries associated with fires and other events. The essential components of a *fire* prevention program are described in the following figure:

**Figure 33: Fire Prevention Program Components**

<b>Engineering</b>	<ol style="list-style-type: none"> <li>1. Proposed construction &amp; plans review</li> <li>2. Internal protection systems design review</li> </ol>
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<b>Fire Code Enforcement</b>	<ol style="list-style-type: none"> <li>1. Existing structure/occupancy inspections</li> <li>2. New construction inspections</li> <li>3. Storage and handling of hazardous materials</li> </ol>
<b>Public Fire &amp; Life-Safety Education</b>	<ol style="list-style-type: none"> <li>1. Public education</li> <li>2. Specialized education</li> <li>3. Juvenile fire setter intervention (NO) (rely on FKU)</li> <li>4. Prevention information dissemination</li> </ol>
<b>Fire Cause Investigation</b>	<ol style="list-style-type: none"> <li>1. Fire cause and origin determination</li> <li>2. Fire death investigation</li> <li>3. Arson investigation &amp; prosecution (Criminal or Accidental)</li> </ol>

### **Prevention Organizational Structure**

The Deputy Fire Chief oversees the Prevention Division and reports to the Fire Chief. The Fire Marshal (FM) supervises two Community Risk Reduction staff position.

The majority of fire prevention-related activities to include community events and annual fire inspections are conducted by individual engine companies or outside contractor.

### **General Inspections & Code Enforcement Program**

Inspections of existing properties are an essential component of any fire protection system. The primary goal of such inspections is to identify and eliminate potential hazards to life and property. This is most effective when utilizing personnel with a proper combination of training and experience. In addition, property inspections must be completed with sufficient frequency.

Preventing fires is the most effective way of combatting them. A robust code enforcement program based on relevant ordinances, codes, and identified risks at the local level, will typically have a significant impact on reducing life and property loss from catastrophic fires and other incidents.

The Prevention Division is responsible for code enforcement within the North Central Fire Protection District. NCFPD provides life-safety inspections within the District. The following figure lists the various attributes of the North Central Fire Protection District general inspection and code enforcement program.

**Figure 34: General Inspection & Code Enforcement Program**

Survey Component	NCFPD Prevention Division
Self-inspection program used	ERS (Image Trend)
Frequency of inspections	State Mandates (Monthly and Annually) and bi-annually (all other occupancies)
Inspection program	New homes & businesses & State mandates
Citation process in place	Code enforcement is under CFC and Admirative Citations Fee schedule and policy 406.006
Formally adopted	Yes
Court cited to	Board of Directors (NCFPD)
Personnel devoted to inspections	FM, CRR, Company Officers and CSG
Fees for specialty inspection	Fee schedule and type of inspection
<b>Code Enforcement</b>	
Fire codes adopted	Through Fire District board and policies through State and County adoption and only follow CFC
Code used	California Fire Code 2022
Local ordinances & amendments adopted	Resolution 22-01 Adopted Fire Code Ordinance
Sprinkler ordinance in place	Resolution 22-01 Adopted Fire Code Ordinance

### Observation

The NCFPD currently conducts life-safety inspections for schools, apartment complexes, and hotels in the unincorporated and incorporated areas of the District with the help and support of the Engine Companies and a private contractor. The NCFPD Prevention Division does maintain programs such as hydrants, inspections, weed abatement and some others but relies on engines companies to perform the inspections. The current Community Risk Reduction employees are tasked with public education and administrative tasks and roles. New construction inspections are completed by the Fire Marshal and private contractor.

### Inspections & Code Enforcement Discussion

The current fee scheduled was adopted in 2011 and is currently undergoing review and being evaluated for updates.

## New Construction & Plan Reviews

The following figure describes the various current new construction and plan review activities of the North Central Fire Protection District Prevention Division.

**Figure 35: New Construction & Plan Reviews**

Survey Component	NCFPD Prevention Division
Consultation on new construction	Yes
Consultation on occupancy changes	In conjunction with City Building Department, Fresno County and State of California codes and CFC).
Consultation on tenant improvements	Yes
Perform fire & life-safety plan review	Plans review
Sign-off on new construction	Grant final for permit we have issued
Charges for inspections or reviews	Per fee schedule
Perform existing inspections	Yes
Occupancy types	Large daycare; schools; apartments; hotel/motels; commercial; retail type I & V
Special risk inspections	Special hazard permit
Storage tank inspections	Special hazard permit
Key-box entry program in place	Fire FD bypass access Metco and X-1 (City, County, etc.)
Hydrant flow records maintained	No (no equipment or staff to conduct)

## Fire-Cause Determination & Investigations

Undoubtedly, another important aspect of fire prevention and life safety is the ability to accurately determine the causes of fires within a community. Effective fire-cause determination can be utilized to define a community's fire problem. This can be used to determine the need for code modifications and changes; identify areas in which to focus public education efforts; modify deployment methods; and determine firefighter training needs and skills development.

In cases in which fires have been set intentionally, identification and/or prosecution of the responsible offender is critical, if additional fires are to be prevented. When a fire is accidental, it is important to be able to identify the source of the problem. Knowing and understanding how accidental fires start is one of the most effective means to identify fire prevention and public education requirements.

The following figure describes the assorted elements utilized by NCFPD for fire-cause determination and fire investigations.

**Figure 36: NCFPD Fire-Cause Determination & Investigations**

Survey Component	NCFPD Prevention Division
Fire origin & cause determination	FM, On-duty BC & engine company, outside contractors.
Arson investigation & prosecution	Local law enforcement & FM
Arson investigation training provided	No
Persons responsible for investigations	On-duty Captains, BC & Fire Marshall, private contractors as needed
Training & certification of investigators	Basic & advanced
Local fire investigation team	Fire Investigation Strike Team (multi agency)
Process for handling juvenile suspects	Law enforcement
Liaison with law enforcement	Yes
Scene control practices in place	Yes, with law enforcement
Photographer available	No
Adequate investigative equipment issued	Yes to FM
Evidence collection process in place	Yes, with law enforcement and FM
Release required for entry	Yes, per law enforcement and FM
Reports & records of all incidents made	Yes (recorded in ERS)
File, record, & evidence security	FM has a log & evidence with law enforcement

NCFPD relies on the Fire Marshal, (private contracted investigator when the Fire Marshal is unavailable), on-duty Battalion Chiefs, Captains, and firefighters to initially determine fire origin and cause of the fire. The officers and firefighters are responsible for the initial investigations until potential arson is identified, or the incident requires a more comprehensive investigation, at that point the Fire Marshal is notified or a contracted Investigator.

### Fire & Life Safety Public Education

Providing fire-safety education to the public to minimize the occurrence of fire and train the community in appropriate actions to take when faced with an emergency is a particularly important fire protection strategy. Comprehensive public education provides the best chance for minimizing the effects of hostile fires.

Calls for emergency medical services represent the highest service-demand for the North Central Fire Protection District. An effective public education program needs to include programs that address illness and injury prevention. The Fire Marshal (FM) is responsible for coordinating public education events. The following figure describes the educational outreach at NCFPD.

**Figure 37: NCFPD Public Education Activities**

Survey Component	NCFPD Prevention Division
Public education in the following areas:	
Calling 9-1-1	Done by engine companies
Exit Drills in the Home (EDITH)	Done by engine companies (FM Fire Protection day, career day for schools)
Smoke alarm program	No
Carbon monoxide program	No
Fire safety (assorted topics)	Done by engine companies—open house; Kids in the Park & school presentations
Injury prevention (assorted topics)	Done by engine companies
Fire extinguisher use	Project manager assigned to shift; schedules & conducts training
Fire brigade training	No
Elderly care & safety	No
Curriculum used in schools	NFPA guidelines for fire prevention
Babysitting classes offered	No
CPR courses & BP checks offered	At stations
Publications available to public	No
Bilingual information available	No
Annual fire prevention report distributed	No (Board report to executive staff)

Juvenile fire-setter program offered	No
Wildland interface education offered	No (WUI) Cal Fire FKU

**Data Collection & Analysis**

One of the primary reasons for maintaining a record of emergency response is to evaluate the effectiveness and performance of the service-delivery system. This effort also includes the effectiveness of fire prevention, code enforcement, fire investigations, and public education programs. Of particular importance is the documentation of arson fires and the investigative results. Complete, accurate, and thorough data collection is absolutely necessary for planning purposes.

**Figure 38: Data Collection & Analysis**

Survey Component	NCFPD Prevention Division
Records kept by computer	Emergency Reporting™
Information collected in following areas:	
Fire incidents by cause/location	Yes
Time-of-day & day-of-week	Yes
Method of alarm documented	Yes
Dispatch times	Yes
Response times	Yes
Inspections computerized	
Data analyzed & used for planning	Reports from Emergency Reporting™
Reports made & distributed	When requested
FTEs used in data collection & analysis	No full-time staff

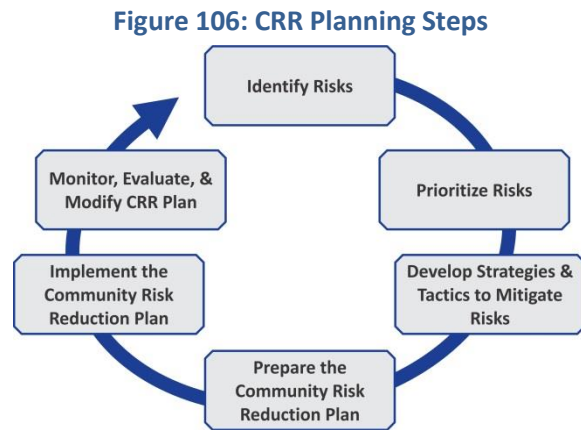
NCFPD tracks and maintains the inspection records in the emergency reporting system (software).

**Planning & Community Risk Reduction**

NCFPD Prevention Division has not conducted a current community risk assessment. Recently, U.S. fire agencies have begun to recognize the value of *Community Risk Reduction* (CRR) programs that go beyond fire prevention activities alone.

Fire agencies should accurately identify the various potential community risks before developing prevention programs. Although this needs to include fire problems, other risks—that can be mitigated through effective prevention activities—must also be addressed. One of the benefits of developing a CRR plan is that it can contribute positively towards a fire agencies' Insurance Services Office (ISO) rating.

This figure illustrates the typical six steps to develop a CRR Plan. It begins by identifying the risks through a comprehensive community risk assessment process.



## Training & Education

A comprehensive training program is one of the most essential factors for helping to ensure the safe and effective provision of emergency services. This is especially true of agencies such as the North Central Fire Protection District provides a broad range of services throughout a large geographic area. To ensure maximum effectiveness and safety in complex environments, firefighters and officers must acquire and maintain sufficient initial training, ongoing training, and continuing medical education (CME). Failure to provide necessary training endangers firefighters and citizens, and exposes the fire agencies to liability. In addition, a well-trained workforce substantially contributes to better emergency incident outcomes and community services.

Newly hired firefighters must participate in a structured recruit training and testing process. The National Fire Protection Association—in its standard NFPA 1001 (Firefighter I and II)—identifies the minimum training requirements that can serve as the basis for entry-level firefighters. The NFPA recommends other standards that address initial and ongoing training for firefighters and officers in a variety of specific topics. In addition, new recruits must complete, or have previously completed, basic emergency medical training.



Following initial training, firefighters must actively participate in ongoing training that includes testing and ensuring maintenance of practical skills and knowledge. In its *Fire & Emergency Service Self-Assessment Manual* (8th edition), the *Commission on Fire Accreditation International* (CFAI) addresses “Training and Competency,” and lists a number of performance indicators under the headings of training and education program requirements, performance, and resources. To accomplish this, fire agencies must have access to qualified instructors and training resources—either within the organization, externally with regional partners, or both.

Training programs must go beyond simply fulfilling mandatory hours. Fire agencies’ training administrators and instructors must ensure that firefighters, EMS personnel, and officers are not only competent, but also self-confident in the variety of skills necessary to perform effectively in high-stress situations. Industry standards outline specific areas that are considered integral to effective training programs. The program should include the following:

• Training administration	• General training competencies
• Recordkeeping (RMS)	• Training methodologies
• Training facilities and resources	• Advanced Training Competencies

**Training Administration**

In this section, the administrative and other resources devoted to fire, EMS, and other training topics addressed by the North Central Fire Protection District. The following figure lists administrative and budget components related to training.

**Figure 39: NCFPD Training Administration & Budget (FY 2016–17)**

Survey Component	NCFPD
Director of training program	Division Manager
Training goals & objectives identified	Yes
Certified instructors used	Internal & external;
Annual training report produced	Yes (Target Solutions)
Priority by management toward training	High priority
Budget allocated to training	\$127,000 yearly
Condition of training administration facility	Training tower Station 58

Adequate office space, equipment, supplies	Minimal
Administrative support assigned to training	Training Officers

While the NCFPD recognizes the importance of ongoing training of its firefighters and officers, it is limited on a training facility, the training tower is being updated to allow for live burns and other requirements to meet NFPA qualifications for a training facility.

**Training Goals & Objectives**

The following is a list of NCFPDs training goals and objectives:

- All areas updated to reflect State of California fire training standards
- Update individual performance standards
- Update company performance standards to include low-frequency, high-hazard quarterly evaluations
- Update in-house task books to reflect California State job performance requirements
- Develop and update Firefighter, Engineer, and Company Officer task books
- Bring in external training opportunities
- Enhance the specialized operations program (Technical Rescue, Confined Space Rescue, etc.)
- Develop an annual operations training calendar

NCFPD’s goals and objectives are commendable, and a good start towards more effective training of operations personnel.

**Training Recordkeeping**

The following figure lists the methods utilized by NCFPD to maintain individual.

**Figure 40: NCFPD Training Recordkeeping**

Survey Component	NCFPD
Individual training files maintained	Yes
Records & files computerized	Yes
Daily training records kept	Yes
Company training records kept	Yes
Responsibility for training records	Training Division
Training equipment inventoried	Annually

NCFPD uses an online fire agency training application, Target Solutions™ to document all of its training sessions, including individual online training.

### Training Facilities & Resources

The following figure lists the training facilities and resources available to the NCFPD.

**Figure 41: NCFPD Training Facilities & Resources**

Survey Component	NCFPD
Adequate training ground space/equipment	Ongoing
Describe training facilities (tower, props, pits)	Yes
Live fire props	In progress
Fire and driving grounds	No
Maintenance of training facilities adequate	In progress
Classroom facilities adequate	Yes
Video, computer simulations available	Yes
Instructional materials available	Yes
Training procedures manual developed & used	300 manuals

## Training Competencies & Methodologies

Effective training programs are typically based on established standards. NCFPD utilizes a variety of sources, including the California Office of the State Fire Marshal's State Fire Training Curriculum and the International Fire Service Training Association (IFSTA) for much of its fire suppression training practices. The following figure lists the general training competencies at NCFPD.

**Figure 42: General Training Competencies**

Survey Component	NCFPD
Incident command system	Yes
Accountability procedures in place	Yes
Safety procedures in place	Yes
Recruit academy	Internal; external as needed
Special rescue	First Responder Operations Low-Angle
HazMat certification levels	First Responder Operations Level
Wildland firefighter	Various certification levels; Engine Boss for company officers
Vehicle extrication	Yes
Defensive driving	SFT <sup>1</sup> Driver/Operator 1A & 1B; in-house task book; TS defensive driving course, ongoing company level training
Use, safety, & care of small tools	Yes
Use, safety, & care of power equipment	Yes
Radio communications & dispatch policies	Yes
EMS skills & protocols	In-house company level training
<sup>1</sup> State Fire Training curriculum, California Office of the State Fire Marshal	

In addition to the standards described above, the Target Solutions™ online program is capable of providing the needs for the District in the areas of fire, EMS, and fire safety training—along with other topics such as harassment prevention, hazmat and mandates. The material is based on a number of NFPA standards, OSHA requirements, and can be customized to provide specific training to NCFPD personnel.

### Recruit Academy & Reserve Firefighter Training

The North Central Fire Protection District conducts its own firefighter recruit academy on an as-needed basis, in addition to an Intern firefighting program.

**Figure 43: NCFPD Training Methodologies**

Survey Component	NCFPD
Manipulative skills	Yes IPEs
Task performances/frequency	Yes (monthly and yearly)
Annual training hour requirements	Yes 120
Annual training hours tracked	Yes 192-240
Use of lesson plans	Yes
In-house and/or commercial lesson plans	Combination of both
Night drills	Company Officers discretion
Multi-agency drills	Annually
Inter-station drills	Yes (by shift)
Disaster drills conducted	Annually
Pre-fire planning included in training	Company-level training
Safety incorporated in training	Briefing prior to training; any safety hazards addressed immediately; safety continually emphasized
Post-incident analysis conducted	Major vehicle accidents; structure fires; unusual occurrences major incidents
Training procedures manual used	Yes
<sup>1</sup> International Fire Service Accreditation Congress	

As seen in the preceding figure, the North Central Fire Protection District utilizes a variety of effective training methodologies. Safety is consistently emphasized during training and on the fireground.

**Personnel Trained**

The following figure lists the number of career personnel trained and the training hours delivered in 2016.

**Figure 44: NCFPD Personnel Trained (2016)**

Survey Component	NCFPD
Number of personnel trained	72 career personnel
Total training hours delivered	17,000 hours 2022 (all staff combined)
Fire-related training hours	16 monthly 192 a year
Rescue/technical rescue hours	8 hours
EMS-related training hours	Min. of 1 hr. per month, 12 hrs. annually.
Other training	Unknown user defined

The following figure represents the ratio of current training topics delivered through NCFPD, based on a detailed list of classes and within the categories utilized in their data collection software. The four categories include fire suppression topics; EMS topics; rescue and technical rescue topics; and other miscellaneous topics (e.g., sprinkler systems, driver training, administrative, investigation, etc.).

**Emergency Medical Services**

EMS with the District and Fresno County functions as a two-tiered response system. The North Central Fire Protection District provides basic medical first-response (MFR) services at the basic life support level. Under an exclusive contract with American Ambulance within the District for 9-1-1 calls, American Ambulance (AA) is a “private” corporation—provides ground emergency medical transport (GEMT) at the advanced life support level. They are required by county contract to maintain two ALS ambulances 24 hours daily, to respond to 9-1-1 calls. In addition, they are required to provide an ALS Quick Response Vehicle (QRV) staffed with a single paramedic. American Ambulance is contractually obligated to meet response-time performance standards for emergency (9-1-1) responses, based on population density (urban, suburban, rural, and remote).

Emergency response times must be met with 90% compliance or more. Response-time zone requirements are as follows: Priorities 1 and 2

Urban/Metro 9-12 minutes or less
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Suburban: 12 minutes or less
Rural: 20 minutes or less
Wilderness: 45 minutes or less

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## **SECTION II: Planning Recommendations**

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## Planning Recommendations

After a comprehensive evaluation of the districts fire protection services and support functions and the current community and organizational growth, the following recommendations are as follows:

**Figure 45: Recommendations**

### **RECOMMENDATIONS:**

- Consider creating additional management support positions and/or conduct a re-organization to improve service and support operations.
- Consider creating a five-year strategic plan to ensure planned organization goals and objectives for future sustainability and alignment.
- Conduct a formal standard of cover analysis
- Conduct a formal and comprehensive risk assessment
- Establish the appropriate geographic or population planning zone to determine response performance metrics.
- Enhance current mutual and automatic aid agreements and research other opportunities for agency collaborations.
- Evaluate NFAP 1710 or NFPA 1720 response criteria.
- Research incident data for non-emergent calls (public assist, hazardous condition, etc.) and evaluate opportunities to reduce call volume to those incident types.
- Establish an effective response force (ERF) criteria and measurement.

**Figure 46: Proposed FY 2023/24 Administration/Support Staff Positions**

Proposed Reorganization	NCFPD FTEs
Fire Chief	1
Deputy Chief	1
General Manager	1
Executive Assistant	1
Personnel Specialist	1
Training Officer	2
Battalion Chief	1
Prevention Staff	2
Facility Manager	1
Information Technology Manager	1
Administrative Staff	3
<b>Total Administrative &amp; Support Staff (variation +1)</b>	<b>15</b>

The District staff has identified manageable span of control issues that has arose from the past 4 years of growth in operations, training, & facilities. Figure 47, is the organizational chart that was adopted at the time the District transitioned back to staffing the district. Figure 48 is the proposed reorganizational changes moving forward.

Figure 47: Current Organizational Chart

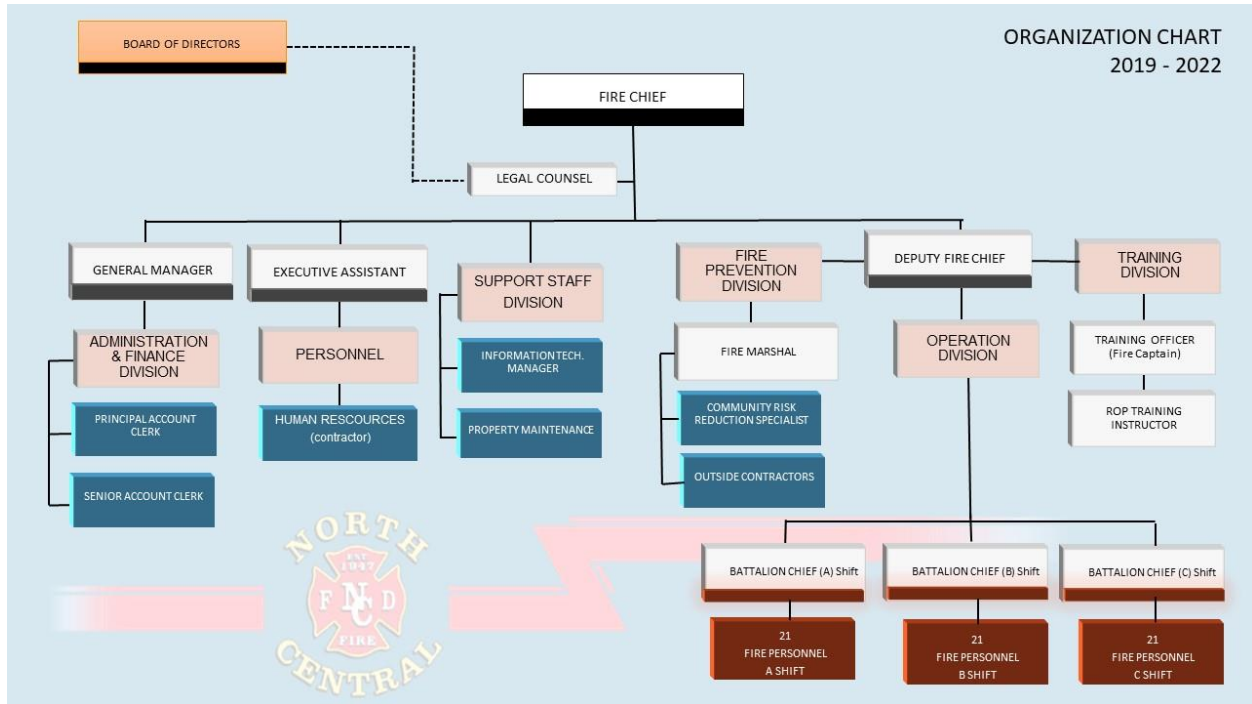
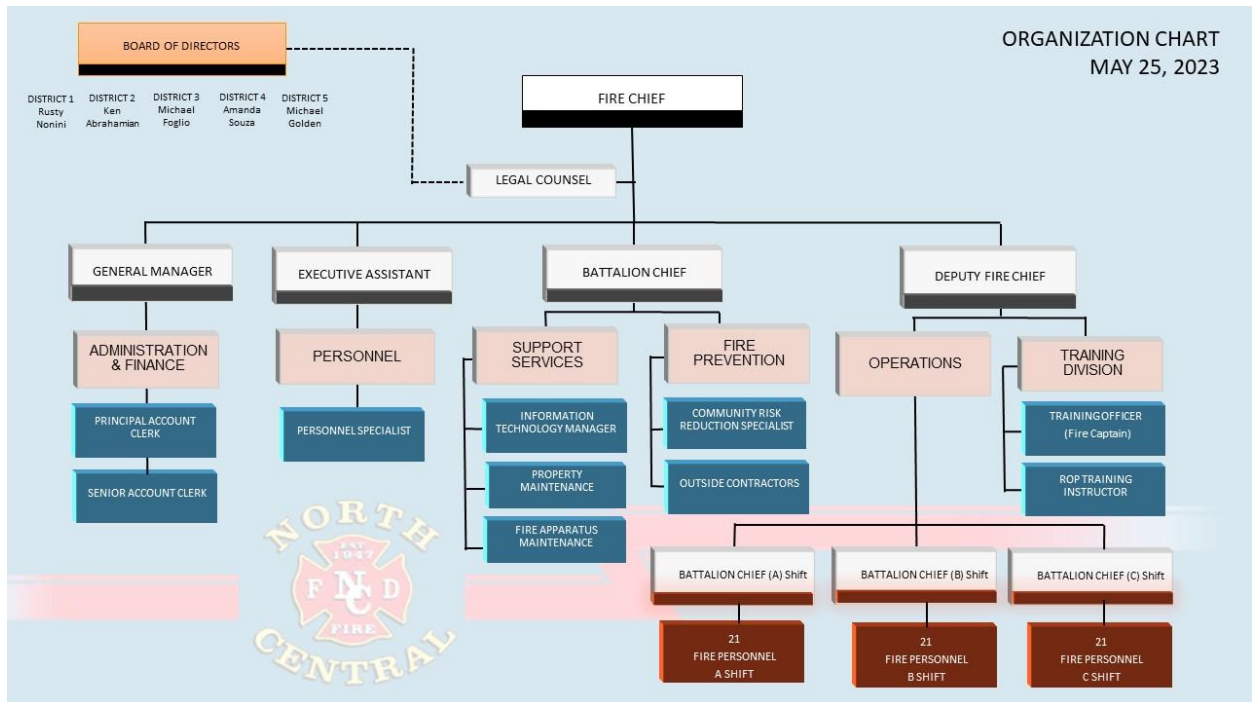


Figure 48: Proposed Organizational Chart



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