

MINUTES

Special Board Meeting Agenda – Strategic Planning Workshop #2

Georgetown Fire Protection District

Station 61 | 6283 Main Street | Georgetown, CA 95634

Friday, September 4, 2026

1.0 CALL TO ORDER, ROLL CALL, AND PLEDGE OF ALLEGIANCE

The Regular Board Meeting was called to order at 9:00 A.M. by President Davis.

Roll Call:

President Davis – Present

Vice President Webb – Present

Director Anderson – Present

Director Estrada – Present

Director Steward – Present

The Pledge of Allegiance was recited.

2.0 ADOPTION OF AGENDA

It was moved by Director Webb and seconded by Director Estrada to approve the agenda.

The motion carried as follows:

Ayes: Director Davis, Director Webb, Director Anderson, Director Estrada and Director Steward.

Noes: None.

Absent: None.

Abstain: None.

3.0 PUBLIC COMMENT

The public may address the Board on any item described on this agenda prior to or during the Board's consideration of the item. Public comments are limited to matters listed on this Special Meeting agenda – There was no public comment.

4.0 STRATEGIC PLANNING WORKSHOP – DISCUSSION AND DIRECTION TO STAFF

The Board continued its strategic planning discussion and reviewed follow-up items from the initial Strategic Planning Workshop.

Strategic Direction

The Board reviewed the draft Strategic Direction 2026 document, including the proposed vision, priorities, and direction for future planning. The document was discussed as an overarching framework to organize supporting information, reports, and future strategic planning work.

The Board expressed general support for the direction outlined in the document and discussed using it as guidance for the Fire Chief and staff as additional information is developed.

The Board emphasized the importance of establishing a clear process and beginning the next steps toward addressing the District's long-term sustainability and future organizational needs.

Financial Position and Spending Trends

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Staff presented a four-year review of recurring revenues and expenditures, including the FY 2026–2027 preliminary budget. The analysis excluded certain one-time revenues, including strike team revenues and other non-recurring sources, in order to provide a view of the District’s recurring revenue base.

The Board discussed the recurring revenue and expenditure trends and noted that expenditures have consistently exceeded secured recurring revenues. The Board also discussed factors contributing to expenditure levels, including inflation, apparatus and facility maintenance, insurance, workers’ compensation, employee agreements, and other one-time or variable costs.

Staff presented personnel expenditures separately from recurring revenues. The Board discussed the reduction in personnel costs in recent years, including retirements, staffing decisions, and reductions in costs and service levels.

The Board reviewed the District’s annual deficits based on secured recurring revenues and discussed the role that one-time revenues, including strike team and grant-related revenues, have played in covering those differences.

The Board also reviewed the District’s reserves and fund balance. Staff reported that approximately \$240,000 had been transferred from reserves during FY 2025–2026, reducing the fund balance from approximately \$300,000 to \$60,000. Staff noted that the District had not yet fully needed to use the transferred reserve funds as anticipated.

The Board discussed the need to continue evaluating revenue growth, expenditure growth, and long-term funding requirements.

Capital Asset and Fleet Planning

Staff presented information regarding the District’s current fleet, including heavy and light apparatus, equipment, and vehicles identified for future removal from service.

The Board discussed the age, condition, operational use, and replacement needs of the District’s apparatus. Particular discussion focused on Engine 263, the District’s current first-out engine, and the need to establish a formal apparatus replacement plan.

Staff recommended developing a regular replacement cycle to avoid continued reliance on aging apparatus and to maintain reliable and safe equipment for employees and the community.

Discussion included the potential replacement of Engine 263 with a four-wheel-drive apparatus capable of supporting the District’s operational needs, including a pump capacity of approximately 1,000 gallons per minute and sufficient capacity for extrication and other equipment used for mutual aid.

The Board also discussed the District’s water tenders, including the newer Water Tender 62 and the older water tender currently providing district coverage. Staff recommended that replacement of the older water tender follow the engine replacement priority.

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The Board discussed potential fleet efficiencies through collaboration with Garden Valley Fire Protection District and the possibility of sharing or strategically locating apparatus.

The Board recognized apparatus replacement as a significant future financial obligation and identified the need to continue developing a long-term replacement plan.

Workforce and Leadership

The Board discussed current staffing, leadership structure, recruitment, retention, succession, and workforce development.

Staff identified a need for additional middle-management and supervisory capacity, including company officers and engineers, and discussed opportunities to strengthen both the career and volunteer sides of the organization.

The Board discussed the District's current workforce culture and the importance of recruitment, retention, employee development, training, and opportunities for advancement.

The potential for expanded shared services was discussed as an opportunity to create additional career development, leadership, training, and staffing opportunities.

Staff also discussed a long-term organizational vision that could include additional leadership positions, administrative support, prevention, training and EMS responsibilities, staffed engine companies, and ALS service, subject to future financial stability and organizational planning.

The Board recognized that long-term workforce improvements are closely connected to the District's financial sustainability.

Partnerships and Local Control

The Board discussed the District's existing Shared Services Agreement with Garden Valley Fire Protection District and the potential for additional collaboration.

The Board expressed support for continuing discussions regarding shared services while emphasizing the importance of maintaining local control, community identity, and the District's history.

The Board discussed the potential long-term benefits of greater organizational collaboration, including improved financial sustainability, staffing opportunities, apparatus utilization, service delivery, and employee development.

The Board also discussed the possibility of exploring future organizational options with Garden Valley, including potential annexation, consolidation, or other forms of reorganization. No final determination regarding a specific governance model was made.

The Board discussed the importance of first engaging with Garden Valley representatives directly before initiating a broader discussion with LAFCO.

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The Board also discussed the existing Shared Services Agreement, which is scheduled to expire in December, and the need to determine the appropriate path for continuing the agreement while longer-term options are explored.

LAFCO and Governance Options

The Board discussed the value of obtaining information regarding available governance and jurisdictional reorganization options before making any decisions.

County representatives discussed the potential role of LAFCO in providing education regarding annexation, consolidation, governance structures, fiscal considerations, service delivery, and the process for evaluating potential reorganization.

The County representative indicated that the County may be able to assist with the process and potentially support costs associated with LAFCO or a fiscal study, including exploring funding sources.

The Board discussed the potential need for a consultant or fiscal analysis to evaluate long-term governance options and financial impacts. The importance of ensuring that any future reorganization results in a sustainable service model and does not negatively impact either participating district was emphasized.

Planning Process and Next Steps

The Board discussed the need to continue building a documented business case and supporting information for future discussions with neighboring agencies, the County, LAFCO, and the community.

Staff will continue developing financial information, including historical revenue and expenditure growth, to assist the Board in evaluating the District's financial position and future needs.

The Board discussed initiating an exploratory conversation with Garden Valley Fire Protection District regarding the Shared Services Agreement and potential future collaboration. The discussion emphasized the importance of approaching Garden Valley directly and collaboratively before involving LAFCO.

The Board expressed interest in inviting LAFCO representatives to a future discussion and potentially inviting Garden Valley representatives to participate in a focused meeting regarding future organizational options.

The Board emphasized that the strategic planning process should proceed deliberately, with the appropriate information and education gathered before any formal governance decision is made.

The Board also discussed future community outreach and the potential use of surveys or other outreach methods once a clearer strategic direction and plan have been established.

ADJOURNMENT

It was moved by Director Anderson and seconded by Director Estrada to adjourn the meeting.

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The motion carried as follows:

Ayes: Director Davis, Director Webb, Director Anderson, Director Estrada and Director Steward.

Respectfully Submitted,

Julie Medsger
Board Clerk



Georgetown Fire District Board of Directors Strategic Direction - 2026

PURPOSE

Provide Board direction on strategic priorities and next planning steps.

VISION STATEMENT

To be a trusted, high-performing fire district that protects lives, property, and the environment through exceptional emergency response, prevention, preparedness, and community partnership.

STRATEGIC PRIORITIES

Priority	Intended Outcome
Financial Sustainability	Maintain a sound financial position through responsible budgeting, reserve planning, long-range forecasting, and evaluation of sustainable revenue opportunities.
Capital and Asset Readiness	Plan for safe, reliable apparatus, equipment, facilities, and technology through condition assessment, lifecycle planning, and responsible funding strategies.
Workforce and Leadership	Attract, develop, retain, and support the people needed to deliver service today and lead the District into the future.
Partnerships and Local Control	Evaluate regional partnerships, shared services, consolidation, and annexation using clear criteria for service, cost, governance, community identity, and local control.
Community-Focused Service Delivery	Align operations, prevention, preparedness, and resource allocation with community risk, demand, performance expectations, and future growth.

NEXT STEPS FOR PLANNING

Funding and Costs	Define funding needs, revenue options, reserve targets, and the near- and long-term costs of priority service, capital, and organizational choices.
Organization and Governance Options	Assess operational, partnership, consolidation, annexation, and local-control options, including governance structures and decision authority.
Comparative Evaluation	Develop a common set of service, financial, governance, workforce, and community-impact criteria to compare options and inform Board decisions.
Community Outreach and Communications	Develop a clear outreach and communications approach that keeps residents, employees, partners, and other stakeholders informed and meaningfully engaged as options are evaluated.

Georgetown Fire Protection District

Fleet Status Report

Engines

Engine 263

 A red International fire engine, Engine 263, is parked in front of a fire station. The truck is a conventional cab model with a red and white paint scheme. It has "263" on the front bumper and "INTERNATIONAL" on the side. The background shows a fire station building and some trees.	Make: International Year: 2004 Mileage: 121,784 Status: In service as first out ST61 Recommended for Replacement
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Engine 361 (E361)

 A red International fire engine, Engine 361, is parked on a gravel lot. The truck is a conventional cab model with a red and white paint scheme. It has "361" on the front bumper and "INTERNATIONAL" on the side. The background shows a wooded area.	Make: International Year: 2018 Mileage: 50,774 Status: In service at Station 61 Recommend to be moved to reserve duty in 2028
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Water Tenders

Water Tender 62 (WT 62)

 A red Kenworth water tender, Water Tender 62, is parked on a gravel lot. The truck is a conventional cab model with a red and white paint scheme. It has "62" on the front bumper and "KENWORTH" on the side. The background shows a wooded area.	Make: Kenworth Year: 2015 Mileage: 27,029 Status: In service – Station 61 Currently 13 years old should be considered for reserve duty upon replacement of WT63
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Water Tender 63

Georgetown Fire Protection District

	Make: Ford Year: 1995 Mileage: 280,000 (not accurate) Status: In service Recommended for Replacement plan
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Light Fleet

C-7100

	Make: Jeep Year: 2022 Mileage: - Status: In service – Stored at ST63 Recommend transitioning to a Utility
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Utility 61 (U61)

	Make: International Year: 2011 Mileage: 122,154 Status: In service – assigned for volunteer response
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Squad 61

Georgetown Fire Protection District

	Make: Ford Year: 2006 Mileage: 51,727 Status: In service – Assigned for volunteer response.
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Ram Pickup

	Make: RAM Year: 2018 Mileage: 69,189 Status: In service – Station 61 Recommend outfitting for Code 3 response. Will be utilized to tow HeloPod dip tank.
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UTV 61

	Make: Polaris Year: Mileage: Status: In service – Station 62 Outfitted for summertime response.
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Approved for Removal

Georgetown Fire Protection District

Engine 61

	Make: HME Year: 2001 Mileage: 45,082 Status: Housed at Station 62 Is currently listed for sale. Has had some interest but nothing solid.
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Utility 62

	Make: Ford Year: 2015 Mileage: 109,208 Status: In service – Station 62 Approved for sale, not currently listed.
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San Ramon Engine

	Make: Spartan Year: 1991 Mileage: UNK Status: Out of Service, Listed for Sale
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Georgetown Fire Protection District

The current state of the fleet is *serviceable with room for improvement*. In the short term, the needs of the district are being filled. Some apparatuses have been approved for removal, and that process is continuing and should only have a positive fiscal impact on the department.

The next proposed goal would be to make a replacement schedule for apparatus. We are currently running a 22-year-old engine with over 120000 miles as our first out. The long-term maintenance and reliability issues with this pose a problem for not only the budget but safety as well.

The first apparatus to be considered for replacement would be E263. E263 is a 2004 international 4x4 BME that is dimensionally similar to a type 3 engine but has a 1000GPM pump. The recommendation would be to replace this with a similar build as it helps to bridge the gap left by not having a dedicated Type 1 Engine. At present there has not been enough time to get a more accurate quote on apparatus pricing, but initial research suggests a build cost between \$550,000 and \$700,00 if an already built spec. is used.

The next apparatus to be considered for replacement would be Water Tender 63. Water Tender 63 is a 1994 Ford LN8000 with over 200,000 miles. It is currently rolled into frontline service when WT62 is deployed. Maintenance costs, reliability, and age suggest replacement of this unit should be considered. Recently Garden Valley Fire purchased a new water tender at the cost of nearly \$440,000.

Considerations of the aging fleet of utilities should be made as well; the replacement costs would be significantly lower than heavy fleet apparatus. Rough estimates for a 4wd $\frac{3}{4}$ ton utility would be \$60k-\$80k

A replacement cycle of 6 years would be ideal, however in our current situation a 10-year cycle would be a good initial step. The first step in this direction would be building a path to replacing E263 by 2028 and WT62 by 2030. This would leave us with a 10-year-old reserve engine and a 15-year-old reserve water tender that both would presumably be in serviceable condition until the following replacement cycle.