



FINAL REPORT PRESENTATION

City of Manteca

April 9, 2026

About Fitch & Associates

We've designed, developed, and managed some of the world's most innovative Fire/EMS systems, and we bring the energy, focus, and experience that drive decision-making and action.



We seek to partner with communities willing to ask the tough questions, that seek transparency and public input, and are interested in planning for the future in a sustainable manner aligned with community expectations.



Forty years of experience implementing innovative, customized solutions in the public safety and healthcare arenas, providing consulting services in thousands of communities in all 50 states, every Canadian province, and 12 other countries.



Project Deliverables

Phase 1
Quantitative Data
Analyses

Phase 2
Comprehensive
GIS and Station
Location Analyses

Phase 3
Community Risk
Assessment

Phase 4
Community
Focused Strategic
Planning

Phase 5
Standards of
Cover: Findings
and
Recommendations

Key Considerations

Consider additional staffing and stations to meet the department's 4-minute travel time benchmark.

Establish a system of measures to transparently identify system needs and future investments in personnel, fleet, and fire stations.

Adopt a system of measures to ensure accountability to the desired performance objectives.

Establish a program that uses fire managers to reduce Turnout Time to 90 seconds or less, 90% of the time, for all calls for service.

Establish and monitor expectations with the Primary and Secondary Public Safety Answering Points (PSAP/SPSAP) to improve Call Processing and Dispatch Time.

Develop a process to capture occupancy-level risks (building level) and incorporate specific occupancy ratings into the overall risk assessment process and risk matrices.

Continue to monitor socioeconomic and demographic variables correlated with changes in risk.

Continue planning for fire station locations and infrastructure to meet the demand of a growing community.

Conduct a community-driven strategic planning process to help guide the next three to five years that, at a minimum, include the results from this study.

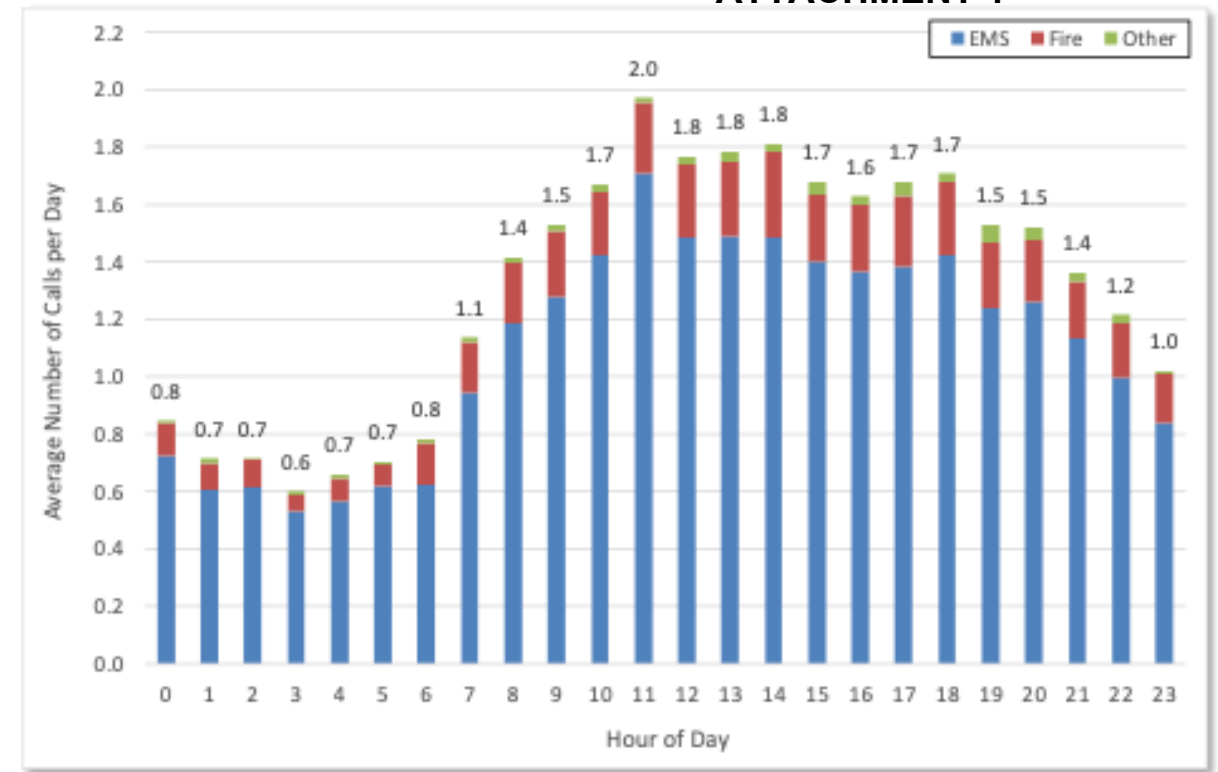
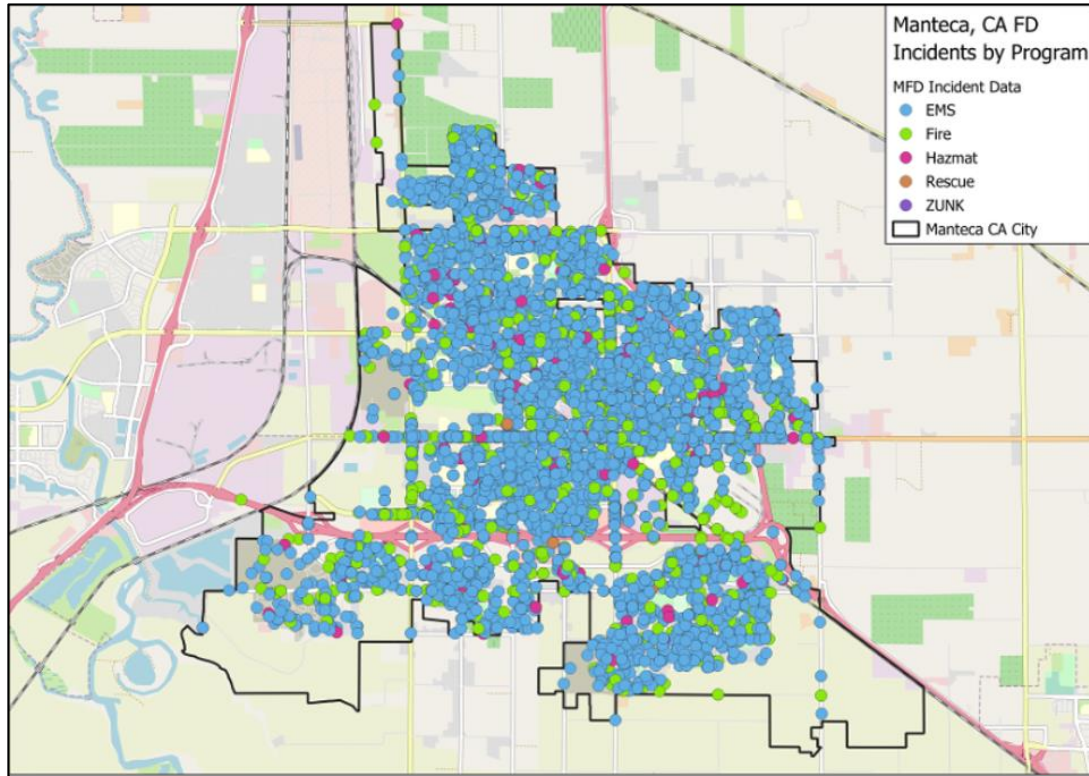
Community Demand for Services

Day of Week ¹	Number of Calls	Average Calls per Day	Call Percentage
Sunday	1,544	29.7	13.5
Monday	1,671	31.5	14.6
Tuesday	1,602	30.8	14.0
Wednesday	1,661	31.9	14.5
Thursday	1,669	32.1	14.5
Friday	1,688	32.5	14.7
Saturday	1,637	31.5	14.3
Total	11,472	31.4	100.0



CAD Program and Call Type ¹	Number of Calls	ATTACHMENT 1	
		Calls per Day	Percentage
EMS	9,606	26.3	83.7
Breathing Problem	943	2.6	8.2
Cardiac and Stroke	1,030	2.8	9.0
Fall and Injury	1,780	4.9	15.5
Illness and Other	2,457	6.7	21.4
Lift Assist	605	1.7	5.3
MVA	747	2.0	6.5
Overdose and Psychiatric	275	0.8	2.4
Seizure and Unconsciousness	1,289	3.5	11.2
Transfer	480	1.3	4.2
Fire	1,648	4.5	14.4
Dumpster Fire	35	0.1	0.3
Fill Quarters	2	< 0.1	< 0.1
Fire Alarm	499	1.4	4.3
Fire Other	88	0.2	0.8
Grass Fire	250	0.7	2.2
Hazardous Condition	146	0.4	1.3
Outdoor Fire	262	0.7	2.3
Public Assist	184	0.5	1.6
Structure Fire	95	0.3	0.8
Vehicle Fire	57	0.2	0.5
Unknown	30	0.1	0.3
Hazmat	198	0.5	1.7
Hazmat	198	0.5	1.7
Rescue	19	0.1	0.2
Rescue	19	0.1	0.2
Unknown	1	< 0.1	< 0.1
Unknown	1	< 0.1	< 0.1
Total	11,472	31.4	100.0

ATTACHMENT 1



Distribution of Incidents

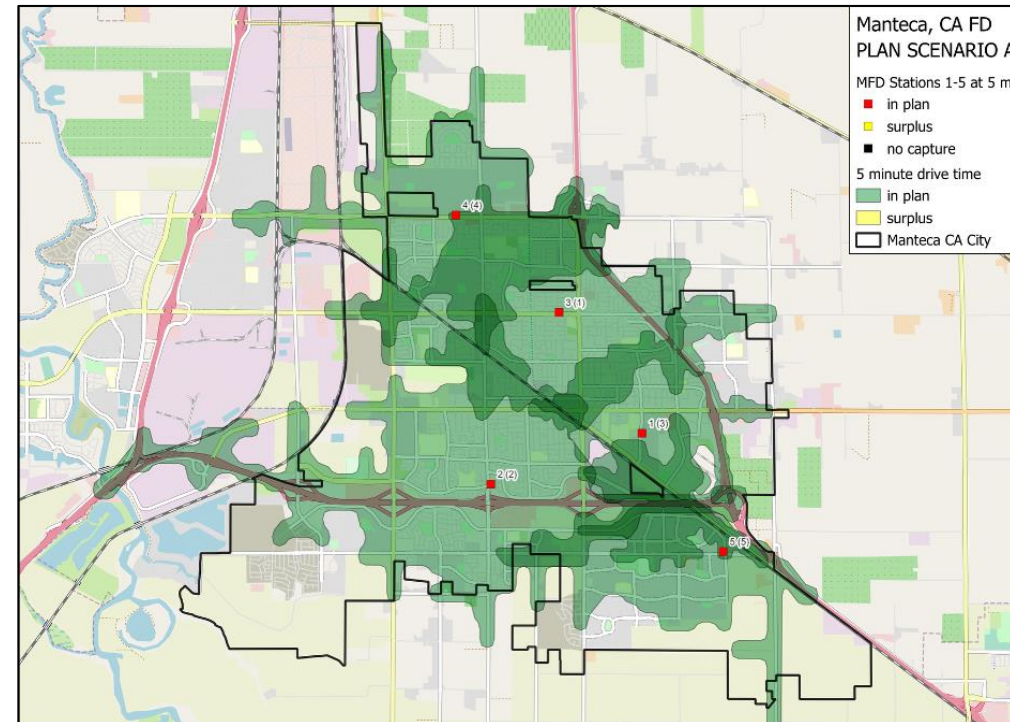
Fire Department System Resiliency ^{ATTACHMENT 1}

Demand Zone (First Due Station)	Number of Calls					
	Dispatched Unit's Assigned Station					Outside Agency
	241	242	243	244	245	
241	1,530	264	359	76	183	63
242	752	2,097	341	250	176	207
243	369	266	1,908	355	41	131
244	164	92	155	1,253	5	101
245	202	170	45	95	801	43
MFD Unknown	29	68	31	44	8	99
Outside of MFD	147	286	75	142	162	89
Total	3,193	3,243	2,914	2,215	1,376	733

The current five-station configuration can achieve approximately 90% of the incidents within a 5-minute travel time.

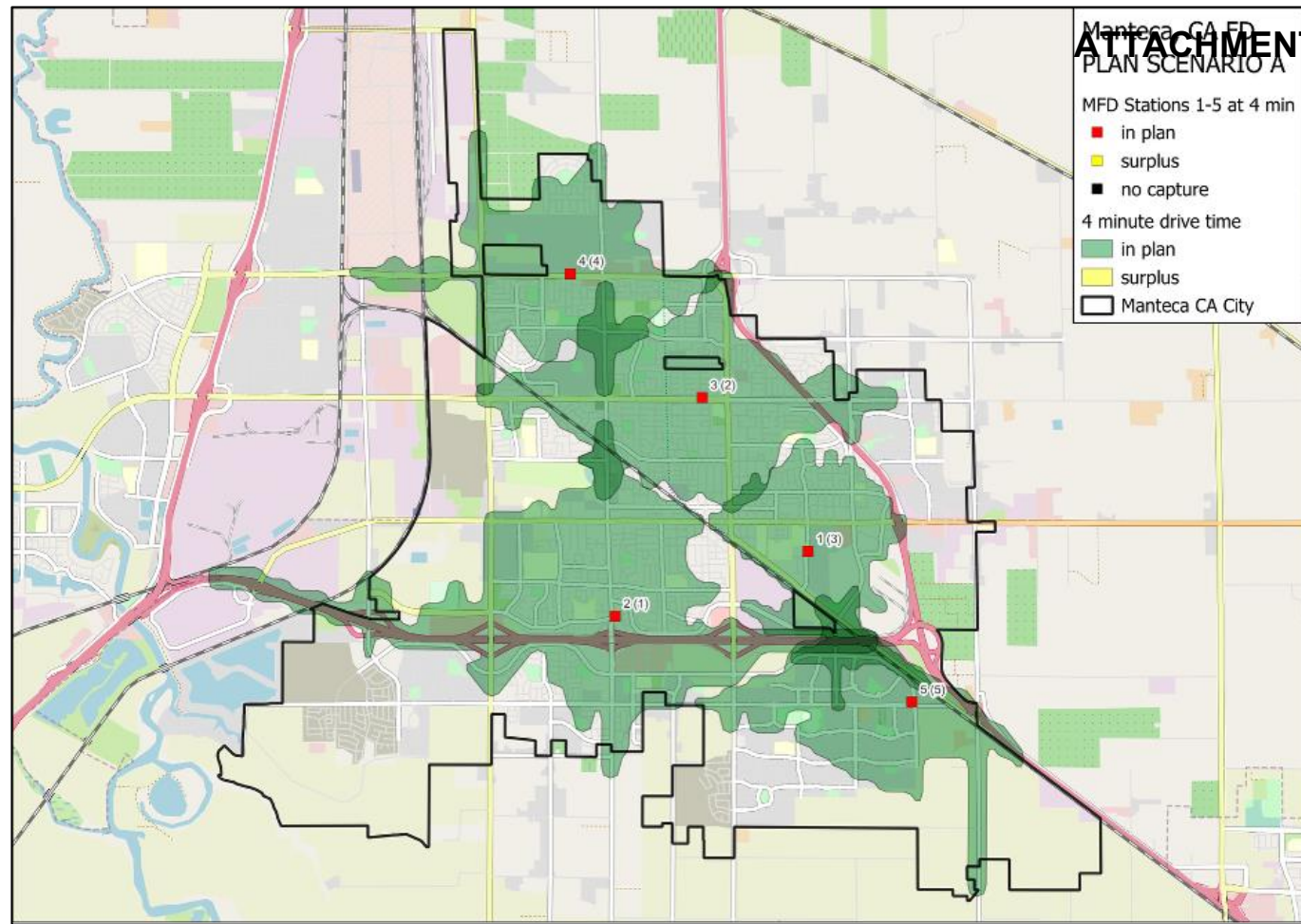
Automatic aid from surrounding agencies is considered in this calculation.

Nationally, our experience is that most urban environments are between 4 and 9 minutes.



**Current
Performance
at 5-Minutes
Travel Time
to 90% of the
Incidents**

Benchmark Performance Goals of a 4-minute Travel Time to 90% of the Incidents



The department's benchmark (goal) performance is to follow NFPA 1710 and a 4-minute travel time to 90% of all incidents.

The mapping above reflects the current saturation at 4 minutes and shows that the department covers 80% of the community's geography within that time.

Response Time Performance

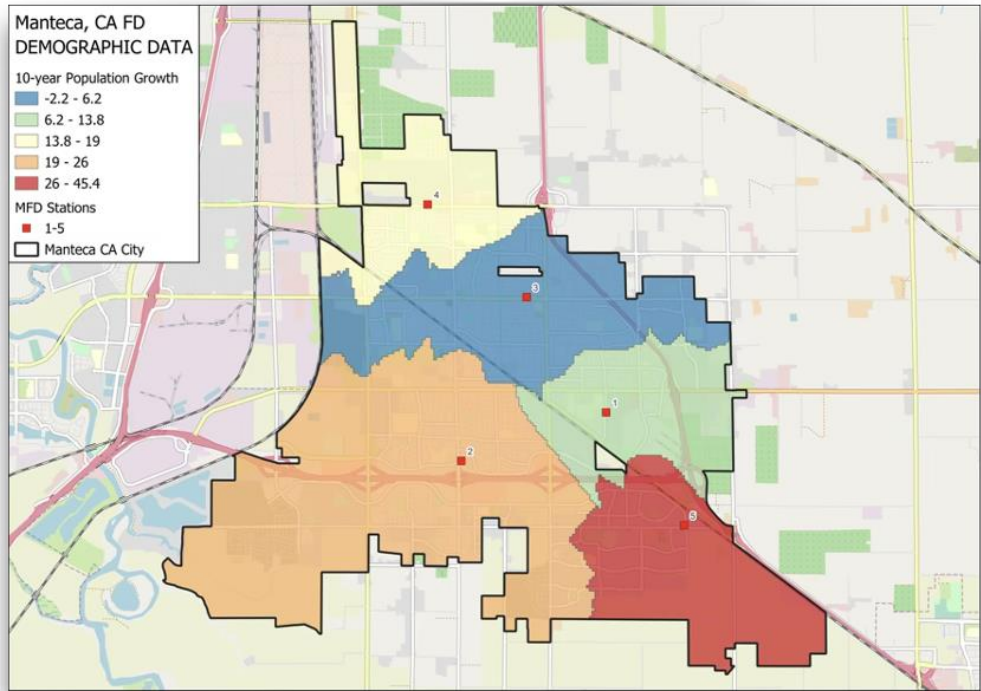
Performance Category	Guidance (Minutes)	Manteca (Minutes)	Rating	Assessment of Current Performance
Dispatch Time/Call Processing				
NFPA 1710/1225	1.10	3.2	Substantive Opportunity for Improvement	Substantive Opportunity for Improvement; Performance is 1:12 over nationally observed best practices
CFAI	1.00			
National Observed Best Practice	2.00			
Turnout Time				
NFPA 1710 (EMS)	1.00	2.1	Opportunity for Improvement	Opportunity for Improvement: Performance could meet nationally observed best practices with a 36 second improvement
NFPA 1710 (Fire Related)	1.50			
CFAI	1.33			
National Observed Best Practice	1.50			
Travel Time				
NFPA 1710 (EMS - ALS Level)	8.00	6.4	Good	Good; aligned with an above average fire department performance. Policy should establish desired independent performance objectives or national standard such as NFPA 1710
NFPA 1710 (EMS BLS and Fire Related)	4.00			
CFAI	5.20			
Rural Areas	13.00			
National Observed Best Practice	≤9.0			

Assessing Community Risk

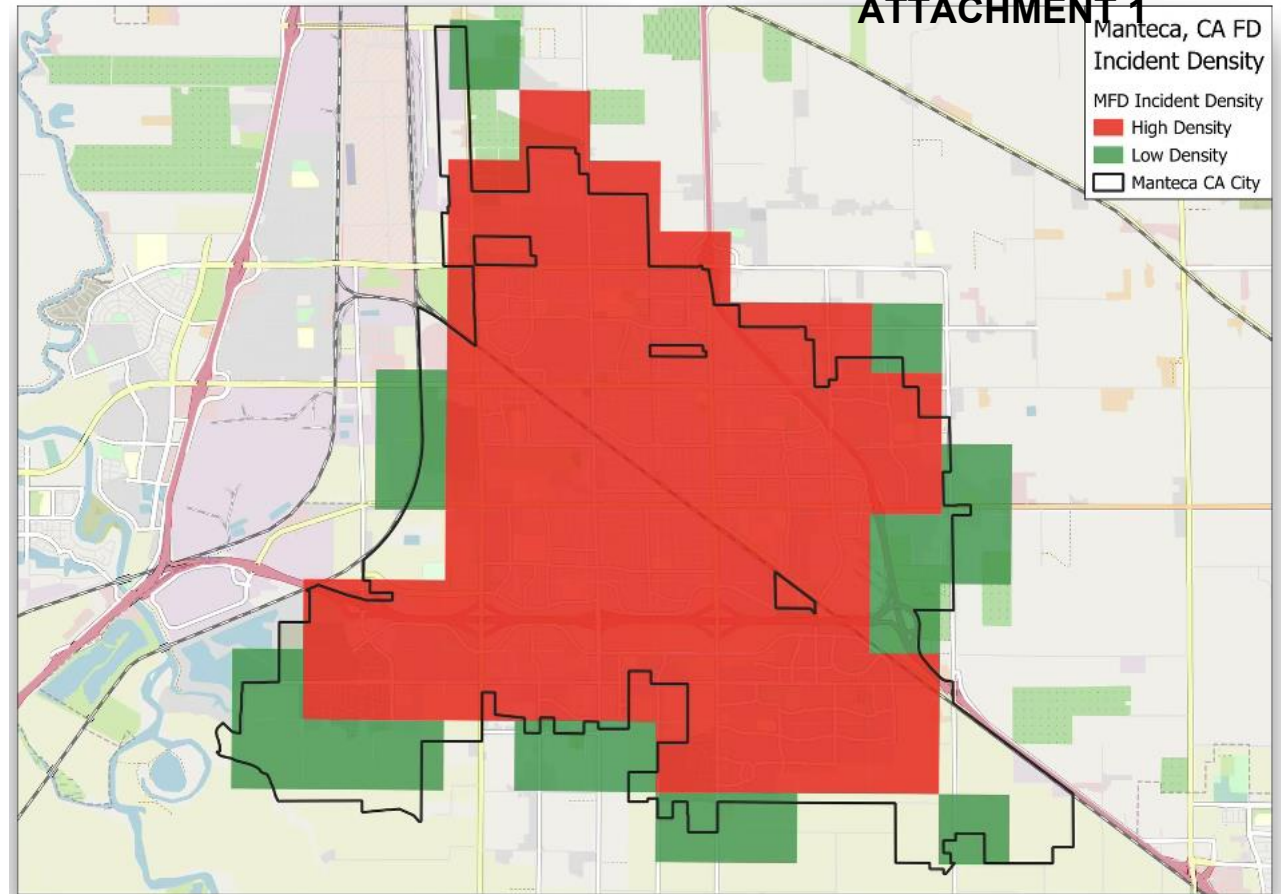
Assessment Category	Variable
Economic and Demographic	Population Density
	Square Miles
	Median Age of Residents
	Median Household Income
	Unemployment Rate
	Percentage of Homes ≥ 55 Years Old
Historical Service	Community Demand
	Call Concurrency

Demand Zone (First Due Station)	Economic and Demographic Data							Historical Service 2024		
	Population Density	Square Miles	Median Age of Residents	Median Household Income	Unemployment Rate	Percentage of Homes ≥ 55 Years Old	Census Average Value	Census Average Value Risk Score	Total Number of Calls	Average Number of Calls per Year
243	10	5	4	5	7	9	6.67	6	8,423	2,807.7
242	7	9	4	3	5	5	5.50	5	9,132	3,044.0
241	7	3	4	8	5	10	6.17	6	6,630	2,210.0
244	9	3	5	3	5	2	4.50	4	4,554	1,518.0
245	6	4	4	1	3	1	3.17	3	2,956	985.3

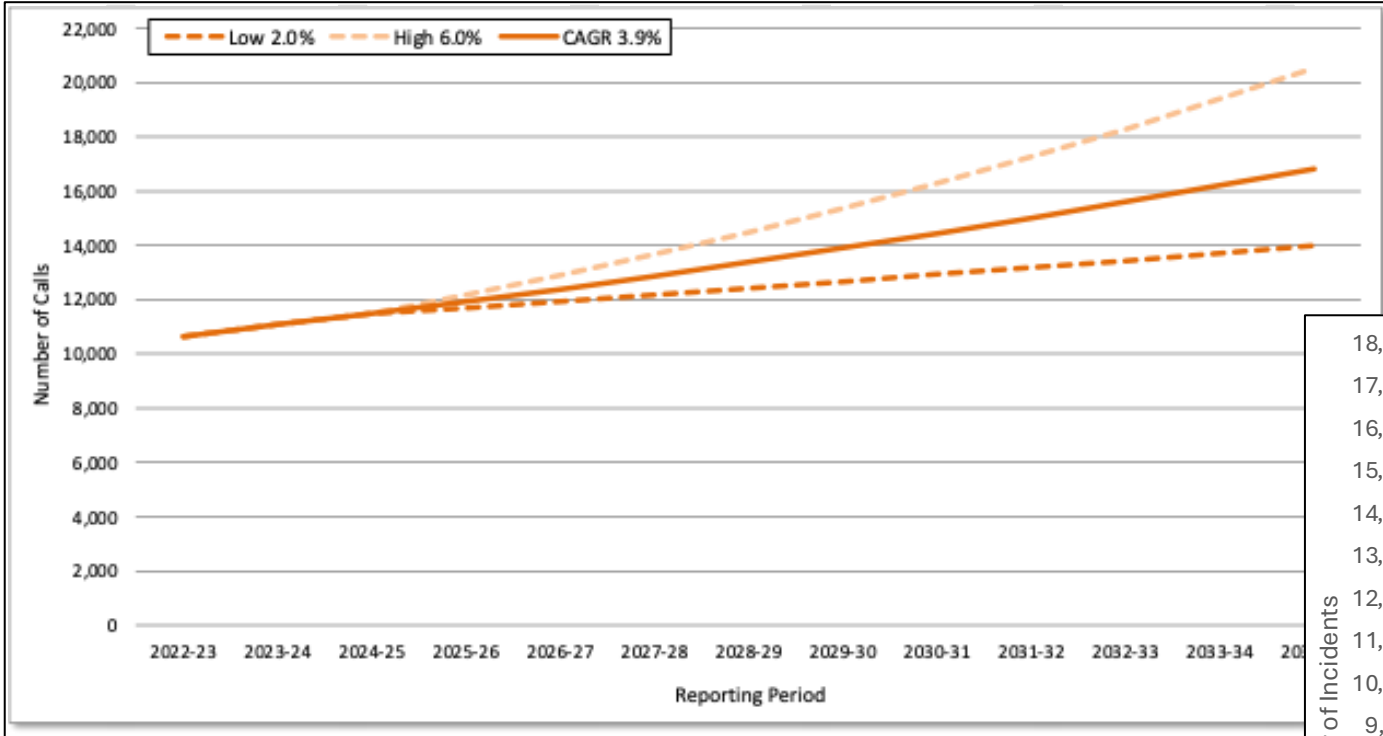
Risk Model and Projected Growth



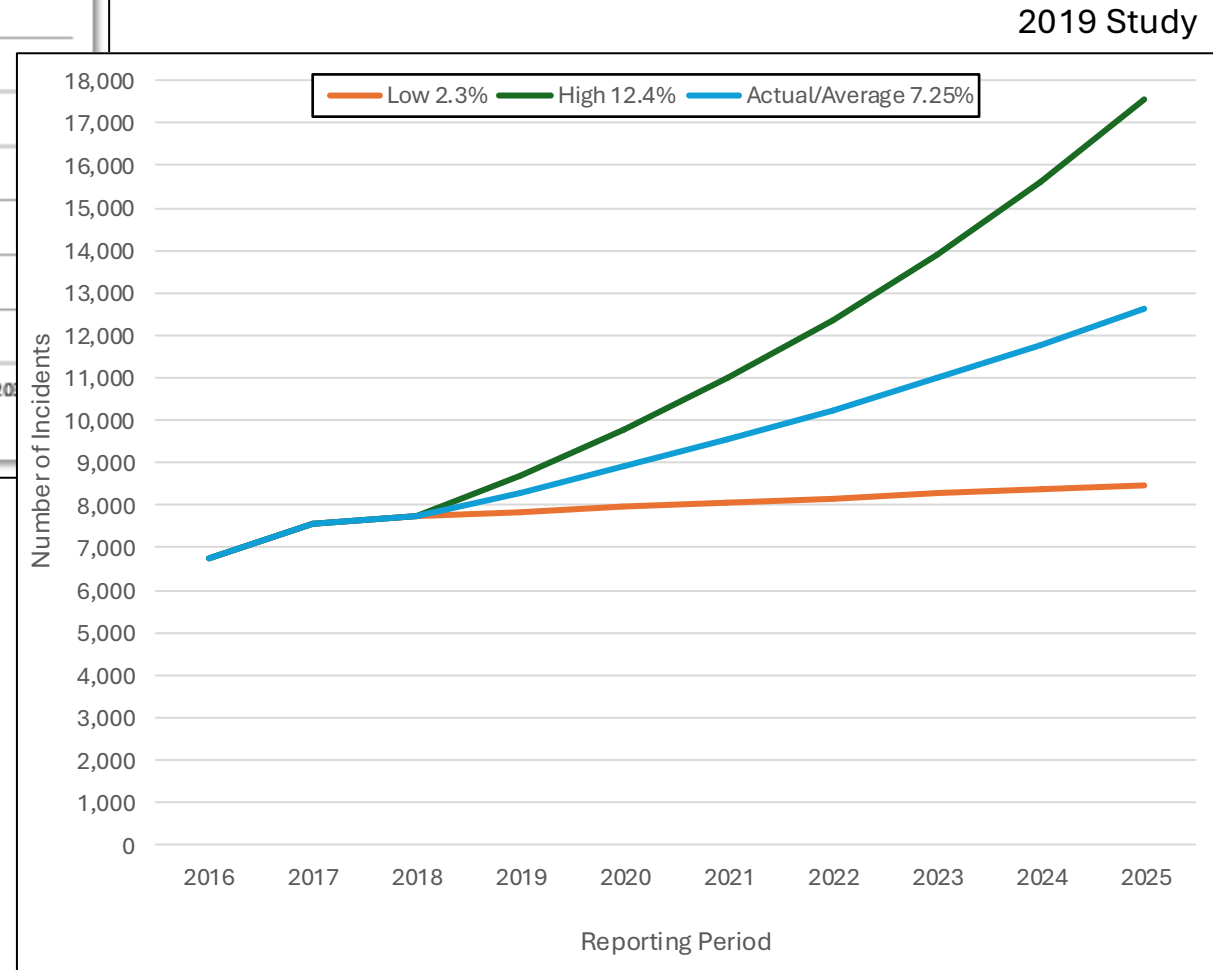
ATTACHMENT 1



Risk Model and Projected Growth



Current Study

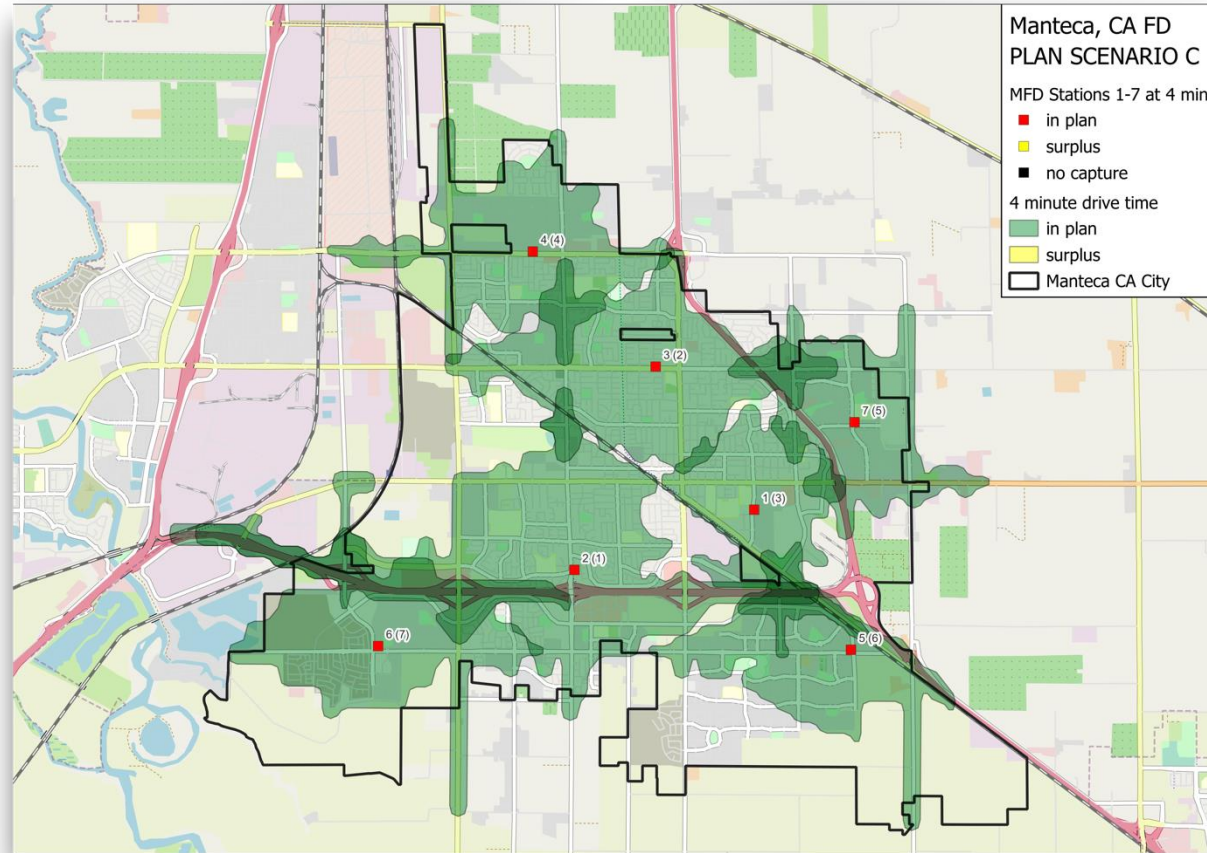


2019 Study

ISO Considerations

FRFS Feature	Earned Credit	Credit Available	Delta
Emergency Communications	9.2	10	0.8
Fire Department	32.41	50	17.59
Credit for Ladder Service	1.6	4	2.4
Credit for Reserve Ladder Service	0.21	0.5	0.29
Credit for Deployment Analysis	6.06	10	3.94
Credit for Company Personnel	6.67	15	8.33
Credit for Training	7.02	9	1.98
Water Supply	28.71	40	11.29
Community Risk Reduction	4.95	5.5	0.55
Total Credit	73.88	105.5	31.62

Improving Resource Allocation Strategies



ATTACHMENT 1

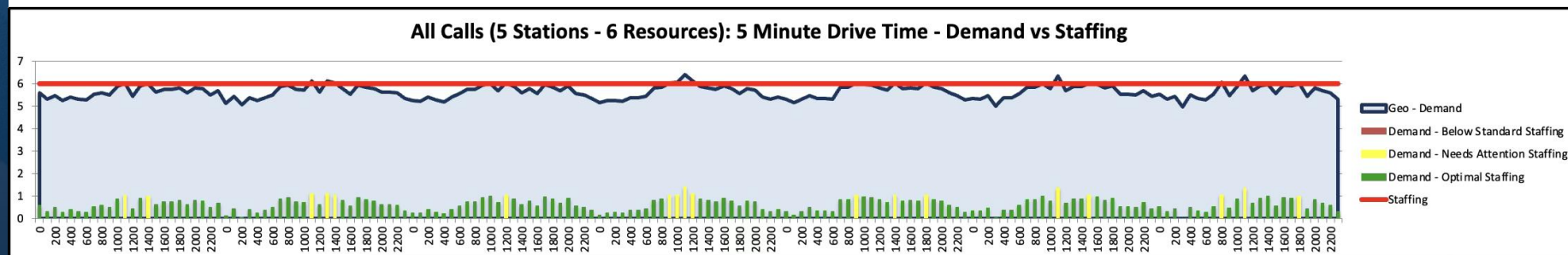


Recommendations

Deploy additional resources to Station 242

A second aerial to support resilience and increase ISO points

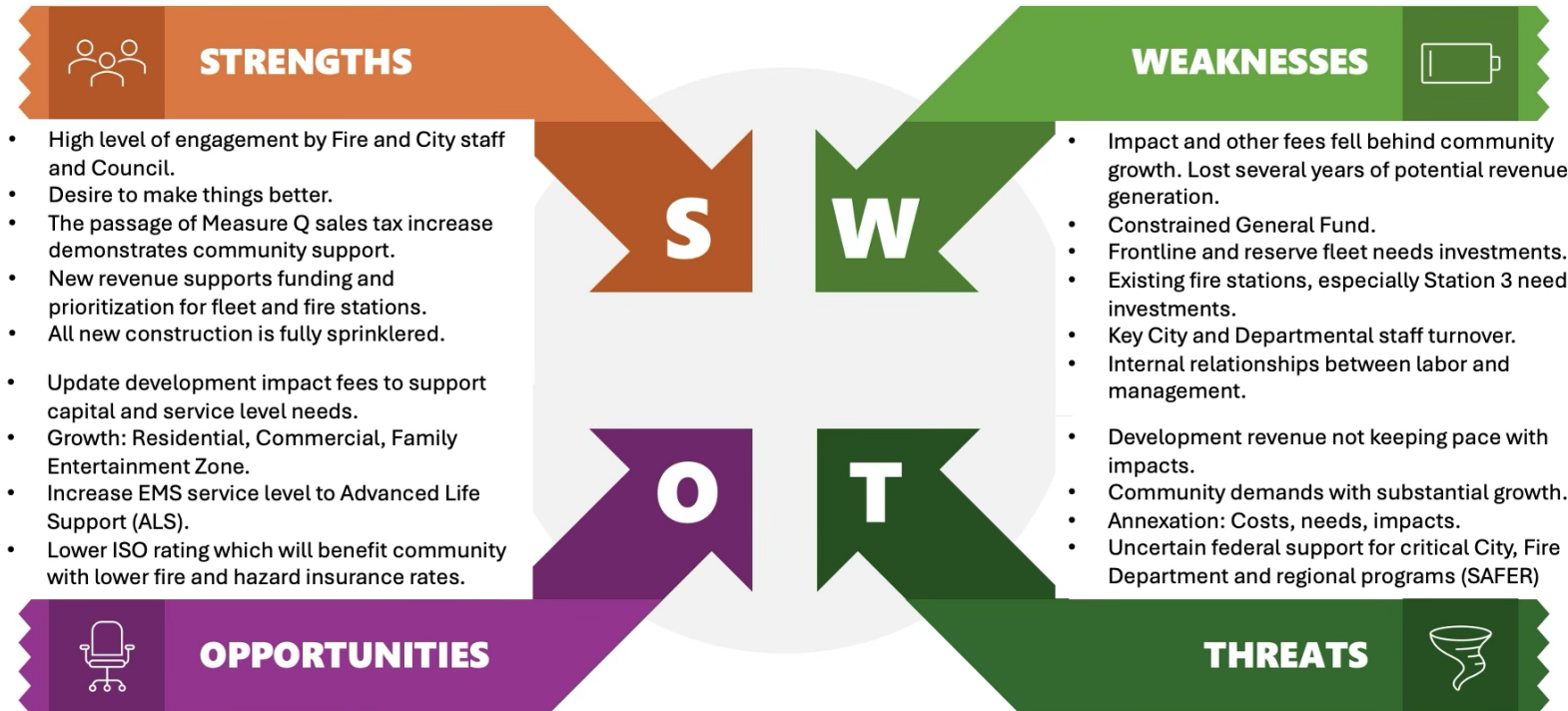
Complete the 6th fire station and plan (fund) a 7th station



Standards of Cover



Strategic Plan SWOT

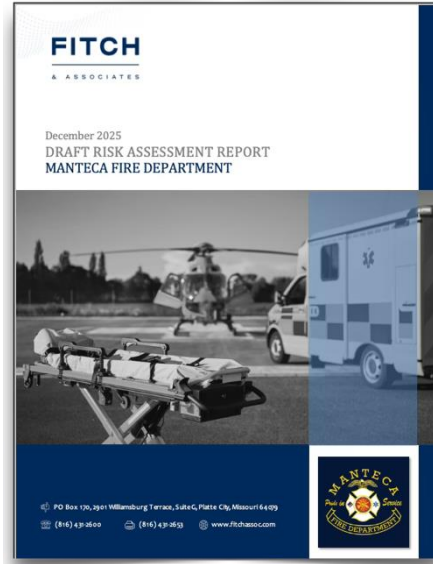


Detailed Reports

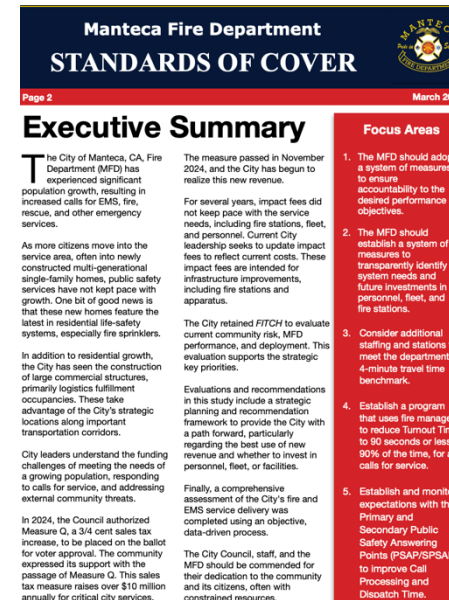
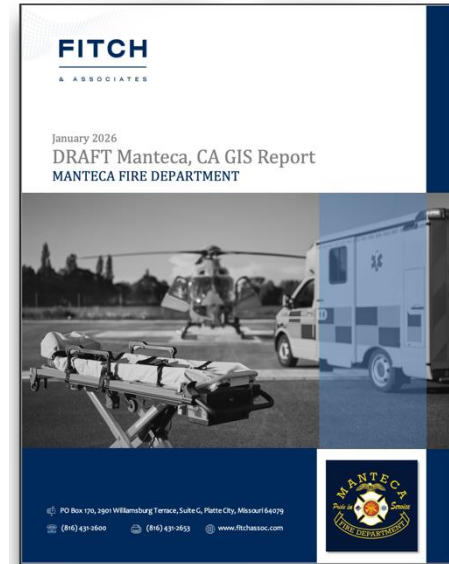
Data Analysis



Risk Assessment



GIS Report ATTACHMENT 1



Standards of Cover

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Questions?
