



Date: March 24, 2021

To: Finance and Government Operations Committee (FGOC)
Housing, Land Use, Environmental and Transportation Committee (HLUET)
Cheryl Solov, Contract Management Audit Manager

From: Mark Warren, Board President, Los Altos Hills County Fire District
J. Logan, General Manager, Los Altos Hills County Fire District (LAHCFD or District)

RE: LAHCFD March 2021 Report and PowerPoint to Management Audit Division, FGOC
and HLUET Committees

This Cover Memorandum will serve to transmit the LAHCFD March 2021 Monthly Report and the PowerPoint, requested by Supervisor Lee, pertaining to the Management Audit Recommendations for LAHCFD.

The attached March 2021 Report and PowerPoint are to be included in the agenda files for FGOC and HLUET on April 15, 2021 and April 22, 2021 Committee meetings, respectively.

Thank you.

Attachments:

1. LAHCFD March Monthly Report
2. LAHCFD March PowerPoint

cc:

Jeff Smith, County Executive
Tony Bowden, Fire Chief, Central Fire Protection District
James Williams, County Counsel
Christopher S. Cheleden, Lead Deputy County Counsel
Rob Coelho, Assistant County Counsel
Kavita Narayan, Assistant County Counsel

Los Altos Hills County Fire District
Monthly Report to Management Audit Division, FGOC, and HLUET Committees
March 2021

No.	RECOMMENDATION	DISTRICT RESPONSE as summarized by HMR (revised 8/5/2020)	MONTHLY REPORT FROM LAHCFD: March 31, 2021
Section 1: Use of Fire District Funds			
<i>The Board of Supervisors should:</i>			
1.1	Direct County Counsel to review and report to the Board of Supervisors its assessment of whether the making of agreements, donations or loans resulting in Fire District subsidies of other entities' capital projects has been consistent with all applicable legal requirements. This review should include any new proposed agreements or expenditures. (Priority 1)	<p>LAHCFD agrees.</p> <p>District agrees with recommendation to direct County Counsel to review and report its assessment, including new proposed agreements or expenditures, to the Board of Supervisors. Pending this assessment and report, the District requests immediate assistance from County Counsel for the review of other agencies' capital improvement projects that are currently underway or in the design and pre-construction phase and that immediately impact District fire hydrants and equipment. County Counsel review is requested as a priority to guide the District Board of Commissioners. During the fire season, decisions on these projects are urgent. If County Counsel is not immediately available due to County- wide demands or resources, the District Board of Commissioners wishes to proceed in a manner consistent with fire protection and safety based on engineering and fire-safety reports.</p>	<p>March 2021: LAHCFD Commission meeting was held on March 16, 2021. 1.) The Board of Commissioners approved a cost reimbursement agreement with Purissima Hills Water District (PHWD) that was approved by County Counsel as to form and legality for construction costs related to District owned hydrants and hydrant related infrastructure that were part of the PHWD Taaffe/Elena Water Main Replacement Project. No expenditures were made by the District to fund PHWD's portion of the construction project. The District Engineer Consulting firm prepared a detailed report that accounted for each District owned hydrant and the related District owned hydrant infrastructure (Infrastructure) and verified that hydrant parts were reused or replaced as determined by engineer assessments. Photos of each of the District owned hydrants and infrastructure were in the engineering report to verify construction, location and invoice payment. Prior to construction, District staff, engineers, and Central Fire personal conducted a sitewalk to determine placement of the hydrants and infrastructure to maximize fire protection safety. A second sitewalk inspection of the completed project occurred and was part of the District Engineer Consultant's final report. Total cost of the District hydrant and infrastructure project is \$167,300. The cost reimbursement agreement, final engineering report and invoice were on the March 16, 2021 agenda for consideration by the Commission and for transparency to the public. 2). At the March 16, 2021 meeting, the Board of Commissioners (Board) received a presentation by the District Engineer Consulting firm. The presentation informed the Board of progress on the development of policies and processes for management of District</p>

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			<p>water systems of hydrant and hydrant infrastructure. The goal of this process is to develop a studied approach for the Board to manage the District's water systems of 540 hydrant and hydrant infrastructure for protection of property, life-safety and support of fire suppression systems.</p> <p>Background: At the February 16, 2021 HLUET Committee meeting, responses to questions by Supervisor Simitian confirmed two District hydrant projects were a result of the water utility's CIP project of pipeline replacements. Expenditure of District fund for both of these construction projects was limited to the replacement, relocation, and addition of District owned hydrants and related hydrant infrastructures for purposes of fire protection. There were no subsidies made by the District to PHWD's CIP portion of the construction project. The January monthly report and FGOC PowerPoint slides contain details on these hydrant projects.</p> <p><u>The Board of Commissioners, at its regular meeting on January 19, 2021,</u> approved the LAHCFD 2021-2022 Strategic Plan (SP). The SP states the Board of Commissioner's hydrant and related infrastructure management endeavor as Goal 4. To commence action on Objective a. of Goal 4, the District Consulting Engineers convened a task force composed of District Engineer Consultants, Central Fire personnel, water purveyor engineers, Town of Los Altos Hills Public Works Director/City Engineer to gather information and to address the development of policies and guidelines. The task force gathered information during its meeting pertaining to interface with and feedback from each agency and with the District. Prior projects between these agencies and the District were discussed along with upcoming projects. District will next convene a workgroup to develop the policies and guidelines and report back to the Board of Commissioners with Standard Operating Procedures</p>

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			(SOP) for District hydrants and related infrastructure once the policies and guidelines are defined.
1.2	Suspend its delegation of authority to the Fire Commission to ensure the Fire District does not enter into new agreements or arrangements to subsidize capital projects of other agencies while the Board exercises due diligence per Recommendation 1.1. The Fire Commission should serve in an advisory role. (Priority 1)	LAHCFD disagrees. The District agrees with the Audit Recommendation 1.1 for a review, assessment and report by County Counsel. Planning for any mutual cost- sharing capital improvement project with Purissima Hills Water District was halted once the audit concerns were expressed during the course of the audit investigations. However, as Purissima Hills Water District capital improvement projects continue and as these projects provide the LAHCFD with opportunities to improve hydrants and equipment for fire flow and firefighting capabilities, LAHCFD desires to undertake such projects if permitted by law. To this end, LAHCFD welcomes guidance from County Counsel. This plan positively responds and achieves the purpose of Audit Recommendations 1.1. Recommendation 1.2. to suspend delegated authority to the Fire District is not required to achieve Recommendation 1.1.	Per the posted minutes of the Board of Supervisors October 6 meeting, action was taken to accept the management audit of the Los Altos Hills County Fire District (ID# 103208) as amended, excluding Recommendation 1.2 relating to suspension of delegation of authority.

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No.	RECOMMENDATION	DISTRICT RESPONSE as summarized by HMR (revised 8/5/2020)	MONTHLY REPORT FROM LAHCFD: March 31, 2021
Section 2: Use of Fire District Funds for Private Tree Services			
<i>The Board of Supervisors should:</i>			
2.1	End the discretionary tree services program and re-direct the funds to services expressly designed to improve the ability of properties in the Fire District to survive wildfire. While such efforts could include tree pruning and removal to reduce the amount of flammable material, public funding of such services should result in demonstrably reduced overall fire risk within the District. (Priority 1)	LAHCFD: Agree. The District will comply with the Audit Recommendation and will continue to keep retired the tree removal program it once operated for identification and removal of hazardous fire fuels. Absent the audit findings, the District had no plan to continue the tree removal program. The District fulfilled its obligations to residents for hazardous tree removals under that prior plan, identified improvements, retired the program and notified the community accordingly. The District's current program is now an Integrated Hazardous Fuel Reduction Program (IHFR). The IHFR program is supported in partnership with Santa Clara County FireSafe Council (FSC) to bring effective vegetation mitigation to residents. The suite of programs offers Home Ignition Zone (HIZ) inspections, monthly brush chipping to remove hazardous fuels stacked-up by residents, creation of shaded fuel breaks for evacuation and escape routes similar to the recent construction on Highway 17, and other programs. District funds are allocated to these integrated efforts based on fire science principles and aligned with FSC programs being utilized	Dead/dying/Eucalyptus tree removal program is retired. March 2021: At the March 16, 2021 Commission meeting, the Board of Commissioners approved an agreement, that was approved by County Counsel as to form and legality, for goat grazing services that are a component of the District Integrated Hazardous Fuel Reduction Program. District continues to implement, by Area, the monthly residential Defensible Space Brush Chipping and Debris (brush chips) Removal Services Program and monthly Defensible Space Fuel Reduction Drop off Program. Construction of new Shaded Fuel Breaks are in the planning stages. Input from Central Fire personnel as to the location of shaded fuel breaks is in process. District-offered fire prevention and fire protection programs, formulated in collaboration with Central Fire, such as the Integrated Hazardous Fuel Reduction Program, serve to reduce the risk of fires and emergencies and result in mitigation of fire threats and events. Background: The Defensible Space Brush Chipping and Debris (brush chips) Removal Services Program and Shaded Fuel Break Projects are components of the Integrated Hazardous Fuel Reduction Program. District prepares Defensible Space flyers, Letter, authorization Card, and Notices and informational brochures sent monthly to residents in the chipping Area as an advisory of the criteria and qualifications to participate in the Defensible Space Brush Chipping and Debris Removal Services Program. County Counsel reviewed and advised on the program materials and on the authorization to enter property and the indemnify, defend and hold

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		throughout Santa Clara County. The District has moved forward to accomplish the audit report Recommendation stated in Section 2 and has utilized its funds that more broadly reduce the risk of major fires in the Fire District.	harmless statements that are signed by residents who receive program services. District is currently providing an Integrated Hazardous Fuel Reduction Program (IHFR). District IHFR programs are designed around principles of fire science and FireSafe Council programs. District is targeting areas with high fire-risk potential such as District boundaries adjoining open space areas and densely wooded roads for priority hazardous fuel reduction efforts for egress and ingress safety. IHFR programs contracted through Santa Clara County FireSafe Council include Home Ignition Zone (HIZ) surveys that educate residents in principles of property hygiene and structure hardening; defensible space brush chipping to remove hazardous fuels that have been cut, trimmed, pruned, collected and stacked by residents; construction of shaded fuel breaks along roadways for evacuation and escape routes. District also offers additional vegetation mitigation programs, trainings and workshops and resources to mitigate and remove hazardous fire fuels and to offer protection and prevention from wildfire, structure fire and fires caused by earthquake for public safety.
Section 3: Brown Act Compliance			
<i>The Board of Supervisors should:</i>			
3.1	Direct the Fire Commission to use County Counsel as its legal representative, consistent with Ordinance Code section A22-16, to help prevent future Brown Act violations. If this recommendation is implemented and potential	LAHCFD agrees. The District wishes to comply with the Audit Recommendation to avoid actual or potential Brown Act violations. The District requests assignment of County Counsel to LAHCFD to start discussion of the transition process and to discuss the role of the District contract counsel with County Counsel and LAHCFD during and after the transition	March 2021: District staff and Commissioners worked with County Counsel to continue to comply with Ordinance Code section A22-16 and the Brown Act. County Counsel reviewed and approved agreements and resolutions executed in March as to form and legality. Background: August 19, 2020 District entered into an Agreement for legal services with County Counsel and effective September 16, 2020 Agreement with County Counsel was for exclusive legal

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	Brown Act violations continue, County Counsel should report these violations to the Board of Supervisors promptly. (Priority 1)	process. The District wishes to comply with the audit recommendation to utilize County legal services. The District welcomes the opportunity to work with County Counsel on legal affairs and to work with County Counsel and review how best to achieve legal representation for the District. The District appreciates the merits and leadership of the County Counsel office and its ability to provide advice and legal guidance to the District.	services. District staff and Commissioners continue to benefit and appreciate the expertise provided by County Counsel. At the Feb. 16, 2021 regular Commission meeting, an agenda item pertaining to governance that included an overview and orientation for newly appointed and ongoing Commissioners was presented by management consultants and by County Counsel. Topics included: information pertaining to special districts, governing boards and staff responsibilities and roles; agenda process; district records management and retention system, records public portal; Brown Act, California Public Records Act and Form 700 filing statement and related governance matters. A compilation of resource materials was attached to the agenda item along with slide decks on the topics. These resources will be available on the District website, Governance tab, for use as a reference by the public, staff and Commissioners.
Section 4: Fire Prevention Programs Are Not Aligned with Fire Risks			
<i>The Board of Supervisors should:</i>			
4.1	Direct the Fire District to use the Santa Clara County Community Wildfire Protection Plan Annex 4 – Los Altos Hills County Fire Protection District published in August 2016, any subsequent iterations of the CWPP, and the expert advice of the Santa Clara County Fire Department to develop	LAHCFD agrees. The District is pleased to already comply with the Audit Recommendation to use the CWPP (Community Wildfire Protection Plan) and the advice of the Santa Clara County Central Fire Department (SCCFD) to develop spending priorities and wildfire prevention programs aligned with the risks and recommendations identified by both sources. The District adopted its CWPP Annex 4 in 2019 and added an Addendum handbook written for residents. These	March 2021: At the March 16, 2021 Commission meeting, the Board of Commissioners received a presentation from Central Fire Command Staff on County-wide fire services and programs and projects provided in partnership with LAHCFD for fire protection, fire suppression and medical emergency services. County-wide and regional services are a continuing discussion topic between the Board of Commissioners and Central Fire and pertain to regional cooperation and mutual aid. This topic was added to Section 4.1 of the Management Audit Report by motion of Supervisor Simitian and is referenced below*. Revisions to the LAHCFD CWPP Annex 4 and Addendum are underway per implementation of the District 2021-2022 Strategic Plan.

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	<p>spending priorities and wildfire prevention programs aligned with the risks and recommendations identified by both sources. (Priority 1)</p>	<p>documents were developed during meetings with SCCFD and programs were specifically designed to address the County CWPP Annex 4 guidelines and recommendations. The District CWPP Annex 4 is ready for its annual update. The District plans to collaborate with SCCFD and stakeholders to ensure the updated CWPP Annex 4 will follow the guidelines of the audit report, Section 4. The District appreciates the collaboration and partnership with SCCFD on all fire safety measures and protection and prevention planning. Budget allocations are aligned to support these programs.</p>	<p>Background: The Board of Commissioners at its January 19, 2021 meeting, approved the LAHCFD 2021-2022 Strategic Plan, Goal 1 is to update the CWPP, Annex 4 and Addendum. The workplan for this Goal calls for engagement with the community and partners for review, input & update to CWPP Annex 4 & Addendum. A Commissioner is aligned with one of the six Strategic Plan Goals and related objectives and will formulate a workplan for accomplishment of the aligned goal and objectives.</p> <p>*December 17, 2020 HLUET and FGOC meetings: Supervisor Simitian, at the November 19, 2020 HLUET meeting, made a motion that was approved, to add to the Management Audit Recommendation 4.1, information pertaining to regional cooperation and mutual aid. A report was submitted to HLUET and FGOC with the November monthly report. At the December 17, 2020 HLUET meeting, responses to questions pertaining to the report that included regional benefits and mutual aid were provided by the District General Manager and the Fire Chief. The District substantiated six benefits, totaling \$1,781,432 annual expenditure of District funds that it provides to regional fire protection services (24/7 Battalion Chief, Type III Engine and enhanced rescue equipment, fire crews in mode staffing on high fire warning days). Plans for addition regional benefits are in development (use of District parcel for staging of fire protection activities, staffing Station 8, fuel reduction across high fuel fire danger areas). FGOC agendaized the mutual aid report at its next meeting. The November monthly report was received on consent. <u>LAHCFD Community Wildfire Protection Plan (CWPP), Annex 4 and Addendum Handbook</u>, written for residents by District staff, were adopted June 2019. District will commence review and revision of the LAHCFD CWPP and companion documents in 2021. District will</p>

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			<p>again collaborate with Central Fire in the revisions to the LAHCFD CWPP as was done in 2019. The CWPP is a foundational pillar of the District. LAHCFD recently approved its 2021-2022 Strategic Plan (SP), a successor to the 2015-2020 Strategic Plan. The LAHCFD CWPP is the first goal in the SP and the foundation for programs and the operational plan to carry out the District's Mission <i>to protect the lives, property and environment within the District it serves from fires, disasters, medical emergencies or other incidents through education, prevention, protection and emergency response services, and to be responsible for the financial stewardship of District taxpayer funds.</i> District budget allocations are aligned to support LAHCFD CWPP programs.</p>
Section 5: Fire District Compliance with State and Local Procurement Requirements			
<i>The Board of Supervisors should:</i>			
5.1	Reduce the risk of inconsistent or non-compliant contracting or contracting for prohibited services, by bringing the Fire District's contracting under the purview of the County Director of Procurement with review by County Counsel as to form and legality. The County Procurement Director should bring the Fire District's contracting and procurement practices into	<p>LAHCFD partially agrees.</p> <p>To address the audit recommendation for procurement, the District looks forward to working with County Counsel to ensure procurement is revised as needed and follows District policies and procedures and to ensure legal compliance for purchases of goods and services, bidding processes and contracting of vendors. The District can achieve this result without its contracting being under the purview of the County Director of Procurement. District requests assignment of County Counsel to LAHCFD to commence review and advise the District of Fire District procurement practices currently</p>	<p>March 2021: County Counsel assisted District: 1.) Review and approve as to form and legality, Agreements considered for approval and Resolutions considered for adoption by the Board of Commissioners at the March 16, 2021 meeting, 2.) Provided guidance for processes for procurement of services, 3.) Assisted with formation of March 16, 2021 agenda items, 4.) Provided review and advice for various District matters.</p> <p>Background: District entered into an agreement with County for County Counsel legal services effective August 19, 2020 and exclusive legal services were ratified by the Commission on September 15, 2020 effective September 16, 2020. Commission took action to notice and terminate private legal counsel. Collaboration with County Counsel supports the effectiveness of Commission meetings, increases Brown Act compliance and complies with review of any new proposed agreements or expenditures.</p>

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	compliance with State law, County policies and the County Ordinance Code, including ending the Fire District's unauthorized use of private counsel. (Priority 1)	underway and advise on updating the District's Procurement Policy.	<u>Effective September 17, 2020, HLUET Committee meeting:</u> District agrees with recommendation 5.1. District will follow County procurement policies and County Counsel will review, as to form and legality, and advise on District procurement and practices. The District believes that compliance can be achieved without formal involvement of the County Director of Procurement; however, the District and County Counsel will continue to monitor compliance efforts and input from HLUET and/or the District Board of Directors. District is following County procurement policies and procedures and State requirements such as the Public Contract Codes.
The Fire District should:			
5.2	Regularly scan and store its official records – including bids for contracts - in an electronic database or other central repository, and ensure that they are not held at contractors' residences or private offices or not retained at all. (Priority 2)	LAHCFD agrees. The District is in compliance of this Recommendation. The District previously addressed storage of records and has digitized District documents and historical records for storage and access. Records are not held at a private residence. Working financial documents are at the Financial Consultant office for access but are also in digital form. At this time due to COVID-19, District staff does not have access to the El Monte Fire Station where office space, files and office equipment are housed. As a result, staff is working from home offices with digital and hardcopy records. Business practices are altered due to the protections needed for staff and for the SCCFD crews on duty at the District-owned El Monte Fire Station.	March 2021: In March, District staff with assistance from County Counsel are arranging digitization of legal records from former District legal counsel. Legal records have been reviewed by District staff. District retained a records management consultant to review and assess the District's digital records storage system, records retention schedule and storage backup for digital records, to coordinate digital records with County COB, and to establish a public portal for public access to District records. The LAHCFD Commission March agenda was posted on the BOS Public Portal with a link to all District March agenda materials. These efforts will further the transparency of the Board of Commissioners to the public and integrate the District into the County Meeting Portal Page. Background: District records are digitized documents that include historical records and are filed and stored digitally on OneDrive. Hard copy records and historical hard copy files are stored at the El Monte Fire station, but all of these records have been cataloged, recorded and uploaded to the OneDrive file. The fire station has not been accessible to District staff or the public since March 2020 due

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				to COVID-19 precautions, so hard-copies of documents stored at the station have not been available to District Staff. District staff has immediate, effective and efficient access to all digital records when reviewing, sharing or sending documents via OneDrive. The District has a records management system and records retention schedule. District legal records were transferred in hardcopy files to County Counsel office. Approximately eight boxes were delivered on Oct. 20, 2020.



Los Altos Hills County Fire District

March Monthly Report to Management Audit
Division, FGOC, and HLUET Committees

Presented on April 15, 2021, FGOC and April 22, 2021
HLUET



LAHCFD Board of Commissioner approved Cost Reimbursement Agreement with Water Purveyor, PHWD

Cost Reimbursement Agreement:

- Approved by County Counsel as to form and legality for construction costs related to District owned hydrants and hydrant related infrastructure that were part of the PHWD Taaffe/Elena Water Main Replacement Project
- No expenditures were made by the District to fund PHWD's portion of the construction project
- District Engineer Consulting firm prepared a detailed report that accounted for each District owned hydrant and the related District owned hydrant infrastructure (Infrastructure) and verified that hydrant parts were reused or replaced as determined by engineer assessments
- Photos of each of the District owned hydrants and infrastructure were in the engineering report to verify construction, location and invoice payment
- Site-walks occurred before and after construction
- Total cost of the District hydrant and infrastructure project is \$167,300.



Integrated Hazardous Fuel Reduction: Spring Goat Grazing to mitigate vegetation for fire fuel reduction in LAHCFD

March 16, 2021: LAHCFD Board of Commissioners
approved agreement for Spring Goat Grazing

- Goat grazing services used in LAHCFD since 2006
- Effort resulted in significant decrease of vegetative mass and creating desirable fuel breaks
- Goat grazing utilizes environmentally friendly techniques
 - Natural and enhances wildlife habitat
 - Uses no toxic chemical sprays
 - Requires minimal manpower, equipment and no environmental hazards
- Approximately 400 goats used to reach difficult terrain

March 16, 2021 Presentations to Board of Commissioners

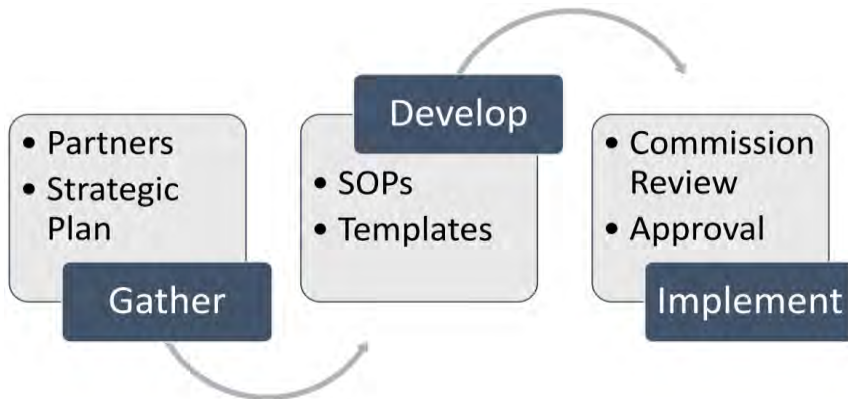


Central Fire Command Staff:

- County-wide fire services and programs
- Projects provided in partnership with LAHCFD for fire protection, fire suppression and medical emergency services
- County-wide and regional services are a continuing discussion topic between the Board of Commissioners and Central Fire and pertain to regional cooperation and mutual aid

District Engineer Consulting firm

- Progress on the development of policies and processes for management of District water systems of hydrant and hydrant related infrastructure
- Development of a studied approach for the Board to manage the District's water systems of 540 hydrant and hydrant infrastructure for protection of property, life-safety and support of fire suppression systems.



End of Report

Questions/Comments