



**RURAL
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PROPOSAL FOR

Aircraft Rescue and Firefighting (ARFF) Services

Santa Maria Public Airport District

3217 Terminal Drive, Santa Maria, CA 93455

Attn: Richard Tokoph, Operations Manager

Submitted by:

Rural/Metro Fire Dept., Inc.

3414 Governors Drive, Suite 350 | Huntsville, AL 35805

May 2026

Luke Doiron, Chief Commercial Officer | (214) 437-2938 | Luke.Doiron@ruralmetrofire.com

Allen Ward, Command Fire Chief | (614) 206-6488 | Allen.Ward@ruralmetrofire.net



TRANSMITTAL LETTER

May 2026

Richard Tokoph, Operations Manager
Santa Maria Public Airport District
3217 Terminal Drive,
Santa Maria, CA 93455

Re: RFP– Aircraft Rescue and Firefighting (“ARFF”) Services at Santa Maria Public Airport District (the “District”)

Dear Mr. Tokoph,

On behalf of Rural/Metro Fire Dept., Inc. (“Rural Metro Fire”), thank you for the opportunity to submit our proposal for ARFF services at Santa Maria Public Airport District (SMX or the District). We are pleased to present a solution tailored to meet the specific operational requirements outlined in the District’s Request for Proposals.

Rural Metro Fire has served communities across the United States since 1948 and is recognized as the longest-standing private fire department system in the nation. We expanded into ARFF services in the mid-1990s and today operate programs at multiple FAA Part 139 airports — including Index B facilities comparable to Santa Maria — with relationships maintained for decades through consistent performance and strong partnerships.

We understand that SMX is served by Allegiant Airlines on Thursdays and Sundays and that the District requires qualified ARFF coverage during those windows. Our proposal addresses this core requirement while presenting a compelling value-added service model — including expanded operational hours, airfield inspections, fire prevention services, and training record management — that positions the District for long-term compliance excellence.

Rural Metro Fire will designate Chief Allen Ward as Command Fire Chief for this program. Chief Ward brings more than 40 years of ARFF and emergency response leadership, and our affiliation with Brindlee Fire Services — the nation’s largest fire apparatus refurbishment organization — further strengthens our ability to support the District’s existing vehicle fleet.

No public agency has ever canceled or threatened to cancel a contract with Rural Metro Fire for cause. We look forward to bringing that same record of excellence to Santa Maria.

Sincerely,

Luke Doiron, Chief Commercial Officer, Rural/Metro Fire Dept., Inc.

(214) 437-2938 | Luke.Doiron@ruralmetrofire.com



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Section 1: Company Background and Qualifications

History of the Firm

Rural/Metro Fire Dept., Inc. (“Rural Metro Fire” or the “Company”) is the longest-standing private fire department system in the United States, founded in 1948. The Company expanded into dedicated ARFF service delivery in the mid-1990s and has nearly 30 years of continuous ARFF operations experience across Index A through C airports, private aviation facilities, and industrial aviation environments.

Today, Rural Metro Fire operates ARFF programs at multiple public, private, and industrial aviation facilities across the country. Our long-standing relationships with airports such as Sikorsky Aircraft, Lafayette Regional Airport, Bismarck Airport, John Glenn Columbus International Airport, FedEx WorldHub, and others reflect a track record of reliability, FAA compliance, and sustained customer satisfaction.

Rural Metro Fire's history traces to 1948 when Lou Witzeman founded the Company to provide fire protection to an unserved community in Scottsdale, Arizona. This entrepreneurial spirit — delivering critical public safety services to communities that needed them — remains central to the Company's mission today. Over seven decades, Rural Metro Fire has grown from a single community operator to a nationally recognized emergency services provider operating across multiple states, serving both municipal, aviation, and industrial clients with distinction.

Entry into airport firefighting came in the mid-1990s as commercial aviation growth created demand for specialized ARFF contractors at smaller regional airports where the economics of maintaining a full in-house fire department were challenging. Rural Metro Fire recognized that its core competencies — disciplined workforce management, rigorous training systems, and a culture of compliance — translated directly to ARFF service delivery. Today, the Company holds one of the longest continuous track records in private ARFF operations in the United States, with uninterrupted service at several airports spanning nearly three decades.

Rural Metro Fire operates under the corporate umbrella of Global Indemnity Group and maintains the financial stability and institutional infrastructure to support long-term public safety contracts. The Company's decentralized management model empowers local program managers while providing access to national-level resources, including human resources, legal, insurance, training, and apparatus support — capabilities that a standalone local ARFF contractor simply cannot replicate.

Industry Memberships

- International Association of Fire Chiefs
- International Association of Fire Fighters
- National Fire Protection Association
- National Safety Council
- American Association of Airport Executives, both National and Regional Chapters
- Aircraft Rescue and Fire Fighting Working Group



- Various State and Local Fire Chief and/or Firefighter Associations

Leadership Team

The ARFF program at Santa Maria Airport will be led by Chief Allen Ward, designated Command Fire Chief. Chief Ward brings more than 40 years of ARFF, military logistics, and emergency response leadership, including executive oversight of specialty aviation and industrial fire operations. He is supported by:

- Chief Allen Ward – Regional Director and Command Fire Chief
- Chief John Hannon – President of Fire Operations
- Luke Doiron – Chief Commercial Officer, Relationship Manager for Santa Maria Airport
- Tuesday Roberts – Human Resources Manager

This leadership structure ensures Santa Maria Airport receives a fully supported, professionally managed ARFF program with clear lines of accountability, technical guidance, and consistent quality assurance.

ARFF Apparatus Support and Brindlee Mountain Fire Apparatus Partnership

Rural Metro Fire's organizational strength is reinforced by its national affiliation with Brindlee Mountain Fire Apparatus (BMFA), the nation's largest fire apparatus refurbishment, maintenance, and resale organization. This relationship provides Santa Maria Airport with:

- Expertise in ARFF apparatus leasing, procurement, and refurbishment
- Fully managed maintenance and pump testing programs
- Rapid access to replacement vehicles when required
- Competitive lifecycle cost management
- A pool of Master Level Technicians certified by the Emergency Vehicle Technician Certification Commission (EVTCC)

Currently, the Company has an available fleet size of 48 ARFF vehicles in ready-to-go status, with 36 currently in operation on contract, for a total fleet of 84 ARFF vehicles. For Santa Maria Airport, the BMFA partnership means that the District's existing Oshkosh ARFF vehicles could be supported by technicians who specialize exclusively in fire apparatus — not general fleet mechanics. BFS Master Level Technicians hold certifications from the EVTCC and follow manufacturer-specific maintenance protocols for Oshkosh ARFF platforms.

In the event of a vehicle breakdown or scheduled out-of-service period, BMFA's reserve fleet provides rapid access to a replacement ARFF unit. This backup capability eliminates the operational risk that often accompanies aging ARFF fleets at smaller airports and ensures that Allegiant Airlines flight coverage is never compromised by apparatus unavailability. No other prospective ARFF contractor in this procurement can offer a comparable level of apparatus redundancy.



Regulatory Compliance & Training Systems

Rural Metro Fire maintains a rigorous, audit-ready compliance framework aligned with FAA Part 139, NFPA 1010/1001/1002/1003, NFPA 472/1072 Hazardous Materials standards, and TSA, OSHA, and ICS/NIMS requirements. Training and certification records are managed through advanced systems such as Vector Solutions (Training Management) and First Due (Records Management System), ensuring complete transparency and immediate verification for FAA inspections, audits, and Airport reviews.

Vector Solutions is an industry-leading learning management system widely adopted by public and private fire departments across the United States. The platform enables Rural Metro Fire to assign, track, and document all required training modules at the individual firefighter level, generating audit-ready reports in real time. For the Santa Maria program, Vector Solutions will maintain records for initial certification, recertification, live-fire drills, airport familiarization, HAZMAT training, and all other required training events. The District will be provided with access credentials to review training status at any time.

First Due is a records management system that captures incident reports, inspection records, equipment checks, and operational logs in a structured, searchable format. All daily vehicle readiness checks, airfield inspection logs, fuel farm inspection reports, and incident reports generated at Santa Maria Airport will be maintained in First Due. This dual-platform approach — Vector Solutions for training, First Due for operations — provides the District with complete, independently auditable documentation of every aspect of the ARFF program.

This model ensures full compliance with FAA requirements while offering flexibility, cost efficiency, and seamless alignment with the Airport's operational needs.

A Low-Risk, Experienced, and Fully Capable ARFF Partner

Santa Maria Airport will benefit from a provider with:

- A 78-year history of emergency service leadership
- Nearly 30 years of continuous ARFF experience at FAA Part 139 airports
- Proven Index B airport expertise (Lafayette Regional, Bismarck Airport).
- A nationally recognized apparatus support division (BFS)
- A zero contract-cancellation record
- A strong nationwide presence for complete support
- A comprehensive, transparent cost structure

Rural Metro Fire stands ready to support Santa Maria Airport with a safe, compliant, and high-performing ARFF program tailored to the Airport's current and future needs.



Section 2: Relevant Experience Providing ARFF Services at FAA Part 139 Airports

Rural Metro Fire brings a comprehensive, well-established, and fully compliant set of capabilities to support Santa Maria Airport’s Aircraft Rescue and Firefighting (ARFF) program. Our operational model is built on decades of experience providing aviation emergency services; adherence to FAA, NFPA, and state regulatory standards; and a proven system for staffing, training, apparatus readiness, and airport support activities.

Our capabilities exceed the requirements outlined in the RFP and include the full range of primary ARFF functions as well as all secondary services requested by the Airport.

Airport Operations Support (Secondary Services)

Rural Metro Fire has extensive experience performing the inspection and safety functions outlined in the RFP to a quality level that exceeds the stated requirements. This experience includes conducting airfield inspections in accordance with FAA Part 139.327 and Fire Code inspections of all airfield facilities. Each inspection, includes fuel farm and mobile fueler inspections, and fire extinguisher inspections while thoroughly ensuring that airport facilities, including hangars, are free of hazards and Foreign Object Debris (FOD), identifying and reporting instances of either. Rural Metro Fire, has also demonstrated an ability to mitigate these risks through NOTAM (Notice to Air Missions/Notice to Airmen) creation, updating as the situation progresses and even issuing closures, should the situation call for such an action, ensuring the safety of the Airport, Airport personnel, and civilians present on-site.

Rural Metro Fire also has experience integrating with the Airport Emergency Plan (AEP) for emergency preparedness and safety compliance. We conduct annual reviews of the AEP, ensuring all procedures, contact information, and response protocols remain current, accurate, and aligned with regulatory requirements. Additionally, we perform routine AED inspections and maintain detailed reporting records, ensuring all life-safety equipment always remain fully operational and compliant with applicable standards.

The chart below illustrates the breadth and depth of our ARFF operations experience:

Location	Index	Start	Through	Staff	Years
John Glenn Int’l Airport	C	Jul-95	Present	25	30
FedEx World Hub	Private	Jul-95	Present	25	30
Lafayette Regional Airport	B	Jun-96	Present	10	29
Morristown Municipal Airport	A	Jun-98	Present	8	27
Sikorsky Aircraft	Private	Jun-99	Present	27	26
Bismarck Airport	B	Jun-01	Present	7	24
New Iberia Airport	A	Jul-10	Present	3	5
LuxAir FBO	Private	Oct-22	Present	5	3



Syracuse Hancock Int'l Airport	C	Jul-23	Present	6	2
Orlando Exec Airport	GA	Jul-24	Jun-25	6	1
Des Moines Airport	C	Oct-24	Present	14	1

Client References

Rural Metro Fire’s extensive portfolio of long-term clients attests to our consistent delivery of high-quality ARFF and emergency services. The references below include key personnel from major airport contracts where we provide ARFF and related services, managing complex operational requirements in strict accordance with FAA Part 139 and other federal and state regulations.

Client:	Lafayette Regional Airport (Index B)
Contact:	Steven L. Picou, AAE, Executive Director
Address:	200 Terminal Drive, Lafayette, LA 70508
Phone:	337-703-4800
Email:	stevenp@lftairport.com

Client:	Bismarck Airport (Index B)
Contact:	Matthew Remyse, Assistant Airport Director
Address:	PO Box 991, Bismarck, ND 58502
Phone:	701-355-1808
Email:	mremyse@bismarcknd.gov

Client:	John Glenn International Airport (Index C)
Contact:	Ronald Gray, Public Safety Director
Address:	4600 International Gateway, Columbus, OH 43219
Phone:	614-239-5005
Email:	rgray@columbusairports.com

Client:	Sikorsky Aircraft (Private)
Contact:	Garrett Picci / Corporate Fire Chief
Address:	6900 Main Street, Stratford, CT 06615
Phone:	203-650-1870
Email:	Garrett.C.Picci@lmco.com



Section 3: Proposed Staffing Plan and Management Approach

Staffing Model

Rural Metro Fire will provide **one qualified ARFF firefighter on duty 24 hours per day, 7 days per week, 365 days per year**. This full-coverage model ensures Santa Maria Airport meets all FAA Part 139 Index B requirements for scheduled Allegiant Airlines operations while maintaining continuous on-site ARFF capability for unscheduled flights, general aviation emergencies, and facility incidents at all times.

All personnel will be trained and maintained at the Emergency Medical Technician (EMT-Basic) level. Firefighters will hold current NFPA 1003 Airport Firefighter and NFPA 1002 ARFF Driver/Operator certifications and will be fully qualified to operate the District's Oshkosh firefighting vehicles.

This model also enables Rural Metro Fire to deliver the full range of value-added services requested by the District, including twice daily airfield inspections (FAR Part 139.327), fuel farm inspections, fire code compliance, training records management, and 24-hour security/safety incident response, without additional staffing overhead.

The 24/7/365 model was selected for Santa Maria Airport after a thorough analysis of the District's operational profile. While Allegiant Airlines currently operates on Thursdays and Sundays, an Index B FAA Part 139 certificate requires ARFF coverage to be available whenever the airport is open for air carrier operations — a standard that effectively requires full-time staffing when accounting for flight delays, diversions, schedule changes, and the unpredictability inherent in commercial aviation.

Ongoing training meets or exceeds FAR Part 139, NFPA, and related regulatory standards. Curriculum includes annual live-fire exercises, aircraft familiarization, hazmat response, EMS skills, and leadership development. Training and certification records are tracked through Vector Solutions and First Due to ensure accuracy, audit readiness, and transparent documentation. Employees also have access to external courses, advanced rescue instruction, and cross-site knowledge sharing.

Background Checks, Badging & Compliance
All personnel will complete:
TSA fingerprint-based Criminal History Records Check
STA (Security Threat Assessment)
Airport SIDA and airfield driver endorsements
Motor vehicle and employment history verification
Drug screening



Personnel Qualifications

All personnel assigned to the Santa Maria program will hold:

- Minimum 2 years firefighting experience
- NFPA 1001 Firefighter I & II, NFPA 1003 Airport Firefighter
- NFPA 1002 ARFF Driver/Operator
- FEMA ICS 100, 200, 700, 800
- HAZMAT Operations (NFPA 472/1072)
- EMT-Basic and CPR/AED

All personnel will be pre-screened to verify that current certifications are in place before their first day on site. Rural Metro Fire does not place personnel in ARFF roles on a provisional or "pending certification" basis. Every firefighter will hold active, unexpired credentials in each required discipline at the time of assignment.

Recruitment and Reserve Staffing

Rural Metro Fire's recruitment strategy uses a structured, compliant process to attract highly qualified personnel. Upon contract award, we launch targeted internal and external postings, with an emphasis on retaining incumbent staff to maintain operational continuity. All candidates undergo thorough screening including background checks, drug testing, certification verification, and TSA-compliant fingerprint-based criminal history checks at no cost to the client.

New hires complete a comprehensive onboarding academy covering airport familiarization, safety protocols, communication systems, and client-specific SOPs.

Our staffing model is designed to ensure zero lapses in coverage, while maintaining FAA-required response times and providing predictable, well-managed shift scheduling for personnel.

A trained reserve pool is maintained to ensure uninterrupted coverage during illness, leave, mandatory training, or operational surge. Rural Metro Fire absorbs all overtime costs, ensuring no additional financial burden on the District.

The reserve staffing pool for the Santa Maria program will be maintained at a minimum of two qualified individuals who can be deployed on short notice. Reserve personnel undergo the same background checks, certification verification, and airport-specific orientation as primary staff. The District will never experience a gap in ARFF coverage as a result of personnel availability issues.

Rural Metro Fire absorbs all overtime costs, ensuring no additional financial burden on Santa Maria Airport. Our callback system uses a tiered notification process to rapidly fill vacancies caused by illness or emergency leave, prioritizing internal staffing solutions.



Advanced scheduling software manages shift assignments, monitors compliance with all minimum staffing and FAA Part 139 response requirements, and identifies potential coverage gaps in real time. This ensures transparent communication, timely adjustments, and consistent operational readiness.

Across our FAA Part 139 programs nationwide, Rural Metro Fire has delivered zero staffing gaps over hundreds of thousands of service hours, reflecting the strength of our scheduling model.

Employee Benefits and Workforce Stability

Rural Metro Fire provides a comprehensive benefits package to support retention, morale, and long-term continuity:

- Health insurance (medical, dental, vision)
- 401(k) with Company matching
- Life insurance
- Paid Time Off and holidays
- Workers' compensation and disability coverage
- Uniforms, Personal Protective Equipment (PPE), turnout gear, and Self-Contained Breathing Apparatus (SCBA) provided at no cost to staff
- Emergency Medical Services (EMS) Equipment provided at no cost to staff.
- Tuition reimbursement and certification support
- Employee Assistance Program (EAP)
- Professional development, promotional pathways, and leadership training

Rural Metro Fire shall provide all personnel assigned to ARFF duties with personal protective equipment meeting or exceeding NFPA 1971 requirements, including proximity/structural firefighting coat and trousers, helmet with face shield, thermal protective gloves, firefighting boots, and high-visibility station wear, all of which shall be regularly inspected, maintained in serviceable condition, and replaced as necessary to ensure personnel safety and readiness. Rural Metro Fire shall further provide and maintain Self-Contained Breathing Apparatus (SCBA) for all ARFF personnel in compliance with NFPA 1981 and applicable OSHA regulations (29 CFR 1910.134), with each ARFF vehicle and station equipped with sufficient SCBA units, spare cylinders, and associated equipment to ensure continuous operational readiness, subject to pre-shift inspections, interval flow testing, and documented maintenance tracking throughout each unit's service life. In addition, Rural Metro Fire shall equip its ARFF operations with Emergency Medical Services equipment sufficient to support aircraft emergency and mass casualty incidents, including BLS supplies and medications, AEDs, airway management supplies, spinal immobilization devices, hemorrhage control supplies, oxygen delivery systems, and infection control PPE, all maintained in compliance with applicable state EMS licensing requirements, inspected and restocked per established protocols, and immediately deployable upon notification of an aircraft emergency, with all assigned personnel holding current EMS certifications at the level required by the authority having jurisdiction.



Management and Oversight

Management Approach

Chief Allen Ward will serve as Command Fire Chief, providing direct liaison with District leadership, oversight of training and compliance, and oversight of daily/weekly/monthly ARFF vehicle and equipment readiness inspections. QA/QC review of all incident reports and drills, and development of all required documentation. The Program Management Team — Chief Hannon (VP Fire Operations), Chief Ragone (President/Chief of Fire Services), and Luke Doiron (CCO/Account Manager) — provides full national corporate support.

Rural Metro Fire will deliver ARFF services at Santa Maria Airport through a structured, compliant, and fully documented operational system designed to meet FAA requirements, Airport procedures, and all service expectations outlined in the RFP. Our operating procedures ensure safe, consistent, and high-quality ARFF service delivery throughout the contract term.

Program Implementation & Transition Timeline

Rural Metro Fire is prepared to stand up full ARFF operations. We customarily require 60–90 days from the award notice to reach full operational capability. Our implementation timeline includes:

Phase 1 – Contract Award & Mobilization (60 to 90 days from start)

- Confirm Duty Hours (7 days/week, 24 hours/day, 365 days/year)
- Finalize staffing assignments
- Conduct background checks, drug tests, and TSA CHRC
- Complete Airport badging and airfield driver endorsements
- Confirm ARFF station layout, communications, and logistics
- Schedule onsite orientation and Airport familiarization

Phase 2 – Training & Validation (30 days from start)

- Airport Emergency Plan (AEP) review
- Tabletop exercises with Airport leadership
- ARFF-specific positioning and tactical training
- Documentation of required training and certifications
- FAA readiness verification

Phase 3 – Full Operations (at start date)

- One qualified firefighter on duty
- Seven days per week, 24 hours per day
- Reserve staffing activated
- All reports, logs, and compliance tracking initiated

This structured transition eliminates service disruption and ensures full regulatory and operational readiness.



Section 4: Training, Compliance, and Quality Assurance Programs

Regulatory Compliance Framework

Rural Metro Fire maintains an audit-ready compliance framework aligned with FAA Part 139, NFPA 1010/1001/1002/1003, NFPA 1072, OSHA, and ICS/NIMS requirements. All records are maintained electronically through Vector Solutions and First Due for immediate FAA inspection readiness.

FAA Part 139 Subpart D establishes the core operational requirements for certificated airports including ARFF requirements, personnel qualifications, training frequencies, and equipment readiness standards. Rural Metro Fire's compliance program is built around these requirements as a baseline, with additional standards layered above them to reflect industry best practice. For Santa Maria Airport, the program will be calibrated to the Index B classification requirements, including agent quantity minimums, response time standards, and annual drill requirements under FAR Part 139.319.

Rural Metro Fire's internal compliance team conducts annual program audits at each contract location, benchmarking local performance against national standards. At Santa Maria Airport, Chief Allen Ward will conduct quarterly compliance reviews including training completion rates, certification status summaries, vehicle readiness data, inspection logs, and any corrective actions initiated during the reporting period.

Training Program

Rural Metro Fire maintains a rigorous, audit-ready training program that includes:

- Annual live-fire (hot fire drill) ARFF training (required)
- Quarterly refresher modules on ARFF tactics, EMS, HAZMAT, and rescue
- Monthly skills maintenance drills
- Airfield familiarization and AEP/ICS drills
- FAA Part 139 compliance training
- Fuel farm, fueling agent, and mobile fueler inspections training
- Annual driver/operator evaluations for District Oshkosh vehicles
- Annual Hangar Inspections
- Airport-specific SOPs and NOTAM procedures

All newly assigned personnel undergo a site-specific orientation that includes detailed airside familiarization covering airport layout, movement and non-movement areas, signage, lighting systems, and navigational aids. Personnel are systematically introduced to the Airport Emergency Plan, including roles and responsibilities, communication protocols, notification chains, and coordinated response procedures with external agencies. The orientation is conducted under the supervision of the on-site Fire Chief and incorporates guidance from the Airport's Operations and Safety personnel to ensure accuracy and currency of information.



Daily Operating Procedures

Standard Operating Guidelines (SOG's) are written guidelines that explain what is expected and required of fire service personnel in performing their jobs. A comprehensive set of SOG's in significant detail how the department intends to operate in accordance with FAA Part 139, NFPA standards, and Santa Maria Public Airport District policies.

SOG's may be prepared for any function that the ARFF department performs, including administration (hiring, equipment maintenance, building inspections, rehabilitation, etc.) and emergency response operations (fire suppression, medical services, hazardous materials response, etc.). The procedures can be organized and presented in many ways, depending on the department's needs and preferences.

Pre-Shift Procedures
Roll call and personnel accountability
SCBA checks
Apparatus inspection (pump, foam proportioning, dry chem systems)
Equipment and tool inventory
Communications test (radio, mobile, station alerting)
Weather and NOTAM review
Daily training module (when applicable)

ARFF Readiness & Monitoring:
Personnel will remain in immediate response posture during all duty hours, with:
Full PPE available
Apparatus parked in a "ready" position
Radio and Airport communications monitored continuously
Immediate mobility to the movement/non-movement areas

Documentation & Reporting
Activities recorded through Vector Solutions/First Due
Daily apparatus checks
Airfield inspections (when assigned)
Training logs
Equipment maintenance logs
Incident reports
Fuel farm/mobile refueler inspections
AED checks
NOTAM activity (if assigned by Airport Administration)



Airport Emergency Plan (AEP) and Airport Integration

Rural Metro Fire will work closely with the Santa Maria Public Airport District to integrate the ARFF program into the Airport Emergency Plan (AEP) during the implementation phase. This includes a comprehensive review of all emergency notification procedures, mass casualty incident protocols, coordination with Santa Barbara County Fire Department and other mutual aid partners, and establishment of clear command structures for incidents of varying scale.

Full-scale exercises, including the FAR Part 139.325 required Airport Emergency Plan exercise, will be planned, coordinated, and executed by Rural Metro Fire in coordination with District staff and local first responders. After-action reports will be prepared following each exercise, with corrective actions tracked to completion.

Quality Assurance Program/Continuous Improvement and Performance Management

Rural Metro Fire believes that compliance with minimum regulatory requirements is a floor, not a ceiling. The Company's quality management approach draws on principles from aviation industry SMS frameworks to create a culture of continuous improvement at every program location. At Santa Maria Airport, this means Chief Ward and his team will actively identify opportunities to improve response capabilities, enhance documentation practices, and strengthen relationships with mutual aid partners.

In addition to our rigorous and well-maintained management and program implementation system, Rural Metro Fire also routinely performs periodic quality and performance reviews. This will ensure that all ARFF services and service personnel will remain up to Rural Metro Fire's high standard and that we continue to provide Santa Maria Airport with service that meets and exceeds the stated RFP requirements. All quality and performance reviews will be conducted under the oversight of Chief Allen Ward with support from our qualified Program Management Team.

Key performance indicators (KPIs) will be defined in collaboration with the District at the start of the contract and tracked on a monthly basis. These KPIs may include training completion rates, vehicle readiness percentages, airfield inspection completion rates, response drill times, and documentation accuracy metrics. Monthly performance reports will present KPI data in a clear format, allowing District leadership to assess program health and engage in informed performance discussions.



Section 5: Insurance Certificates and Risk Management Approach

Rural Metro Fire will fully comply with all insurance and indemnification requirements outlined in the RFP. Coverage is placed through nationally recognized carriers with A.M. Best ratings of A- or better. All policies will name the Santa Maria Public Airport District as an additional insured, and certificates of insurance will be delivered to the District prior to the start of service.

Insurance Coverage

- Commercial General Liability: \$2,750,000 per occurrence / \$5,000,000 general aggregate
- Automobile Liability: \$5,000,000 combined single limit
- Workers' Compensation and Employers Liability: \$3,000,000 per accident, disease – each employee, disease – policy limit

Rural Metro Fire routinely reviews its insurance coverage and policy limits as part of its ongoing risk management program. Accordingly, the insurance coverage and limits described herein are subject to periodic review and may be adjusted or modified in the future as deemed appropriate by Rural Metro Fire, provided that at all times Rural Metro Fire will maintain insurance coverage that meets or exceeds the minimum requirements specified in the RFP.

Safety Management System

Rural Metro Fire operates a formal Safety Management System (SMS) that aligns with FAA Advisory Circular 150/5200-37 guidance on airport SMS implementation. The SMS framework consists of four components: Safety Policy, Safety Risk Management, Safety Assurance, and Safety Promotion. Hazard identification is a proactive, ongoing process. All ARFF personnel are trained to recognize and report potential safety hazards encountered during daily operations, airfield inspections, vehicle checks, and emergency responses.

Just Culture and Incident Reporting

Rural Metro Fire's organizational culture emphasizes the principles of Just Culture — a framework that distinguishes between human error, at-risk behavior, and reckless conduct when evaluating incidents and near-misses. This approach encourages personnel to report incidents and near-misses without fear of punitive consequences for honest mistakes, while maintaining clear accountability for intentional violations. Every incident and near-miss at Santa Maria Airport will be thoroughly investigated, documented, and reviewed for systemic contributing factors. The District will receive a copy of all incident investigation reports.

Indemnification

Rural Metro Fire agrees to defend, indemnify, and hold harmless the Santa Maria Public Airport District, its Board of Directors, officers, employees, and agents from and against any and all



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claims, damages, losses, and expenses arising out of or resulting from the negligent or wrongful acts or omissions of Rural Metro Fire or its personnel in the performance of ARFF services.

Rural Metro Fire's zero contract-cancellation record across 75 years of operation is the most compelling evidence of its risk profile as a service provider. No public airport or aviation client has ever terminated a Rural Metro Fire contract for cause.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
4/15/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh & McLennan Agency LLC P. O. Box 6087 206 Exchange Place Huntsville AL 35813-0087		CONTACT NAME: Patty Middleton PHONE (A/C No. Ext): 256-890-9035 FAX (A/C. No): 256-890-9010 E-MAIL ADDRESS: Patty.Middleton@MarshMMA.com	
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A: ACE American Insurance Company	22667
INSURED Rural/Metro Fire Dept. Inc. 15410 US Highway 231 Union Grove, AL 35175		INSURER B: AXIS Surplus Insurance Company	26620
		INSURER C: Allied World Assurance Company (U.S.) I	19489
		INSURER D: TDC Specialty Insurance Company	34487
		INSURER E:	
		INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 663492972 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADOL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			XSLG49382698	3/31/2026	3/31/2027	EACH OCCURRENCE	\$ 2,750,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 2,750,000
							GENERAL AGGREGATE	\$ 5,000,000
							PRODUCTS - COMPIOP AGG	\$ 2,750,000
							Garage Liability	\$ 2,750,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			ISAH11373070	3/31/2026	3/31/2027	COMBINED SINGLE LIMIT (Ea accident)	\$ 5,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
							Garagekeepers Liab	\$ 2,000,000
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR						EACH OCCURRENCE	\$
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE	\$
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$							\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WLRC72807005	3/31/2026	3/31/2027	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$ 3,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 3,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 3,000,000
B	Primary Prof Liab			P00100158585902	4/8/2026	3/31/2027	\$1M Per Claim	\$1M Aggregate
C	Excess Prof Liab			03146555	4/8/2026	3/31/2027	\$3M Per Claim	\$3M Aggregate
D	Excess Prof Liab			MFXX026622601	4/8/2026	3/31/2027	\$2M Per Claim	\$2M Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Additional Excess Professional Liability
 Policy Number: HLC00377257P001
 Carrier: Starstone Specialty Insurance Company
 Eff Date: 04/08/2026 Exp Date: 03/31/2027
 Limits: \$5M Per Claim/ \$5M Aggregate

CERTIFICATE HOLDER	CANCELLATION
For Information Purpose Only	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Veter J. Kame</i>

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Section 6: Detailed Cost Proposal

Rural Metro Fire's cost proposal is structured to provide full transparency. All costs below are fully burdened and inclusive of wages, overtime, benefits, training, certifications, equipment, PPE, insurance, and administrative support. There are no pass-through costs, no overtime surcharges, and no hidden fees. The District will not be billed beyond the fixed annual amounts set forth in this proposal.

Please note that our proposed pricing reflects a staffing model that significantly exceeds the minimum requirement of “one qualified ARFF firefighter 15 minutes before and after scheduled airline service (currently Thursdays and Sundays, 2:00–5:00 PM)”, as we have proposed **one qualified ARFF firefighter on duty 24 hours per day, 7 days per week, 365 days per year.** Our pricing also reflects the Airport’s response to vendor questions regarding reimbursements for approved PPE.

Cost Category	Year 1	Year 2	Year 3
Salaries/Labor	\$ 338,865	\$ 351,903	\$ 363,098
Overtime	\$ 111,833	\$ 116,132	\$ 119,837
Benefits	\$ 98,570	\$ 104,186	\$ 109,478
PTO	\$ 29,979	\$ 31,133	\$ 32,122
General Liability	\$ 4,444	\$ 4,637	\$ 4,807
Workers Comp.	\$ 14,879	\$ 14,255	\$ 14,709
Physical	\$ 5,749	\$ 6,027	\$ 6,279
Training/Travel/Entertainment	\$ 17,415	\$ 14,921	\$ 15,218
Equipment / Uniforms / PPE	\$ 8,278	\$ 8,671	\$ 9,033
Other	\$ 14,234	\$ 14,925	\$ 15,549
TOTAL	\$ 644,245	\$ 666,790	\$ 690,130

Three-Year Contract Value: \$2,001,165



- Labor costs include all base wages, overtime, holiday pay, and benefits for all ARFF personnel.
- Training costs cover all required FAA, NFPA, and OSHA certifications, live-fire drills, and recertification programs.
- Equipment, uniform, and PPE costs cover all firefighter protective gear, uniforms, and operational supplies.
- All value-added services described in this proposal are included at no additional charge.
- Insurance and corporate overhead are fully absorbed by Rural Metro Fire — no pass-through to the District.



Section 7: Assumptions, Exclusions, and Optional Services

Assumptions

- The Santa Maria Public Airport District will provide all required security badges and airfield access prior to contract commencement.
- The District will furnish and maintain all ARFF-certified firefighting vehicles (both Oshkosh units), ancillary firefighting equipment, required extinguishing agents and associated communications equipment.
- The fire station facility and utilities will be provided by the District at no cost to the contractor.
- The District will provide timely access to regulatory updates, site-specific policies, and emergency notification procedures.

Included Value-Added Services

Rural Metro Fire understands that exceptional airport fire and rescue services extend well beyond emergency response. As the largest private fire department in the nation, with over 75 years of experience and a proven track record at FAA Part 139 airports across the country, we approach every contract as a long-term partnership — not simply a service agreement. We recognize that airports operate as living communities, where safety, compliance, efficiency, and public trust must be maintained around the clock. To that end, Rural Metro Fire is committed to delivering a comprehensive suite of value-added services at no additional cost to the airport, designed to strengthen operational readiness, reduce administrative burden, support regulatory compliance, and enhance the overall safety culture of the facility.

The following services represent our standard commitment to every airport partner — practical, proven programs that reflect our belief that the best fire protection is not reactive, but proactive, collaborative, and deeply integrated into the daily life of the airport we are proud to serve.

- **Emergency Medical Services** — EMT-B certified personnel provide first response medical care to passengers, employees, and airport visitors prior to EMS arrival. All line personnel maintain EMT-B certification, with oversight by a licensed Medical Director and full compliance with state EMS protocols.
- **Airport Self-Inspection Program Compliance** — Twice daily airfield safety, lighting, and FOD inspections per FAR Part 139.327, using FAA-approved training and certified staff — reducing the burden on airport operations personnel.
- **Security & Access Control Support (SIDA)** — SIDA badge issuance, training, recordkeeping, and security system monitoring per TSA and Airport Security Program requirements. Rural Metro Fire's staff at Bismarck Airport, for example, manage all SIDA records, conduct all SIDA training, issue all badges, and upload data to the Transportation Clearing House database.



- **Fuel Farm & Mobile Fueler Inspections** — Inspection of fueling agents, fuel farms, and mobile refueler units for compliance with FAR Part 139.321(d), fueler training, and Spill Prevention Control Plan compliance monitoring.
- **NOTAM Management** — Rural Metro Fire staff can manage the airport's NOTAM program per FAR Part 139.339, posting NOTAMs via flight service or automated systems as directed by airport administration.
- **Storm Water Pollution Prevention Program** — Assistance with or full management of the airport's storm water pollution prevention program, including inspecting retention ponds and drainage systems.
- **Driver/Pedestrian Training** — Conducting AOA airfield driver and pedestrian training programs for tenants, contractors, and airport personnel with full documentation.
- **Wildlife Hazard Management** — Trained personnel conduct daily wildlife patrols, implement deterrent strategies, and maintain documentation in compliance with the FAA Wildlife Hazard Management Plan, responding to reports from Airport Operations or the ATC tower as directed.
- **AED Inspection Program** — Weekly inspection of all Automatic External Defibrillators in the terminal and airport-owned facilities, with deficiencies reported to airport administration for correction and all inspections logged in the daily activity record.
- **Airport Emergency Plan Review & Exercises** — Annual review of the Airport Emergency Plan for currency, including facilitating tabletop exercises for all agencies identified in the plan, fully documented per airport requirements.
- **Triennial & Tabletop Exercise Planning** — Full planning, coordination, and execution of all training exercises prescribed by FAR Part 139 and the Airport Emergency Plan, including large-scale full-scale drills.
- **Hazmat Response & Training** — HazMat Operations-level capability for all firefighters, with select staff at Technician level. Covers bio-hazard incidents, spill containment, and coordination with local and regional response teams.
- **Fire Prevention Inspections & Programs** — Periodic fire prevention inspections of all airport facilities with deficiency reporting. Seasonal fire prevention programs for airport staff and tenants, targeting hazards common to each time of year.
- **Fire Extinguisher Inspection & Training** — Monthly inspections of all fire extinguishers on the airport, replacement or servicing as needed, and hands-on fire extinguisher training for airport staff and tenants.
- **First Aid / CPR / AED Training** — Provision of CPR, First Aid, and AED training for airport staff and tenants using American Heart Association training materials.



- **Incident Command System Training** — FEMA and state-approved ICS training for airport staff and tenants, ensuring the airport meets all applicable federal guidelines.
- **Disaster Response & Mutual Aid Support** — Rural Metro Fire's nationwide presence enables rapid redeployment of qualified resources to supplement on-site staff during adverse weather or disasters. Rural Metro Fire leadership holds NIMS certifications recognized by FEMA as an industry benchmark.
- **Structural Fire Response** — First-response capability to structural fires within airport boundaries until the municipal fire department arrives, at no additional cost to the airport.
- **Public Relations & Community Outreach** — Airport tours for the general public, airport employees, and tenants; fire prevention courtesy inspections for tenants; membership in local fire chief and firefighter organizations; youth and school safety events; and outreach to senior and vulnerable populations within the airport community.
- **Honoring Fallen Heroes** — When a fallen service member returns home through the airport, Rural Metro Fire's staff pays proper respects and makes personnel available to assist the family — a valued community partnership gesture.
- **National Purchasing Power** — Access to Rural Metro Fire's national procurement contracts with industry-leading vendors (W.S. Darley, Motorola, Stryker, etc.), offering the airport significant cost savings on equipment, supplies, and protective gear through established pricing agreements.
- **DBE & Local Business Partnerships** — Commitment to identifying and working with locally certified Disadvantaged Business Enterprise (DBE) vendors for operational needs such as utilities, office supplies, uniforms, and snow removal — supporting the local economy.
- **Seamless Transition Management** — A proven, structured transition methodology covering pre-transition coordination, incumbent workforce retention, background checks, SIDA onboarding, equipment inventory, and go-live readiness — ensuring zero disruption to airport operations.

Exclusions (Airport-Provided)

Law Enforcement Duties – Airport Screening Checkpoint

Law enforcement duties at an airport screening checkpoint require personnel who meet the applicable Transportation Security Regulations (TSR), including 49 CFR Part 1542.217. At this time, Rural Metro Fire is not authorized, staffed, or equipped to perform sworn law enforcement functions at TSA screening checkpoints, nor does it maintain personnel qualified under TSR Part 1542.217.



Accordingly, this scope of service is excluded from Rural Metro Fire's proposed services under this RFP. Rural Metro Fire remains fully capable of providing all other fire protection, emergency response, and life safety services as described in this proposal and within the scope of its licensure, certifications, and contractual authority.

Optional Services – Available Upon Request

Rural Metro Fire offers the following optional value-added services:

- Primary and reserve ARFF vehicle leasing through BFS (leased, fully equipped and mission-ready)
- Expanded ARFF apparatus maintenance programs through BFS partnership



Section 8: Litigation, Mediation, and Arbitration Disclosure

In accordance with the RFP requirements, Rural Metro Fire discloses the following regarding litigation, mediation, or arbitration involving the performance of services similar to the ARFF services described in this proposal.

Rural Metro Fire has not been involved in any litigation, mediation, or arbitration regarding the performance of ARFF or similar fire protection services in the past five years. **Rural Metro Fire has never had a contract canceled or threatened for cause.**

This record reflects Rural Metro Fire's longstanding commitment to professional, compliant, and high-quality service delivery across all of its ARFF and emergency services contracts nationwide.



Section 9: Expected Cost for Three-Year Term Broken Out by Year

Rural Metro Fire's cost proposal provides full 24/7/365 ARFF coverage — the highest standard of service available. All costs are fully burdened and inclusive of all wages, overtime, benefits, training, certifications, equipment, PPE, insurance, and administrative support. No additional costs will be passed to the District.

Cost Category	Year 1	Year 2	Year 3
Labor (including employee benefits)	\$579,247	\$603,354	\$624,535
Training (including training and onboarding related costs)	\$42,487	\$39,840	\$41,013
Equipment / Uniforms / PPE	\$22,512	\$23,596	\$24,582
TOTAL	\$644,245	\$666,790	\$690,130

Three-Year Contract Value: \$2,001,165

This includes ARFF-qualified personnel onsite for 24/7/365 schedule coverage, reserve personnel trained to the same standards, all wages, overtime, benefits, and paid leave, training, 401(k) matching, health insurance, life insurance, payroll taxes and workers' compensation, TSA background checks and badging, initial and recurring medical evaluations, office supplies and equipment, and full compliance with FAA, NFPA, OSHA, NIMS/ICS, and Airport SOPs.

For the avoidance of doubt, Rural Metro Fire's Detailed Cost Proposal contains all labor, management, training, equipment, insurance, and administrative support necessary to fully staff and operate ARFF services meeting or exceeding FAA Part 139 requirements as requested in **Section 3. Scope of Services** found in Santa Maria-Airport-ARFF-RFP-2026.pdf.

The Proposal reflects projected costs for years 1 through 3 and is based on current staffing models, contractual benefit obligations, and required regulatory compliance. Annual cost escalations are related to wage adjustments, benefit increases, and statutory tax obligations.



Closing Statement

Rural Metro Fire respectfully submits this proposal with full confidence in our ability to provide Aircraft Rescue and Firefighting (ARFF) services to the Santa Maria Public Airport District at the highest levels of professionalism, safety, and reliability.

Our proposal demonstrates:

- **Experience & Qualifications** — More than 75 years of continuous operations, including ARFF services at FAA Part 139 Index A–D airports.
- **Proven Staffing Model** — A comprehensive plan ensuring 24/7/365 coverage, redundancy, and continuity through highly qualified personnel.
- **Compliance & Training Excellence** — FAA, NFPA, and OSHA compliance integrated into daily operations with a strong safety and training culture.
- **Zero Contract-Cancellation Record** — No public agency has ever canceled or threatened to cancel a Rural Metro Fire contract for cause.
- **Innovation & Value-Added Services** — A comprehensive suite of no-cost services that extend our value far beyond the minimum contractual requirement.
- **Financial & Organizational Stability** — Backed by Global Indemnity Group and Brindlee Fire Services, providing strong financial resources and operational reliability.

Rural Metro Fire is committed to being more than a service provider — we seek to be a long-term partner to the Santa Maria Public Airport District, delivering safe, reliable, and professional emergency services that protect travelers, tenants, and all who rely on this airport every day.

We appreciate the opportunity to present our proposal and look forward to the possibility of serving Santa Maria Public Airport.

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