

Fire Service Challenges and Cooperative Solutions

November 5, 2010

Modesto

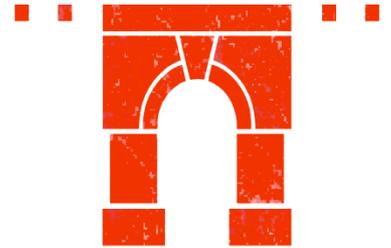
Welcome

Introductions

Overview of Course

- ▶ Kate McKenna, AICP, Executive Officer, Monterey LAFCo and Deputy Executive Officer, CALAFCO
- ▶ Jim DeMartini, Chair, Stanislaus LAFCO
- ▶ Marjorie Blom, Executive Officer, Stanislaus LAFCo

Practical Considerations from Feasibility to Implementation



CITYGATE ASSOCIATES, LLC
FIRE & EMERGENCY SERVICES

Stewart Gary,
Fire Practice Principal,
Citygate Associates LLP

Key Questions

- ▶ Are there compelling reasons?
 - ▶ Not all mergers save serious money
 - ▶ Savings also are operational improvements
 - ▶ If the parties are operationally co-dependent;
 - Is it most cost-effective for the parties to provide fire services in a partnership via either a full contract for service;
 - Or as a full merging of several agencies?
- 

Key Questions

- ▶ How does each party continue to have input into service level and cost containment issues?
- ▶ Factor in political acceptance versus rationality
- ▶ Can the parties define what “control” is?
- ▶ Can a regional government provide “inducements” to encourage mergers:
 - Financing
 - Regional Dispatch support
 - On-going regional staff for coordination support
 - One time capital expense support

Five Major Steps of a Merger Study

1. Review fire agency services, future needs and costs
 2. Identify fiscal condition of each partner
 3. Assess forms of increased cooperation: annexation, consolidation, full or partial contract for service
 4. Identify costs and savings of alternative arrangements
 5. Review options and, if recommended, next steps
- 

Study Components

Operational Review

- ▶ Review of both agencies' master plans
 - ▶ Identify existing deployment and map travel times to establish service levels
 - Stations
 - Staffing
 - Volunteers
 - Apparatus
 - ▶ Identify risks and expectations
 - ▶ Identify response statistics
 - ▶ Analyze headquarters support service needs
 - Incident command
 - Fire prevention
 - Training
- 

Study Components

Fiscal Review

- ▶ Detailed review of fire service costs
 - Minimum three years of actual expenditures and revenues
 - Annual Audited Statement
 - Long-Term Revenue Forecast including stability of revenue sources
 - ▶ Apparatus
 - Number
 - Condition/age
 - Method of funding replacement
 - ▶ Station condition and replacement cost liability
- 

Study Components: Fiscal Review

- ▶ Labor agreement review
 - Comparison of provisions

District A	District B
<ul style="list-style-type: none">◦ Binding Arbitration◦ 3% at 50 Retirement◦ Paramedic Pay◦ Lower Longevity◦ Higher Educational Incentive◦ Higher Medical Cost per Employee◦ Retiree Medical Liability Being Fully Employee Funded	<ul style="list-style-type: none">◦ 3% at 55 Retirement◦ Higher Longevity◦ Lower Educational Incentive◦ Lower Medical Cost/Cap on Employer Contribution◦ Employee pays 2% of PERS◦ Retiree Medical Liability Being Funded “Pay-as-you-go”

Study Components

Fiscal Review

- ▶ Labor agreement review
 - Salary and Benefit Cost comparison

	Annual Base Pay	FLSA	Longevity	Educational	Paramedic	Holiday	Clothing	Total	PERS 3%@55
Firefighter	51,600	1,382		1,548		3,745	320	58,595	24,157
	PERS 3%@55	PERS 3%@50	WC	Medicare	Life Ins	Vision Ins	Dental Ins	Disability Ins	Health Ins
Firefighter	24,157		3,767	845		96	1,186		14,568

Study Components

Fiscal Review

- ▶ Retirement system provisions (CALPERS/37 Act County System)
 - Unfunded liability
 - ▶ Health system provisions and portability
 - ▶ Retiree medical unfunded liability and method of payment (GASB 45)
- 

Study Components: Fiscal Review

- ▶ Understanding the gap between current service, costs and master plan desired level of service
- ▶ Explore joint service delivery options—forms of cooperation
- ▶ Summary of overall fiscal standing
 - Reserves—operating, apparatus and station replacement/repair
 - Long-term revenue forecast
 - Liabilities
 - Comparison of pay and benefits to the market

Forms of Cooperation

Full Contract for Service

- ▶ One agency stops providing the service directly and contracts with a neighbor to provide the service at an annual cost
 - Management of employees is simplified under a single MOU and set of personnel rules
 - A single accounting system is maintained by District providing the service, avoiding duplication
 - One agency will no longer need to negotiate with Fire employees
 - Both agencies can adopt performance measures to gauge the delivery of services

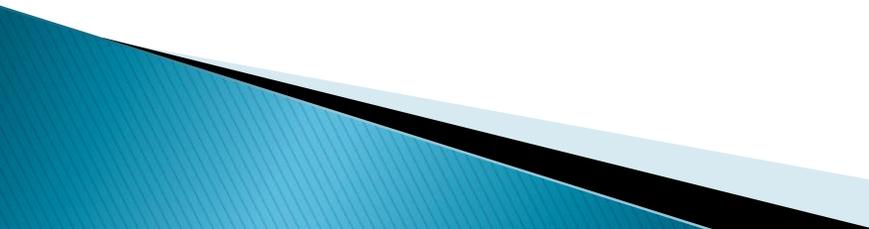
Forms of Cooperation

Annexation or Consolidation of One Agency into Another Agency

- ▶ The boundaries of one agency are expanded to encompass the second agency
 - One agency no longer is fiscally responsible for fire services as regulations and needs change
 - Transfer of Property Tax allocation and possible extension of any special tax
 - There is a single layer of representation between the voters and the District Board, compared to a full contract for service or JPA arrangement that has an appointed governance committee

Forms of Cooperation

Annexation Rules

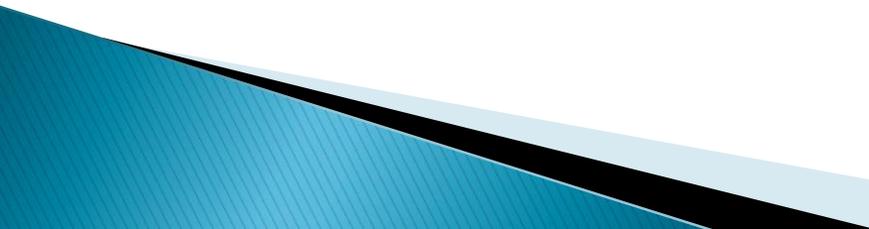
- ▶ The existing Fire District special tax *could* carry over and apply to property within the other agency—possibly creating zones of benefit
 - ▶ For the ad valorem taxes, the tax sharing provisions apply requiring a tax sharing agreement accepted by LAFCO and the County that shifts sufficient revenue from the City to the District to pay for the extra District fire expenses after annexation
- 

Forms of Cooperation

Stability and Governance Issues

- ▶ **Annexation or Consolidation**
 - Most stable long term
 - All residents and property subject to the same tax and fees
 - District Board is elected by residents of both the current District and the City
- ▶ **Contract for Service**
 - Governance Model requires Consensus Management, preferably with some form of JPA
 - Cost Sharing Formula must be fair and stable

Cost Sharing in Contract for Service Alternatives

- ▶ Cost share formulas that reflect all expenses and divide cost in proportion to workload and/or risks
 - ▶ Typical formula components:
 - Assessed value
 - Population
 - Calls for service
 - Line firefighters on-duty per day
 - Number of fire stations
- 

Cost Sharing in Contract for Service Alternatives

Measures of Service	City or District A	City or District B	District B Share of the Total
Assessed Value	\$4,756,436,825	\$2,410,374,432	33.6%
Population	21,500	7,532	25.9%
Calls for Service	1,259	762	37.7%
Line Staff on Duty	10	5	33.3%
Fire Stations	2	1	33.3%
Composite Measure			32.8%

Cost of Alternatives

	Full Contract/JPA or Reinstate the Fire Department			Merge the City into the District	
	Current Contract City A	Full Contract City A	Full Fire Department City A	City A	Transferred to District
Revenues:					
Property Taxes-Non-Fire	3,794,136	3,794,136	3,794,136	4,252,514	
Property Taxes Fire	2,705,864	2,705,864	2,705,864		2,247,486
Ambulance Revenues	118,588	118,588	118,588		118,588
Special Fire District Tax					560,000
All other revenues	7,500,000	7,500,000	7,500,000	7,500,000	
Total Revenues	14,118,588	14,118,588	14,118,588	11,752,514	2,926,074
Expenses:					
Fire Department	2,824,452	3,375,878	4,375,536		2,926,074
All other Departments	11,294,136	11,294,136	11,294,136	11,294,136	
Total Expenses	14,118,588	14,670,014	15,669,672	11,294,136	2,926,074
Fund Balance Impact		(551,426)	(1,551,084)	458,378	

Two-Phased Study Process

Phase I

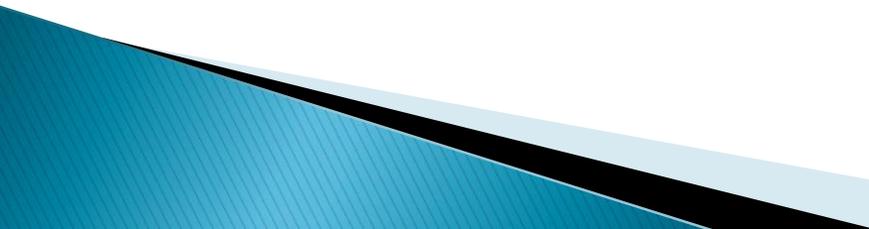
- ▶ Complete detailed analysis of “Study Components” at a level sufficient to make “fork in the road” policy choices
- ▶ Assess advantages and disadvantages of alternative organizations, including a single consolidated agency
- ▶ Recommend most feasible arrangement
- ▶ Suggest cost allocation and governance plans
- ▶ Outline technical steps to implement the preferred alternative
- ▶ *Brief the partners to tailor the next phase*

Two-Phased Study Process

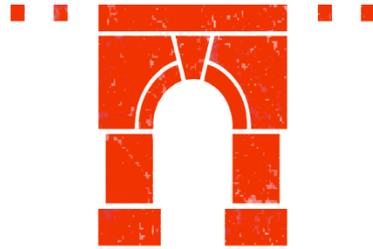
Phase II

- ▶ Provide additional detailed analysis of “Study Components” and implementation technical assistance as defined by the agencies following Phase I
 - ▶ Consultant can provide as little or as much assistance as the agencies need
 - ▶ It will depend upon the alternative(s) chosen by the agencies and your own capacity to implement desired choices
- 

Factors for Sustaining Success

- ▶ Work the culture to one
 - ▶ Educate, listen, educate some more
 - ▶ Be willing to occasionally re-visit cost sharing formulas if in a contract for service
 - ▶ Devise ways that those being served have input –
 - ▶ Trapped parties who feel helpless will lash out irrationally, which leads to divorce
 - ▶ This is more about relationships, than exact cost
- 

Questions



CITYGATE ASSOCIATES, LLC
FIRE & EMERGENCY SERVICES

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sgary@citygateassociates.com

Dwane Milnes -
dmilnes@citygateassociates.com

www.citygateassociates.com

LAFCO PROCESS:

Cooperative Solutions and the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, As Amended

Paula de Sousa,
Attorney,
Best Best & Krieger LLP

Initiation by Petition

Landowner or voter signatures:

- ▶ District Consolidation – 5%
 - ▶ District Dissolution – 10%
 - ▶ District Annexation – 25%
 - ▶ District Detachment – 25%
 - ▶ District Formation – Principal Act
- 

Initiation by Petition

Landowner or voter signatures:

- ▶ City annexation – 25%
- ▶ City–district merger – 5%
- ▶ Subsidiary district – 5%
- ▶ Reorganization: percent for each proposed change

Initiation by Resolution

Resolution from:

- ▶ Affected local agency
- ▶ County
- ▶ School District
- ▶ LAFCO

Initiation by Resolution

LAFCO-initiated proposals must be consistent with sphere of influence study, municipal service review, or special studies – and are limited to:

- ▶ District Consolidation
 - ▶ District Dissolution
 - ▶ District Formation
 - ▶ Subsidiary District
 - ▶ City/District Merger
- 

Initiation by Resolution

A proposal to activate or divest a latent power must be initiated by the subject district.

Mandatory Analysis

- ▶ Certain factors *must* be considered when evaluating jurisdictional changes
Gov't Code 56668 (a through o)
 - ▶ Local circumstances influence how factors are weighted
- 

Mandatory Analysis

A plan for providing services ...

- ▶ *Must* provide information regarding the level, range, timing, financing, and necessary infrastructure

Mandatory Analysis

Proposal *must* be consistent with:

- ▶ Spheres of influence
- ▶ Service review
- ▶ Special studies

Discretionary Analysis

Reviews service needs relative to available resources

- ▶ Applicability of local policies
 - ▶ Justification of proposed actions
 - ▶ Boundary issues
 - ▶ Special election requirements
- 

Terms and Conditions

Are used to enforce approved actions:

- ▶ May impose broad range of conditions
- ▶ ...but may *not* directly regulate land use

California Environmental Quality Act

A city, special district, the county, or LAFCO, performing as *“lead agency”* must make a determination for actions that constitute a *“project”* under CEQA

California Environmental Quality Act

CEQA determination categories:

- ▶ Exempt
- ▶ Negative Declaration
- ▶ Environmental Impact Report (EIR)

Commission Responsibilities

- ▶ Conduct Public Hearing:
 - Receive written and oral protests and consider Executive Officer's report and Plan for Providing Services

Commission Responsibilities

- ▶ Adopt resolution
 - Approving, conditionally approving, or disapproving a proposal ... *EXCEPT*

Commission Responsibilities

...Commission *shall* approve a consolidation or reorganization of districts...if a majority of directors from each agency adopt substantially similar resolutions of application

Commission as Conducting Authority

- ▶ Conduct protest proceedings – where registered voters and landowners may protest LAFCO decisions
 - Based on the value of written protest, the Commission must take one of three actions

Commission as Conducting Authority

- ▶ Terminate proceedings if majority protest exists;
 - ▶ Order the reorganization without an election if insufficient protest is filed;
 - ▶ Order reorganization subject to an election – *according to specific protest and election situations*
- 

Protest and Election Inhabited

EXAMPLE 1: LAFCO-initiated proposal involving; district dissolution and formation

PROTEST: Ten percent within *any district* in affected territory

ELECTION: Within entire proposal area

Protest and Election Inhabited

EXAMPLE 2: Non LAFCO-initiated proposal; no objection from affected districts

PROTEST: Twenty-five percent within entire proposal area

ELECTION: Within entire proposal area



Protest and Election Inhabited

EXAMPLE 3: Non LAFCO-initiated proposal; objection from any affected district

PROTEST: Twenty-five percent within any affected district

ELECTION: Within each district that filed valid protest

Protest and Election Inhabited

EXAMPLE 4: Non LAFCO-initiated proposal involving; district dissolution and annexation

PROTEST: Twenty-five percent within any affected district

ELECTION: Within each district that filed valid protest

Protest and Election Inhabited

EXAMPLE 5: Activation of new or different service; OR divestiture of a service within all or part of a multi-service district

PROTEST: Twenty-five percent within affected territory

EXAMPLE: Within affected territory



Protest and Election Inhabited

Special Note:

If consolidation is involved – a majority of votes cast in each district must favor consolidation

Recordation and Completion

LAFCO actions are not effective until certain filings are made

Before the effective date, LAFCO staff must work closely with affected agencies to ensure a smooth transition of responsibilities



Technical Issues

- ▶ Are legal descriptions necessary for consolidation?
 - ▶ What boundary descriptions are required by BOE and Assessor?
 - ▶ Are legal descriptions necessary for latent power proposals?
- 

Questions



BEST BEST & KRIEGER
ATTORNEYS AT LAW

Best Best Krieger LLP Contact Info.

Best Best & Krieger LLP San Diego Office:

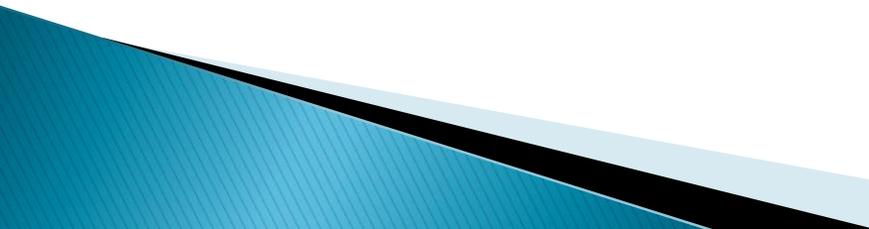
655 West Broadway, 15th Floor
San Diego, CA 92101

Phone: (619) 525-1328

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Email: Paula C. P. de Sousa –
Paula.deSousa@bbklaw.com

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Break

Fire Service Challenges and Cooperative Solutions

November 5, 2010

Modesto

Case Studies

Case Study #1

The Stanislaus County Experience

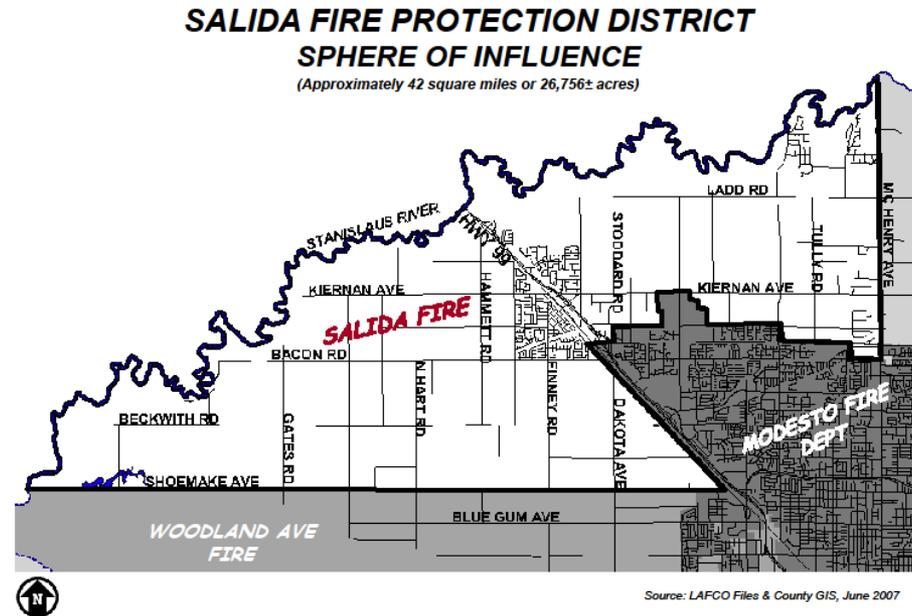
Dale E. Skiles,
Chief, Salida Fire Protection District

Introduction



▶ Fire Protection District

- Established in 1942
- Currently serving 42 square miles
- Population approximately 20,000
- Combination department (paid & volunteer personnel)
- Three fire stations
- Levels of Services provided:
 - Suburban
 - Rural
 - Frontier (Remote)



Timeline / Events



- ▶ 2004, July Fire Strategic Visioning Workshop conducted
- ▶ 2005 Salida Community Plan adopted by County BOS
- ▶ 2007, March Fire MSR adopted by LAFCO
- ▶ 2007 City of Modesto proposed several annexations

Timeline / Events



- ▶ 2007 Modesto General Plan Update performed
- ▶ 2008 Salida Fire District Assessment defeated
- ▶ 2009, July 9 Modesto Urban Growth Policy adopted
- ▶ 2009, Nov City growth measures taken to the polls

Timeline / Events



▶ 2010, July

Revenue Sharing Agreement approved

▶ 2010, Nov

Proposing the formation of a JPA

- Stanislaus County Fire Wardens Office
- Salida Fire Protection District
- City of Modesto Fire Department

2004 Fire Strategic Visioning Workshop



Commitment To Progress



Standards of Coverage

Governance

Dealing with Diversity

Revenue Enhancement

Meeting Expectations

Minimum Standards

Unity

Healthy Relationships

Visioning Themes

2004 Salida Community Plan



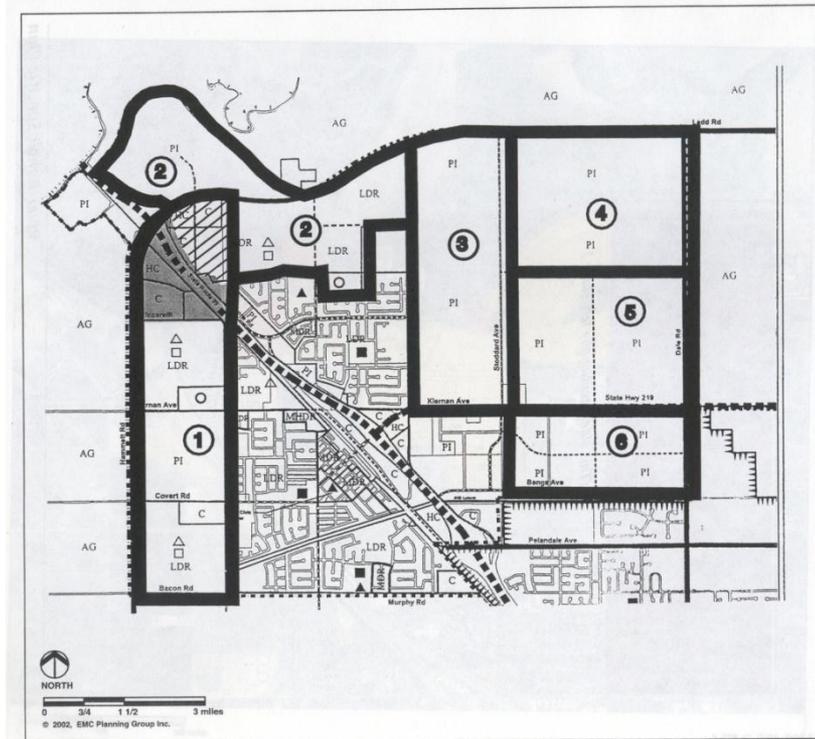
LEGEND			
Description	Acres	Description	Acres
FUTURE RESIDENTIAL	757 ±	COMMERCIAL	284 ±
EXISTING RESIDENTIAL	406 ±	PI RESERVE	793 ±
PUBLIC USES	406 ±	RIVER	793 ±
PARKS & OPEN SPACES	357 ±	HIGH VISIBILITY BUSINESS PARK	355 ±
BUSINESS PARK	136 ±	PLANNED INDUSTRIAL	477 ±
SHELL PROPERTY	71 ±	EXISTING BUSINESS PARK	168 ±
MEDIUM/HIGH DENSITY (IMHD)	61 ±	EXISTING COMMERCIAL	111 ±

SALIDA CONCEPTUAL PLAN

Salida, CA



Mid-Valley Engineering - Land Planning - Engineering - Surveying - 1117 1/2 Street - Modesto, CA 95354 - 209.526.4214 - www.mve.net



Stanislaus LAFCO – MSR



Stanislaus LAFCO

Countywide Fire Services

**Municipal Service Review
Final Report**

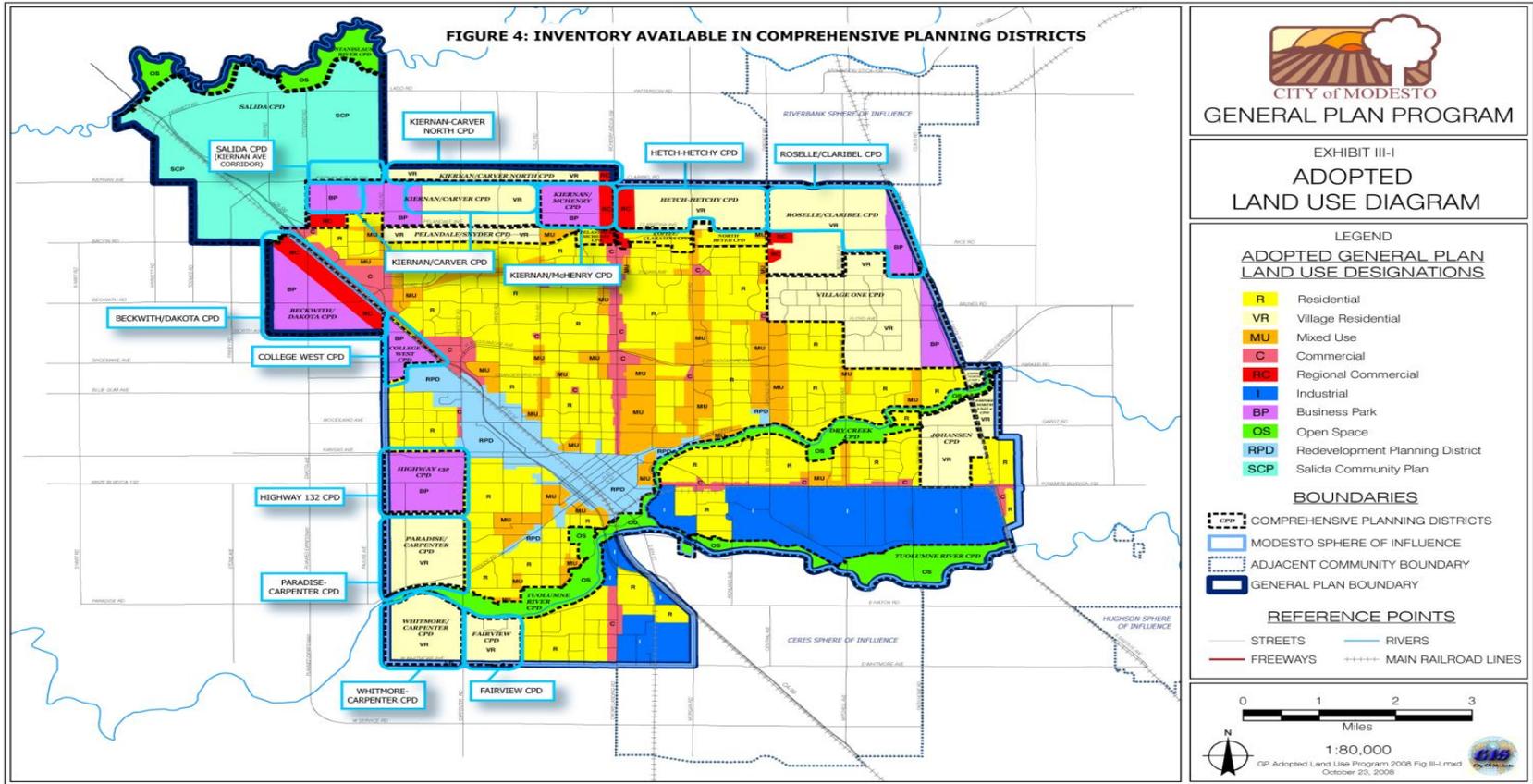
March 2007

Summary:

“The challenges faced by the fire service have been accruing for many years”

There is a need for concerted, jointly supported effort for these fire agencies to work together to address current and future challenges.”

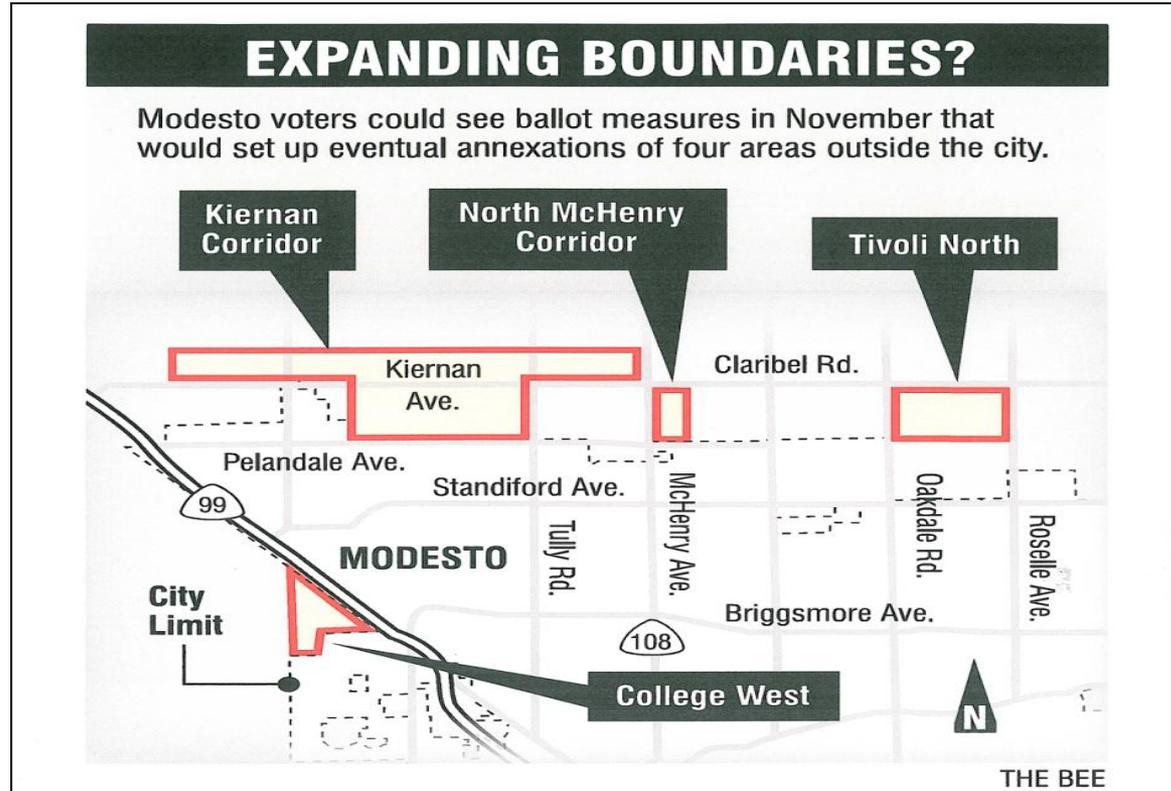
City of Modesto 2009 Urban Growth Policy



Proposed Growth Areas



- Measure M



Proposed Growth Areas



- Other Projects
 - Pelandale –McHenry Specific Plan
 - Woodglen Specific Plan
 - Approx 75 acres
 - Kiernan Business Park Specific Plan
 - Approx 614 acres

Annual revenue loss to the District = \$25,000 +/-

Annexation without Detachment



AGREEMENT BETWEEN THE CITY OF MODESTO AND THE SALIDA FIRE PROTECTION DISTRICT FOR THE ALLOCATION OF DISTRICT REVENUE RESULTING FROM THE ANNEXATION OF PROPERTY WITHIN THE KIERNAN BUSINESS PARK TO THE CITY

This agreement (“Agreement”) is entered into by and between the City of Modesto (“CITY”) and the Salida Fire Protection District (“DISTRICT”), a California special district organized and governed by the Fire Protection Law of 1987 (California Health & Safety Code Section 13800, et seq.).

Annexation without Detachment



- Objectives
 - Eliminate duplication
 - Shared resources
 - Boundary drops
 - System depth
 - Standardized operations and training

Understanding the Need to Adapt



- Changing demographics
- Administrative requirements
- Limited local support of resident volunteers
- Operational depth
- Financial limitations and reductions
- Fire service standardization
- Firefighting mandates
- District vulnerability and sustainability

Considerations



▶ Questions:

- Where will Salida Fire be in 3–5 years?
- We originally looked at if we could overcome the obstacles.
- As a result, we moved to how we could overcome the obstacles, and use the situation to support and even enhance our “commitment to progress”.

▶ Answers:

- Seek partnerships!
- No deposit; No return!

Regional Fire Concept Steps To Formation



1. Fire chiefs agreed to partner
2. Requested an ad-hoc committee be formed of elected officials from Modesto, Stanislaus County, and Salida Fire
3. Fire chiefs presented concept to City Manager and County CEO, requesting support

Regional Fire Concept Steps To Formation



4. Formed workgroups to identify concept specifics/details
5. Developed a Joint Powers Agency document with legal counsels
6. Presented JPA to ad-hoc committee for consideration

Regional Fire Concept Steps To Formation



7. Requested governing bodies of each agency consider and approve JPA
8. Planning to develop Transitional Plans for all areas of the newly formed Agency
9. Considered the possibility of other fire agencies joining if and when they so desire

Questions / Comments



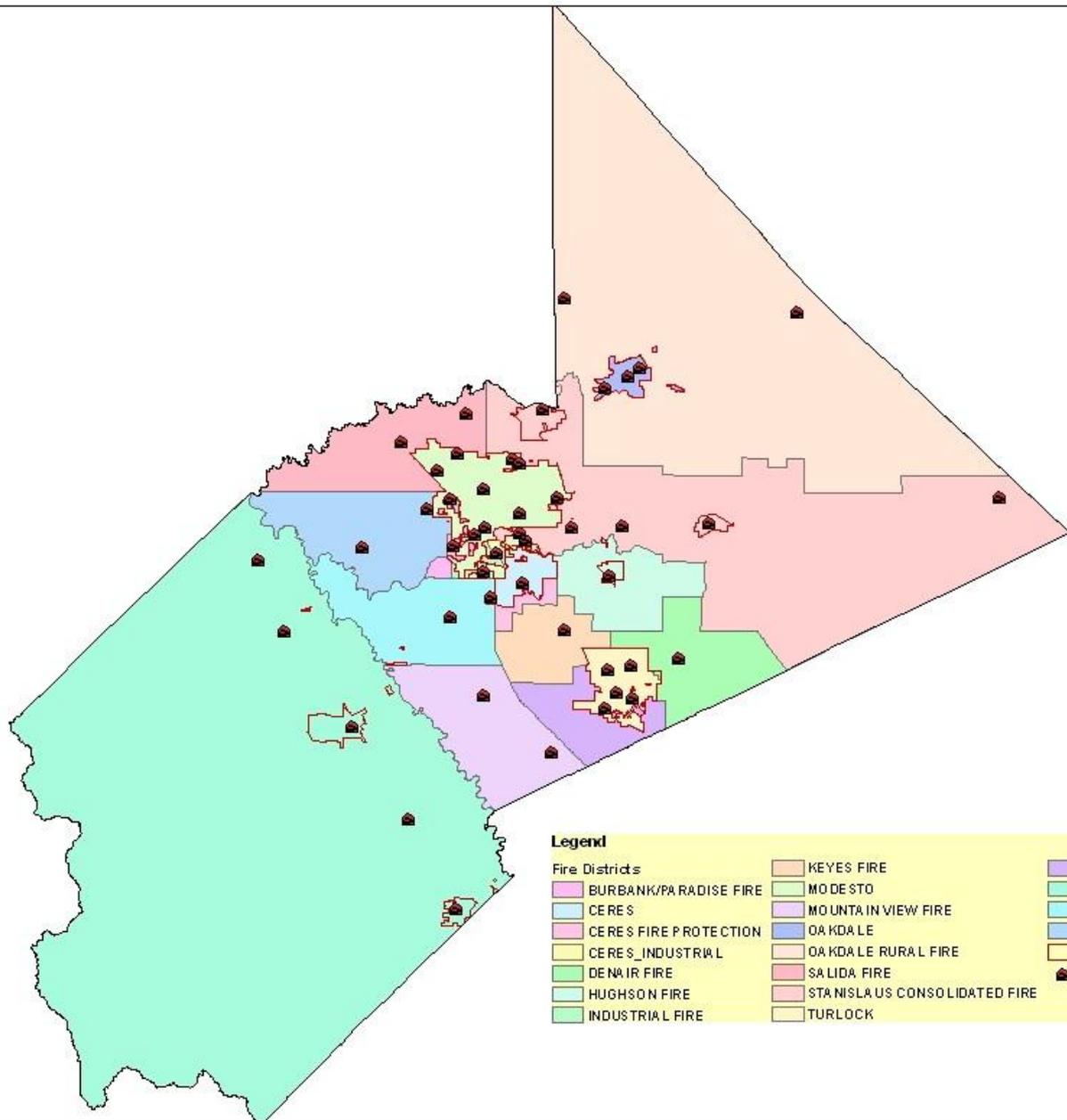
Case Study #2
Reorganizations in
Stanislaus County,
Monterey County,
and a Hypothetical
County

Case Study 2.1

The Modesto Metropolitan Fire Agency

(A Joint Powers Authority)





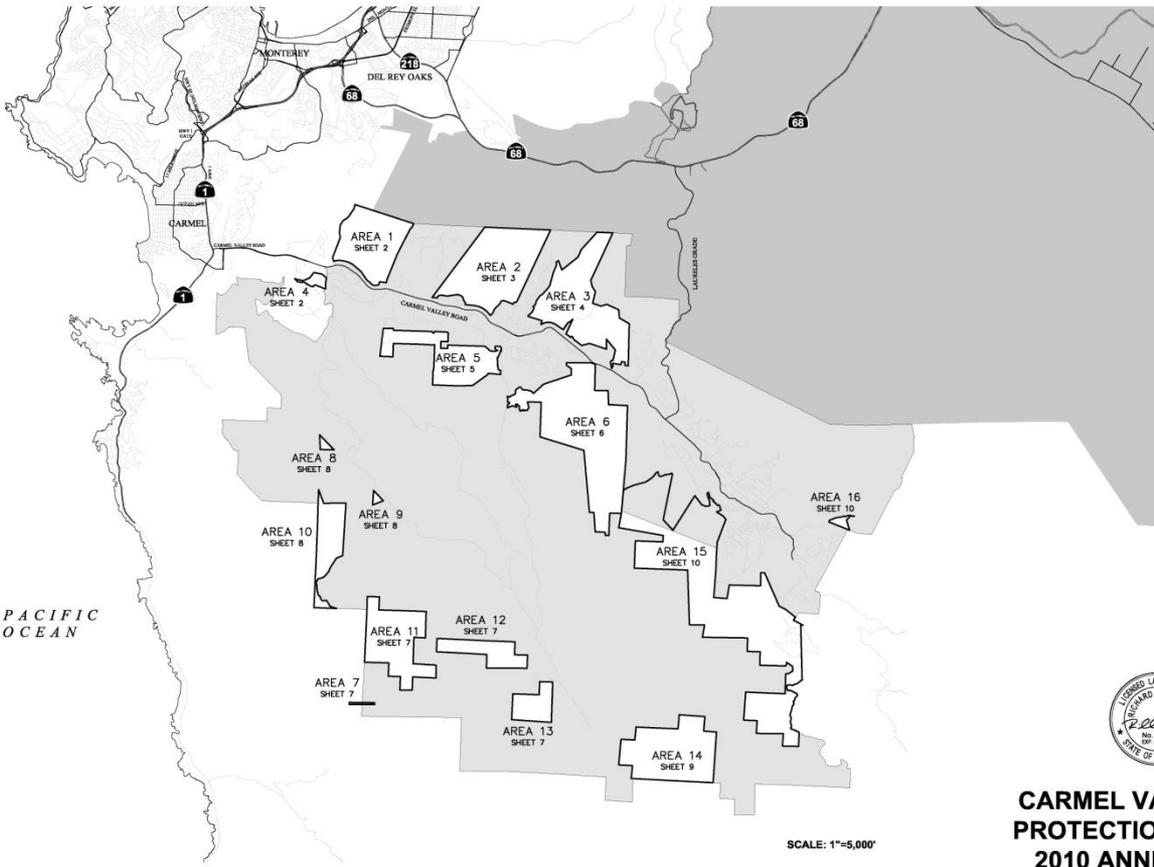
Legend

Fire Districts	KEYES FIRE	TURLOCK RURAL FIRE
BURBANK/PARADISE FIRE	MODESTO	WEST STANISLAUS FIRE
CERES	MOUNTAIN VIEW FIRE	WESTPORT FIRE
CERES FIRE PROTECTION	OKDALE	WOODLAND FIRE
CERES INDUSTRIAL	OKDALE RURAL FIRE	Cities
DENAIR FIRE	SALIDA FIRE	Fire Stations
HUGHSON FIRE	STANISLAUS CONSOLIDATED FIRE	
INDUSTRIAL FIRE	TURLOCK	

Case Study 2.2

Consolidation of Carmel Valley Fire
Protection District with Monterey
County Regional Fire District

CARMEL VALLEY FIRE PROTECTION DISTRICT 2010 ANNEXATIONS



**CARMEL VALLEY FIRE
PROTECTION DISTRICT
2010 ANNEXATIONS
KEYMAP**

WE WHITSON ENGINEERS
9699 Blue Larkspur Lane • Suite 105 • Monterey, CA 93940
831 649-5225 • Fax 831 373-5065
CIVIL ENGINEERING • LAND SURVEYING • PROJECT MANAGEMENT

Case Study 2.3

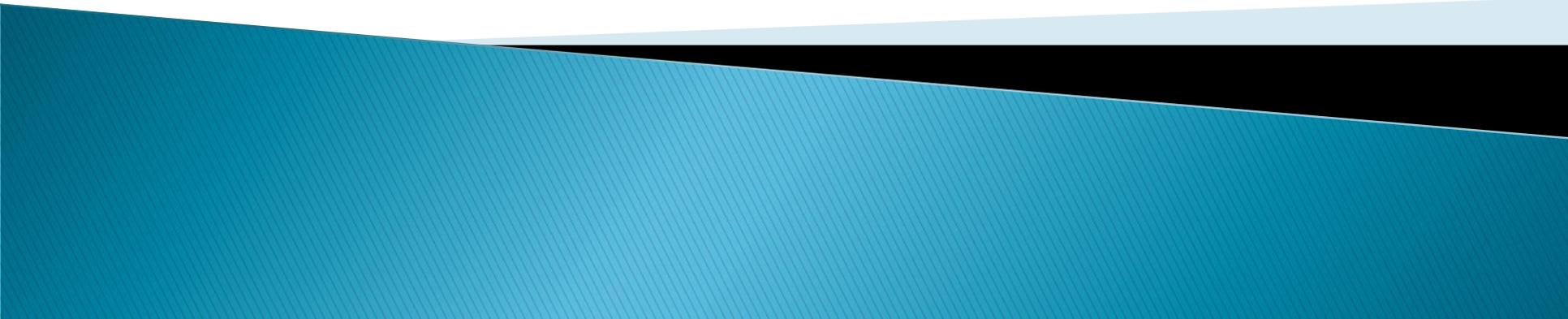
Hypothetical Consolidation of County-
Wide Fire Protection District with
Contract Cities

Questions

**Law Offices of
William D. Ross
A Professional Corporation**



Lunch





**HAPPY BIRTHDAY
CHIEF WOODILL !!!**



Case Study #3

The Santa Clara County Experience



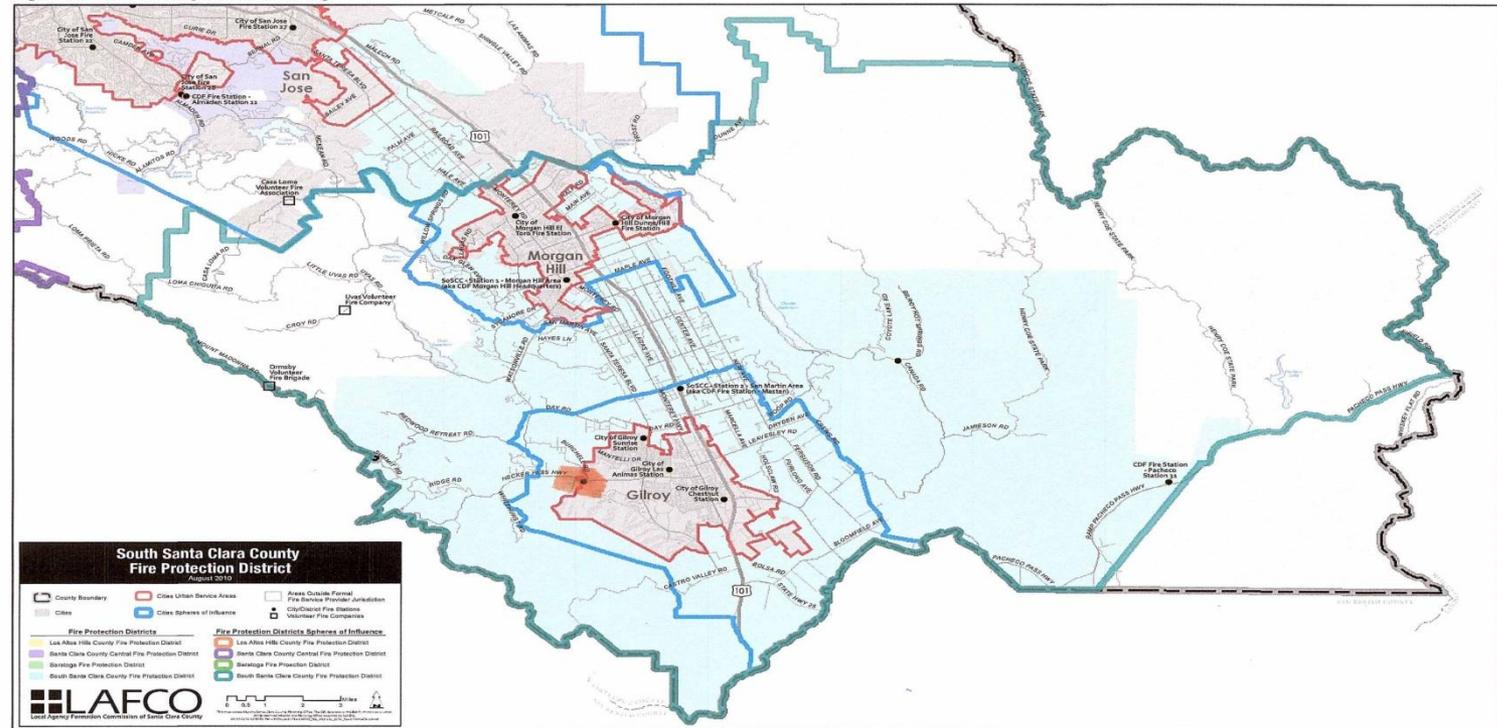
Steven F. Woodill,
Fire Chief, CAL FIRE Santa Clara Unit and
South Santa Clara County Fire District



Area Served



Figure 55: SCFD Boundary and Stations Map



Source: LAFCO of Santa Clara County



Area Description



▶ Gilroy

- Population, governance, revenue, fire service provider, dispatch services and labor group

▶ Morgan Hill

- Population, governance, revenue, fire service provider, dispatch services and labor group

▶ South Santa Clara County Fire District

- Population, governance, revenue, fire service provider, dispatch services and labor group



Regionalization Discussions



- ▶ Post 2004 Service Review
 - Formally initiated after the City of Morgan Hill began exploring possible annexation into the Central Fire Protection District
 - Discussions extended into consolidating the South Santa Clara County Fire District into the Central Fire Protection District.



Regionalization Discussions



- ▶ Post 2004 Service Review
 - Adhoc committee established with representatives from Gilroy, Morgan Hill and the South County District
 - Options range from a formal consolidation to a JPA to a functional consolidation



Challenges to be Addressed



- ▶ Revenue Sources
 - General Tax Revenues vs. Property Tax Based

- ▶ Call loading vs. Station location

- ▶ Station Ownership
 - Morgan Hill
 - South County



Challenges to be Addressed



- ▶ Labor Differences
 - Workshift and salaries
 - Three different retirement formulas
 - Ability to sub-contract
 - Lessening resistance



Challenges to be Addressed



- ▶ Comparing the 2004 Service Review with the 2010 Draft Fire Service Review
 - Differences in Economic Environment
 - More detailed financial information/budget information in 2010 report
 - Specific per unit/per capita cost information in 2010



Challenges to be Addressed



- ▶ Comparing the 2004 Service Review with the 2010 Draft Fire Service Review
 - More detail for resource sharing options and opportunities
 - Dispatch, training and purchasing
 - Emphasis on consideration of Police Department dispatching along with fire dispatch

Questions





Case Study #4

The Alameda County Experience

Sheldon D. Gilbert,
Fire Chief, Alameda County Fire Department

ALAMEDA COUNTY FIRE DEPARTMENT



"Dedicated to Superior Service"



"We will provide the highest level of service to our communities by valuing our members: promoting positive leadership; and dedicating ourselves to excellence."



ALAMEDA COUNTY FIRE DEPARTMENT

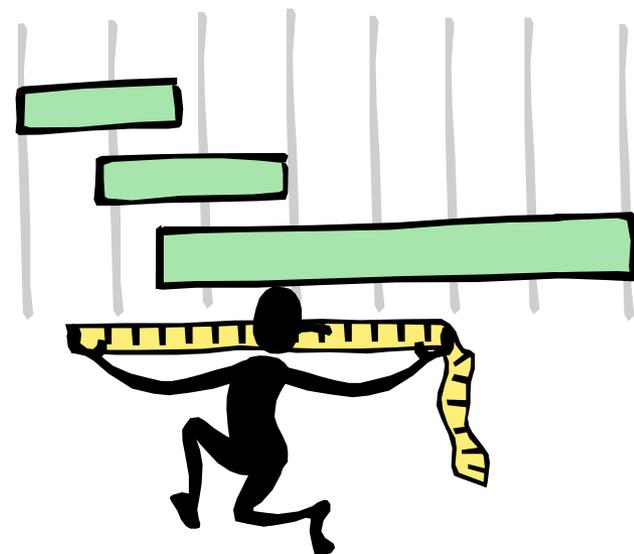
Contract for Fire Services Overview

"Dedicated to Superior Service"



Identify the Needs

- Standard of Cover (SOC) Study
- Establish performance measures
- Develop scope of work
- Issuance of a Request for Information (RFI) or Request for Proposal (RFP)





Types of Regional Model

- Joint Powers Authority (JPA)
- Contract for service
- Full consolidation
- Functional consolidation





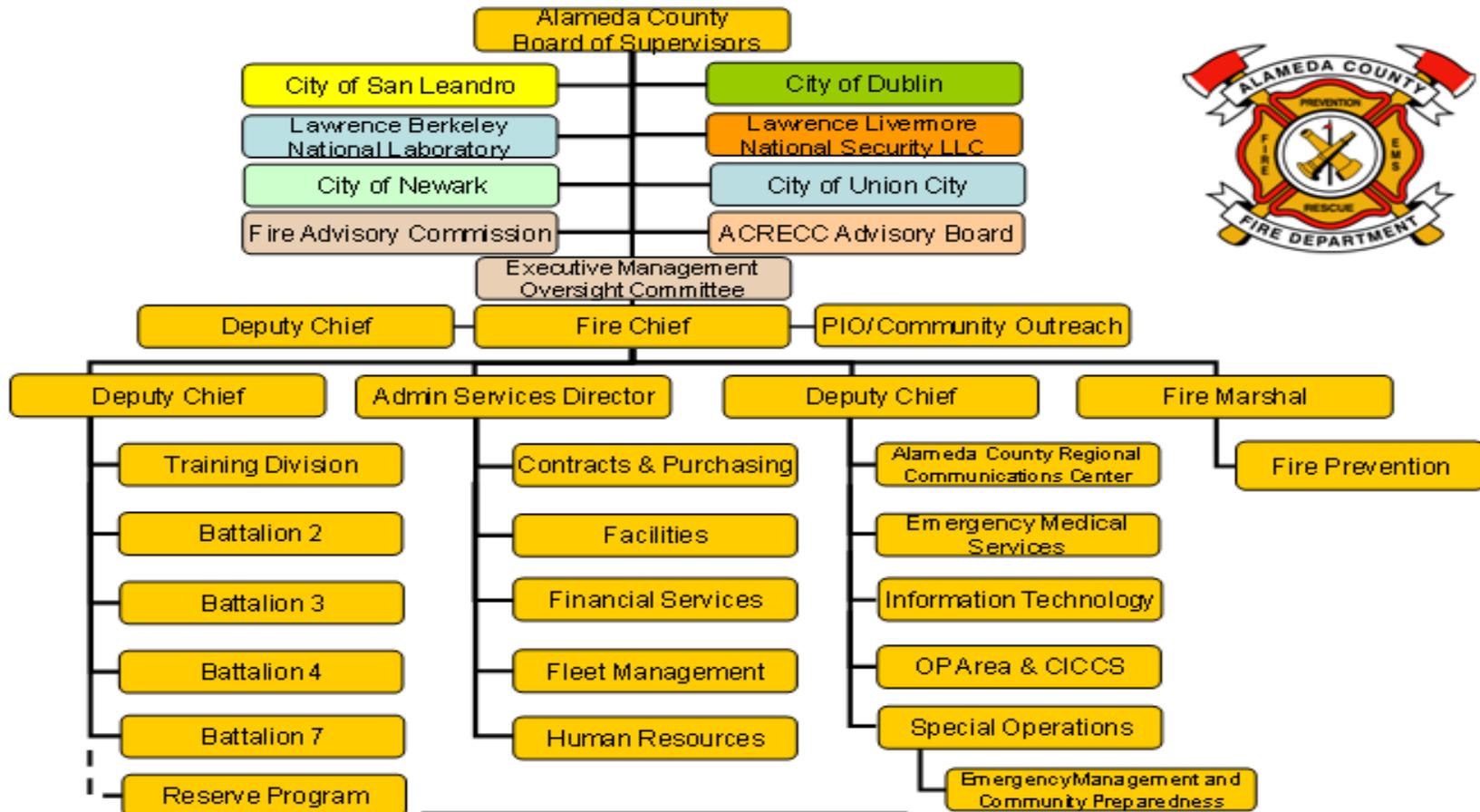
The Four Big Issues

- Service level determination
- Cost control
- Local identity
- Policy and decision making





Alameda County Fire Department



Battalion 2: Stations 6, 7, 23, 24, 25, 26
 Battalion 3: Stations 8, 16, 17, 18, 20, 21
 Battalion 4: Stations 9, 10, 11, 12, 13, 19, 22
 Battalion 7: Stations 27, 28, 29, 30, 31, 32, 33



Cost Allocation

Direct Allocated Cost – Each agency pays 100% of line and fire prevention personnel plus any other jurisdiction specific program or service; for example:

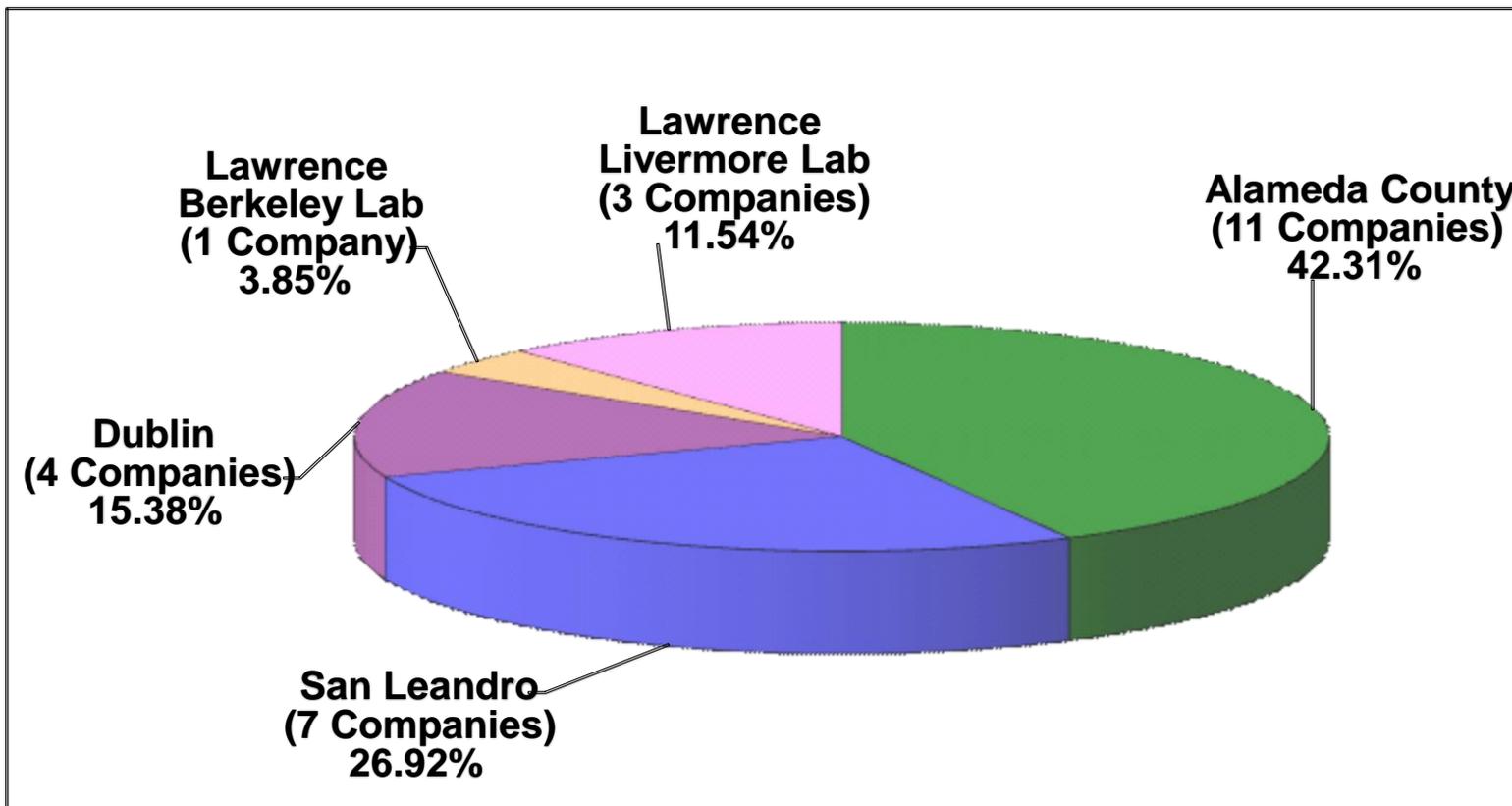
- Engine/Truck Company personnel

Shared Cost – Expenditures that support the entire Fire Department programs, operations, and administration; for example:

- Training & Emergency Medical Services

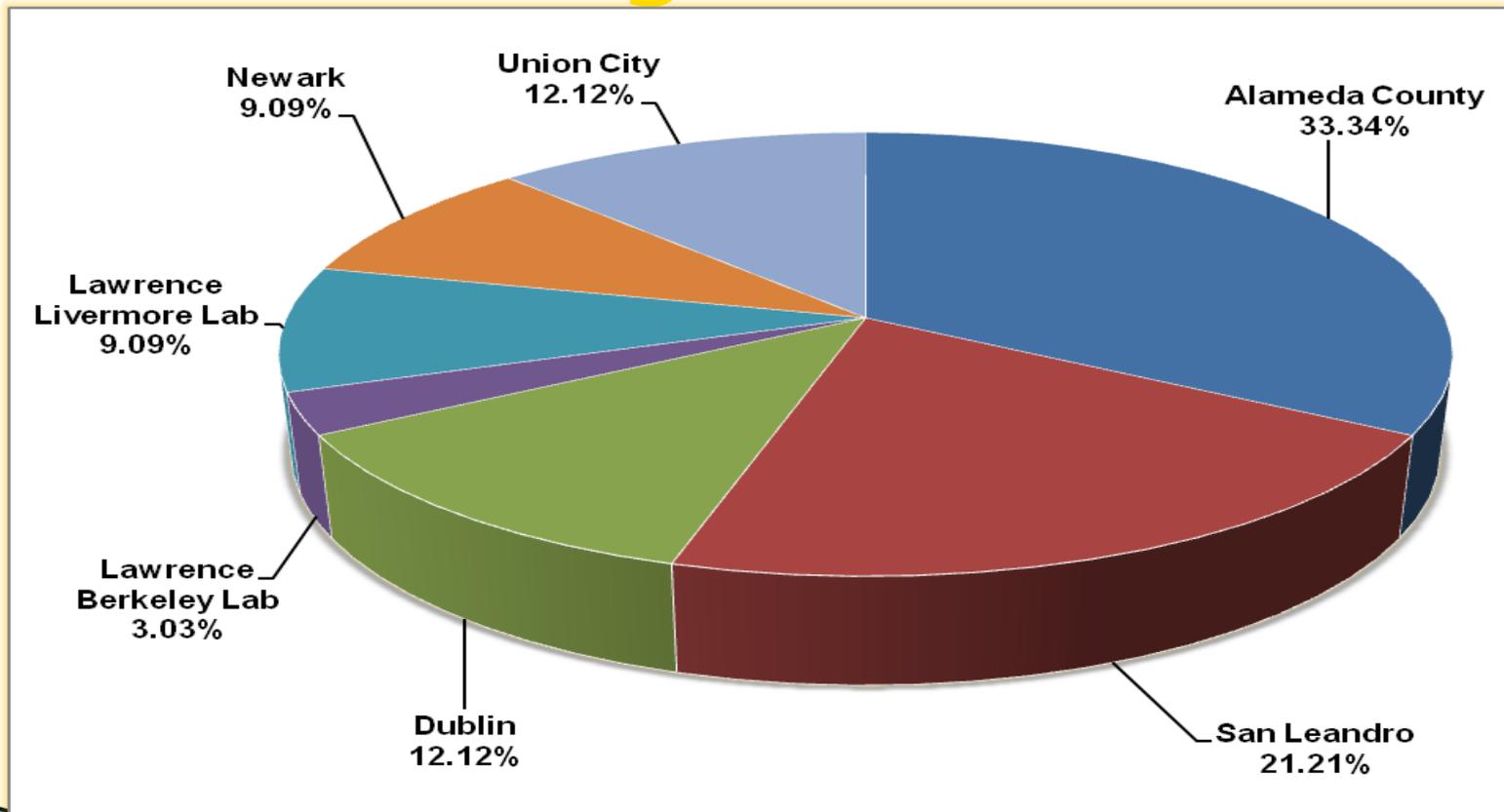


Existing Shared Cost Allocation





Proposed Allocation Model with Contract Agencies





ACFD Governance Partnership

- Partner agencies maintain local control
 - Determine Budget and Policy Decisions
 - Elected Official will serve on Fire Advisory Commission and City Manager on the Executive Management Oversight Committee
 - Strategic Planning
 - ACFD participates in City's strategic planning
 - City participates in ACFD strategic planning



ACFD Governance Partnership

- Assigned Chief Officer (primary point-of-contact)
 - Attends staff meetings and City Council meetings
 - Participates on committees and attends workshops
- Determine Service Levels
 - Approved by City Council or governing body
 - ACFD serves as subject matter expert

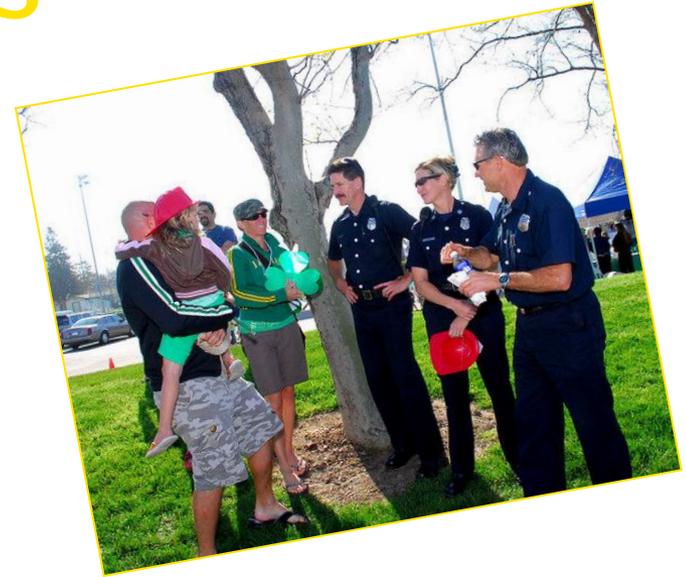


Benefits to Contract Agency

- Economies of Scale
- Increased Administrative Support
- Assistance with Regulatory Requirements
- Improved Training & Promotional Opportunities
- Specialized Services & Response Teams
- Inclusion in Regional Delivery Model that has statewide credibility
- Succession Planning
- Retention of Quality Workforce



Questions



“Making the Commitment”

Case Study #5

The San Luis Obispo County Experience

Michael E. Hubert,
Fire Chief/Executive Officer
Five Cities Fire Authority



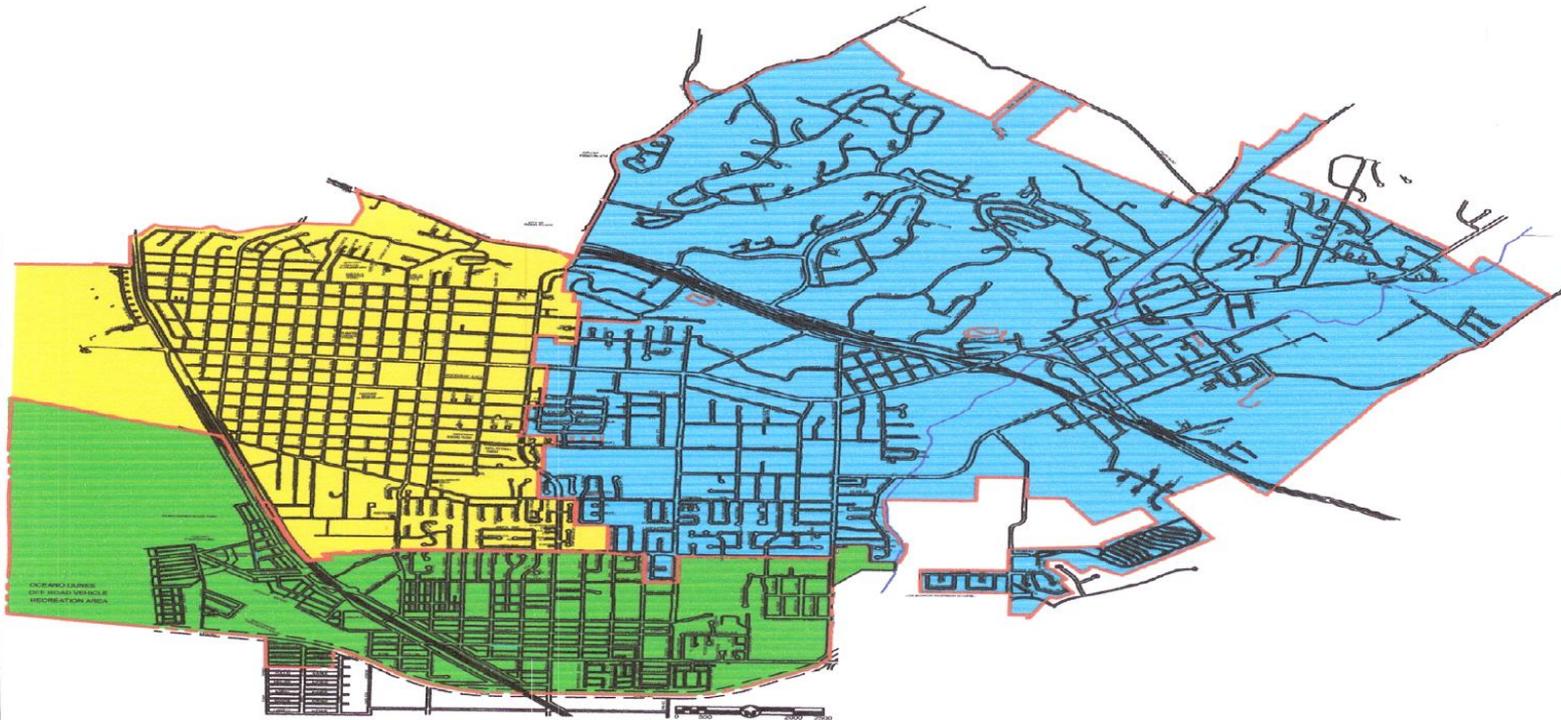
FIVE CITIES FIRE AUTHORITY



FIVE CITIES FIRE AUTHORITY

AREA

The following map identifies the original service areas of the Jurisdictions for the JPA. Contractual services provided to areas outside of these Jurisdictions are not depicted on this map.

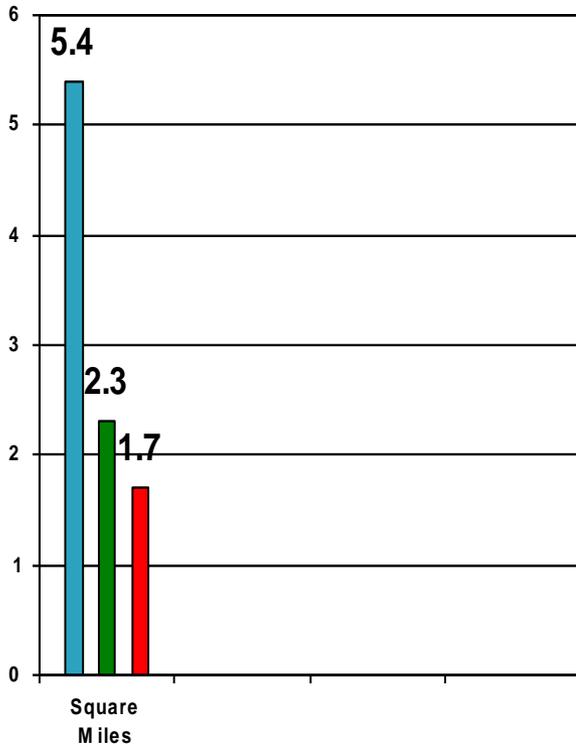


JPA

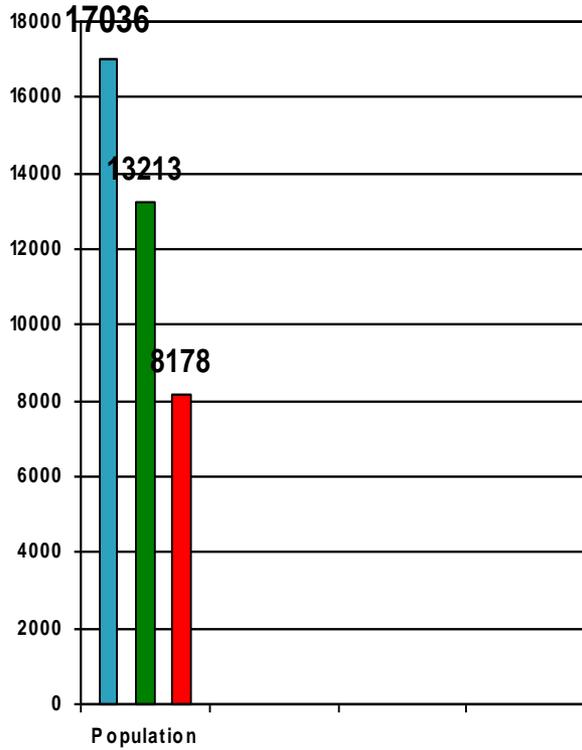




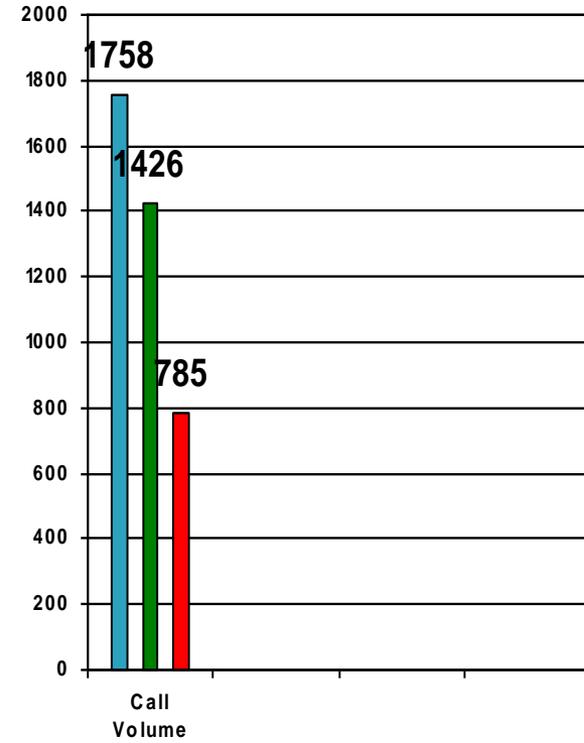
Demographics



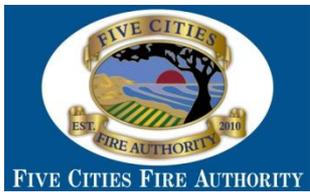
■ Arroyo Grande ■ Grover Beach ■ Oceano



■ Arroyo Grande ■ Grover Beach ■ Oceano



■ Arroyo Grande ■ Grover Beach ■ Oceano



Consolidated Efforts

- ❑ July 1, 2004: The Cities of Arroyo Grande and Grover Beach entered into a Joint Fire Administration and Training Agreement.
- ❑ Both Fire Departments would share a Fire Chief provided by Arroyo Grande and a Training Captain provided by Grover Beach.
- ❑ A Fire Oversight Committee was formed to coordinate the agreement. The committee consisted of two city council representatives, both city managers and the fire chief.



- July 5, 2004: Grover Beach hired career personnel.
 - Three full time Captains
 - Three full time Engineers
 - One part time Training Captain

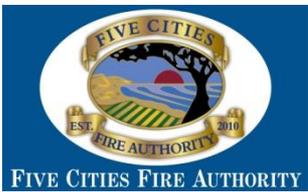


- August 7, 2005: Oceano Community Services District (CSD) hired career personnel.
 - Two full time Captains
 - One full time Engineer



- ❑ February 2007: Implemented boundary drops between Arroyo Grande and Grover Beach.

- ❑ May 1, 2007: The Cities of Arroyo Grande and Grover Beach and the Oceano CSD entered into a Public Safety Equipment Sharing Agreement.
 - This Agreement allowed us to sell surplus fire apparatus.



- ❑ July 1, 2007: The Cities of Arroyo Grande and Grover Beach entered into a Joint Management, Administrative and Training Services and Equipment Sharing Agreement.
- This Agreement allowed Arroyo Grande to provide a full time Battalion Chief / Training Officer.
- Grover Beach eliminated the part time Training Captain position.



- January 1, 2008: The Five Cities Reserve Firefighter Program was implemented between the City of Arroyo Grande, Grover Beach and the Oceano CSD.
- This Program provided Reserve Firefighters with the opportunity to cross staff at the three fire jurisdictions.



- March 1, 2008: The Oceano Community Service District entered into a temporary 4-month Management, Administrative and Training Services and Equipment Sharing Agreement with the Cities of Arroyo Grande and Grover Beach.

- June 24, 2009: The Oceano Board of Directors approved the amended agreement and this agreement provided Oceano board policy guidance, fire management expertise and leadership to fire personnel by the Fire Chief.



- ❑ August 15, 2008: The Fire Oversight Committee directed staff to prepare a full consolidation proposal for the three agencies.
- ❑ September 23, 2008: The Arroyo Grande City Council approved the recommendation to advise the Fire Oversight Committee to further study and develop recommendations regarding the formation of a Fire Service Joint Powers Authority (JPA).



- ❑ October 6, 2008: The Grover Beach City Council approved the same recommendation.
- ❑ April 24, 2009: The Fire Oversight Committee directed staff to develop cost data, recommendations, and a tentative implementation schedule to form the JPA.



- A Staff Fire Consolidation Committee was formed consisting of the City Managers, General Manager, Fire Chief and Battalion Chief, Career and Reserve Firefighter personnel from each agency, Finance Directors and Human Resources Managers.



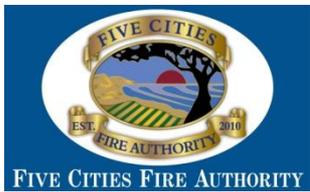
- June 22, 2009: The Grover Beach City Council approved Fire Personnel Cooperative Agreement.
- The Fire Personnel Cooperative Agreement allows the agencies during those times of experiencing unusual vacancies to maintain necessary minimum staffing levels by pooling resources and utilizing full time fire captains and fire engineers from the other participating fire departments.



- June 23, 2009: The Arroyo Grande City Council approved the following recommendations:
 - Proceed with the formation of the JPA
 - Designate the Fire Oversight Committee as the Interim JPA Board of Directors for the purpose of providing direction to labor negotiators to prepare a MOU with the firefighters union.



- Approve the amended Joint Fire Management, Administrative and Training Services and Equipment Sharing Agreement.
- Approve the Fire Personnel Cooperative Agreement.



August 28, 2009: The Fire Oversight Committee unanimously approved the recommendation to name the new fire department

Five Cities Fire Authority



- March 25, 2010: A final budget including liability and workers' compensation figures was provided.
- March 2010: MOU negotiations with the Labor Group was completed for the JPA.



- ❑ May 14, 2010: The Fire Oversight Committee approved the JPA Agreement, MOU, Budget and Liability Insurance Agreement.
- Staff went before the governing bodies of each jurisdiction for approval:
 - June 7, 2010: City of Grover Beach City Council
 - June 8, 2010: City of Arroyo Grande City Council
 - June 9, 2010: Oceano CSD Board of Directors.
 - Received a 5–0 Vote at all three jurisdictions.



- ❑ June, 2010: Arroyo Grande HR met with full time personnel from Oceano and Grover Beach to complete the hiring paperwork and orientation.

- ❑ July 9, 2010: The Joint Powers Authority was implemented.
 - The first Board meeting of the Five Cities Fire Authority was held.



- July 9, 2010: The Joint Powers Authority was implemented.
- The first Board meeting of the Five Cities Fire Authority was held.

Questions?



FIVE CITIES FIRE AUTHORITY

Special Issues and Topics: Audience Questions for All Panelists

Summary and Evaluation

Marjorie Blom,
Executive Officer,
Stanislaus LAFCo

CALAFCO
University