

# LAFCo MSR Subcommittee Update

Christine Crawford, Yolo LAFCo

Yolo Chiefs Meeting

February 8, 2022

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# MSR Subcommittee Members

Subcommittee participation was offered to all chiefs. The following volunteered to serve:

- Marcus Klinkhammer, Willow Oak
- Curtis Lawrence, Esparto
- Cherie Rita, West Plainfield
- Dan Tafoya, Yolo
- Eric Zane, Springlake



# Subcommittee Work To Date



# LAFCo MSR Determinations (1-4)

## Gov't Code 56430

- **Growth and Population** – “Growth and population projections for the affected area” (also call volume)
- **Disadvantaged Unincorporated Communities** – “The location and characteristics of any DUCs...”
- **Capacity and Adequacy of Public Facilities and Services** – “Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies...”
- **Financial Ability** – “Financial ability of agencies to provide services”

Data gathering for these determinations done Aug-Dec 2021  
and presented at Dec. LAFCo meeting

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# LAFCo MSR Determinations (5-6)

Gov't Code 56430

- **Shared Services and Facilities** – “Status of, and opportunities for, shared services and facilities”
- **Accountability, Structure and Efficiencies** – “Accountability for community service needs, including governmental structure and operational efficiencies”

This is the focus of subcommittee work  
Jan – March 2022

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# Why is Shared Services and Restructuring Needed?

- Inequitable FPD funding
- Some department staffing is spread too thin
- Inconsistent response countywide
- Some FPDs unable to afford needed apparatus within 25yr lifespan
- Some FPDs need help meeting reporting and testing requirements
- Some standardization is needed (training, equipment testing, UFC, policies and procedures, etc.)



# Inequitable FPD Funding

Fiscal Year 2021 Core Revenues by Fire Protection District

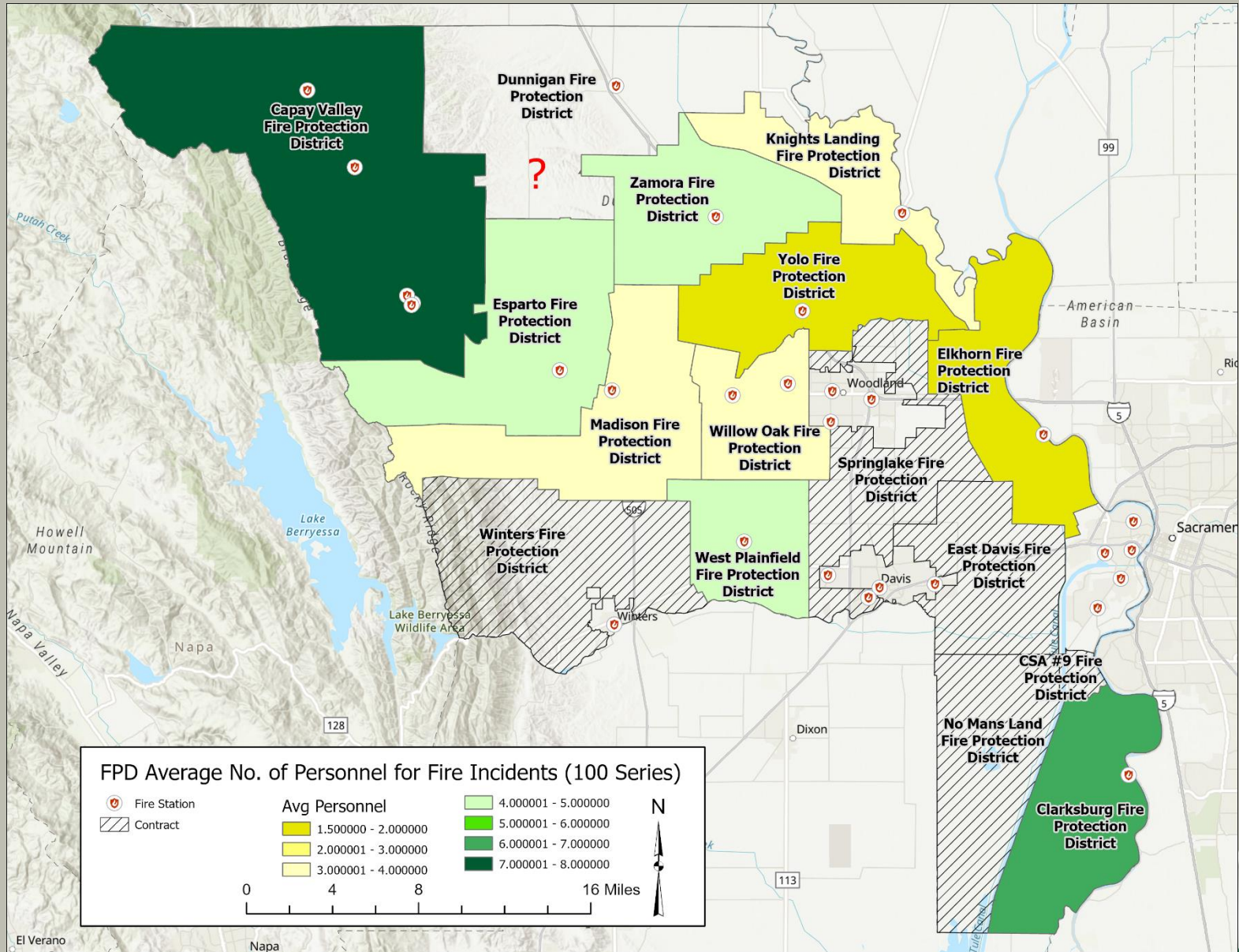


■ Property taxes ■ Special assessment ■ Tribal mitigation



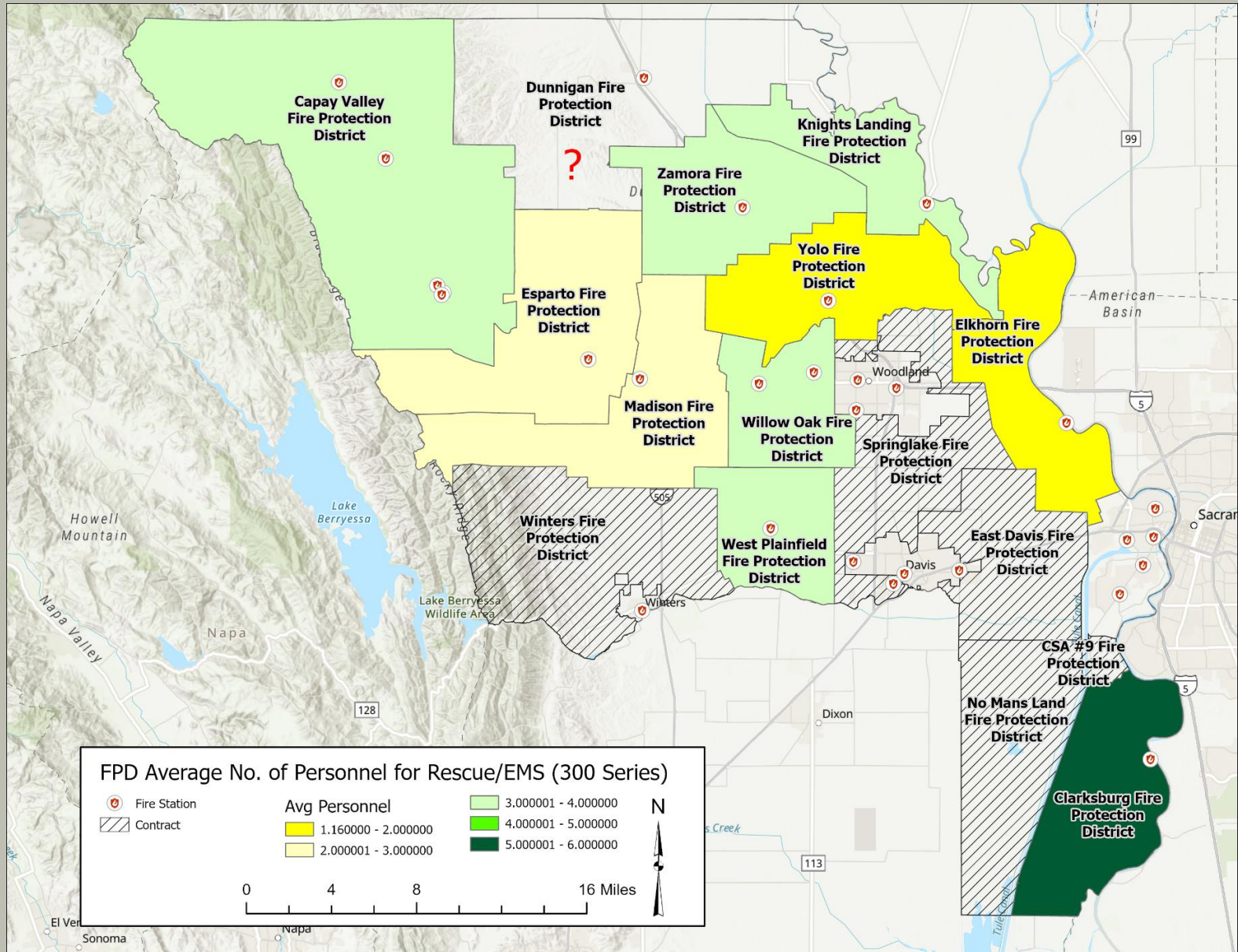


# Inconsistent Response (Fire FY 20/21)





# Inconsistent Response (Rescue/EMS FY 20/21)



# This is Not Personal

- FPDs were created from 1927-1974
- Community/societal change is creating an unstable environment and FPDs need to adapt
- LAFCo is seeking ways to improve our structure to be more effective and resilient
  - Some FPDs are 1 key staff loss away from significant impacts to service levels
- This is for 5, 10, 20+ years from now; its about the positions and creating a resilient org chart, not any individual



# FPD Subcommittee Values and Guiding Principles

- What promotes the best service to the public?
- What is the most efficient and effective utilization of our resources?
- What is the “right” balance of economies of scale versus flexibility to address local conditions?

*"As leaders, I believe we have a responsibility to look in the mirror and find ways to improve both the quality of our services and the efficiency with which those services are provided,"*

*– ICMA SmartBrief Feb. 2, 2022*

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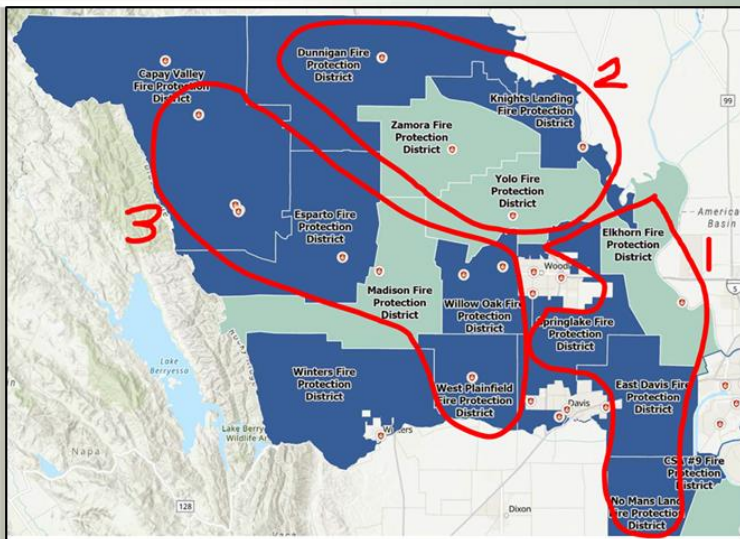


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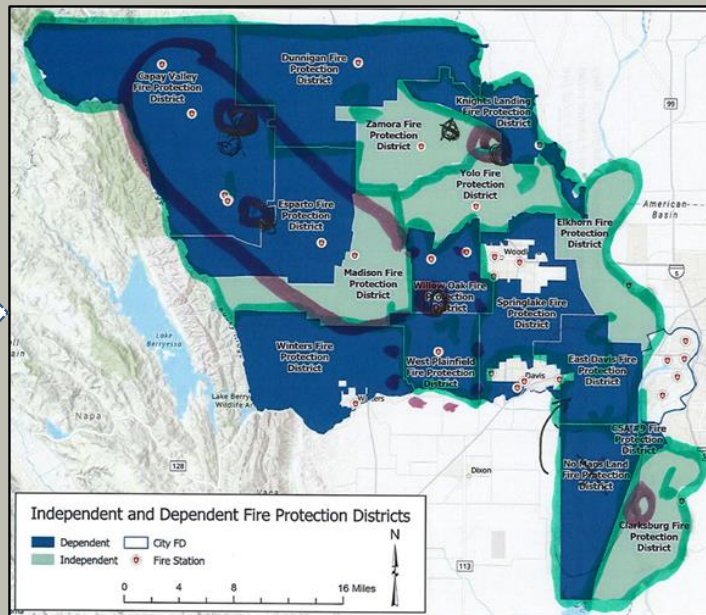


# Subcommittee Iterations

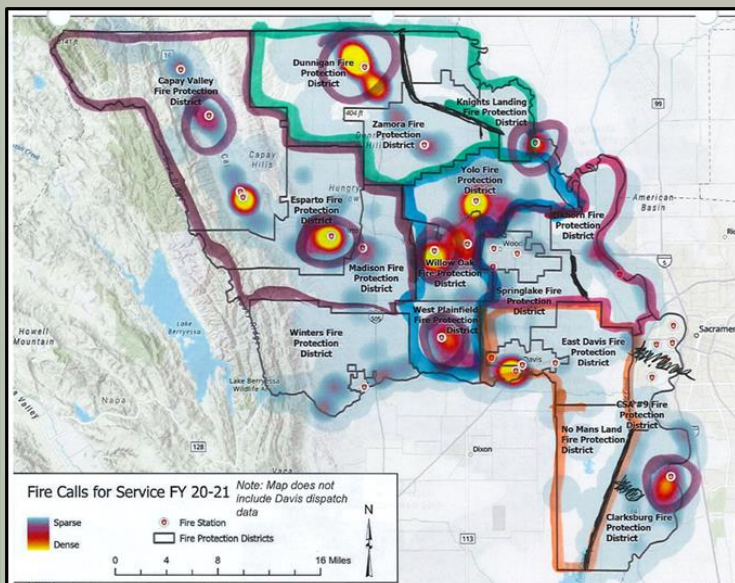
What is the "right" size for service area partnerships?



These areas are too big



These areas are too small



Getting closer to "just right"?

# Draft Proposal for Discussion:

## Areas 1-3:

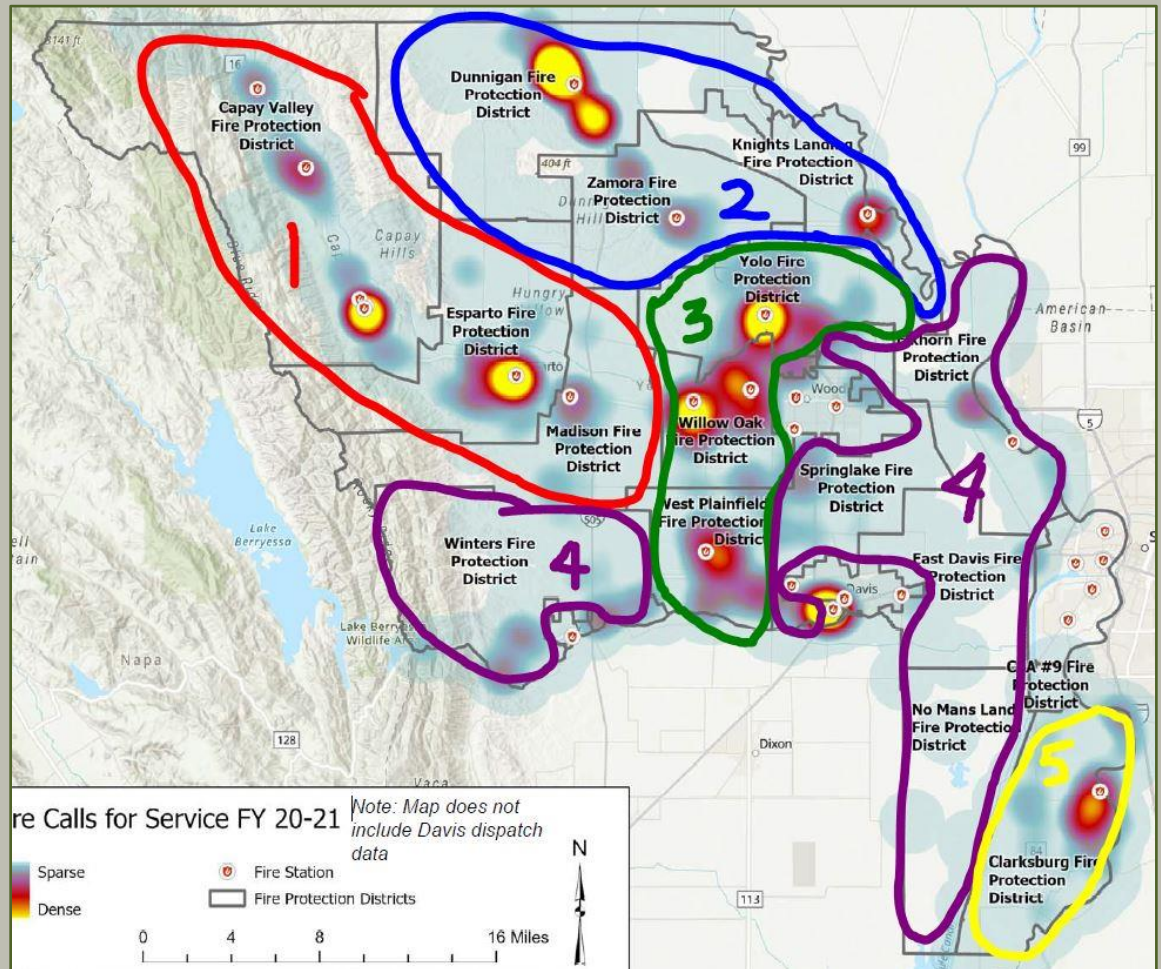
- 3 FPDs in each shared services area
- Sized for “Span and Control”

## Area 4:

- Elkhorn recommended to become a contract FPD
- Consolidate 5 contract FPDs into 1
- Resolve city contract inconsistencies

## Area 5:

- Clarksburg’s land-locked situation limits shared services with other FPDs
- Remain as-is



# Area 1-3 Comparison

## “Span and Control”

	Area 1	Area 2	Area 3
Acres	200,831	127,752	76,261
Sq Miles	314	200	119
Est. Residential Pop	5,214	2,503	4,224
2021 Dispatches	1,104	1,028	1,245
	Area 1	Area 2*	Area 3*
Acres	200,831	161,336	42,677
Sq Miles	314	252	67
Est. Residential Pop	5,214	3,473	3,254
2021 Dispatches	1,104	1,486	787
<i>* If Yolo FPD moves from Area 3 to Area 2</i>			





# Potential Added Benefits Beyond Mutual/Auto Aid

- Partnerships help spread the risk:
  - Shared staff, reserves, and volunteers
  - Areawide reduction of apparatus/reserve
  - Better use of resources overall
- Standardization of equipment, UFC, training, policies and procedures
- Economies of scale (insurance, NFIRS reports, SCO reports, websites, etc.)





# Potential Challenges

- Aligning policies and training
- Aligning staff pay and benefits
- Loss of some FPD control
- Fear of losing volunteer base
- Getting buy-in
- Other Issues?



# Options to Structure Each Service Area

## FPD Options

(shared services via agreement)

- Contract for Services (with city or another FPD)
- Joint Operations Agreement (aka “functional consolidation”)
- Joint Powers Authority/Agency (creates an umbrella agency over the FPDs involved)

## LAFCo Options

(reorganizes FPDs to make sharing permanent)

- Consolidation (requires new Prop 218 – County study?)
- Dissolution/Annexation (option if FPDs want to keep existing Prop 218s)

These are not quick solutions. Focus on relationships, have “real” conversations, set a direction and improvise for local conditions. Experiment and learn what works.

*Will we be soldiers defending our territory or scouts wanting to discover new territory?*

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# Next Steps/Tentative Timeline

- **Late Feb/Early March** Schedule group meetings with FPD board members for each proposed Service Area 1-5
- **March**
  - Continue to develop fire “Service Areas” concept
  - Individual draft MSR to each FPD for review and comment
- **March 31** LAFCo presentation of draft governance recommendations for feedback and direction
- **April 28** LAFCo public hearing to consider adopting final MSR for all 15 FPDs



# Area 1-5 Tentative Meetings

(to include Board Members)

Area	Mtg Option 1	Location
1	Mon, Feb 21 @ 6:30p	Esparto Community Hall
2	Wed, Feb 23rd @ 6p	Zamora Community Hall
3	Mon, Feb 28 @6:30p	Willow Oak Community Hall
4	Thr, Mar 3rd @ 6:30p	Zoom
5	Thr, Mar 3rd @ 4:30p	Clarksburg FPD Mtg (via Zoom?)

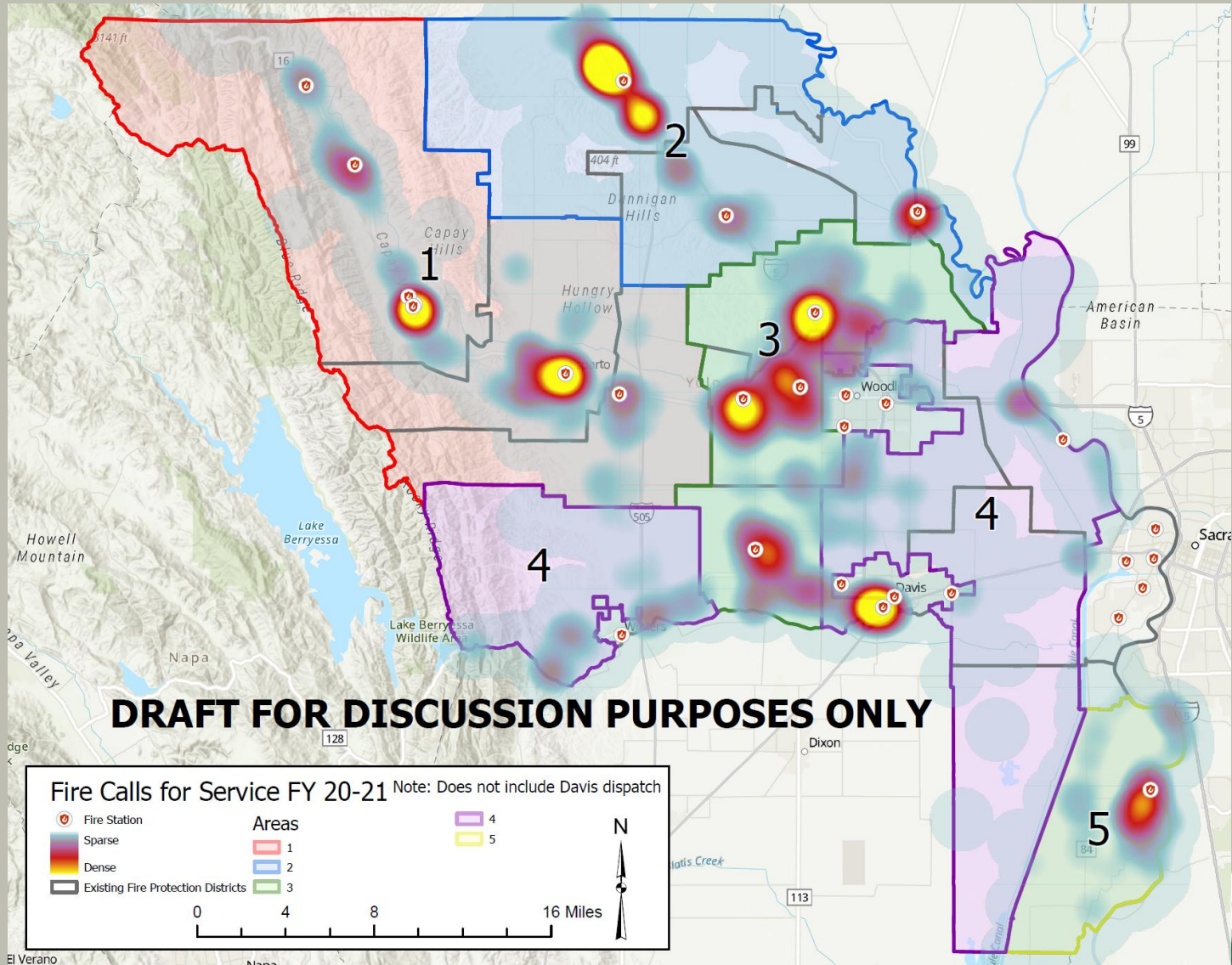
Please contact Christine if this won't work.  
Meetings to be confirmed next week.

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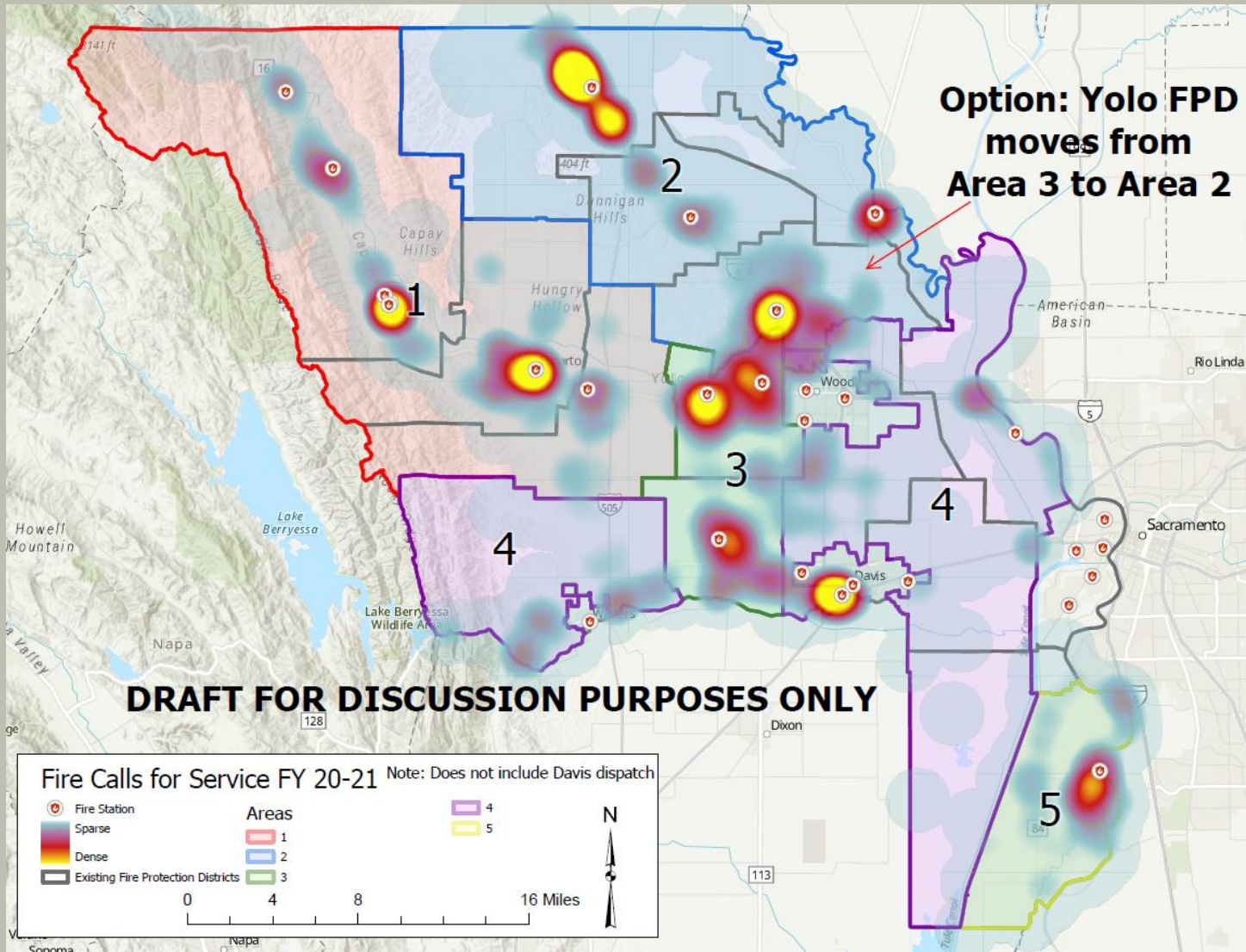
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# Map for Discussion







# Feedback/Questions?

How to reach me if you want to talk offline:

- [christine.crawford@yolocounty.org](mailto:christine.crawford@yolocounty.org)
- Office (530) 666-8048
- Mobile (916) 798-4618

In addition, a survey will be emailed to all chiefs to get additional anonymous feedback

Link to Dec. LAFCo Presentation:

<https://www.yololafco.org/2021-12-09-commission-meeting>

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