

Local Agency Formation Commission of Santa Cruz County



Countywide Fire Protection Service and Sphere Review:

Aromas Tri-County Fire Protection District	Felton Fire Protection District
Ben Lomond Fire Protection District	Pajaro Valley Fire Protection District
Boulder Creek Fire Protection District	Santa Cruz City Fire Department
Central Fire District of Santa Cruz County	Scotts Valley Fire Protection District
County Service Area 4 (Pajaro Dunes)	Watsonville City fire Department
County Service Area 48 (County Fire)	Zayante Fire Protection District

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EXECUTIVE SUMMARY

Introduction

This Service and Sphere of Influence Review presents information about the services and boundaries of the 12 fire service providers in Santa Cruz County. The report will be used by the Local Agency Formation Commission (LAFCO) to conduct a statutorily required review and update process. The Cortese-Knox-Hertzberg Act requires that LAFCO conduct periodic reviews and updates of Spheres of Influence for all cities and special districts in Santa Cruz County (Government Code section 56425).

The Act also requires LAFCO to conduct a review of municipal services before adopting sphere updates (Government Code Section 56430). The last service review for the eight independent fire districts, the two county service areas, and the two city fire departments was adopted on October 13, 2021. Similar to the 2021 report, all fire agencies will be evaluated in this countywide service review.

Findings and Determinations

The service review process does not require LAFCO to initiate changes of organization based on service review conclusions or findings; it only requires that LAFCO make determinations regarding the delivery of public services in accordance with the provisions of Government Code Section 56430. However, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence.

CEQA Determination

Service and sphere reviews are informational documents and are generally exempt from environmental review. LAFCO staff has conducted an environmental review of the Districts' existing spheres of influence pursuant to the California Environmental Quality Act (CEQA) and determined that this report is exempt from CEQA. Such exemption is due to the fact that it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment (Section 15061[b][3]).

Structure of Report

This Executive Summary section provides an overview of the service review, key findings, and recommended actions. The 2026 report has organized the 12 fire agencies into three geographic regions (Rural, Urban, and Valley) based on their primary service areas. Each regional chapter offers a high-level assessment on each agencies' characteristics, operational conditions, fiscal health, governance structure, and overall service capacity. Appendices at the end of this report include the sources used as the basis of the countywide fire evaluation and include a profile of each fire agency, including but not limited to their current sphere maps and financial data analysis. Unlike the 2021 countywide service review, which emphasized detailed operational metrics such as call volumes and travel times, the 2026 report will focus on long-term planning and collaborative opportunities to improve systemwide sustainability. Readers seeking detailed operational data for any of the 12 fire agencies are encouraged to review the 2021 report: https://santacruzlafco.org/wp-content/uploads/2021/11/Countywide-Fire-Service-Sphere-Review-10-13-21-Adopted-Version_.pdf.

Fire Protection District Law of 1987

The Fire Protection District Law (Health & Safety Code §13800, et seq.) is the source of statutory authority for more than 380 fire protection districts across the state. The California Legislature adopted this revised statute in 1987 after a study that culminated in the passage of Senate Bill 515. The Chairman of the Senate Local Government Committee at that time, State Senator Marian Bergeson, authored SB 515, the first complete revision of the fire district laws since 1961. The statute is also known as the Bergeson Fire District Law (§13800) in her honor. The Golden Gate University of Law developed a detailed report explaining how and why the 1987 law was established¹. As part of the 2026 countywide fire report, LAFCO will rely on the Fire Protection District Law of 1987 as a foundational framework for evaluating current governance structures and identifying opportunities for modernization and improved regional service delivery.

Fire Service Providers

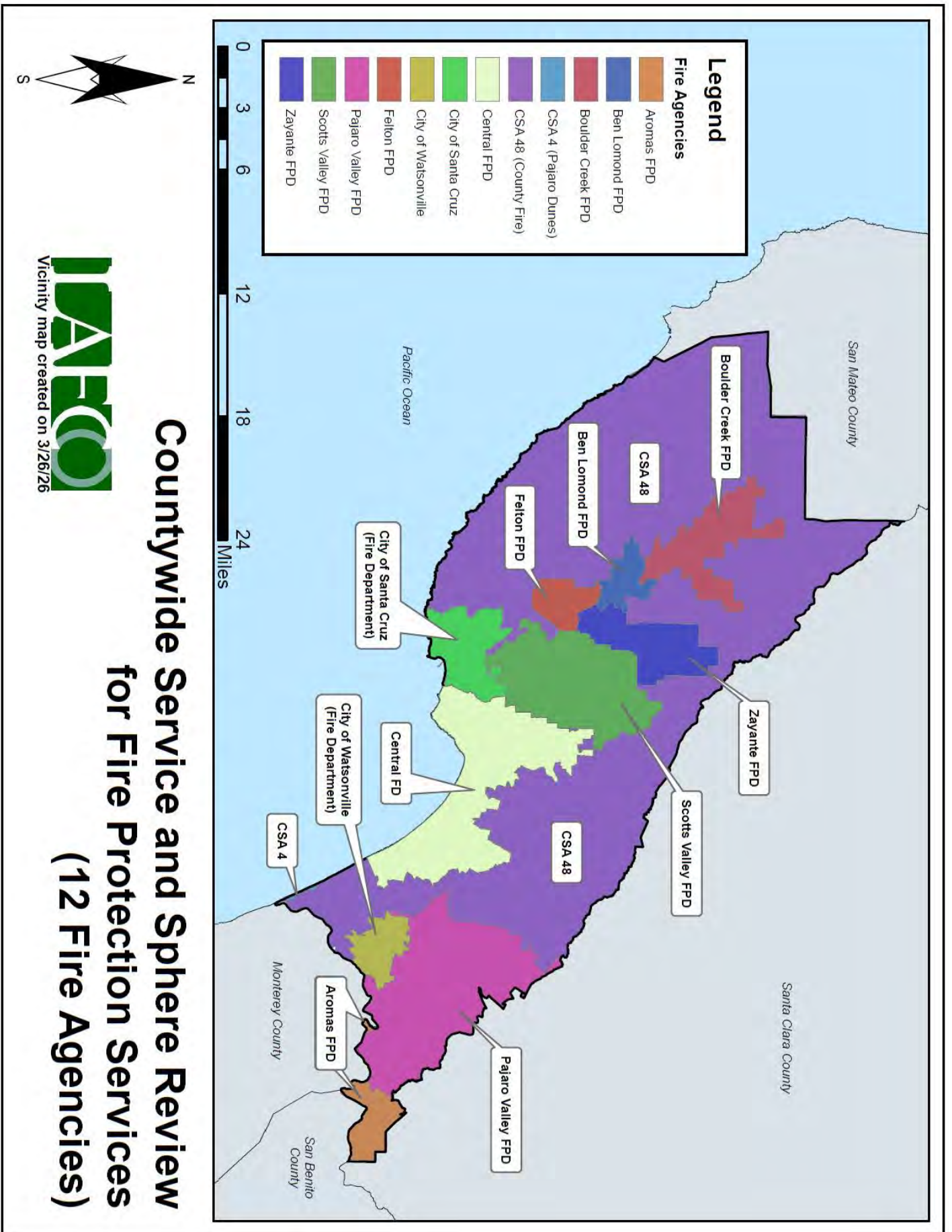
Fire protection and emergency medical services are provided by eight independent special districts, two county service areas, and two city fire departments, as shown below. In accordance with the Commission's Multi-Year Work Program, these 12 fire service providers will be analyzed in this report. **Table 1** below summarizes the fire agencies and **Figure 1** on page 4 provides an overview map depicting their locations.

Table 1: Overview of Fire Agencies

Fire Agencies	Acronyms	Formation Date	Population (2025)	Fire Stations	Service Area
Aromas Tri-County Fire Protection District	"ATCFPD" or "Aromas TCFPD"	October 29, 1951	5,900	1	Within Santa Cruz County (7 square miles)
Ben Lomond Fire Protection District	"BLFPD" or "Ben Lomond FPD"	June 4, 1923	7,193	1	6.5 square miles
Boulder Creek Fire Protection District	"BCFPD" or "Boulder Creek FPD"	August 11, 1923	5,271	2	18 square miles
Central Fire District	"CFD" or "Central FD"	February 4, 2021	91,152	7	55 square miles
County Service Area No. 4	"CSA 4"	January 4, 1966	252	1	0.4 square miles
County Service Area No. 48	"CSA 48"	December 30, 1985	24,413	10	261 square miles
Felton Fire Protection District	"FFPD" or "Felton FPD"	October 23, 1946	6,103	1	6 square miles
Pajaro Valley Fire Protection District	"PVFPD" or "Pajaro Valley FPD"	November 1, 1995	18,310	1	47 square miles
Santa Cruz City Fire Department	"SCCFD" or "Santa Cruz City Fire"	March 31, 1866	72,091	4	12 square miles
Scotts Valley Fire Protection District	"SVFPD" or "Scotts Valley FPD"	January 7, 1958	22,074	3	30 square miles
Watsonville City Fire Department	"WCFD" or "Watsonville City Fire"	March 30, 1868	55,187	2	6 square miles
Zayante Fire Protection District	"ZFPD" or "Zayante FPD"	July 17, 1942	5,086	3	18 square miles

¹ A new Law for a New Mission: Senate Bill 515 and the "Fire Protection District Law of 1987" - https://digitalcommons.law.ggu.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1232&context=caldocs_senate

Figure 1: Countywide Vicinity Map

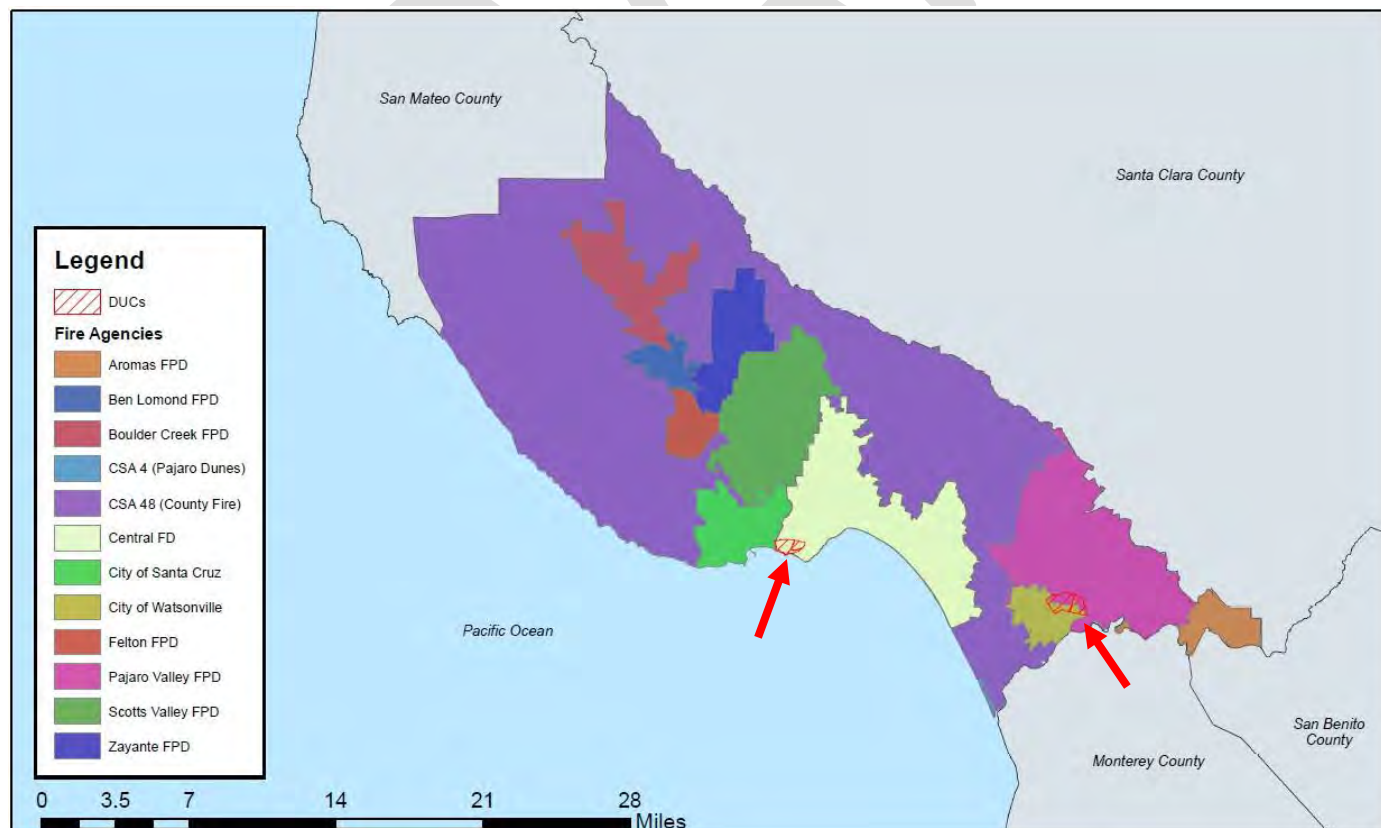


Disadvantaged Unincorporated Communities

In accordance with Senate Bill 244, which became effective on January 1, 2012, state law requires the identification and description of all “disadvantaged unincorporated communities” (DUCs) located within or contiguous to the existing spheres of influence of cities and special districts which provide fire protection, sewer, and/or water services (Government Code Section 56046). DUCs are defined as inhabited unincorporated areas with an annual median household income that is 80% or less than the statewide annual median household income. The identified disadvantaged unincorporated communities must be addressed by LAFCO when: (1) Considering a city annexation proposal involving 10 or more acres with an existing DUC located contiguous to the proposal area; and (2) Approving sphere of influence and municipal service review determinations associated with the update or establishment of spheres of influence for local agencies subject to SB 244 requirements.

In 2025, the California statewide annual median household income was \$109,266², and 80% of that is \$87,413. LAFCO staff utilized the ArcGIS mapping program to locate potential DUCs in Santa Cruz County. Staff’s analysis initially found two areas that may be considered DUCs in the Twin Lakes and Freedom areas, as shown in **Figure 2**. Based on the criteria set forth by SB 244, and in conjunction with further evaluation of these areas, staff determined that constituents are properly served by the Central Fire District for the Twin Lakes DUC and by the City of Watsonville and the Pajaro Valley Fire Protection District for the Freedom DUC.

Figure 2: Disadvantaged Unincorporated Communities in Santa Cruz County



² 2019-2023 U.S. Census Bureau's American Community Survey (ACS) 2019-2023 5-year estimates

Historical Analysis & Today's Reality

In preparation for this service review, LAFCO staff came across five decades of independent fire studies on Santa Cruz County, all reaching the same strategic conclusion: *cohesive structure matters*. The 1973 Sierra Group Long Range Plan, the 1986 LAFCO Capitola/Central analysis, and the 1992 Mid-County Feasibility Study (available under **Appendices A-C**) each found that Santa Cruz County was a fragmented patchwork of individual fire agencies with limits on consistent staffing, training and retention, specialty capability, water-supply logistics, and long-term fiscal sustainability. Each report recommended stronger countywide coordination and, where justified, consolidation or future consideration of some type of reorganization to raise service levels while also improving cost-effectiveness.

1973 Long Range Plan Study

This study, as shown in **Appendix A**, assessed countywide fire protection needs over fifty years ago and proposed a “phased” or multi-step, county-level program to raise fire protection standards. It recommended establishing countywide functions, improved water-supply strategies, and a long-range reorganization plan that would integrate “*all non-wildland fire suppression in the County...into one of four districts: Mid-County District, South County District, San Lorenzo Valley District, and Rural Service Area.*” The report emphasized phased implementation so individual recommendations could be adopted independently or as a complete program. Overall, LAFCO identified three key takeaways from the 1973 study:

- 1) Governance Consolidation as a Strategic Goal: The study explicitly proposed consolidating non-wildland suppression into larger districts to achieve economies of scale and consistent service;
- 2) Countywide Enabling Functions: Centralized prevention, training, communications, and apparatus procurement were prioritized as high-leverage, cost-effective improvements; and
- 3) Operational fixes for water-poor areas: Practical tactics (relay hose systems, standardized apparatus) were recommended to raise firefighting capability where municipal water may be deficient.

1986 Organizational Alternatives Study

This study, as shown in **Appendix B**, examined possible organizational alternatives and sphere boundary amendments for what was formally known as the Capitola and Central Fire Protection Districts. It compared service levels, revenue prospects, and boundary options and concluded that “*consolidation is the only alternative which has the potential to improve the fire service delivery system region-wide.*” The report demonstrated that Capitola FPD’s limited revenue and build-out status constrained its ability to sustain on-duty staffing without reliance on off-duty personnel and outside aid, while Central FPD had growth prospects that could support expanded in-house capacity. This report played a crucial role in the successful consolidation of the fire districts in 1987. This successful change of organization led to another significant feasibility report five years later (Mid-County Consolidation Feasibility Study), which is discussed in more detail in the next paragraph.

1992 Mid-County Consolidation Feasibility Study

This study, as shown in **Appendix C**, was prepared collaboratively by four mid-county districts and evaluated the potential consolidation of Aptos/La Selva, Branciforte, Central, and Scotts Valley into a single Mid-County Fire District. It presented organizational charts, staffing scenarios, fiscal analyses, and operational benefits. The study framed consolidation as a proactive response to statewide consolidation pressures and argued that *“Consolidation...offers a greater depth of resources thus reducing the dependence of outside mutual aid significantly.”* Overall, LAFCO identified three key takeaways:

- 1) Operational Consistency is Transformative: Standardized staffing and procedures reduce the need to commit excess apparatus simply to deliver personnel, improving efficiency and scene effectiveness;
- 2) Phased Fiscal Approach: The study emphasized phased staffing and administrative realignment, protecting employees (no layoffs, no pay cuts) while shifting savings into frontline staffing; and
- 3) Shared Specialty Services: Centralized HazMat, advanced life support/paramedic engines, and maintenance functions were shown to raise countywide resilience more affordably than duplicating capabilities across many small districts.

Although the four districts identified in the 1992 study did not immediately consolidate into a single agency, they eventually reached similar conclusions in the early 2020s and, in partnership with Santa Cruz LAFCO, advanced two separate and significant reorganizations: the 2021 consolidation of Central and Aptos/La Selva FPDs and the 2023 reorganization involving Branciforte and Scotts Valley FPDs. Together, the three historical documents have been emphasizing greater coordination, strategic partnerships, and thoughtful LAFCO facilitation to produce lasting improvements in service equity, specialized capability, and long-term fiscal health.

Why These Historical Fire Studies Matter in 2026

Operating fire protection districts in today’s environment has become an increasingly costly and administratively challenging endeavor driven by rising personnel expenses, stricter training and safety regulations, and the need to pay for modern equipment, facilities, and year-round wildfire readiness. These pressures have contributed to an increase of fire-related reorganizations across California in recent years. For example, in July 2020, the City of Vernon initiated annexation into the LA County Consolidated Fire Protection District - a move that was projected to save the city more than \$30 million over three years in fire and EMS costs³. That same year, Santa Cruz LAFCO approved the Central & Aptos/La Selva Fire Consolidation in November 2020 creating a unified district serving approximately 90,000 residents. In April 2025, Nevada County advanced the consolidation of the Penn Valley and Rough and Ready Fire Protection Districts, citing rising wildfire risk and long-term fiscal pressures as key drivers of the reorganization⁴. More recently, the Gold Ridge Fire Protection District completed a reorganization to annex the Monte Rio Fire Protection District and the City of Sebastopol in July 2025, further consolidating fire governance in Sonoma County⁵.

³ LA LAFCO: https://rsgsolutions.com/case_studies/consolidated-fire-protection-district-of-the-county-of-los-angeles-municipal-services-review-and-sphere-of-influence-update-la-lafco/

⁴ Nevada LAFCO: https://www.theunion.com/news/penn-valley-and-rough-ready-fire-districts-return-to-original-plan-for-joint-consolidation/article_a8149221-af2a-4af2-bd29-7b2211034934.html

⁵ Sonoma LAFCO: <https://www.goldridgefire.org/files/1bf6a5e8f/Resolution+25+26+01+Implementing+the+Consolidation+of+MRFPD+and+Sebastopol.pdf>

Based on LAFCO's analysis of documented actions by other LAFCOs, county boards, and fire districts across the state, California has seen an nearly 20 fire-related consolidations, annexations, or major governance reorganizations between 2020 and 2025. These actions include formal district mergers, annexations into larger regional fire authorities, shared-services restructurings that effectively unify management, and LAFCO-approved reorganizations. Collectively, these actions reflect a broader statewide trend toward more sustainable governance restructuring as agencies seek to improve service reliability, reduce duplication, and strengthen long-term fiscal stability.

Purpose of 2026 LAFCO Report

Many of the operational recommendations contained in the three historical studies (on expanded mutual and automatic aid, shared training programs, joint purchasing, and improved communications) have been implemented in various forms since the 1970s and were reaffirmed in LAFCO's 2021 Countywide Fire Service & Sphere Review. These studies consistently demonstrate that the biggest opportunity for long-term improvement are, and continues to be, in the area of "governmental change". These changes may take the form of strategic reorganizations, consolidations, or regional service models that maintain local stations while aligning administration, apparatus, and staffing in ways that strengthen overall system performance.

As the 2026 review looks ahead, it is important to recognize that the 12 fire agencies in Santa Cruz County are operating effectively and continue to provide strong service to their communities. In this context, LAFCO's role is not to direct or disrupt local operations, but to support each district in sustaining the highest possible level of service for their constituents. The governance tools and initiatives outlined in this report, including but not limited to possible targeted pilot projects and exploration of regional spheres, are intended to reduce uncertainty and assist agencies on their own terms.

Past experiences in Santa Cruz County has shown that meaningful organizational change depends on timing, having the right people at the table, and a commitment to a genuinely collaborative effort. LAFCO has seen successes in recent years when ideas emerge from the ground up, with districts leading the conversation and LAFCO serving as a supportive partner, rather than a top-down approach. Encouraging agencies to explore alternatives during stable economic periods (rather than during fiscal strain, leadership transitions, or following a major disaster) allows these discussions to occur from a position of strength and shared purpose.

Accordingly, this report will frame the next phase of countywide fire service by identifying opportunities that LAFCO is uniquely positioned to convene and guide. The first step involves establishing long-range regional sphere boundaries that complement, rather than replace, each fire agency's existing sphere. This broader framework (discussed in more detail later in the report) will highlight current partnerships, strengthen the use of shared resources, and provide a structured, collaborative basis for evaluating future organizational changes. The second step is to support a phased approach to evaluating the shared-service opportunities by region – starting with the Rural Region and the currently proposed reorganization of CSA 48 into an independent fire district. Taken together, these efforts reflect a positive, forward-looking approach: one that honors the strong performance of local fire agencies today while ensuring that Santa Cruz County remains well-positioned to meet the evolving fire protection needs of tomorrow.

Financial Performance and Long-Term Sustainability

A fire agency's financial performance is a core indicator of its ability to sustain services in Santa Cruz County. Fire protection is resource-intensive: personnel costs dominate operating budgets, capital equipment requires regular replacement, and emergency demands can shift quickly with wildfire conditions, weather, and community growth. Agencies with stable and diverse finances can maintain staffing, invest in apparatus and facilities, and respond effectively to community needs. Agencies with limited or distressed finances are faced with trade-offs in deferring capital projects, reducing service levels, relying on outdated staffing models, or depending heavily on a single stagnant revenue source.

Assessing financial performance is therefore essential to determining whether an agency can maintain its service delivery model and meet long-term obligations. LAFCO is required under Government Code Section 56430 to evaluate financial ability, service adequacy, and opportunities for shared services or governance changes. To provide a clear and consistent assessment across all 12 fire agencies, this 2026 report uses three fiscal indicators to assess financial health: (1) Operating Margin, (2) Liquidity, and (3) Long-Term Liabilities, which are described in **Table 2**.

Table 2: Description of Fiscal Indicators

Indicator	Measurement	Formula	Results	Ratio Meaning
Operating Margin	Year-to-Year Stability	Operating Revenues minus Operating Expenses divided by Operating Revenues	Whether current revenues support ongoing costs	A high margin means recurring revenues exceed recurring costs, showing the agency is living within its means. A low or negative margin means recurring costs are close to (or exceed) recurring revenues, signaling potential budget strain and reliance on reserves or one-time funds.
Liquidity (Cash Position)	Short-Term Resilience	Cash & Investments divided by Current Liabilities	Ability to absorb volatility and unanticipated / emergency costs	A high ratio means the agency has ample cash compared to its short-term bills, giving it flexibility to cover operating costs without borrowing. A low ratio means limited cash relative to short-term obligations, increasing the risk of cash-flow strain before major revenue distributions.
Long-Term Liability Burden	Long-Term Viability	Total Long-Term Liabilities divided by Annual Revenues	Ability to maintain infrastructure and manage obligations	A low ratio means the agency's long-term obligations are small relative to its revenue. A high ratio means the agency's long-term obligations consume a large share of its revenue.

Cruz County. By applying the same fiscal indicators across all agencies, LAFCO can clearly identify patterns that emerge within each region. The indicators show where agencies share similar pressures, where disparities exist, and where regional collaboration may offer the greatest benefit. This reinforces the value of the three-region framework as a planning-level tool for understanding service conditions, governance capacity, and long-term sustainability. **Table 3** also provides an overview of the indicators for each fire agency during FY 2023-24. Based on the indicators, LAFCO reached the following conclusions:

- **Rural agencies** face dispersed populations, limited revenue growth, and higher per-capita service costs. Their fiscal indicators highlight possible challenges in maintaining reserves, funding apparatus replacement, providing for administrative support, and/or managing long-term liabilities.
- **Urban agencies** generally benefit from larger tax bases, encounter higher call volumes, and require more administrative capacity. Their fiscal indicators show stronger operating margins, healthier reserves, but significant long-term liabilities such as pension obligations.
- **Valley agencies** operate in an environment that is geographically constrained, revenue-limited, and increasingly affected by rising call volumes and wildfire risk. Their fiscal indicators reveal narrow operating margins for some yet sufficient cash on hand which results in manageable impacts regarding their long-term obligations.

Table 3: Fiscal Indicators by Fire Agency (FY 2023-24 Data)

Fire Agency	Operating Margin (a)	Liquidity (b)	Long Term Liabilities (c)
<u>Rural Region</u>			
ATCFPD	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
CSA 4	-33%	<i>Data Not Available</i>	<i>Data Not Available</i>
CSA 48	5%	<i>Data Not Available</i>	<i>Data Not Available</i>
PVFPD	6%	514.20	12%
<u>Urban Region</u>			
CFD	6%	19.42	189%
SCFD	-380%	<i>Data Not Available</i>	<i>Data Not Available</i>
SVFPD	19%	18.05	182%
WCFD	4%	2.85	86%
<u>Valley Region</u>			
BLFPD	10%	18.18	12%
BCFPD	38%	55.37	24%
FFPD	7%	40.31	33%
ZFD	2%	5.42	36%

Footnotes:

(a) Positive margin (>0%) indicates recurring revenues exceed costs; break-even (0%) shows no cushion; negative margin (<0%) reflects recurring costs exceeding revenues.

(b) High (≥3.0) indicates strong short-term stability; moderate (1.0–3.0) reflects adequate but timing-sensitive cash flow; low (<1.0) signals cash-flow vulnerability.

(c) Low (<50%) indicates fewer long-term obligations relative to revenue; moderate (50–100%) reflects manageable but notable obligations; high (>100%) signals significant long-term liabilities that may constrain future budgets.”

Spheres of Influence

City and special district spheres define the probable physical boundaries and service area of a local agency, as determined by the Commission (Government Code Section 56076). The law requires that spheres be updated at least once every five years, either concurrently or subsequently to the preparation of service reviews. Spheres are determined and amended solely at the discretion of the Commission. In determining the sphere of influence for each local agency, the Commission is required by Government Code Section 56425(e) to consider certain factors, including:

- The present and planned uses in the area, including agricultural and open-space lands;
- The present and probable need for public facilities and services in the area;
- The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide;
- The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency; and
- An update on a sphere of influence for a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

Sphere Determinations

Santa Cruz LAFCO recognizes that a sphere of influence is a critical long-range planning tool for fire districts - one that helps clarify each agency's logical service area, guide future governance decisions, and support transparent, community-focused service planning. As part of the 2026 Countywide Fire Service & Sphere Review, staff is recommending reaffirming the existing sphere boundaries for all fire agencies, with the exception of CSA 4 which currently holds a zero sphere and should be updated to be coterminous with its jurisdictional boundary. The current sphere maps for each fire agency are shown under **Appendices D-O**. The proposed sphere maps for each fire agency are shown within their respective region chapters in this report. **Table 4** on page 12 summarizes the current sphere designations and the proposed sphere updates.

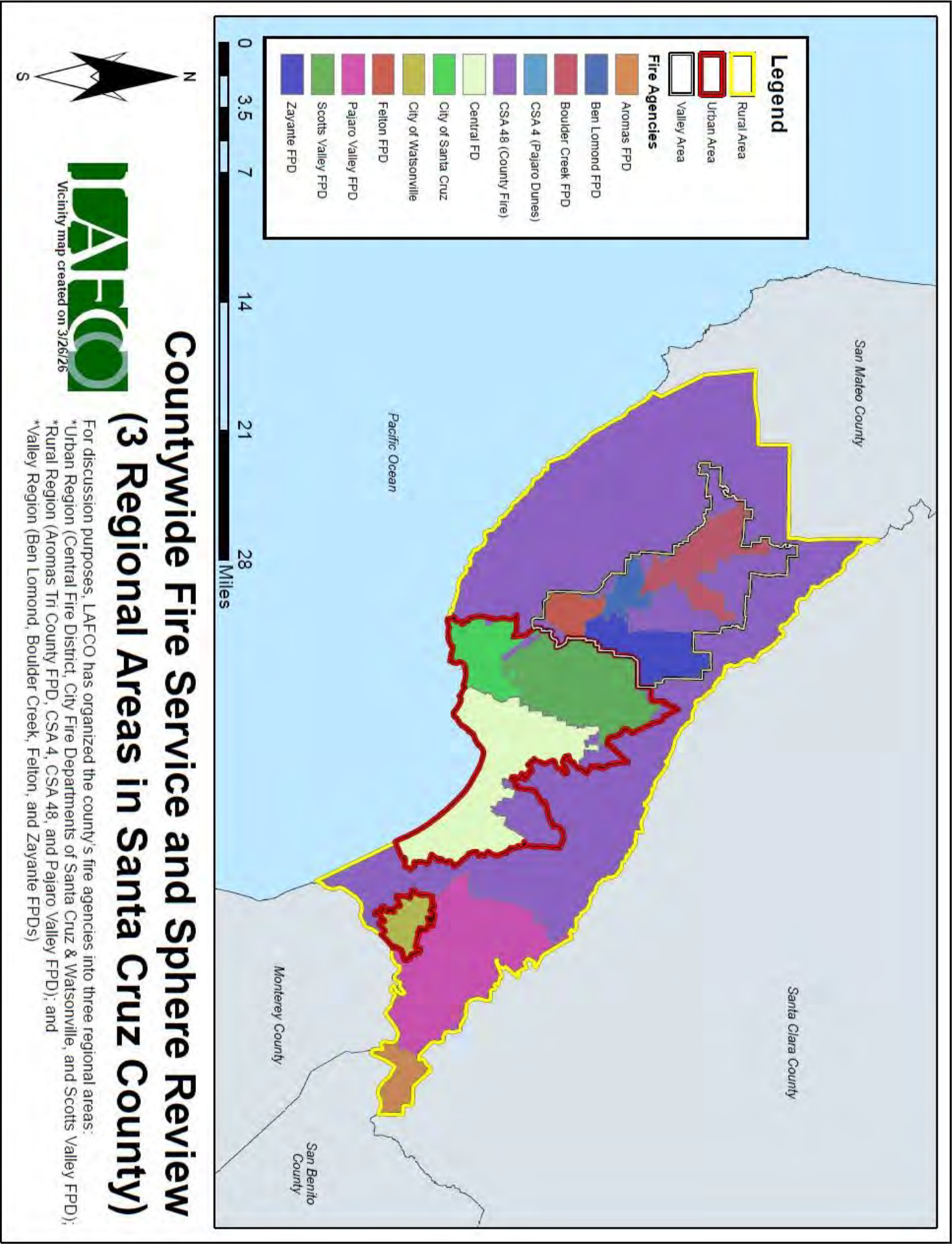
In addition to reaffirming the individual spheres, staff is further recommending establishing three regional spheres to correspond with the Rural, Urban, and Valley areas described in this report, as shown in **Figure 3** on page 13. These regional spheres are not intended to replace or diminish an agency's individual sphere boundary. Instead, they provide a complementary planning framework to allow LAFCO to assist the fire agencies in evaluating service relationships, resource needs, and potential governance opportunities in a more coordinated and forward-looking manner. Staff notes that these complementary regional spheres are planning tools and may be refined over time based on feedback from the affected agencies, including the possibility of conducting a special study to determine whether alternative regional amendments would better support long-term service and governance needs.

Table 4: Current & Proposed Sphere Designations

Fire Service Providers	Original Adoption	Current Sphere (2021)	Proposed Sphere (2026)
Aromas TCFPD	Coterminous with District (1989)	Same as Original SOI	Reaffirm Sphere
Ben Lomond FPD	Larger than District (1989)	Same as Original SOI	Reaffirm Sphere
Boulder Creek FPD	Larger than District (1989)	Same as Original SOI	Reaffirm Sphere
Central FD	Larger than District (2020)	Same as Original SOI	Reaffirm Sphere
CSA 4	Coterminous with District (1989)	Zero Sphere	Coterminous with District
CSA 48	Larger than District (1985)	Sphere Reduction	Reaffirm Sphere
Felton FPD	Larger than District (1994)	Same as Original SOI	Reaffirm Sphere
Pajaro Valley FPD	Larger than District (1995)	Same as Original SOI	Reaffirm Sphere
Santa Cruz City	Larger than City (1983)	Same as Original SOI	Reaffirm Sphere
Scotts Valley FPD	Larger than District (1994)	Same as Original SOI	Reaffirm Sphere
Watsonville City	Larger than City (1983)	Same as Original SOI	Reaffirm Sphere
Zayante FPD	Different than District (1994)	Same as Original SOI	Reaffirm Sphere
Proposed Regional Sphere Boundaries			
Rural Region Area	Combined sphere to include Aromas FPD, CSAs 4 & 48, and Pajaro Valley FPD		
Urban Region Area	Combined sphere to include Central FD, Santa Cruz City, Scotts Valley FPD, and Watsonville City		
Valley Region Area	Combined sphere to include Ben Lomond, Boulder Creek, Felton, and Zayante FPDs		

Footnote: Proposed regional spheres will not replace individual sphere boundaries.

Figure 3: Proposed Regional Sphere Boundaries



Key Findings

The following are key findings of the 2026 Countywide Fire Service and Sphere Review.

1. Santa Cruz County has a longstanding interagency coordination.

Santa Cruz County's 12 fire agencies maintain a robust and well established network of mutual aid agreements, automatic aid arrangements, and cooperative response protocols that enable seamless support across jurisdictional boundaries. These agreements ensure that the closest appropriate unit responds to an emergency regardless of service areas, a critical feature given that fire and medical emergencies do not recognize jurisdictional boundaries. Local districts publicly document their participation in countywide, regional, and statewide mutual aid systems, while CAL FIRE's Cooperative Fire Protection Program further strengthens interagency coordination by integrating state resources with local operations. Together, these longstanding partnerships demonstrate that Santa Cruz County's fire agencies operate within a highly collaborative, boundary agnostic system: one that enhances response reliability, maximizes resource availability, and reflects the unique operational realities of fire protection services in this county.

2. Sphere boundaries remain outdated and fragmented.

The 2026 service review found that spheres of influence for most fire districts have not changed in decades, resulting in a patchwork of boundaries that reflect historical service patterns rather than current operational realities. Many districts continue to operate within spheres that no longer align with population growth or development trends, and the functional service areas have evolved through mutual and automatic aid. Staff has concluded that the county's fire service landscape aligns naturally into three broad geographic county regions (rural, urban, and valley), which coincidentally align with three different service models: CAL FIRE serves the rural areas under contracts with the individual districts and CSAs; the urban areas are served by full-time career departments offering specialized services including paramedics; and the historically community-driven departments serving the San Lorenzo Valley. Therefore, staff recommends establishing corresponding regional spheres of influence as supplemental planning tools.

3. Volunteer-dependent staffing models are increasingly unsustainable.

The 2026 service review highlights that several districts still relied heavily on volunteer firefighters, a model that has become increasingly difficult to sustain due to declining volunteer availability, evolving training requirements and the steady increase in medical-related call volume. While volunteerism remains important to community identity, LAFCO staff notes that emergency response demands, consistent staffing levels, rapid turnout, and specialized training are challenging to maintain through volunteer only models. As a result, many fire agencies have already begun transitioning toward hybrid or fully paid staffing models, and LAFCO identified this shift as essential for ensuring reliable, around the clock service in both rural and suburban areas.

4. Significant fiscal disparities create uneven service capacity.

The 2026 service review identified substantial differences in the fiscal capacity of fire agencies across Santa Cruz County, driven by variations in property tax allocations, special taxes, and historical funding structures. Some districts benefit from stable and diversified revenue streams that support full time staffing, modern apparatus, and ongoing capital investment. Others operate with limited or structurally insufficient funding, making it difficult to maintain facilities, replace aging equipment, or expand administrative and

prevention programs. These financial disparities directly influence each district's ability to sustain long term service commitments and highlight the importance of exploring shared services models, regional partnerships, or governance restructuring options to ensure that all communities continue to receive reliable and adequately funded fire protection service.

5. Service delivery capacity varies widely across jurisdictions.

The 2026 service review emphasized that the fire agencies operate within increasingly complex emergencies that routinely exceed the capacity of any single district to manage independently. While the fire agencies already benefit from strong mutual and auto aid agreements, LAFCO staff found that these cooperative arrangements (though effective) are inherently reactive and rely on voluntary coordination among the separate agencies. Stronger, more formalized regional partnerships, whether through shared services agreements, reorganizations, or consolidations, could enhance operational consistency, improve resource deployment, and strengthen planning and prevention efforts across entire geographic areas. More importantly, staff notes that such governance improvements can be structured to help preserve local stations, maintain community identity, and ensure continued representation, while still delivering the benefits of unified staffing, administration, training, and specialty capabilities. As emergencies grow more complex and create greater interdependency, advancing these regional frameworks will be essential to ensure reliable and equitable fire-related services countywide.

6. Administrative capacity is uneven and increasingly critical.

The 2026 service review highlighted that administrative capacity varies widely among fire agencies, with several smaller districts lacking dedicated staff for essential functions, such as finance, human resources, training coordination, regulatory compliance, and grant management. As state and federal requirements have expanded, particularly in areas (such as wildfire mitigation, workplace safety, emergency medical reporting, and disaster planning), the administrative workload has grown substantially. Agencies with limited administrative infrastructure face increasing difficulty in meeting these obligations, which can affect operational readiness and long term planning as fire chiefs become overwhelmed with necessary administrative tasks. Strengthening administrative capacity through shared services agreements, regional partnerships, or governance restructuring has become an increasingly important strategy for ensuring that all districts can meet modern service expectations.

7. Capital infrastructure needs are outpacing district budgets.

The 2026 service review documents significant capital infrastructure challenges for many districts across the county, including aging fire stations, outdated apparatuses, and deferred maintenance that lack the financial capacity to address. Modern fire and EMS operations require specialized equipment, compliant facilities, and regular capital reinvestment, expenses that are growing at a faster rate than the revenues of many smaller or rural districts. This trend is consistent with statewide conditions, where escalating construction costs, stricter facility standards, and longer apparatus replacement cycles are placing pressure on local fire agencies. Without coordinated capital planning or shared investment strategies, these gaps will continue to widen. Regional approaches, pooled purchasing, and consolidated capital planning can help ensure that all communities benefit from safe, modern, and reliable fire infrastructure.

8. Governance structures are not always aligned with modern service realities.

The 2026 service review found that many fire district governance structures reflect historical community boundaries and service expectations that no longer align with current operational realities. Population growth, development patterns, and the increasing volume and complexity of emergency response have created service environments that extend beyond traditional district lines. In some areas, multiple agencies respond and almost function as a single operational region, while in others, small districts face governance and administrative burdens disproportionate to their size. These misalignments are not unique to Santa Cruz County - they mirror statewide challenges where legacy governance structures struggle to support modern, all hazards service delivery.

9. Statewide movement toward regionalization is accelerating.

Across California, fire agencies are increasingly adopting regional service models to address staffing shortages, rising costs, administrative complexity, and growing all hazard demands. Since 2020, numerous counties, including El Dorado, Marin, Placer, Riverside, San Bernardino, Santa Clara, and Sonoma, have advanced consolidations, reorganizations, or established regional fire authorities to improve service delivery and financial sustainability. These efforts reflect a broader statewide recognition that modern fire protection services often require deeper integration of staffing, training, administration, and capital planning than traditional or single district structures can provide.

10. The majority of the fire agencies manage transparent websites.

State law requires independent special districts to maintain a robust website to ensure that constituents are aware of the local agencies' operations and finances. While the law does not apply to dependent special districts, LAFCO is impressed with the level of transparency from most of the fire agencies. Based on LAFCO's 2026 analysis, all 12 fire agencies met most of the benchmarks used to measure online transparency, with the exception of the Aromas Tri-County Fire Protection District, and County Service Areas 4 and 48. LAFCO is recommending that the agencies update their website to comply with Senate Bill 969 before the next service review cycle (June 2031).

11. LAFCO's evolving role as a collaborative partner in fire service governance.

The 2026 service review, along with recent governance actions in Santa Cruz County and across California, reflects a broader shift in how LAFCOs are perceived by fire districts and local governments. Historically viewed by some agencies as an obscure regulatory body or potential threat to local autonomy, LAFCOs have increasingly been recognized as valuable partners that provide objective analysis, technical expertise, and facilitation support to help fire agencies operate more effectively. In Santa Cruz County, recent reorganizations demonstrate how LAFCO can help districts strengthen service delivery, stabilize finances, and expand operational capacity while preserving local stations, community identity, and representation. Similar examples across the state show that LAFCO supported reorganizations, shared services agreements, and regional governance models can reduce administrative burdens, improve staffing depth, and enhance long term sustainability of fire protection services. This evolving perspective underscores LAFCO's role not as an external force imposing change, but as a resource and facilitator that supports fire agencies in meeting modern service demands and achieving durable, community centered improvements.

Recommended Actions

Based on the analysis and findings in the 2026 Countywide Fire Protection Service and Sphere of Influence Review, the Executive Officer recommends that the Commission:

1. Find that pursuant to Section 15061(b)(3) of the State CEQA Guidelines, LAFCO determined that the service and sphere of influence review is not subject to the environmental impact evaluation process because it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment and the activity is not subject to CEQA;
2. Determine, pursuant to Government Code Section 56425, the Local Agency Formation Commission of Santa Cruz County is required to develop and determine a sphere of influence for the 12 affected agencies, and review and update, as necessary;
3. Determine, pursuant to Government Code Section 56430, the Local Agency Formation Commission of Santa Cruz County is required to conduct a service review before, or in conjunction with an action to establish or update a sphere of influence; and
4. Adopt a Resolution (LAFCO No. 2026-11) approving the 2026 Countywide Fire Protection Service and Sphere Review with the following terms and conditions:
 - a. Reaffirm the existing spheres of influence for all fire agencies, with the exception of CSA 4;
 - b. Adopt a coterminous sphere of influence for County Service Area 4;
 - c. Adopt regional spheres for the Rural, Urban, and Valley areas;
 - d. Request that the Aromas Tri-County Fire Protection District, County Service Area 4, and County Service Area 48 update their websites to comply with Senate Bill 969 (website transparency) before the next service review cycle (June 2031);
 - e. Request that the City of Santa Cruz begin disclosing the fire department's assets and liabilities in future audits for additional transparency;
 - f. Direct staff to conduct a request for proposal by October 2026 to hire an outside consultant to produce a feasibility study exploring the reorganization of CSA 48 into an independent fire district;
 - g. Direct staff to work collaboratively with the fire agencies within the Rural and Urban Regions to assess whether a feasibility or special study would provide useful information to support long-term service planning and community benefit, as supported by the governing boards of the affected fire agencies;
 - h. Direct staff to engage with the fire agencies within the Valley Region to determine whether a feasibility or special study may assist the agencies in identifying opportunities to sustain and/or enhance service to their constituents; and
 - i. Direct the Executive Officer to distribute a copy of the adopted service and sphere review to the 12 fire agencies, Monterey LAFCO, San Benito LAFCO, and any other interested or affected parties, including but not limited to the Civil Grand Jury and the Fire Department Advisory Group.

REGIONAL SPHERES FOR FIRE SERVICE PLANNING

Sphere Overview

The 2026 Countywide Fire Service & Sphere Review introduces a strengthened regional framework concept that groups the county's fire agencies into three service areas: the Valley Area, Urban Area, and Rural Area. This structure is not intended to replace existing district spheres of influence, modify governance authorities, or act as a precursor for reorganization. Instead, it provides a regional-level planning perspective that reflects how communities function, how services are delivered, and how risks and resources align across the county. By grouping agencies with similar characteristics, the agency governing boards can more clearly evaluate service conditions, highlight existing strengths, and identify opportunities for improved coordination or long-term sustainability – which are based on local needs and agency-led initiatives.

The regional spheres derive from the technical analysis established in LAFCO's 2021 Countywide Fire Service & Sphere Review, supplemented by updated operational, demographic, and fiscal data collected for the 2026 report. They are further reinforced by LAFCO's statutory mandate under Government Code Sections 56425 (sphere determinations) and 56430 (service determinations), which require LAFCO to assess service efficiency, governance structures, and the capacity of agencies to meet current and future community needs. This regional framework also played a direct role in shaping the 11 key findings identified in this report discussed on pages 14-16. To ensure consistency and transparency, each regional chapter evaluates agencies through five analytical components that align with statutory criteria and reflect the operational realities of fire service delivery countywide, as shown in **Table 5**.

Table 5: Summary of Regional Chapters' Analytical Components

Component	Purpose	Description
Population Characteristics	Reviews population density, demographics, land use, and community identity.	These factors shape call volume, service expectations, and incident types, helping explain why certain agencies face similar operational demands.
Service Levels & Staffing Models	Evaluates staffing structures (career, combination, volunteer), administrative capacity, call volume, deployment standards, and specialized capabilities.	Agencies grouped together typically share comparable staffing challenges, resource constraints, and operational expectations.
Shared Risk Environment	Analyzes wildfire exposure, access limitations, development patterns, and environmental hazards.	Agencies within each region face similar risk profiles, supporting long-term resiliency planning and justifying regional alignment.
Existing Agreements & Operational Interdependence	Documents mutual/automatic aid, shared training, dispatch integration, EMS coordination, and cross-jurisdictional partnerships.	Demonstrates how agencies already function as part of a broader regional system, reinforcing natural operational groupings.
Regional Summary & Justification	Synthesizes why agencies are grouped together and how the framework supports LAFCO's statutory role.	Clarifies that regional categories are planning tools, highlighting shared strengths, challenges, and opportunities for collaboration or future governance discussions.

Together, these analytical components provide a consistent, transparent, and a technically grounded basis for the regional groupings presented in this report. They also ensure that LAFCO's findings and recommendations are rooted in objective data and independent analysis, aligned with statutory requirements, and reflective of the operational realities faced by fire agencies throughout Santa Cruz County.

RURAL AREA

**(Aromas Tri-County Fire Protection District,
County Service Area 4, County Service Area 48,
and Pajaro Valley Fire Protection District)**

Rural Area

The Rural Area region includes the agencies serving the county's most rural, agricultural, and geographically dispersed communities: CSA 4, CSA 48, Pajaro Valley Fire Protection District, and Aromas Tri-County Fire Protection District. These communities are characterized by low-density residential development, extensive agricultural operations, and significant distances between population centers⁶. Their land-use patterns and economic characteristics differ substantially from those of the valley and urban regions, creating a distinct service environment with unique operational challenges. **Table 6** provides an overview of each fire district. **Appendices D-G** offer a more detailed summary of each fire district.

Table 6: Overview of the Rural Area Region Fire Agencies

Fire Agency	Formation Date	Service Area	District Staffing	FY 23-24 Audit	Source of Revenue
Aromas Tri-County	October 1951	40 square miles (7 sq. miles in Santa Cruz County)	<i>Data Not Available</i>	<i>Data Not Available</i>	<i>Data Not Available</i>
CSA 4	January 1966	0.5 square miles	9.1 FTE; 0 PTE; 0 volunteers	Total Revenue = \$1.9 million Total Expense = \$2.5 million	Primary source is property taxes (50%) Plus an Assessment (48%)
CSA 48	December 1985	261 square miles	11.5 FTE; 27 Seasonal; 73 volunteers	Total Revenue = \$2.9 million Total Expense = \$2.8 million	Primary source is Benefit assessments (98%)
Pajaro Valley	November 1995	47 square miles	8.4 FTE; 0 PTE; 0 volunteers	Total Revenue = \$2.5 million Total Expense = \$2.3 million	Primary source is property taxes (85%) Plus an Assessment (5%)

Footnote: FTE means full-time employee and PTE means part-time employee

Latest Efforts

The Rural Area is in a significant period of transition. PVFPD initiated a reorganization in April 2025 to dissolve the district and concurrently annex the Pajaro Valley community into CSA 48. Prior to this development, the County, CAL FIRE, and LAFCO had been collaborating on a feasibility study to evaluate whether CSA 48 could be converted into an independent fire protection district. Those discussions and analyses remain active, but the PVFPD reorganization has shifted staff capacity and timelines. A webpage dedicated for the PVFPD reorganization is now available on the LAFCO website (https://santacruzlafco.org/pvfpd_reorg/) and accessible from the PVFPD website as well.

Given the complexity of the proposed CSA 48 governance changes and current staff workload, it may be advantageous for LAFCO to retain an outside consultant to prepare a comprehensive, professionally developed feasibility study to analyze the reorganization of CSA 48 into an independent fire district. Future evaluations can also explore the fiscal and/or organizational impacts to the other fire agencies within the Rural Region. In addition, property owners in CSA 4 approved a significant increase in their assessment rates, subsequently increasing staffing levels on the engine that serves their area. In the same time period, property owners in the PVFPD failed to pass an increased assessment, causing the district to reduce staffing levels on the engine that serves the district.

Population Characteristics

Population density in the Rural Area is significantly lower than in other regions, resulting in longer response times, greater reliance on volunteer or paid-call staffing, and higher per-capita service costs. The dispersed nature of development requires agencies to maintain wide coverage areas with limited resources, often relying on mutual aid to meet peak demand. These demographic and geographic characteristics shape the region's service expectations and operational realities. Based on LAFCO's analysis, this region has a total population of approximately 49,000. **Table 7** provides an overview of the population projections up to 2040.

Table 7: Population Projections for the Rural Area Region

Fire Agency	2025	2030	2035	2040
ATCFPD	5,900	5,950	6,001	6,053
CSA 4	252	254	257	259
CSA 48	24,413	24,622	24,834	25,046
PVFPD	18,310	18,467	18,625	18,785
Rural Area	48,875	49,294	49,717	50,143

Service Levels & Staffing Models

Service levels in the Rural Area vary but all of the agencies contract with CAL FIRE for fire protection services. Administrative structures are provided by CAL FIRE and the agency may rely on seasonal or part-time coverage to meet operational needs. CSA 48, in particular, operates under a unique hybrid model in which CAL FIRE provides staffing and operational support through contract, supplemented by volunteer companies⁷.

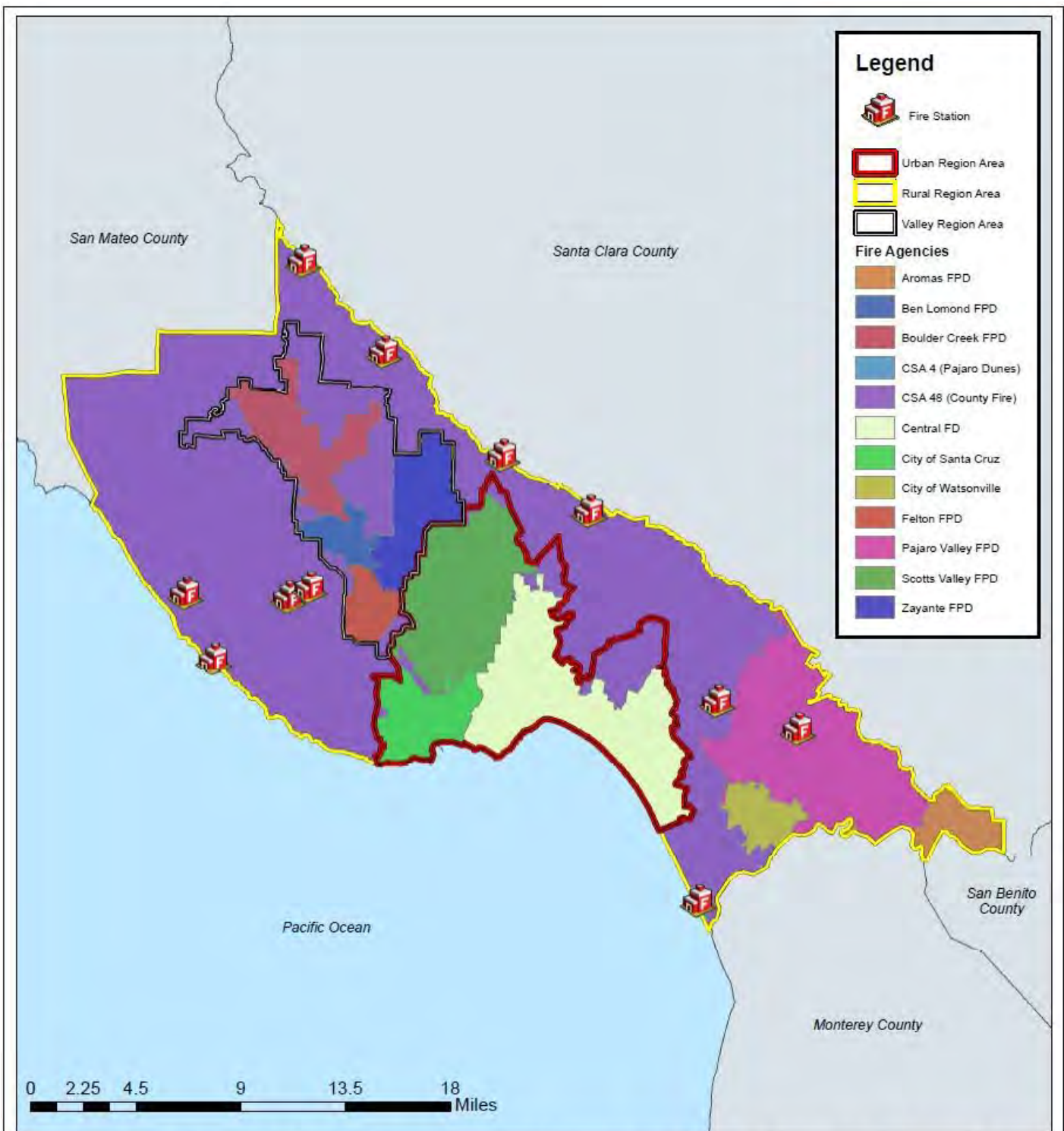
Shared Risk Environment

The Rural Area faces a distinct risk environment that includes agricultural and industrial incidents, coastal and riverine hazards, and wildland–urban interface exposure in dispersed communities⁸. Long-distance medical transports, limited access routes, and seasonal population fluctuations further complicate service delivery. These risks require deployment strategies and resource planning that differ from those used in urban or valley settings. **Figure 4** on page 22 illustrates the four fire agencies in the Rural Area and their respective fire stations. It is important to note that Aromas Tri-County Fire Protection District does not operate a fire station within Santa Cruz County. Also noteworthy is that all 11 fire stations in the Rural Area are operated by CAL FIRE. The County contracts with CAL FIRE to provide fire protection and medical emergency services to CSAs 4 and 48; PVFPD and ATCFPD contract directly with CAL FIRE for similar levels of service

⁷ CAL FIRE Cooperative Fire Protection Agreement (2026)

⁸ Santa Cruz County Community Wildfire Protection Plan (2022)

Figure 4: Rural Region Fire Agencies (Fire Station Locations)



Countywide Fire Service and Sphere Review (Rural Region - Fire Stations)



Vicinity map created on 3/26/26

Rural Region consists of 11 fire stations managed by:

- *CSA 4 (1)
- *CSA 48 (9)
- *Pajaro Valley (1)

Also noteworthy is that all 11 fire stations are operated by CAL FIRE. CSA 4, CSA 48, and PVFPD are served by CAL FIRE through separate contracts.

Fiscal Health & Long-Term Stability

Fiscal conditions across the Rural Area agencies reflect a set of districts and county-operated services that are navigating complex structural and geographic challenges while continuing to provide reliable fire protection to dispersed communities. Over the last five years, the Rural agencies have demonstrated responsible fiscal management, with several maintaining balanced or positive operating margins and others working through structural pressures tied to limited tax bases, high call-volume variability, and the cost of serving large rural service areas. These patterns are typical of rural fire providers statewide and underscore the agencies' commitment to sustaining service levels despite constrained and uneven revenue environments.

Reserve levels across the Rural Region vary but generally remain adequate for agencies of this scale, providing a meaningful buffer for unplanned costs and demonstrating prudent stewardship of available resources. Capital investment capacity is more uneven, reflecting the realities of rural districts that rely heavily on grants, partnerships, and phased purchasing strategies. Even so, the agencies continue to reinvest in apparatus and facilities as resources allow, illustrating a long-standing culture of maximizing limited dollars and leveraging interagency cooperation. Collectively, the Rural Area agencies show a strong dedication to maintaining essential fire and emergency services while working within the fiscal constraints inherent to rural service delivery. **Appendices D-G** provides a detailed overview of each agencies' financial performance from FY 2014-15 to FY 2024-25. **Table 8** on page 24 below utilizing the three fiscal indicators to determine the financial health of the five fire agencies in the Rural Region.



Table 8: Fiscal Indicators Summary (FY 19-20 to FY 23-24)

Indicators	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Aromas Tri-County Fire Protection District					
Operating Margin	Data not available to conduct analysis				
Liquidity	Data not available to conduct analysis				
L-T Liabilities	Data not available to conduct analysis				
Based on LAFCO's analysis, ATCFPD does not provide fiscal data online.					
County Service Area 4					
Operating Margin	-9%	16%	16%	-17%	-33%
Liquidity	Data not available to conduct analysis				
L-T Liabilities	Data not available to conduct analysis				
Based on LAFCO's analysis, CSA 4 total costs exceeded total revenues in 3 of the last 5 years.					
County Service Area 48					
Operating Margin	17%	0%	0%	0%	5%
Liquidity	Data not available to conduct analysis				
L-T Liabilities	Data not available to conduct analysis				
Based on LAFCO's analysis, CSA 48 has enough revenues to cover total expenses annually.					
Pajaro Valley Fire Protection District					
Operating Margin	-29%	-5%	11%	-14%	6%
Liquidity	403.24	9.69	17.67	659.44	514.20
L-T Liabilities	27%	52%	-12%	11%	12%
Based on LAFCO's analysis, PVFPD has adequate cash on hand but struggles to cover total costs on an annual basis – which resulted in PVFPD reducing its level of service and the consideration of a reorganization to transfer service responsibility to CSA 48.					

Footnote: ATCFPD, CSA 4, and CSA 48 contract with CAL FIRE; accordingly, their audits do not include district-specific assets or liabilities, and fiscal ratios cannot be calculated.

- **Operating Margin:** Measures whether recurring revenues cover recurring costs. Higher ratios show stronger year-to-year stability; lower or negative ratios indicate structural budget pressure. Positive margin (>0%) indicates recurring revenues exceed costs; break-even (0%) shows no cushion; negative margin (<0%) reflects recurring costs exceeding revenues.
- **Liquidity Ratio:** Measures how much cash the agency has compared to its short-term bills. Higher ratios show strong short-term stability; lower ratios indicate cash-flow vulnerability. High (≥ 3.0) indicates strong short-term stability; moderate (1.0–3.0) reflects adequate but timing-sensitive cash flow; low (<1.0) signals cash-flow vulnerability.
- **Long-Term Liability Ratio:** Measures the size of long-term obligations relative to annual revenue. Lower ratios indicate fewer long-term commitments and greater financial flexibility; higher ratios signal future budget pressure. Low (<50%) indicates fewer long-term obligations relative to revenue; moderate (50–100%) reflects manageable but notable obligations; high (>100%) signals significant long-term liabilities that may constrain future budgets.”

Agency Transparency (Website Requirements)

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 identifies a number of components that must be found within an agency's website. Additionally, the Special District Leadership Foundation (SDLF), an independent, non-profit organization formed to promote good governance and best practices among California's special districts, has also outlined recommended website elements as part of its District Transparency Certificate of Excellence. This program was created in an effort to promote transparency in the operations and governance of special districts to the public and to provide special districts with an opportunity to showcase their efforts in transparency. Based on SB 929's criteria and the recommendations set by the SDLF, LAFCO conducted a thorough review of the District's website (even though said law only applies to independent special districts). **Table 9** summarizes staff's findings on whether the Rural Region agencies' websites meet the statutory requirements. At present, all four fire agencies require updates to their respective websites to fulfill the requirements under SB 929 and SDLF's website transparency criteria. LAFCO appreciates their efforts in maintaining a website with useful information which is easily accessible by the public.

Table 9: Website Transparency Within the Rural Region

Fire Agencies	ATCFPD	CSA 4	CSA 48	PVFPD
Required Items (SB 949 Criteria and SDLF Benchmarks)	Checkmark (Yes)			
1. Names and Contact Information of Board Members	✓			✓
2. Board Member Term Limits				
3. Names of Key Staff, including General Manager	✓	✓	✓	✓
4. Contact Information for Staff	✓	✓	✓	✓
5. Election/Appointment Procedure & Deadlines				
6. Board Meeting Schedule	✓	✓	✓	✓
7. Mission Statement	✓	✓	✓	✓
8. Description of District's Services/ Functions and Service Area	✓	✓	✓	✓
9. Authorizing Statute/Enabling Act				
10. Adopted District Budgets				✓
11. Financial Audits				✓
12. Archive of Board Meeting Agendas & Minutes	✓	✓	✓	✓
13. Link to State Controller's Webpages for District's reported Board Member and Staff Compensation				
14. Link to State Controller's Webpages for District's reported Financial Transaction Report				
15. Reimbursement & Compensation Policy / Annual Policies				
16. Home Page Link to Agendas/Board Packets	✓			✓
17. SB 272 - Compliance-Enterprise Catalogs				
18. Machine Readable/Searchable Agendas				
19. Recipients of Grant Funding or Assistance				
20. Link or Copies of LAFCO's Service & Sphere Reviews				
Total Score (out of a possible 20)	8 (40%)	6 (30%)	6 (30%)	10 (50%)

LAFCO Recommendation: Aromas Tri-County FPD must update its website to meet all the requirements under SB 929 and encourage the County to update the "County Fire" website to provide more information about CSAs 4 and 48. These updates should occur before the next service review cycle (June 2031).

Existing Agreements and Operational Interdependence

Operational interdependence is a defining characteristic of the Rural Area. The agencies maintain strong mutual-aid relationships with each other and with adjacent counties, rely heavily on CAL FIRE resources during fire season, and participate jointly in regional EMS and dispatch systems. However, based on LAFCO's understanding, some of these historical agreements may be outdated and require restructuring, or at minimum revisited. It is also LAFCO's understanding that the contract between PVFPD and the City of Watsonville may expire in the coming months. The contract⁹ allowed the City to provide emergency services within PVFPD to the area known as the former Freedom Fire District area. A deep exploration of this contract is timely since PVFPD is in the process of dissolving and reorganizing with CSA 48. Additionally, Aromas Tri-County FPD's cross-county jurisdiction adds another layer of coordination, reinforcing the need for regional planning and shared operational strategies beyond the status quo.

Rural Area Summary

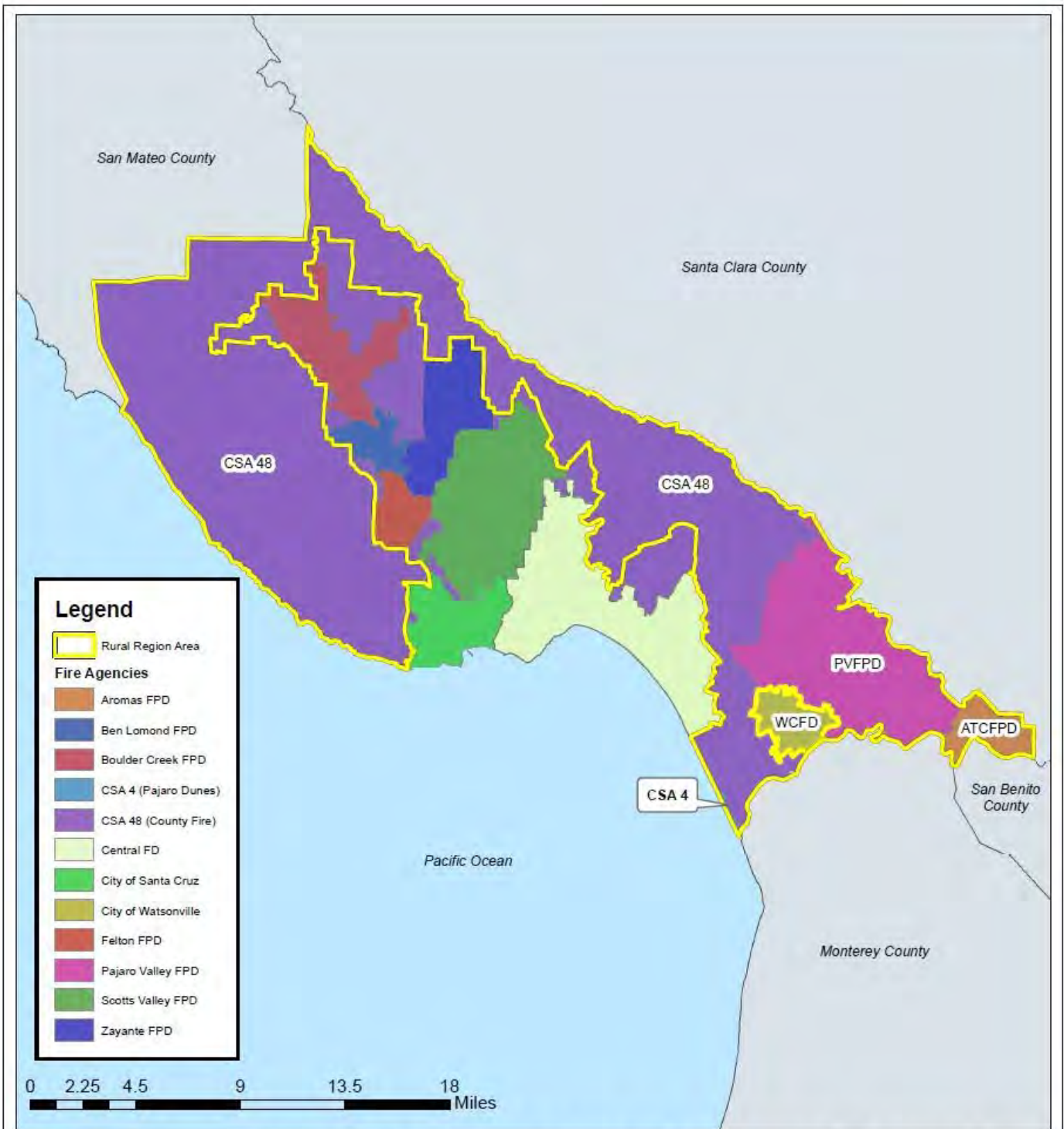
The factors discussed above validate grouping CSA 4, CSA 48, Pajaro Valley FPD, and Aromas Tri-County FPD into a single Rural Area sphere. The agencies share a low-density service environment, similar staffing and resource challenges, a distinct risk profile, and strong operational interdependence. This regional alignment is further reinforced by the fact that the Rural Area is already undergoing a potential structural change: the Pajaro Valley Fire Protection District initiated a proposal to dissolve itself in 2025 and concurrently annex its service area into CSA 48. This district-initiated reorganization is expected to be finalized as early as mid-2027 and reflects the agencies' recognition that deeper integration may strengthen long-term service reliability and resource sustainability within the rural area. The ongoing reorganization effort underscores the importance of the existing coordination among Rural Area agencies and also demonstrates that regional solutions should emerge organically from local needs and operational realities. This regional sphere therefore supports LAFCO in assisting the fire agencies with evaluation of sustainable staffing models, shared services, and long-term governance strategies in the 2026 fire report.

LAFCO Staff Recommendations: The Commission should consider adopting a supplemental sphere of influence boundary encompassing the four fire districts to reflect their ongoing collaboration, shared risk environment, and logical proximity, as shown in **Figure 5** on page 27. This supplemental sphere boundary is meant to be a planning tool, and any future change of organization would require an extensive evaluation and support by the affected parties.

It is also recommended that the commission direct LAFCO staff to initiate a Request for Proposals (RFP) no later than September 2026 to retain an outside consultant to prepare a comprehensive feasibility study evaluating the potential reorganization of CSA 48 from a dependent fire agency operated by the County into an independent fire protection district governed by its own elected board. Evaluation of this concept is supported by the County Board of Supervisors, County staff, and local CAL FIRE leadership. The study should assess legal, fiscal, operational, and governance implications which would then be considered by the County Board of Supervisors, CAL FIRE, and the LAFCO Commission.

⁹ PVFPD/Watsonville Contract: <https://www.pajarovalleyfire.com/wp-content/uploads/Pajaro-Valley-Watsonville-Contract-Final-2020-1.pdf>

Figure 5: Rural Area Sphere Map (Proposed)



Rural Region Area Sphere Boundary (ATCFPD, CSA 4, CSA 48, PVFPD)



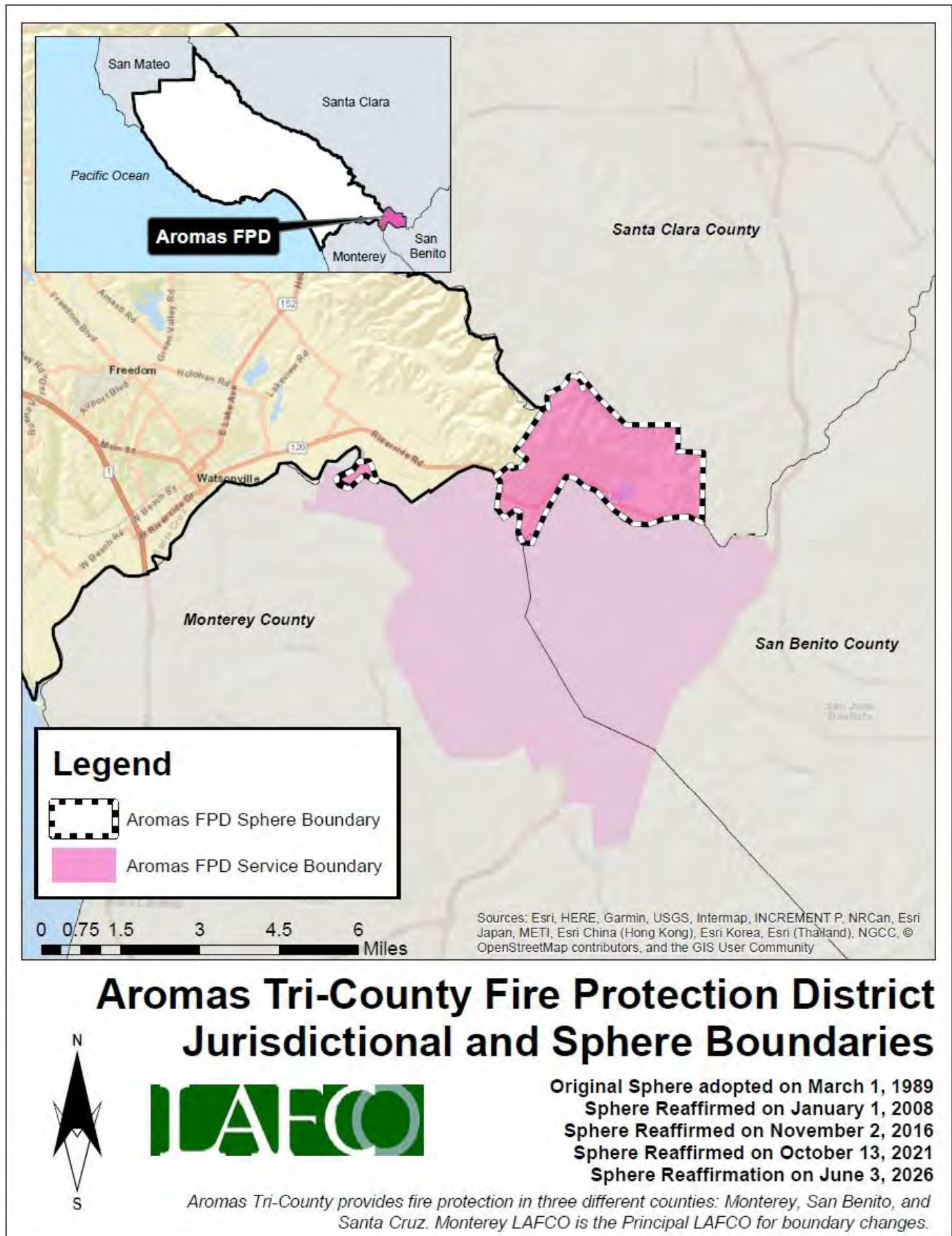
Vicinity map created on 3/26/26

Original Sphere Adoption on June 3, 2026

Aromas Tri-County Fire Protection District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Aaron Young, Fire Chief
Employees	9 Full-Time Employees
Facilities	1 Fire Station
ISO Rating	4/4x
District Area	Entire District: 24,768 acres (40 square miles) Santa Cruz County Area: 4,624 acres (7 square miles)
Sphere of Influence	Current sphere is coterminous with the District's service area. <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 6 on page 29)</i>
FY 2021-22 Audit	Total Revenue = \$1,936,905 Total Expenditure = \$1,773,944 Net Position (Ending Balance) = \$3,335,547
Contact Information	Mailing Address: 492 Carpenteria Road Aromas, CA 95004 Phone Number: (831) 333-2600 Email Address: Aaron.Young@fire.ca.gov Website: https://atcfire.org/
Public Meetings	Meetings are typically held every two months at the Aromas Fire Station. Meeting start time is 6:30pm.
Website Transparency	ATCFPD's website is not in compliance with SB 929. LAFCO recommends adding up-to-date budgets and audits as well as a copy of LAFCO's 2026 report on the District's website for additional information as soon as possible but no later than June 2031 (next service review cycle).
LAFCO Comments	ATCFPD's service area is located in a small portion of Santa Cruz County. It may be beneficial to explore a transfer in service responsibility to CSA 48 as part of the proposed reorganization feasibility study.

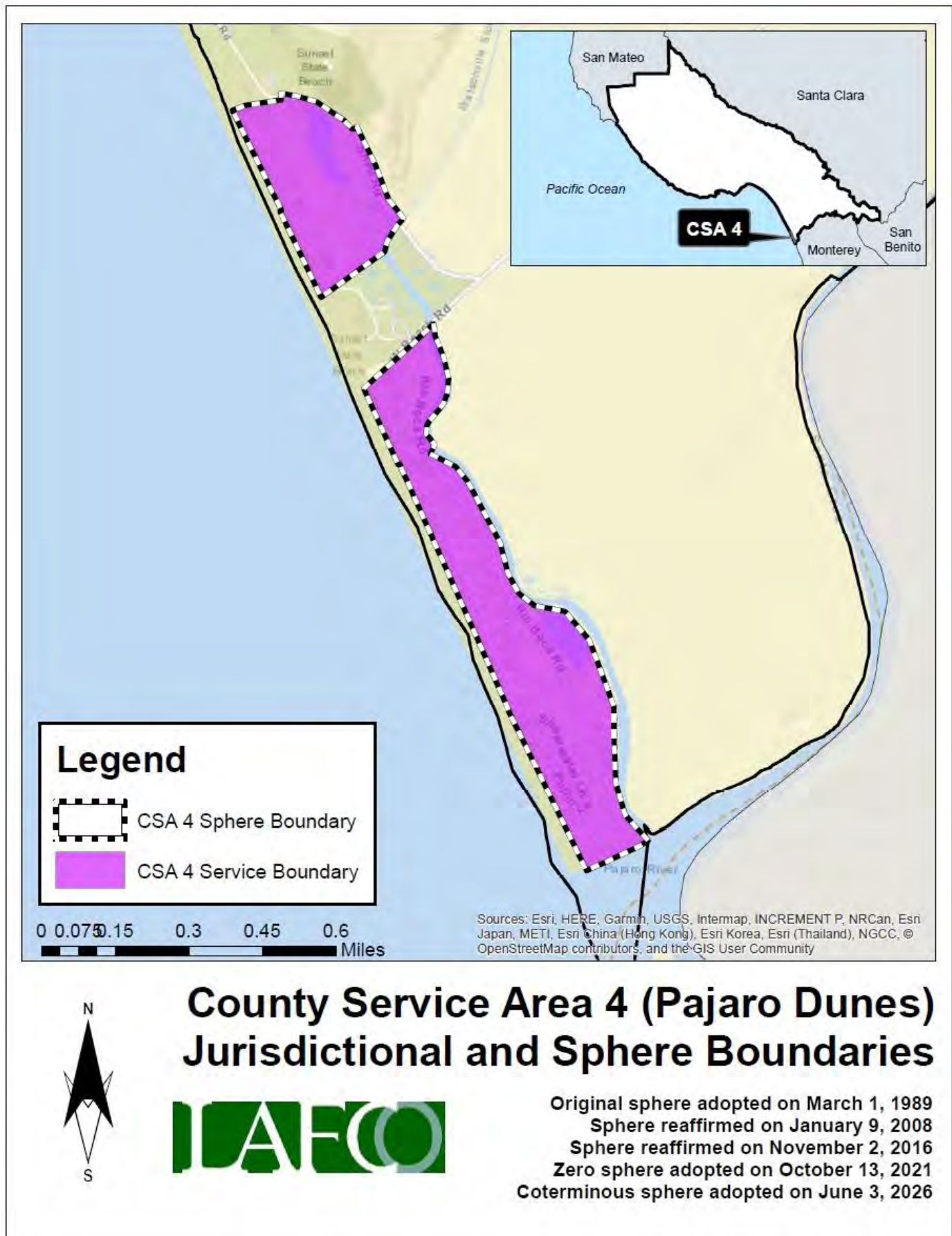
Figure 6: Aromas Tri-County Fire Protection District Sphere Map (Proposed)



County Service Area 4

District Profile	
Formation	County Service Area Law (Government Code Section 25210 et. seq).
Board of Directors	5 members (Board of Supervisors), elected by district-based to four-year terms
Contact Person	Jed Wilson, Fire Chief
Employees	9.1 Full-Time Employees
Facilities	1 Fire Station
ISO Rating	Class 4
District Area	259 acres (0.4 square miles)
Sphere of Influence	CSA 4 has a zero sphere, which is meant as a precursor to dissolution. <i>Proposed Designation: Establish a coterminous sphere to mirror CSA 4's current service area (Figure 7 on page 31)</i>
FY 2023-24 Audit	Total Revenue = \$1,871,835 Total Expenditure = \$2,483,802 Net Position (Ending Balance) = \$541,508
Contact Information	Mailing Address: 6059 Highway 9 (P.O. Drawer F-2) Felton, CA Phone Number: (831) 722-6188 Email Address: jed.wilson@fire.ca.gov Website: http://www.santacruzcountyfire.com/
Public Meetings	The Board regularly meets on most Tuesdays in the Board of Supervisors' Chambers, 701 Ocean St, Rm. 525. Meetings generally begin at 9:00 am.
Website Transparency	The County does not have a dedicated webpage for CSA 4, and as a result, there is no publicly assessable information about the special district. LAFCO recommends that the County develop a dedicated webpage for CSA 4 before June 2031. This is consistent with other CSA webpages created by the County.
LAFCO Comments	CSA 4 operates efficiently with its current funding and resources. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community.

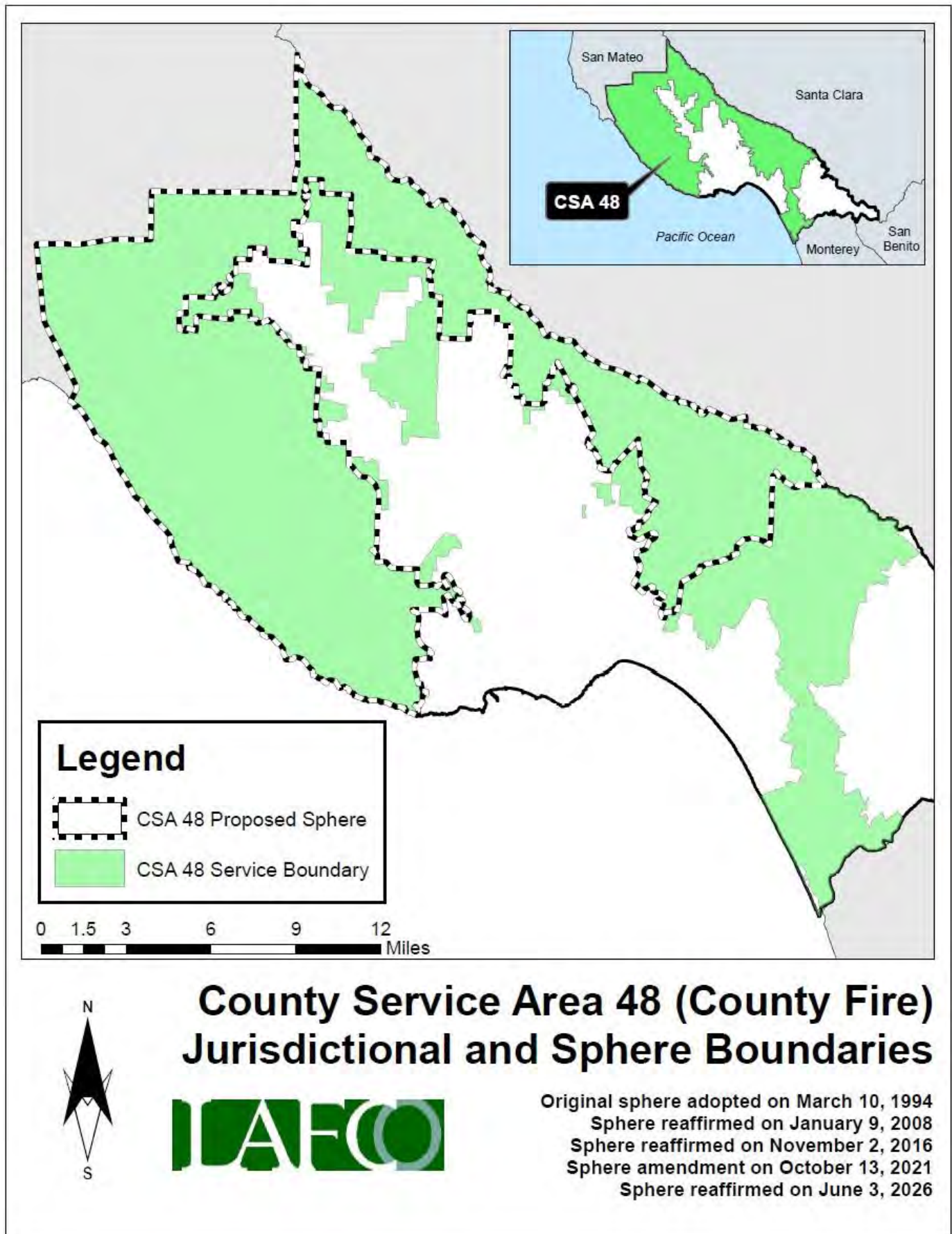
Figure 7: County Service Area 4 Sphere Map (Proposed)



County Service Area 48

District Profile	
Formation	County Service Area Law (Government Code Section 25210 et. seq).
Board of Directors	5 members (Board of Supervisors), elected by district-based to four-year terms
Contact Person	Jed Wilson, Fire Chief
Employees	11.5 Full-Time Employees; 27 Firefighters
Facilities	10 Fire Station
ISO Rating	Class 4
District Area	167,153 acres (261 square miles)
Sphere of Influence	Current sphere of influence is smaller than the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 8 on page 33)</i>
FY 2023-24 Audit	Total Revenue = \$2,950,564 Total Expenditure = \$2,806,793 Net Position (Ending Balance) = \$6,301,477
Contact Information	Mailing Address: 6059 Highway 9 (P.O. Drawer F-2) Felton, CA Phone Number: (831) 722-6188 Email Address: jed.wilson@fire.ca.gov Website: http://www.santacruzcountyfire.com/
Public Meetings	The Board regularly meets on most Tuesdays in the Board of Supervisors' Chambers, 701 Ocean St, Rm. 525. Meetings generally begin at 9:00 am.
Website Transparency	The County does not have a dedicated webpage for CSA 48, and as a result, there is no publicly assessable information about the district. LAFCO recommends that the County develop a dedicated webpage for CSA 48 before June 2031. This is consistent with other CSA webpages created by the County.
LAFCO Comments	CSA 48 operates efficiently with its current funding and resources. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community.

Figure 8: County Service Area 48 Sphere Map (Proposed)

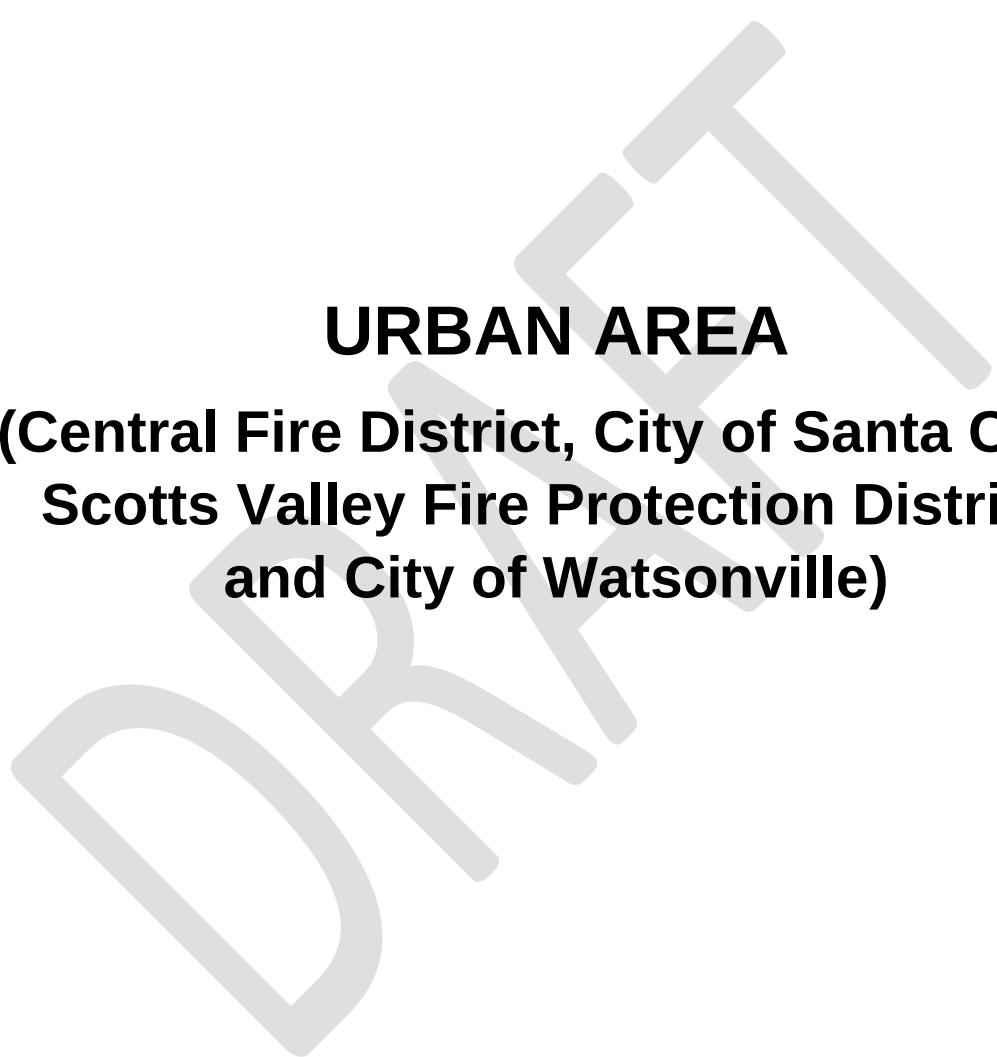


Pajaro Valley Fire Protection District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Jed Wilson, Fire Chief
Employees	8.4 Full-Time Employees; 0 Part-Time Employees; 0 volunteers
Facilities	1 Fire Station
ISO Rating	3/3x
District Area	30,268 acres (47 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 9 on page 35)</i>
FY 2023-24 Audit	Total Revenue = \$1,306,075 Total Expenditure = \$1,276,170 Net Position (Ending Balance) = \$673,171
Contact Information	Mailing Address: 562 Casserly Road Watsonville, CA 96076 Phone Number: (831) 722-6188 Email Address: mike.urbani@fire.ca.gov Website: https://www.pajarovalleyfire.com/
Public Meetings	Meetings are typically held on the third Thursday of each month. Meeting start time is 5:00pm.
Website Transparency	PVFPD's website is transparent and in compliance with SB 929. LAFCO recommends adding a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	PVFPD is in the process of a reorganization effort that would dissolve the district and concurrently annex the Pajaro Valley community into CSA 48. LAFCO anticipates this reorganization to be completed by Summer 2027.

Figure 9: Pajaro Valley Fire Protection District Sphere Map (Proposed)





URBAN AREA

**(Central Fire District, City of Santa Cruz,
Scotts Valley Fire Protection District,
and City of Watsonville)**

Urban Area

The Urban Area region includes the four agencies serving the county's most densely populated and economically active communities: Central Fire District, Scotts Valley Fire Protection District, and the two fire departments from the Cities of Santa Cruz and Watsonville. These agencies operate in the county's primary urban centers, where population density, commercial activity, and institutional presence create a service environment distinct from the valley and rural regions¹⁰. The area includes major employment sites, tourism destinations, and transportation corridors such as Highways 1 and 17, all of which contribute to higher call volumes and more complex incident types¹¹. **Table 10** provides an overview of each fire district. **Appendices H-K** offers a more detailed summary of each fire district.

Table 10: Overview of the Urban Area Region Fire Agencies

Fire Agency	Formation Date	Service Area	District Staffing	FY 23-24 Audit	Source of Revenue
Central Fire District	February 2021	55 square miles	101 FTE; 1 PTE; 3 Seasonal Employees; 10 volunteers	Total Revenue = \$45.3 million Total Expense = \$42.3 million	Primary source is property taxes (89%) No Special Tax or Assessment
Santa Cruz City Fire Department	March 1866	12 square miles	61 FTE; 60 Seasonal Employees; 0 volunteers	Total Revenue = \$5.5 million Total Expense = \$26.3 million	Primary source is property taxes (99%) No Special Tax or Assessment
Scotts Valley Fire Protection District	January 1958	30 square miles	28 FTE; 1 PTE; 15 volunteers	Total Revenue = \$12.5 million Total Expense = \$10.1 million	Primary source is property taxes (85%) No Special Tax or Assessment
Watsonville City Fire Department	March 1868	6 square miles	40 FTE; 0 PTE; 0 volunteers	Total Revenue = \$96 million Total Expense = \$79 million	Primary source is property taxes (63%) No Special Tax or Assessment

Footnote: FTE means full-time employee and PTE means part-time employee

Population Characteristics

The population characteristics of the Urban Area reflect a mix of dense residential neighborhoods, commercial districts, and major public facilities. These communities experience significantly higher call volumes than other regions, driven by medical emergencies, traffic collisions, multi-unit residential incidents, and specialized rescue needs. The presence of large institutions (such as the University of California, Santa Cruz) further increases service demand and requires advanced operational capabilities. Based on LAFCO's analysis, this region has a total population of approximately 240,000. **Table 11** on page 38 provides an overview of the population projections for each fire service provider.

¹⁰ Santa Cruz County General Plan, Urban Area Profiles (2020)

¹¹ Caltrans, Highway 1 and 17 Corridor Data (2022)

Table 11: Population Projections for the Urban Area Region

Fire Agency	2025	2030	2035	2040
CFD	91,152	91,933	92,721	93,516
SCFD	72,091	75,571	79,027	82,266
SVFPD	22,074	22,263	22,454	22,646
WCFD	55,187	56,829	58,332	59,743
Urban Area	240,503	246,596	252,534	258,171

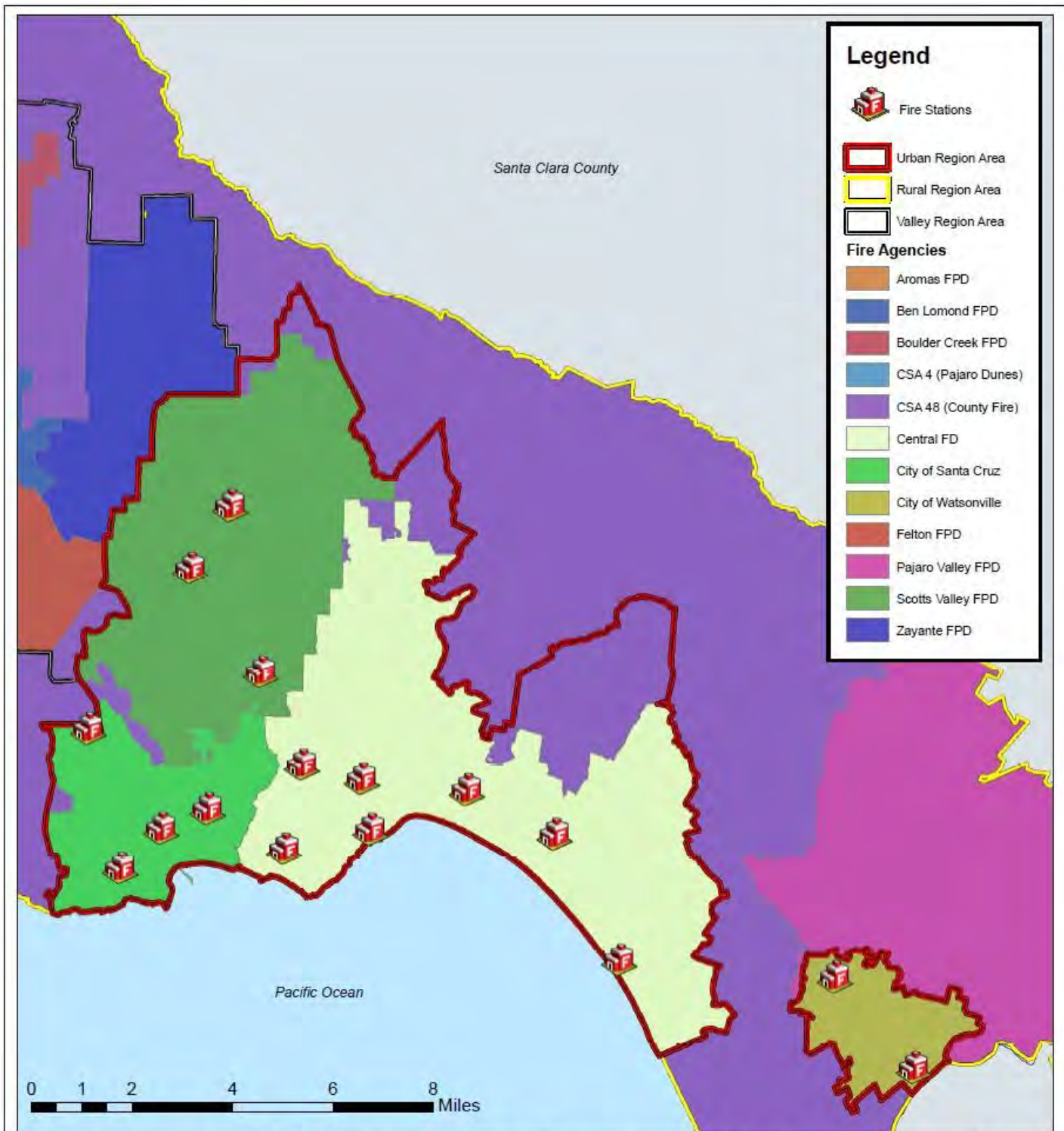
Service Levels & Staffing Models

Service levels in the Urban Area are defined by fully paid career-staffed departments capable of providing 24-hour engine companies, advanced life support (ALS) services, and specialized rescue capabilities¹². These agencies maintain larger administrative structures, dedicated training divisions, and specialized teams such as water rescue, technical rescue, and hazardous materials response. Their staffing models, deployment standards, and operational expectations align with those of urban fire agencies statewide.

Shared Risk Environment

Operational integration among the four agencies is extensive. They maintain automatic-aid agreements that allow for seamless response across jurisdictional boundaries, share training facilities and programs, and participate jointly in regional dispatch and EMS systems. Their proximity and overlapping service demands create natural opportunities for coordinated planning, shared resources, and regionalized service delivery. In particular, Central Fire and Scotts Valley borders with the City of Santa Cruz, resulting in frequent cross-jurisdictional response and operational alignment. Based on LAFCO's analysis, there was initial effort to explore possible governmental restructuring, but efforts did not get support from all of the respective boards. LAFCO staff remains supportive of exploring shared governance options for the agencies and LAFCO stands ready to assist any interested agencies in that effort when the agencies decide it is an appropriate time to move forward. **Figure 10** on page 39 illustrates the four fire agencies in the Urban Region and their respective fire stations.

Figure 10: Urban Region Fire Agencies (Fire Station Locations)



Countywide Fire Service and Sphere Review (Urban Region - Fire Stations)



Vicinity map created on 3/26/26

Urban Region consists of 16 fire stations managed by:

- *Central Fire District (7)
- *Santa Cruz City Fire Department (4)
- *Scotts Valley FPD (3; 2 active and 1 inactive)
- *Watsonville City Fire Department (2)

Fiscal Health & Long-Term Stability

Fiscal conditions across the Urban Area agencies reflect a set of providers operating within larger, more complex service environments while continuing to maintain strong and reliable fire and emergency response. Data from the last five years show that the Urban agencies generally sustain stable operating margins, supported by broader tax bases, diversified revenue sources, and more formalized administrative structures. These patterns are typical of urban fire providers and demonstrate the Urban agencies' ongoing commitment to delivering high-quality service in the face of rising costs, increasing call volumes, and evolving community expectations.

Reserve levels across the Urban Region remain healthy and well-managed, providing a meaningful buffer to address unforeseen costs and reinforce each agency's long-standing practice of prudent fiscal stewardship. Capital investment capacity is stronger and more consistent than in other regions, with agencies regularly reinvesting in apparatus, stations, and technology to maintain modern and resilient service delivery. These investments reflect a mature organizational culture that prioritizes long-term planning, leverages financing tools when appropriate, and continually reinvests in the infrastructure needed to support safe and effective operations. **Appendices H-K** provides a detailed overview of each agencies' financial performance from FY 2014-15 to FY 2024-25.

Table 12: Fiscal Indicators Summary (FY 19-20 to FY 23-24)

Indicators	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Central Fire District					
Operating Margin	N/A	-2%	-6%	6%	6%
Liquidity	N/A	15.38	24.04	26.59	19.42
L-T Liabilities	N/A	217%	146%	185%	189%
Based on LAFCO's analysis, CFD is fiscally stable to provide services to its constituents.					
Santa Cruz City Fire Department					
Operating Margin	-439%	-240%	-387%	-429%	-380%
Liquidity	Data not available to conduct analysis				
L-T Liabilities	Data not available to conduct analysis				
Based on LAFCO's analysis, SCFD continues to operate with an annual deficit, indicating a need for the department to closely evaluate its current revenue structure and ongoing expenditure commitments.					
Scotts Valley Fire Protection District					
Operating Margin	-12%	8%	12%	3%	19%
Liquidity	8.62	9.62	12.01	13.59	18.05
L-T Liabilities	167%	169%	106%	164%	182%
Based on LAFCO's analysis, SVFPD is fiscally stable to provide services to its constituents.					
Watsonville City Fire Department					
Operating Margin	7%	3%	3%	4%	17%
Liquidity	2.94	2.29	2.56	2.85	2.96
L-T Liabilities	94%	132%	84%	86%	95%
Based on LAFCO's analysis, WCFD is fiscally stable to provide services to its constituents.					

Footnote: The City of Santa Cruz's fire department does not currently report department-specific assets or liabilities within the City's audited financial statements; LAFCO encourages the City to begin disclosing this information in future audits.

- **Operating Margin:** Measures whether recurring revenues cover recurring costs. Higher ratios show stronger year-to-year stability; lower or negative ratios indicate structural budget pressure. Positive margin (>0%) indicates recurring revenues exceed costs; break-even (0%) shows no cushion; negative margin (<0%) reflects recurring costs exceeding revenues.
- **Liquidity Ratio:** Measures how much cash the agency has compared to its short-term bills. Higher ratios show strong short-term stability; lower ratios indicate cash-flow vulnerability. High (≥3.0) indicates strong short-term stability; moderate (1.0–3.0) reflects adequate but timing-sensitive cash flow; low (<1.0) signals cash-flow vulnerability.
- **Long-Term Liability Ratio:** Measures the size of long-term obligations relative to annual revenue. Lower ratios indicate fewer long-term commitments and greater financial flexibility; higher ratios signal future budget pressure. Low (<50%) indicates fewer long-term obligations relative to revenue; moderate (50–100%) reflects manageable but notable obligations; high (>100%) signals significant long-term liabilities that may constrain future budgets."

Agency Transparency (Website Requirements)

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 identifies a number of components that must be found within an agency's website. Additionally, the Special District Leadership Foundation (SDLF), an independent, non-profit organization formed to promote good governance and best practices among California's special districts, has also outlined recommended website elements as part of its District Transparency Certificate of Excellence. This program was created in an effort to promote transparency in the operations and governance of special districts to the public and to provide special districts with an opportunity to showcase their efforts in transparency. Based on SB 929's criteria and the recommendations set by the SDLF, LAFCO conducted a thorough review of the District's website (even though said law only applies to independent special districts). **Table 13** summarizes staff's findings on whether the Urban Region agencies' websites meet the statutory requirements. At present, all four fire agencies require updates to their respective websites to fulfill the requirements under SB 929 and SDLF's website transparency criteria. LAFCO appreciates their efforts in maintaining a website with useful information which is easily accessible by the public.

Table 13: Website Transparency Within the Urban Area Region

Fire Agencies	CFD	SCFD	SVFPD	WCFD
Required Items (SB 949 Criteria and SDLF Benchmarks)	Checkmark (Yes)			
1. Names and Contact Information of Board Members*	✓	✓	✓	✓
2. Board Member Term Limits	✓	✓	✓	✓
3. Names of Key Staff, including General Manager	✓	✓	✓	✓
4. Contact Information for Staff	✓	✓	✓	✓
5. Election/Appointment Procedure & Deadlines	✓	✓		✓
6. Board Meeting Schedule*	✓	✓	✓	✓
7. Mission Statement	✓	✓	✓	✓
8. Description of District's Services/ Functions and Service Area	✓	✓	✓	✓
9. Authorizing Statute/Enabling Act	✓	✓		✓
10. Adopted District Budgets*	✓		✓	
11. Financial Audits*	✓		✓	
12. Archive of Board Meeting Agendas & Minutes*	✓	✓	✓	✓
13. Link to State Controller's Webpages for District's reported Board Member and Staff Compensation	✓	✓		✓
14. Link to State Controller's Webpages for District's reported Financial Transaction Report	✓	✓		✓
15. Reimbursement & Compensation Policy / Annual Policies	✓	✓		✓
16. Home Page Link to Agendas/Board Packets	✓	✓	✓	✓
17. SB 272 - Compliance-Enterprise Catalogs	✓	✓		✓
18. Machine Readable/Searchable Agendas	✓	✓		
19. Recipients of Grant Funding or Assistance		✓		✓
20. Link or Copies of LAFCO's Service & Sphere Reviews		✓		✓
Total Score (out of a possible 20)	18 (90%)	18 (90%)	11 (55%)	17 (85%)

Existing Agreements and Operational Interdependence

The Urban Area also reflects a history of governance evolution and administrative capacity that supports regional coordination. The 2021 consolidation of Aptos/La Selva and Central FPDs and 2023 Branciforte FPD reorganization with Scotts Valley FPD are the latest actions that demonstrate the region's ability to pursue structural change and more importantly, improve service delivery in the process. Ongoing discussions about shared services, training integration, and administrative efficiencies further illustrate the region's readiness for continued collaboration.

Urban Area Region Summary

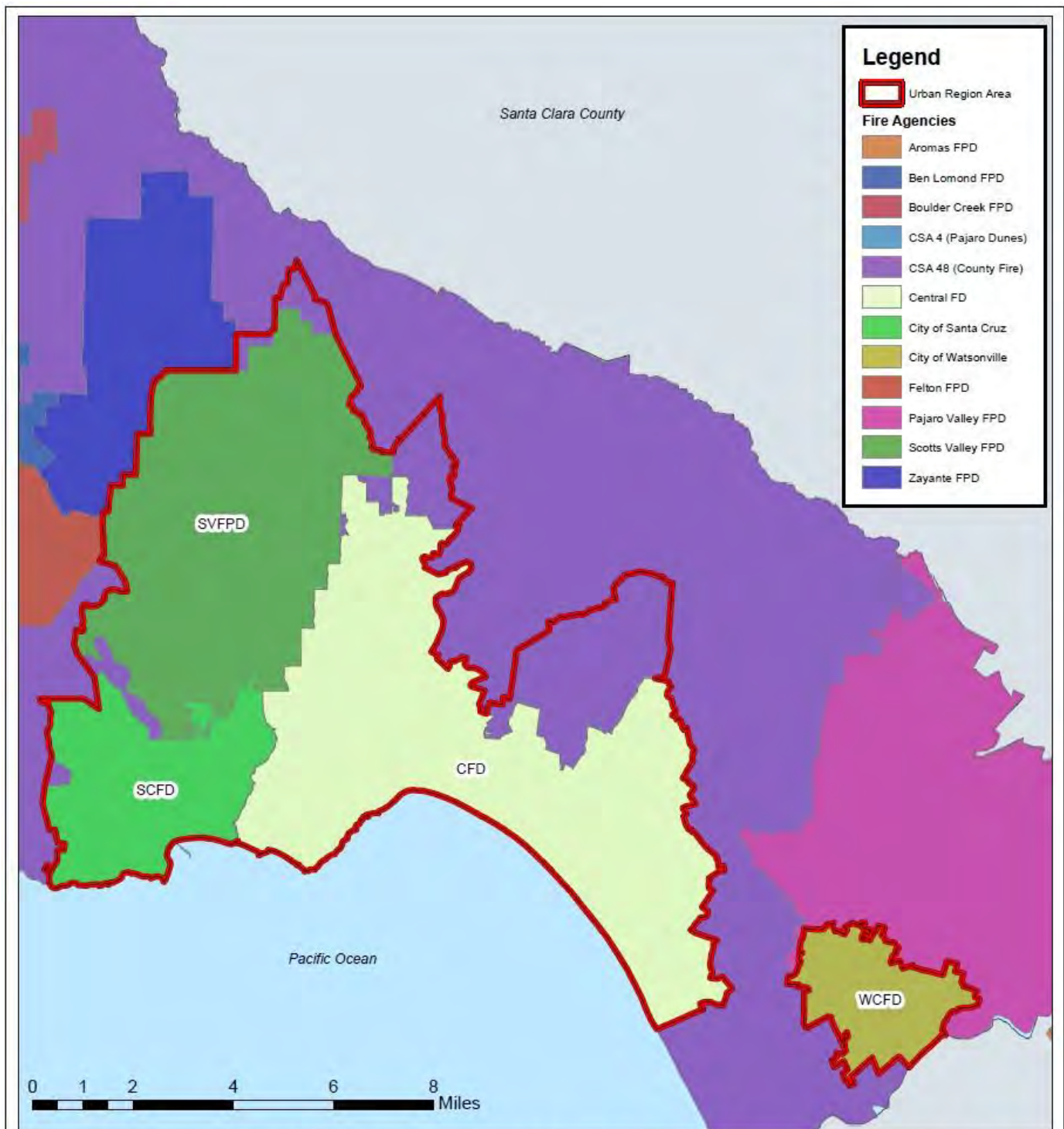
The Urban Area sphere would be composed of the Central Fire District, Scotts Valley FPD, the City of Santa Cruz Fire Department, and the City of Watsonville Fire Department brought together by shared characteristics into a single regional sphere. The agencies share a high-density service environment, advanced operational capabilities, strong interagency integration, and a demonstrated capacity for regional coordination. More importantly in 2025, staff from three of the agencies recognized these shared characteristics and explored the idea of hiring an outside consultant to identify alternative governance structures that could maximize staffing, strengthen service reliability, and improve long-term resource sustainability for the Urban Area. Although the effort did not ultimately move forward, it reflected the agencies' own acknowledgment that regional approaches may offer benefits worthy of further evaluation.

LAFCO believes this effort continues to have merit and, through this 2026 report, will support the Urban Area fire agencies in any and all possible ways. The proposed sphere grouping therefore provides a logical and supportive framework for interested Urban agencies to examine future efficiencies, shared services, and governance opportunities in a manner that respects local control while also helping the agencies explore the potential regional benefits already identified.

LAFCO Staff Recommendation: The Commission should consider adopting a supplemental sphere of influence boundary encompassing the four fire agencies to reflect their ongoing collaboration, shared risk environment, and similar service models, as shown in **Figure 11** on page 43. This supplemental sphere boundary is meant to be a planning tool, and any future change of organization would require an extensive evaluation and support by the affected parties.

It is also recommended that the Commission direct LAFCO staff to support and collaborate with interested fire agencies on initiatives that offer improved efficiencies, governance, fiscal sustainability, and/or operational outcomes. In recent years, the affected fire agencies expressed interest in collecting data and developing a study to identify such opportunities; however, those efforts did not receive full support from all the respective governing boards at the time and were not advanced. A supportive LAFCO, in coordination with interested fire agencies, could provide a neutral, structured process to assemble the necessary legal, fiscal, operational, and governance information needed in any decision-making process. The intent is not to predetermine any outcome, nor to compel any agency to participate, but rather to equip interested agencies and LAFCO with objective analysis to understand what options exist for alternative models, whether independent or collaborative, that could enhance long-term service reliability and community benefit.

Figure 11: Urban Region Sphere Map (Proposed)



Urban Region Area Sphere Boundary (CFD, SCFD, SVFPD, and WCFD)



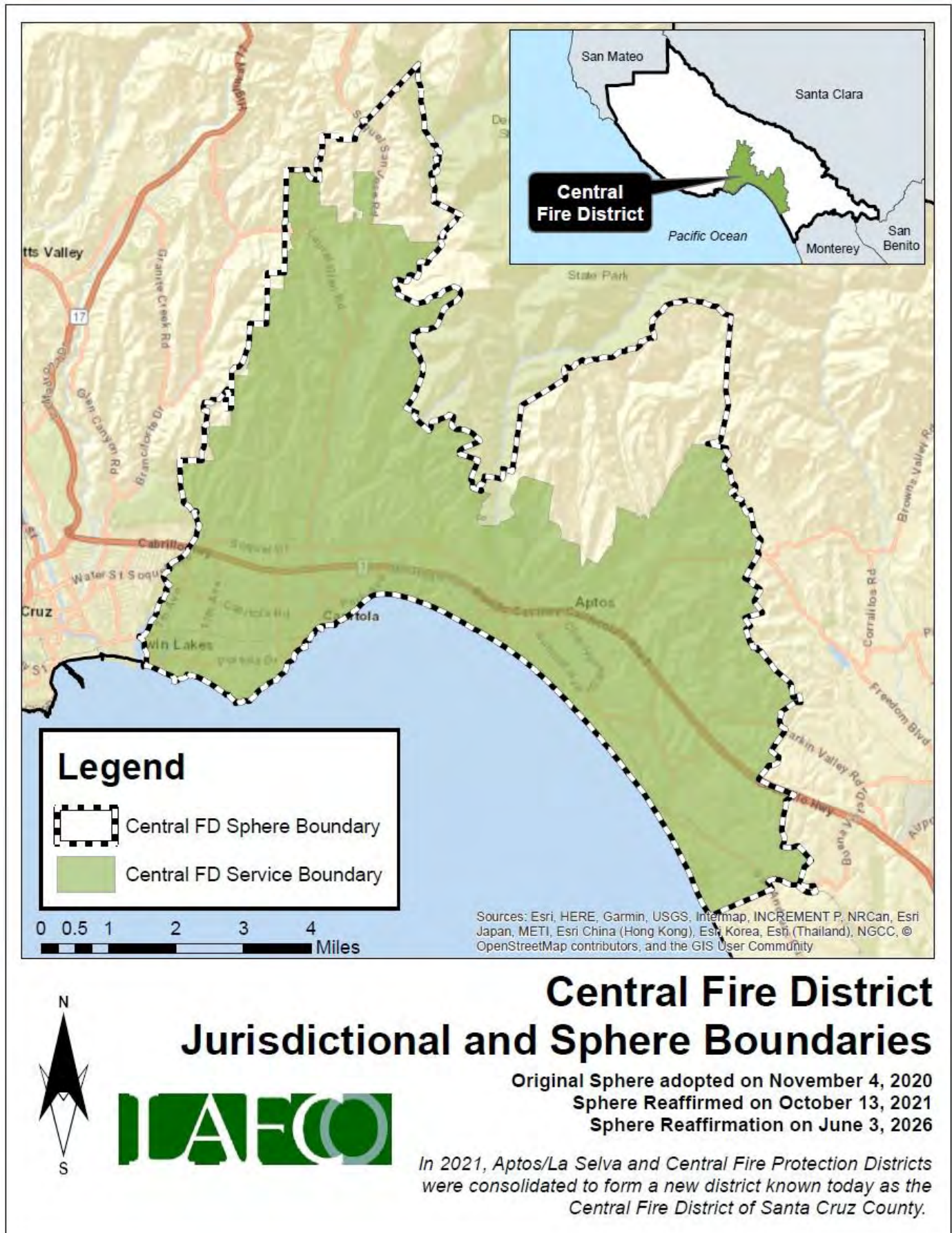
Vicinity map created on 3/26/26

Original Sphere Adoption on June 3, 2026

Central Fire District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Nigel Miller, Fire Chief
Employees	101 Full-Time Employees; 1 part-time, 3 seasonal, and 10 volunteers
Facilities	7 Fire Stations
ISO Rating	2/2x
District Area	25,400 acres (55 square miles)
Sphere of Influence	Current sphere is larger than the District's service area (Expands beyond jurisdictional boundary) <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 12 on page 45)</i>
FY 2023-24 Audit	Total Revenue = \$45,311,814 Total Expenditure = \$42,566,618 Net Position (Ending Balance) = \$40,342,862
Contact Information	Mailing Address: 930 17th Ave. Santa Cruz, CA 95062 Phone Number: (831) 479-6841 Email Address: nigel.miller@centralfiresc.org Website: https://www.centralfiresc.org/
Public Meetings	Meetings are typically held on the second Thursday of each month.
Website Transparency	CFD's website is transparent and in compliance with SB 929. LAFCO recommends adding a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	Central FD continues to operate efficiently with its current funding and resources. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community – should the District deem necessary.

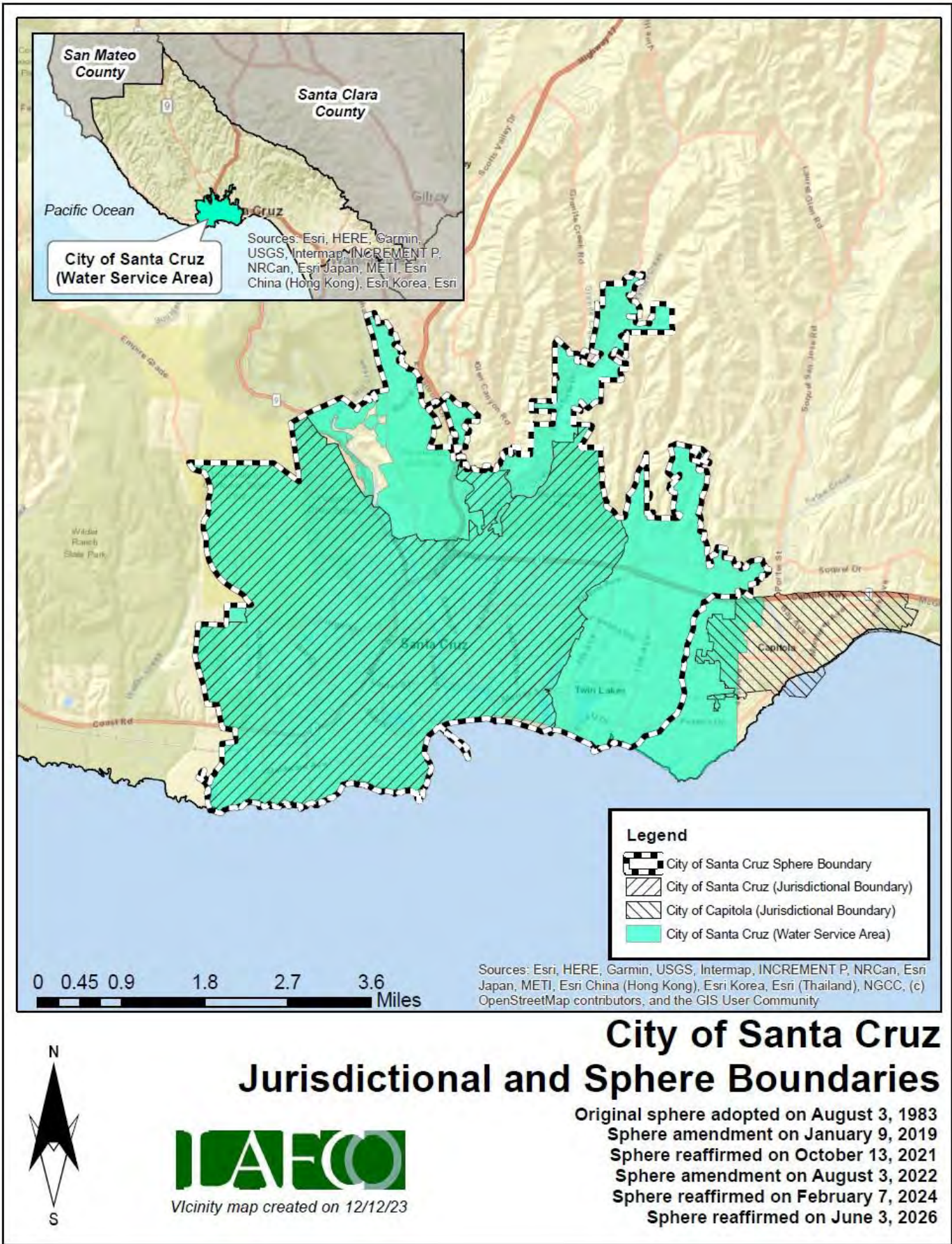
Figure 12: Central Fire District Sphere Map (Proposed)



City of Santa Cruz Fire Department

District Profile	
Formation	California Charter City Law (Article XI, section 3(a) of the California Constitution)
Board of Directors	7 members, elected by zone-based to four-year terms
Contact Person	Rob Oatey, Fire Chief
Employees	61 Full-Time Employees; 60 seasonal lifeguards; 2 temporary employees
Facilities	4 Fire Stations
ISO Rating	2/2x
District Area	7,974 acres (12 square miles)
Sphere of Influence	Current sphere is larger than the District's service area (Expands beyond the jurisdictional boundary) <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 13 on page 47)</i>
FY 2023-24 Audit	Total Revenue = \$5,471,978 Total Expenditure = \$26,252,108 Net Position (Ending Balance) = \$(16,727,244)
Contact Information	Mailing Address: 230 Walnut Avenue Santa Cruz, CA 95060 Phone Number: (831) 420-5280 Email Address: roatey@santacruzca.gov Website: https://www.santacruzca.gov/Government/City-Departments/Fire-Department
Public Meetings	Meetings are typically held on the second and fourth Tuesday of each month.
Website Transparency	SCFD's website is transparent and in compliance with SB 929. LAFCO recommends adding a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	SCFD continues to operate in a deficit on an annual basis. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community.

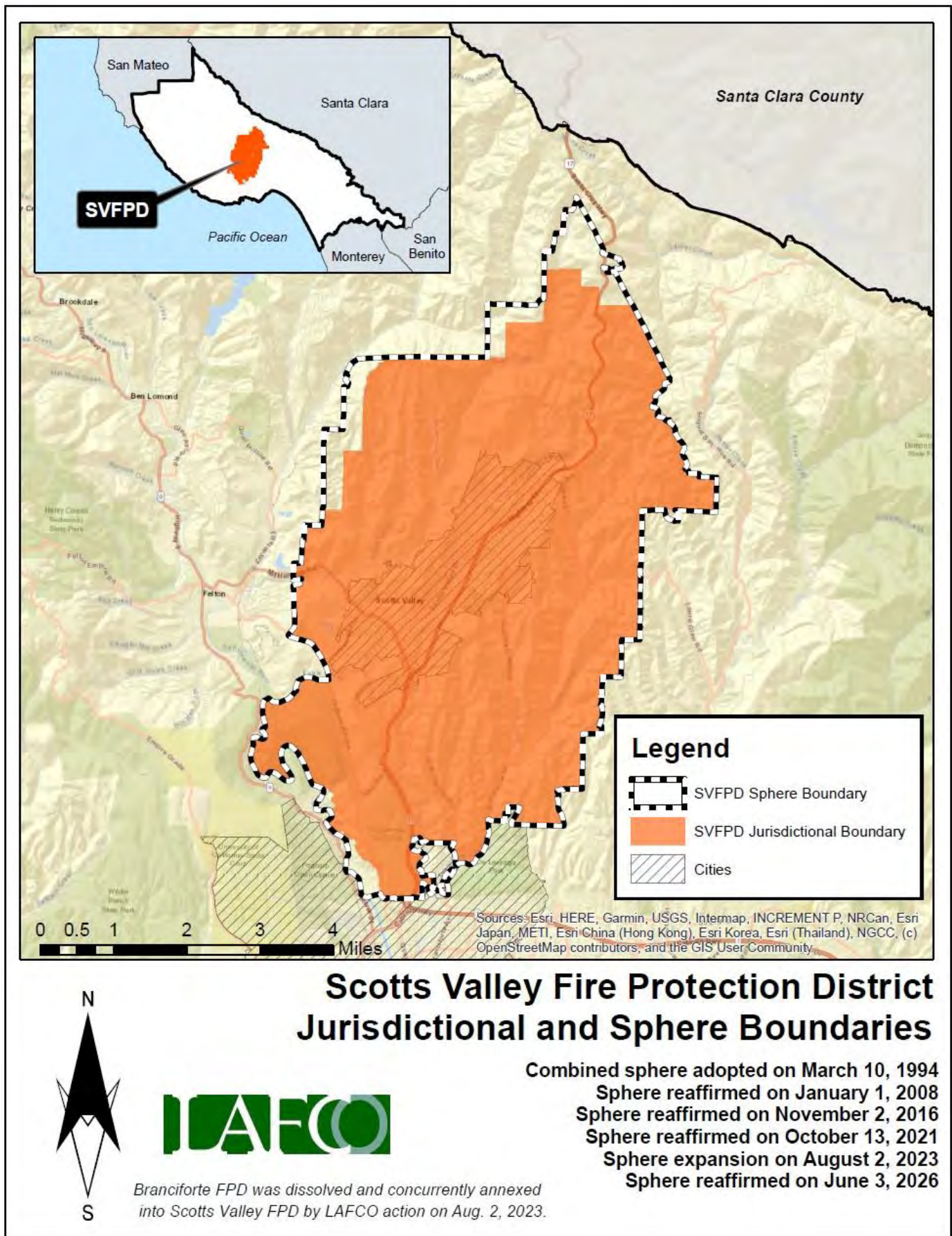
Figure 13: City of Santa Cruz Sphere Map (Proposed)



Scotts Valley Fire Protection District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Mark Correira, Fire Chief
Employees	28 Full-Time Employees (1 part-time and 15 volunteers)
Facilities	3 Fire Stations (2 active; 1 inactive)
ISO Rating	2/2x
District Area	19,221 acres (30 square miles)
Sphere of Influence	Current sphere is larger than the District's service area (Expands beyond jurisdictional boundary) <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 14 on page 49)</i>
FY 2023-24 Audit	Total Revenue = \$12,522,956 Total Expenditure = \$10,084,912 Net Position (Ending Balance) = \$7,783,404
Contact Information	Mailing Address: 7 Erba Lane Scotts Valley, CA 95066 Phone Number: (831) 438-0211 Email Address: mcorreira@scottsvalleyfire.com Website: https://www.scottsvalleyfire.com/
Public Meetings	Meetings are typically held on the second Wednesday of each month.
Website Transparency	SVFPD's website is transparent; however, it is missing several benchmarks outlined in SB 929. LAFCO recommends adding the missing information including but not limited to a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	SVFPD continues to operate efficiently with its current funding and resources. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community – should the District deem necessary.

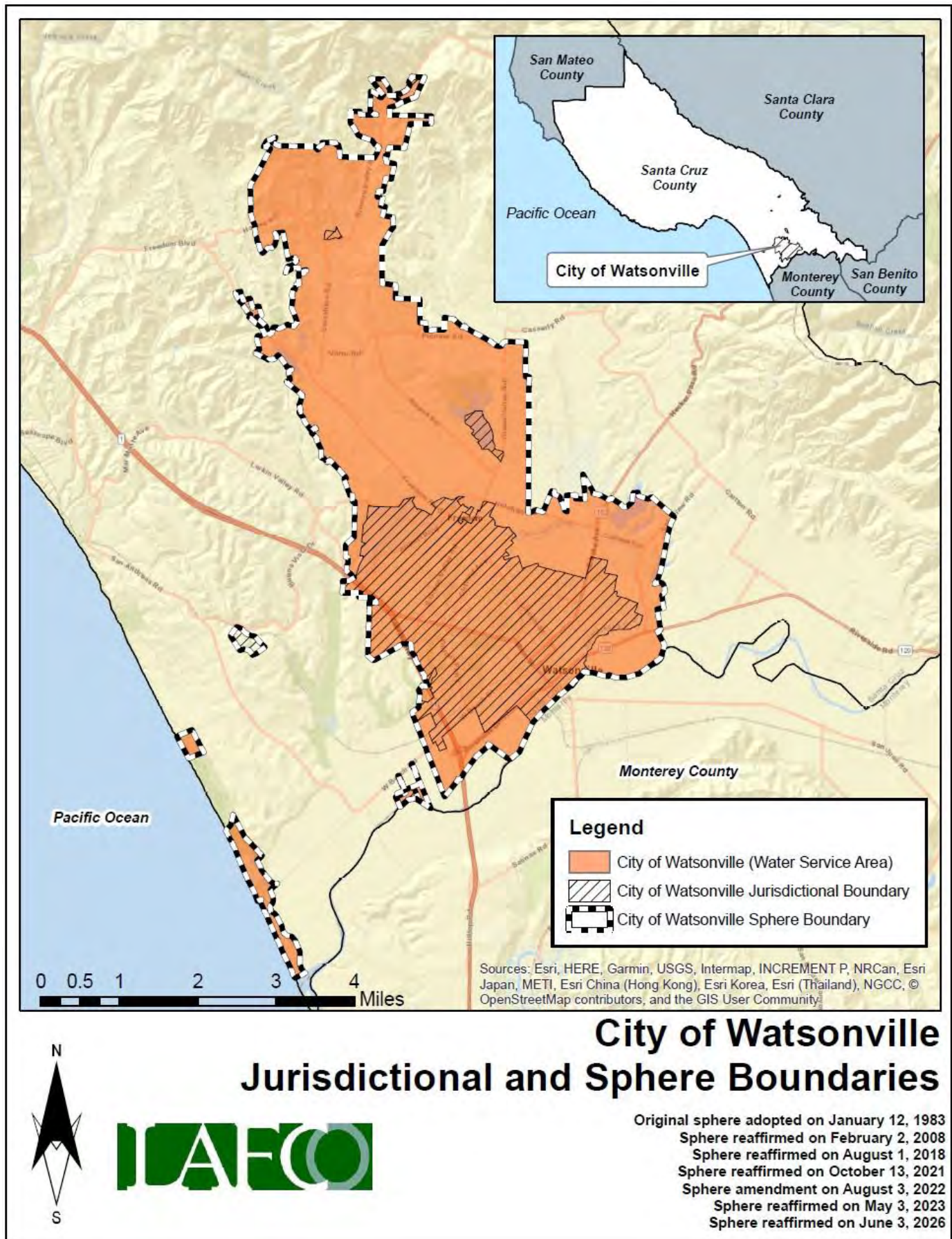
Figure 14: Scotts Valley Fire Protection District Sphere Map (Proposed)



Watsonville City Fire Department

District Profile	
Formation	California Charter City Law (Article XI, section 3(a) of the California Constitution)
City Council	7 members, elected by zone-based to four-year terms
Contact Person	Corey Schaefer, Fire Chief
Employees	38 Full-Time Employees
Facilities	2 Fire Stations
ISO Rating	2/2x
District Area	4,024 acres (6 square miles)
Sphere of Influence	Current sphere of influence is Larger than the City's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 15 on page 51)</i>
FY 2023-24 Audit	Total Revenue = \$96,078,687 Total Expenditure = \$79,406,361 Net Position (Ending Balance) = \$65,664,971
Contact Information	Mailing Address: 250 Main Street Watsonville, CA 95076 Phone Number: (831) 768-3201 Email Address: corey.schaefer@watsonville.gov Website: https://www.cityofwatsonville.org/430/Fire
Public Meetings	Meetings are typically held on the second and fourth Tuesday of each month.
Website Transparency	The City of Watsonville has a robust website; however, their fire department's webpage does not provide any fiscal or governmental information, nor is it in compliance with SB 929. LAFCO recommends that the City develop a dedicated webpage for their fire department before the next service review cycle (June 2031).
LAFCO Comments	The City continues to operate efficiently with its current funding and resources. However, it may benefit from exploring other alternative governance options, beyond the status quo, for its fire department to ensure the best level of service is provided to the community.

Figure 15: City of Watsonville Sphere Map (Proposed)



VALLEY AREA
**(Ben Lomond, Boulder Creek, Felton,
and Zayante Fire Protection Districts)**

Valley Area

The Valley Area encompasses the four fire protection districts serving the San Lorenzo Valley: Ben Lomond, Boulder Creek, Felton, and Zayante FPDs. Together, these districts form a geographically and socially cohesive mountain corridor defined by a shared transportation route along Highway 9, interconnected residential and commercial communities, and a long-standing regional identity rooted in the valley's unique topography and history¹³. The area's steep terrain, narrow roadways, and limited access routes create natural boundaries that separate the valley from the county's urbanized coastal areas, reinforcing the logic of treating these four districts as a unified service region for planning purposes¹⁴. **Table 14** provides an overview of each fire district. **Appendices L-O** offer a more detailed summary of each fire district.

Table 14: Overview of the Valley Area Region Fire Agencies

Fire Agency	Formation Date	Service Area	District Staffing	FY 23-24 Audit	Source of Revenue
Ben Lomond	June 1923	7 square miles	1 FTE; 1 PTE; 30 volunteers	Total Revenue = \$1.3 million Total Expense = \$1.2 million	Primary source is property taxes (86%) No Special Tax or Assessment
Boulder Creek	August 1923	18 square miles	1 FTE; 1 PTE; 43 volunteers	Total Revenue = \$1.6 million Total Expense = \$995,000	Primary source is property taxes (76%) Plus an Assessment (12%)
Felton	October 1946	6 square miles	.75 FTE; 1 PTE; 25 volunteers	Total Revenue = \$1.1 million Total Expense = \$1 million	Primary source is property taxes (90%) No Special Tax or Assessment (pending election results)
Zayante	January 1957	18 square miles	3 FTE; 2 PTE; 22 volunteers	Total Revenue = \$1.3 million Total Expense = \$1.3 million	Primary source is property taxes (61%) Plus an Assessment (17%)

Footnote: FTE means full-time employee and PTE means part-time employee

Population Characteristics

The Valley Area's population characteristics are remarkably consistent. The region is composed primarily of moderate-density residential neighborhoods dispersed along canyons, ridgelines, and small town centers. Growth has remained modest, with a high proportion of full-time residents and limited commercial development. These demographic patterns shape the nature of emergency response, producing call volumes dominated by medical incidents and localized fire risks rather than the high-density, multi-story hazards found in urban areas. The socio-economic profiles of the communities are also similar, contributing to shared expectations regarding service levels, response times, and community engagement.

¹³ Santa Cruz County General Plan, Community Profile: San Lorenzo Valley (2020)

¹⁴ Caltrans District 5, Highway 9 Corridor Plan (2021)

The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Valley area is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Based on LAFCO's analysis, this region currently has a total population of approximately 24,000. **Table 15** provides an overview of the population projections for each fire district.

Table 15: Population Projections for the Valley Area Region

Fire Agency	2025	2030	2035	2040
Ben Lomond	7,193	7,254	7,317	7,379
Boulder Creek	5,271	5,316	5,362	5,408
Felton	6,103	6,156	6,208	6,262
Zayante	<u>5,086</u>	<u>5,130</u>	<u>5,174</u>	<u>5,218</u>
Valley Area	23,653	23,856	24,061	24,267

Service Levels & Staffing Models

Operationally, the four districts share a common history of volunteer or combination staffing models. While each district has taken steps toward more sustainable staffing in recent years, they continue to face similar challenges related to volunteer recruitment and retention, increasing medical call volume, and limited administrative capacity. Their deployment models, training needs, and apparatus configurations are closely aligned. These shared characteristics create natural opportunities for coordinated planning, joint training, and administrative collaboration.

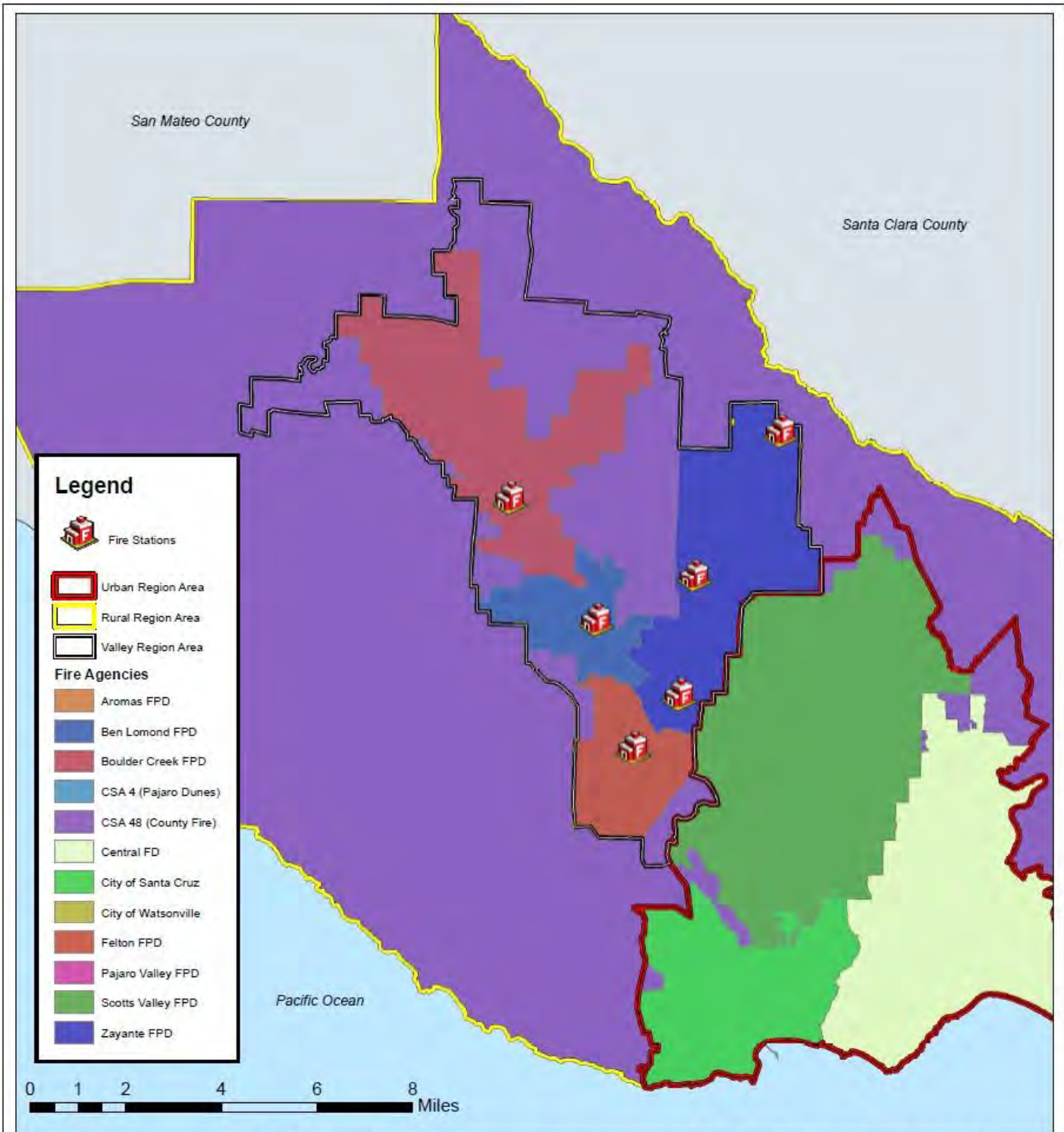
Shared Risk Environment

The San Lorenzo Valley also shares one of the most significant wildland–urban interface¹⁵ (WUI) risk profiles in the county. CAL FIRE's Fire Hazard Severity Zone maps identify large portions of the valley as "Very High Fire Hazard Severity Zones," reflecting dense vegetation, steep slopes, and constrained evacuation routes¹⁶. The 2020 CZU Lightning Complex Fire further demonstrated the interconnected nature of risk across all four districts and highlighted the need for coordinated fuels management, emergency communications, and long-term resiliency planning. **Figure 16** on page 55 illustrates the four fire agencies in the Valley Region and their respective fire stations.

¹⁵ US Fire Administration: <https://www.usfa.fema.gov/wui/what-is-the-wui/>

¹⁶ CAL FIRE, Fire Hazard Severity Zone Maps (2022)

Figure 16: Valley Region Fire Agencies (Fire Station Locations)



Countywide Fire Service and Sphere Review (Valley Region - Fire Stations)



Vicinity map created on 3/26/26

Valley Region consists of six fire stations managed by:

- *Ben Lomond FPD (1)
- *Boulder Creek FPD (1)
- *Felton FPD (1)
- *Zayante FPD (3; 1 active and 2 inactive)

Fiscal Health & Long-Term Stability

Fiscal conditions across the Valley Area districts reflect a group of agencies that are working hard to maintain strong service levels within the limited realities of a modest tax base and rising operational demands. Data from the last five years show that each district is managing its resources carefully, with all four districts maintaining a small surplus. These trends are common among smaller, community-based fire districts and demonstrate the Valley agencies' commitment to sustaining adequate service levels despite facing financial constraints. Reserve levels across the Valley remain responsible and stable, providing a meaningful buffer to address unexpected costs and demonstrating prudent fiscal stewardship. Capital investments, while occurring in longer intervals, show that districts are actively reinvesting in their equipment and facilities as resources allow. These investments reflect a long-standing culture of maximizing limited dollars and leveraging grants, volunteers, and community support. **Appendices L-O** provides a detailed overview of each agencies' financial performance from FY 14-15 to FY 24-25.

Table 16: Fiscal Indicators Summary (FY 19-20 to FY 23-24)

Indicators	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Ben Lomond Fire Protection District					
Operating Margin	21%	15%	3%	30%	10%
Liquidity	12.85	11.51	36.70	33.54	18.18
L-T Liabilities	7%	0%	32%	24%	12%
<i>Based on LAFCO's analysis, BLFPD is fiscally stable to provide services to its constituents.</i>					
Boulder Creek Fire Protection District					
Operating Margin	12%	40%	45%	40%	38%
Liquidity	100.04	112.49	100.79	68.60	55.37
L-T Liabilities	27%	27%	12%	23%	24%
<i>Based on LAFCO's analysis, BCFPD is fiscally stable to provide services to its constituents.</i>					
Felton Fire Protection District					
Operating Margin	23%	-30%	15%	-12%	7%
Liquidity	56.04	49.76	55.91	53.31	40.31
L-T Liabilities	34%	29%	19%	47%	33%
<i>Based on LAFCO's analysis, FFPD is currently looking to add a new revenue source, but overall, has made improvements to provide adequate services to its constituents.</i>					
Zayante Fire Protection District					
Operating Margin	17%	-10%	4%	1%	2%
Liquidity	29.54	13.25	21.12	8.27	5.42
L-T Liabilities	0%	0%	0%	0%	36%
<i>Based on LAFCO's analysis, ZFPD is fiscally stable to provide services to its constituents.</i>					

- **Operating Margin:** Measures whether recurring revenues cover recurring costs. Higher ratios show stronger year-to-year stability; lower or negative ratios indicate structural budget pressure. Positive margin (>0%) indicates recurring revenues exceed costs; break-even (0%) shows no cushion; negative margin (<0%) reflects recurring costs exceeding revenues.
- **Liquidity Ratio:** Measures how much cash the agency has compared to its short-term bills. Higher ratios show strong short-term stability; lower ratios indicate cash-flow vulnerability. High (≥3.0) indicates strong short-term stability; moderate (1.0–3.0) reflects adequate but timing-sensitive cash flow; low (<1.0) signals cash-flow vulnerability.
- **Long-Term Liability Ratio:** Measures the size of long-term obligations relative to annual revenue. Lower ratios indicate fewer long-term commitments and greater financial flexibility; higher ratios signal future budget pressure. Low (<50%) indicates fewer long-term obligations relative to revenue; moderate (50–100%) reflects manageable but notable obligations; high (>100%) signals significant long-term liabilities that may constrain future budgets."

Agency Transparency (Website Requirements)

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 identifies a number of components that must be found within an agency's website. Additionally, the Special District Leadership Foundation (SDLF), an independent, non-profit organization formed to promote good governance and best practices among California's special districts, has also outlined recommended website elements as part of its District Transparency Certificate of Excellence. This program was created in an effort to promote transparency in the operations and governance of special districts to the public and to provide special districts with an opportunity to showcase their efforts in transparency. Based on SB 929's criteria and the recommendations set by the SDLF, LAFCO conducted a thorough review of the District's website (even though said law only applies to independent special districts). **Table 17** summarizes staff's findings on whether the Valley Region agencies' websites meet the statutory requirements. At present, all four fire agencies meet the majority of statutory requirements set under SB 929 and SDLF's website transparency criteria. LAFCO appreciates their efforts in maintaining a website with useful information which is easily accessible by the public.

Table 17: Website Transparency Within the Valley Region

Fire Agencies	BLFPD	BCFPD	FFPD	ZFPD
Required Items (SB 949 Criteria and SDLF Benchmarks)	Checkmark (Yes)			
1. Names and Contact Information of Board Members*	✓	✓	✓	✓
2. Board Member Term Limits	✓	✓	✓	✓
3. Names of Key Staff, including General Manager	✓	✓	✓	✓
4. Contact Information for Staff	✓	✓	✓	✓
5. Election/Appointment Procedure & Deadlines	✓	✓	✓	✓
6. Board Meeting Schedule*	✓	✓	✓	✓
7. Mission Statement	✓	✓	✓	✓
8. Description of District's Services/ Functions and Service Area	✓	✓	✓	✓
9. Authorizing Statute/Enabling Act	✓	✓	✓	✓
10. Adopted District Budgets*	✓	✓	✓	✓
11. Financial Audits*	✓	✓	✓	✓
12. Archive of Board Meeting Agendas & Minutes*	✓	✓	✓	✓
13. Link to State Controller's Webpages for District's reported Board Member and Staff Compensation	✓	✓	✓	✓
14. Link to State Controller's Webpages for District's reported Financial Transaction Report	✓	✓	✓	✓
15. Reimbursement & Compensation Policy / Annual Policies	✓	✓	✓	✓
16. Home Page Link to Agendas/Board Packets	✓	✓	✓	✓
17. SB 272 - Compliance-Enterprise Catalogs				
18. Machine Readable/Searchable Agendas	✓	✓	✓	✓
19. Recipients of Grant Funding or Assistance	✓	✓	✓	✓
20. Link or Copies of LAFCO's Service & Sphere Reviews				
Total Score (out of a possible 20)	18 (90%)	18 (90%)	18 (90%)	18 (90%)

Existing Agreements and Operational Interdependence

Operational interdependence is already well established within the Valley Area. The four districts maintain robust mutual-aid and automatic-aid relationships, participate in shared training programs, and coordinate closely on responses along Highway 9 and adjacent neighborhoods. Their integration within countywide dispatch and EMS systems further reinforces the cohesiveness of the region. These longstanding relationships demonstrate that the Valley Area effectively functions as a single service environment, even though it is governed by four independent district boards. Additionally, it is LAFCO's understanding that Felton FPD residents are currently voting towards a new assessment (appx. \$580-\$640/year for most single family homes) through a mailed-in ballot election. The results of the election will be tallied on July 24, 2026.

Valley Area Summary

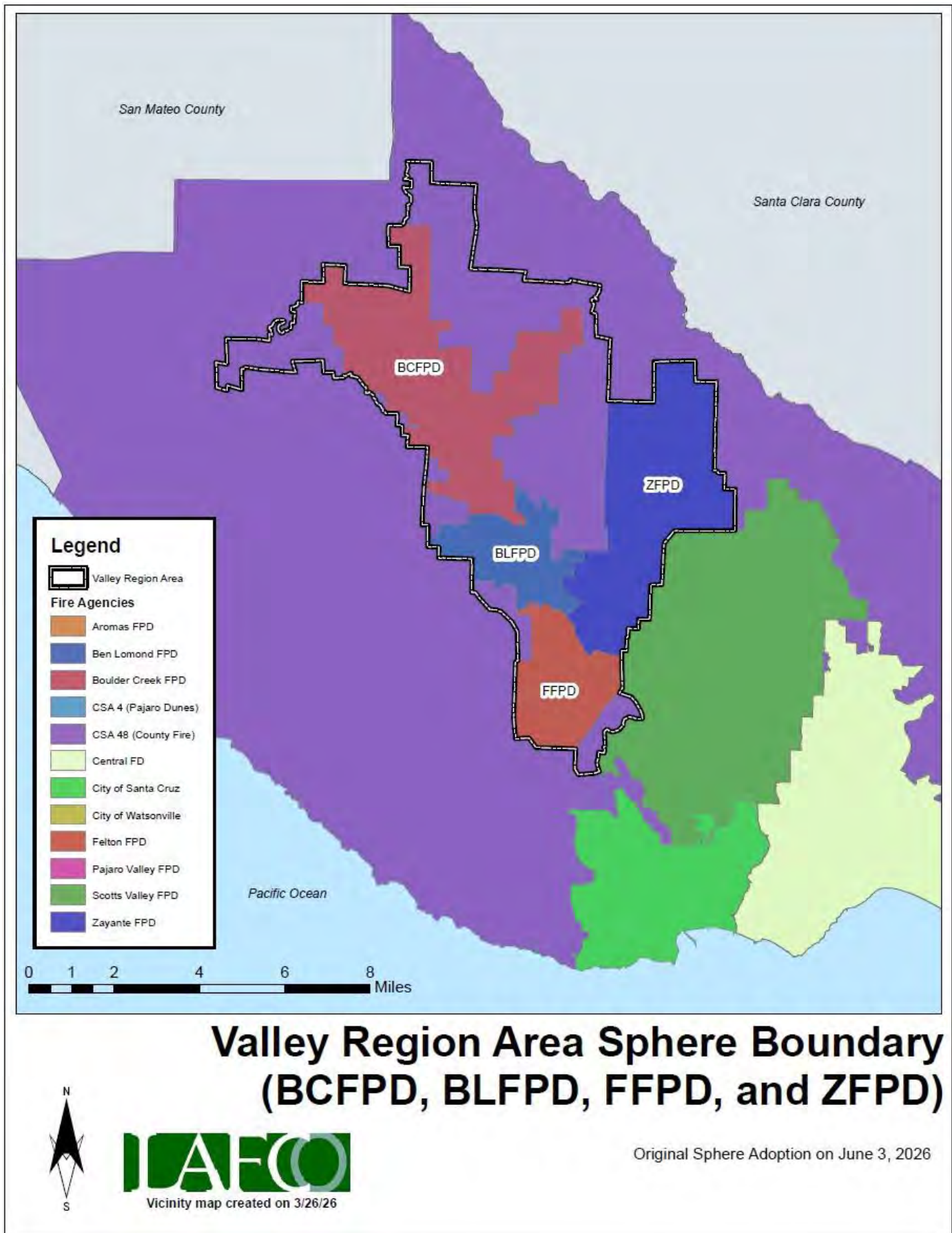
Taken together, these characteristics justify consideration of Ben Lomond, Boulder Creek, Felton, and Zayante FPDs sharing a regional sphere as the Valley Area. LAFCO recognizes and deeply values the long-standing service each district provides to its community, as well as the strong community identity and traditions that define the San Lorenzo Valley. This regional sphere is not intended to diminish or replace the existing districts, nor does it signal a precursor to consolidation. Instead, it highlights the districts' effective work, their well-established partnerships, and the natural disposition to operational cohesion that already exists among agencies.

By acknowledging these strengths and benefits, the Valley communities can more clearly identify where future opportunities (whether shared services, administrative collaboration, or, if locally supported, some form of reorganization) may emerge organically based on their proximity, shared risk environment, and collaborative history. The Valley Area grouping therefore serves as a planning tool that supports and elevates the districts' ongoing fire protection efforts while providing a foundation for evaluating long-term resiliency and governance options in the 2026 Countywide Fire Service & Sphere Review.

LAFCO Staff Recommendation: The Commission should consider adopting a supplemental sphere of influence boundary encompassing the four fire districts to reflect their ongoing collaboration, shared risk environment, similar service models, and geographical proximity, as shown in **Figure 17** on page 59. This supplemental sphere boundary is meant to be a planning tool, and any future change of organization would require an extensive evaluation and support by the affected parties.

It is further recommended that the Commission direct LAFCO staff to provide support to the Valley Area fire agencies in any collaborative initiative brought forward by the agencies themselves that would improve governance, fiscal sustainability, and/or operational outcomes. Should that occur, LAFCO would coordinate closely with the involved agencies to assemble neutral legal, fiscal, operational, and governance information for any decision-making process. The purpose of this work is not to promote consolidation or suggest that LAFCO seeks to "merge" or eliminate Valley fire agencies. Rather, the intent is simply to provide objective information the agencies may use to evaluate whether their voluntary collaborative approaches offer the best option for long-term service outcomes for their communities. The agencies themselves would ultimately determine what, if anything, is appropriate for their constituents.

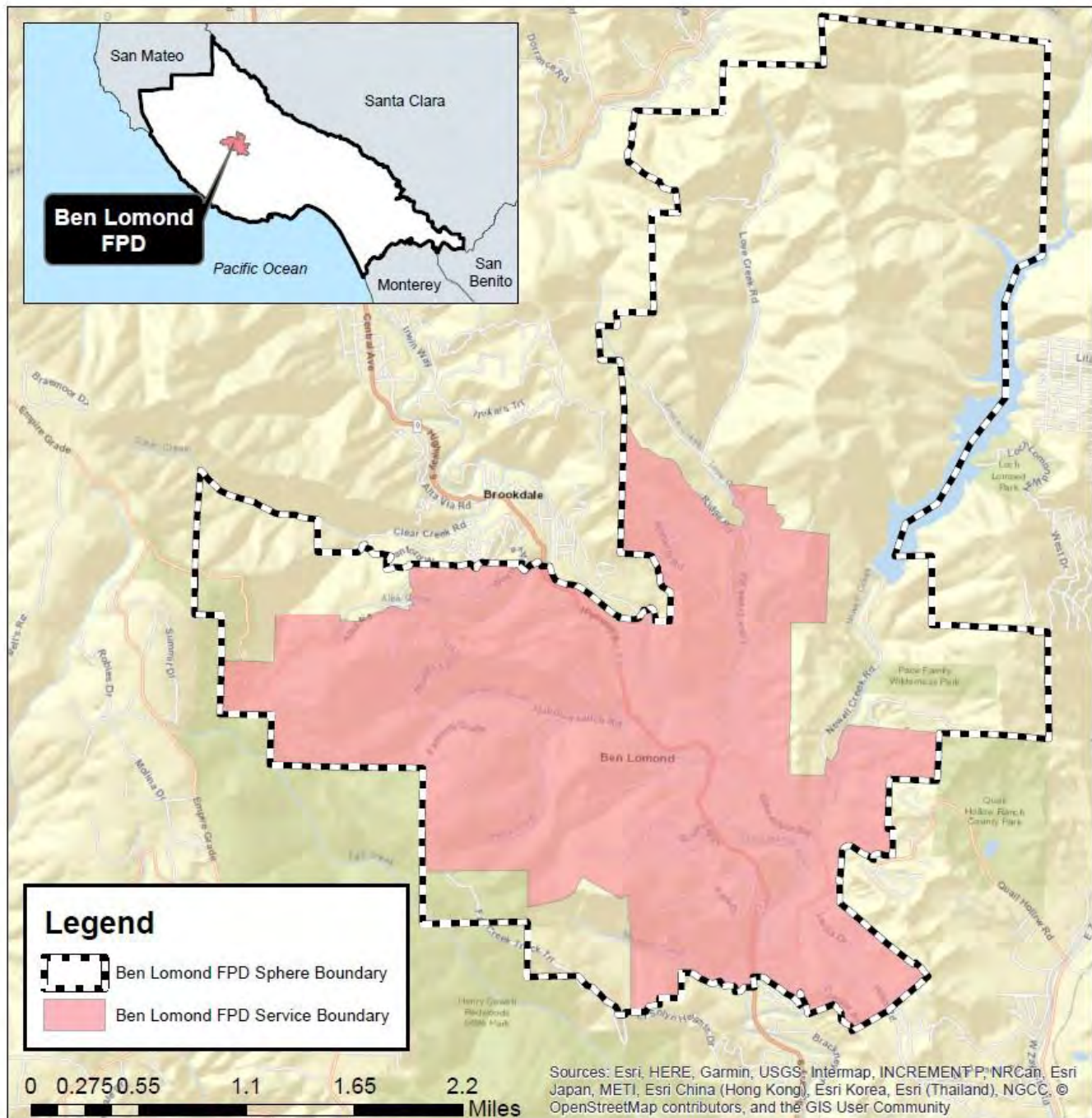
Figure 17: Valley Region Area Sphere Map (Proposed)



Ben Lomond Fire Protection District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Stacie Brownlee, Fire Chief
Employees	1 Full-Time Employee; 1 Part-Time Employee; 30 volunteers
Facilities	1 Fire Station
ISO Rating	3/3x
District Area	4,167 acres (6 square miles)
Sphere of Influence	Current sphere is larger than the District's service area (Expands beyond jurisdictional boundary) <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 19 on page 61)</i>
FY 2023-24 Audit	Total Revenue = \$1,319,908 Total Expenditure = \$1,193,433 Net Position (Ending Balance) = \$3,390,460
Contact Information	Mailing Address: 9430 Highway 9 Ben Lomond, CA 95005 Phone Number: (831) 336-5495 Email Address: blfdchief@benlomondfd.com Website: https://benlomondfd.com/
Public Meetings	Meetings are typically held on the third Wednesday of each month.
Website Transparency	BLFPD's website is transparent and in compliance with SB 929. LAFCO recommends adding a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	Ben Lomond FPD continues to operate efficiently with its current funding and resources. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community – should the District deem necessary.

Figure 19: Ben Lomond Fire Protection District Sphere Map (Proposed)



Ben Lomond Fire Protection District Jurisdictional and Sphere Boundaries

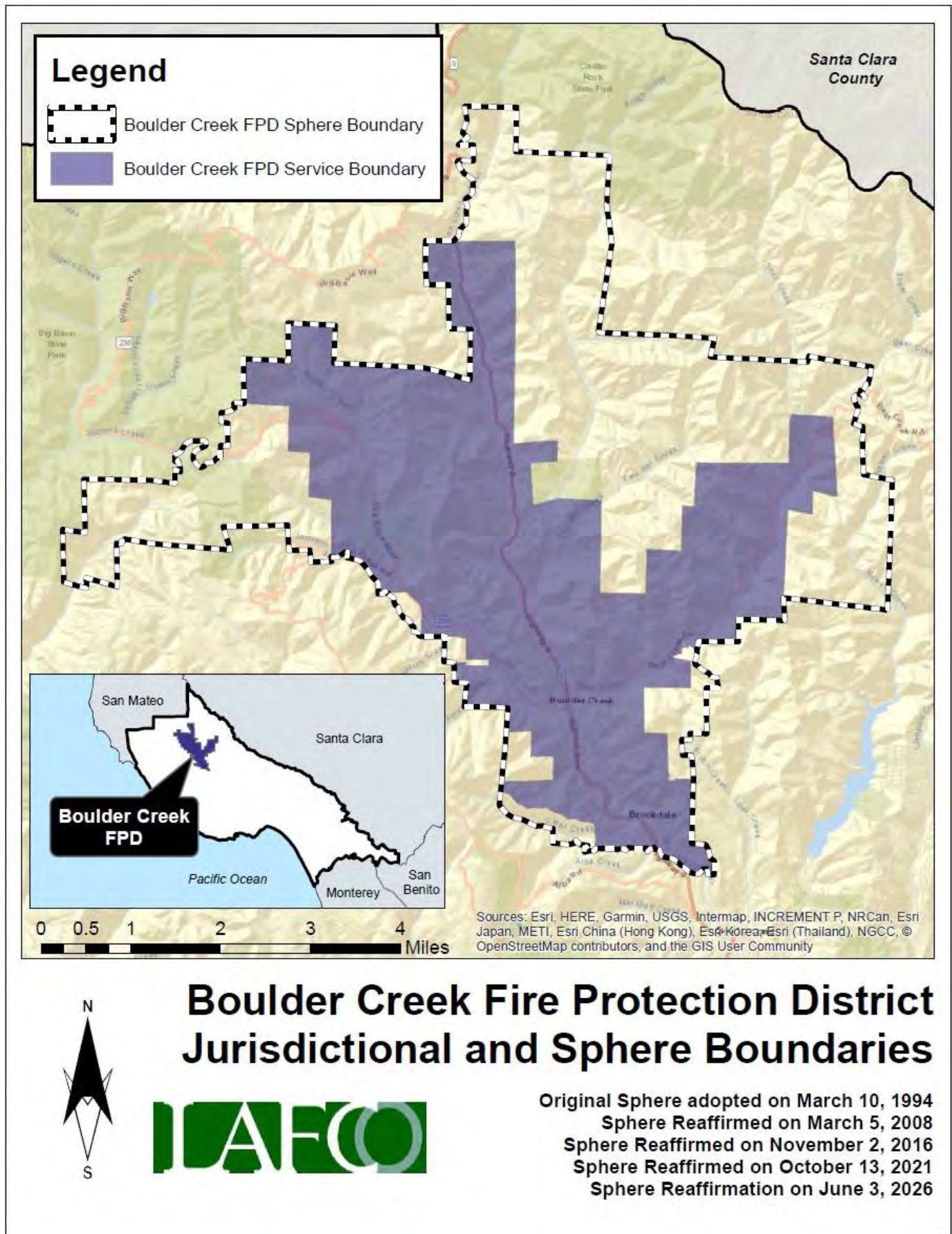


Original Sphere adopted on September 1, 1976
Sphere Reaffirmed on March 5, 2008
Sphere Reaffirmed on November 2, 2016
Sphere Reaffirmed on October 13, 2021
Sphere Reaffirmation on June 3, 2026

Boulder Creek Fire Protection District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Mark Bingham, Fire Chief
Employees	1 Full-Time Employee; 1 Part-Time Employees 43 volunteers
Facilities	2 Fire Stations
ISO Rating	4/4x
District Area	11,273 acres (18 square miles)
Sphere of Influence	Current sphere is larger than the District's service area (Expands beyond the jurisdictional boundary) <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 20 on page 63) and explore possible sphere amendments.</i>
FY 2023-24 Audit	Total Revenue = \$1,611,970 Total Expenditure = \$995,332 Net Position (Ending Balance) = \$4,449,973
Contact Information	Mailing Address: 13230 Central Ave. Boulder Creek, CA 95006 Phone Number: (831) 338-7222 Email Address: mbingham@bcfd.com Website: https://www.bcfd.com/
Public Meetings	Meetings are typically held on the second Tuesday of each month.
Website Transparency	BCFPD's website is transparent and in compliance with SB 929. LAFCO recommends adding a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	Boulder Creek FPD continues to operate efficiently with its current funding and resources. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community – should the District deem necessary.

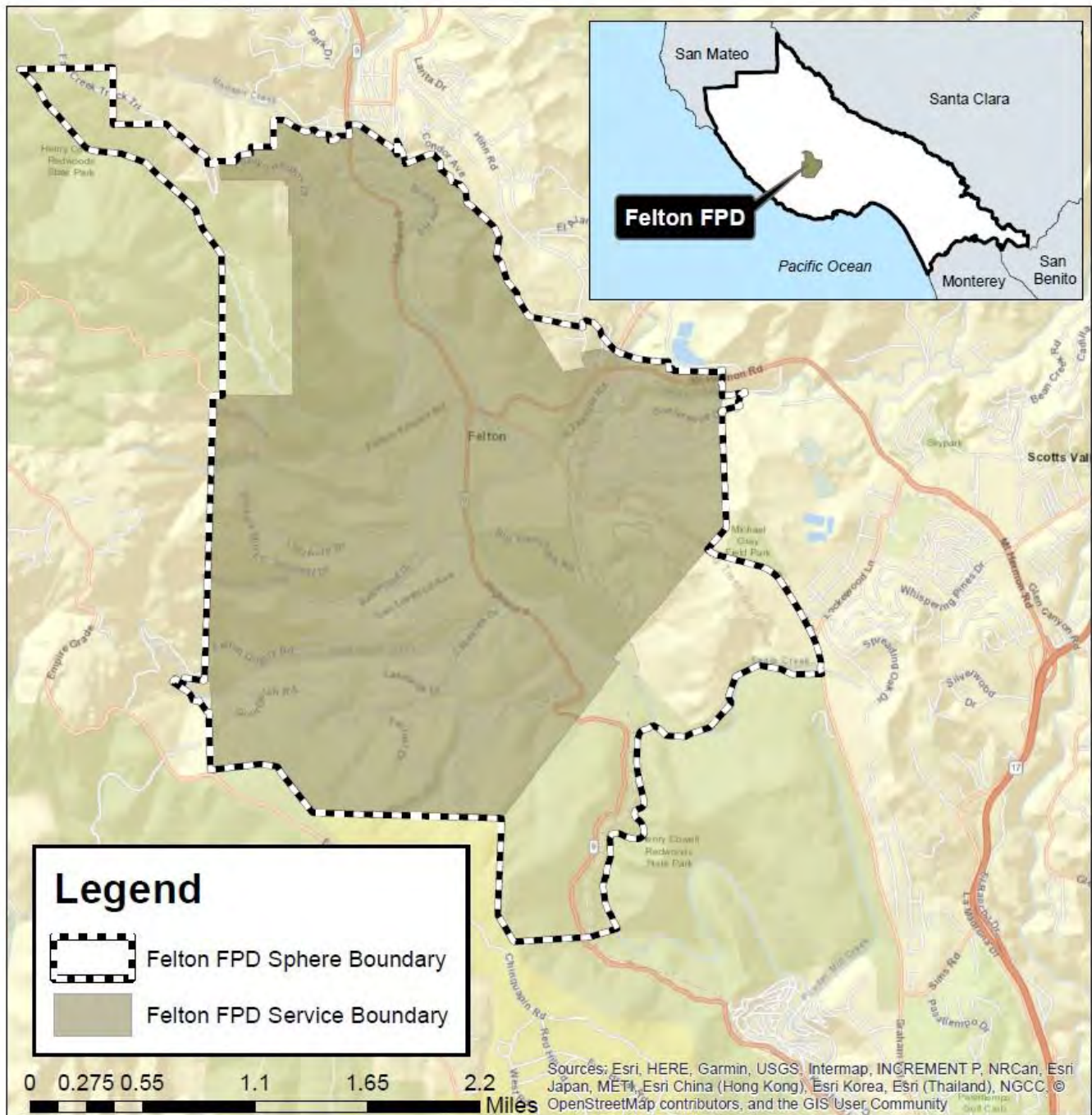
Figure 20: Boulder Creek Fire Protection District Sphere Map (Proposed)



Felton Fire Protection District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Issac Blum, Fire Chief (temporary/part-time)
Employees	.75 Full-Time Employee; 1 Part-Time Employee; 25 volunteers
Facilities	1 Fire Station
ISO Rating	4/4x
District Area	4,052 acres (6 square miles)
Sphere of Influence	Current sphere is larger than the District's service area (Expands beyond jurisdictional boundary) <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 21 on page 65) and explore possible sphere amendments</i>
FY 2023-24 Audit	Total Revenue = \$1,141,810 Total Expenditure = \$1,059,645 Net Position (Ending Balance) = \$1,670,262
Contact Information	Mailing Address: 131 Kirby Street Felton, CA 95018 Phone Number: (831) 335-4422 Email Address: firechief@feltonfire.com Website: https://feltonfire.com/
Public Meetings	Meetings are typically held on the first Monday of each month.
Website Transparency	FFPD's website is transparent and in compliance with SB 929. LAFCO recommends adding a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	Felton FPD has made improvements since LAFCO's July 2025 governance report (Appendix N), including the implementation of a hybrid meeting model, increase in paid and volunteer staffing, and the consideration of a new benefit assessment.

Figure 21: Felton Fire Protection District Sphere Map (Proposed)



Felton Fire Protection District Jurisdictional and Sphere Boundaries

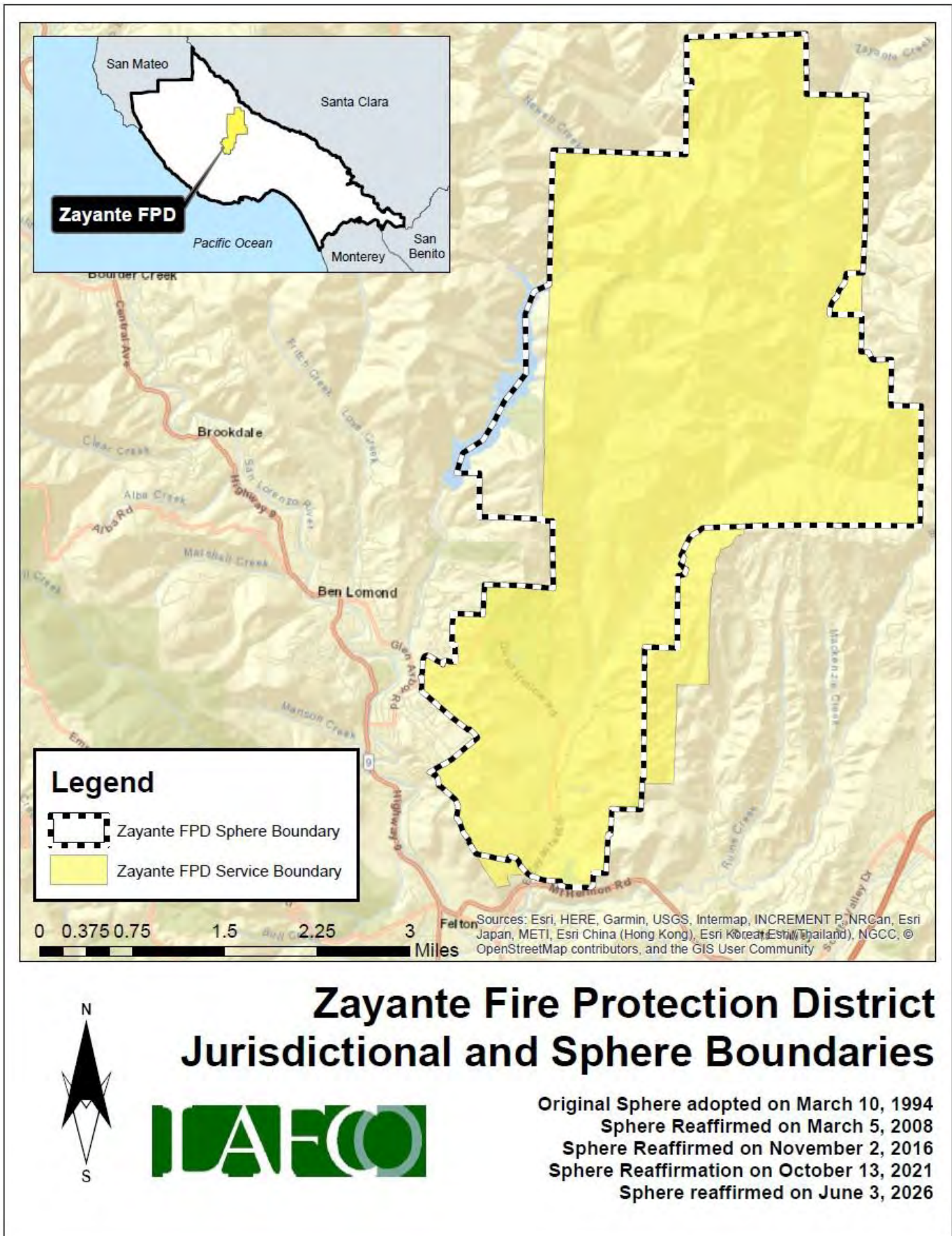


Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmed on October 13, 2021
 Sphere Reaffirmation on June 3, 2026

Zayante Fire Protection District

District Profile	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Jeff Maxwell, Fire Chief
Employees	3 Full-Time Employee; 2 Part-Time Employee; 28 volunteers
Facilities	3 Fire Station
ISO Rating	4/4x
District Area	11,451 acres (18 square miles)
Sphere of Influence	Current sphere is Different than the District's service area (Expanded in some areas and Reduced in other areas) <i>Proposed Designation: Reaffirm Current Sphere Boundary (Figure 22 on page 67) and explore possible sphere amendments.</i>
FY 2023-24 Audit	Total Revenue = \$1,306,075 Total Expenditure = \$1,276,170 Net Position (Ending Balance) = \$673,171
Contact Information	Mailing Address: 7700 E. Zayante Road Felton, CA 95018 Phone Number: (831) 335-5100 Email Address: jmaxwell@zayantefire.com Website: https://zayantefire.com/
Public Meetings	Meetings are typically held on the third Thursday of each month.
Website Transparency	ZFPD's website is transparent and in compliance with SB 929. LAFCO recommends adding a copy of LAFCO's 2026 report on the District's website for additional information.
LAFCO Comments	Zayante FPD continues to operate efficiently with its current funding and resources. It may benefit from exploring other alternative governance options, beyond the status quo, to ensure the best level of service is provided to the community – should the District deem necessary.

Figure 22: Zayante Fire Protection District Sphere Map (Proposed)



SERVICE AND SPHERE REVIEW DETERMINATIONS

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Determinations

Government Code Section 56430 requires LAFCO to conduct a service review before, or in conjunction with, an action to establish or update a sphere of influence. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

There are no growth projections available for most of the fire agencies in Santa Cruz County. In general, the Santa Cruz County unincorporated area is projected to have slow growth over the next fifteen years. Based on the growth rate of approximately 1% for the unincorporated areas in the County, LAFCO staff projects that in 2040 the Rural Region may reach 110,000, the Urban Region may reach 197,000, and the Valley Region may reach 24,000.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

In 2025, the California statewide annual median household income was \$109,266, and 80% of that is \$87,413. Based on the criteria set forth by SB 244, staff's analysis indicated that there are two DUCs within Santa Cruz County.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The 12 fire agencies serving Santa Cruz County collectively demonstrate adequate present and planned capacity to deliver structural fire protection and related emergency services within their jurisdictions. Each agency maintains staffed stations, apparatus, and operational systems appropriate to its service area, and all participate in long-standing mutual-aid and automatic-aid arrangements that ensure depth of coverage during peak demand or major incidents. Current service levels are sufficient to meet community needs, and ongoing capital planning, training, and interagency coordination supports future service reliability. No disadvantaged unincorporated communities within or adjacent to the agencies' spheres of influence have been identified as lacking access to structural fire protection, and the existing network of providers continues to offer countywide coverage without documented service deficiencies.

4. Financial ability of agencies to provide services.

LAFCO analyzed the financial performance of each fire agency from FY 2014 to FY 2024, providing a thorough evaluation of their fiscal health. In FY 23-24, the vast majority of the fire agencies ended in a surplus – indicating that their total revenues are sufficient to cover annual expenses.

5. Status of, and opportunities for, shared facilities.

LAFCO believes there are opportunities for the 12 fire agencies to maximize their existing resources and staffing levels through strategic partnerships that go beyond the current mutual and auto aid agreements. LAFCO could play a role in identifying possible opportunities through special studies in the foreseeable future.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO encourages the 12 fire agencies to consider exploring alternative governance options to ensure that the agencies are providing the best level of service to their constituents – whether through the status quo or other methods.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

While the fire agencies do not play a role in land use determinations, with the exception of the Cities of Santa Cruz and Watsonville, the present and planned housing developments are critical factors in determining their service capacity.

2. The present and probable need for public facilities and services in the area.

The 12 fire agencies were formed between 1966 to 1995. Since then, the agencies continue to evolve and adapt to current and future service demands throughout Santa Cruz County.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The 2026 service and sphere review evaluated the present capacity of public facilities and adequacy of public services by assessing the fire station locations, analyzing the agencies' ongoing partnerships, and identifying possible collaborative efforts.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO has identified several social and economic communities of interest that contribute meaningfully to public safety and wildfire resilience in Santa Cruz County. While these organizations fall outside LAFCO's jurisdiction, their perspectives were incorporated into the review through outreach to the Civil Grand Jury, County OES, the Fire Department Advisory Group, and local Fire Safe Councils.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

No DUC within or adjacent to the agencies' spheres of influence have been identified as lacking access to structural fire protection, and the existing network of providers continues to offer countywide coverage without documented service deficiencies.

APPENDICES

Appendix A: 1973 Long Range Plan Study

Appendix B: 1986 Organizational Alternatives Study

Appendix C: 1992 Mid-County Consolidation Feasibility Study

Rural Region

Appendix D: Aromas Tri-County Fire Protection District Background Material

Appendix E: County Service Area 4 Background Material

Appendix F: County Service Area 48 Background Material

Appendix G: Pajaro Valley Fire Protection District Background Material

Urban Region

Appendix H: Central Fire District Background Material

Appendix I: Santa Cruz City Fire Department Background Material

Appendix J: Scotts Valley Fire Protection District Background Material

Appendix K: Watsonville City Fire Department Background Material

Valley Region

Appendix L: Ben Lomond Fire Protection District Background Material

Appendix M: Boulder Creek Fire Protection District Background Material

Appendix N: Felton Fire Protection District Background Material

Appendix O: Zayante Fire Protection District Background Material

APPENDIX A

1973 Long Range Plan Study

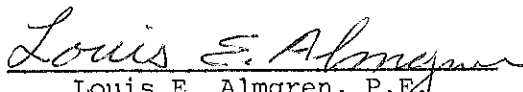
Report No. 41-7327-2

A FIRE PROTECTION
IMPROVEMENT PROGRAM
AND
LONG RANGE PLAN
FOR
SANTA CRUZ COUNTY,
CALIFORNIA

December 17, 1973

Prepared by:

THE SIERRA GROUP
145 Natoma Street
San Francisco, California 94105
Telephone (415) 495-3310


Louis E. Almgren, P.E.
Project Engineer

FOREWORD

This report is an objective and comprehensive study of the present and future fire protection needs of Santa Cruz County. The purpose of the study is to identify and evaluate various alternatives for satisfying the public fire protection needs of Santa Cruz County. Long and short-range improvement programs are developed which will be compatible with the needs and desires of each community while producing an optimum cost benefit relationship for the entire County.

Louis E. Almgren, P.E., was Project Engineer for the study. He was assisted by staff members Edward K. Vining, Gary S. Jensen, Jack H. Martin, Robert B. Burns and Otto A. Schleich. Other staff members were utilized where their expertise was valuable to the study. Field work was started on July 24, 1973. The final report was submitted on December 17, 1973.

The valuable assistance rendered by all persons contacted during the course of this study is gratefully acknowledged. Particular thanks is extended to all fire service personnel for their help in the data gathering phase of the study.

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PART I

SUMMARY AND CONCLUSIONS

Fire Department Service in Santa Cruz County ranges from concentrated urban type service as provided in the City of Santa Cruz to minimal services in several remote sparsely populated areas of Santa Cruz County. Between these two extremes there exists a full spectrum of fire department functions providing varying levels of protection. The large majority of residents are receiving a reasonably adequate level of service. The primary problems in furnishing adequate fire protection are encountered in remote areas of the County where it is not economically feasible to provide more than token service. In four Fire Protection Districts the tax base is too small to satisfactorily support a fire department. While it is not economically possible to furnish adequate public fire protection service in remote areas, at this time, it is possible to improve service in the smaller Districts by combining their resources into a single functioning unit. The details of this proposal are contained in the Recommendations Section of this report.

Other recommendations which will economically improve service to the smaller fire jurisdictions include a county-wide communications system, county fire prevention program, centralized training, automatic fire response between jurisdictions, and apparatus maintenance and purchasing. Because some jurisdictions are presently expending limited funds on many of these functions, certain cost benefits are based on projected needs. ?

Ultimately, all non-wildland fire suppression in the County should be integrated into one of these four districts:

1. Mid-County District
2. South County District
3. San Lorenzo Valley District
4. Rural Service Area

A detailed implementation program is presented in the Recommendation Section of this report.

The recommended program is designed to accomplish specific improvements in a series of phases which can be implemented independently or as a complete program. Although the recommended improvement program is a complete fire protection system for the County, it is so designed that it is possible to implement individual recommendations if this becomes desirable.

Combining the smaller districts will, in most instances, result in reducing operating costs, however, the primary benefit to the taxpayer will be in the form of improved services. Operational costs of the Schedule A contract, excluding Pajaro Dunes, will increase from the present level of \$87,419.00 to approximately \$140,000. An additional \$25,000.00 a year should be expended over the next five years to modernize equipment.

? How

Although county-wide programs for communications, fire prevention, training, and apparatus maintenance will result in increased costs, much of this expense will be recoverable by eliminating these programs from each of the individual fire jurisdictions.

? How

Savings resulting from the long-range recommendation to create four districts will vary by district; eliminating duplicate services in the Mid-County District could result in savings as high as 20%. In other areas, because services are not as extensive or developed, savings will not be as great. The primary goal of this study, however, was not to save money, but to improve cost effectiveness in achieving an acceptable level of protection.

? How

PART II

RECOMMENDED IMPROVEMENT PROGRAM

INTRODUCTION

There are several immediate improvements which should be made in fire department service in Santa Cruz County. The changes are needed to provide a reasonable level of fire department service to the citizens of Santa Cruz County and to improve the cost effectiveness of fire department operations. These changes will enable the citizens to realize maximum benefit for each tax dollar spent while meeting the requirements of future growth. The recommendations cover seven primary areas:

1. jurisdictional realignments,
2. operational coordination,
3. station locations, ✓
4. fire prevention, ?
5. training,
6. apparatus maintenance and replacement, ✓ and
7. communications. ✓

In all cases, the intent of the recommendations is to provide all citizens of Santa Cruz County with an acceptable level of fire protection. For those who presently receive a higher level of fire protection, the benefits accrued will occur mainly in improving the cost benefit relationship. For many, benefits will be quite substantial and an improvement in service will be readily identifiable. For residents living in remote areas of the County, the improvements will be minimal.

It is not the goal of this system to provide the same level of fire protection service throughout the County. Urban areas will

continue to receive a higher level of fire protection service since the fire problems are greater and the tax base is larger. Areas remote from urban centers should receive a reasonable level of fire protection service available within the limitations of tax income. In non-urban areas, a high reliance upon "self-help" fire protection is necessary, primarily in the form of fire prevention programs. Fire protection agencies in these areas should allocate substantial resources to assist citizens in self-help fire loss control programs and activities.

} SPECIFICS

RECOMMENDATION NO. 1
IMMEDIATE IMPROVEMENTS IN FIRE DEPARTMENT SERVICE

The following changes should be made in fire protection district jurisdictions:

1. Merge Branciforte Fire Protection District into the Scotts Valley Fire Protection District.
2. Merge Zayante Fire Protection District into the Scotts Valley, Ben Lomond, and Felton Fire Protection Districts as appropriate.
3. Dissolve the Davenport Fire Protection District. Arrange for the California Division of Forestry to provide fire protection as a part of the County Schedule A contract.
4. Merge La Selva Beach Fire Protection District with Aptos Fire Protection District.

Improved fire suppression services should be provided in areas outside of Fire Protection Districts.

Estimated Cost: Schedule A contract will increase \$50,000/yr.

DISCUSSION

The Branciforte, Davenport, La Selva Beach and Zayante Fire Protection Districts are not providing an acceptable minimum level of protection. The primary reason for this condition is that the Districts' tax bases are too small to provide sufficient funds to properly operate a fire department. Much of the tax revenue is used for administrative and related costs and little is left for operational expenses and providing modern equipment. Although existing fire protection facilities provide some measure of fire protection to some citizens, it has little ability to control fire losses and the price paid is much too high.

It is a major problem to provide adequate fire protection to a small community without unrealistically high taxes. The problem is compounded when two similar adjoining communities operate separate fire jurisdictions. Public officials in these communities have an obligation to combine fire protection functions in order to provide adequate protection at a reasonable cost. Combining some fire districts is necessary for service to continue. Local control is an expendable luxury.

Fire suppression services provided in Santa Cruz County by the California Division of Forestry should be expanded from 3 to 7 stations. It is recommended that this be accomplished by integrating the four Civil Defense Fire Teams into the CDF operation and absorbing the personnel and equipment of the Davenport Fire Protection District. Each of these units should be operated as a volunteer company with the Division of Forestry providing overall supervision, financial support, and training.

At the present time the CD fire teams lack maximum effectiveness because of a combination of factors stemming from underfunding. Primary deficiencies are out-dated fire apparatus, inadequate communications equipment and a lack of personnel protective equipment. By including the fire teams in the Schedule A contract and placing them under the direct supervision of the California Division of Forestry, they can be upgraded to a point where they can make a much more valuable contribution to rural fire protection in the County.

BUT WILL THEY?

The increased funding will permit an apparatus modernization program, and provide each volunteer with a tone activated radio and complete personnel protective equipment. A regular training program should be established to develop fire fighting skills and insure a high degree of proficiency. The scope of CDF services under the Schedule A contract would remain essentially the same as in the past, except that an additional supervisory level ranger

may be required to provide management and training services for the new fire units. Maintenance and insurance costs to cover the additional personnel, equipment and stations would also increase.

RECOMMENDATION NO. 2
WATER SUPPLIES FOR FIRE FIGHTING IN DEFICIENT AREAS

Fire Departments in areas of the County lacking water systems capable of supplying adequate water flows for fire fighting should overcome this deficiency by strengthening their operating methods by one or both of the following:

1. Hoseline relay, and,
2. Tanker shuttle.

This capability should be developed not only from the standpoint of improved fire fighting ability, but also to qualify for the Insurance Services Office Dwelling Protection Class 8 in areas that would not normally qualify.

Estimated Cost: \$5,000/hoseline relay. (See Recommendation No. 7 for tanker cost.)

DISCUSSION

There are two primary methods for moving large amounts of water where the source is located more than 1,000 ft. from the fire scene. One is to relay water through hose lines using pumpers spaced every 500 to 1,000 ft., and the other is to use large tankers to shuttle water from the source of supply to the scene of the fire.

Ideally a hose line relay would utilize hose 3 in. or larger in diameter. The hydraulic characteristics of this hose enables a single line to efficiently move 500 gallons per minute distances up to 1,000 ft. At present only one department in the County is ? WRONG
equipped with this type of hose. Relays using the more common 2 1/2 in. hose can also be utilized but this is more difficult and time consuming to set up. Any hose line relay has the inherent deficiency that it is a system made up of a number of relatively fragile interdependent components and a failure anywhere in the system will render it inoperative. Although hose line relays are not theoretically limited to any maximum distance, there is a practical length limitation of 2,000 to 4,000 ft. depending on avail-

ability of equipment and the proficiency of personnel.

The use of tankers can provide a very efficient method of moving and applying large quantities of water. A total of 11 tankers are presently being operated in the County by 7 fire departments, 3 civil defense fire teams, and the California Division of Forestry. The condition and capacity of these units vary quite widely. Many are overage or military surplus units of questionable reliability and safety. Several are not properly set up for rapid fill and dump. Table 9 in the Details Section lists characteristics and condition of each unit.

In order to properly utilize a tanker relay, a uniform system of operation should be adopted county-wide and equipment should be standardized as much as possible. All departments operating in water deficient areas should be equipped with tankers having a minimum capacity of 1500 gallons and a fill and dump rate of 500 gallons per minute. An initial capability of applying water at a rate of 200 gallons per minute for 20 minutes should be established. As improvements are made this should be increased to 500 gallons per minute for 30 minutes.

RECOMMENDATION NO. 3
COUNTY-WIDE OPERATIONAL COORDINATION

A county wide automatic response program between fire jurisdictions should be adopted. The program should provide for automatic response of the nearest companies to an emergency without regard to jurisdiction boundaries. This program can result in positive and immediate improvements in fire fighting capabilities in Santa Cruz County.

Estimated Cost: Minimal. ? WILL COST MORE.

DISCUSSION

The principal benefit of improving operational coordination will be to develop a logical and more efficient fire department first response to fire alarms, thereby improving overall service at a small additional cost. Other potential benefits include:

1. A more uniform level of fire protection. ?
2. Increased efficiency at major incidents due to day-to-day joint response. ?
3. Ability to provide more adequate fire fighting force in remote areas near jurisdictional boundaries, without depleting resources. ?
4. Simultaneous incident response capability. ?

Implementation of an automatic response system will require careful planning. It will also be necessary to improve or initiate several supportive functions, including a prearranged running schedule, coordinated operating procedures, central dispatching and uniform training.

In order to implement this program, the plan should provide for dividing the County into four operational areas with coordination

of response activity on all area boundaries. Since the areas are geographically separated, with minimal common boundaries, response to boundary fires should not create any unmanageable problems. The suggested operational areas are as follows:

OPERATIONAL AREA #1 - MID-COUNTY

Santa Cruz
University of California - Santa Cruz
Live Oak
Capitola
Soquel
Aptos
La Selva Beach

OPERATIONAL AREA #2 - SOUTH COUNTY

Watsonville
Freedom
Salsipuedes
County Services Area #4, Pajaro Dunes
County Services Area #5

OPERATIONAL AREA #3 - SAN LORENZO VALLEY

Scotts Valley
Ben Lomond (Branciforte and Zayante)
Felton
Boulder Creek

OPERATIONAL AREA #4 - SCHEDULE A CONTRACT, CALIFORNIA DIVISION
OF FORESTRY

Remainder of County

RECOMMENDATION NO. 4
COUNTY-WIDE FIRE PREVENTION PROGRAM

A county wide fire prevention program should be established as part of the County functions to provide fire prevention services for all fire jurisdictions in the County. Acceptance of this service should be optional for incorporated cities.

Estimated Cost: First Year - \$30,000
Thereafter - \$125,000/yr.

DISCUSSION

One of the major opportunities to control fire losses and the costs of providing fire protection service exists in the provision of adequate fire prevention enforcement. Without the enactment and enforcement of fire codes, new fire problems develop unrestricted causing an increased burden on fire protection services.

Many existing fire jurisdictions are deficient in an adequate program for plan review of new construction, inspection of new and existing facilities, control of special hazards and public fire safety education. There is essentially no coordination among building, planning and fire departments, (only a few of the departments have the resources to conduct thorough fire investigations, and there is a need for improved fire prevention data and record systems.) **CIFRS ?**
The recommended County fire prevention bureau will establish a system that will correct these deficiencies.

The building official's interpretation and enforcement of the building code can have a dramatic impact upon a community's fire protection. The processes of plan review, construction inspection, occupancy certification, occupancy change and reinspections should be closely coordinated between building and fire officials. Unfortunately their interrelationship cannot now be described as cooperative. It should be the goal of the fire prevention bureau to establish a

working relationship with the County Building Department and develop a coordinated program of working together.

Positive programs should be initiated by the fire marshal to improve building department and fire department coordination. This should include joint checking, field inspections and joint approval of occupancy certificate. Where possible building and fire protection bureaus should be housed in the same general area. Joint training programs should be conducted to improve coordination and understanding of each others' role. Building Officials and responsible Fire Officials should jointly classify all occupancies.

An effective county-wide fire prevention program can provide the following results:

1. Insure that adequate levels of fire protection and life safety are provided in new construction.
2. Insure that fire protection requirements are uniformly applied.
3. Help to reduce the cost of fire fighting. *In how many years?*
4. Provide a basis for fire protection planning and code revision.
5. Provide a deterrent to incendiary fires, through fire cause and analysis. *?*
6. Serve to protect the economic, aesthetic and environmental resources of Santa Cruz County.

The fire prevention program should provide for the following:

1. A County Fire Marshal who would report directly to the County Administrative Officer.

2. A staff of personnel adequate to provide the levels of service that are identified and adopted.
3. Adoption of a fire prevention code - the Uniform Fire Code is recommended.
4. Close coordination with the planning, building and zoning departments.
5. Code amendments which meet the specific needs of the various areas and jurisdictions within the County while at the same time maintaining a proper balance of standardization.
6. Plan review and code enforcement in new developments.
7. Programs of reinspection to maintain conditions at an acceptable level.
8. Regulation and control of special hazards, especially in high life hazard occupancies.
9. Fire cause investigation.
10. Maintenance of records and data which would be available to all jurisdictions for fire protection management analysis and decisions.

*How effective on
a \$130,000 budget?*

PLAN REVIEW OF NEW CONSTRUCTION

All plans for new construction in the County, including repair or remodeling of existing occupancies, would be reviewed for compliance with fire codes. Plan reviews would be coordinated with the appropriate planning and building departments, and a program of follow-up field inspections developed to assure compliance. Buildings should not be certified for occupancy until all fire and life safety requirements have been met. Special fire protection requirements for the construction phase of a development should be coordinated

with the responsible fire protection authority. To offset the cost of plan review and field inspections, a fee schedule should be established.

FIRE PREVENTION INSPECTIONS

In order to assure adequate maintenance of fire prevention conditions, a periodic schedule of inspections should be implemented. The Fire Marshal's office should conduct or coordinate routine inspections of all commercial, industrial, educational, institutional and public assemblage occupancies within the County. The frequency of inspections will be determined by the relative fire and life hazard involved and frequency of fire experience. An annual inspection would be considered minimal. At least a semi-annual inspection is recommended for high hazard and life safety occupancies. With approximately 4,000 occupancies in the County requiring routine inspections, it is essential that in-service company fire prevention inspection programs be implemented in all fire departments which have this capability. In addition, the program will require a minimum of four fire inspectors.

FIRE PREVENTION IN WILDLAND AREAS

The County Fire Marshal should cooperate with the California Division of Forestry, in the wildland fire control program. The goal of this program would be to develop plans and programs for wildland fire loss management with strong emphasis on preventive and precontrol factors. The program should include, but not be restricted to, the following:

- Identify areas of high hazard and so designate on maps for purpose of controlling development in those areas.
- Develop brush clearance requirements for structures.
- Develop a system of fire fuel control which will assist fire suppression by dividing fire areas into manageable sections, this could include:

- Reduction of fuel density,
 - Vegetation modification,
 - Selective burning,
 - Provision of fuel breaks,
 - Provision of fire trails.
- Review plans of all structures to be constructed in wildland areas for compliance with hazardous fire area requirements.
 - Establish plans for increased dispatching of fire fighting forces during high hazard periods and control of access during high hazard, to park and wildland areas.
 - Establish public education programs which inform residents of the hazards they encounter and the reliance upon "self-help" fire protection measures in remote areas. This is especially important where there is an influx of formerly urban residents who may bring urban attitudes to wildland areas. *every week end*

All fire suppression agencies which have a wildland fire protection responsibility should allocate some part of their resources to these fire prevention and public education programs.

PERMITS

The County Fire Marshal should issue permits for the purpose of controlling special hazard materials and/or occupancies. This should include those permits as listed and applicable under the Uniform Fire Code. A fee schedule should be developed to offset the cost of this program.

Occupancy permits should be issued for all occupancies except one and two family dwellings. These permits are usually issued by the

building official. The permit system is important in controlling the fire protection and fire prevention requirements which may occur between occupancy changes. Before issuing an occupancy permit, approval of both the Fire Marshal and the Building Official should be necessary.

INVESTIGATIONS

The Fire Marshal's office should conduct investigations to determine and record the causes of important fires. Basically the Fire Marshal's office should be responsible for the investigation of all major loss fires (over \$1,000 loss), fire involving serious injuries or fatalities, and fires of undetermined or suspicious origins. All other fire causes would normally be determined by the fire officer in charge of fire suppression activities. Reports of all fires would be forwarded to the County Fire Marshal.

The Fire Marshal would pursue suspected arson or incendiary fires, in conjunction with the local police agencies, and where necessary would seek legal action with the proper prosecuting authorities.

FIRE CODE

The County Board of Supervisors should adopt the most recent edition of the Uniform Fire Code with appropriate amendments. The County Fire Marshal should be empowered to enforce the fire code throughout the unincorporated areas of the County and cities so desiring to participate.

PUBLIC FIRE SAFETY EDUCATION

The Fire Marshal should strive to develop a county-wide fire safety education program. This would include:

- Fire safety programs in schools,
- Industrial and commercial fire safety programs,
- Public education via radio, TV and newspapers,
- Coordination with architects and developers,
- Institutional occupancy life safety programs.

FIRE INSPECTION AND CODE ENFORCEMENT TRAINING

The Fire Marshal should prepare and coordinate a program of fire protection training for members of his staff and other fire department personnel in order to develop and maintain fire prevention inspection skills.

RECORDS

The evaluation of the fire prevention program and the development of code changes requires an adequate records system. The County Fire Marshal should maintain a record of each occupancy, which will include inspection reports, occupancy changes, permits, fire incidents and fire investigations.

In January of 1974 all fire agencies will be required to submit fire reports to the State Fire Marshal's office under the California Fire Incident Reporting System. It is recommended that the County Fire Marshal coordinate the implementation and management of this program. A County wide fire data system should be built around this program with consideration of electronic data processing when such expenditures can be justified.

COORDINATION WITH BUILDING DEPARTMENTS

A lack of coordination between Building Departments and Fire Prevention Bureaus is a frequent cause of inefficiency in enforcing laws and ordinances dealing with fire safety. The building code and its application by the Building Official have a substantial impact upon fire protection for a community. The responsibilities of building departments in fire protection should be clearly defined. Governing bodies should take the necessary actions to reduce existing conflicts and maximize cooperation between Building Departments and Fire Departments.



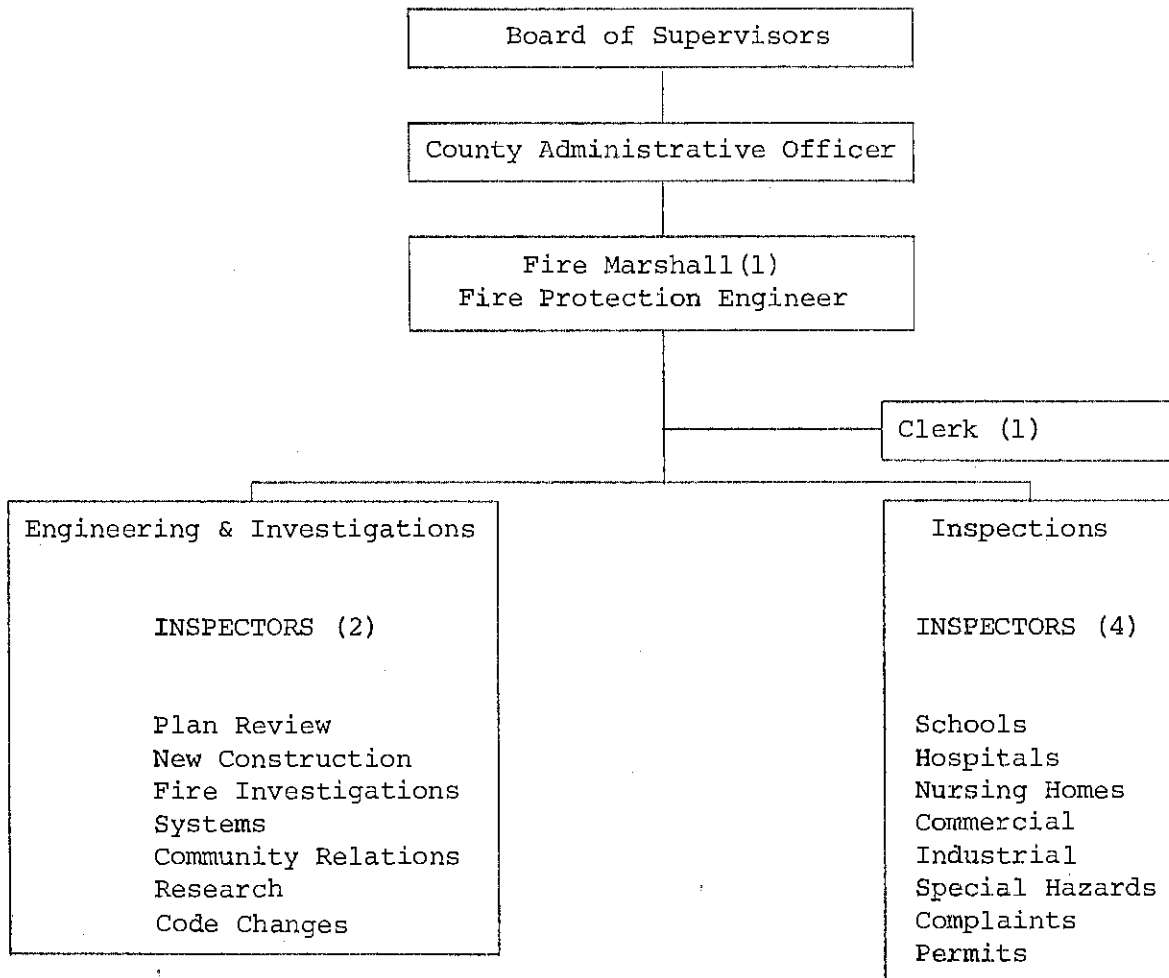
The plan submitted by the Santa Cruz County Fire Marshal's Association should be used as a guide in establishing the Fire Marshal's office. It is suggested that the first step would be to appoint

a Fire Marshal with instructions to develop necessary procedures and programs to implement the plan. An organization chart is shown on Plate I.

all this with \$135,000 - and only
four inspectors?
T/O shows 8 people - on \$135,000?

PLATE I

RECOMMENDED ORGANIZATION CHART - COUNTY FIRE MARSHALS OFFICE



RECOMMENDATION NO. 5
COORDINATED TRAINING PROGRAM

Fire department training in Santa Cruz County should be improved by establishing a coordinated program and providing adequate facilities. A Fire Service Training Coordinator should be appointed to develop and implement the program.

Estimated Cost: Training Program \$25,000
Training Facilities \$50,000

DISCUSSION

All fire departments in the County indicated that they have some form of training. The quality and frequency of such training varies widely. Watsonville and Live Oak have training facilities, both of which need expansion to provide a full range of training. Only two departments have training officers assigned full time.

Since most fire fighters do not experience enough actual fire fighting to maintain a high level of proficiency in the basic skills, it is important that training programs be continuous and comprehensive. On-the-job experience should not be substituted for training for several reasons, including:

1. Adequate supervision is usually not available.
2. Frequency and type of fires (and therefore the learning experience) cannot be controlled.
3. Trainees' reactions are not predictable.

Modern technology is introducing new and unusual fire hazards at an increasing rate. All fire fighters, but particularly volunteers, have little available time to learn of new hazards and fire fighting developments. In addition, fire department officers should be trained in modern personnel management practices in order to function more efficiently.

Fire department training requirements demand a substantial commitment of time and resources to develop and maintain adequate levels of proficiency. Innovative training methods are needed to provide adequate training at acceptable levels of cost. Cooperative inter-agency training programs can reduce the cost and increase the productivity of training resources. *WHAT COST?*

Training needs of Fire Protection Agencies fall into the following general categories:

1. Operational training (hose, ladders, breathing equipment, apparatus operation, etc.), for fire fighters (paid and volunteer). There is a need for actual fire fighting under controlled conditions such as the burning of structures for demolition. *See Mr. Hanson.*
2. Multiple company and multiple jurisdiction operational training in multiple company evolutions.
3. Tactics and strategy training for fire officers.
4. Management development for supervisory and administrative personnel.
5. Fire prevention training for fire prevention and fire suppression personnel.
6. Exercises of county-wide fire and disaster plans.

The new program should be organized to include the following elements:

1. Standardized methods of operations should be established by adopting the California State

Training Standards and Methods, including the appropriate training manuals as published by the State Department of Industrial Education and International Fire Service Training Association. The program should include standards for minimal levels of training for volunteers and recruit firemen of paid status.

2. Establish a position of Fire Service Training Coordinator, who would have the responsibility for developing and conducting training programs to meet specific needs of different jurisdictions. As the program develops additional personnel may be needed. This would include operational training, fire prevention and management development programs. This position could be provided:

- a. By a member of the proposed County Fire Marshal's staff,
- b. By a Fire Science Coordinator under the community college system at Cabrillo College.
- c. Funded 50% by the community college and 50% by the County with assignment to either agency.

Time to be acquired where?

3. An advisory board consisting of County fire chiefs should be established.

Ongoing

4. Two training centers should be developed in the County to provide facilities for regional training programs:

- a. The Watsonville training facility should be expanded.
- b. The Live Oak facility should be improved.
- c. A new facility should be developed in the urban area. *where?*

These facilities should include a training tower, a fire building, drafting pit, sufficient yard area for driver training and multiple company operational drills, LPG fire prop, classroom with an occupant load of at least 100 and the appropriate visual aid equipment.

The land will cost more than \$50,000.

Where travel distances to training facilities prohibit frequent usage by fire departments outside urban areas (such as San Lorenzo Valley), existing facilities (parking lots, school classrooms) should be identified as potential training facilities and arrangements made for usage.

5. First aid training should be provided for all volunteer and paid firemen in order that they will maintain first aid skills as required under the California Health and Safety Code.
6. Each fire department should assign the responsibility for coordinating repetitive training needs with the County fire service training coordinator. Skill maintenance training should not be less than 4 hours per month for volunteers and 20 hours per month for paid fire fighters.
7. Provisions should be made for actual fire fighting training, especially for new firemen. This should preferably be done outside the urban areas and should include structural, transportation vehicles, liquified petroleum gas and flammable liquid fire fighting.

Ongoing

on a 56 hr. week?

*Specific area
+
Mr. Munson.*

8. Maximum use should be made of training resources available through the State Department of Education Fire Service Training Program and the fire science programs available through the community colleges. The fire science program at Cabrillo College should be supported. Consideration should be given to providing one full-time coordinator under a joint agreement between Cabrillo, Monterey Peninsula, Gavilan and Hartnell Colleges, to serve the needs and coordinate the fire science program between these four colleges. The intent is to provide a broad base of students, improve quality of instruction and eliminate duplication, yet provide a wider choice of courses.
9. A recruit training program should be established to provide initial training for newly appointed fire fighters (paid and volunteer). A strong basic training program is essential to the development of a total training program. The program should be on a county-wide basis through the community college fire science program, for funding.
10. A County fire disaster plan should be developed. The recommended emergency operations plans as developed by the State Department of Industrial Education Fire Service Training should be used as a model. Each operational area should conduct two partial activations of the plan on a training basis each year. In addition, a once a year full scale training exercise of the plan should be conducted on a county-wide basis.

RECOMMENDATION NO. 6
FIRE STATION LOCATIONS

With the implementation of Recommendation No. 3 (automatic response), the present distribution of fire stations should be reprogrammed to reduce the overlapping coverage and improve coverage to some areas. The following fire stations should be provided in the approximate order listed below.

REDISTRIBUTION PLAN

1. Relocate Capitola station to the vicinity of 41st Street and Capitola Road. The current facility is inadequate and is located within the Soquel response area. This relocation will provide adequate coverage for Capitola and will provide protection for the anticipated dense development in the area of 41st and Capitola. This should be a three bay station. ✓

Estimated Cost: \$200,000.00

2. Construct a permanent station in the vicinity of West Beach Road and San Andreas Road to serve County Services Area #4 and areas north as growth occurs. This should be a two bay station.

Estimated Cost: \$100,000.00

3. A new station should be constructed at Davenport to house the recommended Schedule A volunteer company and also the CDF unit that is normally located in this area during the fire season. This should be a two bay station.

Estimated Cost: \$100,000.00

4. A new two bay station should be constructed to replace the

existing station at Salsipuedes due to inadequate facilities.

Improved already.

Estimated Cost: \$100,000.00

5. The station presently serving Zayante should be relocated. The current site near the creek is not desirable due to potential flooding or earthquake damage. This should be a two bay station.

Estimated Cost: \$100,000.00

6. Santa Cruz Station 2 should be relocated to a more suitable site in the same general vicinity as the present station. New administrative offices should be provided in this station.

Estimated Cost: \$250,000.00

7. A program for improving existing facilities should be undertaken. This program should include the following:

- a. provide expanded or new dormitory facilities at Soquel, Scotts Valley Station 2, Branciforte, and Freedom.
- b. provide an enclosed apparatus garage at Corralitos. This garage should be large enough to house the apparatus of the California Division of Forestry and the Schedule A Volunteer Fire Company. This may be deferred pending planned construction of a new fire station. County should participate by jointly financing the new facility with the Division of Forestry.
- c. reconstruct administrative area and living quarters of Watsonville station on existing site.

DISCUSSION

Fire stations should be located to provide a level of service which is consistent with the hazards, development and economic capacity of the area it is serving. The same level of services cannot be

provided in all areas of the County. The most commonly used criteria for fire station locations is that developed by the Insurance Services Office (ISO). These criteria appear to be valid when modified to meet local needs, desires and economic limitations. The ISO standards for response distances are based upon fire flow requirements in areas to be served. See Table No. 23, page 89.

The following criteria which are based on ISO standards were used in this study to evaluate station locations and levels of service:

	<u>Urban</u>	<u>Urban Fringe</u>	<u>Rural</u>
Response time	4 minutes	4 - 7 minutes	7 - 15 minutes
Response distance	<u>1 - 2 miles</u>	2 to 4 miles	4+ miles
Fire Flows from public water systems	<u>1,000 - 6,000 gpm</u>	500 to 2,000 some reliance upon water tankers & aux- iliary water supplies	water tanker & auxiliary water supplies

New fire stations should be constructed to include most of the facilities indicated in Appendix B.

Future fire station needs should relate to population growth, density of development and land usage. In evaluating the needs, heavy reliance has been placed upon data gathered from the Santa Cruz County Parks and Recreation and Open Space Plan, which projects land use through 1980. A fire protection general plan element that is compatible with County and City plans should be prepared in order that the fire protection needs of the County will be considered and modified as the elements of the County development plans are updated. It is especially important that a relationship between fire protection levels of service and resources is identified as they relate to

density of development and land use and any proposed changes in density or use. Included in these considerations should be:

- a. Fire Protection resources needed for density of development.
- b. Reduction of fire protection resources needed as a result of "built-in" protection.
- c. Travel distance from station.
- d. Water supplies for fire flow.

The projected need for additional new fire stations will be contingent upon the following:

1. If extensive development occurs east of Watsonville, a fire station should be provided in the area of Holohan Road and Lake Avenue.
2. Projected developments between La Selva Beach and Pajaro Dunes west of Highway 101 would not require an additional fire station. However, if development exceeds that currently estimated, a fire station should be planned for that vicinity.
3. Future development north of Boulder Creek on Highway 9 could require a fire station in the Redwood Grove-Riverside Grove area.
4. It may also eventually be necessary to provide Schedule A volunteer companies at the CDF's Saratoga Summit and Soquel stations.

RECOMMENDATION NO. 7
APPARATUS MAINTENANCE AND REPLACEMENT

A County wide fire apparatus maintenance program should be established, and made available to all unincorporated areas on a mandatory basis and incorporated cities on an optional basis. The program should include one or more centrally located maintenance facilities. A central shop could be operated by Santa Cruz County or on a joint power basis. The program should also include a systematic apparatus replacement program. Standardized specifications should be developed to facilitate joint purchasing.

Total Estimated Cost: \$550,000.00

APPARATUS PURCHASE PROGRAM

Aptos	One 1000 gpm Tanker with 1500 gallon tank (for La Selva Station)	
Aromas	One 1000 gpm Tanker with 1500 gallon tank	
Ben Lomond	Two 1000 gpm Tankers with 1500 gallon tank (one for Zayante Station)	
Boulder Creek	One 1000 gpm Tanker with 1500 gallon tank	
Capitola	One 1250 gpm Pumper with 500 gallon tank*	✓ ordered
Davenport	One 500 gpm Tanker with 1500 gallon tank	
Felton	One 1000 gpm Tanker with 1500 gallon tank	
Live Oak (in cooperation with Capitola, Soquel and Aptos)	One 100 ft. aerial ladder	✓ ?
Santa Cruz	One 1250 gpm Pumper with 500 gallon tank*	✓ ordered
	One 100 ft. aerial ladder	
Salsipuedes	One 1250 gpm Pumper with 1000 gallon tank	
Scotts Valley	Three 1000 gpm Tankers with 1500 gallon tanks (One for Branciforte Station)	
	One 1250 gpm Pumper with 1000 gallon tank (for Branciforte Station)	
Soquel	One 1250 gpm Pumper with 1000 gallon tank	
Watsonville	One 1250 gpm Pumper with 500 gallon tank*	✓ ordered

*On order

Where extensive off-road grass and brush fire fighting is required fire departments should consider light weight 4-wheel drive vehicles which have water capacity of approximately 200 gallons and a small pump.

An apparatus replacement and maintenance program should include the following:

1. Standardized specifications (note: savings here will occur primarily in reduced maintenance costs and down time rather than initial purchase savings); however, this should leave flexibility for specially designed equipment to meet specific local needs. *no excessive cost or down time to date.*
2. Regionalized preventive maintenance system which provides maintenance facilities, parts warehousing and full-time mechanics trained in fire apparatus maintenance. *Ours is 40 miles away.*
3. Sufficient reserve apparatus to replace first line equipment during preventive maintenance.
4. Preparation of and adherence to specifications for purchase of new apparatus which provide maximum cost benefit for anticipated usage.

DISCUSSION

APPARATUS MAINTENANCE

With the exception of the City of Santa Cruz, each department is presently maintaining their own apparatus. Because of a lack of adequate facilities, much of the repair work must be contracted out. Centralized facilities would enable much of the repair work to be accomplished in-house with improved control of work performed.

It would also eliminate the expense and effort that each department is devoting to the apparatus maintenance program. Also the general overall level of service should improve.

APPARATUS MODERNIZATION

Many departments in the County are operating with fire apparatus that is out-dated and should be replaced. It is suggested that the recommended apparatus purchases be made within the next two or three years. Following that, a regular apparatus replacement program should be established.

An additional aerial ladder apparatus should be provided to cover the urbanized area on a regional basis. The same concept can be applied to emergency lighting, salvage, heavy rescue and other such apparatus as the need for such apparatus develops. Where truck companies are not readily available for urban or fringe urban areas, extra equipment should be carried on engine companies.

*Being
done*

Typical replacement programs for custom built fire apparatus are:

Engines: 15 years, first line service, 10 years
reserve = 25 years

Trucks: 20 years, first line service, 10 years
reserve = 30 years

Any replacement schedule should consider the rate and type of usage of each specific agency. Extensive "off-road" operations will result in a shorter life expectancy. Some fire agencies, including heavily urbanized cities, are purchasing commercial chassis pumpers, of 1000 to 1250 gpm capability with an anticipated replacement at 10 year intervals.

RECOMMENDATION NO. 8
COMMUNICATIONS

Communications systems serving the fire service in Santa Cruz County should be centralized in order to facilitate other operational improvements such as joint response and eventual implementation of 911.

Estimated Cost: See recent communications study.

DISCUSSION

Since a separate county-wide communications study was being undertaken simultaneously with this study, it will be discussed only briefly in this report.

Adequate communications are essential to most improvements in the fire protection system in Santa Cruz County. Included under communications are the following functions related to fire protection:

1. Means for public to notify proper fire agency of an emergency. 2
2. Means for automatic systems to transmit alarm signals to proper fire agency. ?
3. Location for fire protection agency to receive alarms. ?
4. Method of dispatching apparatus and alerting off-duty, paid on-call, or volunteer fire fighters. *Now in use.*
5. Means for fire apparatus of different departments to communicate with each other. *Now in use.*
6. Dispatching and coordinating multiple agency operations at major incidents.

Since most fire agencies depend upon regional assistance in major fire incidents, a closely coordinated communications system is essential. Centralized communications systems should be organized under a joint powers agreement between all participating fire agencies.

Centralized communications systems should provide the following:

- Receipt of all emergency calls.
- Receipt of business calls outside normal working hours.
- System should be capable of meeting the requirements of 911 system.
- Develop and maintain a dispatch system for the area served, this should include:
 - a. Standardized run map system with distribution of standard maps to all participating and mutual aid agencies.
 - b. A run card assignment system.
 - c. An automatic multiple alarm and mutual aid system.
 - d. Continuous recording of telephone and radio circuits with instant play-back of telephone recording.
 - e. A system of preventive maintenance and repair, for mobile and base station equipment, including cost analysis and scheduled replacement programs.
 - f. Record maintenance for emergency incidents and communications activities.

ALTERNATIVES

- One County wide joint powers operated communications center, including Division of Forestry.
- One County wide joint powers operated communications center, excluding Division of Forestry.
- Four joint powers operated communication centers:
 - San Lorenzo Valley
 - Urban coastal area -- Santa Cruz to La Selva Beach
 - Watsonville Area
 - Division of Forestry
- Retain current dispatching and communications system.

This system should provide for multiple simultaneous communication nets. The routine use of multiple frequencies should be implemented and utilized in normal operations and planned for use in major emergencies. Routine use of such a system improves its reliability for major incidents.

The following general recommendations are made to facilitate implementation of other recommendations of the study:

1. Communications should be centralized as much as possible. This will be necessary to implement and adopt the universal emergency reporting telephone 911. Substantial savings in the cost over operating separate communication centers should also be realized. Communication centers should conform to the suggested criteria in the appendix.
2. All fire equipment in the County should be equipped with four frequency radios. ?
3. All apparatus, except "reserve" apparatus, should be provided with four frequency portable radios. ?
4. The alerting systems utilized to notify all off-duty, paid on-call, and volunteer fire fighting personnel should incorporate the use of portable tone activated radio receivers. Receivers should be provided with a rechargeable battery stand-by power supply. In addition, it may also be desirable to provide certain personnel with pocket-pager type radio receivers.

At present, only a few fire departments are using tone activated radios for alerting fire fighting personnel not in the station at

the time of an alarm. Many rely only on an outdoor siren. Since personnel live and work in widely scattered areas, a siren is often of limited value. A siren is also difficult to hear under certain conditions. A few departments are using a pyramiding telephone call system to alert their members of an alarm. This method should be phased out since it is both unreliable and time consuming.

RECOMMENDATION NO. 9
WATER SERVICE FOR FIRE PROTECTION

County and city ordinances controlling installation and improvement of water systems should be adopted. The ordinances should incorporate performance standards which will specify required fire flows and minimum hydrant types based on building construction or projected land use.

Estimated Cost: Minimal.

DISCUSSION

There are numerous instances throughout the County where water service is inadequate for fire fighting and hydrants are not well located. A review of fire flow tests conducted by the Insurance Services Office shows that many water systems serving urbanized areas of the County are not capable of providing even minimal fire flows. In fact, a few areas have no system capabilities at all. Remote sections generally do not have water systems having a recognized fire flow capability. While several fire departments have inventoried water supplies in remote areas, most supplies or systems have never been tested and their performance is questionable.

Performance of water systems is usually limited by the use of underground mains which are too small to provide adequate flows for fire fighting. It is recommended that in general pipes supplying hydrants be not less than 6 inches in diameter and well gridded. Arterial mains should be 8 inches or larger as dictated by the potential hazards. In urban areas, water system performance should be at least 1,000 gallons per minute. Insurance Services Office criteria for fire flows are established based on size and construction of the buildings. While the requirements in some cases tend to be excessive, they do serve as a guide for system performance. The following table indicates typical ranges of fire flow requirements.

TABLE NO. 1
TYPICAL ISO REQUIRED FIRE FLOWS

Single Family Residential	1000 - 1500 gallons per minute
Multiple Family Residential	2000 - 3500
Minor Business	1500 - 3500
Major Business	2000 - 5500
Industrial	2000 - 6000
Institutional	1500 - 4000

In a few especially severe cases fire flow requirements may exceed those listed. Credit is given for superior construction and where automatic sprinkler systems are installed. Water systems are also required to deliver the indicated flow for a specified duration ranging from 2 to 10 hours. In Santa Cruz County the typical maximum ISO requirement would be for less than 5 hours.

In remote areas, it is usually not feasible to provide water systems which conform to ISO criteria. In such cases, in areas of single family dwellings, a water system should be provided which will provide a minimum of 500 gallons per minute for one hour.

Extensive use is made of wharf type hydrants with a single outlet. New hydrants, as a minimum, should be the two-way type. A 4 1/2 in. steamer connection is desirable in urban areas. Spacing between hydrants should not exceed 1000 ft. in rural areas and 500 ft. in urban areas.

There does not appear to be a simple inexpensive solution to deficiencies in existing water systems, except to embark on an extensive improvement program designed to provide maximum benefits for the most reasonable cost. Goals should include adequate hydrants and

mains in urban areas, a combination of hydrants and tankers in urban fringe areas, and tankers in rural areas. It is recommended that a county-wide study be conducted to inventory fire water supplies, pumping capacity, available storage, other static supplies and to determine performance of all water systems and supplies.

RECOMMENDATION NO. 10
BUILT-IN PROTECTION

A county-wide ordinance should be developed to require increased built-in fire protection for buildings.

Estimated Cost: Minimal.

DISCUSSION

If automatic alarm and suppression systems were built into all large buildings and hazardous occupancies, the need for high levels of public fire department staffing could be significantly reduced. By reducing the potential for large fires, fire departments could be staffed to control fires of a maximum magnitude created by fire areas equal to one or two family residences. Manageable fire areas would be defined and maintained via built-in protection. This is the most logical means of reducing fire department costs without increasing the fire control problem. The upward spiral of wages and equipment costs along with reduction in working hours, have combined to increase fire department budgets to a point where the public is reluctant to accept any further tax increases. Fire problems of new construction designs and technology are creating fire problems which cannot effectively be controlled through traditional staffing and fire department operations.

The primary benefit of built-in protection, however, is in the improved fire protection afforded a structure and the increased safety to life afforded building occupants. Most building owners would also benefit by reductions in fire insurance premiums that result when automatic sprinklers are installed. Frequently, the savings on fire insurance premiums will pay for the cost of installing an automatic sprinkler system in four to six years. After that, savings are essentially pure profit. There are other financial benefits, such as reduced construction costs, construction flexibility, occupancy change flexibility, and business loss protection.

Once fire potential is reduced, the fire department can concentrate on insuring that all automatic systems are properly maintained and hazards are controlled. Occupancy changes should be closely monitored to prevent the introduction of hazards for which automatic systems were not designed.

Since over half of the 12,000 annual fire fatalities occur in residential occupancies, early warning fire detection systems should be installed in all dwelling units. Fatal dwelling fires often occur at night when the occupants are asleep. Victims are typically found in or near their beds where they were overcome by smoke and fire gases before they could escape. It appears that fire detectors which react to low levels of products of combustion would provide sufficient warning to allow occupants to escape before they are overcome or trapped. In order to regulate the sale and installation of home fire alarm systems, a section of the ordinance should be designed to prevent unethical persons from selling unapproved systems. Adoption of the 1973 Uniform Building Code would accomplish this.

It is beyond the scope of this study to suggest specific code changes to implement this program. It is recommended that an in-depth study be made to determine the types of building restrictions needed to responsibly and adequately control fire problems in Santa Cruz County to a level consistent with the ability to provide public fire protection.

RECOMMENDATION NO. 11
LONG RANGE PLAN

All fire suppression in Santa Cruz County should eventually be integrated into one of four jurisdictions based on the previously recommended operational areas.

Cost Not Estimated.

DISCUSSION

Implementation of this recommendation will be a natural progression from the changes implemented in Recommendations No. 1 through 9. The recommended four jurisdictions should be essentially the same as the four operational areas of Recommendation No. 2. In a few areas, it will be necessary to realign boundaries to insure that the character of a district is compatible with the jurisdiction serving it. In order to implement this recommendation, it will only be necessary to consolidate the administrative functions of the various fire departments.

The principal advantage of consolidating fire suppression services is economic. It is projected that savings of 10 to 20% will be possible compared with the cost of continuing to operate 18 small independent departments. The constantly increasing cost of providing fire department service, particularly the cost of personnel, makes it imperative that fire department service be provided as efficiently as possible.

Administration is also one of the areas where savings are possible. Instead of having 18 different administrative organizations, each duplicating the work of the other, the number would be reduced to four. At the same time, the recommended four jurisdictions will be small enough to remain responsive to public needs.

Another advantage of consolidation is that it will be possible to assure continuous operational efficiency without the fluctuations

that will occur with changes of personnel in traditional departments.

Map Number 2 illustrates the general outline of suggested jurisdiction boundaries and station locations. Note that the Aromas Fire Protection District has not been included in the South County District.

DISCUSSION OF ALTERNATIVES

This study considered several alternative methods for providing improvements in the Santa Cruz County fire protection system.

The alternatives consisted of the following:

1. Continue as present; no change.
2. Consolidation of support services only.
3. Consolidation of support services and partial consolidation of fire suppression services.
4. Complete consolidation of all functions into one County Fire Department.

ALTERNATIVE 1

There are several reasons why fire protection in Santa Cruz County should not continue unchanged. The predominant reason is that residents of four fire protection districts are not receiving an adequate level of protection. It would be extremely costly and inefficient to improve fire protection service to an acceptable level without combining some of the services as suggested in the other alternatives

ALTERNATIVE 2

Overall effectiveness can be improved by only improving support services such as communications, training, fire prevention, equipment maintenance and purchasing. Every fire jurisdiction in the County

lacks in one or more of the functions listed. The principal reason for this is, that most jurisdictions are too small to provide good services by themselves. By providing these functions at the County level, it will be possible to achieve greater efficiency and generally improve the level of service to all residents of the County.

Since fire suppression activities would continue to be handled by existing jurisdictions (with the exception of the four small districts), this alternative would result in the retention of the largest degree of local control and therefore will probably be the most acceptable politically. If a high degree of cooperation can be achieved between jurisdictions, the only reason for not recommending this alternative is the higher operational costs that would result as compared to Alternative 3.

ALTERNATIVE 3

This alternative provides for a partial consolidation of fire suppression jurisdictions in addition to the consolidation of support services discussed in Alternative 2. For the purpose of fire suppression, the County would be divided into four districts. Two districts would protect the mid and south-county region while the third district would include the San Lorenzo Valley and Scotts Valley areas. The fourth district would incorporate all rural areas not included in the first three. This alternative would permit a greater degree of local control to be retained while still achieving most of the economies of a single county-wide district. This alternative is recommended as being the most feasible to implement at this time.

ALTERNATIVE 4

This plan would consolidate all fire protection functions into one County Fire Protection District. This alternative has the advantage of being the most efficient and economical system, however, it would also result in the greatest loss of local control. This factor

alone would probably make it unacceptable at this time. The disadvantage of a county-wide fire department is that it would be impossible to provide a uniform level of protection throughout the County. Yet residents of rural areas would be taxed at the same rate as suburban and urban residents. Special taxing zones can be set up for rural areas. However, the cost of achieving urban levels of protection would result in an unacceptable tax rate in the rural areas. Also the urban needs would tend to dominate the type of service provided and this service may not be the best available to rural areas.

P A R T I I I
EXISTING FIRE DEPARTMENT SERVICES
IN SANTA CRUZ COUNTY

Primary structural fire fighting service in Santa Cruz County is provided by two municipal fire departments, 15 fire protection districts and the State of California, Division of Forestry. In addition, a private fire department serves the facilities of the Lockheed Missile and Space Division and a new fire department is being organized to serve the Santa Cruz campus of the University of California. The California Division of Forestry (CDF) has responsibility for all watershed fires in the County and also provides structural fire protection under a contract with the County for all areas of the County not served by organized fire departments or districts. The CDF also operates the Pajaro Dunes County Service Area Fire Department under a contract with the Service Area. Four civil defense fire teams operate in remote areas of the County under the direction of the CDF.

Basic data on the municipal fire departments and fire protection districts are summarized in the following tables:

TABLE NO. 2

FIRE DEPARTMENTS AND CHIEFS

City, Village or Town	Fire Department	Chiefs' Name
Aptos	Aptos Fire Protection District	R. Chinn
Aromas	Aromas Fire Protection District	A. J. Deshaies
Ben Lomond	Ben Lomond Fire Protection District	C. Fisher
Boulder Creek	Boulder Creek Fire Protection District	Bud Tomlin
Branciforte	Branciforte Fire Protection District	W. D. Thomas
Capitola	Capitola Fire Protection District	F. H. Jarvis
Davenport	Davenport Fire Protection District	E. Orlando
Felton	Felton Fire Protection District	Ted Toft
Freedom	Freedom Fire Protection District	E. A. Espindola
La Selva Beach	La Selva Fire Protection District	R. H. Hiles
Live Oak	Live Oak Fire Protection District	R. H. Pound
Salsipuedes	Salsipuedes Fire Protection District	M. E. Souza
Santa Cruz	Santa Cruz Fire Department	C. Schneider
Scotts Valley	Scotts Valley Fire Protection District	C. Bruce Scott
Soquel	Soquel Fire Protection District	Raymond Negro
Watsonville	Watsonville Fire Department	W. B. Connick
Zayante	Zayante Fire Protection District	L. W. Fowler

TABLE NO. 3

FIRE STATION LOCATIONS

Fire Department	Location
Aptos Station #1 Station #2	6934 Soquel Drive Bonita and Monterey Drives
Aromas Ben Lomond	Blohm and Carpenteria Avenue Highway 9, Ben Lomond
Boulder Creek Branciforte Capitola	Central and Basin Way 2711 Branciforte Drive 405 Capitola
Davenport Felton Freedom La Selva Beach	 Kirby and Gushee 2021 Freedom Blvd. 312 Estrella
Live Oak Station #1 Station #2	930 - 17th Avenue 3445 Turber Lane (Twin Hills)
Salsipuedes	562 Casserly Road
Santa Cruz Station #1 Station #2 Station #3	711 Center Street 1103 Soquel 335 Younglove Avenue
Scotts Valley Station #1 Station #2	4423 Scotts Valley Drive 19 Sims Road, Santa Cruz, CA
Soquel Watsonville Zayante	4747 Soquel Drive Second and Rodriguez 832 East Zayante Road

TABLE NO. 4

DATA ON FIRE STATIONS

Fire Department	Year Built	Bays	Condition	Comments
Aptos Station #1	1967	3	Good	Located one block from northern of district. Inadequate dormitory Type V-N
Station #2	1973	2	Good	
Aromas	1920's	3	Poor	1. Not centrally located 2. Designed as a school 3. Inadequate sanitation and dorm facilities
Ben Lomond	1942	3	Good	Type V-N
Boulder Creek	1943	3	Good	
Branciforte	1966	3	Good	Inadequate dormitory
Capitola	1955	2	Good	Inadequate size and facilities
Davenport	1960	3	Poor	
Felton	Main bldg. 1950 add'n 1970	7	Good	
Freedom	1955	4	Fair	Inadequate Dormitory
La Selva	1971	3	Good	Type V-N, crowded
Live Oak Station #1	----	3	Good	
Station #2	1963	3	Good	
Salsipuedes	1951	2	Fair	Type V-N, crowded
Santa Cruz Station #1	1941	3	Good	Lack of office space for headquarters Station located too close to Soquel Avenue (traffic hazard)
Station #2	1948	2	Good	
Station #3	1954	2	Good	
Scotts Valley Station #1	1960	4	Good	Poor location
Station #2	1963	2	Good	

Soquel	1957	4	Good	No dormitory
Watsonville	1924, 1928 1967	4	Good	Living and administration areas not functional - over distant from some response areas
Zayante	1942	2	Poor	Type V-N

TABLE NO. 5

FIRE DEPARTMENT MANPOWER

Fire Department	Paid	Paid on Call & Volunteers
Aptos	22	--
Aromas	4	17
Ben Lomond	3	36
Boulder Creek	--	30
Branciforte	2	14
Capitola	8	20
Davenport	--	14
Felton	1	25
Freedom	3	25
La Selva	--	20
Live Oak	21	29
Salsipuedes	2	24
Santa Cruz	42	--
Scotts Valley	8	30
Soquel	2	38
Watsonville	19	34
Zayante	1	13
TOTAL	138	369

TABLE NO. 6
FIRE STATIONS AND APPARATUS

FIRE DEPARTMENT	No. Fire Stations	Pumpers		Ladder Trucks	Tanker	Brush	Rescue	Other
		500 gpm or less	750 gpm or larger					
Aptos	2	1	4	-	1	1	-	-
Aromas	1	2	-	-	-	1	1	-
Ben Lomond	1	1	2	-	1	1	1	-
Boulder Creek	1	1	3	-	-	1	1	-
Branciforte	2*	1	1	-	1	1	-	-
Capitola	1	-	2	-	-	-	1	1
Davenport	1	2	-	-	-	-	1	-
Felton	1	1	2	-	-	1	1	-
Freedom	1	2	2	-	1	1	-	-
La Selva	1	2	-	-	-	-	1	1
Live Oak	1	2	4	-	-	2	-	-
Salsipuedes	1	-	1	-	1	1	-	-
Santa Cruz	3	1	4	1	-	1	-	1
Scotts Valley	2	2	3	-	1	2	-	-
Soquel	1	1	2	-	1	3	1	-
Watsonville	1	-	5	2	-	-	-	-
Zayante	1	-	2	-	-	1	-	-
TOTALS	23	18	37	3	7	17	8	3

*One Temporary

TABLE NO. 7

DATA ON APPARATUS

Fire Department	Company Number	Year and Make	Type
Aptos	3510	1965-Mack	1250 GPM - Pumper
	3511	1966-Mack	1000 GPM - Pumper
	3520	1972-GMC-Howe	750 GPM - Pumper
	3521	1972-GMC-Howe	750 GPM - Pumper
	3531	1948-Dodge-Van Pelt	500 GPM - Pumper (Reserve)
	3540	n/a - GMC	500 GPM - 3300 Gal. Tanker
	3550	1972-GMC-Howe	300 GPM - Brush Rig
Arcamas	#131	1955-Sherman-Dodge Weapons Carrier	Brush Rig
	#132	1953-Curtis-Ford	500 GPM - Pumper
	#133	1955-Sherman-International	500 GPM - Pumper
	#134	1972-John Bean-Ford Pick Up	10 GPM - Rescue
Ben Lomond	2211	1963-Van Pelt-Ford	1000 GPM - Pumper
	2212	1970-Van Pelt-International	1000 GPM - Pumper
	2231	1952-Coast-International	250 GPM - Pumper
	2232	1948-Van Pelt-White	350 GPM - 1000 Gal. Tanker
	2261	n/a Jeep	2-Pump Cans-Brush Rig <u>Rescue</u>
Boulder Creek	2111	1970-American La France	1250 GPM - Pumper
	2121	1956-American La France-GMC	750 GPM - Pumper
	2122	1963-American La France-Ford	750 GPM - Pumper
	2123	1946-American La France	500 GPM - Pumper
	2151	1968-Chevrolet Pick Up	25 GPM - Brush Rig
	2161	1974-Dodge Mixivan	<u>Rescue</u>
Branciforte	2610	1955-Coast-Peterbilt	1000 GPM - Pumper
	2631	1939-Darley-GMC	500 GPM - Pumper
	2641	1940-GMC	1000 Gal. Tanker
	2651	1968-Dodge Pick Up	35 GPM - Brush Rig

n/a not available

DATA ON APPARATUS (Continued)

Fire Department	Company Number	Year and Make	Type
Capitola	3341 3341	1950-Mack 1960-Mack	750 GPM - Pumper 1000 GPM - Pumper Rescue Truck
Davenport	----- ----- -----	1954-Chevrolet 1954-Ford 4 x 4 1965-International Pick Up 4 x 4	500 GPM - Pumper 500 GPM - Pumper <u>Rescue</u>
Felton	2321 2311 2361 2312 2362	1948-Van Pelt-White 1963-American La France-Ford 1947-Dodge 4 x 4 Weapons Carrier 1972-Van Pelt-International 1960-Chevrolet Panel	500 GPM - Pumper (Reserve) 1000 GPM - Pumper 100 GPM - Brush Rig 1000 GPM - Pumper <u>Rescue Truck</u>
Freedom	4211 4210 4250 4240 4221 4222	1973-Seagrave 1968-Mack 1952-Dodge 4 x 4 Weapons Carrier 1962-Hirsch-GMC 1949-Coast-International 1952 Crown-International	1500 GPM - Pumper 1250 GPM - Pumper 150 GPM - Brush Rig 250 GPM - 1500 Gal. Tanker 500 GPM - Pumper 500 GPM - Pumper
La Selva	4121 4130 4150 4161	1948-Van Pelt-White 1955-International 1965-John Bean-Ford 1957-Willys Jeep	500 GPM - Pumper 250 GPM - CDF Type Pumper 37 GPM - High Pressure <u>Rescue Truck</u>
Live Oak	3210 3211 3220 3221 3250 3251 3222	1965-Crown 1969-Crown 1950-Van Pelt-White 1947-Van Pelt-White 1967-Chevrolet 3/4 Ton 1963-Chevrolet 3/4 Ton 1951-Ward La France	1250 GPM - Pumper 1250 GPM - Pumper 750 GPM - Pumper 500 GPM - Pumper 200 GPM - Pick Up 200 GPM - Pick Up 750 GPM - Pumper (Reserve)

DATA ON APPARATUS (Continued)

Fire Department	Company Number	Year and Make	Type
Salsipuedes	4321 4331 4351	1951-Van Pelt-GMC 1956-Van Pelt-GMC 1952-Weapons Carrier Dodge	750 GPM - Pumper 350 GPM - 1000 Gal. Tanker 35 GPM - Brush Rig
Santa Cruz	E-1 E-2 E-3 E-4 E-5 Truck-1 Utility-1 Salvage-1	1965-Van Pelt 1955-Seagrave 1956-Seagrave 1950-Seagrave 1946-Van Pelt-White 1949-American La France 1957-Chevrolet Pick Up 1946-Chevrolet Panel	1250 GPM - Pumper 1000 GPM - Pumper 1000 GPM - Pumper 1000 GPM - Pumper 500 GPM - Pumper (Reserve) 75' Aerial Ladder Truck 90 GPM - Brush Rig Salvage Truck
Scotts Valley	2511 2510 2522 2541 2552 2553 2521	1964-Van Pelt-Ford 1972-Van Pelt-Ford 1957-Curtis-GMC 1944-International 1954-Dodge Weapons Carrier 1971-Ford Pick Up 1948-GMC	1000 GPM - Pumper 750 GPM - Pumper 750 GPM - Pumper 350 GPM - 2000 Gal. Tanker 126 GPM - Brush Rig 10 GPM - Brush Rig 250 GPM - Pumper
Soquel	3410 3420 3430 3440 3450 3460 3490 3491	1962-Van Pelt-Ford 1950-Van Pelt-GMC 1947-Van Pelt-Dodge 1964-Van Pelt-Ford 1961-Jeep 1971-Dodge Maxi van 1968-Ford Pick Up 1969-Ford Pick Up	1000 GPM - Pumper 750 GPM - Pumper 350 GPM - Pumper 250 GPM - 2000 Gal. Tanker 12 GPM - Brush Rig Rescue 23 GPM - Brush Rig 100 GPM - Brush Rig

DATA ON APPARATUS (Continued)

Fire Department	Company Number	Year and Make	Type
Watsonville	4461	1967-Crown-Maxim	100' Aerial Ladder Truck
	4462	1928-Seagrave	City Service Ladder Truck (Reserve)
	4411	1967-Crown	1250 GPM - Pumper
	4412	1970-Van Pelt	1250 GPM - Pumper
	4413*	1966-International-Van Pelt	1000 GPM - Pumper
	4414	1959-Seagrave	1000 GPM - Pumper
	4425	1951-GMC-Coast	600 GPM - Pumper (Reserve)
	2422	1964-American La France-Ford	750 GPM - Pumper
	2421	1958-American La France-GMC	750 GPM - Pumper
	2400	1960-Chevrolet Pick Up	10 GPM - Brush Rig
Zayante			

* Owned by Pajaro Fire District, Monterey County

TABLE NO. 8

SUMMARY OF APPARATUS

<u>PUMPERS</u>	<u>TANKERS</u>
Less Than 500 GPM - 35	1000 Gallon - 3
500 GPM - 13	1500 Gallon - 1
600 GPM - 1	2000 Gallon - 2
750 GPM - 13	3300 Gallon - 1
1000 GPM - 14	
1250 GPM - 8	
1500 GPM - 1	
55	7
<u>LADDER TRUCKS</u>	<u>OTHER APPARATUS</u>
75' Aerial - 1	Brush Trucks - 17
100' Aerial - 1	Rescue - 7
No Aerial - 1	Salvage - 1
3	High Pressure - 1
	25

TABLE NO. 9

MOBILE WATER SUPPLY APPARATUS

Department	Year & Make	Tank Cap.	Pump Cap.	Condition & Capability
Aptos	n/a GMC	3300 gallons	1000 gpm	Good
Ben Lomond	1948 Van Pelt - White	1000 gallons	350 gpm	Fair
Branciforte	1940 GMC	1000 gallons	150 gpm	Fair
Freedom	1962 Hirsch-GMC	1500 gallons	250 gpm	Fair
Salsipuedes	1956 Van Pelt-GMC	1000 gallons	350 gpm	Fair
Scotts Valley	1944-International	2000 gallons	350 gpm	Fair
Soquel	1964-Van Pelt-Ford	2000 gallons	250 gpm	Good
Bonny Doon	1951-Federal	2000 gallons	n/a	Poor
Corralitos	n/a International	3200 gallons	n/a	Poor
Loma Prieta	n/a	3200 gallons	n/a	Poor
Cal. Div. Forestry	n/a Ford	1200 gallons	500 gpm	Good

n/a Not Available

TABLE NO. 10
EMERGENCY CALLS

Fire Department	Structural	Rescue or First Aid	Vehicle	Grass or Range	False	Other	Total	
Aptos	26	75	29	34	12	198	374	5
Aromas	5	0	12	28	0	6	51	12
Ben Lomond	17	42	20	20	5	26	130	9
Boulder Creek	17	155	0	7	0	84	263	7
Branciforte	6	2	3	4	6	28	49	14
Capitola	42	150	22	34	10	157	415	3
Davenport	2	34	7	0	0	0	43	15
Felton	10	62	4	9	0	23	108	11
Freedom	32	8	24	21	4	26	115	10
La Selva	n/a	n/a	n/a	n/a	n/a	n/a	50	13
Live Oak	55	107	32	48	29	278	549	2
Salsipuedes	3	0	6	13	2	14	38	17
Santa Cruz	65	355	83	97	260	341	1201	1
Scotts Valley	28	46	42	23	25	157	321	6
Soquel	22	84	23	31	15	47	222	P
Watsonville	90	11	40	65	76	95	377	4
Zayante	27	0	4	9	0	0	40	16
Total	447	1,131	351	443	444	1,480	4,346	

n/a Not Available

TABLE NO. 11

FIRE DEPARTMENT RADIO EQUIPMENT

Fire Departments	Frequency	Number Mobile Units	Number Portable Units
Aptos	154.325 MHz	6	4
Aromas	154.325 MHz	3	2 (citizens band)
Ben Lomond	154.325 MHz	5	1
Boulder Creek	154.325 MHz	6	6
Branciforte	154.325 MHz	3	2
Capitola	154.325 MHz	7	2
Davenport	154.325 MHz	3	3
Felton	154.325 MHz	5	2
Freedom	154.325 MHz	6	3
La Selva	154.325 MHz	4	0
Live Oak	154.325 MHz	7	5
Salsipuedes	154.325 MHz	3	1
Santa Cruz	154.415 MHz 154.325 MHz	8	7
Scotts Valley	154.325 MHz	6	0
Soquel	154.325 MHz	8	2
Watsonville	154.445 MHz 154.325 MHz	7	4
Zayante	154.325 MHz	3	0

TABLE NO. 12

COMMUNICATIONS

DISTRICT	Method of alerting volunteers or recalling off-shift						Method of dispatching companies (applies only to departments having two or more stations)		
	Fire Alarm Box System	Siren or Horn	Tone Radio	Telephone	Group Alerting	Telephone System	Telephone or Hot Line	Radio	Intercom
APTOS			X				X	X	
AROMAS		X		X					
BEN LOMOND		X		X					
BOULDER CREEK		X							
BRANCIFORTE					X				
CAPITOLA		X	X	X					
DAVENPORT		X		X					
FELTON		X							
FREEDOM		X	X						
LA SELVA		X							
LIVE OAK		X		X			X		
SALSIPUEDES		X		X					
SANTA CRUZ		X		X					X
SCOTTS VALLEY						X	X	X	
SOQUEL		X							
WATSONVILLE		X		X					
ZAYANTE			X	X					

TABLE NO. 13

FIRE PREVENTION AND TRAINING

District	Building Code	Fire Prevention Program	Fire Prevention Code	Electrical Code	Training Program	Training Facilities
APTOS	County	Planned	UFC	NEC	X	Use
AROMAS	UBC	Planned	UFC		X	Watsonville
BEN LOMOND	County	None	None		X	None
BOULDER CREEK	UBC	None	None	Yes	X	None
BRANCIFORTE		Planned	None		X	None
CAPITOLA	UBC	Yes	Yes	NEC	X	None
DAVENPORT		None	None		X	None
FELTON	County	None	None		X	None
FREEDOM	County	Yes	NBFU 1960	Yes	X	None
LA SELVA	County	Yes	None		X	None
LIVE OAK	UBC	Yes	Yes	County	X	Yes
SALSIPUEDES	UBC	Yes	None	NEC	X	None
SANTA CRUZ	UBC	Yes	UFC	NEC	X	None
SCOTTS VALLEY	UBC	Yes	Yes	NEC	X	None
SOQUEL	UBC	None	None		X	None
WATSONVILLE	UBC	Yes	Yes	NEC	X	Yes
ZAYANTE		None	None		X	None

County - County Building Code

UBC - Uniform Building Code

UFC - Uniform Fire Code

NBFU - National Board of Fire Underwriters

NEC - National Electrical Code

TABLE NO. 14

FIRE DEPARTMENT COST DATA

DISTRICT	POPULATION	AREA SQ. MI.	BUDGET	PER CAPITA COST	ASSESSED VALUE PER SQ. MI.
APTOS	12,000	8	\$557,518	\$46.46	\$4,687,500
AROMAS	2,500	36	86,353	34.54	n.a.
BEN LOMOND	3,500	5	52,000*	14.86	1,560,000
BOULDER CREEK	4,500	7	72,200	16.04	1,686,000
BRANCIORTE	1,000	8	42,500	42.50	375,000
CAPITOLA	7,200	2	137,500	55.47 16.39	9,350,000
DAVENPORT	1,000	19	3,600*	3.60	184,000
FELTON	3,500	5	40,000	11.43	2,000,000
FREEDOM	5,700	8	140,050	24.57	1,575,000
LA SELVA	2,100	1	65,000	30.95	3,300,000
LIVE OAK	20,400	5	419,123	20.55	7,680,000
SALSIPUEDES	4,500	31	73,000	16.22	419,000
SANTA CRUZ	34,000	10.5	758,410	22.31	8,857,000
SCOTTS VALLEY	12,628	25	216,000	17.10	1,032,000
SOQUEL	6,000	14	95,600	15.93	1,143,000
WATSONVILLE	16,350	4.8	329,050	20.12	8,521,000
ZAYANTE	3,000	11	17,000*	5.67	527,000
TOTAL	139,878				

* estimated

TABLE NO. 15

FIRE DEPARTMENT BUDGETS

Fire Department	Budget 1971-72	Expenditures 1971-72	Budget 1972-73	Expenditures 1972-73	Budget 1973-74
Aptos	\$348,663.00	\$322,620.95	\$527,907.00	n/a	\$557,517.97
Aromas	34,811.00	34,811.00	40,680.00	40,680.00	86,353.00
Ben Lomond	n/a	n/a	n/a	n/a	n/a
Boulder Creek	53,840.00	n/a	56,550.00	n/a	72,200.00
Branciforte	27,000.00	25,000.00	32,000.00	n/a	42,500.00
Capitola	363,575.00	127,457.00	399,443.00	137,500.00	n/a
Davenport*	34 to 3,600.	34 to 3,600.	34 to 3,600.	34 to 3,600.	34 to 3,600.
Felton	36,032.35	36,032.35	79,737.72	79,737.72	40,000.00
Freedom	92,736.00	61,138.51	116,162.00	85,000.00	140,050.00
La Selva	55,900.00	15,000.00	56,000.00	17,545.00	65,000.00
Live Oak	335,331.00	312,860.57	378,160.00	295,160.00	419,123.00
Salsipuedes	21,030.18	8,480.96	59,350.00	13,350.00	73,000.00
Santa Cruz	633,579.00	677,984.00	722,812.00	707,053.00	758,410.00
Scotts Valley	172,345.00	126,743.93	224,976.00	108,817.00	216,000.00
Soquel	99,320.00	63,159.00	104,150.00	92,066.00	95,650.00
Watsonville	262,725.00	262,725.00	311,775.00	311,775.00	329,050.00
Zayante*	15,000.00	15,000.00	17,000.00	17,000.00	n/a

*Estimate by Chief of Department

TABLE NO. 16

HISTORICAL FIRE PROTECTION TAX RATES BY DISTRICT

Tax Rate Per \$100 Assessed Valuation

Year	1972-73	1971-72	1970-71	1969-70	1968-69	1967-68
District						
Aptos	.800	.758	.805	.787	.525	.674
Aromas	.438	.429	.330	.259	.180	.430
Ben Lomond	.664	.572	.503	.570	.324	.564
Boulder Creek	.430	.452	.345	.462	.328	.334
Branciforte	1.075*	.747*	.642*	.527*	.632*	.690*
Capitola	.796	.796	.960	.825	.594	.683
Davenport	None	.110	.035	.094	.100	.025
Felton	.328	.351	.358	.351	.300	.308
Freedom	.657*	.644*	.628*	.558*	.519*	.539*
La Selva	.710	.647	.588	.540	.642	.500
Live Oak	.890	1.054	.859	.793	.688	.596
Salsipuedes	.239	.194	.203	.097	.160	.139
Scotts Valley	.585	.553	.465	.438	.445	.423
Soquel	.499	.458	.486*	.456*	.458*	.430*
Zayante	.244	.241	.234	.309	.349	.364
Pajaro Dunes (CSA #4)	1.300	None	None	None	None	None
Santa Cruz	1.50 ⁺					
Watsonville	2.05 ⁺					

* Includes debt service

⁺ Total city tax rate

TABLE NO. 17

HISTORICAL ASSESSED VALUATION BY DISTRICT
(Valuation in Millions of Dollars)

Year	1972-73	71-72'	70-71'	69-70'	68-69'	67-68'
District						
Aptos	37.5	34.3	30.4	28.3	27.0	25.4
Aromas	.5	.5	.4	.4	.4	.4
Ben Lomond	7.8	7.5	6.1	5.9	5.8	5.7
Boulder Creek	11.8*	11.3	10.7	9.2	9.0	8.7
Branciforte	3.0	2.8	2.6	2.5	2.2	2.2
Capitola	18.7	16.0	14.8	14.2	13.7	12.9
Davenport	3.5	4.4	4.2	1.8	1.8	2.0
Felton	10.0	9.6	8.9	8.7	8.4	8.1
Freedom	12.6	12.0	11.3	10.7	10.2	10.0
La Selva	3.3	3.0	2.8	2.7	2.7	2.4
Live Oak	38.4	31.0	28.9	27.8	27.2	26.3
Salsipuedes	13.0	12.0	11.1	10.8	10.5	10.2
Scotts Valley	25.8	23.1	21.1	19.7	18.3	17.2
Soquel	16.0	14.3	13.4	13.2	11.9	11.3
Zayante	5.8	5.4	4.7	4.6	4.2	3.9
Pajaro Dunes (CSA#4)	2.6	2.0	1.7	1.3	1.0	.7
Santa Cruz	93.0	86.3	81.2	77.9	76.0	72.0
Watsonville	40.9	38.5	36.1	34.2	33.1	31.8
County (CDF)	60.2	55.3	50.9	45.8	42.9	38.0
TOTAL	404.4	369.3	344.1	319.7	306.3	289.2

*Recent annexation will increase 1973-74 valuation to approximately 15.9 million.

TRAINING

All fire departments in the County report conducting some type of training program although the frequency of training sessions and the material covered varies considerably. Watsonville and Live Oak have training facilities that include a drill tower, and several departments report using Watsonville's tower on occasion. Only 2 of the fire departments have full-time training officers.

FIRE PREVENTION

Eight departments have adopted a fire prevention code, however, only Capitola, Santa Cruz, Scotts Valley and Watsonville have a man assigned to fire prevention full time. Several departments report no fire prevention program. Nine departments report making regularly scheduled inspections of businesses. None have a home inspection program.

MAINTENANCE

All departments perform their own routine apparatus maintenance. Most major work is handled by private garages or factory mechanics. Santa Cruz utilizes the facilities of their municipal garage. None of the fire departments have adequate shop facilities of their own.

PART IV

CALIFORNIA DIVISION OF FORESTRY

GENERAL

The California Division of Forestry (CDF) has primary responsibility for preventing and suppressing watershed fires in the State of California. However, improvements, such as homes which are placed on watershed lands, are the fire protection responsibility of local government. Providing two fire departments to serve the same area would be an unnecessary duplication. Therefore, Santa Cruz County contracts with the California Division of Forestry to provide structural fire protection for all areas of the County not within a municipality or fire protection district.

During the wildland fire season, the CDF operates a total of seven fire stations in Santa Cruz County. Although their primary responsibility is watershed protection, they also respond to structural fires since all structural fires are potential watershed fires. During the non-fire season, however, all fire stations except the headquarters would normally be closed. Therefore, in order to maintain year-round structural protection, the County has contracted with the Division of Forestry to keep three fire stations open for 5 1/2 months during the non-fire season. The service provided under this contract is referred to as "Schedule A."

Areas of the County served by the CDF are generally remote and the terrain is quite hilly. Although most main roads are paved, they are usually narrow. Moderately steep grades are not uncommon. Land use is almost exclusively single-family residential with minor areas devoted to agriculture. Many dwellings are summer homes or are used for recreational purposes although year-round occupancy is becoming more common. Most buildings are well separated and fires usually do not communicate from building to building unless vegetation is

a factor. It was noted that many of the newer homes have been constructed with wood shingle roofs. Except for a few newer developments, water supplies adequate for fire fighting are almost nonexistent. Assessed valuation of the area served by the CDF is approximately \$60,000,000.

Because of long response distances and narrow, hilly roads, response times are likely to be excessive and total destruction of the building or origin can be expected.

Other responsibilities of the CDF include operation of the Pajaro Dunes Fire Department under a contract with Service Area Number 4 and supervision of four Civil Defense fire teams.

ORGANIZATION

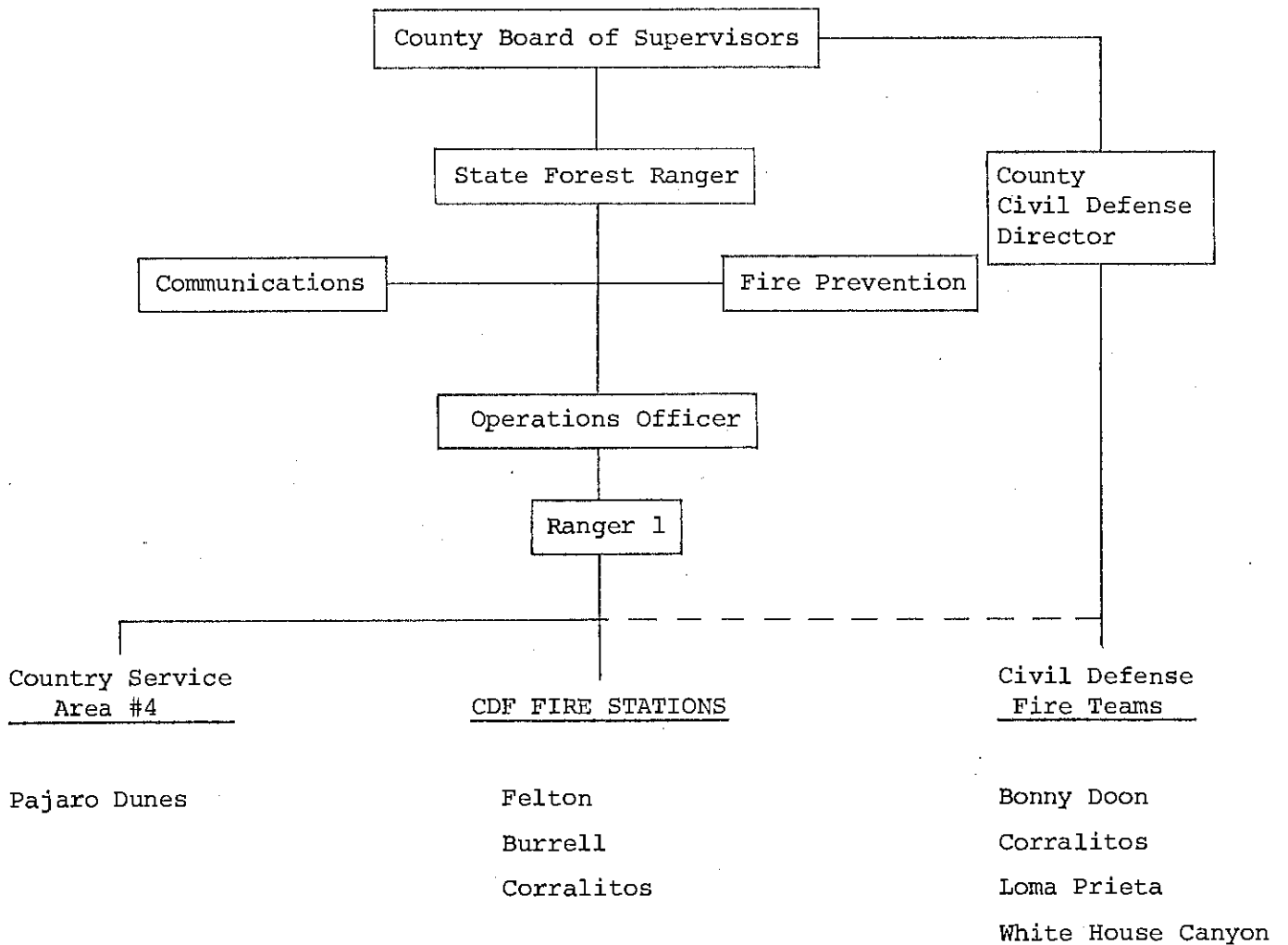
Fire suppression services of the California Division of Forestry operate in Santa Cruz County under the general supervision of the State Ranger charged with fire suppression responsibilities for Santa Cruz and San Mateo Counties with headquarters offices located in Felton. Plate No. II illustrates the basic organizational structure of the CDF under Schedule A (non-fire season) operations.

PLATE NO. II

ORGANIZATION CHART

CALIFORNIA DIVISION OF FORESTRY

SANTA CRUZ COUNTY



OPERATING COSTS

Total cost to the County for operation of the three CDF fire stations during the non-fire season for the past three years is as follows:

1971 - 72	\$56,921
1972 - 73	\$63,109
1973 - 74	\$87,419

MANPOWER

County subsidized Schedule A operations provide for one engineer on duty at all times at each of the three stations. At least one sleeper is also assigned to each station at night. During the fire season enough additional personnel are hired to operate each piece of apparatus with three or four men. Full-time personnel work an average 84 hour week. Seasonal fire fighters work an average 120 hour week.

APPARATUS AND EQUIPMENT

Apparatus operated under Schedule A include a Pumper-Tanker at Felton and Pumpers at Corralitos and Burrel. During the non-fire season additional specialized equipment for structural fire fighting, including breathing apparatus, is placed on the trucks. Pertinent details of CDF fire apparatus is listed in the following table.

TABLE NO. 18
CALIFORNIA DIVISION OF FORESTRY
SCHEDULE 'A' FIRE APPARATUS

TYPE	PUMP CAPACITY	TANK CAPACITY	HOSE CARRIED		
			Booster	1 1/2"	2 1/2"
No. 1 Heavy Pumper	300 gpm	500 gallons	600'	1800'	500'
No. 8 Pumper-Tanker	500 gpm	1200 gallons	300'	1500'	500'

RESPONSE TO ALARMS

Normal response to a reported building fire during the non-fire season is one engine and two or three men. During the fire season as many as four engines plus other equipment may be dispatched. Mutual aid assistance is available on request from any of the fire protection districts when necessary.

COMMUNICATIONS

Alarms are received by telephone at the Division of Forestry communications center at the Felton Headquarters. Dispatching is performed by radio via tone activated receivers in each fire station. A telephone back-up is also available. All apparatus is equipped with dual frequency radios having a capability on both the state and county frequencies. Radio repeaters at strategic locations provide generally good coverage throughout the County.

PAJARO DUNES

County Service Area Number Four was formed to provide community services including a fire protection for the Pajaro Dunes development

near Watsonville. The Service Area contracts with the California Division of Forestry to operate the fire department. Annual cost to the Service Area is as follows:

1972 - 73	\$85,357
1973 - 74	\$85,943

A temporary station is located near the main entrance at West Beach Road and River Road. Permanent facilities are planned nearby.

One engineer is on duty 24 hours a day at this station and one sleeper is provided at night. Ten volunteer fire men have been recruited and trained from local residents. Eight maintenance men employed at Pajaro Dunes have also received fire training and respond to alarms when working in the area.

Apparatus consists of a 1973 Van Pelt-Ford 1000 gpm pumper with a 500 gallon tank and 2800 ft. of hose. A Cushman tracklayer is used for fire fighting access and for laying hose via the sand dunes area not served by roads. The contract with the Service Area also provides for automatic response of one engine and five men from Watsonville to all building fires at Pajaro Dunes. The Pajaro Dunes Fire Department does not respond to alarms outside of the Service Area.

Pajaro Dunes is served by the Watsonville Water Department. Adequate water is available for fire fighting. Hydrants are well distributed throughout the development.

CIVIL DEFENSE FIRE TEAMS

Four fire teams have been organized in remote areas of Santa Cruz County by the County Civil Defense Office. The fire teams are organized similar to independent volunteer fire departments, but

are under the operational control of the California Division of Forestry.

Apparatus used by the fire teams consists of government surplus fire fighting equipment and is generally old and of questionable reliability and safety. Since a total of only \$9,450 is available for operation of teams, each team usually relies on a fund raising activity to support its total operation. Two of the teams recently paid for the construction of new stations in this manner. Details on the fire teams are summarized in the following table:

TABLE NO. 19
CIVIL DEFENSE FIRE TEAMS

Team Name	Personnel		Major Apparatus Data			Fire Station Data			
	No.	Chief	Unit Designation	Year & Make	Type	Station Location	Year Built	Bays	Condition
Bonny Doon	40	Ethmer Jackson	CD-66 CD-20 CD-107 CD-46 n/a	1953 Reo 1951 Federal Ford Jeep Dodge	Pumper 2000 gal. tanker n/a Brush Truck Ambulance	985 Martin Road	1972	4	Good
Corralitos	40	Eldon Pierce	CD-106 CD-14 CD-67 n/a	White n/a 1951 Cadillac Jeep	Pumper 3200 gal. tanker Ambulance Brush Truck	Browns Valley Road	n/a	n/a	Poor Open Shed
Loma Prieta	40	Dennis Heimer	CD-76 CD-63 CD-25 CD-120 CD-112	1953 Reo n/a Jeep 1963 Ford Dodge	Pumper 3200 gal. tanker Brush Truck Pick-up Ambulance	Old Summit Road	1969	2	Good
White House Canyon	15	James Harper	CD-52	1952 LaFrance Ford	500 gpm pumper	White House Canyon Road	n/a	1	Private Garage

PART V

APPENDIX A

FIRE INSURANCE GRADING

The "Grading Schedule for Municipal Fire Protection" is used by the Insurance Service Office (ISO) to classify cities, towns, fire districts or other legal organizations with respect to their fire defenses.

The Grading Schedule establishes standards for water supply, fire departments, fire service communications, and fire safety control. Existing conditions in a community are compared to the standards. Deficiency points are assigned for each deviation from the standards. The number of points assigned each item is dependent on the relative importance of the item and the degree of deviation. The maximum number of deficiency points is 5000. There are 10 classes of protection, with each increment of 500 points determining a class. The following table illustrates Grading Schedule classes:

TABLE NO. 20
GRADING SCHEDULE CLASSES

Points of Deficiency	Class
0 - 500	1
501 - 1000	2
1001 - 1500	3
1501 - 2000	4
2001 - 2500	5
2501 - 3000 2885	<u>6</u>
3001 - 3500	7
3501 - 4000	8
4001 - 4500	9
4501 - 5000	10

The "Protection Class" of a jurisdiction is used by the insurance industry as a factor in the rate making process for fire insurance. Plate III on page 80 illustrates how insurance premiums for dwellings are influenced by the protection class.

A 10th Class is essentially an unprotected area having no recognized fire department or water supply.

Ninth Class is typical for areas served by a recognized fire department but lacking an adequate water supply. In certain cases where a water supply is lacking, dwellings can qualify for Class 8 provided the fire department can meet the criteria of a special supplement to the Grading Schedule as shown at the end of this section.

The table shown below illustrates the four principal features considered in the Grading Schedule and the maximum number of deficiency points allocated to each category.

TABLE NO. 21
GRADING SCHEDULE FEATURES

Feature	Max. No. of Def. Points	% of Total
Water Supply	1950	39
Fire Department	1950	39
Fire Service Communications	450	9
Fire Safety Control	650	13
	5000	100

Additional deficiency points can also be assessed for adverse climatic conditions and other occurrences such as civil disturbances, floods, earthquakes and forest fires.

If there is an excessive difference between the fire department and

the water supply, a divergence charge will be added.

Basic information on the fire insurance grading for each jurisdiction in Santa Cruz County is shown in the table on the following page.

TABLE NO. 22

FIRE INSURANCE GRADING

Jurisdiction	Date Graded	Total Deficiency Points	Grading Class
Aptos	1966	4443	9*
Aromas	1961	Between 4251 & 4500	9
Ben Lomond	1956	3471	7
Boulder Creek	1972	2927	6
Braniciforte	1972	4001	9
Capitola	1966	2885	6
Davenport	Grading not Established	----	10
Felton	1972	3886	8
Freedom	1963	2861	6
LaSelva Beach	1970	4431	9
Live Oak	1971	2310	5
Salispuedes	1951	Between 4251 & 4500	9*
Santa Cruz	1972	1675	4
Scotts Valley	1966	3405	7
Soquel	1972	2712	6*
Watsonville	1958	1901	4
Zayante	Grading not Established	----	10

* Class 8 for dwellings in areas not having gradable water supply, but meeting criteria of a special supplement to the grading schedule.

A revised edition of the Grading Schedule was published early in 1973, therefore, all gradings listed were done under the 1956 edition of the Schedule. The Grading Schedule was revised in order to reflect modern developments and current good practice in fire protection. The grading of any fire department which has progressed should not be materially affected by the new Schedule.

FIRE INSURANCE RATES

GENERAL

Fire insurance rates are usually not competitive. In California rates are made by the Insurance Services Office, a private organization set up to serve insurance companies. Rating, as differentiated from grading, is the process of determining the cost of fire insurance for an individual building or group of buildings. Fire insurance rating is extremely complex, and no attempt is made in this report to do more than to describe some of the basic principles.

Total fire insurance premiums collected must be sufficient to cover losses incurred and the expense of operating the business along with a reasonable profit. In an attempt to apportion the premiums equitably, rating methods consider differences in hazards, in susceptibility to loss, in private protection and in public protection. There are two broad rating methods in use - class rating and schedule rating. Class rates are used for occupancies that are similar in character - dwellings, apartment buildings, clubs, farms, etc. Schedule rates are developed from a physical inspection of individual buildings and application of appropriate insurance rate schedules. At least two rates are developed for any occupancy - the building rate and the contents rate.

DWELLING INSURANCE PREMIUMS

For dwellings there are two types of insurance in common use; straight "Fire", which covers property damage only, and "Homeowners" which covers both property damage and liability. Plate No. III shows how the premiums for these coverages vary with the public protection grading classification for a typical dwelling. Single-family dwellings in California are normally insured through homeowners policies. It should be noted that premiums on dwellings remain the same, even if the classification changes. In other words, it is possible that a change in classification will not change the cost of dwelling insurance.

INSURANCE PREMIUMS ON SPECIFICALLY RATED PROPERTIES

Rate determination for schedule rated properties (stores, factories, etc.) is more complicated. Details of building construction, protective features, exposures, and fire hydrant locations are all considered, as well as the public protection grading classification. Charges for insurance are stated as rates for each \$100 of insurance; that is, twice as much insurance costs double the premium. Plates III and IV illustrate the typical effect of the grading class on the rate. Although differences will appear for other occupancies, types of construction, etc., the general variation in insurance costs will be similar.

PLATE III

INSURANCE PREMIUM vs. PROTECTION CLASS
FOR TYPICAL DWELLING AND CONTENTS

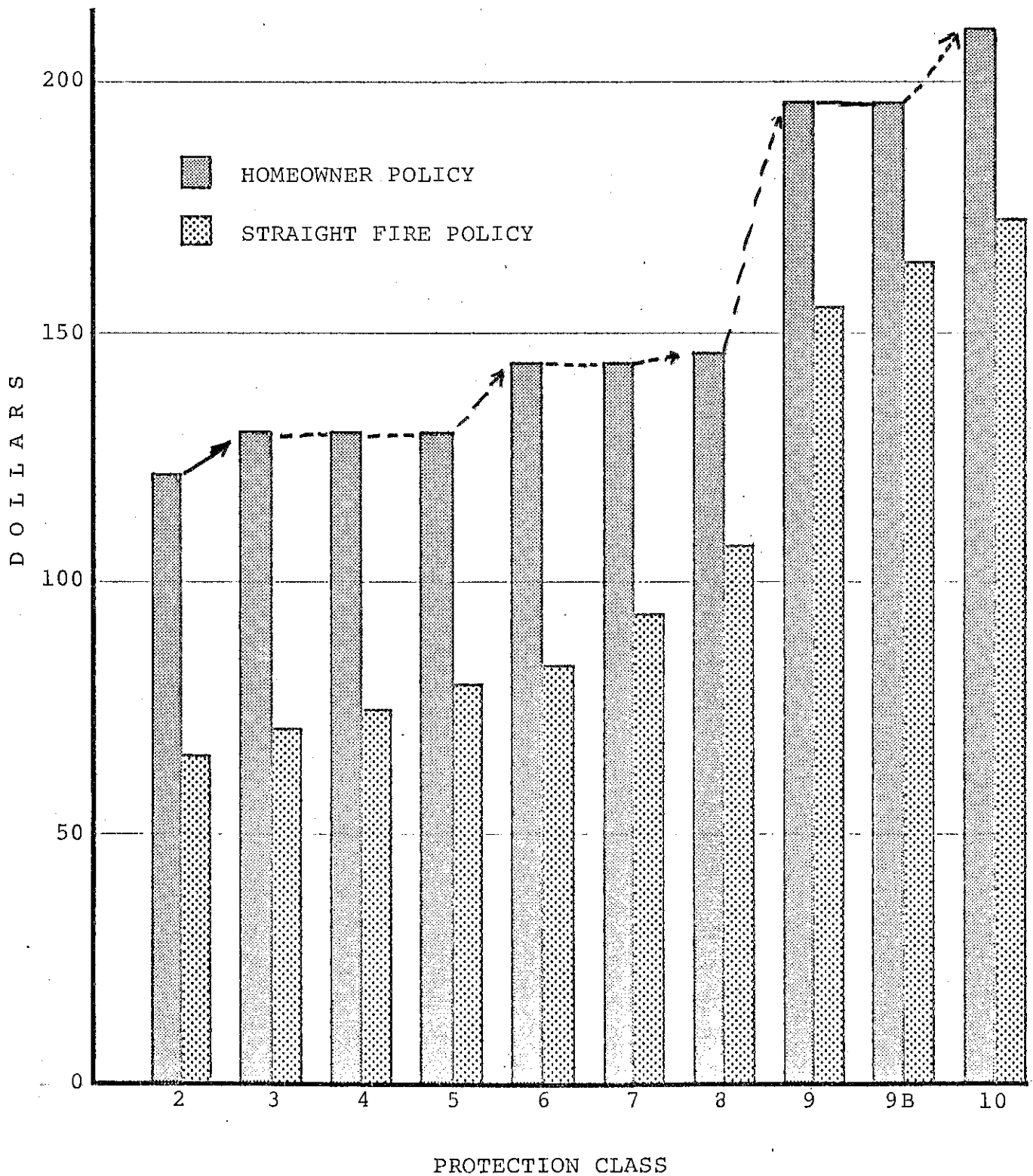
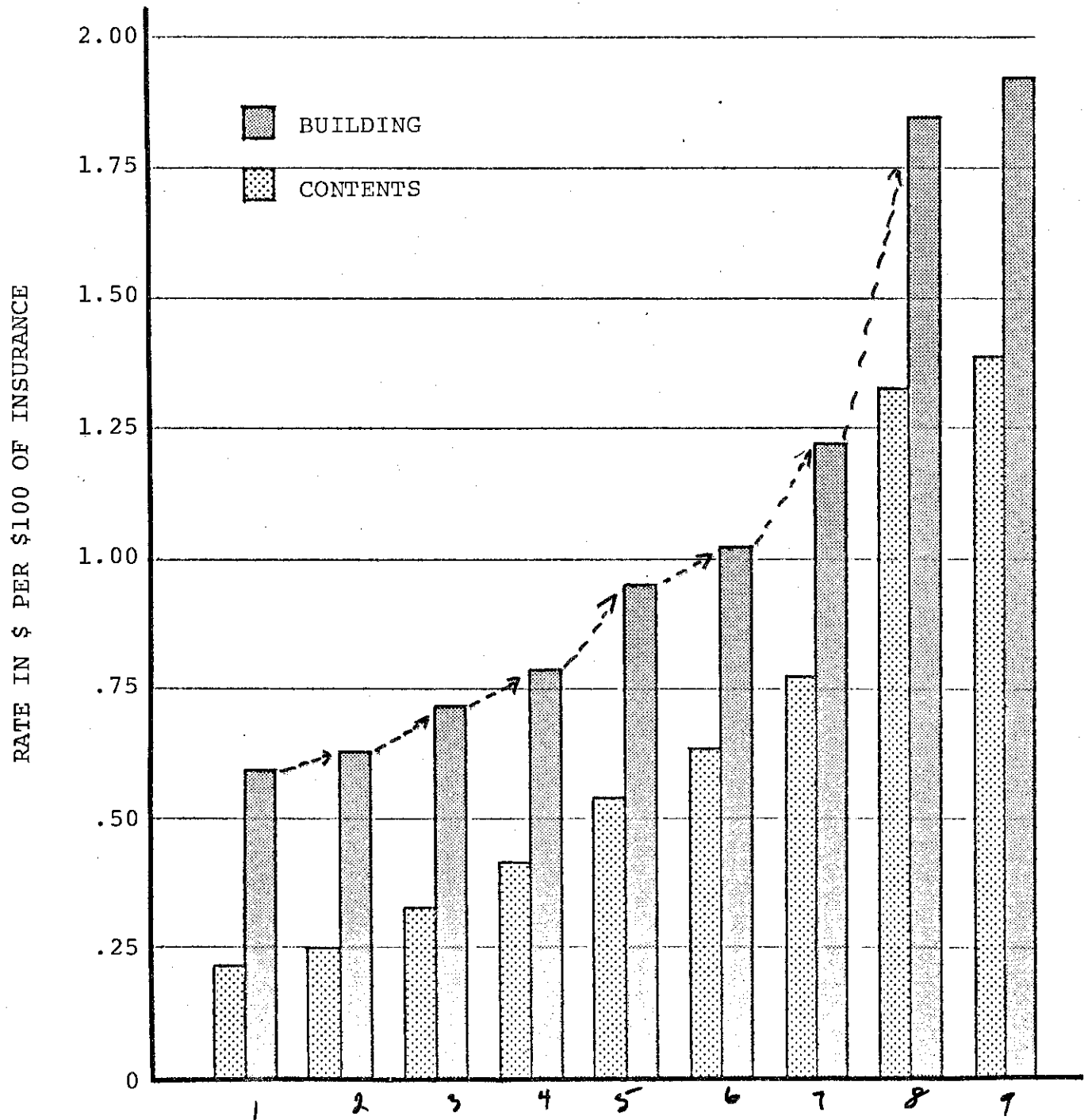


PLATE IV

INSURANCE RATE vs. PROTECTION CLASS FOR TYPICAL RETAIL STORE



PROTECTION CLASS

CRITERIA FOR DWELLING CLASS 8 IN AREAS
LACKING RECOGNIZED WATER SUPPLY

INSURANCE SERVICES OFFICE
PACIFIC REGION

A SUPPLEMENT TO THE STANDARD SCHEDULE FOR GRADING CITIES AND TOWNS
OF THE UNITED STATES WITH REFERENCE TO THEIR FIRE DEFENSES AND PHYSICAL
CONDITIONS . . . ESTABLISHING CRITERIA FOR PROTECTION CLASS
IN AREAS NOT HAVING A WATER SUPPLY GRADABLE UNDER THE STANDARD SCHEDULE.

STRUCTURAL

Section A: To qualify for Dwelling Protection Class 8, conditions
must be equal to, or superior to the following:

1. The fire department qualifies as a recognized fire department.
2. Areas are within a five-mile response (road) distance of the closest engine (pumper) company, and within an eight mile distance of the balance of any apparatus units required under A-8(b).
3. For more than one unit of apparatus, all assigned apparatus is radio equipped.
4. For more than one unit of apparatus, there are not less than five men responding on first alarm.
5. There is additional manpower as necessary to meet the conditions of A-7 and 8 (b).
6. At least one unit of apparatus is a pumper constructed and equipped in accordance with the intent of the Standards of NFPA No. 19.
7. The department demonstrates a capability to effectively develop and continuously apply water for not less than 20 minutes, at a rate of not less than 200 gpm, commencing with the initial evolutions of the first due company.
8. Apparatus
 - (a) For areas adequately served by fire flows (avail-

able throughout the year) of not less than 200 gpm, a single pumper may suffice.

- (b) For all other areas, there are not less than two units and all units are suitable for the intended service.
- (c) Risks not of the dwelling class are considered to have Protection Class 9 (4,001 - 4,250 deficiency points) if conditions favorably equate with 1 through 8 above.

Section B: When there is a recognized fire department not meeting the criteria of A-2 through 8, areas within a ten-mile response (road) distance may be considered as grading 4,251 - 4,500 deficiency points. Adverse conditions affecting response shall be considered when evaluating response distances.

APPENDIX B

FIRE STATION DESIGN CRITERIA

The following criteria would provide an ideal fire station design, and where funds are available, new stations should incorporate these features. It is recognized, however, that often it is not possible or practical to provide many of the items listed. In such cases, it is possible to construct a perfectly adequate and functional station at a minimum cost by omitting the features which are not essential to the housing of fire apparatus.

1. Construction with fire resistance of at least one hour.
(Automatic sprinkler system is recommended.) Fire resistive roof covering.
2. Constructed to accepted earthquake resistance standards.
3. Apparatus Room:
 - Separated from remainder of station by two hour wall.
 - Minimum of two bays, each a minimum of twenty feet in width and 75 feet in length.
 - Apparatus doors, 12 ft. x 12 ft., electrically operated with manual override.
4. Storage and drying facilities for hose.
5. Equipment storage and workshop area.
6. Flammable liquid storage area.
7. Combination classroom - meeting room - dining area, minimum size 1,000 sq. ft.

- 8. Kitchen facilities.
- 9. Dormitory facilities - separate beds for each shift. Should be designed for future expansion if paid-on-duty personnel are anticipated.
- 10. Automatic starting generator to provide emergency power for communications equipment, doors, and basic lighting.
- 11. Signal controls where traffic problems exist. (Control of regular signals - special signals for fire stations are usually ineffective.)
- 12. Outside underground fuel tank (manual pump or emergency generator).
- 13. Minimum lot size for 3 bay station - 30,000 sq. ft.
- 14. Minimum lot size for 2 bay station - 25,000 sq. ft.
- 15. Watch desk, office facilities for company and chief officers.
- 16. Shower-locker facilities.

APPENDIX C

CRITERIA FOR DISTRIBUTION OF FIRE STATIONS AND COMPANIES

The primary objective in determining fire station location and companies is to establish an optimum relationship between travel time and potential fire severity for any given situation. Since travel time is a function of distance the first arriving company must travel to reach the fire scene, station locations are usually developed on the basis of response distances. Potential fire severity is expressed as the maximum fire flow considered necessary to contain a major fire in a building or a group of buildings. High required fire flows require closer spacing of stations and a higher concentration of companies. Although it is important to minimize the interval between receipt of an alarm and arrival at the scene, it is much more important to minimize the time interval between start of the fire and transmission of the alarm. Delayed alarms are one of the principal reasons for large loss fires. Because of the high cost of land acquisition, building and apparatus costs, and especially salaries, a generally conservative approach is taken in planning fire station locations.

The factors that are considered in accomplishing the primary objective are as follows:

1. A sufficient number of stations should be located near major commercial and industrial districts so that response distance in the nearest company to a majority of the area is not in excess of 1 mile. With an average apparatus speed of 30 m.p.h. this distance represents 2 minutes. At present, only the central business districts of the larger communities fall in this category. Some judgment in applying this standard is allowed where small building groups are located in fringe areas and the relative number of buildings with high loss potential is insufficient to justify additional stations for coverage.

2. In those high value districts having a lower level of fire loss potential, the allowable travel distance can be increased to 1 1/2 miles. This includes shopping centers, commercial strip, schools and apartment districts. Adequate service to residential districts can usually be provided by stations within 2 miles. In rural areas, where residences have an average separation of 100 feet or more, the travel distance can be increased to 4 miles.
3. Since response time is the ultimate criterion in determining response distances, some reductions in the distances given in paragraphs 1 and 2 above may be necessary if the average speed of apparatus is estimated to be less than 30 m.p.h. Such features as traffic congestion, topographical features, man-made barriers such as railroad and highway structures, or other local conditions that hinder response time may require a reduction in those distances.
4. Steps must be taken to assure adequate coverage during simultaneous fires and other periods of high demand on the fire department. The need for placing additional companies in service or relocating companies during periods of high frequency of alarms must be considered.
5. When protection is furnished to territory outside of the fire district limits, additional companies may be required, depending on the size of the area served, the number and extent of runs to that territory, the amount of service provided, and contractual and other agreements that have been made.
6. In addition to consideration for the first due company response distance, an allowance must be made for addi-

Mutual Aid
Now Provides.

tional companies needed for the first alarm and for the maximum multiple alarm. The concentration of engine and ladder companies increases proportionately with the fire severity as shown in Table No.23 on the following page. Variations from these requirements have to be made where individual study indicates a greater or lesser degree of protection is required.

7. The specific fire station site should be selected with due consideration for convenience and safe entry into streets. Ample area should be provided for parking of private autos, limited drills and for the station building itself.

Table No. 23

Insurance Services Office Standards

Number of Engine and Ladder Companies Needed
within Travel Distance of Established Fire Flows

Engine Companies

Required Fire Flow gpm	First Due Company Miles	Total Alarm No.	First Response Miles	Total Maximum Multiple Alarm Response No.	Miles
Less than 2000	1 1/2 ±	2	4	2	4
2000	1 1/2 ±	2	2 1/2	2	2 1/2
2500	1 1/2	2	2 1/2	2	2 1/2
3000	1 1/2	2	2 1/2	3	3
3500	1 1/2	2	2 1/2	3	3
Disco 4000	<u>1 1/2</u>	<u>2</u>	<u>2 1/2</u>	<u>4</u>	<u>3 1/2</u>
4500	1 1/2	2	2 1/2	4	3 1/2
5000	1	2	2	5	3 1/2
5500	1	2	2	5	3 1/2
6000	1	2	2	6	4

TABLE NO. 23 (Cont'd)

Ladder Companies

Required Fire Flow gpm	First Due Company Miles	Total Alarm	First Response	Total Maximum Multiple Alarm Response	
		No.	Miles	No.	Miles
Less than 2000	2**	1*	2**	1*	2**
2000	2**	1*	2**	1*	2**
2500	2	1*	2	1*	2
3000	2	1*	2	1*	2
3500	2	1*	2	1*	2
Disco 4000	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>
4500	2	1	2	1	2
5000	1 1/2	1	1 1/2	2	2 1/2
5500	1 1/2	1	1 1/2	2	2 1/2
6000	1 1/2	1	1 1/2	2	2 1/2

* Ladder company may not be required where there are less than 5 buildings of height corresponding to 3 or more stories.

** May be increased to 3 miles for residential districts of 1 and 2 family dwellings and to 4 miles where such dwellings have an average separation of 100 feet or more.

‡ May be increased to 2 miles for residential districts of 1 and 2 family dwellings, and to 4 miles where such dwellings have an average separation of 100 feet or more.

APPENDIX D

WATER SERVICE FOR FIRE PROTECTION

Water service in Santa Cruz County is provided by a multitude of public and private water companies. In most cases the companies adequately furnish domestic water requirements since consumption does not fluctuate drastically. A fire, however, may place concentrated demands ranging from several hundred to several thousand gallons per minute at any point in the system. This demand generally results in the system becoming over burdened. In order to provide adequate fire flows, it is generally necessary to provide larger sized distribution mains that are well grided and supplied by large arterial mains. Sufficient storage and pumping capacity should be provided to insure that fire flows can be maintained for 2 to 6 hours depending on the hazard.

The Insurance Services Office establishes fire flow requirements based on area and type of construction for specific buildings. The required fire flow is considered the amount of water necessary to contain a fire to that building under adverse fire fighting conditions. Normally a flow of over 200 gallons per minute is necessary in less than 1% of all fires. However, the 1% of the fires do represent a major portion of the annual fire loss record.

Fire flow tests conducted by the Insurance Services Office throughout the County indicate that most fire flow deficiencies exist in areas served by the smaller private water companies. Most areas served by the Santa Cruz and Watsonville municipal water systems are in general conformance with the criteria established by ISO. Many of the small water companies serving only a few residences have little or no fire flow capability. A few 2 1/2 inch connections are provided on water storage tanks, however, few have ever been tested. In some cases, the local fire department had not identified all potential sources of supply or were not equipped to fully

utilize these sources except as booster tank refill.

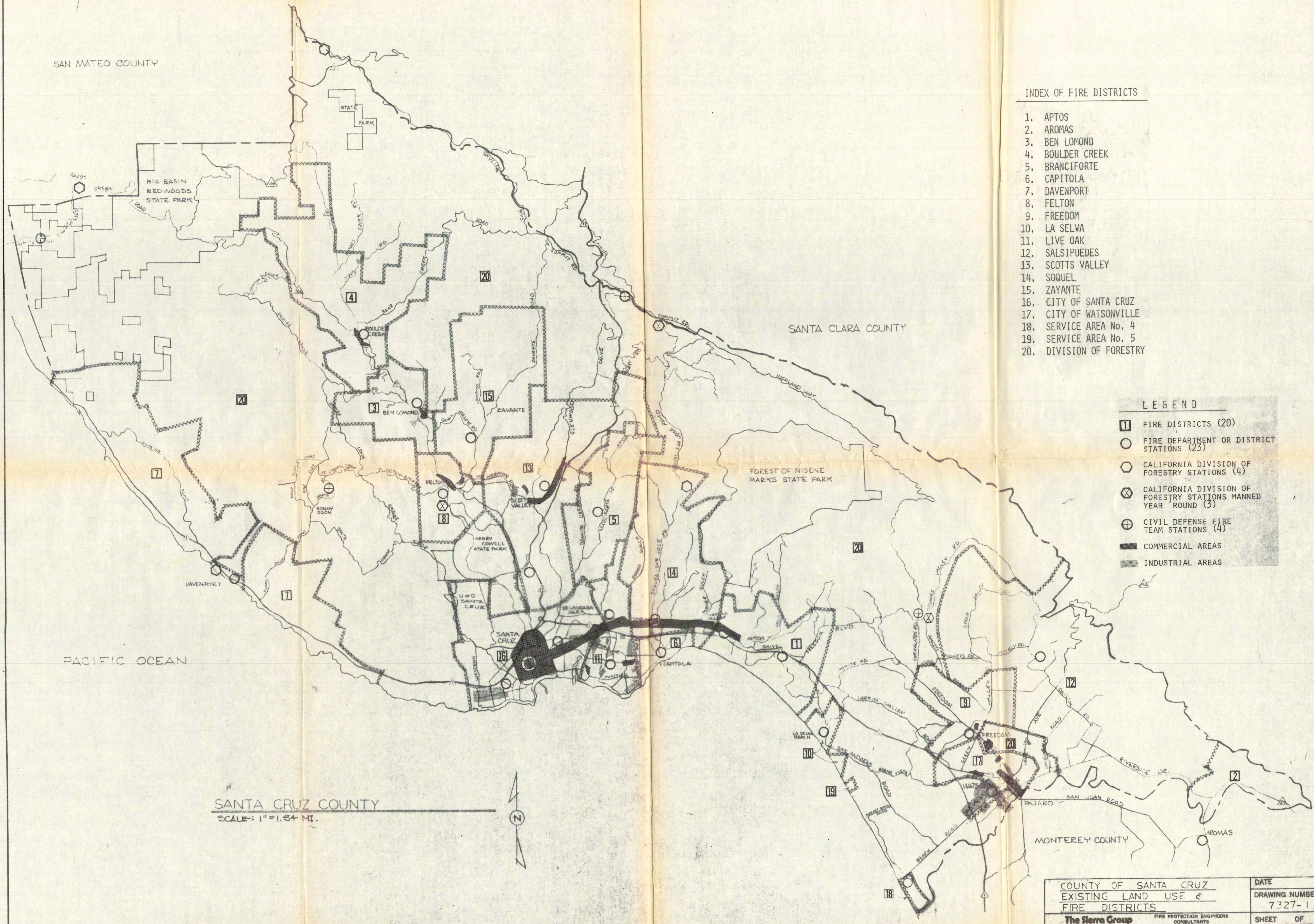
Principal water companies in Santa Cruz County and areas they serve are shown in the following table:

TABLE NO. 24
PRINCIPAL WATER COMPANIES
SANTA CRUZ COUNTY

<u>Company</u>	<u>Areas Served</u>
Santa Cruz Municipal	Santa Cruz Scotts Valley Live Oak Capitola Branciforte Soquel
Watsonville Municipal	Watsonville Freedom Salsipuedes Pajaro Dunes
Soquel Creek County Water District	Soquel Aptos Capitola La Selva
San Lorenzo Valley County Water District	Ben Lomond Boulder Creek Scotts Valley
Scotts Valley County Water District	Scotts Valley
Citizens Utility Company of California	Felton

As part of this study, a brief review was made of existing information contained in grading reports prepared by the Insurance Services Office (made available from fire department officials). Water system deficiencies were fairly consistent for all but the larger water systems, and could be grouped under one or more of the following categories:

1. inadequate fire flows available due to poor distribution systems, i.e., incomplete grid, mains too small, and excessively long dead-end mains.
2. insufficient storage and pumping capacity.
3. unreliability factors, such as a single pipe supplying an entire system, lack of standby power, etc.



INDEX OF FIRE DISTRICTS

1. APTOS
2. AROMAS
3. BEN LOMOND
4. BOULDER CREEK
5. BRANCIFORTE
6. CAPITOLA
7. DAVENPORT
8. FELTON
9. FREEDOM
10. LA SELVA
11. LIVE OAK
12. SALSIPUEDES
13. SCOTTS VALLEY
14. SOQUEL
15. ZAYANTE
16. CITY OF SANTA CRUZ
17. CITY OF WATSONVILLE
18. SERVICE AREA No. 4
19. SERVICE AREA No. 5
20. DIVISION OF FORESTRY

LEGEND

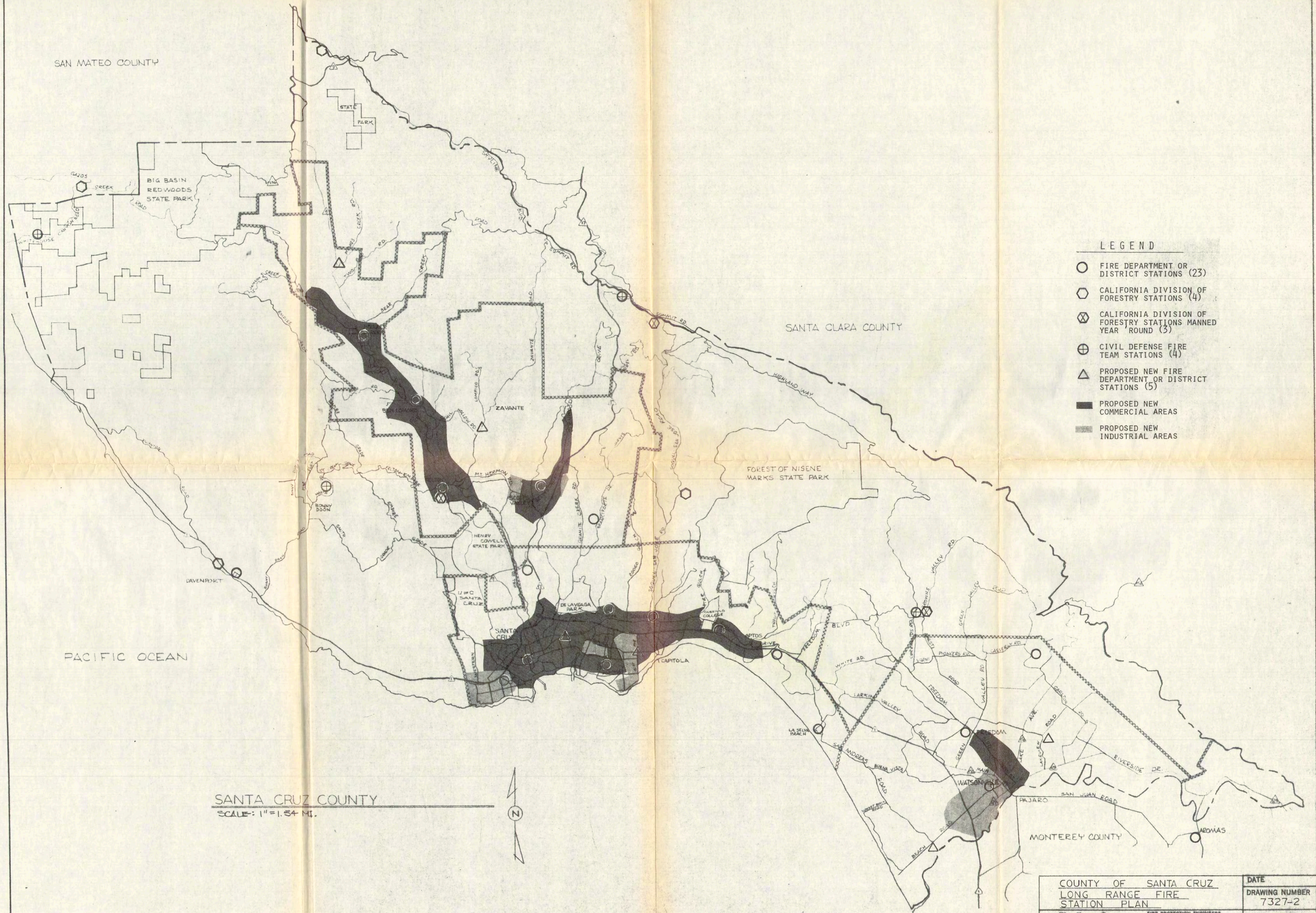
- 1** FIRE DISTRICTS (20)
- FIRE DEPARTMENT OR DISTRICT STATIONS (23)
- ⬡** CALIFORNIA DIVISION OF FORESTRY STATIONS (4)
- ⊗** CALIFORNIA DIVISION OF FORESTRY STATIONS MANNED YEAR 'ROUND (3)
- ⊕** CIVIL DEFENSE FIRE TEAM STATIONS (4)
- COMMERCIAL AREAS
- ▒** INDUSTRIAL AREAS

COUNTY OF SANTA CRUZ
EXISTING LAND USE &
FIRE DISTRICTS

The Sierra Group

FIRE PROTECTION ENGINEERS
CONSULTANTS

DATE
DRAWING NUMBER
7327-1
SHEET OF



LEGEND

- FIRE DEPARTMENT OR DISTRICT STATIONS (23)
- ⬡ CALIFORNIA DIVISION OF FORESTRY STATIONS (4)
- ⊗ CALIFORNIA DIVISION OF FORESTRY STATIONS MANNED YEAR 'ROUND (3)
- ⊕ CIVIL DEFENSE FIRE TEAM STATIONS (4)
- △ PROPOSED NEW FIRE DEPARTMENT OR DISTRICT STATIONS (5)
- PROPOSED NEW COMMERCIAL AREAS
- ▨ PROPOSED NEW INDUSTRIAL AREAS

SANTA CRUZ COUNTY
SCALE: 1" = 1.54 MI.

COUNTY OF SANTA CRUZ
LONG RANGE FIRE
STATION PLAN
The Sierra Group
FIRE PROTECTION ENGINEERS
CONSULTANTS

DATE
DRAWING NUMBER
7327-2
SHEET OF

APPENDIX B

1986 Organizational Alternatives Study

Analysis of Organizational
Alternatives and Sphere of Influence
Issues for the Capitola and Central
Fire Protection Districts

SANTA CRUZ COUNTY LAFCO

Santa Cruz, California

November 3, 1986

Hughes, Heiss & Associates
675 Mariners Island Boulevard
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San Mateo, CA 94404

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B. Summary Profile of the Central Fire Protection District	B-1
C. Planning and Revenue Assumptions for the Capitola and Central Fire Protection Districts	C-1
D. Calls for Services Projections	D-1

I. SUMMARY OF STUDY RESULTS AND RECOMMENDATIONS

I. SUMMARY OF STUDY RESULTS AND RECOMMENDATIONS

Since June, the project team has been analyzing the fire services system in the Capitola and Central Fire Protection Districts. This analysis focused on alternative methods to organizing the delivery of fire services in the region and, if they remained separate agencies, on sphere of influence issues. The paragraphs, which follow, summarize key findings, conclusions and recommendations in this report.

1. WHILE THE CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS PROVIDE COMPARABLY HIGH LEVELS OF SERVICE, CAPITOLA RELIES HEAVILY ON THE RESPONSE OF OFF-DUTY PERSONNEL AND ON OUTSIDE AID.

The study team conducted a thorough analysis of service demand and resource utilization within the two fire protection districts. Profiles which summarize this part of the study are contained in Attachments A and B at the conclusion of this report. Part of this analysis involved going through incident reports and obtaining details pertaining to type of call, personnel responding, response and handling times, and the like. Results of this analysis showed that:

- . Both agencies' service levels, in terms of response times, are excellent. Emergency service requests in both districts generally receive the response of fire agency personnel within three minutes.
- . In terms of the fire agency resources sent to an emergency call, both districts have the capability of sending three or more engine companies to a major incident (equivalent to nine or more fire personnel). For major incidents, however, differences in response capabilities emerged:
 - In Central, a three-engine company response can be provided by on-duty personnel, when required.

- In Capitola, one engine company can be provided by on-duty personnel. Additional personnel are received through calling-back off-duty and volunteer personnel and through mutual/automatic aid from Central.

This finding led to an issue which ran through subsequent analysis of organizational alternatives. Since Capitola's service delivery system is predicated on relying on the use of off-duty personnel and automatic aid for incidents, major realignment of responsibility should only be considered if on-duty resources can be expanded in Capitola.

2. DIFFERENCES IN GROWTH PROSPECTS FOR THE TWO DISTRICTS SHOW THAT RELATIVE SERVICE CAPABILITIES WILL NOT CHANGE.

Next, the project team conducted an analysis of planning and revenue issues in Capitola and Central. Results of this analysis of current and projected population, development and property tax revenue are contained in Attachment C, at the conclusion of this report. Briefly, though, the conclusions arising from this analysis are clear. They include:

- . Capitola is essentially built-out and will grow little in the future. The ability of the district to support expanded fire service operations -- needed to provide in-house/stand-alone service -- is limited.
- . Central, on the other hand, is poised for major growth in the next few years. Not only will Central have the ability to keep pace with additional service demand due to growth in the property tax base, but also should have the potential to expand service capacity and service levels.

Our analysis of planning and revenue issues shows that current differences in service capabilities between Capitola and Central will continue in the future. In fact, service level differences will increase. The result of this critical difference in expected service capability is that sharing or joining resources becomes increasingly important.

3. CONSOLIDATION IS THE ONLY ALTERNATIVE WHICH HAS THE POTENTIAL TO IMPROVE THE FIRE SERVICE DELIVERY SYSTEM REGION-WIDE.

The study team examined several alternative ways to provide fire services to the area covered by the Capitola and Central Fire Protection Districts. These included the following:

- . Continued separate districts without boundary adjustments.
- . Continued separate districts with boundary adjustments.
- . Creation of a municipal fire department operated by the City of Capitola (Central remains separate).
- . Transfer of responsibility from an independent district board to the Capitola City Council as a subsidiary district (Central remains separate).
- . Consolidation of the two districts into a single regional fire agency.

After studying the service level, revenue and (for consolidation) the expenditure issues associated with each alternative, the study team concluded that the only alternative resulting in higher service levels to the entire region, while addressing service deficiencies and potentially greater control of costs is to consolidate Capitola Fire Protection District and Central Fire Protection District. This analysis is contained in Chapter II. However, briefly, the arguments include the following:

- . Retaining separate district identities does nothing to resolve service level issues especially in Capitola, but affecting the whole region. Even large boundary adjustments do not alter the conclusion that the revenue generated for the Capitola Fire Protection District is not sufficient to provide, in-house, the capability necessary to handle alone present or new service areas.
- . Creation of a Capitola municipal department is largely a local political issue. From a revenue perspective, however, creation of a municipal department would be associated with loss of

special district augmentation funds, currently \$300,000. If the community desired higher service levels in terms of on-duty resources, an additional engine company would cost Capitola a further \$300,000 in salaries and fringe benefits alone.

. Consolidation, on the other hand, raises the potential to improve service levels regionally through the following:

- Four engine companies (twelve on-duty suppression personnel) would be available to respond, singly without regard to boundaries, or in total for major incidents. Total suppression resources sent to major incidents would increase with improved response times in many instances.
- Combination of staff would result in greater regional attention and staff time devoted to fire prevention activities (including plan checks, inspections, company inspections, and school educational activities).
- With greater manpower on-duty, the time devoted to training could be improved.
- Consolidation could result in greater control over regional fire suppression, based on the requirements to handle an incident, by day, by week, by month, and the like.

This enhancement of service level could be accomplished without additional costs -- in fact, there is the potential for small savings.

Consolidation would not result in closing or relocation of the Capitola Fire Station. This station currently handles over 1,000 calls per year, experiences traffic problems and has density levels and loss potential great enough so that a station will always need to be located in or near downtown.

Consolidation does not result in loss of "local control". The consolidated agency would still be a public agency and, as such, will hold local meetings and be represented by local people. The fire service requirements of Capitola, Soquel and Live Oak are regional issues and can best be solved through regional approaches. Furthermore, control is illusory for the fire

service function. Service levels, in terms of suppression resources, staffing, number of stations and the like, are not debatable in the sense that planning issues are. They are determined by the revenue and service characteristics of a community and by available revenue. The function of a governing fire agency board is to act as a guardian over use of public funds.

In this instance, autonomy arguments should be over-ridden by service capability arguments.

4. IF CONSOLIDATION DOES NOT OCCUR, ONLY SMALL BOUNDARY ADJUSTMENTS ARE REQUIRED.

Chapter III of this report contains an analysis of boundary issues not only between Central and Capitola, but also between Central and Branciforte Fire Protection District and the California Department of Forestry. Our analysis focused on service level, service capacity and revenue and development issues. While details pertaining to our recommendations are contained in that chapter, overall it should be stated here that when these criteria are applied to each boundary area, the result is that only a few minor boundary adjustments are required.

II. ANALYSIS OF ORGANIZATIONAL ALTERNATIVES

II. ANALYSIS OF ORGANIZATIONAL ALTERNATIVES

The project team examined several alternative ways to organize the delivery of fire protection services to the area currently covered by the Capitola and Central Fire Protection Districts. Each alternative was evaluated from the perspectives of the service level and revenue impacts of changing service delivery systems. Analysis contained in this chapter draws heavily on the results of analysis provided in the attachments to this summary report.

1. LEAVING THE CURRENT SERVICE DELIVERY SYSTEM IN PLACE WILL RESULT IN LONG-TERM SERVICE LEVEL DIFFERENCES BETWEEN CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS.

The current service delivery system provided by the Capitola and Central Fire Protection Districts raises key issues that have long-term implications for the region. These include the following:

- The Capitola Fire Protection District and Central Fire Protection District, as shown in the profiles contained in the attachments, provide high levels of service to their respective communities in terms of manpower and apparatus responding to incidents. However, there is a crucial difference in the way these resources are provided:
 - Central Fire Protection District has three engine companies on-duty. For a major incident, these resources will respond in addition to off-duty and volunteer personnel.
 - Capitola Fire Protection District, on the other hand, has one engine company on-duty. Their level of service, though comparable to Central's, is predicated on the ability of off-duty personnel and volunteers to respond as well as automatic and mutual aid from Central. From the perspective of fire-related service demand, this difference is critical. Also, the ability to train effectively and provide other services is hampered by this staffing level. The key question arising from this is: Can the Capitola fire service delivery system continue to assure this level of participation above on-duty resources?

- As the data contained in Exhibit I, which follows this page, demonstrates, the long-term revenue prospects for Capitola will not allow the District to enhance its on-duty service delivery capabilities. Capitola is essentially built-out. It is likely that the Capitola Fire Protection District will always be a single on-duty engine company fire jurisdiction. Ability to increase service levels can only occur to the extent that revenue increases from property turnover and resulting assessments outpace inflation.
- Central Fire Protection District, on the other hand, could experience dramatic increases in property tax revenue due to major development which will occur in the District. Even if large portions of this development do not occur, or if our conservative assumptions are too high, revenue increases to Central will likely outpace inflationary increases in the future. Thus, Central has the potential to increase service levels.

The conclusion arising from this analysis is that the status quo has long-term implications on the fire service delivery system in the region. Service level differences between the two districts will increase over time resulting in Capitola relying, to an increasing degree, on Central and off-duty personnel to deliver adequate and required service levels. This is essentially a revenue question. As the next section demonstrates, no realistic boundary adjustment changes this conclusion.

2. NO REALISTIC BOUNDARY ADJUSTMENT WOULD RESULT IN CAPITOLA FIRE PROTECTION DISTRICT HAVING THE ABILITY TO SIGNIFICANTLY ENHANCE SERVICE DELIVERY CAPABILITIES.

The arguments made in the previous section raise the important question of -- can boundaries between Central and Capitola Fire Protection Districts be adjusted in order to enhance Capitola's ability to deliver adequate service levels? In Chapter III of this report is contained an analysis and resolution of spheres of influence issues between Capitola Fire Protection District and Central Fire Protection District. These boundary issues were examined from the perspectives of:

EXHIBIT I

County of Santa Cruz LAFCO

PROPERTY TAX REVENUE WITH STATUS QUO --
NO BOUNDARY ALTERATIONS

Area/Agency	1986			Projected at Build-Out		
	Property Tax Revenue	Sp. Dist. Augm. Fund	Total	Property Tax Revenue	Sp. Dist. Augm. Fund	Total
<u>CAPITOLA F.P.D.</u>						
I. City of Capitola/ Capitola F.D.	\$220,910	\$220,359	\$441,269	\$466,901	\$39,716	\$506,617
II. County/Capitola F.D.	<u>80,973</u>	<u>80,771</u>	<u>161,744</u>	<u>178,661</u>	<u>14,557</u>	<u>193,218</u>
TOTAL	<u>\$301,883</u>	<u>\$301,130</u>	<u>\$603,013</u>	<u>\$645,562</u>	<u>\$54,273</u>	<u>\$699,835</u>

<u>CENTRAL F.P.D.</u>						
III. County/Central F.D.	\$1,072,185	\$669,243	\$1,741,428	\$4,782,383	\$98,565	\$4,880,948
IV. City of Capitola/ Central F.D.	<u>84,102</u>	<u>52,495</u>	<u>136,597</u>	<u>223,849</u>	<u>7,731</u>	<u>231,580</u>
TOTAL	<u>\$1,156,287</u>	<u>\$721,738</u>	<u>\$1,878,025</u>	<u>\$5,006,232</u>	<u>\$106,296</u>	<u>\$5,112,528</u>

- The ability of an agency to take on new service areas.
- Development and topographic compatibility.
- Financial impacts associated with boundary adjustments.
- Service level comparisons.

The principal conclusions arising from this analysis of boundary, revenue and service level issues is that only relatively minor boundary adjustments are warranted. Large restructuring of the service area is not feasible because of major service level differences and because of major financial losses to one agency or another resulting from wholesale transfers of covered areas. For example, it would take Capitola Fire Protection District assuming responsibility for all unincorporated land between the cities of Capitola and Santa Cruz to generate sufficient revenue to add a second engine company. It is not a tenable alternative because even this may not result in sufficient personnel resources to cover existing and new service delivery areas. Furthermore, the loss to Central would be severe enough to eliminate this alternative from any serious consideration. Thus:

- In neither the current nor projected future environments is revenue availability to Capitola Fire Protection District sufficient to increase service levels to the point required by service demands in a stand-alone community. Boundary adjustments cannot be significant enough to alter this conclusion.
- Again, development in Central will allow this jurisdiction to have the opportunity to keep up with growth, and potentially to expand service levels in the future.

The revenue impacts of boundary adjustments on the two stand-alone agencies are summarized in Exhibit II, which follows this page. The next section examines the feasibility of the City of Capitola taking over responsibility for fire protection from the District and establishing a municipal fire department.

EXHIBIT II

County of Santa Cruz LAFCO

PROPERTY TAX REVENUE WITH STATUS QUO --
BOUNDARY ALTERATIONS

Area/Agency	1986			Projected at Build-Out		
	Property Tax	Sp. Dist. Augm. Fund	Total	Property Tax	Sp. Dist. Augm. Fund	Total
<u>CAPITOLA F.P.D.</u>						
Capitola City/ Capitola F.P.D.	\$220,910	\$220,359	\$441,269	\$466,901	\$39,716	\$506,617
Opal Cliffs	58,650	58,504	117,154	130,913	10,544	141,457
Wilder Drive/Main Street	21,829	21,774	43,603	46,850	3,924	50,774
Derby & Trotter	4,155	2,593	6,748	6,366	382	6,748
Deane's Lane	<u>1,951</u>	<u>1,218</u>	<u>3,169</u>	<u>22,348</u>	<u>179</u>	<u>22,527</u>
TOTAL	<u>\$307,495</u>	<u>\$304,448</u>	<u>\$611,943</u>	<u>\$673,378</u>	<u>\$54,745</u>	<u>\$728,123</u>

<u>CENTRAL F.P.D.</u>						
Lotman Drive	\$495	\$493	\$988	\$899	\$89	\$988
County/Central F.P.D.	1,072,185	669,243	1,741,428	4,782,383	98,565	4,880,948
Capitola Mall	75,444	47,091	122,535	175,160	6,935	182,095
38th & Brommer	<u>2,552</u>	<u>1,593</u>	<u>4,145</u>	<u>31,719</u>	<u>235</u>	<u>31,954</u>
TOTAL	<u>\$1,150,675</u>	<u>\$718,420</u>	<u>\$1,869,096</u>	<u>\$4,990,161</u>	<u>\$105,824</u>	<u>\$5,095,985</u>

3. IF THE CAPITOLA FIRE PROTECTION DISTRICT WAS DISSOLVED AND A MUNICIPAL DEPARTMENT WAS CREATED, THE CITY WOULD HAVE TO MAKE UP FOR THE SUBSTANTIAL LOSS OF SPECIAL DISTRICT AUGMENTATION FUNDS.

The Capitola Fire Protection District could be dissolved and taken over by the City of Capitola as a municipal fire department. This alternative squarely confronts the issue of maintaining a separate fire service identity for Capitola. It also opens the possibility that fire service revenue sources would not be limited to that available from property taxation/SDAF. This alternative assumes that the boundaries of a municipal department correspond to the City boundaries. The revenue impacts of this alternative are summarized in Exhibit III, which follows this page. These and other impacts can be summarized as follows:

- . For the City of Capitola, the financial impacts of this alternative are clear -- the City would have to make up for the loss of special district augmentation funds. This is currently approximately \$300,000 per year. While over time this will be a decreasing proportion of fire service revenue needs, it would for many years still represent a large shortfall to be made up by the City.
- . As noted earlier in this Chapter, this conclusion presupposes that currently available fire resources and service levels are adequate. If Capitola is unable to continue to assure the high level of response by off-duty and volunteer personnel, or if automatic and mutual aid cannot be assured, then the shortfall to be made up by the City would be even greater.
- . The short-term impacts on Central Fire Protection District are also significant. If territory currently served by Central, though in the City, were transferred to a municipal department, the revenue loss to Central would be approximately \$100,000 per year. This is the equivalent to more than two firefighters. Central, in the long-term, however, has the ability to make this loss up with the revenue from development in the District.

County of Santa Cruz LAFCO

PROPERTY TAX REVENUE UNDER SCENARIO OF
MUNICIPAL DEPARTMENT

Area/Agency	1986			Projected at Build-Out		
	Property Tax	Sp. Dist. Augm. Fund	Total	Property Tax	Sp. Dist. Augm. Fund	Total
<u>CAPITOLA MUNICIPAL F.D.</u>						
Area Currently served by Capitola F.P.D.	\$220,910	0*	\$220,910	\$466,901	0**	\$466,901
Area Currently served by Central F.P.D.	<u>84,102</u>		<u>84,102</u>	<u>223,849</u>	0	<u>223,849</u>
TOTAL	<u>\$305,012</u>		<u>\$305,012</u>	<u>\$690,750</u>		<u>\$690,750</u>

<u>CENTRAL F.P.D.</u>						
Area Currently served by Capitola F.P.D.	\$80,973	\$80,771	\$161,744	\$178,661	\$14,557	\$193,218
Area Currently served by Central F.P.D.	<u>\$1,072,185</u>	<u>\$669,243</u>	<u>\$1,741,428</u>	<u>\$4,782,383</u>	<u>\$98,565</u>	<u>\$4,880,948</u>
TOTAL	<u>\$1,153,158</u>	<u>\$750,014</u>	<u>\$1,909,172</u>	<u>\$4,961,044</u>	<u>\$113,122</u>	<u>\$5,074,166</u>

* As a municipal department, the agency would no longer receive special District Augmentation Funds.
In the current year, this would be a \$272,854 loss.

**At build-out, the lost SDAF funds would amount to \$47,447. Because of the falling Special District Augmentation Fund and the proportional increase in property tax allocation directly to fire services, the loss is substantially less than would currently be the case. It should be noted that this alternative assumes that 100% of the fire service's share of property tax is transferred. This requires the concurrence of the County Board of Supervisors.

If the City annexed the Opal Cliffs area -- an area currently served by the Capitola Fire Protection District -- the revenue shortfall to be made-up by the City in order to adequately address service level requirements would still be large. This is shown in Exhibit IV, which follows this page. A municipal department in Capitola again raises important revenue and service level questions. Local identity for a separate service provider, Capitola, has to be weighed against these considerations.

4. A SUBSIDIARY DISTRICT IN CAPITOLA SHOULD BE VIEWED IN THE SAME CONTEXT AS PRESERVING THE CURRENT SERVICE DELIVERY SYSTEM.

The revenue impacts associated with the loss of Special District Augmentation Funds could be avoided with transfer of responsibility for the Capitola Fire Protection District from an independent board to the City Council. A subsidiary fire district would still allow for the separate local service identity and would further consolidate political authority in Capitola for municipal services. Exhibit V, which follows Exhibit IV, summarizes the revenue implications of a subsidiary district with boundaries corresponding to the City's boundaries. The following may be noted:

- . Remaining a special district would continue SDAF funding.
- . Remaining a separate service provider would continue that separate identity.
- . However, service level issues remain with this alternative. These could only be resolved with:
 - The passage, by two-thirds vote of the electorate, of a special fee for service.
 - Or with funds transferred from the City to the District.

EXHIBIT IV

County of Santa Cruz LAFCO

PROPERTY TAX REVENUE UNDER SCENARIO OF MUNICIPAL
DEPARTMENT WITH ANNEXATION OF OPAL CLIFFS AREA*

Area/Agency	1986			Projected at Build-Out		
	Property Tax	Sp. Dist. Augm. Fund	Total	Property Tax	Sp. Dist. Augm. Fund	Total
<u>CAPITOLA MUNICIPAL F.D.</u>						
Area currently served by Capitola F.P.D.	\$220,910	0	\$220,910	\$466,901	0	\$466,901
Opal Cliffs	58,650	0	58,650	130,913	0	130,913
Area currently served by Central F.P.D.	<u>\$84,102</u>	0	<u>\$84,102</u>	<u>\$223,849</u>	0	<u>\$223,849</u>
TOTAL	<u>\$363,662</u>		<u>\$363,662</u>	<u>\$821,663</u>		<u>\$821,663</u>

<u>CENTRAL F.P.D.</u>						
Area currently served by Capitola F.P.D. (excluding Opal Cliffs)	\$22,323	\$22,267	\$44,590	\$47,748	\$4,013	\$51,761
Area currently served by Central F.P.D.	<u>\$1,072,185</u>	<u>\$669,243</u>	<u>\$1,741,428</u>	<u>\$4,782,383</u>	<u>\$98,565</u>	<u>\$4,880,948</u>
TOTAL	<u>\$1,094,508</u>	<u>\$691,510</u>	<u>\$1,786,018</u>	<u>\$4,830,131</u>	<u>\$102,578</u>	<u>\$4,932,709</u>

* Assumes 100% property tax transfer

EXHIBIT V

County of Santa Cruz LAFCO

PROPERTY TAX REVENUE UNDER SCENARIO OF
A SUBSIDIARY DISTRICT WITH BOUNDARIES CORRESPONDING TO CITY

Area/Agency	1986			Projected at Build-Out		
	Property Tax	Sp. Dist. Augm. Fund	Total	Property Tax	Sp. Dist. Augm. Fund	Total
<u>CAPITOLA MUNICIPAL F.D.</u>						
Area currently served by Capitola F.P.D.	\$220,910	\$220,359	\$441,269	\$466,901	\$39,716	\$506,617
Area currently served by Central F.P.D.	<u>\$ 84,102</u>	<u>\$52,495</u>	<u>\$136,597</u>	<u>\$223,849</u>	<u>\$7,731</u>	<u>\$231,580</u>
TOTAL	<u>\$305,012</u>	<u>\$272,854</u>	<u>\$577,866</u>	<u>\$690,750</u>	<u>\$47,447</u>	<u>\$738,197</u>

<u>CENTRAL F.P.D.</u>						
Area currently served by Capitola F.P.D.	\$80,973	\$80,771	\$161,744	\$178,661	\$14,557	\$193,218
Area currently served by Central F.P.D.	<u>\$1,072,185</u>	<u>\$669,243</u>	<u>\$1,741,428</u>	<u>\$4,782,383</u>	<u>\$98,565</u>	<u>\$4,880,948</u>
TOTAL	<u>\$1,153,158</u>	<u>\$750,014</u>	<u>\$1,903,172</u>	<u>\$4,961,044</u>	<u>\$113,122</u>	<u>\$5,074,166</u>

None of the alternatives discussed to this point address and easily resolve important issues associated with service level differences between Capitola and Central Fire Protection Districts. Capitola does not have and probably will not have, the ability to provide adequate response to a major incident in the District without the assistance of off-duty personnel or from the Central Fire Protection District. Consolidation appears to be the only alternative that enables Capitola to enhance service levels at comparable to current costs (that is, without special fees or revenue transfers).

5. CONSOLIDATION OFFERS CLEAR SERVICE LEVEL ADVANTAGES TO THE WHOLE REGION AT PRESENT COSTS.

The feasibility of a consolidated fire agency was analyzed by the project team. The organizational and staffing requirements were evaluated assuming the following:

- . All existing stations in Capitola and Central Fire Protection Districts would be operated. Each station would be staffed by a three-person engine company.
- . Administrative staffing would include:
 - One Fire Chief.
 - Two Assistant Fire Chiefs: one in charge of operations and one in charge of fire prevention.
 - One Deputy Fire Marshal and one Fire Inspector would assist in fire prevention activities.
 - Three Battalion Chiefs, working 56-hour weeks, would be in the management team as shift commanders.
 - One full-time Administrative Assistant and 1.5 clerical positions.
- . Overall, there would be no change in total departmental staffing. Exhibits VI and VII, which follow this page, portray our view of organization and staffing requirements for a consolidated fire agency.

EXHIBIT VI

Santa Cruz County LAFCO

ORGANIZATION OF A
CONSOLIDATED FIRE AGENCY

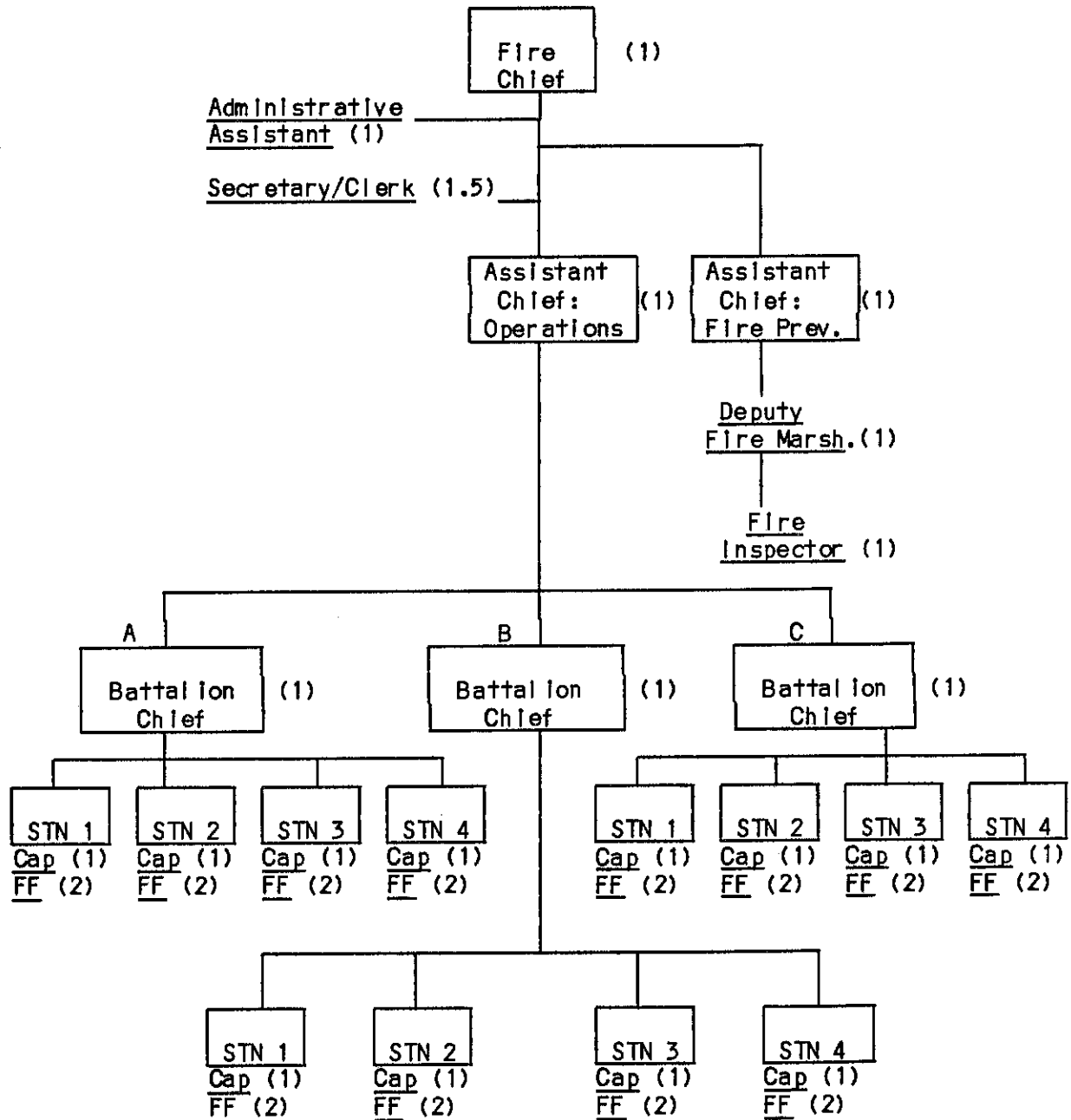


EXHIBIT VII

Santa Cruz County LAFCO
COMPARATIVE STAFFING TABLE

<u>Position</u>	<u>Current Staff</u>	<u>Consolidated Staff</u>	<u>+ / (-)</u>
Fire Chief	2	1	-1
Assistant Fire Chief	2	2	0
Battalion Chief	2	3	+1
Deputy Fire Marshal	1	1	0
Captain	12	12	0
Firefighter	24	24	0
Fire Inspector	1	1	0
Administrative Assistant	1	1	0
Secretary	0.5	0.5	0
Clerk	<u>1</u>	<u>1</u>	<u>0</u>
TOTAL	<u>45.5</u>	<u>45.5</u>	<u>0</u>

An analysis of estimated consolidated agency costs reveals that expenditures would be roughly equivalent to total estimated current actual expenditures. These expenditure estimates are shown in Exhibit VIII, which follows this page. In fact, savings as much as \$41,700 may be possible. The following steps made up this estimate:

- . On a staff-member-by-staff-member basis, costs were built-up in salary and fringe benefit categories. For Capitola Fire Protection District staff members, personnel were identified in the Central organization with equivalent experience, education, age, etc. Capitola compensation was tied to these corresponding staff.
- . For other operating costs, a review of Central and Capitola expenditures were made on a line-item-by-line-item basis. In some cases, costs was combined, for others, economies were estimated.

Overall, cost savings are not large and should be viewed as a "break-even" with the potential for longer-term costs savings. Central, the larger organization, has salary levels which are higher than Capitola's. Economies of scale resulting from consolidation are not great enough to raise cost savings significantly above new compensation levels. In the longer-term, greater cost savings may result. An organization of this size could have one Assistant Chief rather than two. When one of the top management positions becomes vacant, the Assistant Chief - Fire Prevention position could be reclassified to a Fire Marshal's position compensated at the level of a Battalion Chief. There are also opportunities to civilianize, in the future, the Deputy Fire Marshal and Fire Inspector positions. Finally, in a consolidated fire agency, control of costs can be furthered by not duplicating growth in clerical/support staff.

Consolidation of Central and Capitola Fire Protection Districts has several clear advantages over all other alternatives examined. These include:

EXHIBIT VIII

Santa Cruz County LAFCO

ESTIMATED EXPENDITURES OF A
CONSOLIDATED FIRE AGENCY

<u>Expenditure Category</u>	<u>Estimated Expenditure</u>	<u>+ / (-) Current Est. Combined Expenditures</u>
<u>Salaries of Benefits</u>		
Salaries (F/T, Temp)	\$1,337,217	
Fringe Benefits	713,936	
Sub-Total	<u>\$2,051,153</u>	\$22,656
Overtime	\$140,000	
Call-Back/Volunteer		
Pay	25,000	
Sick Leave Reserve	25,000	
Director's Compensation	<u>5,000</u>	
All Salaries and Benefits	<u>\$2,246,153</u>	\$21,090
<u>Services & Supplies</u>		
Memberships	\$2,000	
Office Expense	8,000	
Transportation & Travel	17,500	
Telephone	7,000	
Radio Service	30,000	
Insurance	53,000	
Publications	200	
Maintenance - Structures	10,000	
Utilities	18,000	
Maintenance - Office Equipment	2,500	
Maintenance - Mobile Equipment	32,000	
Maintenance - Other Equipment	3,700	
Rents & Leases	1,000	
Small Tools & Equipment	500	
Household Expense	7,000	
Food	1,500	
Clothing & Personal Supplies	25,000	
Medical and Lab Supplies	4,000	
Medical Services	12,000	
Inventoriable Items	20,000	
Professional Services	25,000	
Special District Expense	<u>25,000</u>	
All Services & Supplies	<u>\$304,900</u>	(\$62,800)
 Current Operating Costs	 <u>\$2,551,053</u>	 <u>(\$41,710)</u>

- . All regional residents would receive higher levels of service in terms of:
 - Regional suppression personnel would function as a single unit, increasing the number of on-duty first response units for the new jurisdiction.
 - Fire prevention capabilities would be increased through greater resource allocation.
 - Training of personnel would be enhanced.
 - Response times could improve throughout the region because response would be dictated by proximity, not political boundaries.
- . In the long-term, there is the potential to better control costs associated with duplication of administrative staffing and other operating costs. It also would avoid the duplication of purchase of some equipment.
- . This alternative regionally spreads the benefits of major growth which will occur only in some parts.
- . It would eliminate the confusion brought about by artificial boundaries -- the consolidated agency would organize its response network on a more logical basis.

The only argument which could be made against this alternative relates to the perceived "loss of local control and identity". This could be addressed in the following manner:

- . As a public entity community input and control by law would continue.
- . This would not be a "takeover" by Central Fire Protection District -- it is a new agency with benefits to all. The new agency could be called anything.
- . The control issue is illusory. Unlike planning boards, for example, service levels are largely a function of available revenue. There are few options open to Boards of Directors to set service levels. Rather, their function is to act as local public guardians to ensure proper expenditure procedures, and the like. This would not change in consolidation.

For these reasons, the process of consolidating the Central and Capitola Fire Protection Districts should begin.

III. ANALYSIS OF SPHERE OF INFLUENCE ISSUES

III. ANALYSIS OF SPHERE OF INFLUENCE ISSUES

The project team evaluated potential boundary limit adjustments for the Capitola and Central Fire Protection Districts as well as involving surrounding fire agencies. Clearly, this analysis is pertinent only if the Capitola and Central fire agencies do not choose to consolidate. This analysis was based on several service and cost characteristics, including the following:

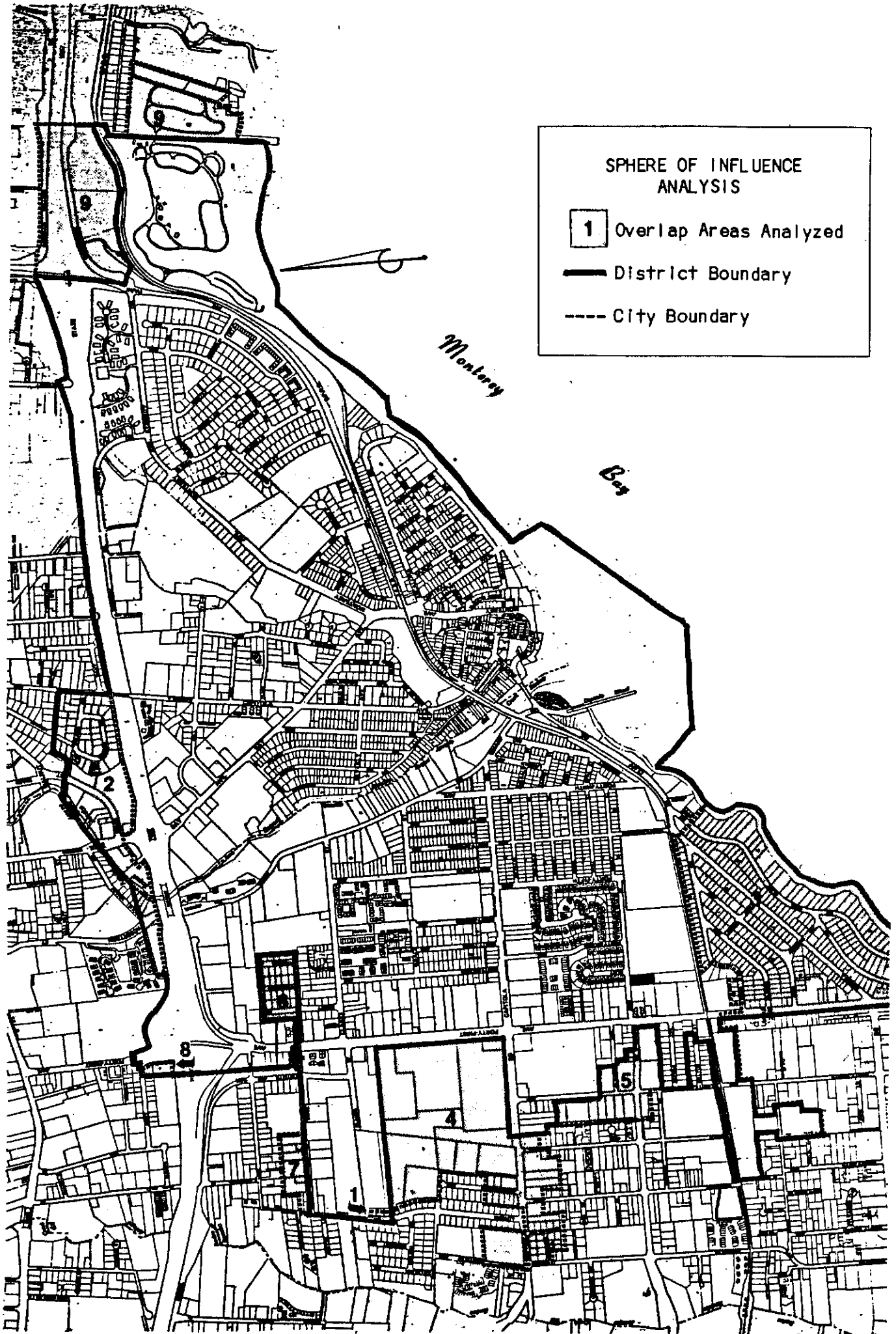
- . The potential ability of an agency to absorb additional area without major expansion of fire protection resources in terms of personnel, apparatus and facilities.
- . Consistency of adjacent areas in terms of such characteristics as:
 - Population and population densities -- both now and projected.
 - Number and type of structures -- the characteristics of prevailing area development.
 - Basic geographic, topographic and road network characteristics.
 - Logic of current boundary alignments in terms of "pockets", split lots, and the like.
 - Current and likely future land use compatibility.
- . The financial impacts associated with the loss of property tax and special district augmentation funds on the current service deliverer.
- . The potential to improve service levels to an area in terms of the following factors:
 - Response times.
 - Quality and age of apparatus.
 - Training, fire prevention and other resource programs.

Maps I and II, which follow this page, show the areas examined by the project team. Exhibit IX, which begins on page 26 following the maps,

provides a summary of our analysis of the service levels and impact issues to consider for each of these geographical areas. The exhibit also provides the recommended sphere of influence disposition for each area.

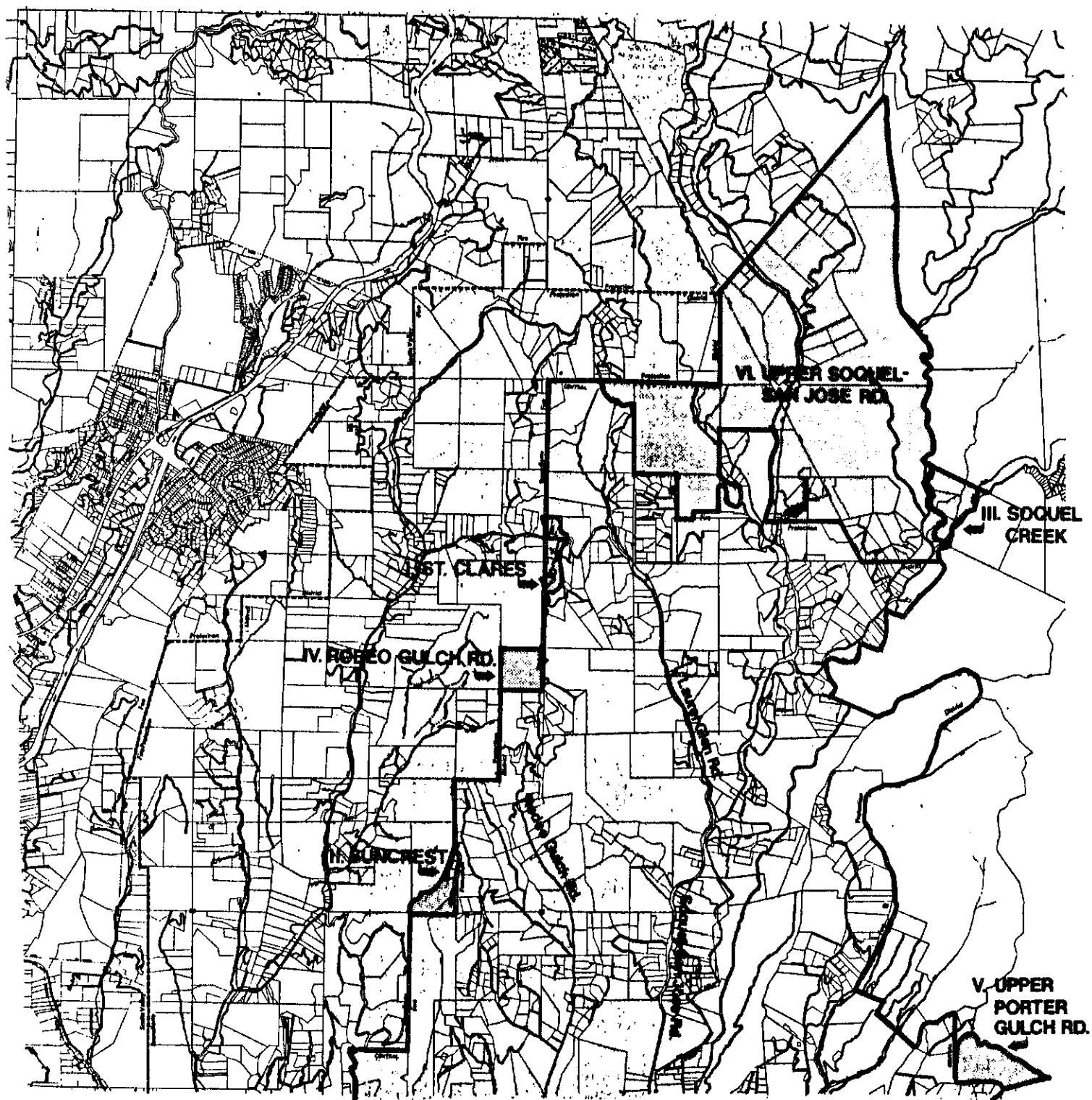
Principal conclusions which derive from this analysis include the following:

- . Only relatively minor boundary adjustments are required. Large-scale boundary realignments between Central and Capitola Fire Protection Districts, for example, would result either in major revenue impacts on one or the other's ability to provide service to remaining district territory or decline in levels of service to the affected area, if not on an even larger scale.
- . Boundary issues between the Central Fire Protection District and the Branciforte Fire Protection District and the California Department of Forestry, on the other hand, are relatively clear-cut. In each area examined, there are clear service level advantages (in terms of response times and resource availability) to residents. At the same time, revenue loss involved in ultimate property tax and special district augmentation fund transfer would not be major.
- . Between the Central and Capitola Fire Protection Districts' boundary alignment and sphere of influence issues take different forms. These include:
 - For most affected issue areas -- principally relating to areas in the City and not in the District or visa versa -- response time differences between Capitola and Central are minimal.
 - Service level considerations in terms of resource availability, on the other hand, played a key role in resolution of boundary issues. Transfer of the Capitola Mall, for example, to the Capitola Fire Protection District, should not be contemplated due to the manpower needs which would be generated in a major incident. These manpower needs should be on-duty, thus, outside the present and likely future capabilities of the Capitola Fire Protection District.
 - The financial impacts of certain boundary transfers between Capitola and Central also have to be kept in mind. This criteria impacts the feasibility of transferring area away from the Capitola Fire Protection District to the Central Fire Protection District.



SPHERE OF INFLUENCE
ANALYSIS

- 1 Overlap Areas Analyzed
- District Boundary
- - - City Boundary



Santa Cruz County LAFCO

SUMMARY OF SPHERES OF INFLUENCE ANALYSIS

<u>Area</u>	<u>Current Responsibility</u>	<u>Issues</u>	<u>Recommended Responsibility</u>
1. Lotman Drive	Capitola	. In Capitola District, not City. . Pocket in residential neighborhood surrounded by Central. . Neighborhood/lot divided by boundary. . No service level differences. . Minor property tax transfer impact (less than \$1,000).	Transfer to Central
2. Wilder Drive/Main Street	Capitola, though in Central's interim sphere of influence	. In Capitola District, not City. . Mix of residential, some commercial. . Slight response time advantage for Central. . On the other side of Highway 1; however, has three access routes from Capitola. . Minor growth anticipated (10 units). . Major loss of revenue impact on Capitola -- loss of \$43,603 in current revenue (equivalent to the loss of one firefighter).	Keep in Capitola due to financial impact of transfer
3. Opal Cliffs	Capitola	. Within one mile of Capitola station. . Adverse traffic impact for Capitola; but response time advantage for Capitola. . Within City's sphere of influence - potential annexation area.	Keep in Capitola
4. Capitola Mall	Central	. Within Capitola City, not District. . Equal response time; but on-duty resources to handle major incident in Central, not Capitola.	Keep in Central

<u>Area</u>	<u>Responsibility</u>	<u>Issues</u>	<u>Responsibility</u>
5. 38th & Brommer	Central	- Major revenue impact on Central if transferred -- equivalent to one engine company now (three firefighters); four firefighters lost with Mall expansion. - In City, not Capitola F.P.D. - Equal response times between Central/Capitola F.P.D. - Major new development forecast -- 65 new multi-family dwelling units. - Current revenue transfer small (\$4,145); growth could result in revenue of about \$32,000 per year (in current dollars).	No compelling reason to change -- keep in Central
6. Derby/Trotter	Central	- In City, but Central F.P.D. - Island virtually totally surrounded by the City of Capitola (and District). - Neighborhood divided by boundary. - Roughly equal service levels. - Minor revenue implications -- \$6,748; no growth potential.	Transfer to Capitola
7. Deane's Lane	Central	- In City, but Central F.P.D. - Roughly equal service levels. - Development will result in divided neighborhood if responsibility remains with Central. - Revenue impact minor now (about \$3,169 per year); development could result in revenue of over \$22,500 per year in constant dollars. - Transfer of Clares Road/41st Avenue area to Central would result in major loss to Capitola.	If developed, transfer to Capitola

<u>Area</u>	<u>Responsibility</u>	<u>Issues</u>	<u>Responsibility</u>
8. Lots - 41st & Highway 1	Capitola	. In Capitola District, not City. Other side of freeway; one access route. . Split of lot -- Central receives revenue from whole. . Service levels roughly equal. . Transfer results in revenue impacts.	Transfer to Central
9. New Brighton Park/City Lots	Central	. All in City; not in Capitola F.P.D. . New Brighton Park divided; Automatic Aid Area. . State and municipally owned land -- no revenue generated. . Marginal service level advantage for Capitola.	No compelling reason to change; keep in Central
I. St. Clares	C.D.F.	. Split of property. . Central has response time advantage. . Small revenue impact (\$405 per year).	Transfer to Central
II. Suncrest	Branciforte	. Response time/service level advantage to Central. . Area isolated from other Branciforte development; continuation of development on road all within Central's responsibility. . Small property tax/SDAF impact (\$4,442 per year) plus loss of fire service fee (\$285 per year total).	Transfer to Central
III. Soquel Creek	C.D.F.	. Response time advantage for Central. . Small revenue impact (\$474 per year).	Transfer to Central

EXHIBIT IX (d)

<u>Area</u>	<u>Responsibility</u>	<u>Issues</u>	<u>Responsibility</u>
IV. Upper Rodeo Gulch Road	Branciforte	. Response time advantage to Central. . Undeveloped lot. . Minor revenue impact: \$236 on property tax/SDAF, plus \$50 fire service fee.	Transfer to Central
V. End of Porter Gulch Road	Interim sphere of Central F.P.D.	. Response time/other service level advantages compared to C.D.F.	Transfer to Central
VI. Upper Soquel-San Jose Road	Interim sphere of Central F.P.D.	. Response time/other service level advantages compared to C.D.F.	Transfer to Central

Table 1, below, summarizes the financial impacts of sphere of influence and ultimate boundary realignment and property tax/SDAF transfers.

Table 1

Summary of the Revenue Impacts of
Boundary Realignments

<u>Area</u>	<u>Current Responsibility</u>	<u>Recommended Responsibility</u>	<u>Current Revenue*</u>	<u>Potential Future Revenue**</u>
Lotman Drive	Capitol a	Central	\$988	\$988
Derby/Trotter	Central	Capitol a	6,748	6,748
Deane's Lane	Central	Capitol a	<u>3,169</u>	<u>22,527</u>
Net to Capitol a			<u>\$8,929</u>	<u>\$28,287</u>
Branciforte to Central			\$4,678	
Fee Loss to B.F.P.D.			\$335	
C.D.F. to Central			\$879	

*Including both property tax and SDAF revenue.

ATTACHMENTS

ATTACHMENT A

**SUMMARY PROFILE OF THE CAPITOLA
FIRE PROTECTION DISTRICT**

SUMMARY PROFILE OF THE CAPITOLA FIRE PROTECTION DISTRICT

The purpose of this summary profile is to provide a brief description of the results of site visits to the Capitola Fire Protection District. The site visits included interviews with departmental personnel, as well as examination of departmental records and analysis of call for service workload. Data contained within this descriptive summary was utilized to assess organizational alternatives in the Capitola-Soquel-Live Oak region.

I. OVERVIEW

- . The fire service in Capitola is organized as an independent, board governed, fire protection district. This District was established in 1937. Until 1954, there were no paid staff employed by the District. In that year, a fire chief was hired. Currently, the District employs a total paid staff of 15 in addition to up to 12 volunteers.
- . The District encompasses approximately 2.5 square miles -- the boundaries of which only approximate those of the City of Capitola. The map, which follows this page, shows boundary overlap between the City and the District. Altogether, the District takes in approximately 10,000 people.
- . The Fire Protection District can be characterized by the following:
 - Intensive development within a relatively narrow coastal valley.
 - For the most part, the District is built-out.
 - Development in the District is relatively dense -- particularly in the downtown area which includes a largely commercial, restaurant, and beach-oriented business trade.
 - The District does not include a major regional shopping center -- the Capitola Mall. This shopping center, which soon will double in size, is within the Central Fire Protection District. Except for the downtown area and 41st Avenue, which are intensively developed commercial areas, most of the development in the District can be characterized as primarily residential with some commercial and light industrial.

CAPITOLA F.P.D.

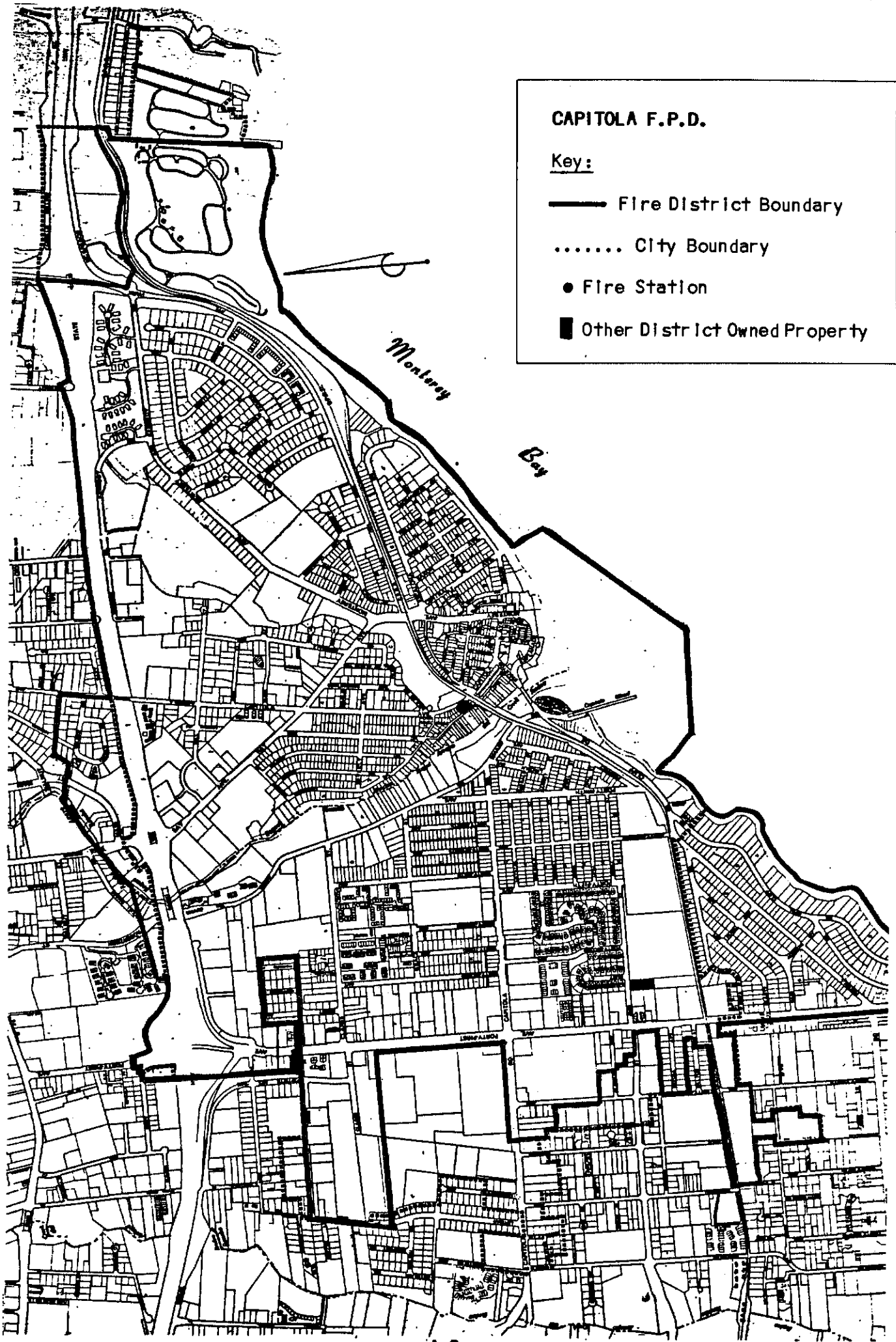
Key:

———— Fire District Boundary

..... City Boundary

● Fire Station

■ Other District Owned Property



- Topographically, the District has hilly terrain, with narrow and steep streets, some of which are one-way.

II. ORGANIZATION

Exhibit I, which follows this page, portrays the organizational structure of the Capitola Fire Protection District. Key responsibilities of staff include the following:

- . Fire Chief -- Administrator of the Department and performs most plan checks for the District.
- . Assistant Fire Chief -- Assists in Departmental administration and performs inspections, particularly of institutional occupancies.
- . Captains -- One Captain acts as the commander of each shift and supervises suppression operations. In addition:
 - One Captain is responsible for organizing and developing the District's fire training program.
 - One Captain is responsible for maintenance of fire apparatus.
- . Firefighters -- Primarily responsible for suppression, fire fighters are also involved in the following:
 - All suppression personnel are involved in company inspection activities of commercial and other occupancies.
 - One firefighter assists with plan check activities and follow-up on plan checks.
- . Table 1, below, summarizes current paid staff of the Capitola Fire Protection District. Authorized paid staffing levels have not changed in the last few fiscal years.

Table 1

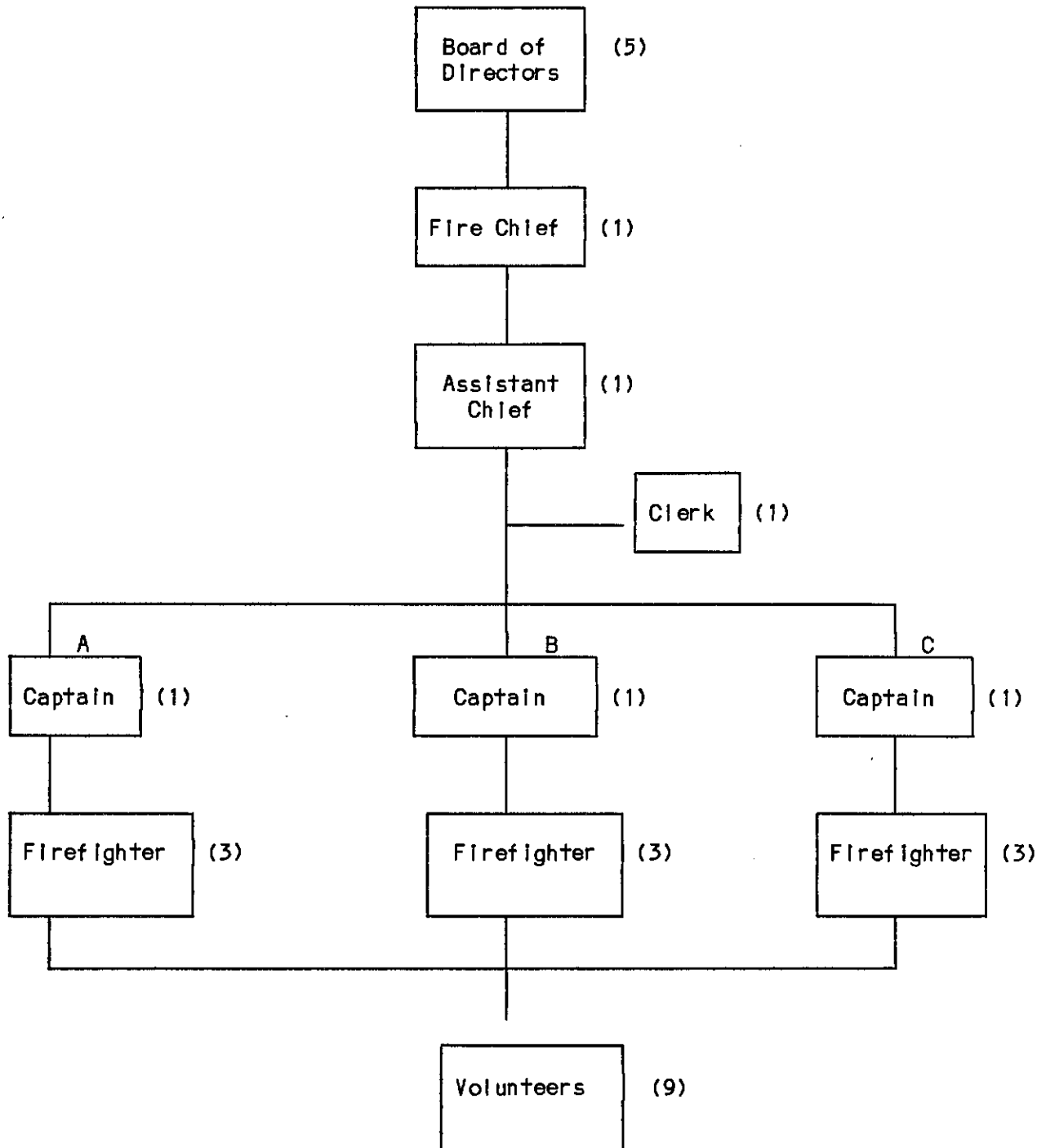
Staff of the Capitola
Fire Protection District
(Authorized, fiscal year 1986-87)

Fire Chief	1
Assistant Fire Chief	1
Captain	3
Firefighter	9
Clerk	<u>1</u>
TOTAL	<u>15</u>

EXHIBIT I

San Cruz County LAFCO

ORGANIZATION OF THE CAPITOLA
FIRE PROTECTION DISTRICT



- **Volunteers** -- Up to 12 are authorized in the current budget; the District currently has 9 active volunteers. These volunteer personnel are utilized indistinguishably from paid personnel on calls. Volunteers also fill-in for paid fire personnel for entire shifts. Twice per month, volunteers train with paid staff.

III. FIRE SERVICE COSTS

Exhibits II and III, which follows this page, show trends in fire district revenues and fire service costs of the Capitola Fire Protection District. The following may be noted:

- **Revenues:**

- The vast majority of revenues coming to the Capitola Fire Protection District include property taxation and Special District Augmentation Funds, which currently make-up equal proportions of revenue.
- However, as Table 2 (below) shows, the proportion of Special District Augmentation Funding in total District revenue has declined from approximately 55% in fiscal year 1982-83 to approximately 46% of revenue in the current fiscal year.

Table 2

Revenue Trends
Capitola Fire Protection District

<u>Revenue Source</u>	<u>Percent of Total Budget by Fiscal Year</u>				
	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>	<u>1986-87</u>
Property Tax	38.1%	38.6%	43.5%	48.6%	51.6%
Special District Augmentation	54.5%	56.5%	51.0%	48.5%	46.4%
Other Revenue	<u>7.4%</u>	<u>4.9%</u>	<u>5.5%</u>	<u>2.9%</u>	<u>2.0%</u>
TOTAL	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

- Correspondingly, property taxation has risen from approximately 38% of available revenue to approximately 52% in the same five-year period. This is an indication of relatively rapid turnover in the housing stock in the District as well as redevelopment of commercial structures.

EXHIBIT 11

Santa Cruz County LAFCO

REVENUE TRENDS -- CAPITOLA
FIRE PROTECTION DISTRICT

CATEGORY	FISCAL YEAR					Average Annual % Change
	1982-83 (1)	1983-84 (1)	1984-85 (1)	1985-86 (2)	1986-87 (2)	
Fund Balance	<u>\$144,461</u>	<u>\$167,363</u>	<u>\$176,751</u>	<u>\$168,307</u>	<u>\$84,795</u>	<u>N/A</u>
Revenue						
Property Tax	<u>206,993</u>	<u>217,862</u>	<u>\$257,603</u>	<u>\$301,883</u>	<u>334,705</u>	<u>+12.9%</u>
Spec. Dist. Augmentation	<u>296,442</u>	<u>318,802</u>	<u>301,999</u>	<u>301,130</u>	<u>301,130</u>	<u>+0.5%</u>
Other Sources						
Interest	11,357	11,572	9,338	8,000	\$2,000	
Homeowners Property Tax Relief	9,086	8,620	9,119	9,979	10,994	
Business Inven. Prop. Tax Relief	8,257	8,316	-	-	-	
Documented Boat Value	135	(937)	-	-	-	
State Aid - BTR Replacement	-	-	4,169	-	-	
Other Tax Relief Subventions	135	74	75	-	-	
State Mandated Cost Reimb.	(1,029)	13	17	-	-	
Sale of Fixed Assets	-	50	4,500	200	-	
Other Revenue	1,019	72	4,949	101	-	
Member Contri- butions	500	-	20	-	-	
PERS Refund	<u>10,751</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Other Revenue Sources	<u>\$40,211</u>	<u>\$27,780</u>	<u>\$32,187</u>	<u>\$18,280</u>	<u>\$12,994</u>	<u>N/A</u>
TOTAL REVENUE	<u>\$543,646</u>	<u>\$564,444</u>	<u>\$591,789</u>	<u>\$621,293</u>	<u>\$648,829</u>	<u>+4.5%</u>

(1) Actual

(2) Approved/estimated

EXHIBIT III (a)

Santa Cruz County LAFCO

BUDGETS/EXPENDITURES FOR THE
CAPITOLA FIRE PROTECTION DISTRICT

EXPENDITURE CATEGORY	FISCAL YEAR					Annual % Change
	1982-83 (1)	1983-84 (1)	1984-85 (1)	1985-86 (2)	1986-87 (2)	
<u>Salaries & Benefits</u>						
Salaries, F/T	\$324,757	\$335,874	\$344,993	\$413,000	\$400,000	
Overtime	1,367	6,580	3,128	16,000	16,000	
Holiday Pay	25,640	26,255	27,449	34,000	31,000	
Call Back Pay	2,219	2,506	2,875	4,000	4,000	
Pay, Temp.						
Personnel	3,878	5,635	3,640	8,000	8,000	
Retirement						
System	49,181	62,925	105,399	129,500	130,000	
Group Ins.	20,343	24,848	30,376	35,000	48,000	
Workers Comp.	504	7,227	7,258	9,000	8,000	
Unemployment						
Insurance	2,367	2,656	2,138	3,000	2,500	
TOTAL SAL./						
BENEFITS	<u>\$430,256</u>	<u>\$474,506</u>	<u>\$527,256</u>	<u>\$651,500</u>	<u>\$647,500</u>	<u>+11.1%</u>
<u>Services & Supplies</u>						
Director's						
Expense	\$2,800	\$2,950	\$2,950	\$3,060	\$3,600	
Memberships	342	607	94	700	700	
Office Exp.	922	886	1,962	1,500	1,500	
Transp. &						
Travel	6,650	4,886	4,537	6,000	6,000	
Telephone	1,478	1,574	1,631	1,800	2,000	
Radio Ser.	444	4,123	4,370	5,500	7,500	
Insurance	8,655	5,941	6,301	10,000	15,000	
Publications	35	35	-	150	150	
Rents & Leases -						
Structures	-	-	-	500	100	
Maintenance -						
Structures	1,096	2,321	350	10,000	8,000	
Utilities	2,526	2,121	2,406	2,800	3,000	
Maintenance -						
Off. Equip.	625	245	286	500	800	
Maintenance -						
Mobile Equip.	3,453	4,349	3,042	7,000	10,000	
Maintenance -						
Other Equip.	824	1,904	2,799	1,000	1,200	

EXHIBIT III (b)

EXPENDITURE CATEGORY	FISCAL YEAR					Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<u>Services & Supplies</u>						
Rents & Leases -						
Equipment	\$140	\$56	-	\$150	\$150	
Small Tools & Instrm.	142	163	398	300	400	
Other House- hold Exp.	1,140	1,118	1,164	1,500	2,000	
Food	-	2	46	200	200	
Clothing & Pers. Supp.	7,000	6,945	7,195	18,000	12,000	
Medical, Den- tal & Lab Supplies	532	2,101	110	1,200	3,000	
Medical Ser. - Other	1,768	1,702	3,465	5,000	5,000	
Prof. & Spec. Services	1,132	3,336	1,776	5,000	5,000	
Special Dist. Expense	569	8,927	3,161	5,000	5,000	
Inventoriable Items	1,625	269	1,328	1,500	1,500	
TOTAL SER./ SUPPLIES	<u>\$43,868</u>	<u>\$56,581</u>	<u>\$49,371</u>	<u>\$88,900</u>	<u>\$93,800</u>	<u>+26.5%</u>
TOTAL CURRENT OPER. BUD.	<u>\$474,124</u>	<u>\$531,087</u>	<u>\$576,627</u>	<u>\$740,400</u>	<u>\$741,300</u>	<u>+12.3%</u>
<u>Other</u>						
Prior Year Exp.	-	(\$2,000)	-	-	-	N/A
Contingencies	-	-	-	\$23,900	\$20,000	N/A
<u>Fixed Assets</u>						
Structures/ Improvements	1,350	-	-	-	-	
Mobile Equip.	42,947	24,054	23,606	20,000	21,000	
Other Equip.	2,273	1,915	-	5,300	5,300	
TOTAL F/A	<u>\$46,570</u>	<u>\$25,969</u>	<u>\$23,606</u>	<u>\$25,300</u>	<u>\$26,300</u>	<u>N/A</u>
TOTAL BUDGET	<u>\$520,694</u>	<u>\$555,056</u>	<u>\$600,233</u>	<u>\$789,600</u>	<u>\$787,600</u>	<u>N/A</u>

(1) Actual

(2) Budgeted/estimated

- Overall, revenues have risen approximately 5% per year over the past five years -- or at about the same rate as inflation over the period.
- . In the current fiscal year, the District's fund balance has declined from prior levels.
- . Expenditures:
 - Expenditures related to current operations have risen approximately 12% per year in the past five fiscal years.
 - Significant among the increases in expenditures is enhancement in the District's retirement system, as well as other fringe benefits. Salaries have not risen nearly as fast as the percentage increase in fringe benefits over the period.
 - Expenditures and budgeted expenditures for services and supplies are up largely due to increases in insurance and maintenance costs.
 - Equipment purchase in recent years have been accomplished on a lease-purchase basis of \$20,000 per year over a seven year period.
 - On a per capita basis, current expenditures are approximately \$78.76. Expressed as a proportion of each \$100 of assessed valuation in the District, District expenditures currently run at \$0.22.
 - Overall, these expenditures are up approximately twice the rate of general inflation over the same period.

IV. FIRE AGENCY RESOURCES

Exhibit IV, which follows this page, portrays details regarding apparatus operated by the Capitola Fire Protection District. This and other details can be summarized as follows:

- . The Capitola Fire Protection District operates a single fire station located at 405 Capitola Avenue. This station was built in 1954. Comprising approximately 3,700 square feet on one-half acre, this station has two double bays in addition to administrative space and living quarters. The District owns a second (vacant) lot on Jade Street (approximately 25,000 square feet).
- . The Capitola F.P.D. operates two first-line engines and one reserve engine.
- . The District also operates a Rescue Unit.
- . The District also has and operates two pick-ups -- one assigned to the station and one assigned to the Assistant Chief.

EXHIBIT IV

Santa Cruz County LAFCO

CAPITOLA FIRE PROTECTION DISTRICT
FIRE APPARATUS

<u>Designation</u>	<u>Purchased</u>	<u>Type</u>	<u>Manufacturer</u>	<u>Description</u>
3310	1974	Engine	Mack	1500 g.p.m.
3311	1982	Engine	Mack	1500 g.p.m.
3321	1950	Engine	Mack	750 g.p.m./reserve
3361	1973	Rescue	Ford	-
3391	1972	Pick-up	Dodge	1/2-ton
3390	1983	Sedan	Ford LTD	Chief's vehicle
3392	1972	Pick-up	Dodge	Assistant Chief's vehicle - 1/2-ton

Exhibit V, which follows this page, portrays response policies to calls for services occurring in the Capitola Fire Protection District. These policies can be summarized as follows:

- . All fire calls require the response of at least one engine and entails calling-back off-duty personnel and paid volunteers. The following also may be noted:
 - Structure fire responses generally entail three engines.
 - Grass fire responses also generally entail three engines.
 - Appliance fires or small fires within a structure generally receive the response of two engines.
 - Car fires have a one-engine company response.
- . For miscellaneous public service as well as emergency medical calls, the District generally responds either with a rescue unit or an engine depending on the confirmed nature of the call. Call-back of off-duty personnel and paging of volunteers does not generally occur for these calls with the exception of auto accidents, rescues, and more serious medical aids.

The Capitola Fire Protection District has an automatic aid agreement with the Central Fire Protection District to cover everything within the Capitola Fire Protection District on 41st Avenue, plus all commercial structures in the District. Mutual aid agreements are in force with all regional fire agencies. A review of Capitola F.P.D. records indicates that automatic and mutual aid was given or received about once every month and one-half in 1985.

V. CALL VOLUME

Exhibit VI, which follows Exhibit V, shows details of current call volume experienced in the Capitola Fire Protection District. Data contained within the exhibit was derived from samples of approximately 35% of all calls for service experienced in the Capitola Fire Protection District over the past 12-month period. This analysis documented resources utilized by the District on these calls as well as service levels received in handling this call for service workload. The following should be noted:

EXHIBIT V

Santa Cruz County LAFCO

SUMMARY OF CAPITOLA FIRE PROTECTION
DISTRICT RESPONSE POLICIES

<u>Type of Call</u>	<u>Type of Equipment</u>	<u>Page/Call-Back</u>
. Structure Fire	3 engines	Yes
. Alarm Sounding Air Crash	1 rescue and 3 engines	
. Appliance Fire Smoke in Building Large Truck Fire Trash Fire (Structure Threat) Natural Gas Leak Chemical Spill	2 engines	Yes
. Car Fire Trash Fire Odor Investigation	1 engine	Yes
. Fuel Leak	1 engine	Yes
. Fuel Spill Mutual Aid Automatic Aid Station Coverage	1 engine	Yes
. Grass Fire	3 engines	Yes
. Medical Aid Public Service Water Vac.	1 rescue	Yes
. Auto Accident Heart Attack Cliff Rescue Creek Rescue	1 engine and 1 rescue	Yes
. Smoke Detector	Available Unit	No

Santa Cruz County LAFCO

RESPONSE CHARACTERISTICS OF CALLS IN
THE CAPITOLA FIRE PROTECTION DISTRICT⁽¹⁾

Type of Call	Annualized # Calls	%	Avg. Res- ponse Time (Mins.)	Avg. Hand- ling Time (Mins.)	Avg. Response By ...			Total Average Personnel	Avg. # Appar- atus
					On-Duty	Off-Duty	Volun- teers		
Major Fire in Structure(2)	3	0.3%	-	245	4.0	7.0	4.0	15.0	3.0
Minor Fire in Structure(3)	39	3.6	-	24	4.0	1.3	2.0	7.3	1.5
Grass/Wildland Fire	27	2.5	-	39	4.0	1.6	2.8	8.4	2.2
Vehicle Fire	24	2.2	-	20	4.0	0.6	2.0	6.6	1.2
Other Fires ⁴	21	1.9	-	32	4.0	0.4	1.8	6.2	1.0
False Alarms	51	4.7	-	17	3.9	0.3	1.1	5.3	1.1
Sub-Total	165	15.3%	Unknown	28.8	4.0	0.9	1.9	6.8	1.4
Traffic Accident	57	5.3%	2.3	24	4.0	1.0	2.2	7.2	1.2
Medical Call	519	48.1%	1.9	22	4.0	0.3	0.9	5.2	1.0
Miscellaneous Public Service	273	25.3%	2.0	19	4.0	0.1	0.2	4.3	1.0
False Alarms ⁴	66	6.1%	Unknown	10	4.0	0.3	1.0	5.3	1.0
Sub-Total	915	84.7%	2.0	20.4	4.0	0.3	0.8	5.1	1.0
TOTAL	1,080	100%	Unknown	21.6	4.0	0.4	0.9	5.3	1.0

(1) Based on a sample of calls analyzed between September 1985 to June 1986.

(2) Involving the structure itself.

(3) Involving appliance, etc.

(4) Includes false alarms, smoke investigations, calls of unknown origin, gone on arrival, no service required, etc.

- . At current levels, the Capitola F.P.D. responds to approximately three calls per day. This level of call workload has grown moderately over the past three years -- up approximately 20% since 1984 (largely due to growth in emergency medical and public service calls).
- . Fire related calls (including those resulting in false alarms) occur approximately once every three days. At these levels, fire related workload comprises approximately 15% of total Capitola F.P.D. workload. Structure fires make up a relatively small proportion of this workload -- approximately 4% of total fire service workload.
- . Medical and public service related calls occur almost three times per day. At these levels, approximately 85% of fire service workload includes these categories (medical and traffic accident calls comprise approximately 55% of total fire service workload).
- . While response times were not measurable for many calls, for those in which information was available, service levels appear to be high -- most calls received a responding unit within approximately two minutes.
- . For a jurisdiction with only one on-duty engine company, incident reports indicate that there is a high level of response in manpower and apparatus.
 - For fires, including false/unknown alarms, an average of seven personnel respond per call -- for confirmed structure fires, an average of 15 personnel respond per call.
 - Even emergency medical and public service calls show a good response of off-duty personnel -- an average of five personnel respond per call (indicating that between one and two off-duty volunteer personnel respond to these calls).

As Exhibit VII, which follows this page shows, real structure fires are relatively rare occurrences. The exhibit portrays details of all calls experienced in 1985 in which at least \$1,000 damage resulted. Of these calls, only one was a working fire, the other two were out on arrival. However, corroborating evidence contained in Exhibit V, the use of call-back and volunteers in these calls resulted in the equivalent of a three-engine company response to these potentially very serious calls.

EXHIBIT VII

Santa Cruz County LAFCO

CASE HISTORIES OF CALLS IN CAPITOLA
FIRE PROTECTION DISTRICT WITH DAMAGE
EXCEEDING \$1,000 - 1985

<u>Date</u>	<u>Address</u>	<u>Details</u>	<u>Responding</u>			
			<u>Apparatus</u>	<u>On- Duty</u>	<u>Off- Duty</u>	<u>Vols.</u>
1-14-85	4345 Diamond St.	Apartment fire - confined to apartment of origin. Loss: \$25,000 structure; \$15,000 contents.	Engines (2)	4	8	2
5-17-85	5006 Wilder Dr.	Single family structure - candle fell over. Loss: \$1,000 structure; \$500 contents. Out on arrival.	Engine (1)	4	4	0
6-11-85	103 Lawn Way	Apartment fire - confined to apartment. Candle fell over. Loss: \$600 structure; \$600 contents. Out on arrival.	Engine (1) Engine (1) Mutual Aid	5	0	0

VI. FIRE SERVICE PROGRAMS

The paragraphs which follow briefly describe Capitola F.P.D. involvement in several key areas of fire service operations:

- . Fire Prevention -- As noted earlier, responsibility for fire prevention is divided within the Department as follows:
 - The Fire Chief performs pre-fire plans, as well as major plan checks. For plan checks, the Chief must work with planning and building people both in the City of Capitola as well as Santa Cruz County.
 - The Assistant Chief assists in smaller plan checks and inspections (especially those of institutional occupancies).
 - One firefighter assists in plan checking activities.
 - One firefighter is assigned to the school safety program.
 - Engine companies perform inspections of all commercial occupancies.
- . Training -- One of the Captains organizes the fire training program in the District both for paid staff and for the District's volunteers. This Captain devises the plan and the schedule and shift Captains execute the training program.
- . Apparatus Maintenance -- One Captain has the responsibility for organizing the maintenance of fire apparatus and equipment. This Captain, and his shift, perform maintenance as well as repairs on this equipment.
- . Dispatch -- This is performed by County Communications - In the last financial year the Capitola F.P.D. paid approximately \$7,500 in dispatching costs.

* * * * *

At the conclusion of this profile is a series of Appendices providing details pertaining to the following:

- . Salary ranges and exact salaries of position incumbents.
- . Description of fringe benefits.
- . Age and tenure of staff.
- . Latest ISO rating.

APPENDICES

APPENDIX 1

Santa Cruz County LAFCO

SUMMARY OF FRINGE BENEFITS: CAPITOLA FIRE PROTECTION DISTRICT

<u>Fringe Benefits</u>	<u>Details</u>
<u>Vacations</u>	56-Hour Personnel -- 0- 5 years - 144 hours per year 6-15 years - 216 hours per year 16+ years - 288 hours per year 40-Hour Personnel -- 0- 5 years - 120 hours per year 6-15 years - 168 hours per year 16+ years - 240 hours per year
<u>Holidays</u>	Twelve paid holidays for shift personnel; 40-hour personnel have twelve days off.
<u>Sick Leave</u>	56-Hour Personnel -- 180 hours per year plus twelve (after one year probation) hours for each additional month of service. 40-Hour Personnel -- 120 hours per year plus twelve (after one year probation) hours for each additional month of service. Unlimited accrual for employees hired prior to 7/1/80; 1,800 hours maximum accrual for employees hired thereafter.
<u>Retirement</u>	2% at age 50 (safety personnel); 2% at age 60 (miscellaneous personnel). 1959 Survivor Benefits with sick leave credit.
<u>Health/Dental Insurance</u>	Employee and dependents covered - County Group Health and Dental plans.
<u>Life Insurance</u>	Paid by District \$4,500/\$9,000 for accidental death.
<u>Vision</u>	\$40 examination/\$70 prescription glasses -- every two years.
<u>Deferred Compensation</u>	Available; two plans -- Aetna or I.C.M.A.
<u>Uniform Allowance</u>	\$500 per year.
<u>Credit Union</u>	Available -- Santa Cruz County Credit Union.
<u>Educational Support</u>	After one year of service, District pays for tuition, books and parking for Fire Science courses.

APPENDIX 2

Santa Cruz County LAFCO

**SALARY RANGES OF CAPITOLA FIRE
PROTECTION DISTRICT PERSONNEL**

Salary Ranges

<u>Position</u>	<u>Annual Salary</u>
Fire Chief	\$35,352
Assistant Fire Chief	32,700
Captain	25,500-26,832
Fireman II	24,816
Fireman	18,780-23,724
Clerk	14,784-18,180

APPENDIX 3

Santa Cruz County LAFCO

AGE AND STAFF TENURE OF CAPITOLA
FIRE PROTECTION DISTRICT PERSONNEL

<u>Staff Member</u>	<u>Position</u>	<u>Age(1)</u>	<u>Tenure(1)</u>
J. Bowles	Fire Chief	43 years	18 years
J. Bertolucci	Assistant Chief	48 years	22 years
A. Parrish	Captain	43 years	22 years
C. Howard	Captain	52 years	18 years
S. Love	Captain	40 years	10 years
T. McManama	S-5	37 years	14 years
J. Tracey	S-5	38 years	14 years
T. Regan	FF-II	36 years	11 years
S. Howton	FF-II	34 years	9 years
G. Benson	FF-II	34 years	6 years
D. Martone	S-2	28 years	2 years
L. Achen	S-2	27 years	1 year
O. Miller	S-1	26 years	0 year
D. Weybright	S-1	23 years	0 year
S. Diaz	Clerk S-5	38 years	8 years

(1)As of 8/8/86

Santa Cruz County LAFCO

I.S.O. Rating for Capitola Fire Protection District

<u>Category</u>	<u>Deficiency Points</u>	<u>Total Possible</u>
Water	424	1,950
Fire Staffing	1,044	1,950
Communications	190	450
Safety Control	290	650
Climatic Conditions	100	-
Divergence	<u>55</u>	<u>-</u>
TOTAL	<u>2,103</u>	<u>5,000</u>

Class 5

APPENDIX B

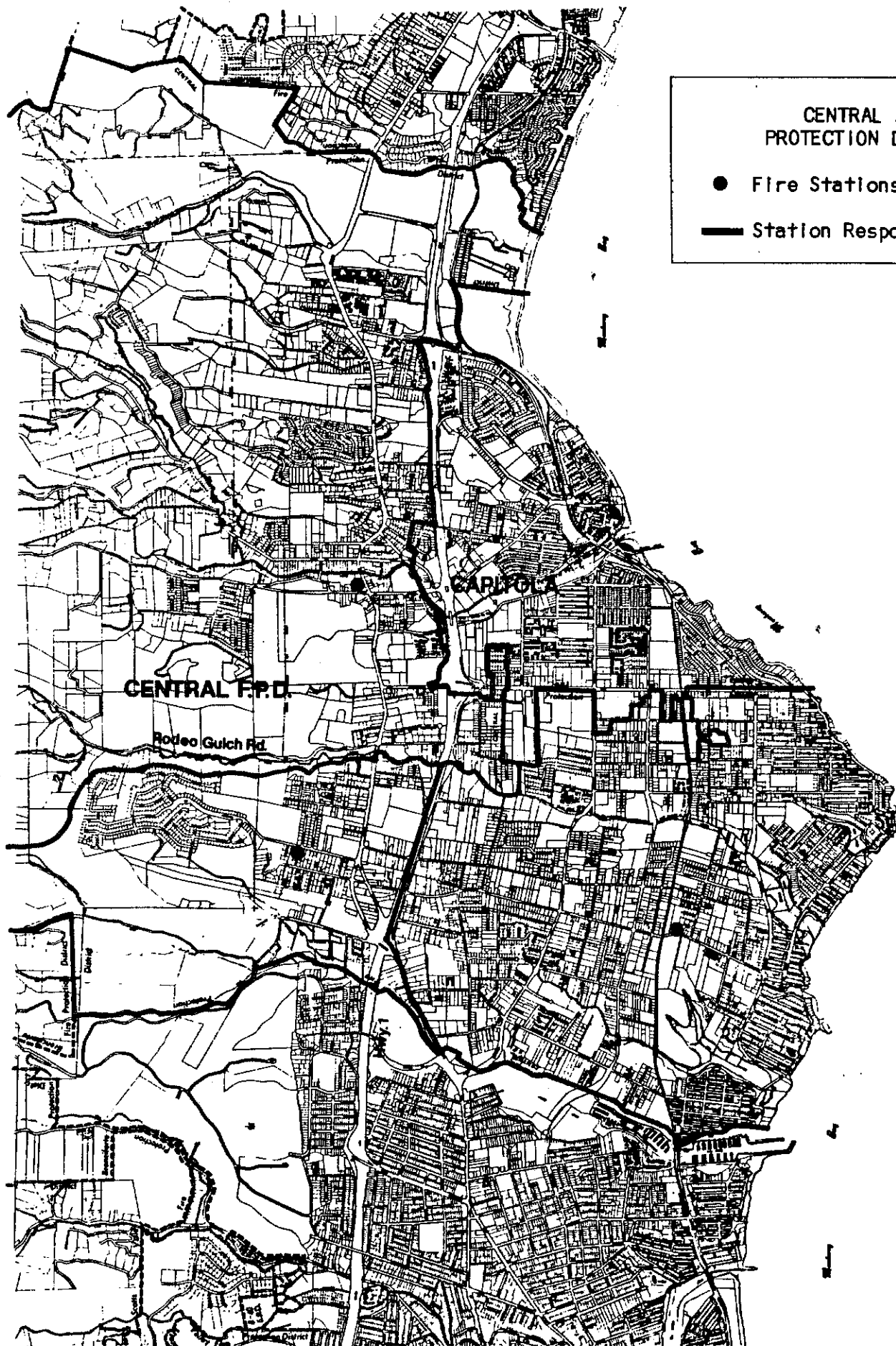
SUMMARY PROFILE OF THE CENTRAL FIRE PROTECTION DISTRICT

SUMMARY PROFILE OF THE CENTRAL FIRE PROTECTION DISTRICT

The purpose of this profile is to provide a brief summary of the results of site visits to the Central Fire Protection District. These site visits included interviews with Departmental personnel as well as an examination of departmental records and analysis of calls for services workload. Data contained within this descriptive summary was utilized in assessments of organizational alternatives of the delivery of fire services in the Soquel-Live Oak-Capitola region.

I. OVERVIEW

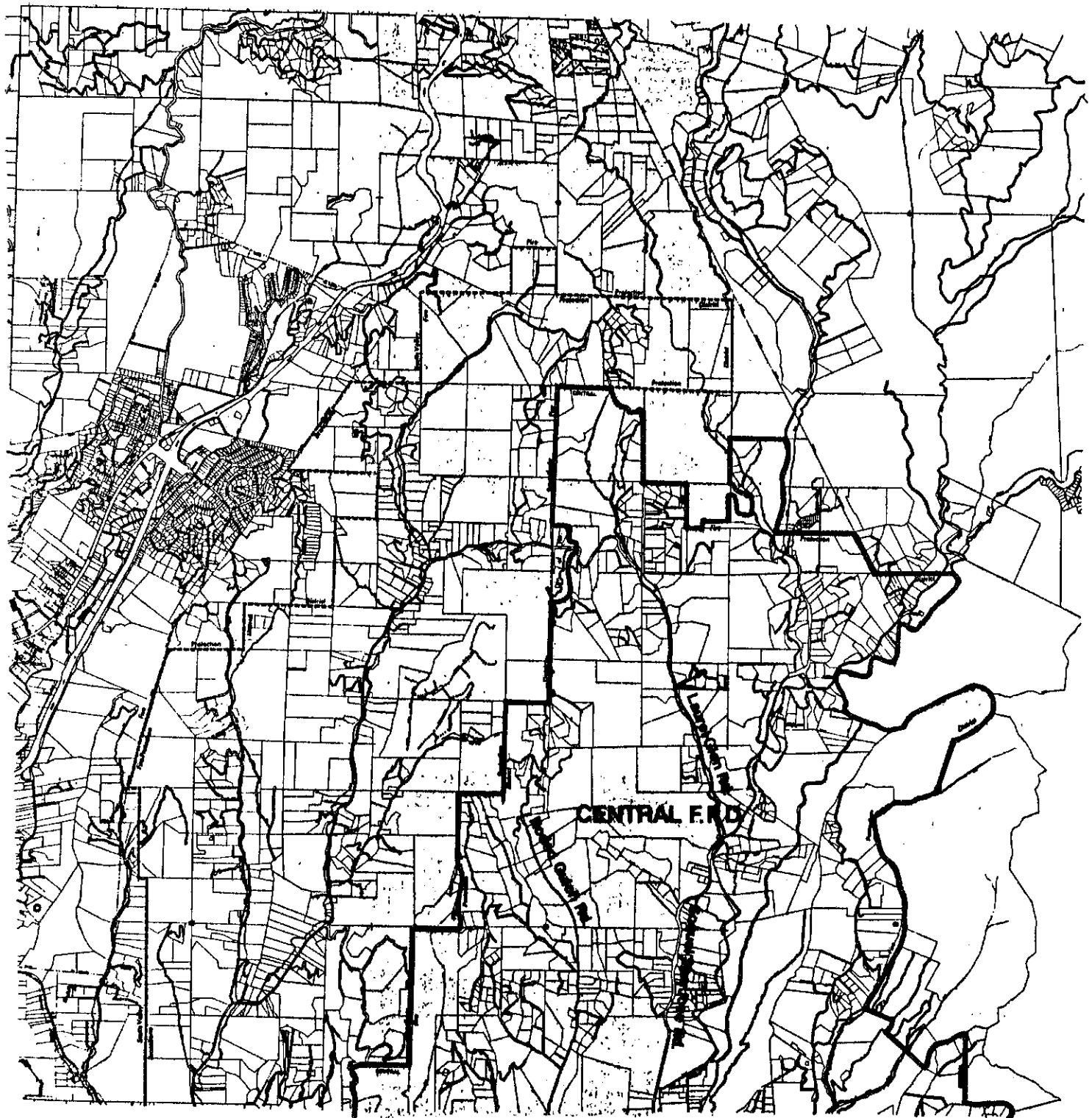
- . The Central Fire Protection District represents a recent consolidation of two fire protection districts: Soquel and Live Oak Fire Protection Districts. This consolidation was accomplished in fiscal year 1984-1985. In the prior two fiscal years (f.y. 1982-83 and 1983-84), fire operations within the area encompassed by these two districts was governed by a Joint Powers Authority.
- . At present, District personnel include both paid staff (30.5) and volunteers (27).
- . The Central Fire Protection District includes approximately 21 square miles of area and encompasses:
 - Parts of the City of Capitola (including the Capitola Mall, much of the commercial area on 41st Avenue, and some residential areas -- see Map 1 which follows this page).
 - The unincorporated community of Soquel which includes a downtown area and large, though less dense, residential areas in coastal valleys.
 - The unincorporated community of Live Oak with no real community center, though comprising much commercial and residential area.
- . Altogether, the Central Fire Protection District takes in approximately 30,000 people. Overall, the District can be characterized by a real diversity of development including both relatively dense as well as sparse developments; commercial and residential; single-family and multi-family occupancies; both flat and hilly terrain.



CENTRAL FIRE
PROTECTION DISTRICT

- Fire Stations
- Station Response Boundaries

UPPER CENTRAL FIRE
PROTECTION DISTRICT



II. ORGANIZATION

Exhibit I, which follows this page, shows the organization of the Central Fire Protection District. Key characteristics of this organization, as well as responsibilities of key staff, include the following:

- Fire Chief -- Departmental administrator.
- Assistant Fire Chief -- Primarily functions as the District's Operations' Officer, but also has responsibilities in the areas of Departmental training and fire prevention.
- Fire prevention activities are assisted by a Deputy Fire Marshal and a Fire Inspector will be added.
- Two Battalion Chiefs act as shift commanders for the Department. A third position is vacant. These positions work 4/10-hour shifts in addition to being on call for the remainder of each 24-hour period.
- Captains (9) are station commanders -- one at each station each shift.
- Firefighters are suppression personnel. The District has a minimum/constant manning philosophy of eight which includes three personnel at Stations 1 and 3 and two at the District's second station. These personnel are also involved in fire prevention activities through company inspections.
- Central F.P.D. staff also include a full-time Administrative Assistant who is responsible for statistical and other support activities; and a part-time Secretary.
- Since consolidation, suppression staffing levels have not changed. However, three Battalion Chiefs' positions have been created (one is currently vacant) and until recently, the District had two Assistant Chiefs. Table 1, below, shows current staff by position.

Table 1

Central Fire Protection District Staffing

<u>Position</u>	<u>Number of Staff*</u>
Chief	1
Assistant Chief	1
Battalion Chief	2
Deputy Fire Marshal	1
Captain	9
Firefighters**	15
Fire Inspector	1
Administrative Assistant	1
Secretary	0.5
	<u>31.5</u>

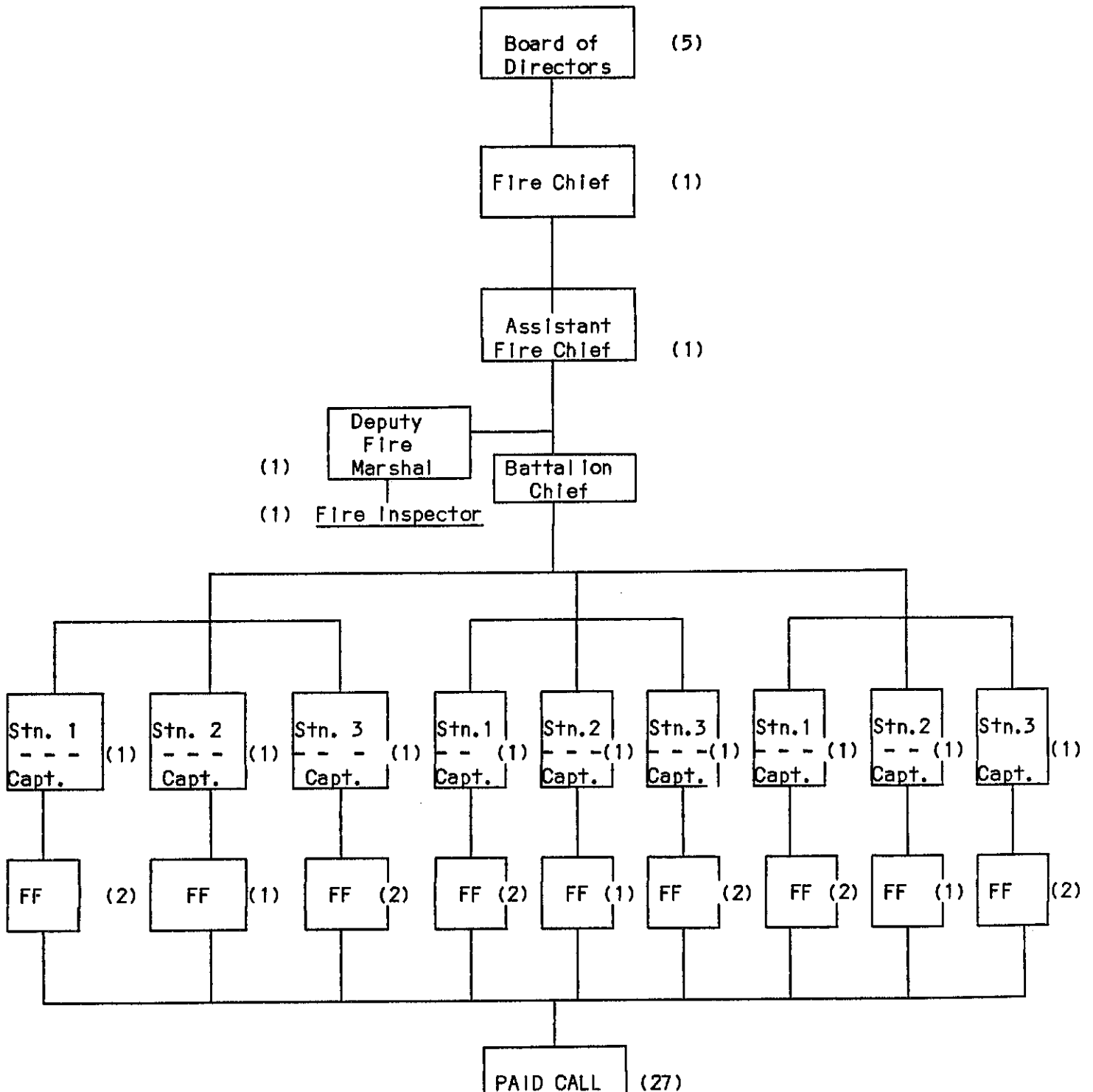
*Current

**Includes two temporary Firefighters; and one Firefighter-Mechanic.

EXHIBIT I

Santa Cruz County LAFCO

CURRENT ORGANIZATION OF THE CENTRAL
FIRE PROTECTION DISTRICT



- Volunteers -- Now numbering 27, volunteers are used indistinguishably on calls and train with paid staff.

III. FIRE AGENCY COSTS

Exhibits II and III, which follow this page, show trends in revenues and costs of the Central Fire Protection District. The following paragraphs summarize key trends in characteristics:

• Revenues:

- The majority of District revenues come from property taxation. Currently, property taxation represents approximately 63% of total revenues. This is up from approximately 44% in fiscal year 1982-1983. Table 2, below, summarizes revenue trends by source. This trend in rising property taxation reflects rapid development in the District as well as relatively high turnover in ownership. The increase in revenue available to the District from property taxation has been approximately 22% per year.

Table 2

Revenue Trends by Source
Central Fire Protection District

<u>Revenue Source</u>	<u>Proportion of Total Revenue by Source</u>				
	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>	<u>1986-87</u>
Property Taxation	44.0%	45.7%	51.5%	60.2%	62.7%
Special District Augmentation	50.7%	50.6%	41.3%	37.6%	35.1%
Other Revenue	<u>5.3%</u>	<u>3.7%</u>	<u>7.2%</u>	<u>2.2%</u>	<u>2.2%</u>
TOTAL	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

- On the other hand, as the table shows, Special District Augmentation Funds share of total revenue has slipped from approximately 51% in fiscal year 1982-1983 to approximately 35% in the current fiscal year. In nominal dollar values, SDAF revenue is at approximately at the same level as it was five years ago.
- Overall, the average annual percentage change in District revenue is up approximately 11% over the past five years.
- The fund balance of the District has grown to approximately \$300,000 in the last two fiscal years.

EXHIBIT 11

Santa Cruz County LAFCO

REVENUE TRENDS -- CENTRAL
FIRE PROTECTION DISTRICT

SOURCE	FISCAL YEAR					Average Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
Fund Balance	\$92,491	\$135,067	\$191,421	\$295,510	\$282,671	+34.7%
Revenue						
Property Tax	594,686(5)	692,633(5)	903,467	1,156,287	1,288,656	+21.6%
Spec. Dist. Augmentation	685,381(5)	765,957(5)	723,738	721,738	721,738	+0.9%
Other Sources						
Interest	-	-	4,979	4,000	-	
Rents & Con- cessions	1,103	1,542	1,819	4,000	-	
Homeowners Property Tax Relief	-	-	32,409	39,408	-	
State Aid - BTR Replacement	-	-	10,802	-	-	
Other Tax Relief Subventions	-	-	268	-	-	
State Mandated Cost Reimb.	-	2	34	-	-	
Charges for Current Ser.	-	-	235	-	-	
Sale of Fixed Assets	-	1,750	410	-	-	
Other Revenue - Loan Proceeds	-	-	75,000	-	-	
Other Revenue	29,614(6)	55	22	-	-	
Member Contri- butions	126	300	1,000	-	-	
Fire Protec- tion Ser.	1,321,496 ⁽³⁾	1,510,758 ⁽³⁾	-	-	-	
Other Revenue Sources	N/A	N/A	\$126,978	\$43,408	\$43,417	
TOTAL REVENUE	\$1,352,339	\$1,514,407	\$1,754,183	\$1,921,433	\$2,053,811	11.1%

(1) Actual
 (2) Approved/estimated
 (3) Joint powers authority

(4) Consolidated districts
 (5) Not included in revenue totals
 (6) PERS refund

EXHIBIT III (a)

Santa Cruz County LAFCO

BUDGETS/EXPENDITURES FOR THE
CENTRAL FIRE PROTECTION DISTRICT*

EXPENDITURE CATEGORY	FISCAL YEAR					Average Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<u>Salaries & Benefits</u>						
Salaries, F/T	\$752,194	\$755,863	\$817,364	\$874,082	\$1,027,642	
Overtime	6,083	87,339	119,419	127,052	184,894	
Holiday Pay	29,143	30,078	37,502	41,409	44,742	
Call Back Pay	5,267	5,681	8,883	10,300	21,672	
Pay, Temp.						
Personnel	23,985	19,866	17,507	20,000	22,000	
Retirement						
System	170,856	197,199	238,980	267,213	319,523	
Group Ins.	51,164	74,441	93,321	151,053	152,372	
Workers Comp.	826	17,314	16,719	18,000	18,000	
Unemployment						
Insurance	8,484	8,170	7,215	9,000	4,000	
Sick Leave						
Reserve	3,911	-	-	25,000	25,000	
TOTAL SAL./						
BENEFITS	<u>\$1,106,913</u>	<u>\$1,195,951</u>	<u>\$1,356,910</u>	<u>\$1,543,109</u>	<u>\$1,822,845</u>	<u>+13.4%</u>
<u>Services & Supplies</u>						
Director's						
Expense	-	-	\$2,800	\$3,000	\$5,000	
Memberships	\$1,132	\$602	1,399	1,800	2,000	
Office Exp.	4,159	4,522	5,557	7,000	7,000	
Transp. &						
Travel	12,452	13,668	13,196	15,000	15,000	
Telephone	3,002	3,646	5,986	5,800	6,200	
Radio Ser.	3,004	19,756	1,430	32,000	23,000	
Insurance	12,245	18,738	29,604	35,000	45,000	
Publications	379	40	76	200	200	
Maintenance -						
Structures	11,194	3,976	4,923	6,000	6,000	
Utilities	12,137	10,856	14,408	15,000	15,000	
Maintenance -						
Off. Equip.	307	66	1,466	1,500	2,500	
Maintenance -						
Mobile Equip.	31,199	28,840	31,027	30,000	30,000	
Maintenance -						
Other Equip.	2,689	2,838	2,794	2,500	2,500	

EXHIBIT (b)

EXPENDITURE CATEGORY	FISCAL YEAR					Average Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<u>Sources of Suppl ies</u>						
Rents & Leases	-	\$92	\$31	\$500	\$2,500	
Small Tools & Equip.	\$151	590	489	500	500	
Household Expense	3,118	4,367	4,785	5,500	5,500	
Food	2,288	2,016	517	3,000	3,000	
Clothing & Pers. Supp.	21,041	9,328	13,162	15,000	18,000	
Medical, Den- tal & Lab Supplies	428	1,476	1,028	1,400	3,000	
Medical Ser.	5,252	1,578	3,088	10,000	10,000	
Inventoriable Items	-	-	-	10,000	20,000	
Prof. & Spec. Services	34,988	39,044	6,077	25,000	25,000	
Special Dist. Expense	<u>22,782</u>	<u>13,029</u>	<u>13,458</u>	<u>20,000</u>	<u>27,000</u>	
TOTAL SER./ SUPPLIES	<u>\$183,947</u>	<u>\$179,018</u>	<u>\$157,301</u>	<u>\$245,700</u>	<u>\$273,900</u>	<u>+13.2%</u>
TOTAL CURRENT OPER. EXP.	<u>\$1,290,860</u>	<u>\$1,374,969</u>	<u>\$1,514,211</u>	<u>\$1,788,809</u>	<u>\$2,096,745</u>	<u>+13.0%</u>
<u>Other</u>						
Prior Year Exp.	<u>\$12,246</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>N/A</u>
Princ./Int. on Loans	<u>-</u>	<u>-</u>	<u>-</u>	<u>\$21,750</u>	<u>\$20,400</u>	<u>N/A</u>
Contingencies	<u>-</u>	<u>-</u>	<u>-</u>	<u>200,000</u>	<u>20,000</u>	<u>N/A</u>
<u>Fixed Assets</u>						
Structures/ Improvements	-	\$14,313	\$7,283	\$53,800	\$31,000	
Equipment	1,246	62,704	129,636	100,000	95,000	
TOTAL F/A	<u>\$1,246</u>	<u>\$77,017</u>	<u>\$136,919</u>	<u>\$153,800</u>	<u>\$126,000</u>	<u>N/A</u>
TOTAL BUDGET	<u>\$1,304,352</u>	<u>\$1,451,986</u>	<u>\$1,651,130</u>	<u>\$2,164,359</u>	<u>\$2,263,145</u>	<u>+14.6%</u>

(1) Actual

(2) Budgeted/estimated

*Does not include transitional expenditures of Live Oak and Soquel Fire Protection Districts during merger.

- . Expenditures:
 - Operating revenues are up approximately 13% per year in each of the last five fiscal years. This increase is approximately equal across the board, reflecting in large part, improvements in salaries and benefits, but also in many services and supply sections of the budget.
 - In the past three fiscal years, the Central F.P.D. has committed substantial resources to the purchase of major pieces of equipment which have averaged approximately \$108,000 per year.
 - Expressed on a per capita basis, current expenditures are approximately \$75.74. As a proportion of each \$100 of assessed valuation, Central Fire Protection District expenditures are approximately \$0.23.
- . Overall, both expenditures and revenues are up more than twice the rate of general inflation.

IV. FIRE AGENCY RESOURCES

Exhibit IV, which follows this page, portrays details regarding apparatus owned and operated by the Central Fire Protection District and housed at each of its three stations. These data can be summarized as follows:

- . At least two first-line engines are housed at each of the District's three stations.
 - Station #1 (17th Avenue) -- two engines.
 - Station #2 (Thurber Lane) -- two engines plus a mini-engine.
 - Station #3 (Soquel Drive)-- two engines.
- . The District also operates several pieces of relatively specialized apparatus:
 - Station #1 -- a 75-foot aerial ladder, and a Cascade Unit.
 - Station #3 -- houses a brush truck, rescue van, and a tanker.
- . Table 3, which follows Exhibit IV, shows details pertaining to each of the three stations of the Central Fire Protection District. Map 1, at the beginning of this profile, portrays the response districts of each of these stations.

EXHIBIT IV

Santa Cruz County LAFCO

APPARATUS INVENTORY -- CENTRAL
FIRE PROTECTION DISTRICT

<u>Station #</u>	<u>Year</u>	<u>Make</u>	<u>Description</u>	<u>Designation</u>
1 (17th Avenue)	1974	Crown	Aerial Ladder - 75'	3470
	1966	Crown	Engine - 1,250 g.p.m.	3414
	1976	Van Pelt	Engine - 1,250 g.p.m.	3411
	1965	Ford	Cascade Unit	Reserve
	1962	Chevrolet	Cascade Pick-up	3461
	1979	Chevrolet	1/2-ton Pick-up	3492
	1979	Chevrolet	1/2-ton Pick-up	3493
	1980	Toyota	1/2 ton-Pickup	3491
	1980	Dodge	4-door Sedan	3490
2 (Thurber Lane)	1970	Crown	Engine - 1,250 g.p.m.	3412
	1974	Inter-	Mini-engine - 350 g.p.m.	3450
	1976	national Van Pelt	Engine - 1,250 g.p.m.	3415
3 (Soquel Drive)	1962	Ford Van Pelt	Engine - 1,000 g.p.m.	3416
	1964	Ford	Tanker - 1,800 gal.	3440
	1985	GMC/Beck	Engine - 1,000 g.p.m.	3413
	1967	Chevrolet	Brush Truck	3451
	1971	Dodge	Rescue Van	3460

Table 3

Station Characteristics
Central Fire Protection District

<u>Station #</u>	<u>Location</u>	<u>Description</u>	<u>g. s. f.</u>
#1	930 - 17th Avenue	3 double bays + administrative space + shop + living quarters + hose tower. Built 1967.	6,815 s.f. (lot 20,827 s.f.)
#2	3445 Thurber Lane	3 single bays + living quarters. Built 1962.	2,880 s.f. (lot 18,000 s.f.)
#3	4747 Soquel Drive	2 double bays/2 single bays + small shop + hose tower + living quarters. Built 1957. Has adjacent rental unit.	3,800 s.f. (lot 23,773 s.f. includes rental) (Rental unit 800 s.f.)

- As noted earlier, the Central Fire Protection District has a minimum/constant manning philosophy of eight on-duty personnel.

Exhibit V, which follows this page, portrays the response policies of the Central Fire Protection District to various types of calls for service. This can be summarized in general as follows:

- Structure fires -- three engines plus a tanker in rural areas.
- Wildland fires -- one to two engines plus the tanker plus the mini-engine.
- Other fire/incidents -- one engine.

The Central Fire Protection District also has automatic aid agreements with the Santa Cruz Fire Department for the yacht harbor; Branciforte for the Rodeo Gulch/Paul Sweet Road; Capitola FPD for the 41st Avenue area including the mall and other commercial areas of the City; and Aptos FPD for the immediate border area. Mutual aid agreements are in force with all other regional agencies.

EXHIBIT V

Santa Cruz County LAFCO

RESPONSE POLICY SUMMARY - CENTRAL
FIRE PROTECTION DISTRICT

<u>Type of Call</u>	<u>Station #1</u>	<u>Station #2</u>	<u>Station #3</u>
<u>Structure Fire</u>	Engines (3)	Engines (3) Tanker in rural areas	Engines (3) Tanker in rural areas
<u>Wildland Fire</u>	Engine (1) Mini-Engine	Engines (2) Tanker Mini-Engine (discretionary)	Engine (1) Tanker Mini-Engine
<u>All Other Incidents</u>	Engine (1)	Engine (1)	Engine (1)
<u>Automatic/ Mutual Aid</u>			
. Santa Cruz City FD	Engine (1) <u>OR</u>	Engine (1)	
. Capitola FPD	Engine (1) (area south of Capitola Rd. and Wharf Rd. or on 41st Ave. between Clares St. & Capitola Rd.)	<u>OR</u>	Engine (1) (area north of Capitola Rd. and Wharf Rd. or on 41st Ave. north of Clares St.)
. Aptos FPD			Engine (1)
. Branciforte FPD			Engine (1) (with off-duty and/or paid call fire fighters)
. North County areas	Engine (1) (with off-duty and/or paid call fire fighters)		

EXHIBIT V (2)

<u>Type of Call</u>	<u>Station #1</u>	<u>Station #2</u>	<u>Station #3</u>
• Old San Jose Rd. - Summit Rd. & South County areas			Engine (1) (with off-duty and/or paid call fire- fighters)

EXHIBIT VI

Santa Cruz County LAFCO

CALL TRENDS -- CENTRAL
FIRE PROTECTION DISTRICTType of Call

	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>% 1985 vs. 1982</u>	<u>1985 Calls Per Day</u>
<u>Fire Calls</u>						
Structure Fire	100	101	129	146		0.4
Vehicle Fire	63	65	74	61		0.2
Wildland Fire	26	26	62	52		0.1
False Alarms - Fires	121	81	102	65		0.2
Sub-Total	<u>310</u>	<u>273</u>	<u>367</u>	<u>324</u>	<u>+4.5%</u>	<u>0.9</u>
<u>Other Calls</u>						
Vehicle Accidents	239	266	262	233		0.6
Medical Aid	767	754	821	1,008		2.8
Public Service/ Miscellaneous	524	517	507	500		1.4
Sub-Total	<u>1,530</u>	<u>1,537</u>	<u>1,590</u>	<u>1,741</u>	<u>+13.8%</u>	<u>4.8</u>
TOTAL	<u>1,840</u>	<u>1,810</u>	<u>1,957</u>	<u>2,065</u>	<u>+12.2%</u>	<u>5.7</u>

EXHIBIT VII

Santa Cruz County LAFCO

RESPONSE CHARACTERISTICS OF CALLS IN⁽¹⁾
THE CENTRAL FIRE PROTECTION DISTRICT

TYPE OF CALL	STATION #1				STATION #2				STATION #3				ALL CALLS			
	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)
Major Fire in Structure (2)	-	0.0%	-	-	-	0.0%	-	-	16	2.5%	-	-	16	0.8%	-	-
Minor Fire in Structure (3)	51	4.5%	-	-	9	2.5%	-	-	22	3.4%	-	-	82	3.9%	-	-
			4.0	29.0			3.0	22.0			2.0	25.0			3.1	25.9
Grass/Wildland Fire	45	4.0%	4.0	31.0	9	2.5%	3.0	20.0	28	4.2%	5.0	42.0	82	3.9%	4.3	34.1
Vehicle Fire	12	1.1%	4.0	21.0	33	10.0%	2.0	10.0	16	2.5%	2.0	7.0	61	2.9%	2.8	13.7
Other Fires	-	0.0%	-	-	9	2.5%	-	-	16	2.5%	-	-	25	1.2%	-	-
False Alarms - Fires	39	3.4%	-	-	33	10.0%	-	-	49	7.6%	-	-	121	5.7%	-	-
SUB-TOTAL	147	13.0%	4.0	27.4	93	27.5%	2.7	18.4	147	22.7%	3.8	27.4	387	18.3%	3.2	24.6
Traffic Accident	109	9.6%	3.0	21.0	51	15.0%	2.0	30.0	121	18.7%	6.0	26.0	281	13.3%	4.0	24.8
Medical Call	557	49.1%	4.0	24.0	119	35.0%	3.0	28.0	225	34.8%	4.0	26.0	901	42.5%	3.9	25.0
Misc. Public Service	198	17.5%	5.4	20.0	60	17.5%	5.7	34.5	126	19.5%	5.4	50.6	384	18.1%	5.4	32.4
False Alarm - Other	120	10.7%	-	-	17	5.0%	-	-	28	4.2%	-	-	165	7.8%	-	-
SUB-TOTAL	984	86.8%	4.2	22.8	247	72.5%	3.4	29.0	500	77.3%	4.8	33.2	1,731	81.7%	4.3	26.9
TOTAL	1,134	100%	4.2	23.4	340	100%	3.4	27.3	647	100%	4.4	31.8	2,118	100%	4.1	26.5

- (1) Based on call samples: (a) response/handling times all calls between 1/1/86; (b) proportional split of call 50% sample between 7/1/85 to 12/31/85.
 (2) Involving the structure itself.
 (3) Involving appliances, etc.

EXHIBIT VIII

Santa Cruz County LAFCO

FIRE RESOURCES UTILIZED BY THE
CENTRAL FIRE PROTECTION DISTRICT

Type of Call	Average Response By ...				Average Responding Apparatus
	On-Duty	Off-Duty	Volunteers	All Personnel	
Major Fire in Structure	5.0	2.0	9.0	16.0	5.0
Minor Fire in Structure	4.0	1.6	4.0	9.6	2.4
Grass/Wildland Fire	4.0	2.2	3.2	9.4	2.3
Vehicle Fire	2.0	0.3	1.2	3.5	1.3
Other Fire	3.0	0.0	2.2	5.2	1.0
False Alarms -- Fires	<u>4.0</u>	<u>0.8</u>	<u>2.6</u>	<u>7.4</u>	<u>1.7</u>
Sub-Total	<u>3.7</u>	<u>1.2</u>	<u>3.1</u>	<u>8.0</u>	<u>2.1</u>
Traffic Accident	2.0	0.0	0.4	2.4	1.0
Medical Call	2.0	0.0	0.1	2.1	1.0
Misc. Public Service	3.0	0.0	0.2	3.2	1.0
False Alarm - Other	<u>3.0</u>	<u>0.0</u>	<u>0.3</u>	<u>3.3</u>	<u>1.0</u>
Sub-Total	<u>2.3</u>	<u>0.0</u>	<u>0.2</u>	<u>2.5</u>	<u>1.0</u>
TOTAL	<u>2.6</u>	<u>0.2</u>	<u>0.7</u>	<u>3.5</u>	<u>1.2</u>

V. CALL VOLUME

Exhibit VI through VIII, which follow Exhibit V, portray details of current calls for service workload experienced in the Central Fire Protection District. This information is derived from a sample taken of calls for services experienced during the past 12-month period. This sample ranged from 25% of all calls for analysis of resources utilized at the scene to 75% of calls for definition of call type and response times. The following paragraphs summarize this analysis:

- . At current levels, the Central F.P.D. receives approximately six calls per service per day. This divides as follows:
 - Station #1 (17th Avenue), the heaviest, experiences approximately three calls per day.
 - Station #2 (Thurber Lane), the least active, experiences approximately one call per day.
 - Station #3 (Soquel Drive), receives approximately two calls for service per day.
- . Calls for service workload has not grown appreciably in the past four years. This workload is up approximately 12% overall. Most of this increase has been in medical and service calls.
- . Fire calls occur approximately once per day -- structural fire calls approximately once every other day.
- . Medical and public service calls occur with a frequency of approximately five per day.
- . An examination of response times shows that the District receives relatively high service levels -- an average of approximately four minutes per call. For defined emergency calls (fires/emergency medical calls), these calls generally receive a response time of around three minutes.
- . Examination of responding resources shows that the Central F.P.D. has the ability to field up to six engine companies for any serious fire.
 - For fires, our response data shows that an average of five engine companies or 16 people respond to confirmed structure fires; for fires, in general, the District fields an average of three engine companies. The ability to do this underlines the District's ability to expect response of off-duty and volunteers for such calls.

Santa Cruz County LAFCO

CASE HISTORIES OF CALLS IN CENTRAL
FIRE PROTECTION DISTRICT WITH DAMAGE
EXCEEDING \$1,000 -- 1985

Date	Address	Details	Responding ...*			
			Apparatus	On Duty	Off Duty	Vol.s.
1-1-85	2065 Marciel Street	Fire in attached garage of single-family structure. Confined to garage. Loss: \$3,000 structure; \$3,000 contents. Response time - 3 minutes.	Engines (3)	5	5	2
1-28-85	5478 Golf Drive	Fire in second story of house. Working fire. Damage: \$40,000 structure; \$5,000 contents. Response time - 4 minutes.	Engines (3) Rescue	5	3	7
2-8-85	619 Cabrillo Avenue	Fire in single-family house. Small fire. Extinguished. Loss: \$3,000 structure; \$3,000 contents. Response time - 2 minutes.	Engines (3) Rescue	8	6	7
2-10-85	340 - 12th Avenue	Major fire in single-family house. Flames visible on approach. Extensive damage: \$40,000 structure; \$1,000 contents. Response time - 3 minutes.	Engines (6) Rescue	8	2	10
4-13-85	3846 Floral Court	Smoke visible; out on arrival. Kitchen stove fire; damage to stove/cabinets. Loss: \$1,000-\$50,000. Response time - 5 minutes.	Engines (3)	5	1	4
6-29-85	875 Hidden Valley Rd.	Master bedroom fully involved. Roof damage/smoke damage throughout to single-family home. Loss unknown, though great. Response time - 8 minutes.	Engines (2) Mini-Pumper Brush Rig	5	8	8
7-2-85	3035 Prather Lane	Fire at Rehabilitation Center; large fire, though loss unknown. Fire confined to building of origin. Response time - 4 minutes.	Engines (4) Air Cascade Auto Aid Engine from Capitola	5	4	10

Date	Address	Details	Responding ...			
			Apparatus	On Duty	Off Duty	Vols.
7-9-85	815 - 24th Avenue	Small fire in multi-family occupancy. Loss to drapes; smoke/fire damage to walls, etc. Loss: \$3,000/\$3,000. Response time - 3 minutes.	Engines (3) Air Cascade	7	1	5
7-18-85	2802 N. Rodeo Gulch Road	Home fully involved; took twenty minutes to contain. Kitchen origin. Loss: \$50,000 structure; \$2,000 contents. Response time - 8 minutes.	Engines (2) Tanker Mini-Engine Brush Rig Air Cascade	5	5	7
8-9-85	2 - 2921 E. Cliff Drive	Kitchen area fire - burned through to roof. Loss: \$6,000 structure; \$300 contents. Response time - 4 minutes.	Engines (2)	6	0	4
9-5-85	401 Old San Jose Rd. (Soquel High School)	Fire in trailer/temp. structure (started in water heater). Working fire. Loss unknown. Response time - 1 minute.	Engines (3) Brush Rig Air Cascade	5	3	8
9-10-85	3710 Rodeo Gulch Rd.	Reported as grass fire. On arrival, garage with vehicle inside fully involved. Cause: wood-burning stove. Took 20 minutes to contain. Response time - 8 minutes.	Engine (1) Tanker Mini-Engine Air Cascade	5	1	11
12-5-85	3361 Ashwood Drive	Small fire spread from fireplace. Used extinguisher. Loss: \$4,000 to floorboards. Response time - 6 minutes.	Engine (1)	3	0	0
12-11-85	560 - 30th Avenue, Space 40	Mobile home fire. Caused by air conditioner/short circuit. Loss: \$3,000 structure; \$2,000 contents. Response time - 5 minutes.	Engines (3)	8	2	7
12-18-85	207 Pau Hanna	Reported as fully involved structure fire. Cause - hot ashes. Extensive damage (amount not known).	Engines (5) Tanker Brush Rig Air Cascade	5	5	11

EXHIBIT IX (c)

<u>Date</u>	<u>Address</u>	<u>Details</u>	<u>Responding ...</u>			
			<u>Apparatus</u>	<u>On Duty</u>	<u>Off Duty</u>	<u>Vols.</u>
12-24-85	820 Capitola Road	Shed fully involved, extended to carport - damage to three vehicles. Arson. Loss: \$40,000 structure; \$5,000 contents. Response time - 5 minutes.	Engines (5)	9	2	11
12-31-85	280 Chirco	Kitchen fire - stove/overheated. No extension to walls, etc. Moderate smoke damage. Loss: \$5,000 structure; \$2,000 contents. Response time - 4 minutes.	Engines (5) Air Cascade	9	2	6

* Actually responding to the scene.
Does not include incident commanders nor standby personnel.

- Response data for emergency medical calls shows that off-duty volunteers are seldom paged to respond for these calls. For these calls, typically the first responding on-duty unit handles the incident.

As Exhibit IX, which follows this page, shows that working structure fires are relatively frequent in the Central Fire Protection District. This Exhibit shows that, for 1985, structure fires with a loss in excess of \$1,000 occur approximately one and one-half times per month. This exhibit also corroborates evidence showing the level of resources committed to such incidents.

Finally, Table 4, below, shows automatic and mutual aids responses involving the Central Fire Protection District. The table shows that for 1985, approximately five such incidents occurred per month. Most of these responses involved Central responding to other agencies -- approximately 77% of automatic and mutual aid responses fell outside of Central's area. Approximately one-half of these calls were to the City of Santa Cruz.

Table 4

Automatic/Mutual Aid
Central Fire Protection District
1985

	Number of Responses		
	Automatic Aid	Mutual Aid	Total
<u>Provided to ...</u>			
Capitola FPD	9	6	15
Aptos FPD	2	2	4
Santa Cruz FD	9	12	21
C.D.F./Other	0	7	7
TOTAL	<u>20</u>	<u>27</u>	<u>47</u>
<u>Provided by ...</u>			
Capitola FPD	0	3	3
Aptos FPD	5	0	5
Santa Cruz FD	0	1	1
C.D.F.	0	5	5
TOTAL	<u>5</u>	<u>9</u>	<u>14</u>
ALL AA/MA INCIDENTS	<u>25</u>	<u>36</u>	<u>61</u>

VI. FIRE AGENCY PROGRAMS

The paragraphs below briefly describe CFPD involvement in several key areas in fire service operations. These include the following:

- . Fire Prevention -- As noted earlier, responsibility for fire prevention is divided within the Department. The Central Fire Protection District is a fast growing area. Significant developments are occurring or are planned as commercial and multi-family dwellings. Within the Department, fire prevention activities are divided as follows:
 - The Assistant Chief performs most advanced planning, he also performs or supervises major inspections.
 - The Deputy Fire Marshal and Fire Inspector perform most plan checks and fire inspections as well.
 - Engine companies have divided the district into nine inspection areas and perform company inspections most shifts.
 - The District also has a junior fire marshal program aimed at fourth and fifth grade levels which is the responsibility of two Captains.
- . Training -- This is also the responsibility of the Assistant Chief, though the development of the training programs falls heavily on Battalion Chiefs and is performed by Captains.
- . Apparatus Maintenance -- One shift is responsible for maintenance of apparatus.
- . Dispatch -- County Communications handles dispatching services for the Central Fire Protection District; the cost in this fiscal year is approximately \$18,000.

* * * * *

At the conclusion of this profile is a series of appendices providing details pertaining to the following:

- . Salary ranges.
- . Description of fringe benefits.
- . Age and tenure of staff.

APPENDICES

APPENDIX 1

Santa Cruz County LAFCO

SALARY SCALES*
(CENTRAL FIRE PROTECTION DISTRICT)

<u>Position</u>	<u>Annual Salary</u>
Fire Chief	\$42,456
Assistant Fire Chief	\$39,372
Battalion Chief	\$33,756-\$35,424
Deputy Fire Marshal	\$30,060-\$32,916
Captain	\$28,980-\$30,600
Firefighter	\$20,412-\$26,280
Firefighter - Mechanic	\$28,908
Administrative Assistant	\$20,352
Secretary	\$15,972-\$19,392

*Base pay

APPENDIX 3

Santa Cruz County LAFCO

DESCRIPTION OF FRINGE BENEFITS
CENTRAL FIRE PROTECTION DISTRICT

<u>Fringe Benefit</u>	<u>Description</u>												
• Holidays	Seven/eight for Administrative personnel.												
• Sick Leave	Accrued at a rate of 24 hours per month for line employees and two days per month for Administrative employees. Unlimited accrual.												
	<table><tr><th></th><th><u>Line</u></th><th><u>Administrative</u></th></tr><tr><td>• Vacation</td><td>0-4 years -- 12 hrs. per mo.</td><td>6 hrs., 40 min. per mo.</td></tr><tr><td></td><td>5-9 years -- 18 hrs. per mo.</td><td>10 hrs. per mo.</td></tr><tr><td></td><td>10+ years 24 hrs. per mo.</td><td>13 hrs., 20 min. per mo.</td></tr></table>		<u>Line</u>	<u>Administrative</u>	• Vacation	0-4 years -- 12 hrs. per mo.	6 hrs., 40 min. per mo.		5-9 years -- 18 hrs. per mo.	10 hrs. per mo.		10+ years 24 hrs. per mo.	13 hrs., 20 min. per mo.
	<u>Line</u>	<u>Administrative</u>											
• Vacation	0-4 years -- 12 hrs. per mo.	6 hrs., 40 min. per mo.											
	5-9 years -- 18 hrs. per mo.	10 hrs. per mo.											
	10+ years 24 hrs. per mo.	13 hrs., 20 min. per mo.											
• Life and Disability Insurance	District pays premiums with C.S.F.A. Plan II and C.S.F.A. Long-Term Disability Plan, Option I (maximum benefit of \$1,700 per month. Chief, Assistant Chief, Battalion Chiefs covered under County's Executive Life Insurance Plan -- \$50,000 (\$30,000 for Battalion Chiefs)												
• Medical/Dental Insurance	District pays premium for employee and dependents -- Santa Cruz County Employee plan.												
• Overtime	Time and one-half.												
• Clothing/Uniform Allowance	The District pays all uniform expenses.												
• Retirement	2% at 50. District pays employee share, with the exception of the Fire Chief who pays his own.												

APPENDIX 4

Santa Cruz County LAFCO

AGE AND TENURE OF STAFF
(CENTRAL FIRE PROTECTION DISTRICT)

<u>Name</u>	<u>Position</u>	<u>Age</u>	<u>Tenure</u>
H. Rowe	Fire Chief	53 years	13 years
S. Negro	Assistant Chief	34 years	8 years
M. Mitchell	Battalion Chief	47 years	17 years
S. Van Den Heuvel	Battalion Chief	31 years	10 years
A. Arbogast	Captain	36 years	9 years
P. Cunningham	Captain	40 years	18 years
M. Fixter	Captain	39 years	17 years
C. Illidge	Captain	40 years	17 years
L. Negro	Captain	36 years	5 years
J. Orlando	Captain	36 years	9 years
J. Pererra	Captain	40 years	11 years
G. Slay	Captain	40 years	12 years
P. Virsaitis	Captain	40 years	13 years
F. Remick	Deputy Fire Marshal	39 years	1 year
B. Creed	Firefighter	40 years	11 years
J. Guillory	Firefighter	26 years	7 years
J. Hill	Firefighter	41 years	11 years
C. Jackson	Firefighter	45 years	15 years
J. Monday	Firefighter	32 years	4 years
B. Morden	Firefighter	34 years	4 years
J. Pini	Firefighter - Mechanic	37 years	16 years
J. Ritchey	Firefighter	27 years	4 years
G. Rowe	Firefighter	26 years	4 years
P. Sharp	Firefighter	29 years	5 years
R. Travis	Firefighter	44 years	21 years
J. Walls	Firefighter	26 years	7 years
R. Woottey	Firefighter	43 years	14 years
D. Burklo	Temporary Firefighter	26 years	7 years
E. White	Temporary Firefighter	34 years	3 years
K. Pini	Administrative Assistant	33 years	7 years
G. Porter	Secretary - Part-time	41 years	2 years

APPENDIX 5

Santa Cruz County LAFCO

I.S.O. RATING OF THE CENTRAL
FIRE PROTECTION DISTRICT

<u>CATEGORY</u>	<u>GRADING CREDITS</u>	<u>MAXIMUM CREDITS</u>
Receiving and Handling Alarms	8.15%	10%
Fire Department	29.5%	50%
Water Supply	29.26%	40%
Divergence*	-2.83%	-20%
	<u> </u>	<u> </u>
TOTAL	<u>64.08%</u>	<u>100%</u>

CLASS = 4

*Divergence is a reduction in credit to reflect a difference
in the relative credits for Fire Department and Water Supply.

ATTACHMENT C

**PLANNING AND REVENUE ASSUMPTIONS
FOR THE CAPITOLA AND CENTRAL
FIRE PROTECTION DISTRICTS**

**PLANNING AND REVENUE ASSUMPTIONS FOR THE
CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS**

The purpose of this profile is to provide a summary of the results of our analysis of current and estimated future population and property tax revenue in the Capitola and Central Fire Protection Districts. Information and analysis contained in this summary was used to evaluate the feasibility of alternative fire service delivery systems in the region. It was also used in the analysis of boundary issues between the two districts. As a result, discussion focuses on areas of overlap between the City and the fire districts. Sphere of influence and boundary issues between Central F.P.D. and other fire jurisdictions are not be examined here.

I. PLANNING ASSUMPTIONS

A review of development and demographic trends is important in order to assess future fire service demands and tax revenues. The study team has gathered pertinent planning information for the Capitola and Central Fire Protection Districts from the City of Capitola and Santa Cruz County Planning Departments. The sections which follow provide the results of our analysis.

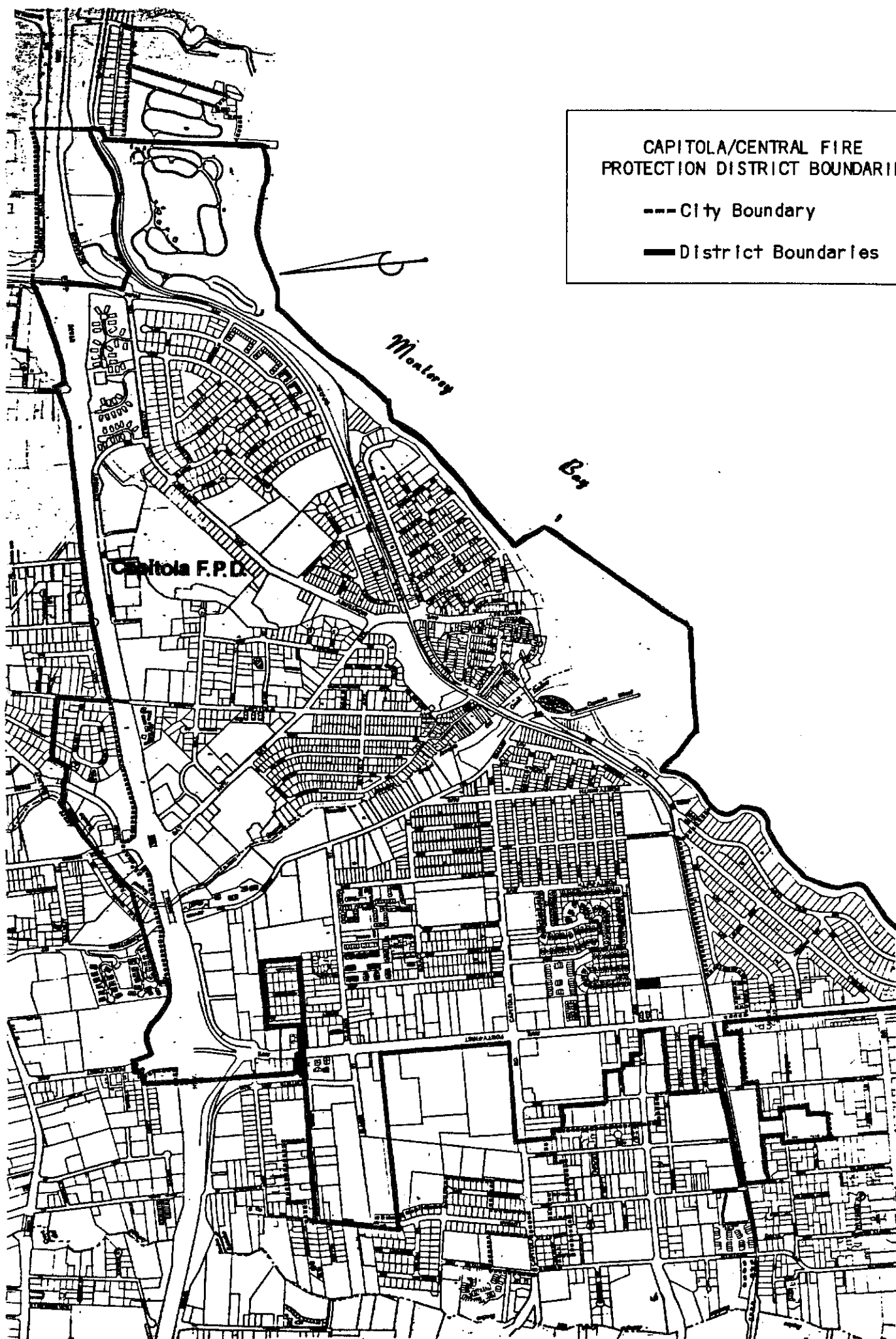
1. BOTH THE CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS CONTAIN CITY OF CAPITOLA AND UNINCORPORATED COUNTY LAND.

Exhibit 1, which follows this page, shows the border area between the two fire districts. While the vast majority of the City of Capitola lies in the Capitola Fire Protection District, small commercial, residential and parkland pockets are served by the Central Fire Protection District. Conversely, some unincorporated pockets adjacent to the City of Capitola are served by the Capitola Fire Protection District as opposed to the Central Fire Protection District.

CAPITOLA/CENTRAL FIRE
PROTECTION DISTRICT BOUNDARIES

--- City Boundary

— District Boundaries



2. DEMOGRAPHIC DATA AND GROWTH PROJECTIONS WERE OBTAINED FROM THE CITY OF CAPITOLA AND SANTA CRUZ COUNTY PLANNING DEPARTMENTS.

Exhibit II, which follows this page, and Exhibit III which follows Exhibit II, show development projections provided by the City of Capitola and the County of Santa Cruz Planning Departments for the two fire protection districts. Exhibit IV, which follows Exhibit III, summarizes the current, projected additional, and total build-out residential development by areas. City/Central F.P.D. and County/Capitola F.P.D. overlap areas are broken-out by specific overlap area. The data for each of these areas was used to evaluate the revenue implications of various alternatives. The information is totaled for each fire protection district. Exhibit V, which follows Exhibit IV, shows commercial/office/industrial development projections in the same manner.

Planning assumptions for the fire protection districts are summarized in the following paragraphs and reference these exhibits.

(1) Capitola Fire Protection District.

Roughly 90% of the Capitola Fire Protection District is in the City of Capitola. Several unincorporated residential areas, adjacent to the city, are served by the District as well. These include the Opal Cliffs area and homes in the area of Wilder Drive, north of Highway 1.

The important planning characteristics regarding the District are:

- . The District covers roughly 2.5 square miles and a current population of 10,800 people.
- . The area is nearly fully developed (built-out). Only 320 additional dwelling units and 100,000 sq. ft. of additional commercial space are projected by planners. At build-out, there will be only 6.3% more residents than currently in the District.

EXHIBIT II

County of Santa Cruz LAFCO

RESIDENTIAL GROWTH PROJECTIONS
FOR THE CENTRAL SANTA CRUZ COUNTY

<u>AREA</u>	<u>Current Dwelling Units</u>	<u>Potential New Units</u>	<u>Total</u>
<u>Unincorporated Areas of Capitola F.P.D.</u>			
Lotman Dr.	4	0	4
Main Street/Wilder Drive	55	10	65
Opal Cliffs	<u>505</u>	<u>34</u>	<u>539</u>
TOTAL	<u>564</u>	<u>44</u>	<u>608</u>
<u>Unincorporated Areas of Central F.P.D.</u>			
Live Oak (excl. Opal Cliffs)	10,231	4,238	14,469
Soquel (excl. Wilder Drive)	3,344	2,316	5,660
Mountain	<u>701</u>	<u>2,088</u>	<u>2,789</u>
TOTAL	<u>14,276</u>	<u>8,642</u>	<u>22,914</u>
TOTAL	<u>14,836</u>	<u>8,686</u>	<u>23,522</u>

Source: Santa Cruz County, Long Range Planning Office

EXHIBIT III

County of Santa Cruz LAFCO

RESIDENTIAL GROWTH PROJECTIONS
FOR THE CITY OF CAPITOLA

<u>LOCATION</u>	<u>CURRENT DWELLING UNITS</u>	<u>POTENTIAL NEW DWELLING UNITS</u>	<u>PLANNING PERIOD</u>
<u>City Areas in Capitola F.P.D.</u>			
Monterey Ave.,	-	25 single family	5 years
El Salto Dr.	-	12 single family	10 years gradual
Depot Hill	-	11 single family	10 years gradual
Village/Fanner	-	9 single family	10 years gradual
Riverview Dr.	-	2 single family	10 years gradual
Sunset Dr.	-	2 single family	10 years gradual
Rosedale Ave.	-	21 multi family	10 years gradual
Wharf Rd.	-	50 multi family	5 years
40th Streets	-	10 single family	10 years gradual
Jewel Box	-	15 single family	5 years gradual
Deane's Lane	-	100 multi family	3 years
Capitola Road	-	19 single family	5 years gradual
TOTAL	<u>4,516</u>	<u>276</u>	
<u>City Areas in Central F.P.D.</u>			
West Capitola Rd. (Capitola Mall Area)	-	10 single family	10 years gradual
38th Ave. (38th & Brommer Area)	-	65 Multi family	10 years
Deane's Lane	-	19 single family	3 years
TOTAL	<u>234</u>	<u>94</u>	
TOTAL CITY	<u>4,750</u>	<u>370</u>	

Source: City of Capitola Planning Department

EXHIBIT IV

County of Santa Cruz LAFCO

RESIDENTIAL PLANNING ASSUMPTIONS

AREA	1986		BUILDOUT INCREMENT		BUILDOUT RESULT	
	DWELLING UNITS	POPULATION	DWELLING UNITS	POPULATION	DWELLING UNITS	POPULATION
I. City of Capitola/ Capitola F.P.D.	<u>4,516</u>	<u>9,657</u>	<u>276</u>	<u>590</u>	<u>4,792</u>	<u>10,247</u>
II. County/Capitola F.P.D.						
1. Lotman Dr.	4	9	0	0	4	9
2. Wilder Drive	55	118	10(SF)	21	65	139
3. Opal Cliffs	<u>505</u>	<u>1,080</u>	<u>34(SF)</u>	<u>73</u>	<u>-</u>	<u>-</u>
Total County/ Capitola F.P.D.	<u>564</u>	<u>1,207</u>	<u>44</u>	<u>94</u>	<u>608</u>	<u>1,301</u>
TOTAL Capitola F.P.D.	<u>5,080</u>	<u>10,864</u>	<u>320</u>	<u>684</u>	<u>5,371</u>	<u>11,548</u> (6.3% increase)
III. County/Central F.P.D.	<u>14,272</u>	<u>30,519</u>	<u>8,642</u>	<u>18,480</u>	<u>22,914</u>	<u>48,999</u>
IV. City of Capitola/ Central F.P.D.						
1. Capitola Mall	-	-	10(SF)	21	-	-
2. 38th & Brommer	-	-	65(MF)	139	-	-
3. Derby & Trotter	-	-	0	0	-	-
4. Deane's Lane	<u>-</u>	<u>-</u>	<u>19(SF)</u>			
Total Capitola City/Central F.P.D.	<u>234</u>	<u>500</u>	<u>94</u>	<u>200</u>	<u>328</u>	<u>700</u>
TOTAL Central F.P.D.	<u>14,506</u>	<u>31,019</u>	<u>8,736</u>	<u>18,680</u>	<u>23,242</u>	<u>49,699</u> (60% increase)

EXHIBIT V

County of Santa Cruz LAFCO

COMMERCIAL/OFFICE/LIGHT INDUSTRIAL
DEVELOPMENT PROJECTIONS

<u>AREA</u>	<u>LAND USE</u>	<u>ACRES</u>	<u>BUILDING SQUARE FEET</u>
I. City of Capitola F.P.D.	Commercial	6	100,000
II. County/ Capitola F.P.D.	-	-	-
TOTAL CAPITOLA F.P.D.	<u>Commercial</u>	<u>6</u>	<u>100,000</u>
III. County/ Capitola F.P.D.			
Live Oak Area	Commercial	40	692,000
	Light Industrial	20	432,500
Soquel/Moun- tain Area	Commercial	6	104,000
	Light Industrial	22	380,600
IV. Capitola City/Central F.P.D.	<u>Commercial</u>	<u>14</u>	<u>250,000</u>
TOTAL CENTRAL F.P.D.	Commercial	60	1,046,000
	Light Industrial	<u>42</u>	<u>813,100</u>

Sources: City of Capitola Planning Department
County of Santa Cruz, Transportation Planning Office

- . The area may be described as coastal residential. The housing is dominated by detached single family residences.
- . The area has a neighborhood and beach-oriented commercial sector. Relatively dense pockets of restaurants and small businesses are located:
 - Downtown, at the mouth of the Soquel River and along Capitola Avenue;
 - Along Capitola Road; and
 - North of Opal Cliffs along 41st Avenue (but not including the Capitola Mall).
- . There is virtually no heavy industrial or manufacturing presence in the District.
- . Mobile home parks and rest homes, with predominately elderly residents, are located:
 - North of the Opal Cliffs area along Jade Street and Forty-Seventh Avenue;
 - Off of Monterey Avenue;
 - At Clares Street and Wharf Road.

(2) Central Fire Protection District

The Central Fire Protection District is the recent result of the consolidation of two fire protection districts: Soquel and Live Oak Fire Protection Districts. The District includes the unincorporated communities of Soquel and Live Oak, portions of the City of Capitola including the Capitola Mall and mountainous areas north of Soquel. 95% of the District is unincorporated. Important planning characteristics regarding the Central Fire Protection District are:

- . The District covers roughly 21 square miles and has a current population of 31,000 people.
- . The residential population of the District is expected to increase an additional 60% over the next 20 years.
- . The area is characterized by a wide diversity of development including:

- Dense development in the Live Oak and central Soquel areas contrasted with sparse development north of these areas.
- Relatively flat terrain in coastal locations contrasted with hilly and mountainous terrain inland.
- Commercial-residential mix in Live Oak and Soquel versus virtually no commercial presence in the less developed mountainous areas.
- A mix of single family, multi-family and mobile home development in the more developed areas.

II. CALCULATION OF CURRENT PROPERTY TAX AND SPECIAL DISTRICT AUGMENTATION FUND REVENUE BY AREA.

The analysis of alternative fire delivery service options must consider the implications of each alternative with regard to revenue. This point is underlined by the fact that 98% of the revenues of both Central and Capitola Fire Districts come from property taxes and special district augmentation funds, sources directly tied to the geographic boundaries of a public agency. This section discusses the computation of revenues from property taxes and Special District Augmentation Funds for both the Capitola and Central Fire Protection Districts.

1. PROPERTY TAX REVENUES ARE THE PRODUCT OF ASSESSED VALUATION AND TAX RATE.

Exhibit VI, which follows this page, builds-up and shows current property tax revenues and special district augmentation funds for fire services in the Central and Capitola Fire Districts. Current tax revenue is broken out for each of these overlap areas in Exhibit VI. This information is critical for the analysis of alternatives to fire current service organization and spheres of influence.

A Tax Rate Area is a specific land area throughout which public services are provided by the same combination of public agencies. The

EXHIBIT VI
County of Santa Cruz LAFCO
CURRENT PROPERTY TAX REVENUE

AREA	ASSESSED VALUATION	% REVENUE TO FIRE	\$ REVENUE TO FIRE	SP DIST. AUGM FUND	TOTAL
I. City of Capitola/ Capitola F.P.D.	\$311,472,115.00		\$ 220,910.00	\$220,358.97	\$ 441,288.97
	<u>311,472,115.00</u>		<u>\$ 220,910.00</u>	<u>\$220,358.97</u>	<u>\$ 441,288.97</u>
II. County/Capitola F.P.D.					
1. Lottman Dr. 82014	\$ 283,783.00	.17430607	\$ 494.65	\$ 493.42	\$ 988.07
	<u>\$ 283,783.00</u>		<u>\$ 494.65</u>	<u>\$ 493.42</u>	<u>\$ 988.07</u>
2. Wilder					
96005	\$ 195,405.00	.17932955	\$ 350.42	\$ 349.55	\$ 699.97
96014	\$ 4,450.00	.17932955	\$ 7.98	\$ 7.96	\$ 15.94
96063	\$ 11,972,454.00	.17932955	\$ 21,470.15	\$ 21,416.60	\$ 42,886.75
	<u>\$ 12,172,309.00</u>		<u>\$ 21,828.55</u>	<u>\$ 21,774.10</u>	<u>\$ 43,602.65</u>
3. Opal Cliffs					
96034	\$ 2,060.00	.18146051	\$ 3.74	\$ 3.73	\$ 7.47
96035	\$ 32,809,537.00	.17874725	\$ 58,646.15	\$ 58,499.87	\$ 117,146.02
	<u>\$ 32,811,597.00</u>		<u>\$ 58,649.88</u>	<u>\$ 58,503.59</u>	<u>\$ 117,153.57</u>
Total County/ Capitola F.P.D.	\$ 45,267,689.00		\$ 80,973.08	\$ 80,771.11	\$ 161,744.19
TOTAL CAPITOLA F.P.D.	<u>\$356,739,804.00</u>		<u>\$ 301,883.08</u>	<u>\$301,130.08</u>	<u>\$ 603,013.16</u>
III. County/Central F.P.D.	\$960,993,174.00		\$1,072,185.15	\$669,242.81	\$1,741,427.96
	<u>\$960,993,174.00</u>		<u>\$1,072,185.15</u>	<u>\$669,242.81</u>	<u>\$1,741,427.96</u>
IV. Capitola City/ Central F.P.D.					
1. Capitola Mall					
3001	\$ 1,301,519.00	.19898777	\$ 2,589.86	\$ 1,616.55	\$ 4,206.41
3002	\$ 2,573,453.00	.19898777	\$ 5,120.86	\$ 3,196.37	\$ 8,317.23
3025(1)	\$ 13,789,574.00	.19898777	\$ 27,439.57	\$ 17,127.39	\$ 44,566.96
3033	\$ 19,947,876.00	.19898777	\$ 39,693.83	\$ 24,776.33	\$ 64,470.16
3043	\$ 30,430.00	.19898777	\$ 60.55	\$ 37.79	\$ 98.34
3053	\$ 48,190.00	.29899837	\$ 144.09	\$ 89.94	\$ 234.03
3054	\$ 124,988.00	.29899837	\$ 373.71	\$ 233.26	\$ 606.97
3055	\$ 2,210.00	.29899837	\$ 6.61	\$ 4.13	\$ 10.74
3057	\$ 4,880.00	.29971969	\$ 14.63	\$ 9.13	\$ 23.76
	<u>\$ 37,823,120.00</u>		<u>\$ 75,443.71</u>	<u>\$ 47,090.90</u>	<u>\$ 122,534.61</u>
2. 38th & Brommer					
3003	\$ 598,310.00	.20395488	\$ 1,220.28	\$ 761.68	\$ 1,981.96
3013	\$ 5,960.00	.20395488	\$ 12.16	\$ 7.59	\$ 19.75
3025(2)	\$ 208,583.00	.19898777	\$ 415.05	\$ 259.07	\$ 674.12
3056	\$ 329,670.00	.27431395	\$ 904.33	\$ 564.47	\$ 1,468.80
	<u>\$ 1,142,523.00</u>		<u>\$ 2,551.82</u>	<u>\$ 1,592.81</u>	<u>\$ 4,144.63</u>
3. Derby & Trotter					
3019	\$ 2,248,203.00	.11796346	\$ 2,652.06	\$ 1,655.38	\$ 4,307.44
3029	\$ 1,273,992.00	.11796346	\$ 1,502.85	\$ 938.06	\$ 2,440.91
	<u>\$ 3,522,195.00</u>		<u>\$ 4,154.90</u>	<u>\$ 2,593.43</u>	<u>\$ 6,748.33</u>
4. Deane's Lane					
3058	\$ 7,220.00	.30224745	\$ 21.82	\$ 13.62	\$ 34.44
3059	\$ 638,349.00	.30224745	\$ 1,929.39	\$ 1,204.30	\$ 3,133.69
	<u>\$ 645,569.00</u>		<u>\$ 1,951.22</u>	<u>\$ 1,217.92</u>	<u>\$ 3,169.14</u>
Total Capitola City/Central F.P.D.	\$ 43,133,407.00		\$ 84,101.65	\$ 52,495.06	\$ 136,596.71
TOTAL CENTRAL F.P.D.	<u>\$1,004,126,581.00</u>		<u>\$1,156,286.80</u>	<u>\$721,737.88</u>	<u>\$1,878,024.68</u>

proportion of revenue allocated to fire services varies from one tax rate area to another depending on the particular combination of agencies serving the area. Property taxes for fire services were calculated for each tax rate area by multiplying the current assessed valuation of the area by the percent allocated to fire services for each tax rate area.

2. SPECIAL DISTRICT AUGMENTATION FUNDS ARE CURRENTLY A SIZABLE SOURCE OF REVENUE TO THE CAPITOLA AND CENTRAL FIRE DISTRICTS.

Special District Augmentation Funds are received by special districts, including the Capitola and Central Fire Districts. Originally a state subvention, these funds are now completely collected and distributed by counties. The amount of Special District Augmentation Funds received by a district is generally dependent upon the amount of funds available to the County for distribution and the amount of property tax revenue for a particular agency.

Property tax and Special District Augmentation Funds received in 1985-1986 by the Capitola and Central Fire Protection Districts are shown in Table 1 below.

Table 1

1985-1986 Property Tax and Special District Augmentation Funds

<u>Agency</u>	<u>Property Taxes</u>	<u>SDAF</u>	<u>TOTAL</u>	<u>% SDAF</u>
Capitola F.P.D.	\$ 301,883	\$301,130	\$ 603,013	49.9%
Central F.P.D.	\$1,156,287	\$721,738	\$1,878,025	38.5%

* Subject to Board of Supervisors' approval, assumes 100% transfer.

Exhibit VI shows revenues from Special District Augmentation Funds (SDAF) by area. These figures represent the estimated current amount of SDAF that would transfer to another fire agency should responsibility for fire services be transferred.

III. ESTIMATION OF BUILD-OUT PROPERTY TAX AND SPECIAL DISTRICT AUGMENTATION FUND REVENUE BY SUBJECT AREA.

Revenue at build-out (20 years) from property taxes and Special District Augmentation Funds was estimated by the study team as follows:

- . Property tax revenues from new development were estimated based on planning data and current values.
- . Special District Augmentation fund revenues were estimated by projecting the trend of the County fund and its impact on the Districts.
- . Current and projected additional assessed valuations were totalled and multiplied by the tax rates of specific local areas to compute the estimated property tax revenue at build-out.
- . SDAF at build-out was estimated and added to the property tax revenue estimates.
- . Assessed value and revenue figures are in current dollars and do not include changes resulting from property turnover and resulting reassessment.
- . Property taxes do not include the annual "inflation" allowed by Proposition 13 for properties which maintain the same ownership.
- . Tax rates are assumed to be constant over the study period.

The sections which follow provide the results of this analytical process.

1. SUBSTANTIAL ADDITIONAL PROPERTY TAX REVENUES FROM NEW DEVELOPMENT IN THE CENTRAL F.P.D. ARE ANTICIPATED OVER THE NEXT 20 YEARS.

Exhibit VII, which follows this page, lists projected new development by area. The assessed valuation of this new development is then estimated based on current selling prices and values in the Capitola/Live Oak/Soquel area. These values are in current dollars without regard to date of construction.

Due to the potential quantity of new development in the Central Fire Protection District, the total assessed property value is likely to increase substantially. In contrast, the minimal growth likely in the Capitola Fire Protection District will result in little appreciable increase in total assessed property value.

EXHIBIT VII

County of Santa Cruz LAFCO

ESTIMATED ASSESSED VALUE
OF NEW DEVELOPMENT

AREA/CURRENT AGENCIES	NEW DEVELOPMENT VOLUME DWELLING UNITS/SQ.FT./ACRES	UNIT VALUE	ASSESSED VALUE
I. City of Capitola/ Capitola F.P.D.	100,000 Sq.Ft. Retail 5 Acres Retail 96 Single Family Residences 180 Multi Family Residences	\$63/sq. ft. \$150,000/Acre \$220,000/Unit \$125,000/Unit	\$ 6,300,000 \$ 750,000 \$ 21,120,000 \$ 22,500,000
Total Capitola City/Capitola F.P.D.			<u>\$ 50,670,000</u>
II. County/Capitola F.P.D.			
1. Lotman Dr.	0		0
2. Wilder Drive	10 Single Family Residences	\$220,000/Unit	<u>\$ 2,200,000</u>
3. Opal Cliffs	34 Single Family Residences	\$220,000/Unit	<u>\$ 7,480,000</u>
Total County/ Capitola F.P.D.			<u>\$ 9,680,000</u>
III. County/Central F.P.D.	8,642 Dwelling Units 796,000 Sq. Ft. Retail 46 Acres Retail 813,000 Sq. Ft. Indust. 42 Acres Industrial	\$220,000/Unit \$63/Sq.Ft. \$150,000/Acre \$55/Sq.Ft. \$150,000/Acre	\$1,728,400,000 50,148,000 6,900,000 44,715,000 \$ 6,300,000
Total County/ Central F.P.D.			<u>\$1,836,463,000</u>
IV. City of Capitola/ Central F.P.D.			
1. Capitola Mall	250,000 Sq.Ft. Retail 14 Acres Retail 10 Single Family Residences	\$63/Sq.Ft. \$150,000/Acre \$220,000/Unit	\$ 15,750,000 2,100,000 2,200,000
			<u>\$ 19,487,500</u>
2. 38th & Brommer	65 Multi Family Residences	\$125,000/Unit	<u>\$ 8,125,000</u>
3. Derby & Trotter	0		<u>0</u>
4. Deane's Lane	19 Single Family Residences	\$220,000/Unit	<u>\$ 4,180,000</u>
Total Capitola/City Central F.P.D.			<u>\$ 31,792,500</u>

2. SPECIAL DISTRICT AUGMENTATION FUNDS CONTINUE TO DECLINE

Once a greater source of revenue to the fire protection districts in Santa Cruz County than property taxes, the proportion of Special District Augmentation funds (SDAF) has fallen over the last 5 years while remaining relatively constant in dollar terms. Exhibit VIII which follows this page, shows the recent and projected SDAF revenues as a percentage of property tax revenues (not including SDAF) for the Capitola and Central Fire Districts. Based on these projections, SDAF in 20 years may be only 10% of the amount received in property taxations for Capitola F.P.D. and 6% for Central F.P.D.

3. PROPERTY TAX REVENUE AT BUILD-OUT IS THE SUM OF CURRENT ASSESSED VALUATION AND NEW DEVELOPMENT ASSESSED VALUATION TIMES THE TAX RATE.

Exhibit IX, which follows Exhibit VIII shows projected property tax revenue at build-out by area. This was computed by totalling the current assessed valuation and that of potential development, and multiplying times the tax rate allocation to fire services for each tax rate area. These figures are in current dollars (i.e., no inflation) and do not consider assessed valuation or property tax changes from property turnover. It may be assumed that the effects of these factors will be virtually identical for all areas in the study area.

Projected SDAF for both districts was estimated and added to the property tax revenue estimates resulting in projected total property and SDAF revenues accruing from each area within the districts at build-out.

* * * * *

Exhibit VIII

County of Santa Cruz LAFCO

PROJECTED TRENDS IN SDAF
FUNDS TO CAPITOLA AND CENTRAL
FIRE PROTECTION DISTRICTS

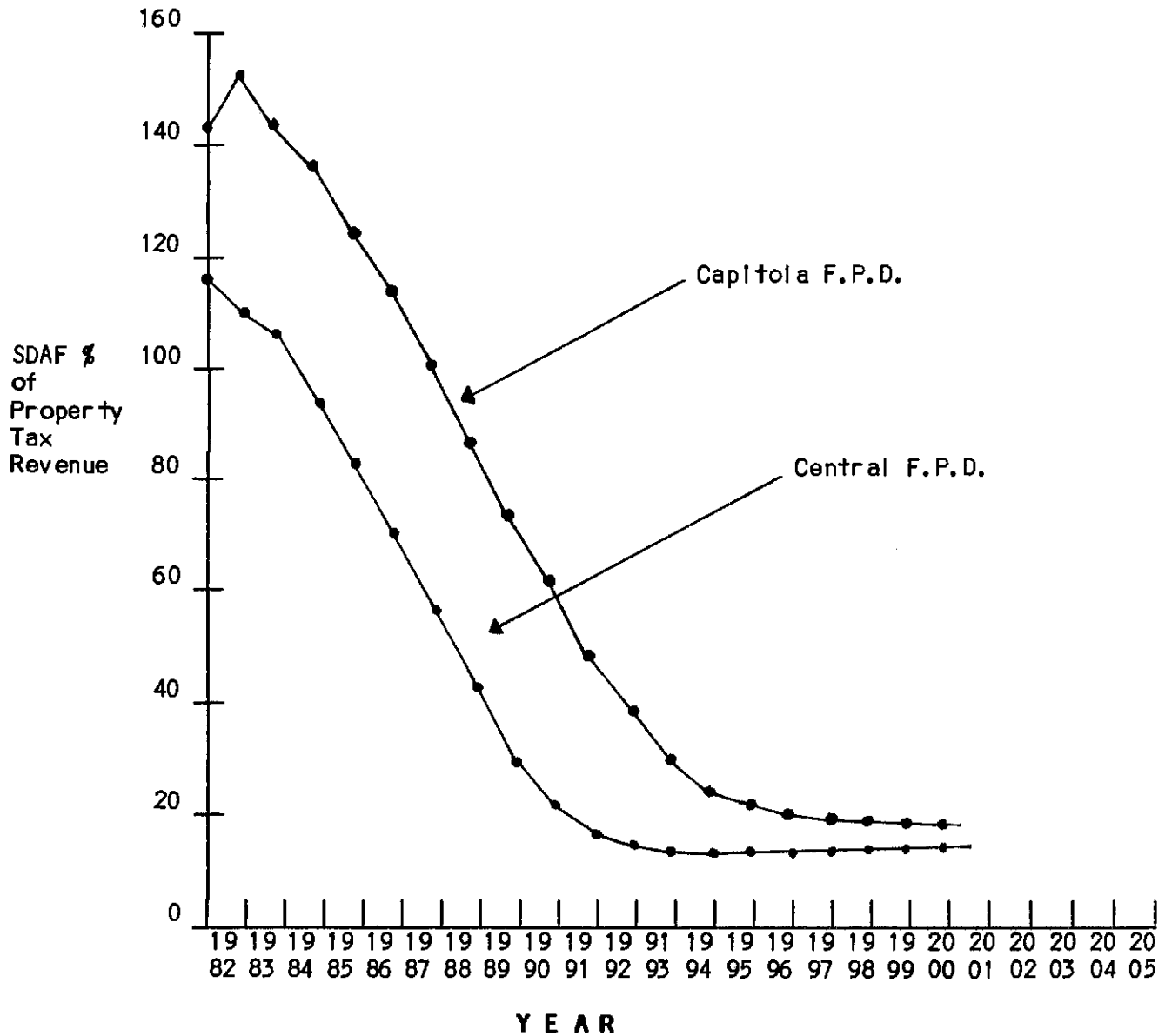


EXHIBIT IX

County of Santa Cruz LAPCO

BUILDOUT PROPERTY TAX REVENUE

	CURRENT AV	NEW DEVPT AV	TOTAL BUILDOUT AV	PROPERTY TAX FROM EXIST- ING DEVPT	PROPERTY TAX FROM NEW DEVPT	SDAF AT BUILDOUT	TOTAL REVENUE AT BUILDOUT
I. Capitola City/Capitola FPD	\$ 311,472,115	\$ 50,670,000	\$ 362,142,115	\$ 401,573	\$ 65,328	\$ 39,716	\$ 506,617
II. County/Capitola FPD							
1. Lotman Dr.	\$ 283,783	\$ 0	\$ 283,783	\$ 899	\$ 0	\$ 89	\$ 988
2. Wilder Drive	\$ 12,172,309	\$ 2,200,000	\$ 14,372,309	\$ 39,679	\$ 7,171	\$ 3,924	\$ 50,774
3. Opal Cliffs	\$ 32,811,597	\$ 7,480,000	\$ 40,291,597	\$ 106,609	\$ 24,304	\$ 10,544	\$ 141,457
Total Capitola City/Capitola FPD	\$ 45,267,689	\$ 9,680,000	\$ 54,947,689	\$ 147,187	\$ 31,474	\$ 14,557	\$ 193,218
TOTAL CAPITOLA FPD	\$ 356,739,804	\$ 60,350,000	\$ 417,089,804	\$ 548,760	\$ 96,802	\$ 54,273	\$ 699,835
III. County/Central FPD	\$ 960,993,174	\$ 1,836,463,000	\$ 2,797,456,174	\$ 1,642,863	\$ 3,139,520	\$ 98,565	\$ 4,880,948
IV. Capitola City/Central FPD							
1. Capitola Mall	\$ 37,823,120	\$ 19,487,500	\$ 57,310,620	\$ 115,600	\$ 59,560	\$ 6,935	\$ 182,095
2. 38th & Brommer	\$ 1,142,523	\$ 8,125,000	\$ 9,267,523	\$ 3,910	\$ 27,809	\$ 235	\$ 31,954
3. Derby & Trotter	\$ 3,522,195	\$ 0	\$ 2,248,203	\$ 6,366	\$ 0	\$ 382	\$ 6,748
4. Deane's Lane	\$ 645,569	\$ 4,180,000	\$ 4,825,569	\$ 2,990	\$ 19,358	\$ 179	\$ 22,527
Total Capitola City/Central FPD	\$ 43,133,407	\$ 31,792,500	\$ 73,651,915	\$ 128,866	\$ 94,983	\$ 7,731	\$ 231,580
TOTAL CENTRAL FPD	\$ 1,004,126,581	\$ 1,868,255,500	\$ 2,871,108,089	\$ 1,771,728	\$ 3,234,504	\$ 106,296	\$ 5,112,529

ATTACHMENT D
CALLS FOR SERVICES PROJECTIONS

CALLS FOR SERVICES PROJECTIONS

1. Methodology for Projecting Calls for Services

- . Break-down current calls for services by station response area.
- . Break-down current population by station response area.
- . Develop ratio of current calls for service on a per capita basis.
- . Break-down projected population by station response area.
- . Based on the assumption that growth, while potentially significant in Central Fire Protection District, will not radically shift fire service rate of demand, project calls for each station response area utilizing current per capita relationship.

2. Conclusions

- . Calls for service growth in Capitola Fire Protection District will be small given the already largely built-out nature of the community. Average daily call volumes will remain at about three per day.
- . Calls for service growth in Central Fire Protection District, while significant, should not greatly exceed the capacity of a three-engine company system to handle.
 - Station #1's response area should not generate more calls than one engine company can handle without great risk of concurrent calls.
 - Stations #2 (Thurber Lane) and #3 (Soquel Drive) projected CFS may double, but expected frequencies will be between two and three calls per day.
 - Overall, Central Fire Protection District could generate approximately 10 calls per day - up from six per day, at present. If projected levels of development indeed occur (a fact not altogether certain), at most the addition of an engine company may ultimately be required. For service level considerations, this new engine company (two or perhaps three-man) could be placed in the hills.
- . For a total service area of this current and projected population size, calls for service rates are not comparatively high. Development in the districts, and the region as a whole, should not change this relationship.

CURRENT AND PROJECTED CALLS FOR
SERVICE BY STATION RESPONSE AREA

<u>Station Response Area</u>	<u>Current Population</u>	<u>Current CFS</u>	<u>CFS Per Day</u>	<u>Current CFS Per 1,000 Pop.</u>	<u>Projected Population</u>	<u>Projected CFS</u>	<u>CFS Per Day</u>	<u>+ / (-) Percent</u>
<u>Central F.P.D.</u>								
Station #1 (17th Avenue)	19,801	1,134	3.1	57.27	29,561	1,693	4.6	
Station #2 (Thurber Lane)	2,979	340	0.9	114.13	5,866	669	1.8	
Station #3 (Soquel Drive)	<u>8,239</u>	<u>647</u>	<u>1.8</u>	78.53	<u>14,272</u>	<u>1,121</u>	<u>3.1</u>	
Sub-Total	<u>31,019</u>	<u>2,118</u>	<u>5.8</u>		<u>49,699</u>	<u>3,483</u>	<u>9.5</u>	<u>+64.4%</u>
<u>Capitola F.P.D.</u>	<u>10,150</u>	<u>1,080</u>	<u>3.0</u>	106.4	<u>11,000</u>	<u>1,170</u>	<u>3.2</u>	<u>+8.3%</u>
TOTAL	<u>41,169</u>	<u>3,198</u>	<u>8.8</u>		<u>60,699</u>	<u>4,653</u>	<u>12.8</u>	<u>+45.5%</u>

APPENDIX C

**1992 Mid-County
Consolidation Feasibility
Study**

**THE
MID COUNTY CONSOLIDATION
FEASIBILITY STUDY**

December 8, 1992

CONDUCTED BY:

**APTOS/LA SELVA FIRE PROTECTION DISTRICT
BRANCIFORTE FIRE PROTECTION DISTRICT
CENTRAL FIRE PROTECTION DISTRICT
SCOTTS VALLEY FIRE PROTECTION DISTRICT**

MID COUNTY CONSOLIDATION STUDY

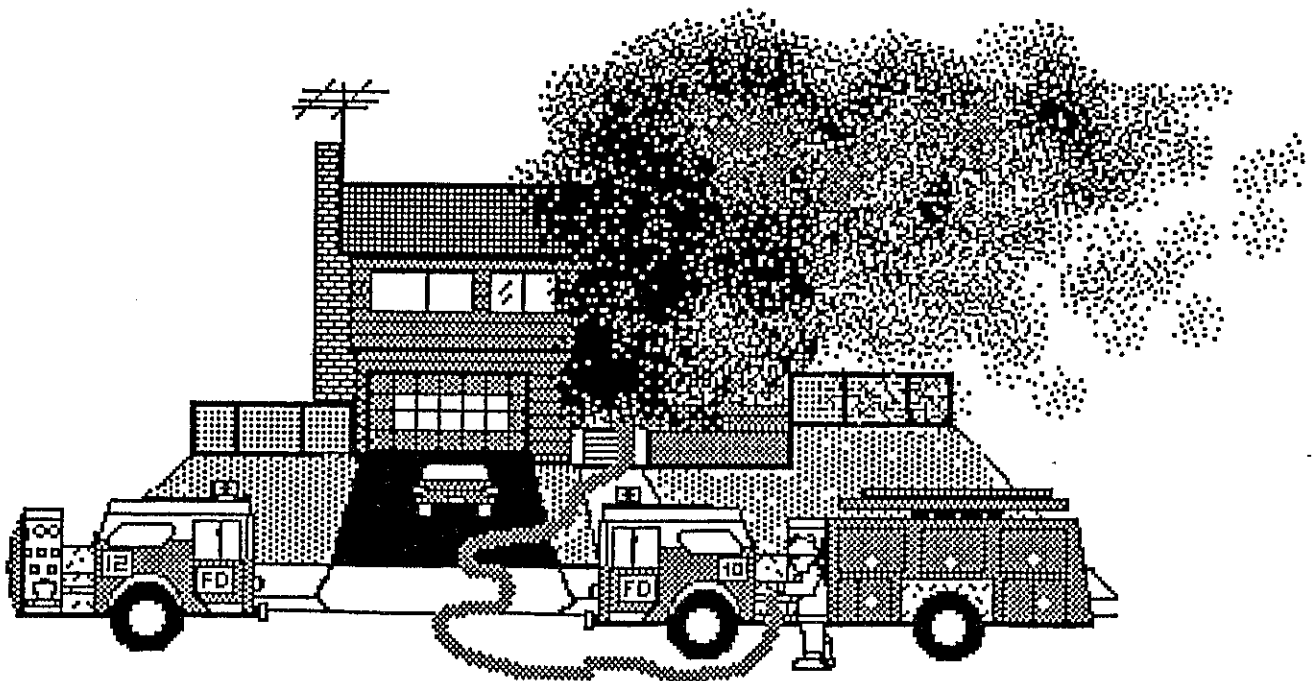
Preface

The Unified Command of Chief Chuck Mornard, Chief Bruce Scott, Chief Robert Stoops and Chief Marc Tranchina (Fire Chiefs of Aptos/La Selva, Scotts Valley, Branciforte, and Central Fire Protection Districts respectively) would like to take this opportunity to thank all the individual people who were involved in the completion of this preliminary consolidation study.

They all are to be highly commended for their contributions and professional attitudes during the course of this project. There were lively discussions from time to time, but always in a respectful and constructive manner.

The report represents hundreds of hours of research and computation of information. Almost all information had to be hand tabulated. One of the difficulties encountered was in translating information from each agency into a common format.

Regardless of the outcome of the overall study, this process has proven that Fire Service personnel are dedicated employees who continue to work closely together in the pursuit of a common goal.



MID-COUNTY CONSOLIDATION STUDY

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INTRODUCTION

The Fire Chiefs and the Boards of Directors of the Aptos/La Selva, Branciforte, Central and Scotts Valley Fire Districts believe that there is an underlying movement by legislators for mass consolidation of Special Districts across the State of California. At one time during 1992/93 State budget negotiations, Senate Bill (SB) 844 empowered LAFCO with the ability to initiate consolidation. All levels of government (including districts) are facing one of the most difficult and challenging financial crises since the inception of Special Districts.

The Districts elected to be proactive by analyzing consolidation. Whether motivated by survival or desire to promote efficiency, "We would rather be part of the planning process instead of victims".¹ Since the Districts are similar demographically and operationally, it is believed that consolidation would be a major target of LAFCO regardless who initiated the process.

The Chiefs of the Districts feel that such a merger has the potential of being feasible economically as well as logistically. "This is an excellent opportunity for the various Districts' Boards and Staffs to interact regarding the topic of consolidation. Consolidation of Special Districts appears to be a high priority of the Governor and State Legislators as well as the County Government(s)." ²

The Districts are concerned that the potential exists for LAFCO to be in the position to dictate how and when consolidation will occur with minimal input from the affected agencies. SB 844 would have given LAFCO the power to do so at any time deemed appropriate. In fact, some legislation in the near future may do just that.

By taking a proactive approach, the Districts have a greater potential of maintaining or improving service levels and continuing to deliver the programs that local district officials have established as being appropriate. We believe that the Boards would not wish to see property tax revenues shifted from the Districts to other governmental programs as a result of inaction.

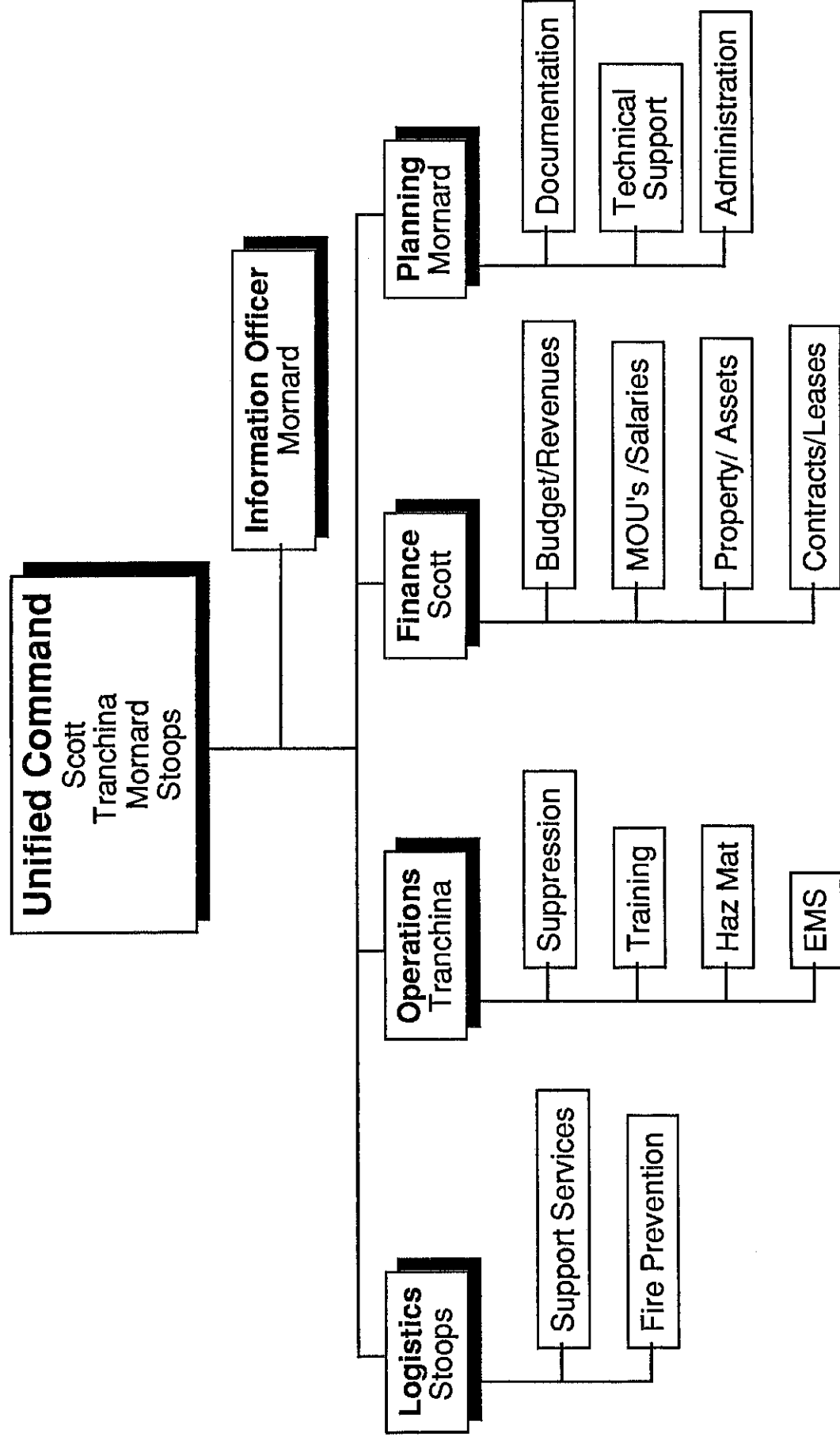
Steps of Consolidation Process:

- Agreement of the Boards of Directors of the Districts to first, initiate discussion regarding potential consolidation and secondly, initiate a motion to prepare a preliminary feasibility study.
- Team selection - Boards decided not to use outside consultants because of limited resources. Personnel of districts were asked to participate and concentrate on their areas of expertise.
- Compile and correlate data for initial draft of feasibility study.
- Presentation of feasibility study to Districts' Boards of Directors.
- Chuck Mornard, Aptos/La Selva FPD, designated Mid County Study spokesperson.

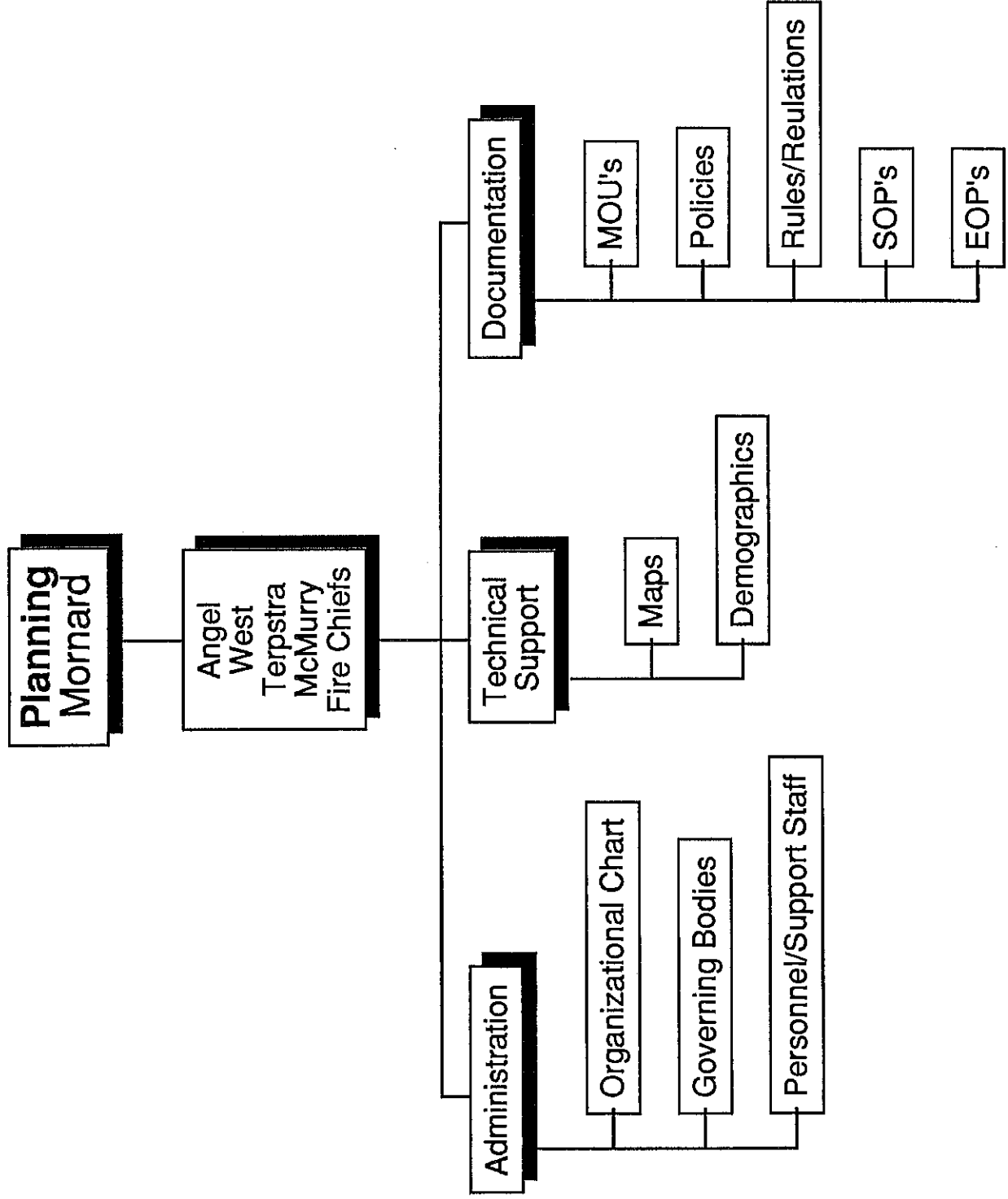
¹ & ² Multi-agency memo dated 8/20/92.

Mid County Fire Study

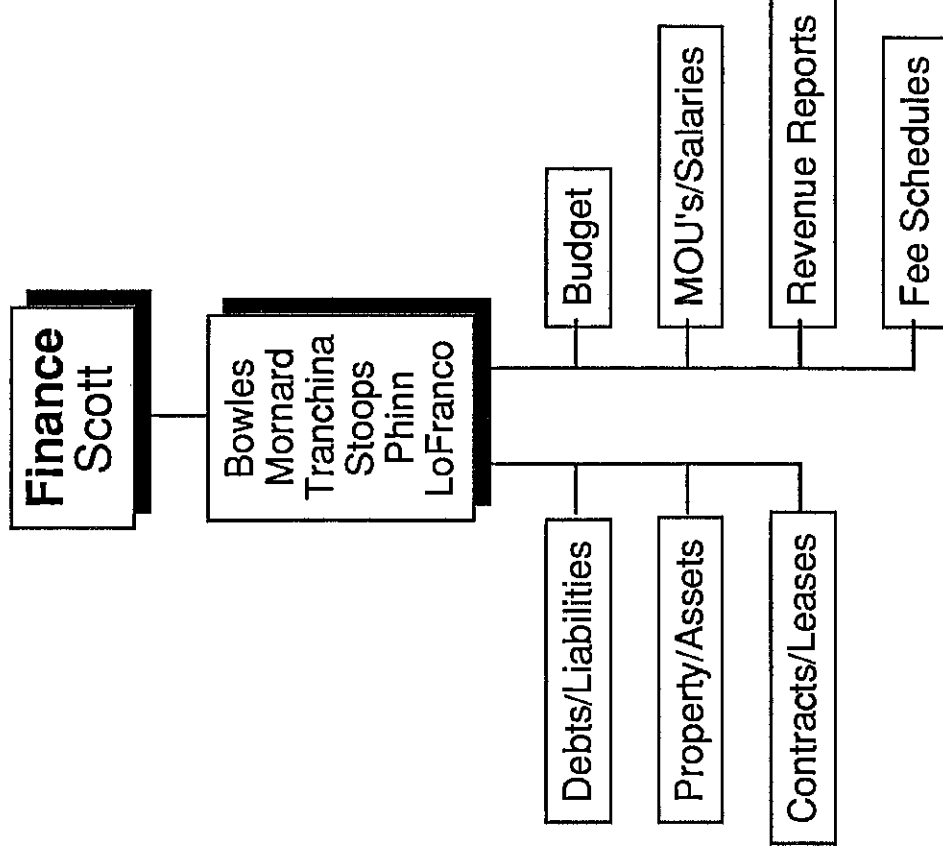
Study Command Chart



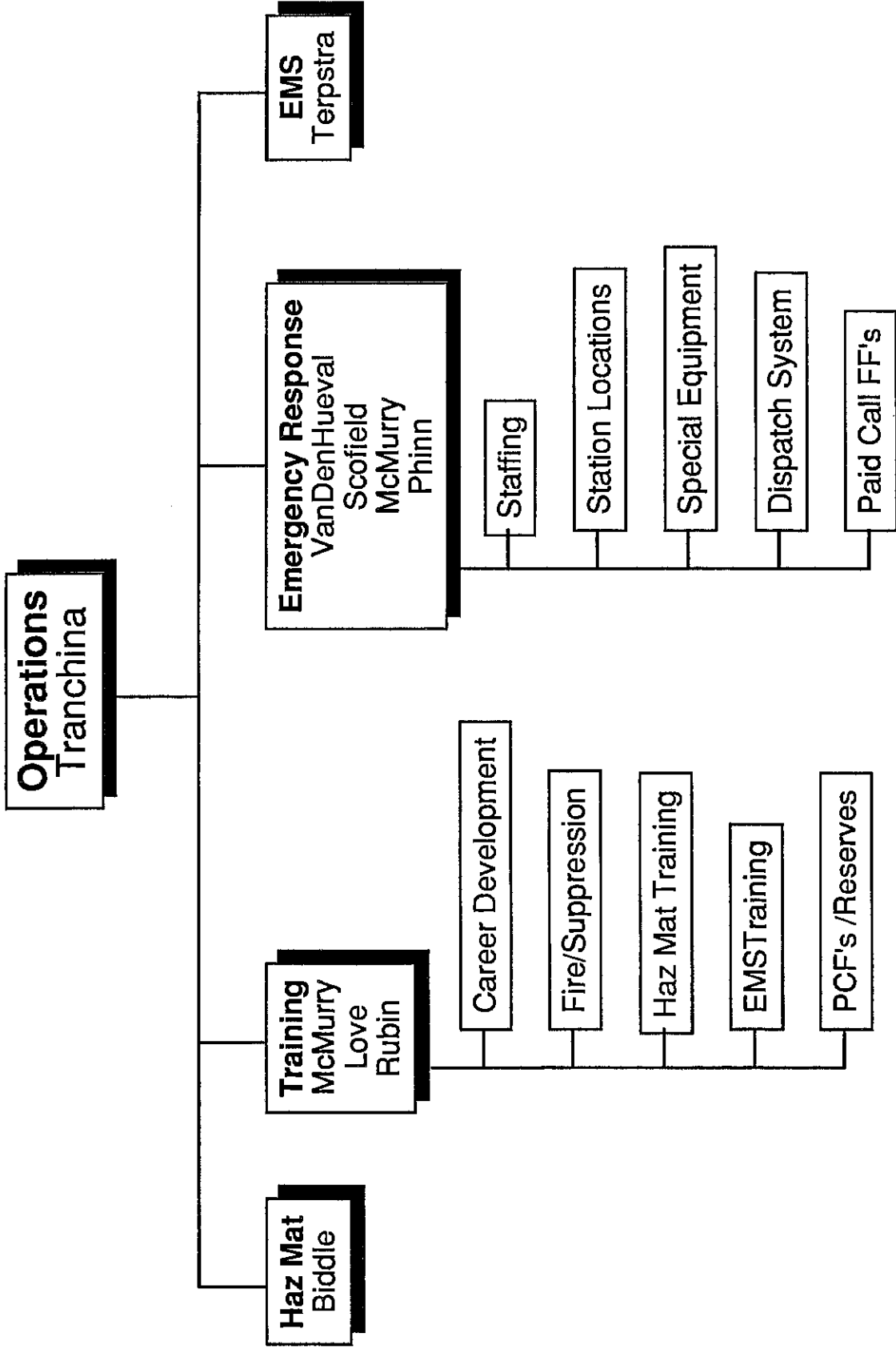
Plans Section



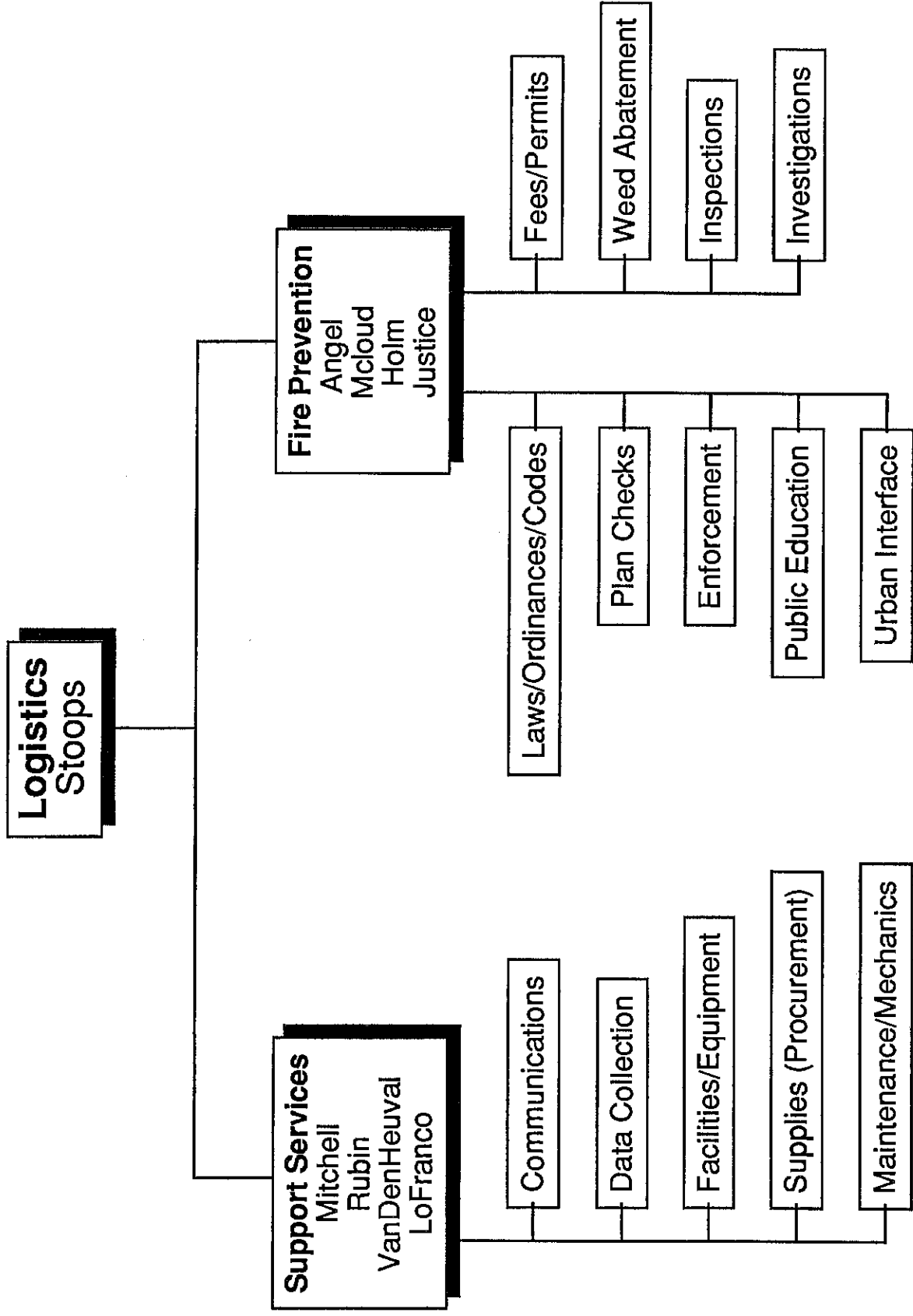
Finance Section



Operations Section



Logistics Section



DEMOGRAPHICS

APTOS/LA SELVA FIRE DISTRICT						
ADMIN. PERSONNEL (40-HOUR)		LINE PERSONNEL	SUPPORT STAFF	FIRE PREVENTION BUREAU		TOTAL
1	CHIEF	3	BATT. CHIEFS	1	ADMIN. SECRETARY	1
1	DEPUTY CHIEF (OPS.)	9	CAPTAINS	1	SECRETARY	1
		9	FF/PARAMEDICS	1	MECHANIC	
		12	FIREFIGHTERS			
2		33	SHIFT PERSONNEL	3		2
POPULATION		3 STATIONS		30,000 PEOPLE		
SQUARE MILES		12 SQ. MILES		1,574 CALLS PER YR.		
				CAREER EMPLOYEES		40
				PAID CALL		0
BRACIFORTE FIRE DISTRICT						
ADMIN. PERSONNEL		LINE PERSONNEL	SUPPORT STAFF	FIRE PREVENTION BUREAU		TOTAL
1	CHIEF (ON SHIFT)	2	CAPTAINS			
1		3	SHIFT PERSONNEL	0		0
POPULATION		1 STATION		6,000 PEOPLE		
SIZE		9 SQ. MILES		147 CALLS PER YR.		
				CAREER EMPLOYEES		3
				PAID CALL		15
CENTRAL FIRE DISTRICT						
ADMIN. PERSONNEL (40-HOUR)		LINE PERSONNEL	SUPPORT STAFF	FIRE PREVENTION BUREAU		TOTAL
1	CHIEF	3	BATT. CHIEFS	1	ADMIN. SECRETARY	1
1	DEPUTY CHIEF (ADM.)	12	CAPTAINS	1	SECRETARY	1
1	BATT. CHIEF (OPS.)	24	FIREFIGHTERS	1	PREV. SECRETARY	1
3		39	SHIFT PERSONNEL	2		3
POPULATION		4 STATIONS		45,000 PEOPLE		
SQUARE MILES		21 SQ. MILES		3,139 CALLS PER YR.		
				CAREER EMPLOYEES		47
				PAID CALL		32
SCOTTS VALLEY FIRE DISTRICT						
ADMIN. PERSONNEL (40-HOUR)		LINE PERSONNEL	SUPPORT STAFF	FIRE PREVENTION BUREAU		TOTAL
1	CHIEF	3	BATT. CHIEFS	1	ADMIN. SECRETARY	0.5
1	DIVISION CHIEF (OPS.)	6	CAPTAINS	1	SECRETARY	1
0.5	DIVISION CHIEF (MARSHAL)	16	FIREFIGHTERS			1
2.5		25	SHIFT PERSONNEL	2		2.5
POPULATION		2 STATIONS		20,000 PEOPLE		
SQUARE MILES		21 SQ. MILES		1,058 CALLS PER YR.		
				CAREER EMPLOYEES		32
				PAID CALL		15
MID COUNTY FIRE DISTRICT						
ADMIN. PERSONNEL (40-HOUR)		LINE PERSONNEL	SUPPORT STAFF	FIRE PREVENTION BUREAU		TOTAL
8.5	EMPLOYEES	100	SHIFT PERSONNEL	7	EMPLOYEES	7.5
POPULATION		10 STATIONS		101,000 PEOPLE		
SQUARE MILES		63 SQ. MILES		5,918 CALLS PER YR.		
				CAREER EMPLOYEES		122
				PAID CALL		62

PLANNING - GOVERNING BOARD

The initial recommendation resulting from the Mid County Fire Protection District Study is to establish and maintain a seven (7) person board of directors. Conceptually, it was determined that all four (4) districts required representation regardless of demographic considerations. It is also known that a "typical" governing board requires an uneven number of persons.

In adherence to the aforementioned parameters, the following board configuration was established:

• Aptos/La Selva Fire Protection District	-	Two (2) members
• Branciforte Fire Protection District	-	One (1) member
• Central Fire Protection District	-	Two (2) members
• Scotts Valley Fire Protection District	-	Two (2) members
Total		Seven (7) members

Each independent district would be responsible for selection of members who would continue to represent the District's interest in part for the Mid County Fire District. It would be beneficial for purposes of representation, continuity and knowledge of each district to choose persons of alternating election terms. This would provide that at least one (1) director would remain in office at all times in the differing areas. Branciforte Fire District would be at a disadvantage regarding this aspect since there would be only one (1) representative from that district.

Future candidates for the Board of Directors would be elected by district elections geographically defined by the borders of the existing independent districts. It also could be decided in the future to adjust those boundaries to include other demographic considerations, such as, population, natural boundaries, etc.

The new Board of Directors then would be responsible for the following:

- Electing Board Officers and Appointing Committee Members
- Selecting a Fire Chief (CAO)
- Finalizing the Organizational Structure
- Negotiating Employee Agreements for Salaries, Benefits, etc.
- Establishing Policy (Personnel System, Procurement, etc.)
- Determining Staffing Levels and Specialized Services
- Adopting a Budget

PLANNING - ORGANIZATION

Prior to the development of an organization structure, it was important that certain assumptions be established. The following criteria was developed in an effort to minimize anxiety levels and the financial impact on existing employees:

- No Layoffs
- No Reduction in Salary
- No Reduction in Rank (Exception: Fire Chiefs)
- No Premature Retirements
- Only Two (2) Battalion Chiefs per shift

Note: Operations Section also established two (2) battalion chiefs per shift as being the appropriate staffing/coverage level.

From these above mentioned assumptions, an organizational chart was established (refer to chart 1). Battalion chiefs, for the purpose of this report, will be considered administration; however, they are shift (line) not forty-hour personnel. Support personnel (e.g. clerks, secretaries, receptionists, inspectors, specialists, etc.) are considered in a separate classification category.

The organizational chart represents an immediate downsizing of four (4) administrative positions. Again, this would be accomplished while meeting the aforementioned criteria. These cost savings of personnel resources would be shifted to line-staffing to assist in accomplishing engine company staffing goals. Further downsizing through attrition (additional administrative personnel retiring within the next five (5) to ten (10) years), would reduce administrative staffing by an additional two (2) persons. This administrative configuration (refer to Charts 2 and 3) would be appropriate to effectively manage the Mid County Fire Department in these difficult fiscal times. The conclusion of this section is based on the organization described in this study and does not include the administrative resources that would be required to provide an Advanced Life Support Transport System.

The support staff described above will remain consistent with present levels pending significant changes in service programs (i.e. paramedic service, etc.). Line/engine staffing is one of the most significant issues regarding consolidation. It would be improved by the shifting of personnel resources from administration, but, to what extent, is dependent on the negotiations of benefits among the Board of Directors and the individual collective bargaining units.

MID COUNTY FIRE - ADMINISTRATIVE ORGANIZATION CHART

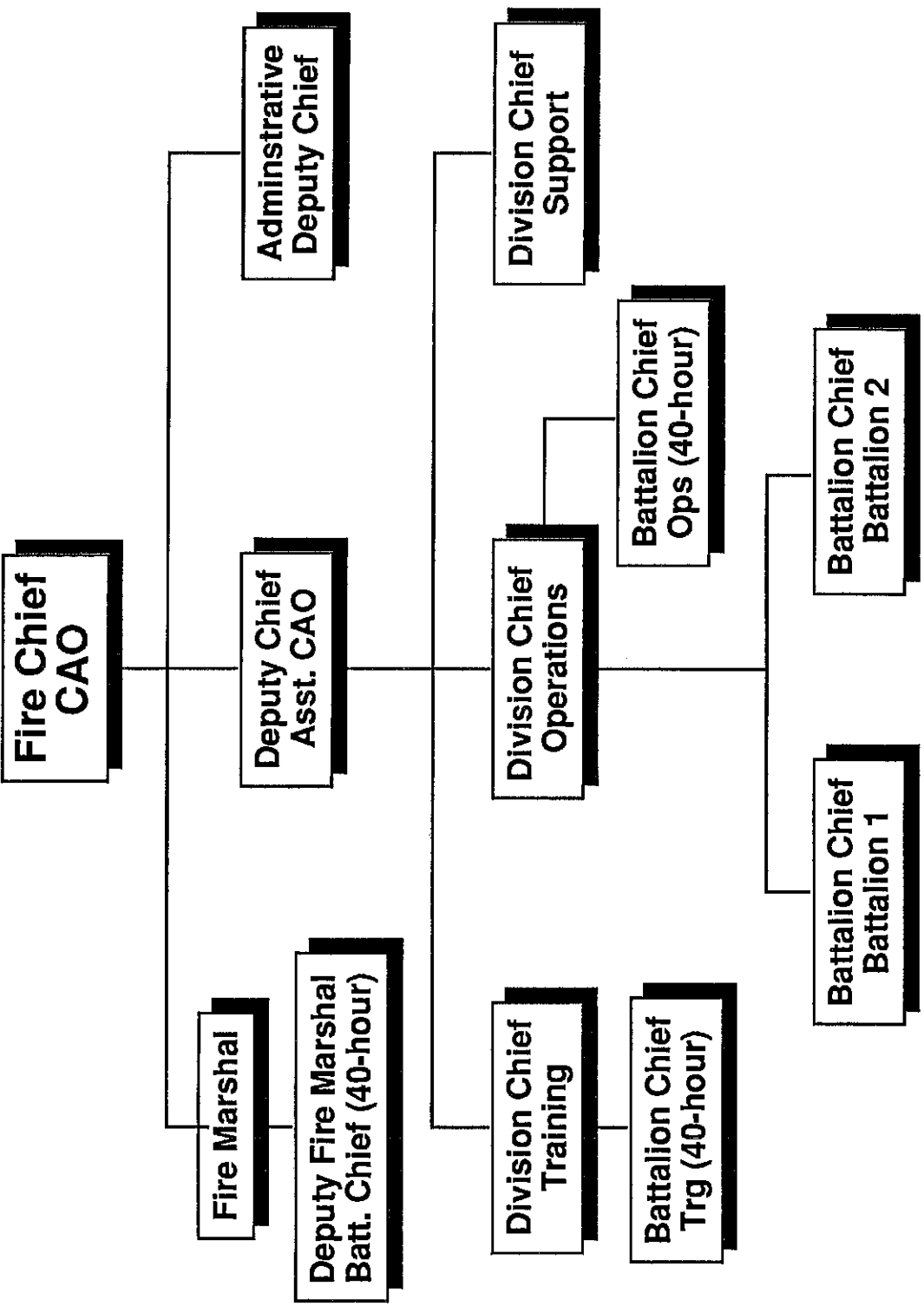


Chart 1

MID COUNTY FIRE - ADMINISTRATIVE ORGANIZATION CHART

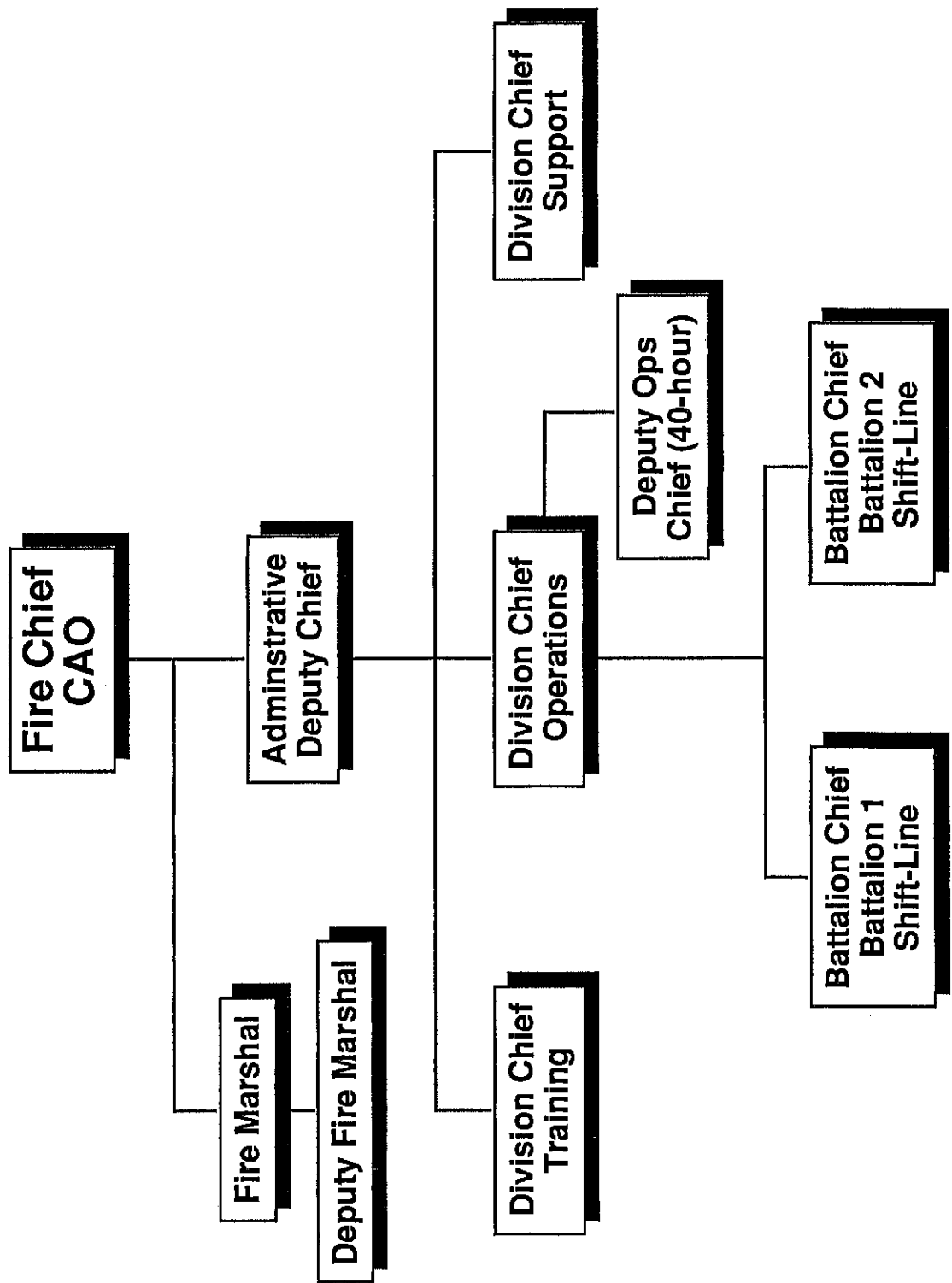


Chart 2

MID COUNTY FIRE - ADMINISTRATIVE ORGANIZATION CHART

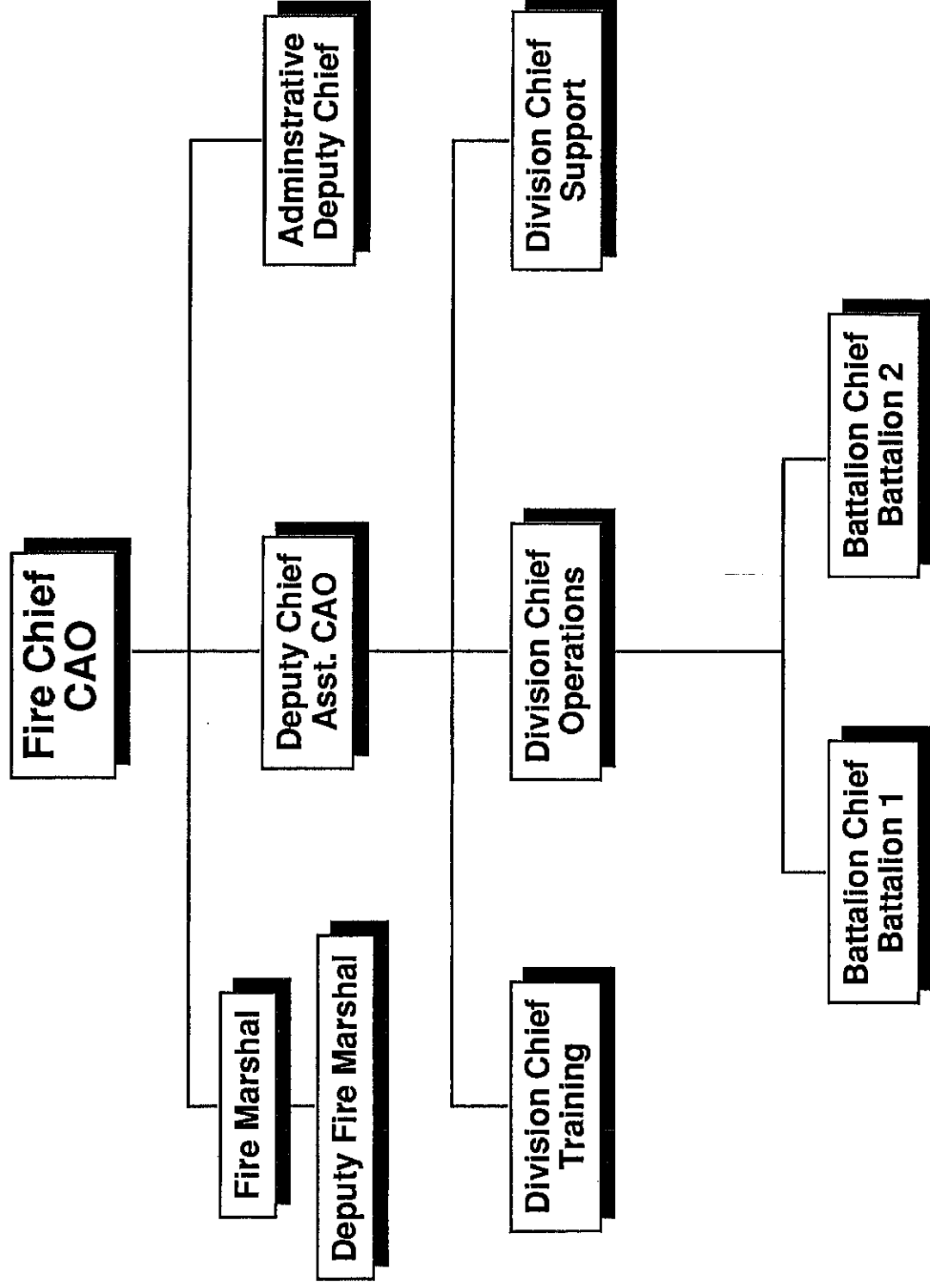
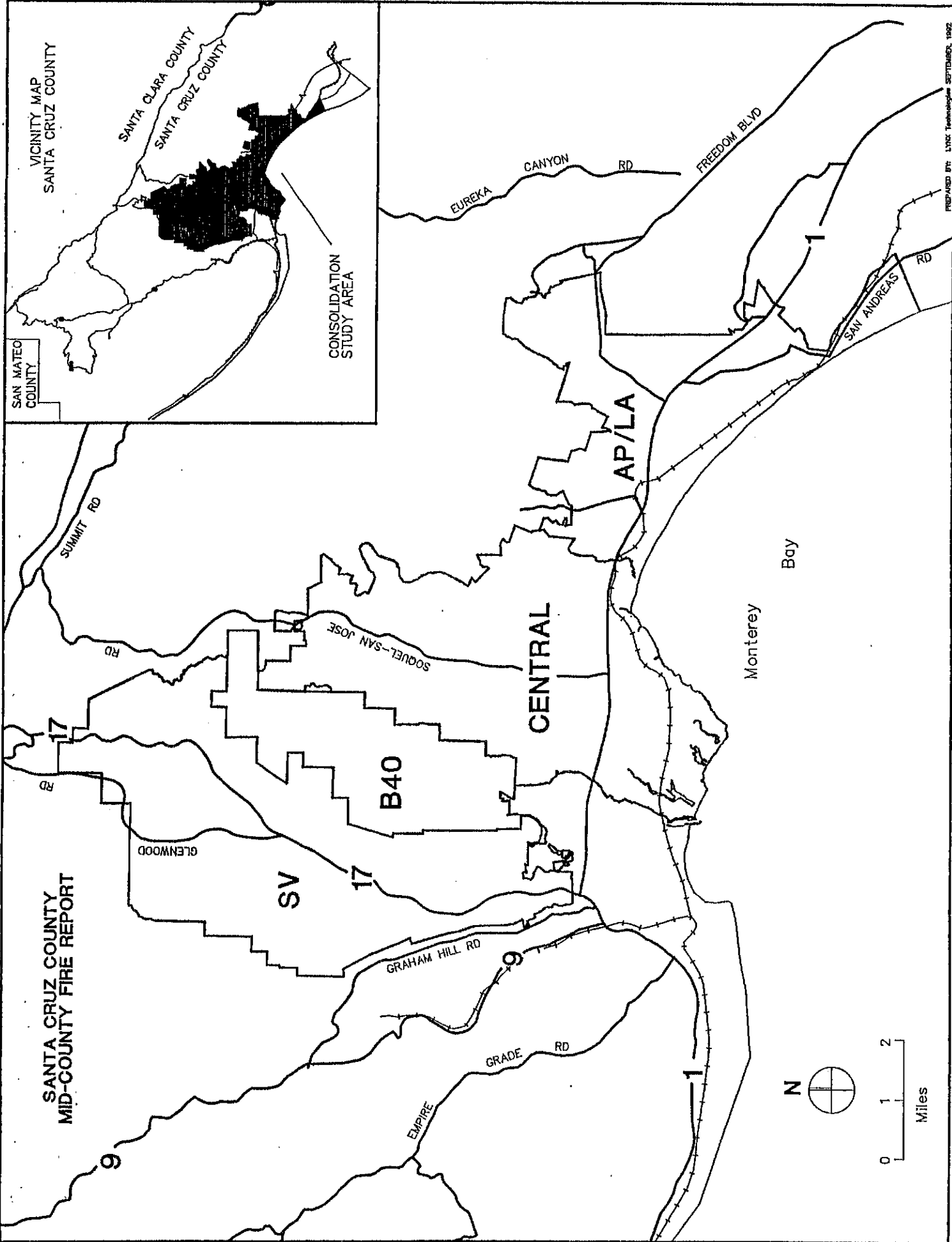


Chart 3



FISCAL ANALYSIS

A fiscal analysis of the consolidation proposal indicates that a consolidation is feasible. However, the form in which it happens and the quantity of operational changes the Districts undergo will directly affect the fiscal bottom line.

Staffing is the paramount cost issue and an effort to offer a minimum staffing of three (3) persons per engine has a significant financial impact. Three (3) person staffing of all engines at all stations would not initially be feasible financially, however, improved engine staffing levels would be realized immediately on some engines. Low volume stations would continue to experience reduced staffing so as to maintain the higher level of staffing at higher volume stations. A reduction in the number of chief officers as a result of a district consolidation and future attrition also would present potential cost shifts from administration to line-staffing.

Descriptive reassignment (without reduction in salary or rank) of administrative personnel to line personnel helps close the staffing gap between existing and desired level of line-staffing. How the varying employee agreements (benefits) are combined, overtime monies are managed and future downsizing of administration through attrition evolves would dictate the accomplishment of preferred line-staffing levels. Alternative staffing levels phased in over a period of several years would yield the same goal and spread the fiscal impact over time.

Individual employee contracts (MOU's) will take time and compromise to reach a uniform agreement among all employee groups. These negotiations probably will be the most problematic and delicate components of the entire consolidation process. The final outcome of this process will have a significant bearing on the amount of monies available to accomplish the above mentioned goals. This is especially true in the area of holiday pay, longevity, education incentive/merit pay and sick leave payoff upon retirement or termination. How constant staffing is achieved through the allocation of overtime monies also will directly impact funds available for staffing issues.

Cost savings would be realized over a period of time by the reduction of duplicated services and the increase of service abilities over and above independent district levels. This can be realized by combining maintenance, training and administrative facilities. Additional savings would occur through consolidated buying power in large quantity purchases and bargaining. As property bases increase, additional personnel could be hired to meet the desired goal. Additional future funding through patient transport or the utilization of paramedic engines in lieu of a paramedic rescue vehicle potentially could offer significant revenue generation or cost savings.

The present participation of each of the four (4) Districts in a common self-insured Workers' Compensation Plan, self-insured Medical Plan, medical-physical examinations and PERS Retirement Plan for their employees coupled with the utilization of the County Auditor for fiscal services lends itself to ease of a consolidation.

EMERGENCY RESPONSE SERVICES

Consolidation, the combining of Aptos/La Selva (A/LS), Branciforte (B-40), Central (CTRL) and Scotts Valley (SV) into one mid county district, offers a greater depth of resources thus reducing the dependence of outside mutual aid significantly. Consolidation also offers an advantage over current auto/mutual aid programs in that the company staffing levels would eventually be consistent throughout the organization. The Mid County District would eliminate the need for "routine" mutual aid and would provide the optimum response for a given incident and not be as heavily dependent on off duty/paid call response. Response levels would be driven by incident type and location as opposed to limited resources readily available. (Currently, three of the four districts operate companies below the accepted industry standard of three people per company.)

The operational advantage of consistent company staffing is profound. The consistent staffing of engine companies would result in higher efficiency and effectiveness in emergency scene operations by requiring less apparatus commitment to an incident simply for the need to deliver appropriate numbers of personnel to the scene. Staffing initially would reflect the present staffing levels existing at each of the stations with the exception of Branciforte which would need to provide constant two (2) person staffing.

Another advantage of consolidation is the consistency of operations and training methods. The Districts currently have a variety of ways of accomplishing the same job done. Consistency in operations makes for a more efficient finished product.

Response times would be consistent with present conditions. As the fiscal conditions permit, the District would be able to add/change companies and perhaps stations, thus improving response times to identified areas. Further study would be necessary to determine priorities based on call volume, response time impact, fiscal ability and political necessity.

The two (2) primary specialty services which the current Districts offer are increased emergency medical service in the form of advanced life support (ALS) and hazardous materials (Haz Mat) response. Those two services are covered in other sections of this report. In general, consolidation offers the ability to maintain and enhance those services to the entire Mid County District, either immediately or over time. Specialized resources such as rescues/ambulances, trucks, water tenders, air/utilities and hazardous material units may need to be strategically located throughout the new District to allow for optimum response anywhere within the District.

Consolidation offers operational efficiency and service to the mid county independent Districts. Consistent staffing, equipment, training and methods of operation will enhance service as compared to the current system. Considerable effort and compromise will be necessary to standardize the components of the system in the short term, but once complete, consolidation will be more operationally effective.

EMS EMERGENCY RESPONSE SERVICES

The optimum service to constituents would be to provide paramedic response throughout the entire consolidated (Mid County) District. However, the logistics of such coverage would be difficult at this time when one considers hiring additional personnel, purchasing additional equipment and obtaining the necessary license. AMR/West, the current transport company for the County, is presently completing negotiations of its contract with Santa Cruz County officials. This contract does not allow for fragmentation of the Advance Life Support (ALS) transport system and will be awarded for the period of five (5) years with an automatic five (5) year option to renew. This does not mandate that paramedic services should not be provided by the Mid County District; it simply means that the new district would have to work around or augment the existing system to avoid confrontation or litigation with the County of Santa Cruz. A partial coverage system could provide ALS services to specific areas of the newly created District (those areas with extended ALS response times) and stay within the constraints of the Santa Cruz County/AMR agreement. If there were a desire to provide paramedic services or paramedic transport services throughout the entire Consolidated District, this could be accomplished later in an incremental manner.

Currently, the service provided by AMR/West Ambulance Service adequately covers much of the proposed district. Service islands appear in the existing Aptos/La Selva (A/LS) and the Scotts Valley (SV) Fire Districts. Maintaining the present paramedic system in A/LSFD and the addition of a paramedic capable engine operating in the SVFD (station one area) would augment the existing system and provide consistent ALS service to the entire Consolidated District. The paramedic engine, initially, would be staffed with a minimum of one (1) firefighter/paramedic (FF/PM) and would be equipped appropriately to meet county paramedic unit standards. Considering the nine (9) FF/PMs currently certified from the A/LSFD, two (2) certifiable FF/PMs from the Central Fire District and one (1) FF/PM from the SVFD, a cadre of twelve (12) FF/PMs could easily maintain a constant staffing of three (3) FF/PMs on duty per shift (allowing for one (1) FF/PM to be absent at any one time per shift).

As an option, the paramedic unit currently in A/LSFD could be converted from a rescue/ambulance to an engine based system. This option would ease the staffing constraints by not having to staff the paramedic ambulance/rescue unit (with two (2) FF/PMs) in addition to the three (3) engines.

Other options could be expanded later to provide coverage to other portions of the Mid County District as equipment and paramedical personnel could be acquired. As personnel, equipment and fiscal impact issues are dealt with, additional ALS capable units could be added to serve the entire Mid County District. The topic of paramedic service or paramedic transport service is a comprehensive subject in itself. It would be the recommendation of staff to evaluate this issue independently in the future if a merger were to occur.

HAZARDOUS MATERIALS RESPONSE SERVICES

The consolidation of the four (4) Fire Districts into a mid county fire department would increase the level of response and service. The general public has an increased awareness of hazardous materials (Haz-Mat) and the dangers associated to health and the environment. Statewide, the Fire Service has taken on the responsibility of providing emergency response to these incidents and has developed Haz-Mat Teams. Fire service response is directly in line with the mission statements of the Fire Districts and any increase in this level of service should be viewed as beneficial, to not only public safety and environmental protection, but to the increased safety of our own personnel as well.

Overall hazardous materials responses average four percent (4%) of total call volume of the four (4) Districts combined. This percentage is likely to increase in future years. The consolidation of the four (4) Fire Districts would increase the level of response and service throughout the new district as:

- Three (3) of the four (4) departments that currently do not have a hazardous materials response team would have a Haz-Mat Team responding to their hazardous material incidents.
- Combining districts resources such as technicians and specialists would expand the current response team from nine (9) to fifteen (15).
- The response team would be able to handle all haz-mat related alarms on an immediate dispatch, thereby decreasing response time.
- Recertification training of all line personnel for the operations level and On Scene Commander could be provided by team members. Five (5) personnel are currently CSTI certified instructors.

There are many challenges that the Mid County Consolidated District would need to address in the future. They include placement of the response van, staffing, equipment and training. The Haz-Mat Response Van would need to be located in the area of highest call volume and highest risk. The current number of team members is sufficient to provide adequate coverage. The call volume does not currently justify dedicated staffing to a Haz-Mat Team only. Recommended staffing would be four (4) personnel who also would have engine company responsibility from one (1) of the stations. Scotts Valley Fire's Haz-Mat response vehicle is still in the process of being equipped. An additional \$20,000.00 in equipment expenditures would be required to complete the inventory. It would be desirable to bring all technicians up to the specialist level. The cost for the additional 80 hours of training is approximately two thousand dollars (\$2,000.00) per person.

TRAINING SERVICES

The four (4) independent Districts have adequate training programs. The current training programs of each agency would compliment each other if the consolidation occurs, thus taking the best parts of each individual department and developing a superior training system. The analysis and recommendations of this study are based on the establishment of a central training division. A consolidated training program lends justification to specialized programs and facilities that each individual district cannot provide alone. Greater resources provide for greater expertise among the training staff. Integrated company standards would provide essential accountability to ensure training and operational goals be met.

It would be essential that a centralized training division be established and would be a key component to the standardization of operations for the Mid County Fire District. A centralized training staff and facility would be necessary to provide this consistency in operations. The Paid Call/Volunteer program also would be enhanced through a combined instructor(s) pool and greater resources from which to draw. Centralization of training also would be necessary for record keeping and ISO grading purposes.

Consolidation of independent districts creates a larger hiring pool and allows the opportunity to establish a recruit academy. Due to limited resources, none of the individual agencies are able to justify or provide a training academy on their own. Consolidation would eliminate repetitive recruitment and promotional testing. A single exam process would provide a candidate list for all position vacancies within the mid-county agency, thus being more cost and time effective.

Each individual district training staff, as a result of this study, has recognized the need for a comprehensive career development process within its respective organization. Currently, career development paths are inconsistent in the separate districts. Some of the agencies do not have an established career program. Among those agencies that do, some are not conceptually linked to fair compensation or comparable worth practices. It would appear logical to include this program among those on the list of priority training issues. Input and compromise would be required on the part of all labor groups in incorporating career development guidelines into the consolidated training system.

A training staff that is not stifled by competing collateral duties will enhance training efforts by improving the ability to focus on the creation and implementation of training plans and exercises. Currently, each agency has a training officer who has additional and, sometimes, conflicting responsibilities. An independent training officer would have a greater ability to provide more specialized and technological training. The specialized staff would be important to an integrated district because the logistics of training delivery would become more complex due to the increased size, the different demographical aspects and the combined mixture of paid and volunteer employees of the proposed Mid County District.

DOCUMENTATION

Each agency has on file resolutions and ordinances that are authorizing documents which have been adopted by the Boards of Directors to generate policy. The documents that exist for each agency parallel one another very closely. The titles vary, but the intent and content are very similar. Each agency has a document authorized by the Board of Directors that establishes policy relating to the following:

- Mission Statement and Department Goals
- Personnel System & Rules of Conduct
- Procurement Procedures

Each agency's procedure manuals carry out identified policies. The documents vary somewhat, but are similar in their intent. These are called Standard Operating Procedures (SOPs) and Emergency Operating Procedures (EOPs). The SOPs and EOPs are generated by staff to implement district policy. They are approved by the Fire Chief prior to implementation. These documents address the following categories:

- Administrative Procedures
- Response Procedures
- Operations Procedures
- Training Standards
- Fire Prevention (Codes, Inspection, Investigation, Pub. Ed., etc.)

There are various methods of relaying information throughout the individual agencies. The internal communications for the Districts include various forms of orders, memos and bulletins to relay information and provide accountability.

- General Orders
- Special Orders
- Training Bulletins

There is an array of other important documents that would have to be consolidated for the Mid County District; some of these include:

- Disaster Procedures
- Master Plan

While the documents of each district parallel each other, considerable time would be required upon consolidation to merge all of the documents into a common format. Additionally, many of the specific documents would be modified due to other changes resulting from the consolidation of the districts.

The merging of these documents would be imperative to the success of the consolidated district. Common policies and procedures would be the foundation of district operations and business.

FIRE PREVENTION SERVICES

The mid county consolidation of fire prevention bureaus is feasible and would offer a higher level of service to the public. This would be accomplished through the standardization of prevention laws, regulations and codes and the interpretation and enforcement of those documents. The study recommends including and utilizing line-staffing for public education and engine company inspection purposes.

Rather than four (4) separate fire prevention bureaus and programs with two (2) or three (3) people in each, there would be a combined and expanded work force available, inevitably promoting consistency, specific expertise and a more efficient level of service. The Mid County Fire Department Prevention Bureau would be managed by one (1) Fire Marshal (versus three) and one (1) set of policies, procedures, codes, charges, etc. (versus four) and would provide the necessary combined expertise for specific problems.

The consolidated bureau would standardize code interpretation and enforcement and equalize the fee structure currently being charged by each independent district mid-county-wide. Each department currently enforces the 1991 Uniform Fire Code, however, each jurisdiction has minor differences, thereby impacting the continuity of service that should not be hindered by code requirements unique to each district. A primary goal of the combined Fire Prevention Division would be to synthesize all written code type literature and future amendments thereof into a single document based on district (mid county) wide needs.

The consolidation proposal suggests that the Mid County Fire Department Prevention Bureau assign programs district-wide (as some departments currently do) to engine companies (line-personnel) because of inadequate bureau staffing and existing work loads. The engine company inspection program would include the inspection of B-2 (business) facilities.

Currently, it is sometimes necessary to pay overtime to meet the needs of programs such as fire investigation and public education. Bureau overtime would not be eliminated, but, with the application of flexible/rotating work hours in conjunction with the normal forty (40) hour work-week, overtime cost could be reduced significantly.

The Mid County Study proposes a dedicated plan check position. This position would greatly reduce costs of outside plan reviews and reduce the turn-a-round time needed for the Fire Department review process. The consolidated bureau would continue to inspect the more complex "R" & "I" occupancies and facilities (schools, licensed care facilities, etc.). The Consolidated Fire Prevention Bureau would provide more efficient services to the public through:

- Standardization of codes (interpretation and application) and fees
- Continuity and specialization of services
- Fire Prevention tasks being performed by bureau staff, reduced overtime
- Use of line personnel for some fire prevention tasks

DOCUMENTATION

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The merging of these documents would be imperative to the success of the consolidated district. Common policies and procedures would be the foundation of district operations and business.

SUPPORT SERVICES

The independent Districts involved in the consolidation study currently contract with Santa Cruz County Communications to provide dispatch services. Total group charges for this service in fiscal year 1991/92 were \$61,083.00. The system functions well and offers enhancements such as Emergency Medical Dispatch. With few minor changes, the present system could accommodate easily the needs of a combined fire district. The addition of a support frequency would eliminate fire tactical frequencies being used for everyday logistical purposes. It would be recommended to continue contracting with County Communications, if consolidation occurs.

All Fire Agencies involved in the consolidation study currently buy their office supplies from various suppliers. If support services/supplies of the four (4) individual districts were combined, the purchasing power would be great. Expenditures for fiscal year 1991/92 were \$734,500.00, which could be reduced through seeking contracts with vendors who give cost breaks on quantity purchases. All districts should look at joint purchasing in order to save money even if consolidation doesn't occur.

Aptos/La Selva and Scotts Valley Fire Districts own office space for a total of fourteen (14) offices, three (3) conference rooms and a multi-purpose room (which can be converted into offices). Central Fire District leases two (2) office spaces, with a total of eight (8) offices and a conference room at a cost of \$3396 per month. Branciforte has a one-person office.

Aptos/La Selva Administrative Headquarters which, in fact, is on the boundary line between the Aptos/La Selva and Central Fire Districts could convert a multi-use area into five (5) additional offices offering fourteen (14) offices, three (3) reception areas and two (2) meeting rooms. This office could house the core of administration until future master planning could be conducted. Scotts Valley District Office and two (2) to three (3) of Central's offices would continued to be used for satellite fire prevention activities. This merger of administration would reduce the cost of renting. The potential of building a new combination administrative headquarters and training facility in the Central Fire District would have to be considered also as a potential future alternative.

Currently, there are a total of thirty-five (35) available apparatus bays. To staff all stations with at least three (3) firefighters, one (1) available apparatus bay at Branciforte's Fire Station would have to be converted into living quarters. Currently, Branciforte can house only one (1) firefighter. This would leave a total of thirty-four (34) available apparatus bays. Future thought should be given to the existing problem that Central Stations 3 & 4 are in the area Flood Zone. Most fire stations are in good condition and some have been remodeled in the last five (5) years.

Existing facilities with minor conversions would provide adequate offices and housing for the operations of the Mid County Fire District until further planning and improvements could be conducted.

MECHANICAL MAINTENANCE

The single most logical and feasible component element of this study indicates, as we already knew, that the need for a joint mechanical maintenance and repair facility where fire apparatus and equipment, exclusively, are repaired is a necessity. Each district currently deals with this issue in individual ways, however, combining all the rolling stock of the four districts brings this issue to a head.

The development of a combined apparatus shop and repair facility together with regularly assigned single-role mechanics who are experienced and knowledgeable would be an asset to all districts involved in this study.

This concept of joint mechanical maintenance has been discussed extensively in the past. This may remain as a viable topic for implementation of a joint powers authority even if the consolidation as whole was rejected.

CONCLUSION/RECOMMENDATIONS

The Fire Chiefs were directed by the Boards of Directors of the Fire Districts to perform the task of developing a preliminary feasibility study for the consolidation of the four individual fire districts of Aptos/La Selva, Branciforte, Central and Scotts Valley. The pages that you have just reviewed and the preliminary findings of this report indicate that such consolidation is feasible. The Fire Chiefs concur with the conclusion and are confident that this preliminary data is accurate and reliable.

It is now the responsibility of the Boards of Directors of the individual districts to analyze the data in the preliminary study which has been prepared for your review. It would be the recommendation of the Chiefs of the four districts that a decision of some type be made so that we can conclude the consolidation study process.

Since the Districts are approaching mid-Fiscal Year, it is advisable that the January Board Meetings be viewed as a target date for a decision regarding the future of this project.

There is an array of options available to you for consideration:

- To proceed with consolidation with intent to meet the July 1, 1993 deadline;
- To decide that consolidation is not in the best interest(s) of your respective agency(ies);
- To place consolidation on hold for future deliberation;
- To partially consolidate (two or more);
- To consolidate certain particular services, e.g. training center, purchasing, mechanical maintenance, etc.;
- To request further more indepth information on any or all topics.

If your decision is to pursue consolidation immediately, it is necessary to be aware of the fact that LAFCO requires a minimum of 120 days (4 months) to process any consolidation requests. Therefore, if it is the desire of the boards to consolidate by the July 1, 1993 Fiscal Year deadline, it is essential to proceed rapidly .

As stated above, the potential exists that two or more of the districts may elect to proceed with consolidation on their own, which would support the need for expedient direction by the Boards in toto.

To reiterate, regardless of the outcome of the study, the exercise was a good learning and sharing process for all contributing parties.

Part Two - Support Documents

Financial Section	A
Operation Section	B
Emergency Medical Services Section	C
Hazardous Materials Section	D
Training Section	E
Fire Prevention Section	F
Documentation Section	G
Support Services - Communication Section	H
Mechanical/Maintenance Section	I

FINANCIAL SECTION

History and Current Status

Introduction

In this report, the finance section will attempt to:

- Display current fiscal conditions in each of the four Fire Districts. This will include assessed evaluations, revenues, expenses, indebtedness and those monies designated for reserves or carry over.
- Examine the feasibility and fiscal impact of a merger by the four Districts. This evaluation shall use the staffing recommendations from the Operations Section and the Administration Sections.
- Provide a summary with recommendations.

Background

Aptos/La Selva, Central, Branciforte and Scotts Valley Fire Districts were established under the California Health and Safety Code Sec. 13800 and reorganized under the statutes of 1987. Two of the Districts contain, within their boundaries, the incorporated cities of Scotts Valley and Capitola.

The funding for these Districts is derived predominately from property taxes, state augmentation funds and fee schedules. The Fire Chief of each District functions as the Finance Officer and is responsible for the management of the District budget. The elected Districts' Governing Boards of Directors oversee and monitor the Chiefs' management of the Districts' Budgets.

Presently, each of the Districts utilize the services of the Santa Cruz County Auditor to administer the bookkeeping aspect of their fiscal management programs. This includes payroll, issuance of vouchers, account activity reports and collection of revenues.

Exhibit A - Compares the different components of the individual District profiles, e.g. assessed valuation, budget, call volume and quantity of personnel employed.

Exhibit B - Illustrates the breakdown of all sources of revenues for each District for the fiscal year of 1991/92.

Exhibit C - Is a projection of revenues available for the fiscal year of 1992/93. This chart reflects current projections and will undergo continuous revisions due to the current lack of official interpretation of the recent State Budget legislations.

It is important to realize that the FY 1992/93 funding statistics (Exhibit C), represent a significant quantity of one time realized monies. This is found in the form of surplus PERS money and General Reserves. These monies, once expended, are not recoverable.

Exhibit D - Represents the current budgets of the four Districts for the Fiscal Year 1992/93. These expenditures reflect the use of the PERS and Reserve monies for such one time purchases as fixed assets. A District would be ill advised to expend such windfalls on expenses that are incurred year after year, e.g. wages and benefits.

Exhibit E - Is a record of the individual indebtedness of the four districts.

Level One and Level Two Revenues

As previously mentioned, District Revenues originate from several sources. For budgeting purposes, these are normally divided into two categories:

- Level One - Reoccurring Monies
- Level Two - One Time Realized Monies

Reoccurring Monies are those funds received from the property tax base and supplemental special taxes and fees. These monies are used to finance the cost of doing business on a daily basis. Salaries, benefits and service/supplies are funded using this source because of its stability and dependability to be there year after year. SDAF funds are presently included in this area of "dependable monies". In view of the present State Financial crisis, it is debatable whether or not SDAF will be here in the future.

One Time Realized Monies such as PERS surplus, reserves, and State and Federal aid are of a nature that they are not continually reoccurring from one year to the next. This category of funds commonly is earmarked for purchases of fixed assets, designated reserves and contingency funds. Dependency on these monies for funding reoccurring costs can ultimately create a financial crisis during fiscally dry years.

The following chart demonstrates the District's solvency in regards to reoccurring revenues and expenditures.

Level One

Revenues

	<u>1992/93</u>			
	Aptos	Central	B-40	Scotts Valley
Revenue	\$3,572,390	\$4,804,522	\$230,629	\$2,395,774

Consolidated Total \$11,232,686

Expenditures

1992/93

	Aptos	Central	B-40	Scotts Valley
Salaries	\$2,203,859	\$2,807,059	\$117,566	\$1,608,178
Benefits	\$874,839	\$1,095,535	\$67,093	\$563,338
Service/Sup	\$527,236	\$832,180	\$57,611	\$312,308
Sub Totals	\$3,605,934 (-\$33,544)	\$4,734,774 (+\$69,748)	\$242,270 (-\$11,641)	\$2,483,824 (-\$88,050)

Consolidated Total \$11,066,802

- With the exception of Scotts Valley Fire, the above expense projections do not include anticipated salary negotiations.
- Due to the State financial maneuvering, most districts are using one time monies to finance the 1992/93 Fiscal Year expenses.
- Overtime requirements based on established minimum staffing levels and employee utilization of benefits (e.g. holidays-off, vacations, sick leave, personal leaves) relative to contractual agreements will have a significant impact on annual fiscal expenditure totals. This impact cannot be accurately estimated until employee bargaining unit negotiation of M.O.U.'s provisions are known.
- Individual employee contracts (MOU's) will take time and compromise to reach an uniform agreement among all employee groups. These negotiations probably would be the most problematic and delicate components of the entire consolidation process. The final outcome of this process would have a significant bearing on the amount of monies available to accomplish staffing goals. This is especially true in the area of holiday pay, longevity and education incentive/merit pay as indicated below:

Comparison of Benefits

BENEFITS	ALSFD	B-40	CFPD	SVFD
Holiday	13 (24 Hrs)	0	8 (24 Hrs)	9 (24 Hrs)
Longevity	Yes	No	No	No
EIP	1%-4% (\$134/mo)	0	2%-5% of Base	\$100/mo.

Consolidation Salary/Benefit Analysis

In an effort to develop a cost analysis for a consolidated District, certain assumptions were adopted:

- A Uniform salary scale was developed using the highest salary in each of the job descriptions as a base.

- No position realized a pay reduction.
- Benefit packages were estimated at a percentage of the total salaries. Many differences in the MOU's exist and will require a further study to document the required language and solutions to develop a single MOU.
- Staffing levels were ultimately filled to the desired level of three persons per station, with two shift battalion chiefs. This would necessitate the hiring of a minimum of ten (10) new employees.
- If adopted, constant level staffing would require additional personnel.
- Existing level of Paramedic service in the Aptos/La Selva area was maintained.
- Each individual District's service and supply expenditure projections were added together to total a consolidated District projection.

Exhibit 1 - Represents a salary scale and a staffing inventory for planning purposes only. It is utilized only to determine feasibility of a consolidation using the aforementioned conditions.

THE MID-COUNTY CONSOLIDATED DISTRICT

Expenditure/Revenue Comparison

Salaries (Including overtime @ 15%)	\$6,424,645	
Benefits (Estimated @ 40%)	\$2,569,858	
Service and Supplies	\$1,729,335	
TOTAL	\$10,723,838	
Level One Revenues	\$11,232,686	
FY 93/94 Increase 10%	\$1,123,268	
TOTAL	\$12,355,954	\$1,632,116+

Summary

A fiscal analysis of the consolidation proposal finds that a merger is feasible. However, the form in which it happens and the quantity of operational changes the Districts undergo will directly affect the fiscal bottom line. Staffing is the paramount cost issue and in an effort to offer all stations a minimum of three (3) person staffing, the hiring of ten (10) additional personnel has a significant financial impact. Alternative staffing levels phased in over a period of several years would yield the same goal and spread the fiscal impact. As property bases increase, additional personnel could be hired to meet the desired goal.

The present participation of each of the four Districts in a common self-insured Workers' Compensation Plan, self-insured Medical Plan and PERS Retirement Plan for their employees coupled with the utilization of the County Auditor for fiscal services lends itself to ease of a consolidation.

Issues

- Initially three (3) person staffing at all stations would not be feasible due to employee time off. Low volume stations would experience a periodic reduced staffing down to two (2), so as to maintain the higher level of staffing at higher volume stations.
- Cost savings would be realized over a period of time by the reduction of duplicate services and the increase of service abilities over and above individual District levels. This could be realized in the form of a vehicle maintenance facility, a training center, a single administration building and a single prevention bureau.
- Additional savings would be reflected in the larger District buying power through large quantity purchases and bargaining.
- Individual MOU's would take time and compromise to reach a uniform agreement between all labor groups.
- A reduction in the number of Chief Officers as a result of a District merger (through attrition and reclassification) also would present potential savings in wages and benefits.
- The utilization of paramedic engines in lieu of a paramedic rescue vehicle within the Aptos/La Selva District appears to offer significant cost advantages.

EXHIBIT 1**MID COUNTY FIRE DISTRICT**

	Monthly	Quantity	TOTAL ANNUAL
Fire Chief II	\$6,280	1	\$75,360
Deputy Chief II	\$5,900	1	\$70,800
Deputy Chief I	\$5,900	1	\$70,800
Fire Marshal	\$5,500	1	\$66,000
Division Chief II	\$5,200	3	\$187,200
Deputy Fire Marshal	\$4,875	1	\$58,500
Admin. Battalion Chiefs	\$4,875	2	\$117,000
Battalion Chief II	\$4,643	7	\$390,012
Battalion Chief I	\$4,505	2	\$108,120
Admin. Captain	\$4,250	2	\$102,000
Captain II	\$4,095	25	\$1,228,500
Captain I	\$3,934	2	\$94,416
Firefighter/PM III	\$3,638	9	\$392,904
Firefighter/PM I	\$3,367	3	\$121,212
Firefighter V	\$3,538	30	\$1,273,680
Firefighter IV	\$3,419	3	\$123,084
Firefighter III	\$3,267	9	\$352,836
Firefighter II	\$3,164	3	\$113,904
Firefighter I	\$3,087	6	\$222,264
Inspector II	\$3,419	1	\$41,028
Prev. Specialist	\$2,778	1	\$33,336
Plan Checker	\$4,250	1	\$51,000
Mechanic II	\$4,115	1	\$49,380
Mechanic I	\$3,919	1	\$47,028
Admin Asst. III	\$2,731	2	\$65,544
Admin Asst. I	\$2,450	1	\$29,400
Secretary III	\$2,188	2	\$52,512
Secretary II	\$2,084	1	\$25,008
Secretary I	\$1,985	1	\$23,820
Total		123	\$5,586,648

Salaries: \$5,586,648

Overtime: \$837,997 15%

Benefits: \$2,569,858 40%

Total \$8,994,503

Present Salaries/Benefits: \$8,462,628 122 Personnel

Mid County Fire Report

Current Status Comparison

Exhibit A

DEPARTMENT	NUMBER OF BOARD MEMBERS	FY 92-93 BUDGET	SQUARE MILES	ACRES	TOTAL # OF CAREER PERSONNEL	TOTAL # OF PCF/ VOLUNTEER PERSONNEL	CY 91 CALLS	FY 91/92 ASSESSED VALUATION
<u>Antos/La Selva</u>	5	3,927,638.00	11.35	7,264	40	0	1,574	1,718,597,249.00
<u>Branciforte</u>	5	258,006.00	7.70	4,975	3	15	138	101,089,386.00
<u>Central</u>	7	5,950,152.00	20.89	13,374	47	29	3,139	2,495,675,189.00
<u>Scotts Valley</u>	5	2,656,984.00	20.80	13,315	32	15	1,058	1,308,591,576.00
<u>TOTAL</u>	22	12,792,780.00	60.74	38,928	125	59	5,909	5,623,953,400.00

EXHIBIT B
MEGA DISTRICT REVENUES
1991 - 1992

Acct #	Account Name	Scotts Valley	Aptos/LaSelva	Central	Branciforte
91111	PROPERTY CURRENT SECURED	1,503,627.00	2,146,446.00	3,098,756.00	135,072.00
91112	SUPPLEMENTAL SECURED	52,446.00	77,295.00	116,202.00	5,213.00
91121	PROPERTY CURRENT UNSECURED	71,609.00	102,508.00	147,389.00	6,378.00
91122	SUPPLEMENTAL CURRENT UNSECURED	1,505.00	2,218.00	3,335.00	150.00
91311	PROPERTY PRIOR SECURED	76,363.00	110,800.00	162,417.00	6,743.00
91321	PROPERTY PRIOR UNSECURED	827.00	1,204.00	1,761.00	73.00
91322	SUPPLEMENTAL PRIOR UNSECURED	0.00	0.00	0.00	0.00
91609	S.D.A.F.	355,559.00	730,000.00	1,040,000.00	49,864.00
91612	FIRE PROTECTION TAX	0.00	127,496.00	0.00	36,013.00
92801	PERMITS	47,671.00	0.00	0.00	780.00
94111	INTEREST	-11,171.00	39,705.00	47,812.00	-888.00
94211	RENTS	3,550.00	0.00	2,750.00	0.00
95203	H.O.P.T.R	37,525.00	53,716.00	77,235.00	3,343.00
95535	STATE AID EARTHQUAKE	0.00	0.00	0.00	0.00
95595	MANDATED REIMBURSEMENT	34,467.00	0.00	3,939.00	0.00
95820	FED AID EARTHQUAKE	0.00	0.00	30,120.00	0.00
96001	CHARGES FOR SERVICES	12,188.00	60,360.00	7,199.00	3,113.00
96886	COPY CHARGES	0.00	0.00	479.00	4.00
97032	SALE OF FIXED ASSETS	0.00	0.00	6,971.00	750.00
97070	OTHER REVENUE	0.00	0.00	0.00	0.00
97079	OTHER REVENUE	1,502.00	59,832.00	0.00	0.00
97086	MEMBER CONTRIBUTION	385.00	0.00	0.00	0.00
97091	P.E.R.S. REFUND	333,645.00	206,915.00	612,811.00	4,906.00
97116	DONATIONS	0.00	0.00	65.00	0.00
	CARRY OVER FROM 90-91	92,458.00	1,192,439.00	1,241,626.00	27,336.00
	TOTAL	2,614,156.00	4,910,934.00	6,600,867.00	278,850.00

TOTAL REVENUES ----- 14,404,807.00
 GEN RESERVE ----- 963,201.00

 TOTAL REVENUES (All Sources) ----- 15,368,008.00

EXHIBIT C

MEGA DISTRICT AVAILABLE FUNDS
(From All Sources)
1992 - 1993 FY

Account Name	Scotts Valley	Aptos/LasElva	Central	Branciforte
GENERAL FUND (Carry Over)	164,446.00	903,891.00	1,476,536.00	27,986.00
CAPITAL OUTLAY	14,461.00	296,045.00	0.00	856.00
ZONE-A	65,237.00	0.00	0.00	0.00
92 - 93 REVENUE	2,330,537.00	3,572,390.00	4,804,522.00	230,000.00
GEN RESERVE	0.00	212,337.00	800,000.00	864.00
P.E.R.S.	212,000.00	0.00	700,000.00	0.00
TOTAL	2,786,681.00	4,984,663.00	7,781,058.00	259,706.00
TOTAL ESTIMATED REVENUES 92-93 FY			= 15,811,478.00	
TOTAL ESTIMATED EXPENDITURES 92-93 FY			= 12,831,188.00	
AVAILABLE FUNDING FOR 93-94 FY			= 2,980,290.00	

EXHIBIT D

MEGA DISTRICT EXPENDITURES
1992 - 1993

Account Name	Scotts Valley	Aptos/Laselva	Central	Branciforte
SALARIES	1,608,178.00	2,203,859.00	2,807,059.00	117,566.00
BENEFITS	563,338.00	874,839.00	1,095,535.00	67,093.00
SERVICES AND SUPPLIES	312,308.00	527,236.00	832,180.00	57,611.00
OTHER CHARGES	101,625.00	157,504.00	122,000.00	7,736.00
FIXED ASSETS	0.00	14,200.00	693,378.00	0.00
CONTINGENCIES	109,943.00	150,000.00	400,000.00	8,000.00
TOTAL EXPENDITURES	2,695,392.00	3,927,638.00	5,950,152.00	258,006.00
GRAND TOTAL (ALL)	12,831,188.00			

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EXHIBIT E

Individual District Debt

<u>Obligation</u>	<u>Aptos/La Selva</u>	<u>Central</u>	<u>Scotts Valley</u>	<u>Branciforte</u>
Real Estate	\$560,000	\$0.00	\$247,000	\$0.00
Apparatus	\$0.00	\$213,863.00	\$0.00	\$0.00
Structures	\$0.00	\$0.00	\$0.00	\$0.00
Loans/Notes	\$0.00	\$0.00	\$0.00	\$0.00

* As of 11/1/92

OPERATIONS SECTION
Emergency Response Division
Historical Data

Personnel/Apparatus/Staffing:

Aptos/La Selva Fire District

- Station #1** 6934 Soquel Drive, Aptos
- Apparatus: Engines 3511, 3510 (Res) - Water Tender 3540
Air Cascade Trailer - Command Vehicle
 - Staffing: Three assigned - 1 Capt & 2 FF
(Min station staffing-three)
One B.C.
- Station #2** 300 Bonita Drive, Rio del Mar
- Apparatus: Engine 3512 - Rescue/Ambulance 3560
 - Staffing: Five assigned - 1 Capt, 2 FF/PM, 1 FF
(Min station staffing-four)
- Station #3** 312 Estrella Avenue, La Selva Beach
- Apparatus: Engine 3513 - Rescue ambulance 3561 (Res)
 - Staffing: Three assigned - 1 Capt, 1 FF, 1 FF/PM
(Min station staffing-two)
- * Minimum Staffing by M.O.U. with A/LSFFA is Seven (7).
- ** All off-duty firefighters carry pagers & respond for structure fires & wildland fires.

Administrative Offices 7960 Soquel Drive, Aptos

Personnel: Total: Forty-three (43) authorized.

- 2 Administrative Chiefs and 1 Fire Marshal (40 hrs)
 - 1 Fire Chief
 - 1 Deputy Chief
 - 1 Fire Marshal (Div Chief)

- 1 Air Cascade Trailer Unit

1991 American Bristol

- 3 Misc.Vehicles

1980 Chevy Pick-up (FWD)

1984 Olds Sedan

1988 Ford Sedan

Scotts Valley Fire District

Operational Staffing:

Scotts Valley Fire District has eight (8) people assigned to each of two (2) shifts and nine (9) assigned to the third shift. It is the goal of the district to maintain three-person engine companies at Erba and Sims Rd. Stations. The Sims Rd. Station has operated with two (2) when staffing patterns have dictated.

Minimum staffing, as agreed to by the District and the Firefighters Association, is three (3): Captain, Driver Operator and a Firefighter.

Make up of the staffing consists of the following:

- Shift Battalion Chief

Erba Station

Captain
Operator (D/O or FFII)
Firefighter
Firefighter

Sims Station

Captain
Operator (D/O or FFII)
Firefighter

Rank structures vary among shifts, but the desire is to have a captain or acting captain, operator and firefighter on each engine.

Paid Call Firefighters (PCF) supplement the career firefighters. The PCFs respond directly to structure and wildland fires and are utilized as supplemental suppression personnel. There is no rank structure within the PCF program. PCFs are subordinate to firefighters.

Off-duty career personnel carry pagers and may respond to any multiple engine response or upon special request by an incident commander/duty chief. Off-duty career personnel respond to the closest station with available equipment to provide district coverage and "next available" response.

Special Skills:

Scotts Valley has eight (8) certified hazardous materials technicians who provide emergency response as part of a hazardous materials response team. A ninth member is in training. The goal is to have three (3) technicians assigned to each shift.

Line personnel are certified to Emergency Medical Technician-Defibrillator standards. This is in addition to standard EMT-1 certification.

The duty chiefs are ICS qualified strike team leaders, division/group supervisors and Type 2 Plans and Logistics Section Chiefs.

Apparatus

Station	Unit	Make	Yr	F.L.	Reserve	ICS Type	Cap	Tank	Replace/ Refurb.
St.1	Engine 2510	Ford VanPelt	1972	No	Yes	1	1000	700	N/A
St.1	Engine 2511	Hann VanPelt	1985	Yes		1	1500	500	2000
St.2	Engine 2512	Ford VanPelt	1988	Yes		1	1250	750	2003
St.1	Engine 2513	Inter KME	1991	Yes		2	1000	500	2006
St.1	Truck 2570	Duplex VanPelt	1980	Yes		2	1500	400	1999
St.1	Tender 2540	Ford VanPelt	1975	Yes		1	750	2000	1997
St.1	HazMat 2565	Grum. Paoletti	1990	Yes					2006
St.1	Comm 2503	GMC Blazer	1989	Yes					1998

Branciforte Fire District

Operational Staffing

Branciforte has one (1) career person assigned to each 24-hour shift. The fire chief and two (2) captains cover the shift responsibilities and are augmented by volunteer response and off-duty personnel.

The career personnel are stationed at Station One at 2711 Branciforte Dr.

Apparatus Assignments

Station One (Branciforte Dr.):

2660
2610
2640

Station Two (Rider Ridge Rd.):

2650 (responded by volunteer personnel; station is a garage on a long term lease.)

Special Skills

Certified Paramedic (1)
Heavy Rescue, Systems 1 level (4)
State life guard and water rescue (4)
Hazardous Materials Incident Commander (4)
Strike Team/Division Group Supervisor (1)

Central Fire District

On Duty Staffing: 13 Personnel Per Day (Minimum Staffing)

- 1 Battalion Chief / 4 Captains / 8 Firefighters
- 32 Paid Call Firefighters

District Coverage

- 4 Triple Combination Pumpers (STAFFED)
- 1 Battalion Chief Suburban (STAFFED)

Battalion Chief is on shift and can respond to any call. The Battalion Chief is backed-up by the duty Chief (Asst. Chief or Chief).

Disaster Plans:

- Flood plan, Santa Cruz County Operational Manual, Hazardous Material Plan.

Staffing Levels Per Day:

1 Shift Battalion Chief

St. 1	St. 2	St. 3	St. 4
1 Captain (Capt)	1 Capt	1 Capt	1 Capt
2 Firefighters (FF)	2 FF	2 FF	2 FF

Apparatus:

<u>Station 1</u>	1991 EMERGENCY RESPONSE (1068)
1988 Pierce	(Engine)
1974 Mack	(Engine) Reserve
1974 Crown	(Truck 75 ft./Engine)
1987 Chevy	(Cascade)/Hurst Tool

Station 2 1991 EMERGENCY RESPONSE (475)

1992 Pierce (Engine)
1976 Van Pelt (Engine) Reserve
1974 Brush (Engine) Type 3

Station 3 1991 EMERGENCY RESPONSE (703)

1992 Pierce (Engine)
1965 Crown (Engine) Reserve
1991 Freightliner (Water Tender 2100 gallons/w foam)
1972 Dodge (Rescue)/Hurst Tool

Station 4 1991 EMERGENCY RESPONSE (893)

1983 Mack (Engine)
1970 Crown (Engine) Reserve

Response Patterns and Procedures

Aptos/La Selva Fire District

Code II

- Single Unit - Public Service
 - Smoke Check (Outside Structure)
 - Lock-Out (Residential)
 - Water-Vac
 - Sprinkler System Tamper Switch
 - Alarm System Reset
- Single Engine/Rescue Unit
 - Pick-Up and Put-Back

Code III

- Single Engine
 - Fire Alarm Sounding
 - Vehicle Leaking Fuel, Fuel Spill
 - Wires Down
 - Natural Gas Leak or L.P.G. Tank Leak (Outside Structure)
- Single Engine/Rescue Unit
 - Medical Aid
 - Rescue

Note: Except to Highway #1 where 2nd engine responds until advised.

- Two Engines (3rd Engine Moves Up if Both Engines Committed)
 - Vehicle Fire
 - Trash/Rubbish/Dumpster Fire

Note: 2nd due engine Code II until advised
(except to Highway #1)
- Two Engines/Rescue Unit (3rd Engine Moves Up and Battalion Chief Responds if Both Engines Committed)
 - Vehicle Accident

Note: 2nd due engine Code II until advised
(except to Highway #1)
- Battalion Chief/Two Engines/Rescue Unit (3rd Engine Moves Up if Both Engines Committed)
 - Hazardous Materials Incident

Note: 1st due engine Code III: remainder of assignment Code II until advised.
 - Surf Rescue/Cliff Rescue

Note: 2nd due engine Code II until advised
- Battalion Chief/Three Engines Water Tender*/Rescue Unit
 - Structure Fire
 - Wildland Fire
 - Structure Response (as per County Comm., i.e., sparking, arcing, smoke inside structure, smoking appliance, smell of gas or gas leak in a structure, etc.) Note: 1st-due engine Code III, 3rd due engine automatic move-up to Station 2 remainder of assignment Code II to scene/staging.

* The water tender responds on all wildland fires and structure fires in water deficient areas as defined below, or at the discretion of the Battalion Chief.

All addresses or areas accessed by the following streets:

Los Olas Dr.	Valencia Rd.	Encino Dr.
Aptos Creek Rd.	Cox Rd.	Vista Del Mar Dr.
Trout gulch Rd.	Day Valley Rd.	Cuesta Dr.
Cathedral Dr.	Loma Prieta Dr.	San Andreas Rd.

* Must Cover station is St. 2 (due to its central location and immediate freeway access).

Branciforte Fire District

Branciforte has identified the following response patterns/procedures for the following incidents:

Structure Fires	1 engine (2610) 1 water tender (2640) 1 type 4 engine (2650)
Wildland Fires	1 engine (2610) 1 water tender (2640) 1 type 4 engine (2650)
Medical Emergencies	1 rescue (2660)
Vehicle Fires	1 engine (2610) 1 type 4 engine (2650)
Vehicle Accidents	1 engine (2610) 1 rescue (2660)
Smoke checks	1 engine (2610)
Hazardous Materials	1 engine (2610) 1 rescue (2660)

When an incident occurs north of Branciforte Dr. at Vine Hill Rd., 2650 responds to all incidents.

Central Fire District

Structure Fires (Urban)	(2) On-duty Engines (1) Reserve Engine (1) Cascade (1) Battalion Chief P.C.F. Activated 3470 Special Call/Target Hazard
Structure Fires (Rural)	(2) On-duty Engine (1) Battalion Chief P.C.F. Activated
Medicals	(2) On-duty Engine
Wildland Response	(2) On-duty Engines (1) Reserve Engine (1) Water Tender (1) Battalion Chief P.C.F. Activated

Hazardous Material (Response)	(1) On-duty Engine (1) Battalion Chief
Coastal Response	(1) On-duty Engine (1) Battalion Chief
Vehicle Accident	(1) On-duty Engine (1) Battalion Chief (optional)
Misc. Calls	(1) On-duty Engine
Vehicle Lock-outs	Do not respond

Paid Call Firefighters respond on all general alarms and manned reserve engines and unmanned stations. They respond using a reserve engine in place of an on-duty engine company that is committed to a call.

Scotts Valley Fire District

Scotts Valley responds to the following types of incidents with the identified first alarm response:

Urban Structure Fires:	2 engines, 2511 & 2512 1 battalion chief, 2503 1 telesquirt, 2570 (off duty and PCF) 1 support unit, 2565 (off duty and PCF)
Rural Structure Fires:	2 engines, 2513 & 2512 1 battalion chief, 2503 1 water tender, 2540 (off duty and PCF) 1 support unit, 2565 (off duty and PCF)
Wildland Fires:	2 engines, 2513 & 2512 1 battalion chief, 2503 1 water tender, 2540 (off duty and PCF) 1 support unit, 2565 (off duty and PCF)

EMS, vehicle fires, public service, vehicle accidents and hazardous materials incidents get a single engine response based on response area.

Fire Station Locations and Response Area

Scotts Valley utilized Fire Loss Management Systems (a consultant) to conduct a study of fire station locations based on response times, required fire flow, call volume and automatic aid effectiveness. The study indicated a need for a third station in the lower Glenwood Dr. area. It also projected a potential future need of a fourth station depending on growth and call volume in the Marywood area to the extreme north end of the district. A response time goal of five (5) minutes to 95% of the calls in the urban areas and five (5) minutes to 90% of the calls to the rural areas of the district has been adopted through adoption of the study.

Response Volume and Times

Aptos/La Selva Fire District

	<u>Station 1</u>	<u>Station 2</u>	<u>Station 3</u>
Fire	170	194	81
E.M.S.	333	356	176
Haz Mat	25	27	4
Public Service	74	95	39
Sub Total	602	672	300%

Total Emergency Responses for 1991 1574

Categories

- Fire: Calls in this category include all fires, mutual aid, alarm, and false alarms.
- E.M.S.: Calls in this category include all medical aid calls, rescues and vehicle accidents.
- Haz Mat: Calls in this category include all haz mat calls, gas leaks, fuel spills, and toxic substance checks.
- Public Service: Calls in this category include pick up and put back, lock out, wires down, trees down, smoke check, and standby.

Branciforte Fire District

Call Volume by Station Response Area (cy 1991)

Station 1 (Branciforte) 147 calls

Response Times

Average response time (approximate) 10 Min. (1 person eng. co.)
Maximum response time (approximate) 17 Min. (1 person eng. co.)

Central Fire District

Response Volume & Times

<u>Type of Inc.</u>	<u>St.1</u>	<u>St.2</u>	<u>St.3</u>	<u>St.4</u>	<u>Total</u>	<u>%/Total</u>
Struc. Fire	113	77	77	97	364	12
Vehicle Fire	13	11	24	17	65	2
Wildland Fire	15	6	22	8	51	2
Medical Aid	676	239	326	562	1803	7
Public Service	65	21	43	77	206	7
Vehicle Acc	38	27	85	47	207	3
Veh Acc w/Inj	37	10	27	21	95	3
Miscellaneous	111	74	99	64	348	10
Total Inc's	1068	475	703	893	3139	100%
% of Total	34%	16%	22%	28%		100%

Structure Fire Includes:

- Any fire within a structure
- Alarm sounding, Fire or False

Miscellaneous Includes:

- Automatic Aid
- Flooding
- Hazardous Materials
- Helicopter Standby
- Lines down
- Mutual Aid
- Power Pole Fire
- Smoke Check/Illegal Burn

	<u>Mutual Aid</u>	<u>Auto Aid</u>
To: Aptos	22	
Branciforte	6	1
CDF	2	
Santa Cruz	16	7
Other	13	2

Scotts Valley Fire District

Call Volume by Station Response Areas: Alarms by first in response areas (CY 1991):

<u>Station</u>	<u># of Calls</u>	<u>% of Total</u>
Station 1 (Erba)	845	79.9
Station 2 (Sims)	164	15.5
Mutual/Auto Aid	48	4.6
Total	1058	100.0%

Calls by Station Response Areas Including Glenwood

<u>Station</u>	<u># of Calls</u>	<u>% of Total</u>
Station 1 (Erba)	525	49.6
Station 2 (Sims)	164	15.5
Station 3 (Glenwood)	320	30.3
Mutual/Auto Aid	48	4.6
Total	1058	100.0%

Note: Glenwood station response area shown for statistical and planning purposes.

Station One (Erba Station) has been identified as a "must cover" station due to the call volume.

Response Times (CY 1991):

	<u>Calls Under</u>	<u>Calls Over Average</u>	<u>Max. Time</u>
<u>Station</u>	5 Minutes (%)	5 Minutes (%)	
Station 1 (Erba)	61%	39%	5.78 min. 15 min.
Station 2 (Sims)	51%	41%	6.14 min. 8 min.

Maximum times are established based on travel time with all units on base. Response times are identified as the time from dispatch until the first engine arrives at scene.

Mutual Aid/Auto Aid

Aptos/La Selva Fire District

- A/LSFD is on the S.C. Co. Master Mutual Aid Agreement.
- A/LSFD has an Auto Aid Agreement with Central Fire District to respond to all medicals, vehicle accidents and fires on the Cabrillo College Campus. Additionally, A/LSFD provides one (1) engine to any fire on or off of Soquel Drive up to and including Park Avenue (North of Hwy #1), except Porter Gulch Road.

CFD provides one engine to A/LSFD to any fire on Soquel Drive up to #8999 Soquel Drive.

- A/LSFD is currently finalizing an auto aid agreement with CDF/CO. Fire which will provide one (1) engine from either agency to be sent to each other's adjoining response areas. Details will follow.

- A/LSFD responds jointly with Freedom Fire (Co. Fire Area) to incidents on, or adjacent to, Hwy #1 between Mar Monte Avenue and Buena Vista Drive.

Branciforte Fire District

Branciforte is a party to the State of California Master and Santa Cruz County Mutual Aid Plan.

Auto aid is provided to the City of Santa Cruz in DeLaveaga Park. The City reciprocates by providing response to Old Pilkington Rd and related areas.

Central Fire provides automatic aid of one (1) engine to fires on Paul Sweet Rd. and Rodeo Gulch Rd. and related areas.

A water tender is responded to lower Glen Canyon Rd. to Scotts Valley for all fires. Scotts Valley reciprocates with one (1) engine to all wildland and structure fires.

Central Fire District

Mutual Aid Agreements:

- A. Aptos
- B. Branciforte
- C. Central
- D. Santa Cruz

Auto Aid Agreements:

- | | |
|----------------|--|
| A. Central | (Old San Jose Rd. To Stetson Rd.) |
| B. Aptos | (Dist. #1 Area) |
| C. Branciforte | (Hidden Valley, Paul Sweet Rd., N. Rodeo Gulch, Olson Rd.) |
| D. Santa Cruz | |

Scotts Valley Fire District

Scotts Valley is a party to the State of California Master and Santa Cruz County Mutual Aid Plans.

Automatic aid with Santa Cruz City exists for the south end of the district including most of Pasatiempo. Response is provided into the Carbonero Estates area of the city from the Sims Station. The agreement reciprocates one (1) engine between the agencies.

An automatic aid agreement with Santa Cruz County Fire was established to provide a mutual response from Glenwood Cutoff to upper Glenwood. Response is also provided into Ocean St. Extension and Graham Hill Rd. by the Sims Rd. Stations. The agreement reciprocates one (1) engine and one (1) water tender.

Scotts Valley provides one (1) engine automatic aid to all of Branciforte's district. Branciforte reciprocates with a water tender response to lower Glen Canyon Rd.

State Responsibility Areas, Local Responsibility Areas, Mutual Threat Zone

Aptos/La Selva Fire District

- SRA boundary line is Soquel Drive from the Western boundary to Freedom Blvd. where it then follows Hwy #1 to the Eastern boundary.
- LRA is all area from the Pacific Ocean to the above described boundary line.
- MTZ is currently being established and finalized as beginning at the intersection of Soquel Drive and the S.P. Railroad tracks (South of Aptos Village) extending along the tracks to the Eastern boundary.

Branciforte Fire District

Branciforte is entirely State Responsibility Area (SRA) for purposes of wildland fire protection. The district shares responsibility with CDF for these areas.

Scotts Valley Fire District

Scotts Valley has joint jurisdictional responsibility in areas defined as state responsibility areas (SRA) with the California Department of Forestry and Fire Protection (CDF). SRA includes those areas outside the city limits of Scotts Valley and outside the areas designated by CDF as local responsibility areas.

Local responsibility areas of the district include the City of Scotts Valley, Pasatiempo and the Rolling Woods development off of Graham Hill Rd.

Scotts Valley has entered into a Mutual Threat Zone agreement with the California Department of Forestry and Fire Protection. This agreement is essentially an automatic aid agreement to allow the use of special resources (aircraft, handcrews and bulldozers) on an automatic basis within pre-identified areas of local responsibility areas.

OPERATIONS SECTION

Emergency Response Division

Current Situation

The four (4) existing districts provide emergency service to an area of approximately 60 square miles. This area encompasses both urban and rural environments with significant areas of wildland/urban interface in addition to two (2) incorporated cities. Services rendered to the communities by the individual districts are similar but vary in quantity of resources committed to an incident and in response times. Two districts presently provide specialty services. Aptos/La Selva provides paramedic level EMS and Scotts Valley provides a hazardous materials response team and EMT-Defibrillator. These services are provided over and above the basic level of EMS and Haz Mat response.

The operational structure of the districts all follow traditional lines of fire service organizations. Shift personnel operate in one of four line positions: Battalion Chief, Captain, Driver/Engineer and Firefighter. Various districts use different position titles, but the functions remain similar. Personnel also are assigned additional titles that reflect specialized capabilities such as: Paramedic, HazMat Tech, EMT Defibrillator, Mechanic, Heavy Rescue and various overhead positions.

Line Personnel

	Line Chief/BC	CAPT	OPER/FF	Volunteer
Aptos	3	9	21	0
Branciforte	1	2	0	15
Central	3	12	24	29
Scotts Valley	3	6	16	15
Totals	10	29	61	59

Dispatch:

Emergency Dispatch for the districts is performed by Santa Cruz County Communications (911 Center). Resource tracking is accomplished by field incident commanders/duty officers. Each agency maintains its own dispatch/run cards for purposes of initial 1st alarm dispatch of resources.

Mutual Aid:

All of the districts are party to the California State Master Mutual Aid Agreement and the Santa Cruz County Mutual Aid Plan.

Mutual/Automatic Aid agreements exist in all of the districts. These agreements include automatic aid, mutual aid, SRA and LRA documents and Mutual Threat Zones. The Aid agreements impact most of the neighboring fire agencies and reflect reciprocal services with a mutual benefit.

Incidents:

The nature of each district's incidents is similar, thus the services rendered are also similar. Each district responds to fires, medical emergencies, vehicle accidents, hazardous materials, releases, public service, and disaster incidents. The districts also respond to incidents, specific in nature to their own geographic area. Train emergencies, ocean rescue, swift water rescue and target hazards reflect the specialized needs of the individual communities.

Compatibility and Interaction:

The Districts have been long-time participants in mutual aid that is exercised regularly on incidents and training evolutions. This commitment has resulted in a continuing interaction among individual agencies from the firefighters to the fire chiefs. The high level of compatibility of emergency operations, fire apparatus, equipment and training standards are a product of this labor.

Variances exist among the districts in the delivery of resources to an incident in both volume and method of delivery. This is due primarily to the quantity, type, and the location of resources available to each district.

Off-duty and/or paid call/volunteer personnel are utilized by each of the four (4) districts to supplement response levels. The following chart #1 illustrates the **on-duty response** to specific incident categories. The response of a water tender, truck or air unit typically is dependent upon off-duty/volunteer response.

Chart 1

On-Duty Staffing and Resource Response Levels

	Aptos	Central	B-40	S. V.
Urban structure	3E,R+BC(9)	2E+BC(7)	E(1)	2E+BC(7)
Rural structure	3E,WT+R+BC(9)	2E,WT+BC(7)	E(1)	2E+BC(7)
Wildland	3E,WT+R+BC(9)	2E,WT+BC(7)	E(1)	2E+BC(7)
Vehicle Acc	E,R,(4-5)	E(3)	E(1)	E(3)
Medical	E,R,(4-5)	E(3)	E(1)	E(3)
HazMat	2E,R(6-7)	E(3)	E(1)	E(3)
*Other	E(2)	E(3)	E(1)	E(3)

E=engine WT=water tender R=rescue U=utility

* all single engine responses

(#) indicate on-duty staff responding

Distribution of Resources

Ten fire stations exist within the four (4) districts. Each station differs in its call volume, equipment housed and staffing level. Exhibit #2 illustrates the distribution of resources and staffing in the ten (1) individual stations.

Response Times

Level of service is commonly measured by the quantity, type and kind of resources delivered to an incident within an identified time standard. Response times are tracked within a jurisdiction to be used as a planning tool, an evaluation tool, determining risk levels, station response zones and station locations. Response time data is captured in Chart 2.

Chart 2

Response Times

	Aptos	Central	B-40	S.V.
5 min or less	86%	74%	*	56%
Over 5 min	14%	26%	*	44%
Max	11 min	13 min	17 min	15 min
District Goal	5 min or less=80%	5 min or less=80%	*	5 min or less = 95% (urban) 90% (rural)

* Data not available

Alternatives/Recommendations

Staffing

Phasing of staffing levels must be accomplished, contingent upon fiscal ability of the newly consolidated district. Phased levels of increased staffing would allow for the district to build as funding became available.

Phase I (Present)

Staffing, initially, would reflect the present staffing levels existing at each of the stations with the exception of Branciforte. Branciforte would need to be increased to a constant level of two person staffing.

Phase II (Future)

Staff each engine with three (3) personnel at each of the ten (10) stations. This would allow for operational consistency throughout the district. Personnel might be required to shift over to other specialized apparatus strategically housed in quarters to meet the requirements of certain alarm types and incidents. Specialized apparatus might have unique staffing requirements based on specialized needs or skills.

Phase III (Future)

Augmentation of busy stations and target hazard areas. Additional companies would be put in place as funding permitted to augment busy or high risk areas.

Simultaneously with the phasing of staffing, a fire station location study would have to be conducted to determine the optimum locations for the district as a whole.

Battalions

Operating the proposed district in a Two Battalion system would allow an efficient supervisory ratio of one (1) to five (5). This would require six (6) shift battalion chiefs to staff the three (3) working shifts. Battalion boundary division lines would be subject to a secondary study. It is projected that the Battalion boundary would be along the ridge dividing Old San Jose Road and Rodeo Gulch Road and follow the current response boundaries of 17th Ave. and Thurber stations on the West and Soquel and Capitola stations on the East.

Response

The consistent staffing of engine companies potentially would result in higher efficiency and effectiveness in emergency scene operations. This would result in less apparatus committing to an incident simply for the need to deliver appropriate numbers of personnel to the scene.

By combining all the district resources, a greater depth of resources would be realized. The dependence of outside mutual aid would be reduced significantly.

Specialized resources, e.g. trucks, water tenders, air/utility and haz mat units, would need to be strategically located throughout the new district to allow for optimum response anywhere within the district.

The Haz Mat unit presently at Scotts Valley Station 1 would best serve the district as a whole by being relocated to a more central location.

Proposed Response Procedures, 1st Alarm

Structure	3 engines
Commercial	3 engines, Truck
Structure/Rural	3 engines, Water Tender (off duty)
Wildland	3 engines, Water Tender (off duty)
Medical	1 engine
Haz Mat	1 engine
Other	1 engine

Multiple alarm incidents would continue to use mutual aid agreements for both control activities and the support of covering stations.

The concept of dispatching the closest available resources to an incident provides for the best operational efficiency effectiveness. For purposes of immediate implementation, the current manual run-card system/Geo file could be utilized as it exists today.

The operational management of a ten (10) station fire district, however, requires a CAD (Computer Aided Dispatch) to assist in managing the resources. It would be extremely cumbersome for an incident commander/duty officer to track and move resources based on demand within a ten (10) station district on an on-going basis.

Volunteer and off duty personnel would be needed to augment the daily staffing in times of multi-engine responses or multiple alarms.

Administrative staff duty rotation would be necessary to provide back-up and overhead support to the battalion chiefs.

Mutual Aid

All the districts have effective mutual aid/auto aid systems in place. Existing agreements would remain in effect upon consolidation. Contract language would need revision based on organizational change. Further study would be necessary to determine additional potential auto aid/mutual aid areas. Revision of multiple alarm assignments would be necessary. Consideration of mutual aid/auto aid sent today will require evaluation and review.

Summary

There are several factors that effect operations as they relate to consolidated fire services. The determining factor is the question as to whether service levels are improved as a result of consolidation for the same or less money.

Operational service levels are determined by a variety of factors:

- Well trained, qualified response personnel.
- Response times to an incident for first in and subsequent companies.
- Company staffing levels as well as standardized personnel requirements based on fire flows and incident needs.
- Consistent operations, training and incident management.
- Equipment types consistent with response needs and operational efficiency.
- Specialty services offered (EMS, hazardous materials response, etc.).

Each district has gone to the extent possible within fiscal constraints to provide the best possible service considering the above factors. Each of the factors must

be weighed individually and then as a whole to determine whether or not consolidation offers a benefit to each of the districts.

Personnel Qualifications and Training

Response personnel, as a whole, are well qualified. The impact of consolidation would be standardization of training and operations. Training is considered in another part of this report.

The logistics of personnel tracking and accountability would have to be done on a larger scale as compared to what occurs currently. Consolidated staff would mean that staff positions could be more specialized, thus improving training, operations and standardization.

Response Times

Response times are typically used as a measurement tool for station location and effectiveness of the move up system. This proposal assumes that all current stations would maintain a staffed company. Under that assumption, response times should remain consistent with current conditions. As the fiscal conditions permit, the district should be able to add companies and perhaps stations, thus improving response times to identified areas. Further study would be necessary to determine priorities based on call volume, response time impact, fiscal ability and political necessity.

An in-depth move up and cover system would be necessary to ensure that response time goals are maintained. The ability of a field duty officer to ensure adequate coverage of the entire district is limited. A computer aided dispatch (CAD) would be essential to the effective resource management of the district.

A move-up system requires that "must cover" stations be identified. The system would necessitate a Paid Call Firefighter and Off Duty response system that parallels current systems in order to maintain adequate coverage.

Automatic aid agreements currently in existence with agencies outside the proposed district would be maintained and could, perhaps, be enhanced.

Staffing Levels

The issue of staffing levels actually relates to two (2) areas: staffing on companies and staffing requirements based on incident workload.

Consolidation offers an advantage over current auto/mutual aid programs in that the company staffing levels could be consistent throughout the organization. Currently, three (3) of the four (4) districts operate companies below the accepted industry standard of three (3) people per company. The operational advantage of consistent company staffing is profound.

Occasionally, some of the districts have more than three (3) people assigned to a station. It does not appear that this practice would be able to be continued in

the early stages of consolidation. The impact might be offset by the depth and operational consistency of a ten (10) station district.

Consolidating the districts would allow a greater depth of resources. The individual districts currently rely upon support from other agencies, paid call firefighters and off-duty response to deliver required fire flow to a fire. This is in addition to covering additional calls in the response area.

The consolidated district would eliminate the need for "routine" mutual aid. The consolidated district would be able to provide the optimum response for a given incident and not be as heavily dependent on off duty/paid call response. Response levels would be driven by incident type and location as opposed to limited resources readily available.

Consistency

One of the more profound advantages of consolidation is a consistency of operations and training methods. The districts currently have a variety of ways of accomplishing the same job done. Consistent operations makes for a more efficient finished product.

Automatic and mutual aid have started this process, but there still exists a need for consistency in terms of operations, training and incident management.

As with operations, equipment and apparatus consistency also run the gambit. There are differences between the districts currently related to equipment compliments and types. This creates a difference in the operations that a particular company is able to perform or the method in which the evolution is performed. A common set of expectations between an incident commander and the companies manifests in efficiency.

Considerable effort and compromise will be required to develop common operational methods in addition to standardization of equipment and supplies.

Specialty Services

The two (2) primary specialty services that the current districts offer are increased emergency medical service in the form of advanced life support and hazardous materials response. Those two (2) services are covered in other sections of this report. As a generality, consolidation offers the ability to maintain and enhance those services to the entire consolidated district, either immediately or over time.

Conclusion

Consolidation offers operational efficiency and service to all of the existing districts. Consistent staffing, equipment, training and methods of operation will enhance service as compared to the current system. Considerable effort and compromise would be necessary to standardize the components of the system in the short term, but, once complete, consolidation would be more operationally effective.

EXHIBIT #2

Mid County Fire Report

Operations Chart

CURRENT STATUS

Fire Stations	Total Calls	Assigned Line Staff Per Shift	Minimum Line Staff Per Shift	PCFs	Engines			Truck	Water Tender	Air Unit	HazMat
					Type 1	Type 2	Type 4				
SCOTTS VALLEY	873	4 (1)	3	15	2	1		1	1		1
SIMS	185	3	2		1						
BRANCIFORTE	138	1	1	15	1		1				
THURBER	475	3	3	4	2		1				
17th AVE	1068	3 (1)	3	16	2			1		1	
CAPITOLA	893	3	3	4	2						
SOQUEL	703	3	3	5	2	1			1		
APTOS	602	3 (1)	3		2				1	1	
RIO DEL MAR	672	5	4		1						
LA SELVA	300	3	2		1						
TOTAL	5909	31 (3)	27	59	16	2	2	2	3	2	1

() = Battalion Chief

EMS EMERGENCY RESPONSE SECTION

Historical Data/Current Operations

Aptos/La Selva Fire District

The Aptos/La Selva Fire District presently operates the only fire based ALS program in Santa Cruz County. The district began paramedic operations in 1977. The district utilizes Firefighter/Paramedics who respond in a transport capable rescue unit. These "dual role" employees augment the on duty staffing.

While the A/LSFD paramedic unit does have patient transport capability, it currently does not routinely transport patients to the hospital. In all but the most severe cases, patient care is transferred to a local private paramedic ambulance. If the patient's condition warrants an additional paramedic riding along, the A/LSFD paramedic unit will accompany the ambulance to the hospital. In extreme situations, the A/LSFD paramedics may elect to transport the patient in the fire department paramedic unit. This is done in cases where time is of the essence and the delay in waiting for an ambulance could negatively alter the patient's condition.

The district maintains a cadre of nine (9)Firefighter/Paramedics, assigning three (3)per shift. Consistent with the Santa Cruz County paramedic unit staffing policy, two (2) FF/PMs are always assigned to the paramedic unit. The third FF/PM is rotated onto an engine for additional firefighting experience

Central Fire District

The Central Fire District currently provides EMS services on the BLS/EMT-1 care level. All engine companies, including reserve units, are outfitted with an airway/resuscitator kit (including adult, pediatric and infant bag valve masks), first aid kit and portable suction unit. All line personnel are EMT-1 certified, including the battalion chiefs and the fire captain assigned to the Fire Prevention Bureau.

Scotts Valley Fire District

The Scotts Valley Fire District operates a BLS level EMS system that is enhanced with an automatic defibrillator program (EMT-D). Automatic defibrillators contain circuitry that enables the unit to interpret life threatening EKG rhythms and deliver the appropriate electrical shock therapy. These units have a proven track record nationally in regards to their reliability and the dramatic effect they have had on the cardiac arrest save rate. All engine companies, including reserve units, are outfitted with a airway/resuscitator kit (including adult, pediatric and infant bag valve masks), first aid kit, portable suction unit. Front line engines also are equipped with a Laerdal Heartstart 1000 automatic defibrillator unit. All line personnel are certified to the EMT-1/EMT-D level.

Branciforte Fire District

The Branciforte Fire District currently provides EMS services on the BLS/EMT-1 care level. Paid employees currently are all certified to the EMT-1A level. Units carry adequate medical equipment, including oxygen/airway kits and first aid boxes. Of the fifteen (15) volunteers currently on the roster, approximately eight (8) volunteers are certified to the EMT-1 level. Most medical responses are handled utilizing 2660, a utility type rescue unit, with one (1) on duty member augmented by volunteer or off-duty personnel.

AMR/West Ambulance Service

Transportation for patients is furnished by the private provider "Pac Med". "Pac Med" has both ALS and BLS capabilities and has been providing ALS care and transportation for Santa Cruz County since 1985. Pac Med has recently consolidated operations with three other companies. They will operate as a public stock based company under the name of "AMR" or American Medical Response, Inc.

EMS Dispatch System

Dispatch services are provided on contract with the County of Santa Cruz Communications Center. County Comm. has utilized the "Emergency Medical Dispatch" system since 1988. This system allows dispatchers to prioritize a patient's condition via the telephone and dispatch the most appropriate EMS response.

Presently, a patient accesses the emergency medical services system by dialing 911. A determination is made as to the nearest first-responder fire service agency and the nearest private ambulance. The dispatch to both agencies takes place simultaneously. The dispatcher provides pre-arrival instructions to the caller. These instructions follow pre-determined questions and answers. On most medical emergencies, the fire department responds to the scene first and provides initial patient care. Whenever possible, firefighters stabilize the patients and await the arrival of the private ambulance personnel who will continue to provide BLS care or begin ALS level care.

2nd/3rd Alarm Medical Dispatch System

Large multiple victim incidents require that large numbers of patients be transported to local and regional hospitals. The number of ambulances provided by PacMed can quickly become inadequate to handle the given situation. In an effort to provide a quick access system for additional transport units, the Santa Cruz County Fire Chiefs established a 2nd and 3rd Alarm - Medical dispatch system. Several Santa Cruz County Fire Districts have transport capable rescue units. Up to five (5) of these units may be activated quickly by incident commanders of large medical oriented incidents.

County EMS Agency

Under California Administrative Code Title 22 - EMS Regulations, the County of Santa Cruz is charged with the responsibility of administering the county's EMS system. The Santa Cruz County EMS Agency is responsible for the development, implementation and monitoring of prehospital care protocols, the monitoring of EMS certifications issued for the county, data collection and EMS quality assurance.

The County of Santa Cruz EMS Agency is directly under the control of the County Health Officer. The agency currently employs a full-time administrator (Don Haitt), a full time Medical Director (Dr. Kent Benedict), a data collection specialist and clerical support.

California State EMS Authority

The California State EMS Authority is responsible for establishing statewide standards for all prehospital care aspects. The EMSA is the facilitator for the constant updating of California Administrative Code Title 22 - EMS Regulations. The state now certifies all paramedics in the state, thus creating a statewide reciprocity for paramedics.

EMS Service Levels ALS vs. BLS

ALS Services Overview

The Advanced Life Support (ALS) level of care allows for invasive patient care in the prehospital care setting. Invasive care implies that medications or procedures may be administered to the patient. The ALS scope of practice includes IV therapy, electrical shock therapy, administration of medication (including cardiac agents and narcotics), advanced airway maneuvers and anti-shock trousers. While invasive care, when administered correctly, can greatly improve a patient's condition, it can also adversely alter the patient's condition. To minimize this problem, paramedics must receive authorization from a physician to administer most medication and procedures.

EMT-P (Paramedics), in accordance with the Health and Safety code, shall have the following scope of practice:

- Render rescue, first aid and resuscitation services.
- Perform cardio-pulmonary resuscitation and defibrillation.
- During training, and while caring for patients in a participating general acute care hospital under the direct supervision of a physician or authorized registered nurse, or while at the scene of a medical emergency and during transportation when medical control is maintained by a physician or an authorized registered nurse, an EMT-P may:

- Administer intravenous saline, glucose, or volume expanding agents/solutions. This includes intraosseous (into bone) injections in pediatric patients
- Perform pulmonary ventilation by use of esophageal airway, endotracheal intubation or other airway management techniques approved by the County Health Officer.
- Obtain blood samples for laboratory analysis.
- Administer parenterally, orally or topically any of the following classes of drugs or solutions: antiarrhythmic agents, vagolytic agents, chronotropic agents, analgesic agents, alkalinizing agents, vasopressor agents, narcotic antagonists, diuretics, anticonvulsants, ophthalmic agents, oxytocic agents, antihistaminics, bronchodilators and emetics.
- Assist in childbirth
- Apply anti shock trousers
- Perform any other standard emergency medical treatment practice approved by the County Health Officer.

EMS Service Levels

Three (3) major points must be met to operate an ALS (paramedic) level service in California:

- Minimum Staffing Level

Presently in Santa Cruz County, the minimum staffing level for paramedic units is two (2) certified paramedics per active unit. While the Aptos/La Selva Fire District has met this standard since the inception of their paramedic program, authorization to staff the unit with only one (1) paramedic was granted recently by the County of Santa Cruz. This approval was granted to assist the district in dealing with the pending budget crisis; however, the district has not yet found it necessary to drop to one (1) paramedic.

- Minimum Equipment Requirements

All paramedics in Santa Cruz County must carry the minimum inventory and equipment levels as stated in the Santa Cruz County EMS Policies. This requirement only specifies the equipment to be carried, not the type of apparatus to be utilized. Either transport capable units or non transport units may be placed in service as a paramedic unit.

- **Base Station Hospitals**

Field Care medical control is maintained via communication with an assigned Base Station Hospital. A Base Station Hospital must have a physician on duty and have specially trained nurses or Mobile Intensive Care Nurses (MICN) on duty on a 24 hour basis. Orders for medications and/or medical procedures are issued to paramedic in two ways. First, standing orders are preauthorized orders which have been issued for many common or life threatening medical ailments or problems. In this case the paramedic may proceed with the procedure or medication **prior** to contacting the Base Hospital by telephone or via radio. Secondly, in situations not covered by a standing order, the paramedic must establish Base Station contact in order to be issued the appropriate order. In either case, the medical responsibility lies with the Base Station Hospital.

Presently, both the Dominican Santa Cruz Hospital and the Watsonville Community Hospital serve as Base Station Hospitals for Santa Cruz County.

ALS Personnel (EMT-Paramedic)

The Aptos/La Selva Fire District presently maintains nine (9) currently certified paramedics. Under Federal Dept. of Transportation and California Title 22 requirements, previously certified paramedics may reactivate their certifications to current status. This requires a minimum of continuing educational hours and, most importantly, a series of written and skills examination to assure proficiency. While several ALSFD employees are eligible to recertify, it is unlikely that any are truly interested.

The Central Fire District has two (2) full-time employees who are qualified to act as paramedics. One is presently certified while the other is currently recertifying through the State of California.

The Scotts Valley Fire District has one (1) full-time employee who is a certified paramedic.

EMS Service Levels

BLS Services Overview

The Basic Life Support (BLS) level of care is primarily based around non-invasive patient care. In BLS care, the EMT may administer oxygen, water or glucose to a patient. No other medications are authorized for administration by an EMT-1. While the scope of practice is limited in contrast to the paramedic or ALS care level, it is no less important. EMT-1 personnel are well versed on patient assessment and evaluation techniques, as well as having a strong knowledge base regarding anatomy/physiology and injury/illness processes. Early assessment of the patient by an EMT-1 is often relied upon greatly by paramedical and hospital personnel.

The term "Basic Life Support" is used to describe the EMT-1 (112 hour) , First Responder (44 hour) and the First aid (21 hour) levels of EMS training and certification. Skills allowed in the scope of practice include:

- Patient assessment including physical examination, vital signs and history taking
- Airway maintenance and oxygen administration including suctioning
- Bandaging and splinting
- Patient spinal immobilization

BLS Personnel (EMT-1)

Presently, approximately 100 members of the proposed district possess and maintain EMT-1 Ambulance certification. This number represents all operational personnel below the rank of battalion chief in all four fire districts.

Engine Based vs. Squad/Ambulance Based Paramedic Systems

While the County of Santa Cruz presently requires a staffing level of two (2) paramedics per active unit, the option of an engine based system utilizing one paramedic per unit does exist. In an engine based system, one member of the engine company is a certified paramedic. A full complement of paramedic equipment is carried on board. The engine paramedic begins ALS patient care while waiting for the responding ambulance to arrive. The two (2) paramedics on the ambulance assist with patient care until such time as a transfer of the patient occurs. The ambulance crew transports the patient to the hospital while the engine crew is made available to respond to other emergencies.

HAZARDOUS MATERIALS RESPONSE SECTION

Terminology of Training and Response Levels

Operations Level - A minimum of 16 hours of training for first response personnel for the purpose of size-up, protecting nearby citizens, property and the environment. Actions are defensive with the intent of release containment from a safe distance.

Technician Level - A minimum of 200 hours training focused on Response Team activities. Technicians are trained to choose suitable protective clothing, identification of substances, mitigation of leaks and spills and team entry into unknown and contaminated environments. They also are trained to fill Incident Command Haz-Mat positions.

Specialist Level - A minimum of 80 hours in addition to the Technician's 200 hours. All of the above activities with additional tactical field operations training and hands on experience with large scale incidents.

Haz-Mat Incident Command/Scene Manager - 40 hours of training required by California Government Code 8574.19-21 for officers responsible for all decisions relating to the management of the incident.

Department Profiles

Aptos/La Selva Fire District

Aptos/La Selva currently responds engine companies to haz-mat incidents. The District has four (4) personnel trained to the Technician response level and utilize these personnel to assist the Incident Commander with decision making and to fill out Incident Command positions at a large scale incident. Most responses are handled at an engine company level, with unknown and large scale incidents requiring a mutual aid Response Team. Aptos/La Selva has normally utilized Watsonville Fire's Haz-Mat Team for these types of responses. All other personnel are trained to the operations level.

Of a total call volume for 1991 of 1574 alarms, Aptos responded to 56 haz-mat incidents (about 3.5% of total alarms).

Branciforte Fire District

Branciforte Fire responds to haz-mat alarms with an engine company with additional staffing from Volunteer firefighters. Personnel are trained to Operations level and large scale incidents would require a mutual aid haz-mat team.

Of a total call volume of 138 alarms in 1991, two (2) responses were to haz-mat calls (1.5% of total alarms).

Central Fire District

Central Fire District responds to haz-mat incidents with on duty engine companies and most incidents are handled at this level. The District has two (2) personnel trained to the Specialist level and they are utilized to assist with decision making and to fill Incident Command positions on larger incidents. All other personnel are trained at the operations level. Large scale incidents would require the response of a mutual aid response team, usually Watsonville Fire.

Total call volume for Central Fire in 1991 was 3,139 alarms, 91 of which were responses to haz-mat calls (approximately 3% of total responses).

Scotts Valley Fire District

Scotts Valley initially responds to haz-mat alarms with on duty engine companies. The District has seven (7) personnel trained to the Technician level and two (2) at the Specialist level. These personnel make up a full Level A Response Team. The District does not provide dedicated staffing of the Response Team. Large scale incidents that require a response team depend on off-duty response. All other personnel are trained to the operations level.

The Hazardous Material Response Team responds in a well-equipped van and have the ability to provide entry into Level A, B or C incidents and assist with identification of products as well as mitigating hazards.

In addition to Hazardous Materials Response, Scotts Valley Fire is the Administering Agency for hazardous materials regulation, inspection, permitting and enforcement. This service is provided within the city limits by a formal memorandum of understanding between the Fire District and City of Scotts Valley.

Scotts Valley Fire responded to 1058 alarms in 1991, 77 of which were haz-mat calls (about 7% of total alarms).

Future Impact

Overall hazardous materials responses average four percent (4%) of total call volume of the four (4) Districts combined. This percentage is likely to increase in future years. The consolidation of the four (4) fire districts would increase the level of response and service throughout the new district as follows:

- The combination of Technicians and Specialists would expand the current response team from nine (9) to fifteen (15).
- The response team would be able to handle all haz-mat related alarms on an immediate dispatch, decreasing response time.

- Recertification training of all line personnel for the operations level and on scene commander could be provided by team members. Five (5) personnel are CSTI certified instructors.
- The general public has an increased awareness of hazardous materials and the dangers associated to health and the environment. Statewide, the Fire Service has taken on the responsibility to provide emergency response to these incidents with the development of Haz-Mat Teams. Fire service response is directly in line with the mission statements of the fire districts and any increase in this level of service should be viewed as beneficial, not only to public safety and environmental protection, but to the increased safety of fire department personnel as well.

Implementation

The challenges that the consolidated district will need to address include:

- Placement of the Response Van - The van could be either centrally located in the district or in the area with the highest call volume of highest risk.
- Staffing - The number of team members is sufficient to provide adequate coverage. The call volume does not currently justify dedicated staffing to a Haz-Mat Team only. Recommended staffing would be four (4) personnel that would also have engine company responsibility at one (1) of the stations. The team members assigned would be able to stay current on haz-mat, as well as firefighting skills. There currently are enough haz-mat personnel at the rank of captain, driver and firefighter to staff an engine company with secondary haz-mat responsibility.
- Equipment - Scotts Valley Fire's Haz-Mat response vehicle is still in the process of being equipped. An additional \$20,000.00 in equipment expenditures will be required to complete the inventory. This figure includes \$15,000.00 for an on-board computer system to assist with chemical properties, as well as tying into pre-plan information. On-going maintenance costs and replacement costs are unknown.
- Training - It would be desirable to bring all technicians up to the specialist level. The cost for this additional 80 hours of training is dependent on the state's development of regional training centers. Currently, the training is available only at CSTI in San Luis Obispo. The current cost including accommodations is between \$1,500 to \$2,000 per student. The upgrades could be spread out over five years. On-going training for the team requires overtime and occasional travel to outside conferences. A commitment to on-going training is necessary for a response team to function, and also to keep proficiency levels in line with state and federal requirements.

TRAINING SECTION

History and Current Status

Maintenance Training

Aptos/La Selva

A yearly training schedule is developed by the Deputy and Battalion Chiefs. Monthly training emphasizes Department Emergency Operating Procedures and Performance Standards and is oriented towards "hands on" training. Station Captains are provided with training materials by Battalion Chiefs and schedule company drills leading to monthly multi-company drill. Multi-company drills are conducted in field and are scenario based to apply reviewed skills in pseudo-emergency situations. In addition, EMT training (2 hrs daily) is monitored by station captains and tested semi-annually. Additions/deletions are made to the yearly schedule as opportunities are presented or unanticipated situations develop.

Branciforte

Training sessions are conducted as company drills for each company and then followed by a department drill. The captain in charge of the company is responsible for teaching the company level. The Training Captain is responsible for teaching the department drill and developing a yearly schedule which includes guest speakers and new training ideas.

Central

Paid Personnel: Skills maintenance for Paid Personnel is accomplished through a monthly schedule established by the Training Officer. Topics for training are determined on a month to month basis. The topics consist of regular skills maintenance items (ladders, vehicle extrication, hose lays, etc.) as well as any new equipment or apparatus operations that arise. Specialized training such as Rescue Systems, Hazardous Materials and EMS are instructed by personnel most qualified or interested in the topic.

Paid Call Firefighter: Paid Call Personnel are trained four times a month under the direction of the Training Officer. Drills are every Wednesday 1900 hours to 2100 hours. Special weekend drills are scheduled occasionally. During the 12 month probationary period, Entry Level Probationary Paid Call Firefighters are trained in First Responder Medical, First Responder Haz Mat and CPR. Other career development training is provided in-house.

Scotts Valley

Skills maintenance is accomplished through a monthly schedule established by the training officer. The company officer is the focal point of scheduling and accomplishing maintenance training identified on the schedule. Multi-company

drills are conducted/coordinated by the training officer and/or battalion chief. Special training, guest instructors, new methods and techniques also are included in the monthly training schedule. A shift captain is assigned the responsibility of training for the Paid Call Firefighter program.

Career Development/Promotional

Aptos/La Selva

Aptos/La Selva Fire has no formal career development program. The SVFPD program was being looked at as a model. It has been the Department's practice to send each officer to two Asilomar classes annually.

Entry Level Firefighter, Firefighter/Paramedic:

The successful candidate must complete and pass an open test consisting of a written exam, a physical agility test, an oral interview, a medical physical and a background check. On hire the candidate must successfully complete a 12 month probationary period.

Acting Captain/Vacation Float: Appointed by the Fire Chief to three (3) available positions. Manages a department program in addition to providing vacation and sick relief for assigned shift.

Captain: Promotional position. Requires meeting minimum requirements and successful completion of assessment lab.

Acting Battalion Chief: Appointment by Fire Chief to 3 available positions.

Battalion Chief: Promotional position. Requires meeting minimum requirements and successful completion of assessment lab.

Fire Marshal: Promotional position. Requires meeting minimum requirements and successful completion of assessment lab.

Deputy Chief: Promotional position. Requires meeting minimum requirements and successful completion of assessment lab.

Fire Chief: Promotional position. Requires meeting minimum requirements and successful completion of assessment lab.

Branciforte

Branciforte Fire's Career Development Program is designed to parallel the California Fire Service Training and Education Systems requirements for volunteers.

Vol. Firefighter: New hire volunteers are required to go through a background check, oral interview, DMV check and a medical physical.

Vol. Engineer: This is a promotional position. All personnel are required to have one year at the rank of firefighter and completion of a one year program which includes: training in apparatus operation, pump operation, water supply, and pre incident planning. After successful completion, the member must pass the Class B license testing process. Engineers must also possess FFI and EMT IA certifications.

Vol. Lieutenant: This is a promotional position. All personnel are required to have a minimum of one year at the rank of Engineer. They must complete the Volunteer Fire Officer class and one on one training with the Training Captain.

Fire Captain: An open competition supervisory position that requires a written test, oral board and a simulation. Required training for this position is obtained primarily from the California Fire Service Training and Education System.

Fire Chief: An open competition supervisory position. The Board of Directors invites the best qualified applicants (determined by a selection committee) to participate in an oral interview.

Central

Paid Call Firefighter: There are four steps within the Paid Call ranks that are achieved through educational and training requirements as well as time in service.

PCF Entry Level: After passing a written exam, physical agility, oral interview, medical physical and a background check, the PCF is hired and placed on probationary status for 12 months.

The District may have up to 40 Paid Call Firefighters. The current roster consists of 29. Testing for new PCF's usually occurs when the roster approaches 15 - 20.

New Paid Professional Firefighters are promoted from the qualified PCF II rank.

Paid Professional Firefighters: Central Fire District has no formal career development program and step raises are based primarily on successful performance evaluations and time in service. Promotional requirements are identified in department policies and procedures and are left up to the individual to meet the requirements prior to probationary exams. The Department supports all training within the California Fire Service Training and Education System and will authorize other specialized training classes on an individual basis.

Experience and education requirements for career development/promotions are outlined in each job description.

Scotts Valley

Scotts Valley's Career Development Program is designed to parallel the California Fire Service Training and Education System requirements. Each level of the system is predicated on successful completion of each lesser level.

Paid Call Fire fighter (PCF): Entry level test including physical agility, medical physical, oral interview and driving record check.

Entry level Firefighter: Test open to PCF personnel and includes written, oral and Chief's oral. Must complete Firefighter I while on probation (first year).

Firefighter I: Meets state requirements for Firefighter I and is tied to the IFSTA training materials. Firefighter I is the only required career development step. Further advancement through the system is optional on the part of the employee.

Firefighter II: A one year program that meets state requirements for Firefighter II, EMT, Driver Operator IA and IB. Must obtain Class B Driver's License. Successful candidates, at completion, can drive and operate engines and water tenders. Employee is advanced to Firefighter II pay scale upon successful completion of the testing process.

Driver/Operator: A one year program that trains the employee in truck operations, servicing of apparatus, apparatus systems, pre-incident planning and water supplies. Successful candidates can drive and operate trucks. Employee is advanced to Driver Operator pay scale upon successful completion of the testing process.

Fire Captain: A promotional supervisory position that requires passage of an examination and appointment by the Fire Chief after completing prerequisite requirements that are made up of outside education in addition to in-house training.

Battalion Chief: A promotional managerial position that requires passage of an examination and appointment by the Fire Chief after completing prerequisite requirements that are made up of outside education in addition to in-house training.

Support Staff: Varies based on position. Requirements are outlined in each job description.

Special Skills Training

Aptos/La Selva

EMS

EMT-I: An entry level minimum qualification. Certification must be maintained by all line personnel. Department provides on shift EMT training and recertification testing.

EMT-Paramedic: Normal department staffing is firefighter/paramedics. Personnel are required to meet continuing education (C.E.) requirements and recertify every four (4) years. Personnel attend C.E. on duty, if possible. When attending off duty, the Department pays time and one-half wage per C.E. hour to maximum of forty-eight (48) hours.

Hazardous Materials Response

All line personnel trained to minimum of first responder. All officers trained to be on scene commander. Four (4) personnel trained to technician level and provide in service training.

Heavy Rescue

All personnel trained to Systems 1 level. In service training is provided yearly.

Surf Rescue

Three personnel trained in surf rescue.

Branciforte

EMS

Volunteer firefighters are required to complete the First Responder course given through the department. All personnel are encouraged to obtain EMT-IA Certification which is required of all engineers and staff officers.

Hazardous Materials Response

All response personnel are trained to first responder operational. All paid staff personnel are trained as hazardous materials incident commander/scene managers. Skills are maintained through the maintenance training schedule.

Heavy Rescue

Four firefighters are trained to the System 1 level in heavy rescue as outlined by the State Fire Training System. No formal program exists to utilize these people.

Scotts Valley

EMS

Paid Call Firefighters (PCF) are required to have a minimum of advanced first aid as a prerequisite to hiring. Most PCF personnel have obtained First Responder EMS training or Emergency Medical Technician on their own.

Emergency Medical Technician 1 is required during the Firefighter II Career Development Program. Personnel maintain current certification through on going in service training. A recertification test is administered bi-annually.

Line personnel are trained as Emergency Medical Technician - Defibrillator (EMT-D). EMT-D requires quarterly recertification by a certified instructor.

Hazardous Materials Response

All response personnel are trained to first responder operational. Proficiencies are maintained through the normal maintenance training schedule.

Personnel assigned as part of the hazardous materials response team are trained to the technician level. Skill levels are maintained through special team training.

Duty chief personnel are trained as hazardous materials incident commanders/scene managers. Skills are maintained through the maintenance training schedule.

Heavy Rescue

Three people are trained to the System 1 level in heavy rescue as outlined by the State Fire Training System. No formal program exists to utilize these personnel for training or response.

Training Staff/Specialized Instructors

Aptos/La Selva

Shift captains implement the training schedule. Battalion chiefs provide standardization by supplying additional technical information and multi-company drills.

- Four (4) ROP EMT instructors and eight additional paramedics provide "in house" monthly EMT training and testing.
- Four (4) Haz Mat techs provide "in house" training
- Two (2) Driver/Operator trainers provide and track training to maintain all personnel with class B licenses.
- A/LSFD is a training site for AHA CPR classes and maintains six to eight (6-8) instructors.
- Seven (7) credentialed community college instructors.

Branciforte

The Training Officer is a Captain with operations responsibility in addition to training. The Assistant Training Officer is a volunteer.

Instructor Certifications: Branciforte has personnel who are certified to instruct in the following courses:

- First Responder (EMS) (3)
- CPR (2)
- Class B Drivers License sign off (1)
- California State Fire Service Instructor (3)

Central

The Training Officer is appointed by the Fire Chief and is currently a Battalion Chief working a shift schedule. He is responsible for all aspects of training and training development to Paid Professional and Paid Call Firefighters.

Specialized training areas are presented by qualified personnel who participate in Program Management areas such as Rescue Systems, Hazardous Materials, and EMS. The Training Officer will coordinate and schedule training to be presented by these individuals to both Paid Professional and Paid Call Firefighters.

Paid Call drills occasionally will be instructed by a PCF III or a Duty Battalion Chief in the absence of the Training Officer.

Cabrillo College ROP Staff is utilized for some required certification training.

Shift Captains are required to organize and instruct one Paid Call Drill per year.

Instructor Qualifications: Central has personnel who are qualified to instruct the following courses:

- | | |
|-------------------------|----------------------|
| • Investigation 1 (1) | • Firefighter I (3) |
| • Investigation 1A (1) | • Haz Mat (2) |
| • Prevention I (1) | • Fire Behavior (1) |
| • Master Instructor (1) | • Heavy Rescue (1) |
| • Driver/Operator (3) | • EMS (1) |
| • Basic Fire School (2) | • Rescue Systems (4) |

Scotts Valley

The training officer is a division chief who has operations responsibility in addition to training. The battalion chiefs coordinate training within their areas of responsibility and expertise (e.g. Hazardous Materials and Emergency Medical Technician training). A shift captain is assigned the responsibility of Paid Call Firefighter training.

Instructor Certifications: Scotts Valley has personnel who are certified to instruct the following courses:

- Hazardous Materials On Scene Commander (3)
- Hazardous Materials First Responder (3)
- EMT, Defibrillation Module (3)
- ICS Strike Team Leader
- ICS Division/Group Supervisor
- First Responder (EMS)
- CPR (2)
- California Class B Drivers License sign off (2)
- Credentialed Community College Instructors (7)
- State Driver/Operator IA and IB (2)

Safety Program

Aptos/La Selva

The Deputy Chief is the department Safety Officer. A safety committee consists of the Safety Officer and five additional personnel representing all department ranks and the firefighter's association.

Department Emergency Operating Procedures in sections on SCBA, PASS, Emergency Scene Safety, Protective Clothing & Equipment, Safety Officer, Structure Collapse/Evacuation, Driver Safety, and Emergency Traffic exist, if needed.

Branciforte

Branciforte Fire has a safety program that meets the requirements of SB 198 and is conducted through the maintenance training delivery system. The Safety Officer is the Operations Captain/Training Officer.

Central

The District Safety Officer is a shift Battalion Chief who acts as the Management Team Supervisor for the Safety Committee. The Safety Committee consists of two (2) Battalion Chiefs, three (3) Captains and two (2) Firefighters. The Committee meets once a month. The primary responsibilities of the Safety Officer and Committee are to meet requirements for NFPA 1500 and SB 198.

Scotts Valley

Scotts Valley has a safety policy adopted by the Board of Directors to meet the requirements of SB 198. The policy assigns the Operations Chief as the safety officer for the district. Standard Operating Procedures identify procedures for carrying out the policy. Training is conducted through the maintenance training delivery system.

Branciforte

- 1 Slide projector
- 1 Overhead projector
- Video library
- Most of IFSTA Manual and Apparatus Operator Manual

Central

- | | |
|--------------------------|--|
| • 3 Slide projectors | • 1 Fire simulator |
| • 1 Projector stand | • 1 Training dummy |
| • 2 Projection lens | • Programmable dissolve unit |
| • 1 Audio cassette | • 1 Wollensak Cassette/slide 1 projector |
| • Overhead projector | • 1 Movie projector stand |
| • 1 Character generator | • 2 Training signs |
| • 3 16mm film projectors | • Video library |
| • 1 Portable screen | • Manual library |
| • 1 Radiant screen/stand | • 1 Video editing system |
| • 1 Fog machine | |

Scotts Valley

- 1 Satellite Dish, Erba Station
- Library including 3 complete sets of IFSTA training manuals
- Video library
- 2 Slide projectors
- 1 Video projector
- 2 VCRs (VHS)
- 1 simulator (combination slide/overhead)
- 1 dissolve unit (for use with multiple slide projectors)
- 1 video camera with title generator
- 1 Wollensack tape player (slide/tape sync.)
- 1 smoke generator

Training Reports and Records

Aptos/La Selva

Monthly training records are completed on hard copy and stored in the administrative office. Firetrac software was acquired to computerize record keeping, but software support problems have led away from implementing the system.

Additional documentation, (physical fitness, driver certification, etc.), is the responsibility of the individual program manager and is stored on hard copy or a data base developed by the individual for that purpose.

Paramedic continuing education documentation is the individuals responsibility and tracked on a County of Santa Cruz form.

Branciforte

The Macintosh Resource Manager Training data base software is utilized to track training records, current certifications and tracking of maintenance training activities.

Central

The training session is recorded on one of three forms and is transferred into the computer on a daily basis. Quarterly reports for both Paid and Paid Call Firefighters are submitted to the Training Officer for review. An annual report is prepared by the Training Officer. Each employee has a training file maintained by the Training Officer consisting of formal education, certification, annual training and DMV records.

Scotts Valley

The IBM compatible SUNPRO training data base software is utilized to track training records. This includes certifications (Drivers License, EMT, Haz Mat Tech, Fire Officer Certifications, etc.) as well as personal training records that are tied to educational incentive in addition to tracking of maintenance training activities.

Training Budgets

Aptos/La Selva

The total expenditures for training for fiscal year 1991/1992 were approximately \$16,300.00. This includes approximately \$4,200.00 in paramedic continuing education, as well as various course fees. The Watsonville Training Tower was utilized at a cost of \$500.00. Overtime and staff costs are not included in this figure.

Branciforte

The expenditures for training for fiscal year 1991/1992 were approximately \$3,000.00. This reflects approximately \$2,000.00 of registration and expenses for personnel related to training and education outside the District in addition to approximately \$1,000.00 for material costs. Expenditures for staff costs to cover vacant shifts created by outside education are not included in this figure.

Central

The expenditures for training for fiscal year 1991/1992 were approximately \$24,000.00. This reflects approximately \$21,000.00 for registration and expenses for personnel related to training and education outside the district in addition to approximately \$3,000.00 for material cost. Expenditures for staff cost to cover vacant shifts created by outside education are not included in this figure.

Scotts Valley

The expenditures for training for fiscal year 1991/1992 were approximately \$15,000.00. This reflects approximately \$11,000 for registration and expenses for personnel related to training and education outside the district in addition to approximately \$4,000.00 for material costs. Expenditures for staff costs to cover vacant shifts created by outside education are not included in this figure.

Observations

Several observations related to consolidating the training functions of the existing districts were made by the training research staff.

All four of the agencies have good training programs that compliment each other very well when combined. A weak point of one program is strengthened and complimented by a strong point of another program.

Consolidation creates a larger hiring pool and the ability to conduct a recruit academy. None of the agencies is able to justify or provide a recruit academy on its own due to the small numbers typically hired by the individual agencies. Consolidation creates a need for fewer tests (consolidation of tests), thus reducing cost.

A Training Officer and staff that does not have collateral duties would enhance the training provided through the ability to focus on training topics and issues. Each agency, currently, has a training officer who has additional responsibilities.

A larger clerical pool would be available to draw from to assist in training records and documentation.

The ability to provide more specialized and technological training would be possible. An example would be the use of the cable television network to deliver training information in a constant manner to an integrated district.

Combining the career development paths of the agencies would require labor relations negotiations. The career development paths are currently inconsistent and would require negotiations and compromise to establish the system. Some of the agencies do not currently have an established career path solidly linked to pay scales while others do have this in place. Operations would also require that evaluations and consistent methods be established.

One large organization would be more attractive to grant allotments for training.

The logistics of training delivery becomes more difficult due to the size of the district, number of stations, number of personnel and Paid Call/Volunteer program.

The consolidated district would have an instructor pool on staff for:

- EMS
- Hazardous Materials
- Fire Officer Courses
- Heavy Rescue

As individual agencies, the size of the agencies does not justify the cost of a dedicated training facility for each agency. By consolidating, there is greater depth of funding and a justification for a training center due to the size of the consolidated district.

Ten stations and the number of proposed personnel would require a centralized training division/bureau in addition to a central training facility/center. The consolidation of training equipment and materials would be more cost effective and provide for comprehensive use of the materials.

A consolidated training function would provide for consistent operations and standards throughout the organization. Each district is doing well facing the demands being placed on them, however, standardized training and operations would enhance effectiveness.

Recommendations

As stated, each agency is effective at conducting training to meet its needs. The programs would compliment each other very well, thus taking the best parts of each to develop an effective training system.

It would be essential that a centralized training division/bureau (depending on organizational layout) be established. This would be the key to standardization of operations for the consolidated organization.

For purposes of this study, the following proposal is based on the establishment of a central training division. The following components have been considered with recommendations following:

- Training Staff
- Training Facilities
- Career Development
- Maintenance Training
- Promotional Testing
- Paid Call/Volunteer Firefighter Training
- Special Skills Training
- Training Records and Reports

Training Staff

Based on projected work load the following staff is recommended:

- Training Officer (Administrative Chief Rank)
- Asst. Training Officer* (Maintenance Training, Career Development)
- Asst. Training Officer* (Paid Call/Volunteer Firefighter Program)
- Secretary

*Rank of Asst. Training Officer determined by organizational layout.

Training Facilities

The analysis of current activities of each of the agencies points to a glaring need for a central training facility. Small classroom groups are accommodated at some of the fire stations.

A comprehensive training center including a driver training area, pumping area, area for vehicle extrication/rescue, area to lay hose, hazardous material props, a tower for ladders and potential for live fire training is essential. Such a facility would be necessary to conduct standard operational training in addition to providing a method to achieve career development training. A classroom facility with restrooms also would be necessary.

The facility should be centrally located in the district and should have easy access with little interface with neighbors.

A master facility plan should identify the need for a training facility and research conducted as to size, location and specific needs.

Career Development

All of the agencies have identified a need for specific career development paths. The ideology behind career development is that specific expectations are given to the employee with specific requirements to meet for each career position. Certain positions are identified as mandatory and the remainder are optional on the part of the employee.

Pay scales are based on the position achieved by the employee on a merit system. In this way, the district is paying the employee for the specific skills learned. For promotional and specific specialized positions, a finite number of positions are established. Any number of employees may excel through the remainder of the positions.

A current career development comparison is appendix A. A proposed model for use by the consolidated district is appendix B.

Labor relations negotiations would be necessary to establish the link between pay scales and career development steps. This should be done at the time of

consolidating the memorandums of understanding from each of the firefighter associations.

Maintenance Training

A centralized training division/bureau is necessary to provide consistency and standardization. A training schedule would be published on a regular basis to provide themes and direction for the training. The company officers would continue to be the focus of providing maintenance training. Battalion chiefs and training personnel also would be active in skills maintenance training .

Company evolutions would be utilized to assure that the companies meet identified standards. The Operations Chief and Training Chief would have to work very closely on establishing company evolutions and standards. These would be utilized to assure operational effectiveness and provide for accountability of the companies .

Recruitment/Promotional Testing

The training division/bureau would be responsible for recruitment and promotional testing. In cases of advanced testing processes, the training officer would act as a coordinator in the process.

It is anticipated that the recruitment/hiring process would be an open process for entry level personnel and include equal employment opportunity and affirmative action programs.

Paid Call Volunteer Training

There are approximately sixty paid call/volunteer firefighters throughout the agencies. It is anticipated that need for this program would not diminish, but in fact, grow in size to approximately 75 people throughout the district.

A system of operational response and training would be necessary to ensure competency of the paid call/volunteer personnel.

Special Skills Training

The instructor pool on staff with a consolidated district would be a tremendous asset. Training would be available for:

- EMT-I, including ongoing recertification
- EMT-P, including ongoing recertification
- Hazardous Materials Technician
- Hazardous Materials On Scene Commander
- Hazardous Materials Operations First Responder
- Basic ICS
- ICS Division Group Supervisor
- ICS Strike Team Leader

- Heavy Rescue
- Class B Drivers License certification
- State Certified Courses
- Various Community College and ROP courses

Clearly, consolidation would provide a tremendous training depth of training experience and ability.

Training Reports and Records

One clerical person would be required to maintain training reports, records and documents. A computerized program to track the information would be imperative.

Summary

The current training programs of each agency would compliment each other very well if they were merged. Weak points of one program are strong points of another.

A centralized training staff, function and facility would be essential to provide for consistency in operations. Centralization of training also would be necessary for record keeping purposes.

A larger organization would lend justification to programs and facilities that each individual district cannot justify alone. A larger budget and greater resources would provide the potential for a specialized training program and staff.

Effort would be required on the part of labor relations negotiations to incorporate a career development system into the program. Each individual training staff has currently identified the need for career development within each organization. It would be a logical program to enter into by the consolidated district.

The Paid Call/Volunteer program would be enhanced through a larger instructor pool and greater resources to draw from.

Consistent company standards would provide essential accountability to ensure training and operational goals are met.

FIRE PREVENTION SECTION

History and Current Status

Aptos/La Selva

The Aptos/La Selva Fire Department has experienced several reorganizations in the past. The Fire Marshal and Deputy Fire Marshal titles have been held by various officers in conjunction with other duties. The Fire District hired a full-time Fire Marshal in November 1991. In October 1992, the position of Fire Prevention Specialist was made permanent after a six-month trial period.

Branciforte

Branciforte has not had a Fire Prevention program because of light activity and limited staffing. Over the years, Branciforte relied on neighboring fire districts for advice. In 1990, a contract was entered into with the County Fire Marshal's Office to handle new development in the district.

Central

Central Fire Protection District has experienced two consolidations during the Eighties. Prior to consolidation, Fire Prevention had been conducted by the Fire Chiefs of the pre-consolidated districts. In 1982, an Assistant Chief was assigned the duties of Fire Prevention with inspector support from the County Fire Marshal's Office. In 1984, a Fire Inspector was hired to perform the work previously done by the County. In 1986, another Fire Inspector was hired due to work load. In 1990, a reorganization of staff resulted in one Battalion Chief/Fire Marshal, one permanent Captain, one rotational Captain and one Fire Prevention Secretary.

Scotts Valley

Scotts Valley's Fire Prevention program began in the early Seventies. From 1972 to 1977, the District employed a Fire Marshal who was responsible for the program. From 1977 to 1983, the District contracted with the County Fire Marshal's Office. In 1983, new development increased, thereby requiring the District to hire a full-time Fire Marshal in addition to the County's contract as backup. In 1989, the District hired a Fire Inspector to handle the increasing maintenance inspection work load. A Hazardous Material Officer was added in 1990 to administer the City's Hazardous Material program.

Current Conditions

All four districts involved in the study use the 1991 Edition of the Uniform Fire Code and the Fire Safety Element section of the County General Plan. In addition, Central and Scotts Valley work with the Cities of Capitola and Scotts Valley General Plans respectively.

Aptos/La Selva

Aptos/La Selva Fire Protection District operates the Fire Prevention Division with two full-time staff members, a Fire Marshal/Division Chief and a Fire Prevention Specialist. Fire Prevention provides plan check, site review and inspection services, answers citizen complaints, administers the weed abatement program and conducts license and maintenance inspections on specialized occupancies. Investigation and Public Education/Training programs are handled by suppression personnel under the direction of the Fire Marshal.

Branciforte

Branciforte continues to contract for prevention services with the County Fire Marshal's Office, primarily for plan check and new construction field inspections. The District is mostly rural/residential requiring minimal routine commercial fire safety maintenance inspections. The District does routine fire investigation, but must rely upon the mutual aid plan for major fire investigations. The Public Education program is limited to station tours.

Central

Central's Fire Prevention Division is a division under the Operations Section of the Fire District. Fire Prevention is normally staffed with one Battalion Chief/Fire Marshal, one Fire Prevention Secretary, one permanent Captain and one rotational Captain. Currently, there is a vacancy in the permanent Captain position. The Fire Prevention Division provides a wide variety of services that include engineering, enforcement, education and investigations. All technical plan checks are currently reviewed by a Fire Protection Engineer contracted by the District. Central Fire has an organized Fire Investigation unit that is under the direction of the Fire Marshal. Suppression staff is involved with inspections and public education programs under the direction of the Fire Marshal.

Scotts Valley

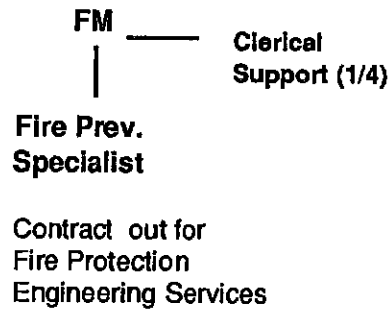
Scotts Valley's Fire Prevention Program is a section of the Support Services Division, employing a Division Chief/Fire Marshal, Hazardous Material Officer and a Fire Inspector. The prevention program has two sections, Fire Prevention and Hazardous Material. The Fire Prevention portion provides a full service fire safety program including plan review, field inspections of new construction, maintenance inspections of public and licensed facilities and investigations. Public Education is performed by engine company personnel under the direction of the Fire Marshal. The Fire District is the Administrative Agency for the City of Scotts Valley's Hazardous Material Program; therefore, the District conducts a full permit program for all facilities handling or using hazardous materials, including oversight of mitigation measures.

The Current Organization Chart (Table 1) represents each department as it exists today. The numbers reflect staffing levels within Fire Prevention, suppression personnel directed by the Fire Marshal and contracted technical services.

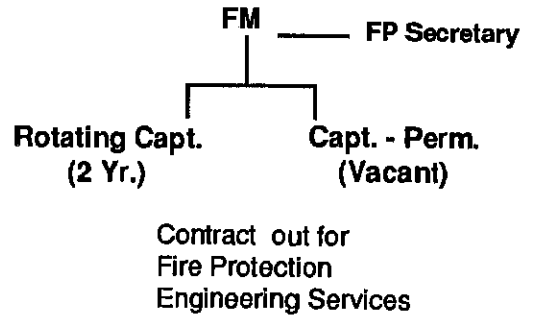
Table 1

**FIRE PREVENTION DIVISION
Existing**

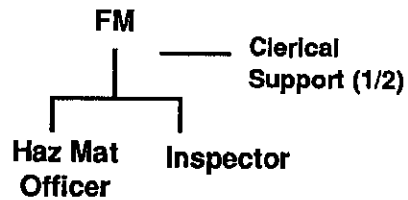
ALSFD



Central



SVFD



Branciforte

FM (1/2)

Contract out for additional services

Statistics

The Work Load Summary Sheet (Table 2) identifies the current tasks performed by the four Districts. These figures were obtained through extensive analysis of each agency's work load. Table 1 summarizes the hours associated with each task, thereby reflecting the proposed staffing levels necessary.

Table 2

Fire Prevention Work Load Summary

		Bureau		Engine Company		
Category	Number	Hours	Number	Hours	Fees	
Technical Services						
Advance Planning	188	197				
Permit Process/Plan Check	1085	864				
Revenue						\$113,000
Development Fees						\$52,156
Code Development	59	204				
Hazardous Materials		900				
Haz. Mat. Investigation	8	20				
Fire Investigation	75	1109	57 ³	570		
Juvenile Firesetter Program	59	370	63 ³	150		
Public Education Program		500		2208 ³		
Complaints	380	213				
Technical Assistance	365	600				
Interagency Contacts	89	223.5				
Sub Total	2308	5200.5	120	2928		
Fire & Life Safety						
Inspectible Occupancies	4117 ⁴					
Eng. Co. Inspections			3150 ¹	4870		
Bureau Inspections	581 ²	3014				
Site/Field Inspections	1256	1896.5				
Weed Abatement		1180				
Sub Total	1941	6090.5	3150	4870		
TOTAL	4369	14219	3150	4870		\$165,156

¹ Scotts Valley and Branciforte do not have Engine Company Inspection Programs.

² Not all inspections are made on an annual basis due to Bureau staffing level. Hours are based on inspections actually completed.

³ Public Education Programs and Fire Investigations are done by suppression personnel in Aptos/La Selva Fire Dept.

⁴ Total number of inspectable occupancies in the four fire districts.

Summary

The consolidation would offer a higher level of service to the public through increased staffing levels, thereby providing an opportunity for a more efficient level of service. Rather than three small Fire Prevention Programs with two or three people, there would be an expanded work force available. The new Division, governed by one set of policies and procedures, would provide the necessary expertise for specific problems as well as addressing the normal day-to-day work load.

The consolidated Fire Prevention Division not only would ensure standardization of code interpretation and enforcement, but would equalize the fees currently charged by each department as well. Standardization would be instrumental in improving the working relationship between the fire service and the public.

While each District currently enforces the 1991 Uniform Fire code, each jurisdiction has minor differences. Continuity of service should not be hindered by code requirements unique to each district. A future goal of the Fire Prevention Division would be the consolidation of all code changes into a single document based on district wide needs.

The consolidation proposal also would allow the new Fire Prevention Division to provide programs that some departments currently assign to engine company personnel because of a lack of bureau staffing. Currently, it is sometimes necessary to pay overtime to meet the needs of programs such as fire investigation and public education. This is not to say there is not a need for bureau overtime, but with the use of flexible work hours in conjunction with the normal eight to five work day, overtime use should be greatly reduced.

The consolidation would allow for a dedicated plan check position. This position would greatly reduce costs of outside plan review and reduce the turn-a-round time needed for the plan review process. The engine company inspection program would have broader coverage of B-2 (business) facilities and the bureau could handle more complex "R" & "I" occupancies (licensed care facilities) inspections.

The staff of the new Fire Prevention Division would be able to provide more efficient services for the public through:

- Standardization of codes (interpretation and application) and fees
- Continuity of services
- Fire Prevention tasks performed by bureau staff
- Reduced overtime

The recommendation of the Fire Prevention Section is to consolidate all current Fire Prevention Programs into one.

DOCUMENTATION SECTION

History and Current Status

Aptos/La Selva

Personnel System

Board adopted and authorized personnel policies. It contains:

- Personnel System
- Employee Relations
- Severability
- Term Definitions
- Administration
- Classification Plan
- Compensation
- Examination Announcement
- Examinations
- Employment Lists
- Appointments
- Assignments with the Classified Service
- Probationary Period
- Performance Evaluation Reports
- Physical Requirements
- Employee Responsibilities, Conduct and Appearance
- Residency
- Non-Exclusionary Mess
- Disciplinary Action
- Formal Grievance Procedure
- Separation of Service
- Leaves
- Dept. Related Travel Expense
- Employer-Employee Relations

Standard Operating Procedures (SOP)

Staff and program manager generated for daily activities and operations. Authorized and approved by the Fire Chief. It includes procedures for the following major categories:

- Administration
- Personnel Procedures
- Firefighting and Emergency Procedures
- Fire Prevention and Safety Control
- Apparatus, Tools and Equipment
- Buildings, Grounds and Furnishings

- Purchasing, Stores and Supplies
- Fire Training
- Emergency Medical Services
- Dispatch/Communications

Emergency Operating Procedures

Staff generated, approved and authorized by the Fire Chief. The purpose is to provide standardization for incident operations. The EOP Manual contains:

- Command Procedures
- Standard Company Operations
- Communications
- Safety Procedures
- Tactical Guidelines
- Special Operations
- EMS Procedures

Disaster Procedures Manual and Field Operations Guide

Staff generated as a guide to disaster operations and that is approved by the Fire Chief. It contains:

- Administrative Plan (Evacuation, Resources, Maps, Etc.)
- Earthquake Annex
- Hazardous Materials Annex
- Multiple Casualty Annex
- Storm, Flood, High Wind Annex

Branciforte

Rules and Regulations

Board adopted and authorized containing the following:

- Authority and Scope of the Fire District
- Definitions
- Purpose and Organization of the Fire Dept.
- Personnel Job Descriptions and Responsibilities
- Rules of Conduct
- Parameters for Support Services (Fire Prevention)
- Disciplinary Action Parameters
- Performance Evaluation Criteria
- Grievances
- Personnel Assignment and Recall
- Provision for SOP Manual
- Personnel Procedures
- Employment Policies

Standard Operating Procedures (SOP)

The Standard Operating Procedures contain the following major categories:

- Personnel/Administration Policy
- Apparatus Maintenance Policy
- Emergency Scene/Response Procedures
- Safety/Decon Standards
- Radio Policies
- Training Fire Prevention

Personnel Manual

Board adopted document dealing with personnel issues and contains:

- Job Descriptions
- Employee Benefits

Inner Office Memos

Memos within the department to individual members of the department.

Central

Personnel Management System

A policy adopted by the Board of Directors dealing with personnel and contains:

- Authority
- Definitions
- Administration of the System
- Classification Plan
- Compensation
- Announcements, Applications
- Examinations
- Examination Process Review
- Employment Lists
- Appointments
- Probationary Period
- Leaves of Absence
- Personnel Shift and Location Assignment
- Corrective and Disciplinary Action
- Separation from Service
- Grievance Procedure
- Performance Evaluation
- Physical Requirements
- Employee Organizations
- Employee Conduct and Scope of Responsibility

- Uniform and Grooming Standards
- Residence Requirements
- General Orders

Standard Operating Procedures

Staff generated procedures that are approved by the Fire Chief. They are divided into five major divisions:

- Administration
- Operations
- Fire Prevention
- Training
- Suppression/Rescue

Special Interest Memos

Memos generated for immediate distribution to relay information that is temporary in nature.

General Orders

Staff generated for immediate release as an interim measure until an SOP can be generated.

Disaster Procedures

A staff generated procedure that deals with disaster response procedures. The flood annex is complete to date.

Scotts Valley

Rules and Regulations:

A policy document adopted by the Board of Directors. It contains:

- Authority and Scope of the Fire District
- Definitions
- Purpose and Organization of the Fire Department
- Personnel Job Descriptions and Responsibilities
- Rules of Conduct
- Parameters for Support Services (Fire Prevention)
- Disciplinary Action Parameters
- Performance Evaluation Criteria
- Grievances
- Personnel Assignment and Recall
- Provision for SOP Manual
- Personnel Procedures

- Employment Policies
- Compensation Allowance

Policy Manual:

Policies adopted by Board Resolution:

- Mutual/Auto Aid Agreements
- Hazardous Materials Response Vehicle Policy
- Purchasing Authorization and Policy
- Contractual Agreements

Standard Operating Procedures (SOP):

Operating procedures prepared by staff to carry out identified policies. It is broken into three basic categories:

- Administration (Personnel, Finance, etc.)
- Operations (Response, Training, Safety, etc.)
- Support Services (Fire Prevention, Haz Mat Administration)

Training Bulletins:

Information from the training division related to new methods, procedures, policies or techniques. A method of getting out information and holding personnel accountable for it. Broken down into ten categories:

- Fire Suppression
- Safety
- Apparatus
- Haz Mat
- EMS
- Rescue
- Management
- Investigation
- Prevention
- Miscellaneous

Employee Handbook

A handbook distributed to each employee that contains information and documents. It contains:

- MOU
- Benefit Packets and Information
- Information Sheets on District Programs
- Rules and Regulations
- Career Development and Training Information

Overview

Each agency has on file resolutions and ordinances that are policy authorizing documents.

The documents that exist for each agency parallel one another very closely. The titles vary, but the intent and content are very similar. Each agency has a document authorized by the Board of Directors that establishes policy. These deal with Board established policy related to personnel, finance and related issues.

Each agency has a procedure manual to carry out identified policies. They vary somewhat, but are similar in their intent. The operating procedures are generated by staff in most cases.

There are various methods of relaying information throughout the individual agencies. Various forms of orders, memos and bulletins are used to relay information and provide accountability.

Recommendation

It is recommended that the consolidated district blend the existing documents into the following documents:

Policy Manual

A Board adopted document that generates policy. The Board of Directors establishes policies related to the following:

- Mission, Purpose and Scope of the district
- Personnel System
- Rules of Conduct
- Finance (Procurement Procedures)

Standard Operating Procedures

Staff generated procedures that carry out district policy. Approved by the Fire Chief prior to implementation. May be generated by a program manager. The major category headings would be:

- Administration (Personnel, Finance)
- Incident Response (Response Procedures, Mutual/Auto Aid, ICS, Incident Communications, EMS, Hazardous Materials Response)
- Operations (Facilities, Apparatus, Maintenance, Safety)
- Training (Career Development, Maintenance Training, Standards)

- Fire Prevention (Codes, Public Education, Haz Mat Inspection, Investigation)

Master Plan

A document containing projections for the district based on current and projected trends and service levels.

Disaster Plan

A plan to serve as a guide during disasters or high activity periods. It should contain as a minimum:

- Administrative Annex
- Flood/Storm Annex
- Earthquake Annex
- Hazardous Materials Annex
- Large Scale or Multiple Fire annex
- Multiple Casualty Incident Annex

Internal District Communications

General Orders: Orders issued from district staff as an interim until a Standard Operating Procedure is generated and processed.

Special Orders: Orders issued from district staff that are temporary in nature (street closure, hydrant problem, etc.)

Training Bulletins: Bulletins issued by the Training Division that have training value. A method of issuing information about new procedures, equipment and processes that provides accountability.

Employee Handbook

The employee handbook is an information guide for use by all employees. It would contain benefit information, training information and information about the district for new employees as well as a reference for tenured employees.

Routing

All stations and offices will have a copy of the Policy Manual, Standard Operating Procedures, Master Plan, Disaster Plan, Special Orders, General Orders and Training Bulletins. Each employee would have a copy of the Employee Handbook.

Summary

While the documents of each district parallel each other, considerable time would be required upon consolidation to merge all of the documents into a common format. Additionally, many of the specific documents would change based on changes as a result of consolidating the districts.

The consolidation of these documents would be imperative to the success of the consolidated district. Common policies and procedures would be the foundation of district operations and business.

SUPPORT SERVICES/COMMUNICATIONS SECTION

History and Current Status

Emergency Communications Systems

All fire agencies involved in the consolidation study currently contract with Santa Cruz County Communications to provide dispatch services. Total group charges for this service in FY 1991/92 were \$61,083.00. Charges are as follows:

A/LSFD	CFPD	SVFPD	B-40
\$16,670.00	\$33,350.00	\$9,548.00	\$1,515.00

Fees are based on the number of calls into the 911 system for each agency.

Each fire station in the study group is equipped with a base station radio. CFPD and SVFPD have Motorola 9000 scanning radios with a minimum of 32 channel capability. B-40 is in the process of upgrading their six (6) channel non-scanning radio. All A/LSFD fire stations have non-scanning, 4-channel Motorola base stations which are compatible on the four primary fire frequencies.

All primary response apparatus in the study contain Motorola mobile radios with a minimum of 32-channel, transmit, receive and scan operation. Some reserve apparatus may have non-scanning 4-channel mobile radios.

All primary response apparatus in the study carry a minimum of one Motorola scanning portable radio. Two models are seen: the 120-channel Saber and the 16-channel MT 1000. Two districts supply additional non-scanning 4- or 6-channel radios on the apparatus for all on-duty people. Other districts supply additional radios in a "bank" in the Command Vehicle.

All members of the involved agencies are supplied with pagers and are routinely paged to incidents within their respective districts. There appears to be a 60/40 mix of Minitor I page/channel and Minitor II, 2 page/channel Motorola pagers respectively. All pagers are complete with chargers.

There are 23 separate dispatch pager tones used by the current districts. They are as follows:

A/LSFD	CFPD	SVFPD	B-40
350 All Stations	501 Station 1	557 Station 1	359 All Call
351 Station 1	502 Station 2	558 All Call	369 Chief
352 Station 2	503 Station 3	559 Station 2	379 2602
353 Station 3	504 Station 4		389 2601
354 Off Duty	506 Batt. Chief		
356 Chiefs	507 Invest.		
357 Mechanic	508 Chiefs		
358 Invest.	509 All Call		

Maintenance of the above radio systems for FY 1991/92 was \$21,109.00 broken down as follows:

A/LSFD	CFPD	SVFPD	B-40
\$5,923.00	\$6,200.00	\$6,482.00	\$2,504.00

As a note, SVFPD owns the license for the "Yellow" fire tactical frequency.

Office Communication Systems

Telephone

All of the districts use different business telephone systems. The one common denominator being AT&T long distance.

A/LSFD uses a Comdial system with which the office staff is not pleased.

CFD uses an AT&T Merlin system which is the most advanced small business system that company offers. The office staff states that they are happy with the product.

SVFPD uses an AT&T Spirit system with which the office staff states they are happy.

B-40 maintains a standard Pac-Bell, two (2) line telephone system.

The involved agencies own a total of fourteen (14) cellular telephones. Ten of these telephones are portable and can be used at remote locations outside of the vehicle.

A total of \$37,469.00 was spent on telephone services in FY 1991/92 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$13,152.00	\$14,700.00	\$7,081.00	\$2,536.00

FAX

All of the district administrative offices have FAX machines for a total of four (4).

Copy Machines

The involved districts own a total of ten copy machines of varying sophistication.

Additional Communication Systems

Each fire station in the study has access to cable television. All service is provided by United Artists Cable with the exception of Capitola which is serviced by Sonic. Effort is being made by the County Training Officers to access this medium for training purposes.

Nine of the ten existing stations have VHS video players.

SVFPD owns a satellite down link for access to national fire and emergency training broadcasts.

All districts own standard slide and/or slide sync and overhead projectors. In addition, CFPD and SVFPD own slide projection systems with "dissolve" features.

CFPD and SVFPD also own title generators for minor editing of VHS VCR tapes.

Alternatives and Recommendations

Emergency/Support Communication Systems

Dispatch

Alternatives:

- Continue contract with Santa Cruz County Communications
- Operate a separate dispatch center for district fire operations
- Research a contract with an alternative dispatch center
 - Scotts Valley Police
 - Capitola Police
 - CDF
 - Private Company

Recommendation:

- Continue contract with County Communications. The system functions well and offers enhancements such as Emergency Medical Dispatch.

Radios

Alternatives:

- Present hardware and operations are functional and presently there is no need to change to another system.

Recommendation:

Use existing hardware. Possibly re-distribute existing hardware to match operational needs.

Paging Systems

Alternatives:

- Use existing pager tones and pagers
- Re-structure existing pager tones and use existing pagers.

Recommendation:

- Restructure existing pager tones and use existing pagers. See example below:

All Stations	Station Pager	Off Duty/PCF	Batt. Chiefs	Admin Chiefs	Fire Invest.
350	351 St. 1	558 Dist. 1	506	507	508
	352 St. 2				
	353 St. 3	359 Dist. 2			
	354 St. 4				
	355 St. 5	509 Dist. 3			
	356 St. 6				
	357 St. 7	354 Dist. 4			
	358 St. 8				
	359 St. 9				
	360 St. 10				

Note: Changing pager tones costs \$100.00 per pager. By keeping off duty and PCF pagers on the existing tones, total cost of "system changes" would be approximately \$1500.00.

Support Frequency

Alternative:

- The addition of a repeatered "support frequency" for coordination of apparatus, personnel, fire prevention, etc.
- Recommendation
- Investigate acquiring a business frequency for the above use.

Office Communication Systems

Telephone, FAX, Copy Machines

Alternatives:

- Final decisions as to Administrative and Fire Prevention office locations would dictate what type of telephone system would be most

desirable. Initial research indicates that a system such as the AT&T Merlin system could be used quite effectively.

- In addition, disbursement and use of existing FAX and copy machines also would be best at that time.

Additional Communication Systems

Information on this equipment is being forwarded to the Training Division for use in its project.

Summary

The present four fire districts are dispatched and coordinate their individual and mutual aid emergency response using the existing radio system. With few minor changes, the present system easily could accommodate the needs of a combined fire district. As stated, the addition of a support frequency would eliminate fire tactical frequencies being used for everyday logistical purposes.

Office system needs should be evaluated when administrative needs are defined more clearly.

SUPPORT SERVICES - SUPPLIES

History and Current Status

Office Expenses - 21121

All Fire Agencies involved in the consolidation study currently buy their office supplies from various suppliers. A/LSFD purchases the bulk of office supplies from Costco with immediate needs from Palace Art & Office Supply. CFPD purchases the bulk of office supplies from the Office Club with immediate needs from Palace Art & Office Supply. SVFPD purchases all their supplies from Palace Art & Office Supply. B-40 purchases all office supplies from Poor Richard's Office supply. The total group charges for office expenses in FY 1991/92 were \$40,637.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$14,410.00	\$14,592.00	\$9,935.00	\$1,700.00

Telephone and Telegraph - 21141

All Fire Agencies use AT&T telephone service, but each of the agencies use different types of business telephone systems. The total group charges for telephone services in FY 1991/92 were \$37,469.00 as:

A/LSFD	CFPD	SVFPD	B-40
\$13,152.00	\$14,700.00	\$7,081.00	\$2,536.00

For a more detailed report on telephone systems, refer to the Communications Section report of the Support Service.

Maintenance of Structures/Improvements - 21367

All Fire Agencies continue to maintain and improve their structures on an annual basis. The total group charges for maintenance and improvements for FY 1991/92 were \$53,149.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$8,930.00	\$31,248.00	\$10,471.00	\$1,900.00

Central Fire District completely remodeled its Station Four during FY 1991/92 due to earthquake damage and deterioration.

Utilities - 21601

All Fire Agencies use P.G.&E. for electric and gas but receive water from various Utility Districts which include the City of Santa Cruz, Scotts Valley and Soquel

Creek. The total group charges for these utilities during FY 1991/92 were \$61,054.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$20,000.00	\$22,936.00	\$16,218.00	\$1,900.00

Maintenance - Office Equipment - 22111

All Fire Agencies have F.A.X. machines at the administration buildings, copy machines at the administration buildings with some stations having units as well, along with telephone systems which require maintenance on a continuing basis. The total group charges for the maintenance of office equipment for FY 1991/92 were \$14,304.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$4,500.00	\$3,871.00	\$5,333.00	\$600.00

Small Tools - 22131

All Fire Agencies require the purchasing of small tools for apparatus and minor maintenance work around the stations and offices. The tools are purchased from various suppliers. The total group charges for small tools in FY 1991/92 were \$18,861.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$8,085.00	\$1,657.00	\$8,519.00	\$600.00

Fuel - 21132

All Fire Agencies use both diesel fuel and gasoline in their vehicles. A/LSFD and CFPD fuel tanks are above ground Con-Vault type, B-40 and SVFPD are below ground single side steel. The total charges for fuel for FY 1991/92 were \$47,057.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$21,000.00	\$14,770.00	\$9,287.00	\$2,000.00

The following is a breakdown of each fire agency's fuel tank capacity, location, suppliers, costs and other pertinent details:

Aptos/La Selva Fire

Location	Type	Quantity	Fuel	Cost
Station 1	Above Ground	1000 Gal.	Diesel	\$0.83
Station 1	Above Ground	1000 Gal.	Gasoline	\$1.21

Note: Fuel is purchased from Bay Area Distributors/Diablo Petroleum.

Branciforte Fire

Location	Type	Quantity	Fuel	Cost
Station 1	*Below Ground	350 Gal.	Diesel	\$0.66
Station 1	*Below Ground	350 Gal.	Gasoline	\$0.99

Note: Fuel is purchased from Sebek Distributors of Santa Cruz, the distributor for Santa Cruz County. Branciforte Fire District contacted Sebek and advised them they were a County agency and Sebek started delivery to them at the County rate.

* These fuel tanks may need to be removed and replaced due to the current State mandates on Hazardous Materials.

Central Fire

Location	Type	Quantity	Fuel	Cost
Station 1	Above Ground	1000 Gal.	Diesel	\$0.96

Note: Fuel is purchased from G. N. Renn Distributor of Salinas. Generally Station 1 and 2 use diesel from Station 1 with Stations 3 and 4 receiving their fuel from the City of Capitola on Kennedy Drive at a cost of \$0.81 per gallon. Staff vehicles utilize mostly gasoline, which is received at the City of Capitola on Kennedy Drive and the County of Santa Cruz Corporation Yard located on Brommer Street for a cost of \$1.04 per gallon.

Scotts Valley Fire

Location	Type	Quantity	Fuel	Cost
Station 1	*Below Ground	8000 Gal	Diesel	\$0.83
Station 1	*Below Ground	8000 Gal	Gasoline	\$1.14

Note: Fuel is purchased from Salinas Valley Oil. The fuel tanks are jointly shared by SVFPD and the City of Scotts Valley.

* These tanks may need to be removed and replaced due to the current state mandates on Hazardous Materials.

Household Expenses - 22304

All Fire Agencies incur expenses for janitorial services, supplies and other household necessities in order to sustain their clean and neat appearance. A/LSFD purchases supplies from Coast Paper Company. CFPD purchases supplies from Ledyards. SVFPD purchases supplies from Mid-Valley Supply. B-40 purchases supplies also from Mid-Valley Supply. The total group charges for Household Expenses during FY 1991/92 were \$31,281.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$12,050.00	\$10,673.00	\$6,684.00	\$1,694.00

Clothing and Personal Supplies - 22351

All Fire Agencies purchase clothing and personal supplies for employees through various suppliers. Some of those suppliers are Dick Bruhn's, Work-Rite of Oxnard, Halprin Supply, Bricker-Mincolla of San Mateo, Red Wing, L. N. Curtis, Cascade Fire Equipment and others. The total group charges for clothing and personal supplies during FY 1991/92 were \$68,803.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$25,832.00	\$20,613.00	\$19,528.00	\$2,800.00

Uniform Replacement - 22353

All Fire Agencies have a uniform replacement program. These uniforms are purchased mainly from Dick Bruhn's. The total group charges for uniform replacement in FY 1991/92 were \$47,028.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$24,350.00	\$13,028.00	\$9,650.00	\$0.00
		*1	*2

Note:

- * 1. SVFPD - \$9,650.00 is located in Account #22355 Uniform Cleaning Allowance and is used for replacement and cleaning of uniforms.
- *2. B-40 - Money for this category is located in Account #22351 Clothing and Personal Supplies.

Laundry Service - 25137

All Fire Agencies operate differently in regards to laundry service. A/LSFD has fire retardant uniforms that can be laundered by each employee. CFPD uniforms require dry cleaning which is provided by Vapor Cleaners. SVFPD has fire retardant uniforms which are laundered by Kings Cleaners. B-40 Personnel are responsible for maintaining their own uniforms and receive no uniform allowance. The total group charges for laundry service in FY 1991/92 were \$16,041.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$0.00	\$16,041.00	\$0.00	\$0.00
		*1	*2

Note:

- *1. SVFPD laundry service monies are located in Account #22355 Uniform Cleaning Allowance.
- *2. B-40 has a uniform replacement program which is in Account #22351 Clothing and Personal Supplies and has no cleaning service provided.

Special District Expenses - 25221

All Fire Agencies have special expenses due to the multitude of programs within. These expenditures are made through a variety of vendors who provide the item of need. The total group charges for Special District Expenses in FY 1991/92 were \$70,160.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$5,170.00	\$51,287.00	\$11,674.00	\$2,029.00

Equipment - 85111

All Fire Agencies acquire equipment needed for their daily operations. This equipment is purchased through a large variety of suppliers who provide the needed items. The total group charges for equipment during FY 1991/92 were \$228,656.00 as follows:

A/LSFD	CFPD	SVFPD	B-40
\$50,349.00	\$21,503.00	\$228,656.00	\$35,000.00

Summary

If support services/supplies of the four districts were combined, the purchasing power would be great. Expenditures for FY 1991/92 were \$734,500.00 which could be reduced through seeking out contracts with vendors who give cost breaks on quantity purchases. All districts should look at joint purchasing in order to save money even if consolidation doesn't occur.

FACILITIES & EQUIPMENT

(Appendix B)

Fire Stations

Aptos/La Selva Fire

Three stations and nine (9) available apparatus bays (*Station I - 4 bays, Station II - 3 bays, *Station III - 2 bays). All stations can house at least three (3) firefighters and each has a kitchen, a day room, an office and an emergency power generator.

*Special Notes: Station I & III use one apparatus bay as a work-out area. There are two (2) unused bays.

Branciforte Fire

One station and * three (3) available apparatus bays. The station can house one (1) firefighter and it has a kitchen, an office, an emergency power generator and *NO day room.

*Special Note: Need to enclose one apparatus bay for a three (3) firefighter dorm and small day room.

Central Fire

Four stations and sixteen (16) available apparatus bays (*Station 1 - 5 bays, Station 2 - 3 bays, *Station 3 - 6 bays and *Station 4 - 2 bays). All stations can house at least three (3) firefighters (Station 1 has a dorm that can house six (6) firefighters and a separate bedroom). Each has a kitchen, a day room, an office and an emergency power generator.

*Special Notes: Station 1 uses one bay for apparatus mechanical work. Station 3 & 4 are in the area Flood Zone (Station 3 has been flooded twice). Station 4 was remodeled in 1992. There are three (3) unused bays.

Scotts Valley Fire

Two stations and seven (7) available apparatus bays (Station 1 - 6 bays, Station 2 - 1 bay). All stations can house at least three (3) firefighters (Station 1 can house eight (8) firefighters). Station 1 has two (2) offices and training room - Station 2 has one (1) office and each has a kitchen, a day room and an emergency power generator.

*Special Note: Station 1 was remodeled in 1986 and Station 2 was remodeled in 1990.

Summary

There are a total of thirty-five (35) available apparatus bays of which five (5) bays are not used. All stations can house at least three (3) firefighters, except Branciforte which can house only one (1) firefighter. This could be corrected by converting one bay into a dorm and a day room. Central's Stations 3 & 4 are in the area Flood Zone (Station 3 has been flooded twice). All stations are in good structural condition, some have been remodeled in the last five (5) years.

FACILITIES AND EQUIPMENT

(Appendix C)

Additional Property

Branciforte

- 310 Rider Ridge Road - 99 year lease, a cost of \$1.00 per year, 25'x12' lot, foundation only.

Central

- 3030 Porter Street, Soquel - Vacant lot next to Station 3 - currently rented.
- 4150 Jade St., Capitola - Vacant lot approximately 25,000 sq. ft. - possible administrative building site.
- 920 17th Ave., Live Oak - Three (3) bedroom house, unknown square footage, next to Station 1.

Scotts Valley

- Charles Hill Rd., Scotts Valley - Vacant Lot , 33,000 sq. ft.
- *Glenwood Drive (Marywood), Scotts Valley (5 miles north of Scotts Valley) - Vacant lot, 54,000 sq. ft. - property was donated for **fire station use only**.
- 265 Glenwood Drive, Scotts Valley - two buildings - 1) Three (3) bedroom house, 1100 sq. ft. 2) One (1) bedroom cabin, 500 sq. ft., cabin is currently rented, lot 42,000 sq. ft.

Summary

There are seven pieces of property. Five properties are vacant lots of which one is leased for 99 years and one can be used only as a fire station. One lot is currently being rented out. Two properties have residential houses on them. One is currently being rented out. The value of all the property is unknown at this time. The Jade Street property is of sufficient size and is centrally located for a future administration office building site.

FACILITIES AND EQUIPMENT

(Appendix D)

Special Information

Fuel Storage:

Aptos/La Selva

Station 1 - Two 1,000 gallon, above ground tanks, installed 1991, both gas & diesel.

Branciforte

Station 1 - Two 350 gallon, **Single wall underground tanks, gas installed 1970, diesel installed 1982.

Central

Station 1 - One 1,000 gallon, above ground tank, diesel only.

Scotts Valley

Station 1 - Two 8,000 gallon, **single wall underground tanks, both gas & diesel, installed 1982 - joint ownership.

* Special Note: Underground fuel tanks will not meet future requirements for underground fuel storage and fuel dispensing. Both do not have proper underground fuel tank monitoring system.

Exhaust Systems (Apparatus Rooms):

Central: All stations

Scotts Valley: All stations

Hose Towers:

Aptos/La Selva: Station 1

Central: Station 1 & 3

Scotts Valley: Station 1 - minor repairs needed

Training Towers:

Aptos/La Selva: Station 1 - Limited special use

Air Systems - SCBA's:

Aptos/La Selva:

Mobile Cascade Trailer - No on-site refill system

Central

Fixed refill system (high & low pressure) SCBA and Mobile Cascade Apparatus.

Scotts Valley

Fixed refill system (high & low pressure) SCBA bottles only.

Oxygen System:

Aptos/La Selva

Fixed refill system for D size bottles

EMS Special Equipment:

Aptos/La Selva

Equipped for all Advance Life support

Scotts Valley

Automatic defibrillator (3 units)

Rescue Special Equipment:

Aptos/La Selva

Air bag system (Vetter)
Hydraulic power tool (Holmatro)

Central

Air bag system (Vetter)
Hydraulic power tools (2 units - Hurst)

Scotts Valley

Air bag system (Vetter)
Hydraulic power tools (2 units - Hurst)

Additional Property

There are several pieces of property that could be used for a future administration office, training site or fire station. Also, there is property that could be sold to finance some of these projects.

Special Information

Currently, the underground fuel storage units at Scotts Valley and Branciforte do not meet federal, state and local requirements for fuel monitoring. They would have to meet the same requirements for vapor recovery fuel dispensing by 1994 and double wall fuel tanks by 1998. A general estimate for the upgrade:

Item	Scotts Val.	Branciforte	Total
Monitoring System	\$5,000 to \$7,000	\$1,000 to \$2,000	\$6,000 to \$9,000
Vapor Recovery	\$3,000 to \$5,000	\$3,000 to \$5,000	\$6,000 to \$10,000
Double Wall Tank	\$60,000 to \$70,000	Unknown	
Tank Removal	\$15,000 to \$20,000	\$7,000 to \$11,000	\$22,000 to \$31,000

Recommended at this time:

- The removal of the fuel tanks at Branciforte.
Cost: \$7,000 to \$11,000.
- The installation of a monitoring system at Scotts Valley to current requirements. Cost: \$5,000 to \$7,000.
- The evaluation of the use of an underground or above ground fuel system at Scotts Valley before 1994.

Scotts Valley's hose tower needs repair, but it is not a major problem.

All other equipment is either in good condition or compatible with each other.

MECHANICS/MAINTENANCE SECTION

History and Current Status

Introduction

This report covers a brief overview of each individual department's maintenance/repair program, vehicle replacement program, facilities and staffing and a recommendation on how the four (4) maintenance programs and facilities could be combined into a functional program for both an interim period and a long range program. This report does not cover all minor details which would have to be handled at a later date if/when the consolidation is approved and the committees are given the approval to finalize each program.

Summary

Each district handles apparatus repair, maintenance of small tools, nozzle repair, hose repair, etc., by utilizing three (3) methods: qualified shift personnel, forty-hour department mechanic or sending the equipment to an outside shop or repair facility.

Shop facilities for each district are out of a station. The tools and equipment range from being able to do light repairs to heavy mechanical, depending upon the facilities, the qualifications, experience level and the extent of each department's preventive maintenance program.

Inventory of replacement parts and filters for annual service is kept to a minimum, utilizing local automotive stores or shops for parts. Station mechanical shop facilities will handle individual district needs. However, it would not handle the consolidated district without consolidating all of the mechanical services.

Replacement programs for apparatus and miscellaneous vehicles varies depending on service demands, budgets and programs established. Large apparatus is normally kept in frontline service for a period between fifteen to twenty years, depending on type and quality of work. Sedans are normally replaced as they reach 70,000 miles. A history of costly repairs, design deficiency or changes in operations may result in a vehicle being replaced prior to its service life listed above. In some cases, departments have extended the service life of an apparatus by repowering a vehicle or refurbishing, depending on the condition of the vehicle.

Small tools, breathing apparatus and hose repair are handled by shift personnel, full-time mechanic or sent out to an outside repair facility, depending on the equipment or individual department program established.

Maintenance records are maintained by computer programs or on paper and file programs. The computer programs are two separate programs run by two different computers. At this time, the programs are not compatible.

Recommendation

After meeting with the department mechanics and reviewing some of the information contained in this report as well as looking at other fire departments of the same size as the proposed consolidated mid-county department (with ten (10) stations and approximately 54 fire department vehicles), we are recommending a "Two Phase Program" to handle apparatus maintenance, small tools and engine repair, some miscellaneous equipment, shop facilities and staffing requirements.

Phase I

Staffing: We recommend a minimum of two (2) full-time mechanics be in place when the consolidation becomes effective, working a five (5) day work week: one (1) master mechanic and one (1) assistant mechanic. One (1) shared clerical person to handle records, combining apparatus computer programs data and assistance in scheduling would be necessary as well.

This would eliminate the problem of having shift personnel perform maintenance, and result in less down time for apparatus, vehicles, small tools and equipment. Shift personnel could be better utilized in other areas of the department.

When a person can specialize on one job, greater productivity is achieved with fewer errors and the individual is able to contribute more to developing his/her field. The fire service should be no less concerned than business in quality and quantity of production.

Shop Facilities: There are two plans we recommend for an interim period of two years.

- Plan #1 is to locate a repair garage that is for rent with bays, office, vehicle hoists and enough room to park apparatus and staff vehicles which need service and repair.

Note: Engine companies would utilize a reserve apparatus when apparatus is being repaired or serviced. Staff personnel would drop off a vehicle and pick up a reserve sedan.

- Plan #2 is to utilize a current fire station in conjunction with an engine company as a temporary facility for mechanical repair. The recommended stations: Central Fire Station #1 or Scotts Valley Station #1. This would be dependent upon the operational plan and staffing of stations.

Apparatus and Miscellaneous Vehicles: Maintain the current inventory until further review is done, taking into consideration the operational response plan, consolidation of a vehicle replacement program and review of each apparatus as to life expectancy and condition.

Small Engines: Tools, station generators and small engines could be serviced and repaired by the mechanical shop. Some specialized equipment would be handled by employees qualified as certified service personnel. As an example: Breathing Apparatus, Hazardous Materials Equipment, Cliff Rescue Equipment and Ropes, etc.

Phase 2

Staffing: Maintain the staffing level as outlined in Phase #1.

Shop Facilities: Build a new mechanical shop at one of the available properties owned by the consolidated fire district.

The building would have to have a minimum of three drive-through apparatus bays. One bay would have to be long enough to handle a minimum of a 75 ft. aerial ladder. Bay height would have to be high enough to place an engine on a hoist and raise 6 to 8 feet off the ground, which would enable mechanical personnel to work under the vehicle. At this time, the mechanics are repairing vehicles without a hoist (causing back and neck strains). Additional down time for apparatus occurs because of poor access to the undercarriage and the time wasted to manually jack-up an engine with a portable hydraulic jack.

A butler building would be the most cost effective building to build and would provide versatility, allowing room for expansion of additional bays and the ability to change its function. The shop would have to contain: a storage area large enough to hold tires, oil, parts, filters, waste oil and antifreeze, etc., a work bench area to handle drills, welders, specialized equipment and an office for records and reports.

The outside grounds area must contain: an area for steam cleaning engines with a waste collection, pump test pit (large enough to handle 1500 gpm pump). Engine companies could perform annual pump tests having a mechanic nearby when problems arise. A parking area large enough to park engines and sedans would be essential.

Conclusion

Building a full service shop with full-time mechanics would provide the consolidated district with the best cost savings and enhance repair and fabrication abilities. There would be less down time for repairs. Apparatus would not be taken to an outside shop (except on occasion, depending on the repair). The District would not be the victim of an outside time schedule which could mean weeks before apparatus is repaired and would not pay current shop rates of approximately \$65.00 - \$70.00 per hour. The quality of work performed would be a major benefit in having an on-site service center. The mechanics would be able to focus on just fire apparatus and equipment.

An additional benefit would be having a mechanic on call for major breakdowns or to respond to greater alarm fires for the purpose of monitoring the engines' performance (trouble-shooting and repairing breakdowns on the spot, thereby keeping equipment on line for the emergencies).

The possible cost savings in the future, by having service capabilities, would enable the District to reduce its fleet size, eliminating the need for a large reserve fleet of apparatus. This would depend on service level and emergency responses. An additional future consideration would be to contract out to other fire departments to have a countywide J.P.A. service center for fire apparatus repairs. Doing so could mean a cost savings for all districts who choose to participate.

We do not recommend contracting out to a county or city facility for maintenance repairs. There are other fire districts currently contracting to county service centers and having major problems with over extended down time for repairs. The quality of repairs performed and the service life of apparatus has been reduced causing reserve apparatus to be used more often as front line apparatus.

Aptos/La Selva

Apparatus maintenance is performed at Station 1. The maintenance is performed by one (1) Master Mechanic, full-time forty-hour per week position with on-call responsibilities. Both major and light mechanical work is performed by the mechanic. When time allows, the mechanic will repair or install equipment at station facilities. Small engines and tools are repaired and serviced at Station 1 by the Master Mechanic.

Hose and SCBA repairs are handled by on-duty shift personnel.

Branciforte

Apparatus maintenance is performed at the station. Shift captain performs light mechanical maintenance; major mechanical is shipped to an outside repair shop.

Central Fire

Apparatus maintenance is performed at Station 1. The maintenance work is performed by one (1) mechanic, twenty-four (24) hour shift, assisted by two (2) other on-duty shift personnel (firefighter and captain). The mechanic is the only person who receives differential pay for mechanical work. The mechanic completes both major and light repairs and is called back to work for emergency repairs when necessary.

The mechanical shift is still responsible for emergency response as an engine company and for other engine company responsibilities, e.g. fire prevention, training, etc.

Hose, SCBA, hand light, flashlight and helmet repairs are handled by on-duty shift personnel.

Summary:

Listed below is the number of vehicles we would have as a combined agency and other miscellaneous information.

Engines:	(18)	Cascade Trailers:	(1)
Water Tenders:	(4)	Cascade/Light Unit:	(1)
Rescue Units:	(2)	Haz Mat Van:	(1)
Rescue/Amb:	(2)	Staff Vehicles:	(17)
Brush Units:	(2)	Command Vehicles:	(3)
Utility Units:	(1)	Public Education:	(1) Trailer
Trucks/Engine:	(2)		(1) Public Ed. Fire Engine
Equipment Total:	54		

Apparatus Replacement Schedule

Aptos/La Selva Fire District

	Purchase	Reserve	Actual	F.L.	Surplus
Engines					
#1-Seagrave	1982	1992	1993	11 yrs.	1997
#2-Van Pelt/Ken.	1985	1995	1989	4 yrs.	2000
#3-Seagrave	1986	1996	1998	12 yrs.	2001
#4-Seagrave	1989	1999	2003	14 yrs.	2004
#5-Seagrave	1993	2003	2003	10 yrs.	2008
#6	1998	2008	2008	10 yrs.	2013
#7	2003	2013	2013	10 yrs.	2018

- Engines: 10 yrs. frontline service and 5 yrs. reserve service.

	Purchase	Reserve	Actual	F.L.	Surplus
Water Tender					
#1-Van Pelt/Int'l.	1986	1996	0		2001
#2	1996	2006	0		2011

- Water Tender: 10 yrs. frontline service and 5 yrs. reserve service.

	Purchase	Reserve	Actual	F.L.	Surplus
Rescue/Amb					
#1-Braun/Ford	1986	1992	1991		1998
#2-Road Resc/Ford	1991	1997	0		2003
#3-	1997	2003	0		2006

- Rescue/Ambulance: 6 yrs. frontline service and 6 yrs. reserve service.

	Purchase	Reserve	Actual	F.L.	Surplus
Command Veh					
#1-Ford Bronco	1989	1994	0		1997
#2	1994	1999	0		2002

- Command Vehicle: 5 yrs. frontline service and 3 yrs. reserve service.

	Purchase	Reserve	Actual	F.L.	Surplus
Staff Vehicles					
#1-Chevy PU (FWD)	1980	1986	1985		1990
#2-Olds Sedan	1984	1990	1988		1994
#3-Ford Sedan	1988	1994	0		1998
#4-Ford Bronco(FWD)	1989	1995	0		1999
#5-Ford Bronco(FWD)	1990	1996	0		2000

- Staff Vehicles: 6 yrs. frontline, then either sale or 3+ yrs. reserve use.

Central Fire Protection District

Apparatus Replacement Schedule Standard: 11/92

Engines:	20 Years of Age
Water Tenders:	25 Years of Age
Utility Vehicle	25 Years of Age
Aerial Ladders:	25 Years of Age
Staff Vehicles:	7 Years of Age or 70,000 Miles
Re-Power Completed:	10 Years Added to Service Life

Unit	Year	Description	Age	Retire	Review for Down Grade
13	1965	Crown 1250 GPM Type 1 E	27	1994	1992 Reserve * Note 1
14	1970	Crown 1250 GPM Type 1 E	22	1991	1992 Reserve * Note 2
60	1971	Dodge/Rescue Type 2 R	20	1996	1992 On Line * Note 3
17	1974	Mack 1500 GPM Type 1 E	18	1994	1992 Reserve
50	1974	Inter 250 GPM Type 3E	18	1994	1992 On Line * Note 4
70	1974	Crown 75 Ft/Aerial/1500	18	1999	1995 Review / On Line
16	1983	Mack 1500 GPM Type 1 E	9	2003	1998 On Line
15	1985	Beck 1000 GPM Type 2 E	7	2000	1992 Reserve * Note 5
60	1987	Chevy/Light/Cascade	5	2012	2007 Review / On Line
10	1988	Pierce 1250 GPM Type 1 E	3	2008	2002 Review / On Line
40	1991	Freight 1000 GPM Type 1 WT	1	2016	2011 Review / On Line
19	1992	Pierce 1250 GPM Type 1 E	0	2002	1997 Review / On Line
20	1992	Pierce 1250 GPM Type 1 E	0	2002	1997 Review / On Line
18	1949	Mack Engine Public Ed	43	-----	-----

Staff Vehicles: Sedans, Vans, Pick-Up

Unit	Year	Description	Mileage	Age	Retire	Review for Down Grade
94	1986	GMC/Command	70000	6	1992	1992*Note 6
90	1987	Chevy/Sedan	53200	5	1994	1993
92	1987	Chevy/Sedan	52010	5	1994	1993
91	1989	Chevy/Van	24415	3	1996	1995
93	1989	GMC/Pick-Up	19111	3	1996	1995
96	1991	Ford/Sedan	23492	1	1997	1996
97	1991	Ford/Sedan	12857	1	1997	1996
98	1992	Ford/Sedan	00125	1	1998	1197

Notes:

1. 1965 Crown was re-powered in 1984 which adds 10 years to its service life (its retirement date 1994); however, at this time, we feel another 5 years could be added which would give this engine 32 years of service. The apparatus is in good condition.
2. 1970 Crown was re-powered in 1981 which adds 10 years to its service life from the re-power date to 1991. At this time, we feel another 5 years could be added; the apparatus is in good condition.
3. The rescue unit is now being modified to carry the following equipment: Haz Mat decon equipment, hurst tool, minor heavy rescue equipment and arson investigation equipment. The purpose is to see if this piece of equipment could be utilized to a greater extent. If the run response cannot be justified, it might be advisable to delete this apparatus from the fleet.
4. 1974 International Type #3 will be ready to be retired in 1994. There is a consideration of retiring Unit #15 and #50 and replacing these pieces of apparatus with one (1) Type #3 engine, reducing the fleet by one (1) Type #2 engine and recouping up some of the cost by selling both engines.
5. 1985 Beck was built on a commercial chassis and has not been a reliable piece of apparatus due to its break-downs, stress on the frame causing the water tank to crack, pump components to shift and it has a Detroit diesel engine which has been discontinued due to mechanical problems. This apparatus has been placed in a reserve status in an attempt to obtain at least fifteen years of service.
6. Vehicle should be replaced according to the replacement program. Due to 1992/93 budget shortfall, there is consideration of running this vehicle to 90,000 miles.

APPENDIX D

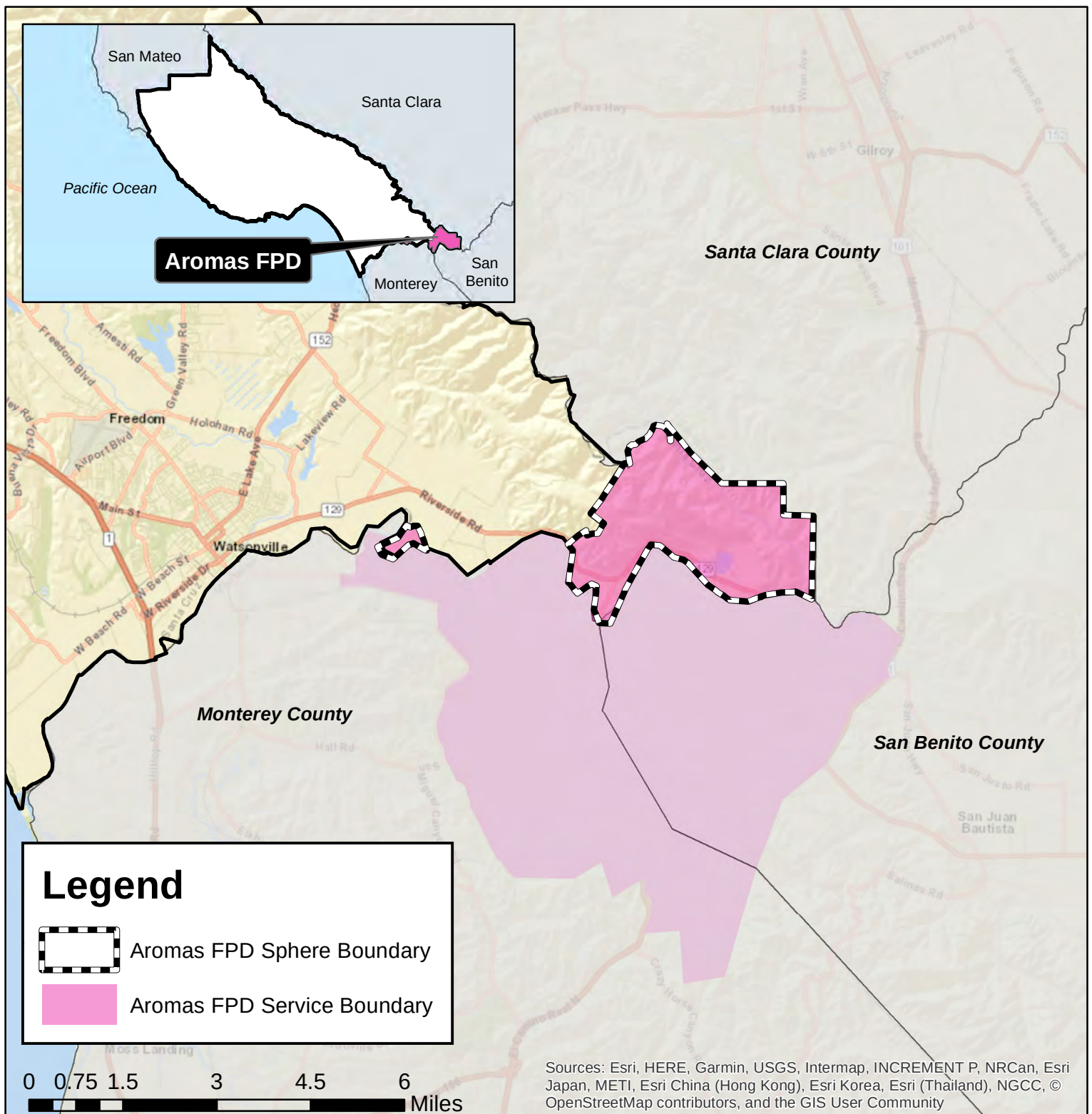
Aromas Tri-County Fire Protection District (Fiscal Data & Current SOI Map)

Aromas Tri-County Fire Protection District
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
General Property Taxes	\$ 1,155,342	\$ 1,183,979	\$ 1,267,319	\$ 1,335,341	\$ 1,442,914	\$ 1,499,653	\$ 1,616,260	\$ 1,720,221			
Proposition 172 Funds	\$ 65,068	\$ 77,792	\$ 78,913	\$ 71,546	\$ 74,517	\$ 78,808	\$ 78,808	\$ 82,682			
Homeowners Property Tax Relief	\$ 8,473	\$ 7,572	\$ 7,285	\$ 8,237	\$ 7,823	\$ 7,695	\$ 7,738	\$ 7,807			
Measure A	\$ 4,121	\$ 3,722	\$ 4,192	\$ 3,835	\$ 3,979	\$ 4,375	\$ 4,631	\$ 4,525			
Fire Mitigation Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,605	\$ 894			
Service Charge and Fees	\$ -	\$ -	\$ -	\$ 130,067	\$ 107,426	\$ 4,225	\$ 24,159	\$ 20,694			
Interest	\$ 4,764	\$ 11,743	\$ 19,683	\$ 24,590	\$ 44,726	\$ 52,029	\$ 28,880	\$ 16,066			
Capital Grants	\$ 29,255	\$ -	\$ 11,094	\$ 25,865	\$ -	\$ -	\$ 9,246	\$ -			
Fire Assignment Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 193,760	\$ 70,967			
Sale of Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,601	\$ -			
Other Revenue	\$ 63,337	\$ 116,448	\$ 109,823	\$ 20,695	\$ 15,535	\$ 21,662	\$ 17,873	\$ 13,049			
Total Revenue	\$ 1,330,360	\$ 1,401,256	\$ 1,498,309	\$ 1,620,176	\$ 1,696,920	\$ 1,668,447	\$ 2,004,561	\$ 1,936,905	\$ -	\$ -	\$ -
EXPENDITURE											
Cal Fire Contract	\$ 904,292	\$ 934,330	\$ 1,126,527	\$ 1,249,630	\$ 1,271,702	\$ 1,330,791	\$ 1,039,178	\$ 1,290,404			
Maintenance and Operations	\$ 105,209	\$ 96,812	\$ 140,845	\$ 113,274	\$ 92,305	\$ 125,681	\$ 96,554	\$ 256,482			
Capital Outlay	\$ 95,825	\$ 5,136	\$ 37,510	\$ 43,816	\$ 21,536	\$ -	\$ -	\$ -			
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 1,565	\$ 465	\$ 956	\$ 3,267			
General Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,539	\$ 223,791			
Total Expenditure	\$ 1,105,326	\$ 1,036,278	\$ 1,304,882	\$ 1,406,720	\$ 1,387,108	\$ 1,456,937	\$ 1,177,227	\$ 1,773,944	\$ -	\$ -	\$ -
Surplus/(Deficit)	\$ 225,034	\$ 364,978	\$ 193,427	\$ 213,456	\$ 309,812	\$ 211,510	\$ 827,334	\$ 162,961	\$ -	\$ -	\$ -
FUND BALANCE											
Beginning Balance	\$ 765,661	\$ 990,695	\$ 1,355,673	\$ 1,549,100	\$ 1,762,556	\$ 2,072,368	\$ 2,345,252	\$ 3,172,586			
Ending Balance	\$ 990,695	\$ 1,355,673	\$ 1,549,100	\$ 1,762,556	\$ 2,072,368	\$ 2,283,878	\$ 3,172,586	\$ 3,335,547	\$ -	\$ -	\$ -

Aromas Tri-County Fire Protection District
(FY 2018-19 to FY 2024-25)

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS							
Cash and Cash Investments	\$ 2,055,184	\$ 2,350,371	\$ 3,175,222	\$ 3,387,751			
Accounts Receivable	\$ 60,723	\$ 18,466	\$ -	\$ -			
Prepaid Expenses	\$ 35,402	\$ -	\$ -	\$ -			
Capital Assets, Net of Accumulated Depreciation	\$ 529,094	\$ 445,497	\$ 357,669	\$ 390,189			
TOTAL ASSETS	\$ 2,680,403	\$ 2,814,334	\$ 3,532,891	\$ 3,777,940	\$ -	\$ -	\$ -
LIABILITIES							
Accounts Payable	\$ 4,306	\$ 7,320	\$ 2,636	\$ 52,204			
TOTAL LIABILITIES	\$ 4,306	\$ 7,320	\$ 2,636	\$ 52,204	\$ -	\$ -	\$ -
NET POSITION							
Net Investment in Capital Assets	\$ 529,094	\$ 445,497	\$ 357,669	\$ 390,189			
Unrestricted	\$ 2,147,003	\$ 2,361,517	\$ 3,172,586	\$ 3,335,547			
TOTAL NET POSITION	\$ 2,676,097	\$ 2,807,014	\$ 3,530,255	\$ 3,725,736	\$ -	\$ -	\$ -
TOTAL LIABILITIES AND NET POSITION	\$ 2,680,403	\$ 2,814,334	\$ 3,532,891	\$ 3,777,940	\$ -	\$ -	\$ -



Aromas Tri-County Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 1, 1989
 Sphere Reaffirmed on January 1, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

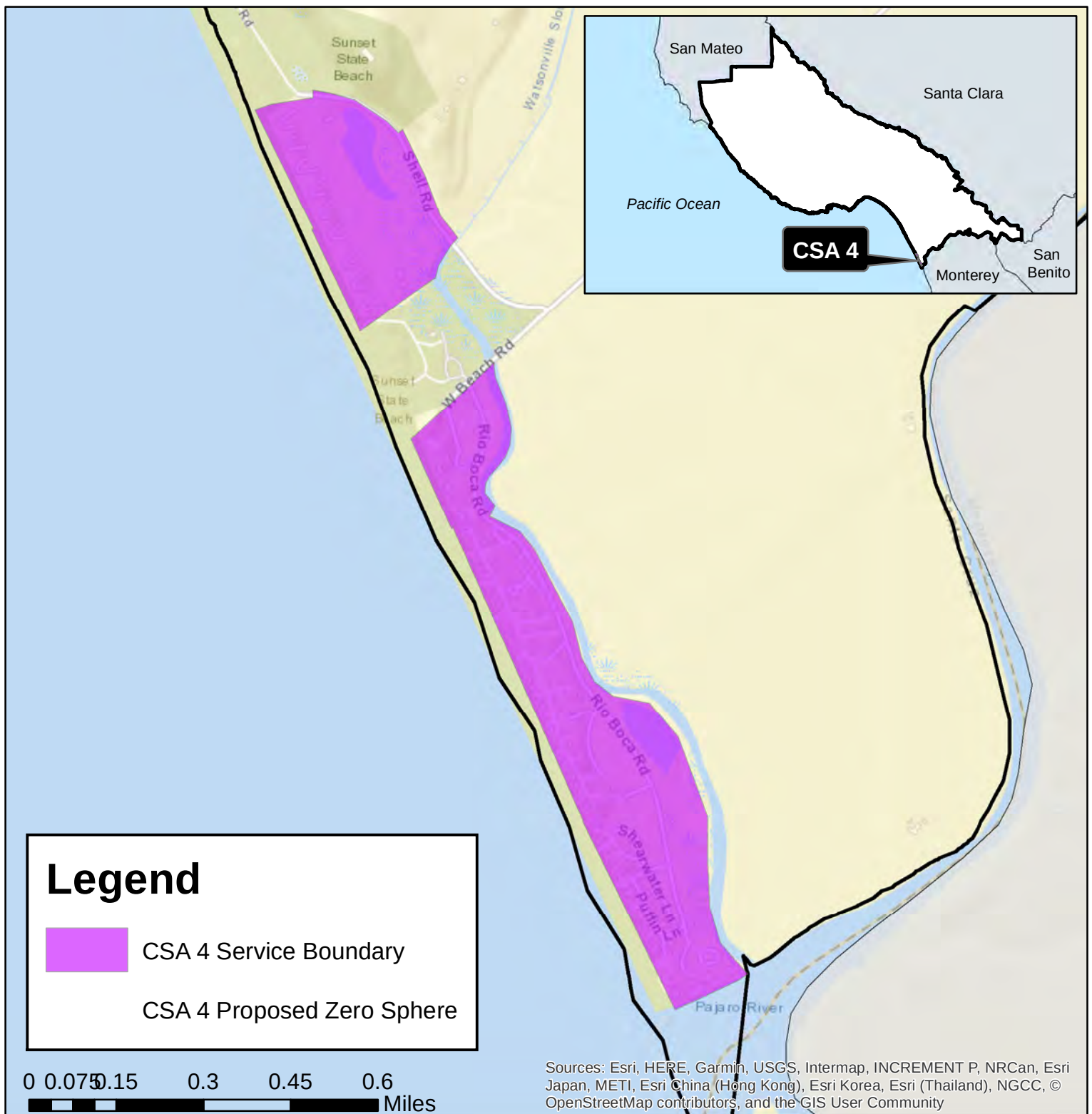
Aromas Tri-County provides fire protection in three different counties: Monterey, San Benito, and Santa Cruz. Monterey LAFCO is the Principal LAFCO for boundary changes.

APPENDIX E

County Service Area 4 (Fiscal Data & Current SOI Map)

County Service Area 4
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Benefit Assessment (Taxes)	\$ 614,526	\$ 657,113	\$ 682,272	\$ 714,219	\$ 746,108	\$ 765,192	\$ 781,963	\$ 827,730	\$ 907,270	\$ 939,922	
Use of Money & Property	\$ 4,730	\$ 6,303	\$ 8,760	\$ 15,914	\$ 27,844	\$ 26,071	\$ 8,141	\$ 6,296	\$ 19,684	\$ 30,038	
Aid from Other Govt Agencies	\$ 14,518	\$ 4,593	\$ 4,451	\$ 5,484	\$ 4,408	\$ 4,180	\$ 5,728	\$ 23,406	\$ (4,786)	\$ 4,348	
Other Financing Sources	\$ -	\$ 5,792	\$ -	\$ -	\$ -	\$ -	\$ 61,784	\$ -	\$ -	\$ -	
Charges for Services	\$ 436,146	\$ 451,923	\$ 460,019	\$ 473,822	\$ 494,733	\$ 508,056	\$ 572,283	\$ 534,212	\$ 551,310	\$ 897,527	
Total Revenue	\$ 1,069,920	\$ 1,125,725	\$ 1,155,502	\$ 1,209,439	\$ 1,273,093	\$ 1,303,499	\$ 1,429,899	\$ 1,391,644	\$ 1,473,478	\$ 1,871,835	\$ -
EXPENDITURE											
Salaries & Benefits	\$ 38,526	\$ 48,632	\$ 37,476	\$ 70,917	\$ 49,571	\$ 27,150	\$ -	\$ -	\$ -	\$ -	
Services & Supplies	\$ 854,995	\$ 950,842	\$ 994,343	\$ 1,032,390	\$ 1,166,968	\$ 1,382,904	\$ 1,193,051	\$ 1,146,328	\$ 1,033,794	\$ 2,419,562	
Other Charges	\$ 10,431	\$ 10,177	\$ 8,488	\$ 5,675	\$ 3,294	\$ 4,104	\$ 6,447	\$ 11,506	\$ 9,577	\$ 4,110	
Fixed Assets	\$ 7,110	\$ 12,402	\$ -	\$ 15,974	\$ -	\$ 8,497	\$ -	\$ 4,843	\$ 680,035	\$ 60,130	
Total Expenditure	\$ 911,062	\$ 1,022,053	\$ 1,040,307	\$ 1,124,956	\$ 1,219,832	\$ 1,422,654	\$ 1,199,498	\$ 1,162,677	\$ 1,723,406	\$ 2,483,802	\$ -
Surplus/(Deficit)	\$ 158,858	\$ 103,672	\$ 115,195	\$ 84,483	\$ 53,260	\$ (119,155)	\$ 230,401	\$ 228,967	\$ (249,928)	\$ (611,967)	\$ -
FUND BALANCE											
Beginning Balance	\$ 547,721	\$ 706,574	\$ 810,251	\$ 925,445	\$ 1,009,930	\$ 1,063,190	\$ 944,035	\$ 1,174,436	\$ 1,403,403	\$ 1,153,475	
Ending Balance	\$ 706,579	\$ 810,246	\$ 925,446	\$ 1,009,928	\$ 1,063,190	\$ 944,035	\$ 1,174,436	\$ 1,403,403	\$ 1,153,475	\$ 541,508	



County Service Area 4 (Pajaro Dunes) Jurisdictional and Sphere Boundaries



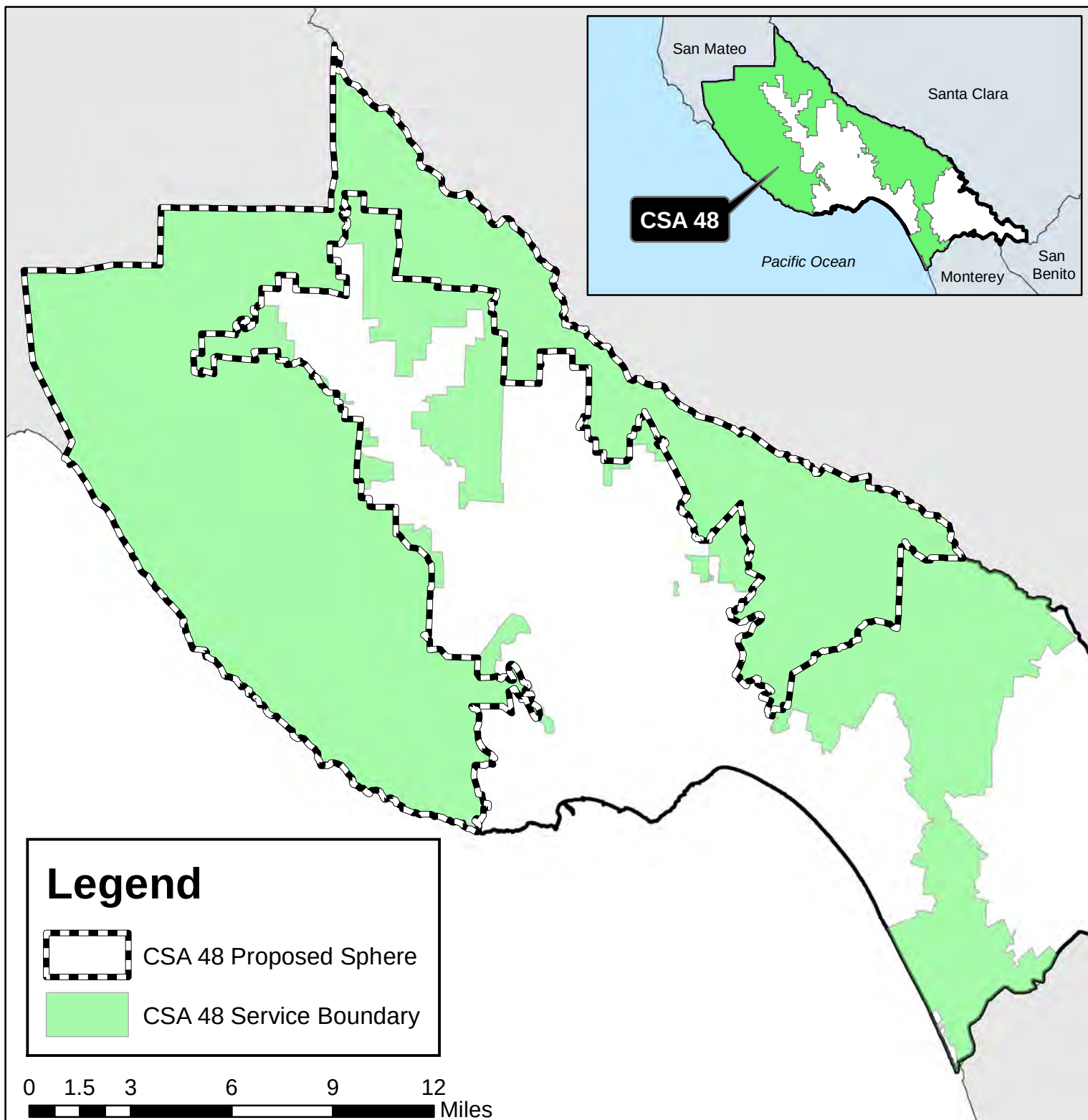
Original Sphere adopted on March 1, 1989
 Sphere Reaffirmed on January 9, 2008
 Sphere Reaffirmed on November 2, 2016
 Zero Sphere adoption on October 13, 2021

APPENDIX F

County Service Area 48 (Fiscal Data & Current SOI Map)

County Service Area 48
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Benefit Assessment (Taxes)	\$ 2,878,962	\$ 3,095,688	\$ 3,290,640	\$ 3,401,641	\$ 3,605,850	\$ 3,720,840	\$ 2,745,022	\$ 2,668,297	\$ 2,640,121	\$ 2,905,518	
Charges for Services	\$ 182,484	\$ 288,339	\$ 122,727	\$ 320,048	\$ 246,413	\$ 132,472	\$ -	\$ -	\$ -	\$ -	
Other Revenue	\$ 202,373	\$ 254,860	\$ 63,292	\$ 77,864	\$ 155,420	\$ 150,259	\$ 1,729	\$ 2,106	\$ 9,533	\$ 45,046	
Total Revenue	\$ 3,263,819	\$ 3,638,887	\$ 3,476,659	\$ 3,799,553	\$ 4,007,683	\$ 4,003,571	\$ 2,746,751	\$ 2,670,403	\$ 2,649,654	\$ 2,950,564	\$ -
EXPENDITURE											
Salaries & Benefits	\$ 97,282	\$ 87,980	\$ 126,126	\$ 79,334	\$ 99,116	\$ 99,868	\$ -	\$ -	\$ -	\$ -	
Services & Supplies	\$ 2,211,022	\$ 3,501,486	\$ 3,990,620	\$ 2,507,556	\$ 3,167,482	\$ 3,209,309	\$ 500	\$ 500	\$ 500	\$ 500	
Other Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,746,251	\$ 2,669,902	\$ 2,649,654	\$ 2,806,293	
Total Expenditure	\$ 2,308,304	\$ 3,589,466	\$ 4,116,746	\$ 2,586,890	\$ 3,266,598	\$ 3,309,177	\$ 2,746,751	\$ 2,670,402	\$ 2,650,154	\$ 2,806,793	\$ -
Surplus/(Deficit)	\$ 955,515	\$ 49,421	\$ (640,087)	\$ 1,212,663	\$ 741,085	\$ 694,394	\$ -	\$ 1	\$ (500)	\$ 143,771	\$ -
FUND BALANCE											
Beginning Balance	\$ 3,145,359	\$ 4,100,729	\$ 4,150,150	\$ 3,510,063	\$ 4,722,726	\$ 5,463,811	\$ 6,158,205	\$ 6,158,205	\$ 6,158,206	\$ 6,157,706	\$ 6,301,477
Ending Balance	\$ 4,100,874	\$ 4,150,150	\$ 3,510,063	\$ 4,722,726	\$ 5,463,811	\$ 6,158,205	\$ 6,158,205	\$ 6,158,206	\$ 6,157,706	\$ 6,301,477	



County Service Area 48 (County Fire) Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
Sphere Reaffirmed on January 9, 2008
Sphere Reaffirmed on November 2, 2016
Sphere Reduction on October 13, 2021

APPENDIX G

Pajaro Valley Fire

Protection District

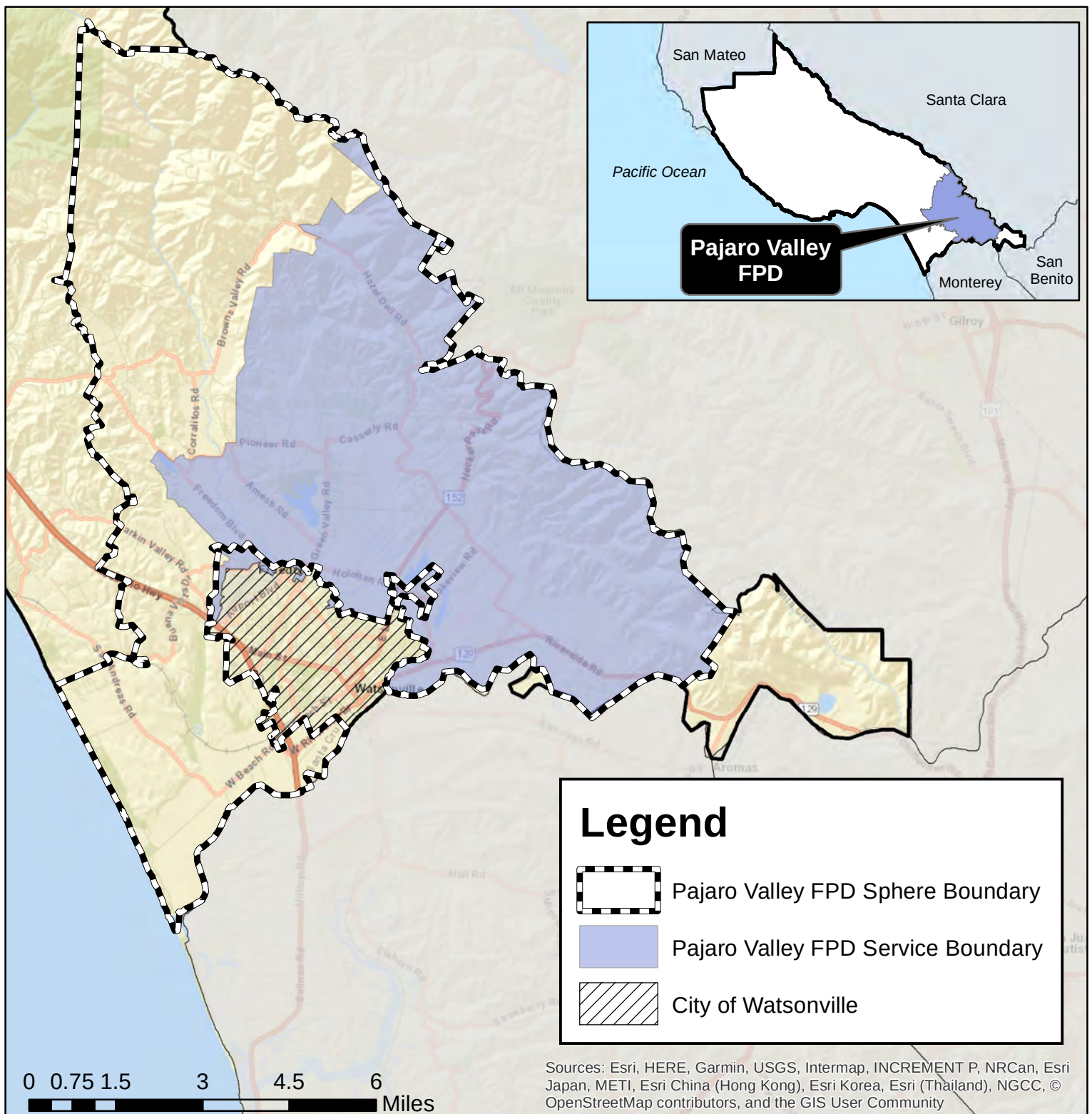
(Fiscal Data & Current SOI Map)

Pajaro Valley Fire Protection District
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Property Taxes	\$ 1,430,978	\$ 1,513,316	\$ 1,608,083	\$ 1,684,563	\$ 1,808,597	\$ 1,870,270	\$ 1,945,599	\$ 2,059,723	\$ 2,175,635	\$ 2,226,176	\$ 2,360,985
Fire Suppression Benefit Assessment	\$ 141,886	\$ 141,962	\$ 141,882	\$ 141,436	\$ 140,982	\$ 140,707	\$ 140,573	\$ 140,656	\$ 140,417	\$ 141,576	\$ 142,059
Use of Money & Property (Interest)	\$ 4,822	\$ 8,005	\$ 11,070	\$ 20,380	\$ 36,307	\$ 35,225	\$ 11,828	\$ 7,633	\$ 33,153	\$ 55,382	\$ 75,814
Aid from Other Govt Agencies	\$ 10,587	\$ 10,462	\$ 10,355	\$ 10,093	\$ 10,142	\$ 10,105	\$ 10,017	\$ 9,929	\$ 9,942	\$ 10,195	\$ 10,086
Charges for Services	\$ 29,604	\$ 39,650	\$ 29,537	\$ 26,494	\$ 26,762	\$ 21,814	\$ 36,294	\$ 104,909	\$ 39,378	\$ 40,785	\$ 43,790
Other Revenue	\$ 16,412	\$ 7,956	\$ 10,543	\$ 291	\$ 91,958	\$ 52,461	\$ 341,537	\$ 57,757	\$ 76,151	\$ 9,989	\$ 152,848
Total Revenue	\$ 1,634,289	\$ 1,721,351	\$ 1,811,470	\$ 1,883,257	\$ 2,114,748	\$ 2,130,582	\$ 2,485,848	\$ 2,380,607	\$ 2,474,676	\$ 2,484,103	\$ 2,785,582
EXPENDITURE											
Salaries & Benefits	\$ 1,077	\$ 1,077	\$ 1,089	\$ 1,073	\$ 26,328	\$ 57,916	\$ 695,050	\$ 79,705	\$ 18,452	\$ 1,566	\$ 119,167
Services & Supplies	\$ 1,540,672	\$ 1,488,080	\$ 1,548,483	\$ 1,843,286	\$ 1,399,789	\$ 2,428,018	\$ 1,907,542	\$ 1,926,882	\$ 2,110,467	\$ 2,318,278	\$ 1,962,653
Fixed Assets	\$ 33,292	\$ -	\$ 81,553	\$ -	\$ 14,600	\$ 259,587	\$ 992	\$ 111,736	\$ 90,512	\$ 21,574	\$ 26,984
Other Charges	\$ 2,843	\$ 2,611	\$ 2,036	\$ 2,476	\$ 2,537	\$ 2,549	\$ 2,342	\$ 2,534	\$ 8,073	\$ 3,040	\$ 2,446
Debt Service											
Principal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 563,456	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,841	\$ -	\$ -
Total Expenditure	\$ 1,577,884	\$ 1,491,768	\$ 1,633,161	\$ 1,846,835	\$ 1,443,254	\$ 2,748,070	\$ 2,605,926	\$ 2,120,857	\$ 2,814,801	\$ 2,344,458	\$ 2,111,250
OTHER FINANCING SOURCES (USES)											
Sale of Fixed Assets	\$ 6,500	\$ 8,195	\$ -	\$ -	\$ -	\$ -	\$ 646,708	\$ -	\$ -	\$ 76,726	\$ -
Total Other Financing Sources	\$ 6,500	\$ 8,195	\$ -	\$ -	\$ -	\$ -	\$ 646,708	\$ -	\$ -	\$ 76,726	\$ -
Surplus/(Deficit)	\$ 62,905	\$ 237,778	\$ 178,309	\$ 36,422	\$ 671,494	\$ (617,488)	\$ 526,630	\$ 259,750	\$ (340,125)	\$ 216,371	\$ 674,332
FUND BALANCE											
Beginning Balance	\$ 900,381	\$ 963,286	\$ 1,201,064	\$ 1,379,373	\$ 1,415,795	\$ 2,087,289	\$ 1,469,801	\$ 1,996,431	\$ 2,256,181	\$ 1,269,348	\$ 1,485,719
Ending Balance	\$ 963,286	\$ 1,201,064	\$ 1,379,373	\$ 1,415,795	\$ 2,087,289	\$ 1,469,801	\$ 1,996,431	\$ 2,256,181	\$ 1,916,056	\$ 1,485,719	\$ 2,160,051

Pajaro Valley Fire Protection District
(FY 2017-18 to FY 2024-25)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS								
<u>Current Assets:</u>								
Cash			\$ 1,473,455	\$ 1,412,132	\$ 1,612,603	\$ 1,918,966	\$ 1,488,614	\$ 2,166,561
Accounts Receivable			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease Receivable			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Deposits & Prepaid Expenses			\$ -	\$ 646,708	\$ 646,708	\$ -	\$ -	\$ -
Total Current Assets	\$ -	\$ -	\$ 1,473,455	\$ 2,058,840	\$ 2,259,311	\$ 1,918,966	\$ 1,488,614	\$ 2,166,561
<u>Capital Assets:</u>								
Land			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings & Improvements			\$ 2,385,818	\$ 2,385,818	\$ 2,385,818	\$ 2,378,099	\$ 2,378,099	\$ 2,385,868
Firefighting Equipment			\$ 1,413,661	\$ 1,426,068	\$ 1,477,054	\$ 1,803,623	\$ 1,882,397	\$ 1,894,293
Construction in Progress			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation			\$ (2,102,003)	\$ (2,241,549)	\$ (2,352,128)	\$ (2,034,501)	\$ (1,868,595)	\$ (2,012,079)
Total Capital Assets	\$ -	\$ -	\$ 1,697,476	\$ 1,570,337	\$ 1,510,744	\$ 2,147,221	\$ 2,391,901	\$ 2,268,082
TOTAL ASSETS	\$ -	\$ -	\$ 3,170,931	\$ 3,629,177	\$ 3,770,055	\$ 4,066,187	\$ 3,880,515	\$ 4,434,643
<u>Deferred Outflow</u>								
GASB 75			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GASB 68 Pension	\$ -	\$ -	\$ 56,803	\$ 693,964	\$ 78,257	\$ 16,964	\$ -	\$ 118,508
Total Deferred Outflow	\$ -	\$ -	\$ 56,803	\$ 693,964	\$ 78,257	\$ 16,964	\$ -	\$ 118,508
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ -	\$ -	\$ 3,227,734	\$ 4,323,141	\$ 3,848,312	\$ 4,083,151	\$ 3,880,515	\$ 4,553,151
LIABILITIES								
<u>Current Liabilities</u>								
Accounts Payable			\$ 3,654	\$ 62,409	\$ 3,130	\$ 2,910	\$ 2,895	\$ 6,510
Accrued Payroll Liabilities			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Portion			\$ -	\$ 83,252	\$ 88,112	\$ -	\$ -	\$ -
Accrued Compensated Absences			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Liabilities	\$ -	\$ -	\$ 3,654	\$ 145,661	\$ 91,242	\$ 2,910	\$ 2,895	\$ 6,510
<u>Long-Term Liabilities</u>								
OPEB			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Note Payable			\$ -	\$ 563,456	\$ 475,344	\$ -	\$ -	\$ -
Net Pension Liability			\$ 580,307	\$ 720,556	\$ (750,550)	\$ 266,969	\$ 308,257	\$ 254,816
Total Long-Term Liabilities	\$ -	\$ -	\$ 580,307	\$ 1,284,012	\$ (275,206)	\$ 266,969	\$ 308,257	\$ 254,816
TOTAL LIABILITIES	\$ -	\$ -	\$ 583,961	\$ 1,429,673	\$ (183,964)	\$ 269,879	\$ 311,152	\$ 261,326
<u>Deferred Inflow</u>								
GASB 75			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GASB 68 Pension			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Deferred Inflow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ -	\$ -	\$ 583,961	\$ 1,429,673	\$ (183,964)	\$ 269,879	\$ 311,152	\$ 261,326
NET POSITION								
Net Investment in Capital Assets			\$ 1,697,476	\$ 1,570,337	\$ 1,510,744	\$ 2,147,221	\$ 2,391,901	\$ 2,268,082
Restricted			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unrestricted			\$ 946,297	\$ 1,323,131	\$ 2,521,532	\$ 1,666,051	\$ 1,177,462	\$ 2,023,743
TOTAL NET POSITION	\$ -	\$ -	\$ 2,643,773	\$ 2,893,468	\$ 4,032,276	\$ 3,813,272	\$ 3,569,363	\$ 4,291,825
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ -	\$ -	\$ 3,227,734	\$ 4,323,141	\$ 3,848,312	\$ 4,083,151	\$ 3,880,515	\$ 4,553,151



Pajaro Valley Fire Protection District Jurisdictional and Sphere Boundaries

Original Sphere adopted on June 7, 1995
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021



In 1995, Freedom and Salsipuedes Fire Protection Districts consolidated to form a new fire district known as Pajaro Valley FPD.

APPENDIX H

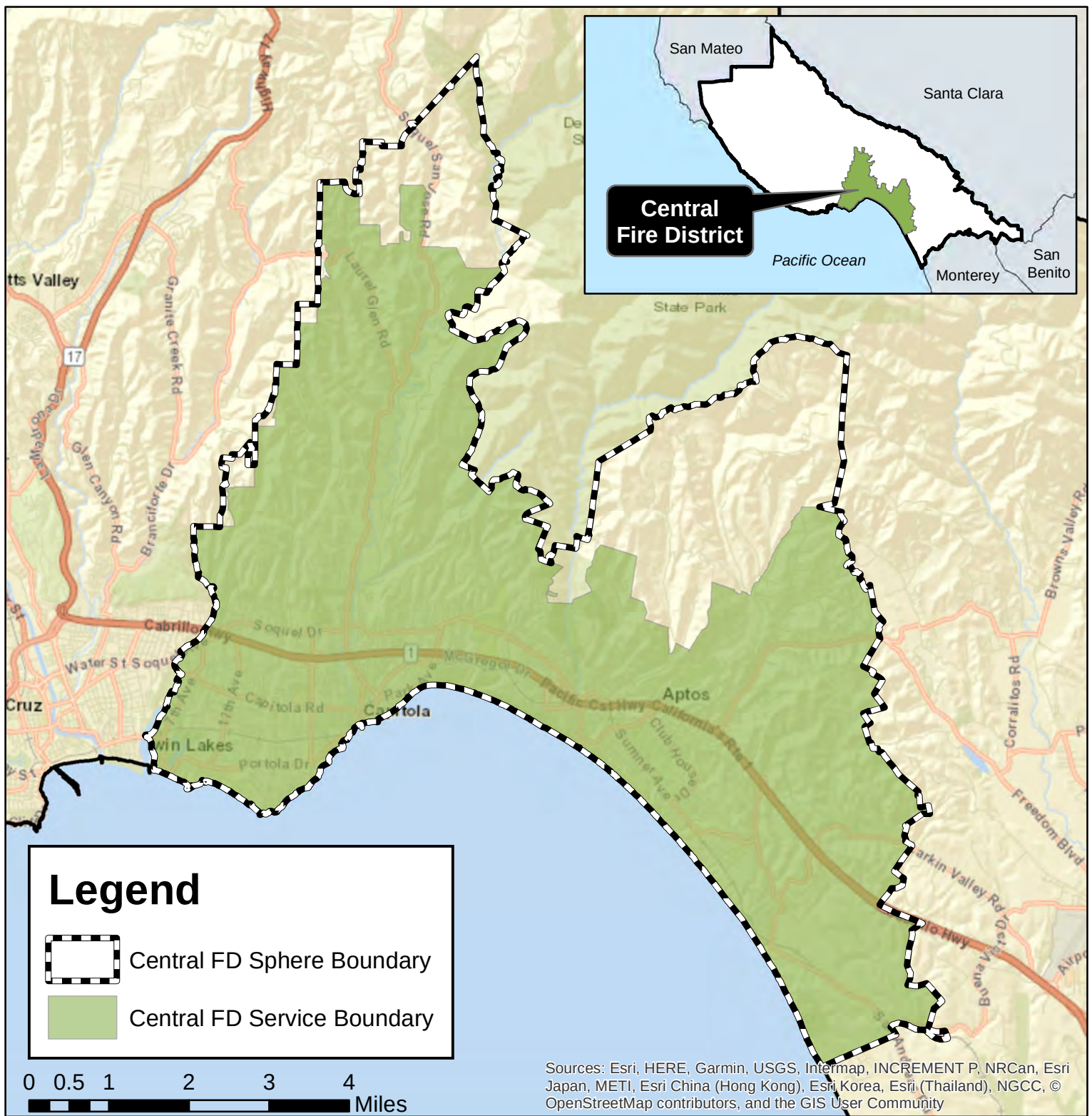
Central Fire District (Fiscal Data & Current SOI Map)

Central Fire District
(FY 2014-15 to FY 2024-25)

	FY 2022-23 (Projection)	FY 2022-23 (Actual)	FY 2023-24 (Projection)	FY 2023-24 (Actual)	FY 2024-25 (Projection)	FY 2024-25 (Actual)
REVENUE						
Property Taxes	\$ 34,728,211	\$ 40,277,993	\$ 35,770,057	\$ 40,277,993	\$ 36,485,458	\$ 41,568,555
Use of Money & Property	\$ -	\$ 549,913	\$ -	\$ 549,913	\$ -	\$ 1,228,009
Aid from Other Govt. Agencies	\$ -	\$ 2,014,507	\$ -	\$ 2,014,507	\$ -	\$ 1,648,431
Charges for Services	\$ -	\$ 1,416,084	\$ -	\$ 1,416,084	\$ -	\$ 1,461,192
Other Revenue	\$ 2,698,418	\$ 1,053,317	\$ 2,800,870	\$ 1,053,317	\$ 2,890,748	\$ 699,023
Total Revenue	\$ 37,426,629	\$ 45,311,814	\$ 38,570,927	\$ 45,311,814	\$ 39,376,206	\$ 46,605,210
EXPENDITURE						
Salaries & Benefits	\$ 30,798,803	\$ 33,962,350	\$ 31,745,847	\$ 33,962,350	\$ 32,664,467	\$ 35,727,917
Services & Supplies	\$ 4,265,948	\$ 5,795,070	\$ 4,381,750	\$ 5,795,070	\$ 4,500,528	\$ 5,821,582
Capital Outlay	\$ 2,143,280	\$ 2,459,260	\$ 1,099,710	\$ 2,459,260	\$ 1,570,536	\$ 4,963,979
Contingency	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -
Net Cost (Savings) of Consolidation	\$ (635,172)	\$ -	\$ (638,624)	\$ -	\$ (642,103)	\$ -
Debt Service:						
Principal		\$ 320,420		\$ 320,420		\$ 329,971
Interest and Fiscal Charges		\$ 29,518		\$ 29,518		\$ 19,966
Total Expenditure	\$ 36,772,859	\$ 42,566,618	\$ 36,788,683	\$ 42,566,618	\$ 38,293,428	\$ 46,863,415
OTHER FINANCING SOURCES (USES)						
Proceeds from Sale of Capital Assets	\$ -	\$ 17,105		\$ 17,105		\$ -
Transfer In	\$ -	\$ 2,100,000		\$ 2,100,000		\$ 2,100,000
Transfer Out	\$ -	\$ (2,100,000)		\$ (2,100,000)		\$ (2,100,000)
Total Other Financing Sources (Uses)	\$ -	\$ 17,105	\$ -	\$ 17,105	\$ -	\$ -
Surplus/(Deficit)	\$ 653,770	\$ 2,762,301	\$ 1,782,244	\$ 2,762,301	\$ 1,082,778	\$ (258,205)
FUND BALANCE						
Beginning Balance	\$ 23,426,624	\$ 34,818,260	\$ 24,080,394	\$ 37,580,561	\$ 25,862,638	
Ending Balance	\$ 24,080,394	\$ 37,580,561	\$ 25,862,638	\$ 40,342,862	\$ 26,945,416	\$ (258,205)

Central Fire District
(FY 2017-18 to FY 2024-25)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS								
<u>Current Assets:</u>								
Cash				\$ 32,506,921	\$ 35,494,836	\$ 38,081,678	\$ 38,365,180	
Accounts Receivable				\$ 106,221	\$ 127,863	\$ 214,722	\$ 82,860	
Lease Receivable				\$ -	\$ -	\$ -	\$ -	
Deposits & Prepaid Expenses				\$ 18,752	\$ -	\$ -	\$ 113,577	
Total Current Assets	\$ -	\$ -	\$ -	\$ 32,631,894	\$ 35,622,699	\$ 38,296,400	\$ 38,561,617	\$ -
<u>Capital Assets:</u>								
Non-Depreciable				\$ 1,786,453	\$ 1,786,453	\$ 2,091,132	\$ 4,944,523	
Depreciable, Net				\$ 14,759,686	\$ 13,781,521	\$ 15,032,496	\$ 15,516,827	
Firefighting Equipment				\$ -	\$ -	\$ -	\$ -	
Construction in Progress				\$ -	\$ -	\$ -	\$ -	
Less: Accumulated Depreciation				\$ -	\$ -	\$ -	\$ -	
Total Capital Assets	\$ -	\$ -	\$ -	\$ 16,546,139	\$ 15,567,974	\$ 17,123,628	\$ 20,461,350	\$ -
TOTAL ASSETS	\$ -	\$ -	\$ -	\$ 49,178,033	\$ 51,190,673	\$ 55,420,028	\$ 59,022,967	\$ -
<u>Deferred Outflow</u>								
Pension				\$ 11,816,249	\$ 13,403,568	\$ 27,264,206	\$ 27,076,019	
OPEB	\$ -	\$ -		\$ 3,574,115	\$ 3,670,815	\$ 6,159,471	\$ 5,597,384	
Total Deferred Outflow	\$ -	\$ -	\$ -	\$ 15,390,364	\$ 17,074,383	\$ 33,423,677	\$ 32,673,403	\$ -
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ -	\$ -	\$ -	\$ 64,568,397	\$ 68,265,056	\$ 88,843,705	\$ 91,696,370	\$ -
LIABILITIES								
<u>Current Liabilities</u>								
Accounts Payable - Claims				\$ 1,239,151	\$ 455,068	\$ 257,897	\$ 662,452	
Accounts Payable - Payroll				\$ 218,637	\$ 349,371	\$ 457,942	\$ 576,809	
Interest Payable				\$ 12,931	\$ 9,839	\$ 6,655	\$ 3,377	
Compensated Absences, due within one year				\$ 331,666	\$ 342,096	\$ 379,548	\$ 393,444	
Long Term Debt, due within one year				\$ 311,145	\$ 320,420	\$ 329,971	\$ 339,807	
Total Current Liabilities	\$ -	\$ -	\$ -	\$ 2,113,530	\$ 1,476,794	\$ 1,432,013	\$ 1,975,889	\$ -
<u>Long-Term Liabilities</u>								
Compensated Absences, due in more than one year				\$ 2,984,992	\$ 3,078,866	\$ 3,415,927	\$ 3,540,991	
Long Term Debt, due in more than one year				\$ 990,198	\$ 669,778	\$ 339,807	\$ -	
Net OPEB Liabilities				\$ 21,604,488	\$ 17,812,127	\$ 21,552,310	\$ 17,912,788	
Net Pension Liability				\$ 50,261,589	\$ 31,589,514	\$ 58,446,773	\$ 64,010,702	
Total Long-Term Liabilities	\$ -	\$ -	\$ -	\$ 75,841,267	\$ 53,150,285	\$ 83,754,817	\$ 85,464,481	\$ -
TOTAL LIABILITIES	\$ -	\$ -	\$ -	\$ 77,954,797	\$ 54,627,079	\$ 85,186,830	\$ 87,440,370	\$ -
<u>Deferred Inflow</u>								
Pension				\$ 2,120,035	\$ 21,863,097	\$ 4,203,653	\$ 2,193,792	
OPEB				\$ 902,254	\$ 3,323,486	\$ 2,276,366	\$ 4,873,596	
Total Deferred Inflow	\$ -	\$ -	\$ -	\$ 3,022,289	\$ 25,186,583	\$ 6,480,019	\$ 7,067,388	\$ -
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ -	\$ -	\$ -	\$ 80,977,086	\$ 79,813,662	\$ 91,666,849	\$ 94,507,758	\$ -
NET POSITION								
Net Investment in Capital Assets				\$ 15,244,796	\$ 14,577,776	\$ 16,453,850	\$ 20,121,543	
Restricted				\$ -	\$ -	\$ -	\$ -	
Unrestricted				\$ (31,653,485)	\$ (26,126,382)	\$ (19,276,994)	\$ (22,932,931)	
TOTAL NET POSITION	\$ -	\$ -	\$ -	\$ (16,408,689)	\$ (11,548,606)	\$ (2,823,144)	\$ (2,811,388)	\$ -
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ -	\$ -	\$ -	\$ 64,568,397	\$ 68,265,056	\$ 88,843,705	\$ 91,696,370	\$ -



Central Fire District Jurisdictional and Sphere Boundaries

Original Sphere adopted on November 4, 2020
Sphere Reaffirmation on October 13, 2021

In 2021, Aptos/La Selva and Central Fire Protection Districts were consolidated to form a new district known today as the Central Fire District of Santa Cruz County.

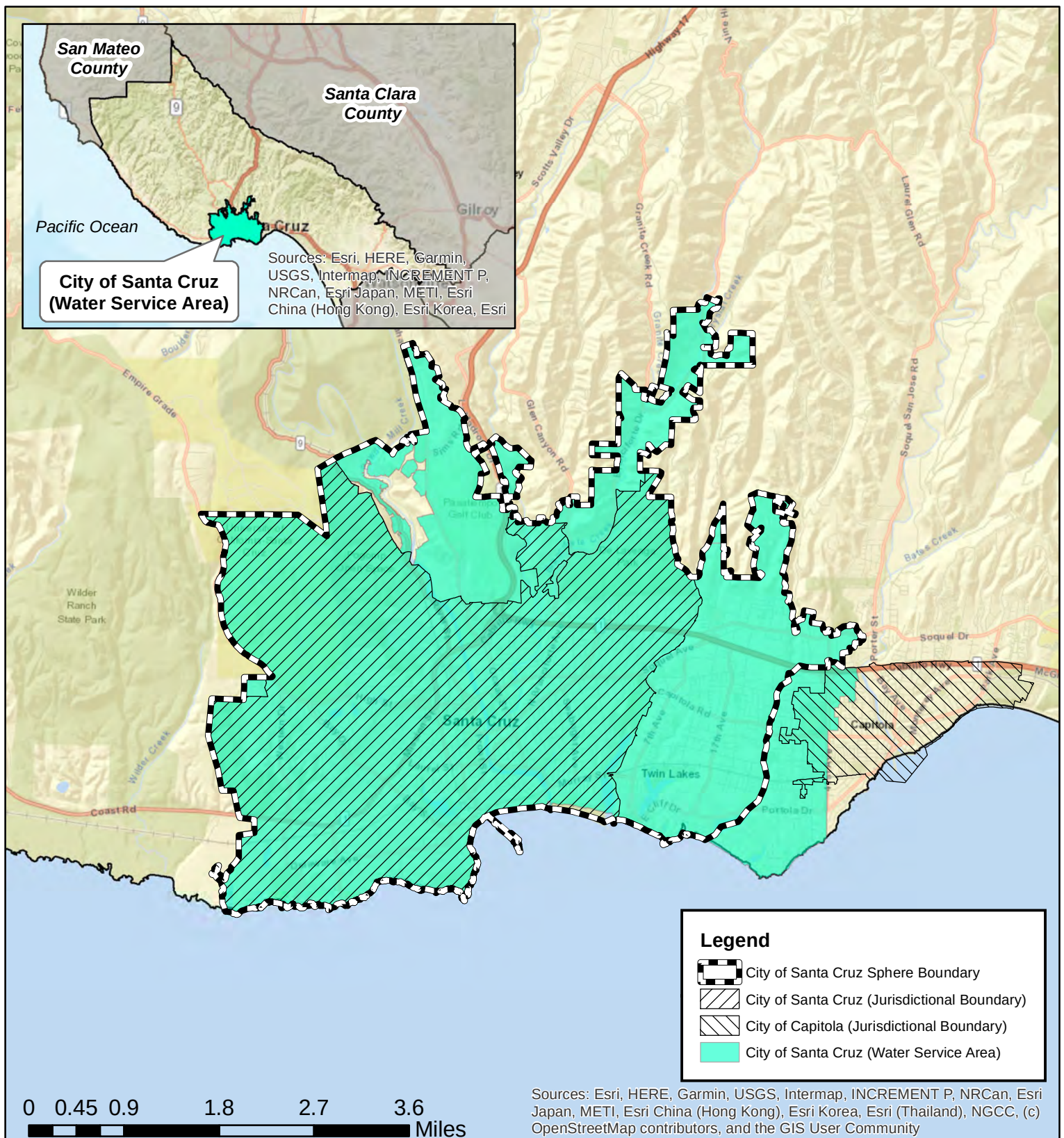


APPENDIX I

Santa Cruz Fire Department (Fiscal Data & Current SOI Map)

Santa Cruz City Fire Department
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
General Fund	\$ 1,682,254	\$ 3,155,301	\$ 3,569,110	\$ 3,603,205	\$ 4,023,691	\$ 3,584,225	\$ 5,833,089	\$ 4,410,296	\$ 4,116,353	\$ 5,434,604	
Municipal Wharf	\$ 53,869	\$ 84,482	\$ 75,788	\$ 31,173	\$ 128,000	\$ 92,442	\$ 2,800	\$ 95,094	\$ 114,119	\$ 16,677	
Public Safety Impact Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,516	\$ 16,314	\$ 87,780	\$ 17,701	
Technology Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,996	\$ -
Total Revenue	\$ 1,736,123	\$ 3,239,783	\$ 3,644,898	\$ 3,634,378	\$ 4,151,691	\$ 3,676,667	\$ 5,838,405	\$ 4,521,704	\$ 4,318,252	\$ 5,471,978	\$ -
EXPENDITURE											
Salaries & Benefits	\$ 13,271,914	\$ 14,888,498	\$ 15,403,875	\$ 16,096,392	\$ 17,577,334	\$ 17,207,569	\$ 17,970,675	\$ 19,744,090	\$ 20,663,832	\$ 21,960,152	
Services & Supplies	\$ 1,941,658	\$ 1,753,675	\$ 2,007,651	\$ 2,198,844	\$ 2,356,138	\$ 2,059,456	\$ 1,898,771	\$ 2,205,274	\$ 2,087,493	\$ 3,977,813	
Capital Outlay	\$ 89,682	\$ 25,102	\$ 25,000	\$ 26,835	\$ 5,400	\$ 541,157	\$ -	\$ 49,637	\$ 98,147	\$ 314,143	
Total Expenditure	\$ 15,303,254	\$ 16,667,275	\$ 17,436,526	\$ 18,322,071	\$ 19,938,872	\$ 19,808,182	\$ 19,869,446	\$ 21,999,001	\$ 22,849,472	\$ 26,252,108	\$ -
Surplus/(Deficit)	\$ (13,567,131)	\$ (13,427,492)	\$ (13,791,628)	\$ (14,687,693)	\$ (15,787,181)	\$ (16,131,515)	\$ (14,031,041)	\$ (17,477,297)	\$ (18,531,220)	\$ (20,780,130)	\$ -
FUND BALANCE											
Beginning Balance	-	-	\$ 65,697,843	\$ 55,563,626	\$ 54,801,961	\$ 60,638,391	\$ 54,092,444	\$ 40,061,403	\$ 22,584,106	\$ 4,052,886	\$ (16,727,244)
Ending Balance	-	-	\$ 55,563,626	\$ 54,801,961	\$ 60,638,391	\$ 54,092,444	\$ 40,061,403	\$ 22,584,106	\$ 4,052,886	\$ (16,727,244)	\$ (16,727,244)



City of Santa Cruz

Jurisdictional and Sphere Boundaries

Original sphere adopted on August 3, 1983
 Sphere amendment on January 9, 2019
 Sphere reaffirmed on October 13, 2021
 Sphere amendment on August 3, 2022
 Sphere reaffirmed on February 7, 2024
 Sphere reaffirmed on June 3, 2026



Vicinity map created on 12/12/23

APPENDIX J

Scotts Valley Fire

Protection District

(Fiscal Data & Current SOI Map)

Scotts Valley Fire Protection District
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Tax Revenue	\$ 5,678,176	\$ 6,121,752	\$ 6,491,468	\$ 6,947,008	\$ 7,299,629	\$ 7,592,265	\$ 8,152,103	\$ 8,743,747	\$ 9,395,035	\$ 10,617,541	\$ -
Charges for Service	\$ 54,571	\$ 35,835	\$ 500,689	\$ 601,257	\$ 814,643	\$ 300,759	\$ 1,444,003	\$ 939,297	\$ 538,388	\$ 280,217	\$ -
Interest & Investment Earnings	\$ 6,402	\$ 9,426	\$ 12,917	\$ 25,185	\$ 47,791	\$ 40,008	\$ 9,727	\$ 14,626	\$ 64,967	\$ 180,934	\$ -
District Consolidation Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,727	\$ -
Change in Fair Value of Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (121,565)	\$ 110,342	\$ -	\$ -
Fire Protection Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,789	\$ -
License & Permits	\$ -	\$ -	\$ 81,507	\$ 54,679	\$ 44,347	\$ 18,170	\$ 21,516	\$ 51,754	\$ 98,544	\$ 30,637	\$ -
Grants & Contributions	\$ 159,470	\$ 369,064	\$ -	\$ 144,138	\$ 149,651	\$ 182,412	\$ 182,412	\$ 209,772	\$ 218,163	\$ 1,012,099	\$ -
Miscellaneous	\$ -	\$ 6,357	\$ 15,124	\$ 78,302	\$ 12,548	\$ 40,646	\$ 8,414	\$ 7,292	\$ 4,288	\$ 64,012	\$ -
Total Revenue	\$ 5,898,619	\$ 6,542,434	\$ 7,101,705	\$ 7,850,569	\$ 8,368,609	\$ 8,174,260	\$ 9,818,175	\$ 9,844,923	\$ 10,429,727	\$ 12,522,956	\$ -
EXPENDITURE											
Salaries & Benefits	\$ 4,783,751	\$ 5,142,071	\$ 5,559,176	\$ 6,068,988	\$ 6,314,347	\$ 6,407,614	\$ 7,932,893	\$ 7,888,965	\$ 8,229,417	\$ 8,694,336	\$ -
Services & Supplies	\$ 255,401	\$ 242,589	\$ 305,694	\$ 401,449	\$ 497,016	\$ 452,978	\$ 439,225	\$ 470,367	\$ 520,022	\$ 650,940	\$ -
Professional Fees	\$ 74,824	\$ 82,124	\$ 108,650	\$ 176,157	\$ 182,740	\$ 146,647	\$ 113,069	\$ 110,766	\$ 177,557	\$ 276,258	\$ -
Repairs & Maintenance	\$ 100,685	\$ 106,270	\$ 120,724	\$ 144,033	\$ 166,056	\$ 152,743	\$ 190,025	\$ 125,741	\$ 188,443	\$ 294,069	\$ -
Insurance	\$ -	\$ -	\$ 25,968	\$ 29,365	\$ 30,660	\$ 34,980	\$ 38,270	\$ 50,103	\$ 51,546	\$ 60,094	\$ -
Other Charges	\$ -	\$ 324,236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Assets	\$ 22,980	\$ 566,420	\$ 55,752	\$ 526,800	\$ 118,209	\$ 173,200	\$ 273,991	\$ 19,464	\$ 914,661	\$ 109,215	\$ -
Debt Service											
Principal	\$ -	\$ -	\$ 193,492	\$ 204,529	\$ 216,195	\$ 1,705,748	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ 130,744	\$ 119,707	\$ 108,040	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 5,237,641	\$ 6,463,710	\$ 6,500,200	\$ 7,671,028	\$ 7,633,263	\$ 9,153,910	\$ 8,987,473	\$ 8,665,406	\$ 10,081,646	\$ 10,084,912	\$ -
Surplus/(Deficit)	\$ 660,978	\$ 78,724	\$ 601,505	\$ 179,541	\$ 735,346	\$ (979,650)	\$ 830,702	\$ 1,179,517	\$ 348,081	\$ 2,438,044	\$ -
FUND BALANCE											
Beginning Balance	\$ 1,831,329	\$ 2,168,071	\$ 2,246,896	\$ 3,051,821	\$ 3,231,362	\$ 3,966,708	\$ 2,987,058	\$ 3,817,761	\$ 4,997,278	\$ 5,345,360	\$ -
Ending Balance	\$ 2,492,307	\$ 2,246,795	\$ 2,848,401	\$ 3,231,362	\$ 3,966,708	\$ 2,987,058	\$ 3,817,760	\$ 4,997,278	\$ 5,345,359	\$ 7,783,404	\$ -

Scotts Valley Fire Protection District
(FY 2017-18 to FY 2024-25)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS								
<u>Current Assets:</u>								
Cash			\$ 2,809,616	\$ 3,596,871	\$ 4,845,796	\$ 5,151,802	\$ 7,474,943	
Accounts Receivable			\$ -	\$ 64,420	\$ -	\$ -	\$ 23,778	
Lease Receivable			\$ -	\$ -	\$ -	\$ -	\$ -	
Deposits & Prepaid Expenses			\$ -	\$ -	\$ -	\$ -	\$ -	
Total Current Assets	\$ -	\$ -	\$ 2,809,616	\$ 3,661,291	\$ 4,845,796	\$ 5,151,802	\$ 7,498,721	
<u>Capital Assets:</u>								
Land			\$ 820,843	\$ 820,843	\$ 820,843	\$ 820,843	\$ 824,574	
Buildings & Improvements			\$ 2,052,641	\$ 2,052,641	\$ 2,038,479	\$ 2,038,479	\$ 2,231,492	
Firefighting Equipment			\$ 3,783,432	\$ 3,974,676	\$ 3,703,800	\$ 3,794,627	\$ 4,995,546	
Construction in Progress			\$ 470,214	\$ 470,214	\$ 470,214	\$ 1,274,583	\$ 1,565,844	
Less: Accumulated Depreciation			\$ (3,338,609)	\$ (3,559,829)	\$ (3,537,749)	\$ (3,761,825)	\$ (5,130,532)	
Total Capital Assets	\$ -	\$ -	\$ 3,788,521	\$ 3,758,545	\$ 3,495,587	\$ 4,166,707	\$ 4,486,924	\$ -
TOTAL ASSETS	\$ -	\$ -	\$ 6,598,137	\$ 7,419,836	\$ 8,341,383	\$ 9,318,509	\$ 11,985,645	\$ -
<u>Deferred Outflow</u>								
GASB 75			\$ 118,786	\$ 143,057	\$ 189,069	\$ 153,126	\$ 91,895	
GASB 68 Pension	\$ -	\$ -	\$ 2,755,276	\$ 3,196,493	\$ 3,453,535	\$ 7,317,906	\$ 8,520,325	
Total Deferred Outflow	\$ -	\$ -	\$ 2,874,062	\$ 3,339,550	\$ 3,642,604	\$ 7,471,032	\$ 8,612,220	\$ -
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ -	\$ -	\$ 9,472,199	\$ 10,759,386	\$ 11,983,987	\$ 16,789,541	\$ 20,597,865	\$ -
LIABILITIES								
<u>Current Liabilities</u>								
Accounts Payable			\$ 5,873	\$ 1,829	\$ 1,192	\$ -	\$ 11,171	
Accrued Payroll Liabilities			\$ 34,148	\$ 52,483	\$ 81,441	\$ 102,971	\$ 114,032	
Current Portion			\$ -	\$ -	\$ -	\$ -	\$ -	
Accrued Compensated Absences			\$ 285,930	\$ 319,752	\$ 320,762	\$ 275,996	\$ 288,999	
Total Current Liabilities	\$ -	\$ -	\$ 325,951	\$ 374,064	\$ 403,395	\$ 378,967	\$ 414,202	\$ -
<u>Long-Term Liabilities</u>								
OPEB			\$ 1,868,590	\$ 1,643,317	\$ 1,511,976	\$ 1,428,111	\$ 1,274,807	
Note Payable			\$ -	\$ -	\$ -	\$ -	\$ -	
Net Pension Liability			\$ 11,265,302	\$ 12,472,793	\$ 7,133,352	\$ 14,704,700	\$ 16,602,440	
Total Long-Term Liabilities	\$ -	\$ -	\$ 13,133,892	\$ 14,116,110	\$ 8,645,328	\$ 16,132,811	\$ 17,877,247	\$ -
TOTAL LIABILITIES	\$ -	\$ -	\$ 13,459,843	\$ 14,490,174	\$ 9,048,723	\$ 16,511,778	\$ 18,291,449	\$ -
<u>Deferred Inflow</u>								
GASB 75			\$ 903,810	\$ 794,461	\$ 796,750	\$ 672,476	\$ 575,011	
GASB 68 Pension			\$ 704,845	\$ 785,868	\$ 5,279,725	\$ 1,293,226	\$ 527,272	
Total Deferred Inflow	\$ -	\$ -	\$ 1,608,655	\$ 1,580,329	\$ 6,076,475	\$ 1,965,702	\$ 1,102,283	\$ -
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ -	\$ -	\$ 15,068,498	\$ 16,070,503	\$ 15,125,198	\$ 18,477,480	\$ 19,393,732	\$ -
NET POSITION								
Net Investment in Capital Assets			\$ 3,788,521	\$ 3,758,545	\$ 3,495,587	\$ 4,166,707	\$ 4,486,924	
Restricted			\$ -	\$ -	\$ -	\$ -	\$ -	
Unrestricted			\$ (9,384,820)	\$ (9,069,662)	\$ (6,636,798)	\$ (5,854,645)	\$ (3,282,791)	
TOTAL NET POSITION	\$ -	\$ -	\$ (5,596,299)	\$ (5,311,117)	\$ (3,141,211)	\$ (1,687,938)	\$ 1,204,133	\$ -
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ -	\$ -	\$ 9,472,199	\$ 10,759,386	\$ 11,983,987	\$ 16,789,542	\$ 20,597,865	\$ -



Scotts Valley Fire Protection District Jurisdictional and Sphere Boundaries

Combined sphere adopted on March 10, 1994

Sphere reaffirmed on January 1, 2008

Sphere reaffirmed on November 2, 2016

Sphere reaffirmed on October 13, 2021

Sphere expansion on August 2, 2023

Branciforte FPD was dissolved and concurrently annexed into Scotts Valley FPD by LAFCO action on Aug. 2, 2023.



APPENDIX K

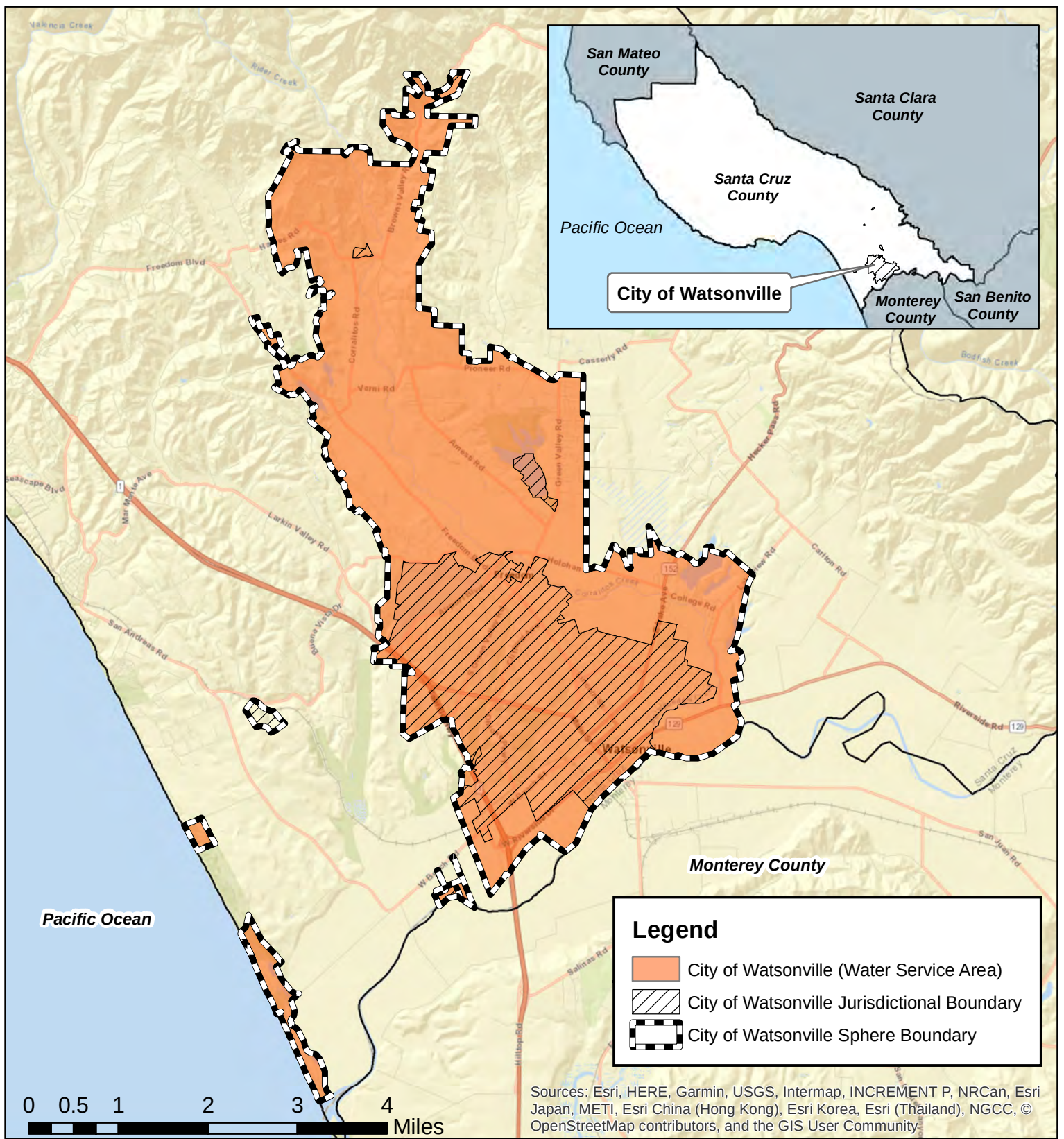
Watsonville Fire Department (Fiscal Data & Current SOI Map)

Watsonville City Fire Department
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Taxes	\$ 32,466,105	\$ 35,754,368	\$ 36,198,283	\$ 39,392,242	\$ 43,654,625	\$ 42,028,970	\$ 45,583,595	\$ 49,693,039	\$ 51,762,669	\$ 60,713,773	\$ 61,378,332
Licenses & Permits	\$ 5,248,078	\$ 5,794,572	\$ 5,884,884	\$ 6,642,191	\$ 5,971,342	\$ 5,315,258	\$ 3,378,116	\$ 5,847,541	\$ 3,204,336	\$ 5,769,816	\$ 5,044,932
Intergovernmental	\$ 2,457,701	\$ 3,335,735	\$ 3,410,260	\$ 3,454,841	\$ 3,417,561	\$ 9,167,514	\$ 5,734,039	\$ 5,735,370	\$ 7,890,839	\$ 11,229,080	\$ 13,012,290
Charges for Services	\$ 2,458,395	\$ 2,945,028	\$ 2,770,016	\$ 3,223,487	\$ 3,072,309	\$ 3,534,239	\$ 3,395,791	\$ 3,522,746	\$ 3,915,155	\$ 4,700,193	\$ 4,789,565
Fines & Forfeitures	\$ 552,094	\$ 690,068	\$ 736,828	\$ 723,257	\$ 707,697	\$ 671,565	\$ 462,190	\$ 592,760	\$ 530,360	\$ 455,543	\$ 383,871
Use of Money & Property (Interest)	\$ 2,075,496	\$ 2,168,000	\$ 2,434,754	\$ 2,868,875	\$ 3,404,693	\$ 3,279,811	\$ 2,528,743	\$ 2,844,043	\$ 4,282,210	\$ 8,201,990	\$ 6,466,416
Special Assessment	\$ 91,085	\$ 77,489	\$ 60,030	\$ 58,096	\$ 49,863	\$ 46,961	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ 1,995,337	\$ 2,809,670	\$ 1,870,977	\$ 2,490,770	\$ 3,006,948	\$ 3,826,261	\$ 3,939,655	\$ 3,785,349	\$ 8,176,881	\$ 5,008,292	\$ 2,656,421
Total Revenue	\$ 47,344,291	\$ 53,574,930	\$ 53,366,032	\$ 58,853,759	\$ 63,285,038	\$ 67,870,579	\$ 65,022,129	\$ 72,020,848	\$ 79,762,450	\$ 96,078,687	\$ 93,731,827
EXPENDITURE											
General Government	\$ 6,210,267	\$ 7,024,436	\$ 8,412,635	\$ 8,402,767	\$ 13,061,880	\$ 11,330,116	\$ 10,089,125	\$ 14,262,365	\$ 19,000,249	\$ 19,394,495	\$ 30,225,938
Public Safety	\$ 22,887,713	\$ 25,173,523	\$ 26,886,071	\$ 28,045,243	\$ 30,458,924	\$ 30,542,390	\$ 30,011,853	\$ 33,544,160	\$ 34,909,757	\$ 37,596,604	\$ 39,721,216
Housing	\$ 1,297,838	\$ 1,388,605	\$ 2,317,620	\$ 1,158,246	\$ 2,289,191	\$ 2,059,378	\$ 4,158,715	\$ 3,056,511	\$ 1,190,957	\$ 1,776,970	\$ 2,446,764
Streets	\$ 4,252,739	\$ 3,654,953	\$ 6,368,760	\$ 5,682,050	\$ 8,758,684	\$ 8,910,784	\$ 7,827,545	\$ 8,770,250	\$ 8,971,542	\$ 8,625,368	\$ 9,707,174
Culture & Recreation	\$ 7,172,183	\$ 8,044,632	\$ 7,843,520	\$ 8,217,217	\$ 9,405,943	\$ 9,076,063	\$ 8,297,142	\$ 9,382,880	\$ 11,600,909	\$ 11,301,949	\$ 11,434,483
Debt Service											
Principal	\$ 495,145	\$ 497,982	\$ 477,854	\$ 462,663	\$ 729,629	\$ 797,318	\$ 2,390,645	\$ 784,640	\$ 975,935	\$ 687,596	\$ 793,976
Interest & Fiscal Charges	\$ 158,294	\$ 113,831	\$ 173,436	\$ 161,449	\$ 220,456	\$ 82,125	\$ 147,166	\$ 48,890	\$ 37,329	\$ 23,379	\$ 9,196
Total Expenditure	\$ 42,474,179	\$ 45,897,962	\$ 52,479,896	\$ 52,129,635	\$ 64,924,707	\$ 62,798,174	\$ 62,922,191	\$ 69,849,696	\$ 76,686,678	\$ 79,406,361	\$ 94,338,747
OTHER FINANCING SOURCES (USES)											
Issurance of Debt	\$ -	\$ -	\$ -	\$ -	\$ 1,540,720	\$ 144,201	\$ 1,649,451	\$ -	\$ -		\$ 12,305,216
Transfers In	\$ 3,340,343	\$ 3,692,127	\$ 3,562,121	\$ 4,463,704	\$ 5,457,263	\$ 4,750,407	\$ 6,171,222	\$ 4,794,623	\$ 5,309,749	\$ 4,772,553	\$ 4,908,139
Transfers Out	\$ (3,150,176)	\$ (3,496,273)	\$ (3,289,949)	\$ (4,229,547)	\$ (5,221,665)	\$ (4,535,126)	\$ (5,925,686)	\$ (4,510,331)	\$ (5,024,693)	\$ (4,487,497)	\$ (4,623,083)
Total Other Financing Sources (Uses)	\$ 190,167	\$ 195,854	\$ 272,172	\$ 234,157	\$ 1,776,318	\$ 359,482	\$ 1,894,987	\$ 284,292	\$ 285,056	\$ 285,056	\$ 12,590,272
Surplus/(Deficit)	\$ 5,060,279	\$ 7,872,822	\$ 1,158,308	\$ 6,958,281	\$ 136,649	\$ 5,431,887	\$ 3,994,925	\$ 2,455,444	\$ 3,360,828	\$ 16,957,382	\$ 11,983,352
FUND BALANCE											
Beginning Balance	\$ 13,138,375	\$ 17,291,483	\$ 25,134,737	\$ 26,293,045	\$ 33,251,326	\$ 33,387,975	\$ 38,896,392	\$ 42,891,317	\$ 45,346,761	\$ 48,707,589	\$ 65,664,971
Ending Balance	\$ 18,198,654	\$ 25,164,305	\$ 26,293,045	\$ 33,251,326	\$ 33,387,975	\$ 38,819,862	\$ 42,891,317	\$ 45,346,761	\$ 48,707,589	\$ 65,664,971	\$ 77,648,323

Watsonville City Fire Department
(FY 2017-18 to FY 2024-25)

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS					
<u>Current Assets:</u>					
Cash	\$ 60,564,348	\$ 74,836,089	\$ 75,316,508	\$ 84,999,872	\$ 96,347,236
Imprest Cash					
Receivables/Others	\$ 37,593,428	\$ 38,582,738	\$ 37,931,153	\$ 40,665,499	\$ 51,153,738
Deposits & Prepaid Expenses	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Total Current Assets	\$ 98,217,776	\$ 113,478,827	\$ 113,307,661	\$ 125,725,371	\$ 147,560,974
<u>Capital Assets:</u>					
Land	\$ 16,467,923	\$ 16,467,923	\$ 17,043,868	\$ 17,043,868	\$ 17,193,868
Buildings & Improvements	\$ 90,318,807	\$ 88,255,250	\$ 85,206,693	\$ 86,256,970	\$ 85,798,279
Firefighting Equipment					
Construction in Progress	\$ 4,758,154	\$ 8,635,424	\$ 13,113,415	\$ 14,120,305	\$ 32,009,335
Less: Accumulated Depreciation					
Total Capital Assets	\$ 111,544,884	\$ 113,358,597	\$ 115,363,976	\$ 117,421,143	\$ 135,001,482
TOTAL ASSETS	\$ 209,762,660	\$ 226,837,424	\$ 228,671,637	\$ 243,146,514	\$ 282,562,456
<u>Deferred Outflow</u>					
GASB 75					
GASB 68 Pension	\$ 14,164,480	\$ 15,665,594	\$ 34,526,812	\$ 32,850,525	\$ 23,543,964
Total Deferred Outflow	\$ 14,164,480	\$ 15,665,594	\$ 34,526,812	\$ 32,850,525	\$ 23,543,964
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ 223,927,140	\$ 242,503,018	\$ 263,198,449	\$ 275,997,039	\$ 306,106,420
LIABILITIES					
<u>Current Liabilities</u>					
Accounts Payable	\$ 1,231,568	\$ 3,299,491	\$ 3,952,556	\$ 4,158,009	\$ 4,635,895
Accrued Payroll Liabilities	\$ 2,230,814	\$ 2,449,993	\$ 986,931	\$ 1,039,201	\$ 1,331,389
Other liabilities	\$ 17,166,668	\$ 26,870,908	\$ 24,533,074	\$ 24,632,227	\$ 26,603,861
Accrued Compensated Absences					
Total Current Liabilities	\$ 20,629,050	\$ 32,620,392	\$ 29,472,561	\$ 29,829,437	\$ 32,571,145
<u>Long-Term Liabilities</u>					
OPEB					
Other noncurrent liabilities	\$ 72,530,459	\$ 49,208,853	\$ 85,911,212	\$ 93,053,630	\$ 101,068,428
Net Pension Liability					
Total Long-Term Liabilities	\$ 72,530,459	\$ 49,208,853	\$ 85,911,212	\$ 93,053,630	\$ 101,068,428
TOTAL LIABILITIES	\$ 93,159,509	\$ 81,829,245	\$ 115,383,773	\$ 122,883,067	\$ 133,639,573
<u>Deferred Inflow</u>					
GASB 75					
GASB 68 Pension	\$ 1,910,417	\$ 26,558,145	\$ 4,278,575	\$ 2,263,404	\$ 1,080,660
Total Deferred Inflow	\$ 1,910,417	\$ 26,558,145	\$ 4,278,575	\$ 2,263,404	\$ 1,080,660
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ 95,069,926	\$ 108,387,390	\$ 119,662,348	\$ 125,146,471	\$ 134,720,233
NET POSITION					
Net Investment in Capital Assets	\$ 108,607,022	\$ 111,205,375	\$ 113,121,379	\$ 115,866,142	\$ 121,429,794
Restricted	\$ 24,412,285	\$ 27,012,308	\$ 27,081,630	\$ 56,060,488	\$ 59,446,920
Unrestricted	\$ (4,162,093)	\$ (4,102,055)	\$ 3,333,092	\$ (21,076,062)	\$ (9,490,527)
TOTAL NET POSITION	\$ 128,857,214	\$ 134,115,628	\$ 143,536,101	\$ 150,850,568	\$ 171,386,187
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ 223,927,140	\$ 242,503,018	\$ 263,198,449	\$ 275,997,039	\$ 306,106,420



City of Watsonville Jurisdictional and Sphere Boundaries

Original sphere adopted on January 12, 1983
 Sphere reaffirmed on February 2, 2008
 Sphere reaffirmed on August 1, 2018
 Sphere reaffirmed on October 13, 2021
 Sphere amendment on August 3, 2022
 Sphere reaffirmed on May 3, 2023
 Sphere reaffirmed on June 3, 2026



APPENDIX L

Ben Lomond Fire

Protection District

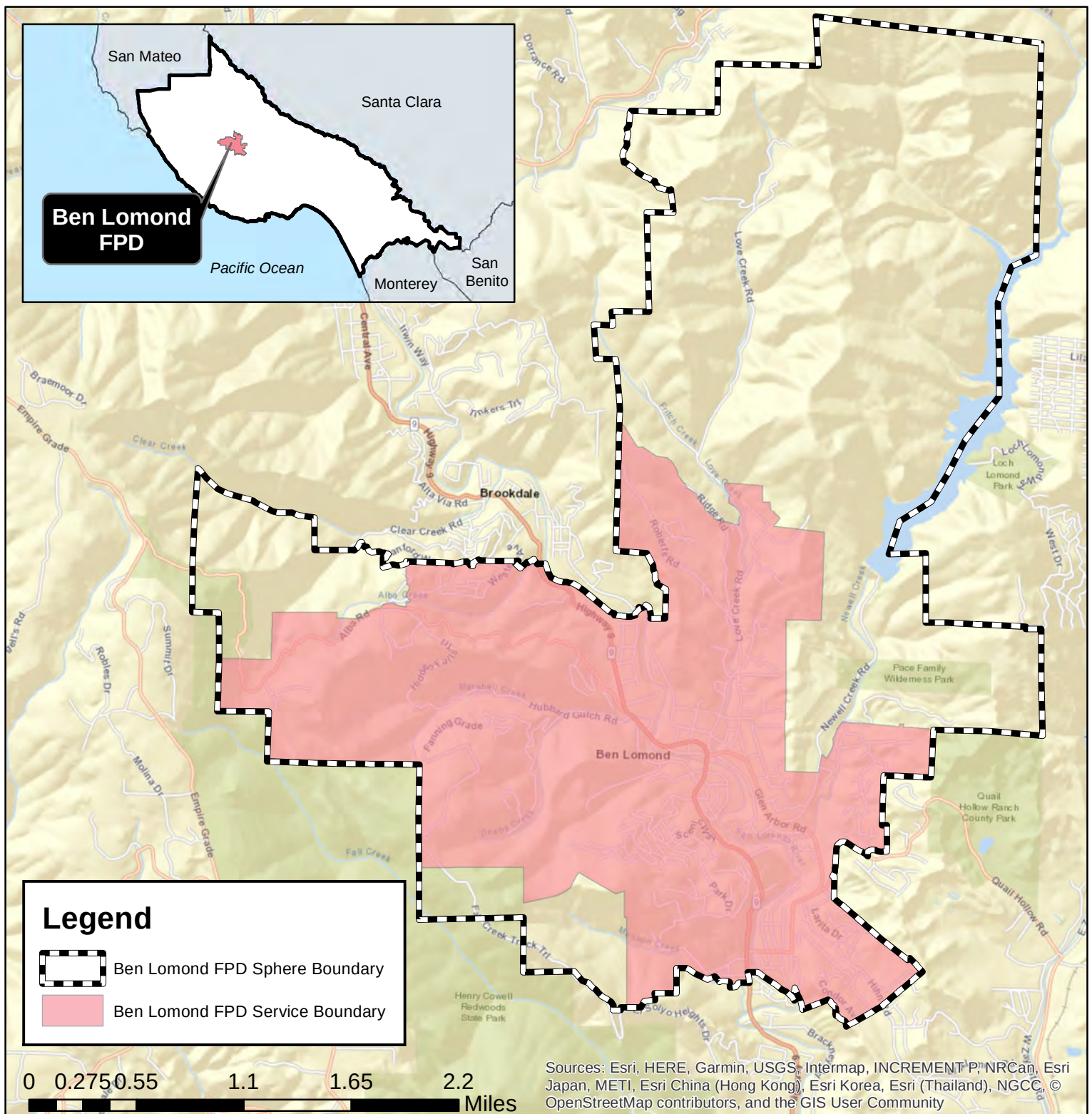
(Fiscal Data & Current SOI Map)

Ben Lomond Fire Protection District
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Tax Revenue	\$ 684,999	\$ 759,863	\$ 809,635	\$ 849,688	\$ 908,582	\$ 945,147	\$ 979,659	\$ 1,023,624	\$ 1,101,566	\$ 1,137,915	\$ 1,203,766
Other Government Agencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 238,546	\$ -	\$ -	\$ -	\$ 237,457
Charges for Services	\$ 1,763	\$ 752	\$ -	\$ 58,312	\$ -	\$ -	\$ -	\$ 41,851	\$ -	\$ -	\$ -
Interest & Investment Earnings	\$ 6,640	\$ 10,208	\$ 15,027	\$ 22,555	\$ 38,182	\$ 42,009	\$ 16,165	\$ 12,292	\$ 55,159	\$ 126,174	\$ 149,858
Grants & Contributions	\$ 46,166	\$ 12,893	\$ 3,111	\$ 583,121	\$ -	\$ -	\$ -	\$ -	\$ 68,161	\$ -	\$ -
Other Income	\$ 23,945	\$ 3,978	\$ 2,436	\$ -	\$ -	\$ 131,943	\$ 244	\$ 28,439	\$ 13,885	\$ 2,376	\$ 7,188
Inception of Capital Lease	\$ 612,167	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental Income	\$ 37,875	\$ 41,010	\$ 42,694	\$ 34,634	\$ 36,864	\$ 38,405	\$ 45,612	\$ 50,376	\$ 51,887	\$ 53,443	\$ 31,654
Total Revenue	\$ 1,413,555	\$ 828,704	\$ 872,903	\$ 1,548,310	\$ 983,628	\$ 1,157,504	\$ 1,280,226	\$ 1,156,582	\$ 1,290,658	\$ 1,319,908	\$ 1,629,923
EXPENDITURE											
Salaries & Benefits	\$ 255,938	\$ 237,714	\$ 250,627	\$ 296,259	\$ 294,854	\$ 341,599	\$ 565,143	\$ 290,767	\$ 410,446	\$ 405,965	\$ 393,493
Services & Supplies	\$ 177,365	\$ 214,744	\$ 199,106	\$ 256,613	\$ 330,662	\$ 426,087	\$ 352,885	\$ 304,078	\$ 340,525	\$ 368,768	\$ 300,552
Capital Assets	\$ 612,167	\$ 1,033	\$ -	\$ 148,840	\$ 187,842	\$ 64,033	\$ 83,122	\$ 451,417	\$ 70,412	\$ 335,229	\$ 173,457
Other Government Agencies	\$ -	\$ -	\$ -	\$ 491,693	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 237,457
Debt Service											
Principal	\$ 157,916	\$ 189,043	\$ 196,111	\$ 262,325	\$ 142,297	\$ 75,140	\$ 77,289	\$ 77,225	\$ 69,271	\$ 71,864	\$ 74,605
Interest	\$ 15,534	\$ 33,387	\$ 26,330	\$ 25,102	\$ 10,982	\$ 6,633	\$ 4,484	\$ 2,274	\$ 14,247	\$ 11,607	\$ 8,866
Total Expenditure	\$ 1,218,920	\$ 675,921	\$ 672,174	\$ 1,480,832	\$ 966,637	\$ 913,492	\$ 1,082,923	\$ 1,125,761	\$ 904,901	\$ 1,193,433	\$ 1,188,430
Surplus/(Deficit)	\$ 194,635	\$ 152,783	\$ 200,729	\$ 67,478	\$ 16,991	\$ 244,012	\$ 197,303	\$ 30,821	\$ 385,757	\$ 126,475	\$ 441,493
FUND BALANCE											
Beginning Balance	\$ 1,399,930	\$ 1,594,565	\$ 1,747,348	\$ 1,948,077	\$ 2,015,555	\$ 2,032,546	\$ 2,276,558	\$ 2,473,861	\$ 2,878,228	\$ 3,263,985	\$ 3,390,460
Ending Balance	\$ 1,594,565	\$ 1,747,348	\$ 1,948,077	\$ 2,015,555	\$ 2,032,546	\$ 2,276,558	\$ 2,473,861	\$ 2,878,228	\$ 3,263,985	\$ 3,390,460	\$ 3,831,953

Ben Lomond Fire Protection District
(FY 2017-18 to FY 2024-25)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS								
<u>Current Assets:</u>								
Cash	\$ 2,051,702	\$ 2,116,309	\$ 2,362,030	\$ 2,594,295	\$ 2,941,520	\$ 3,345,050	\$ 3,489,609	\$ 3,957,935
Accounts Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 115,942
Deposits & Prepaid Expenses	\$ 59,822	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Assets	\$ 2,111,524	\$ 2,116,309	\$ 2,362,030	\$ 2,594,295	\$ 2,941,520	\$ 3,345,050	\$ 3,489,609	\$ 4,073,877
<u>Capital Assets:</u>								
Land	\$ 521,432	\$ 521,432	\$ 521,432	\$ 521,432	\$ 521,432	\$ 521,432	\$ 521,432	\$ 521,432
Buildings & Improvements	\$ 593,019	\$ 593,019	\$ 593,019	\$ 593,019	\$ 545,442	\$ 545,442	\$ 878,457	\$ 889,847
Firefighting Equipment	\$ 1,892,063	\$ 2,077,904	\$ 2,039,833	\$ 2,126,411	\$ 2,217,109	\$ 2,357,227	\$ 2,357,227	\$ 2,438,947
Construction in Progress	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation	\$ (1,614,170)	\$ (1,702,211)	\$ (1,682,576)	\$ (1,779,940)	\$ (1,464,563)	\$ (1,591,914)	\$ (1,715,062)	\$ (1,846,972)
Total Capital Assets	\$ 1,392,344	\$ 1,490,144	\$ 1,471,708	\$ 1,460,922	\$ 1,819,420	\$ 1,832,187	\$ 2,042,054	\$ 2,003,254
TOTAL ASSETS	\$ 3,503,868	\$ 3,606,453	\$ 3,833,738	\$ 4,055,217	\$ 4,760,940	\$ 5,177,237	\$ 5,531,663	\$ 6,077,131
<u>Deferred Outflow</u>								
GASB 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GASB 68 Pension	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Deferred Outflow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ 3,503,868	\$ 3,606,453	\$ 3,833,738	\$ 4,055,217	\$ 4,760,940	\$ 5,177,237	\$ 5,531,663	\$ 6,077,131
LIABILITIES								
<u>Current Liabilities</u>								
Accrued Interest	\$ 4,857	\$ 2,286	\$ 1,868	\$ 947	\$ -	\$ -	\$ -	\$ -
Current Portion of Long-Term Debt	\$ 144,000	\$ 75,140	\$ 77,289	\$ 79,758	\$ -	\$ -	\$ 74,605	\$ 77,450
Accounts Payable	\$ 24,761	\$ 6,007	\$ 2,677	\$ 3,733	\$ 9,098	\$ 4,614	\$ 15,434	\$ 34,115
Accrued Payroll Liabilities	\$ 71,208	\$ 77,756	\$ 82,795	\$ 116,701	\$ 54,194	\$ 76,451	\$ 83,715	\$ 91,867
Accrued Compensated Absences	\$ 21,661	\$ 17,517	\$ 19,133	\$ 24,288	\$ 16,860	\$ 18,654	\$ 18,206	\$ 24,106
Deposits from Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000
Total Current Liabilities	\$ 266,487	\$ 178,706	\$ 183,762	\$ 225,427	\$ 80,152	\$ 99,719	\$ 191,960	\$ 235,538
<u>Long-Term Liabilities</u>								
OPEB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Note Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Pension Liability	\$ 229,026	\$ 157,046	\$ 79,758	\$ -	\$ 373,546	\$ 304,322	\$ 157,764	\$ 80,314
Total Long-Term Liabilities	\$ 229,026	\$ 157,046	\$ 79,758	\$ -	\$ 373,546	\$ 304,322	\$ 157,764	\$ 80,314
TOTAL LIABILITIES	\$ 495,513	\$ 335,752	\$ 263,520	\$ 225,427	\$ 453,698	\$ 404,041	\$ 349,724	\$ 315,852
<u>Deferred Inflow</u>								
Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,110
GASB 68 Pension	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Deferred Inflow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,110
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ 495,513	\$ 335,752	\$ 263,520	\$ 225,427	\$ 453,698	\$ 404,041	\$ 349,724	\$ 410,962
NET POSITION								
Net Investment in Capital Assets	\$ 1,014,461	\$ 1,255,672	\$ 1,312,793	\$ 1,380,217	\$ 1,445,874	\$ 1,527,865	\$ 1,809,685	\$ 1,845,490
Restricted (Measure N)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,820,679
Unrestricted	\$ 1,993,894	\$ 2,015,029	\$ 2,257,425	\$ 2,449,573	\$ 2,861,368	\$ 3,245,331	\$ 3,372,254	
TOTAL NET POSITION	\$ 3,008,355	\$ 3,270,701	\$ 3,570,218	\$ 3,829,790	\$ 4,307,242	\$ 4,773,196	\$ 5,181,939	\$ 5,666,169
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ 3,503,868	\$ 3,606,453	\$ 3,833,738	\$ 4,055,217	\$ 4,760,940	\$ 5,177,237	\$ 5,531,663	\$ 6,077,131



Ben Lomond Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on September 1, 1976
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

APPENDIX M

Boulder Creek Fire

Protection District

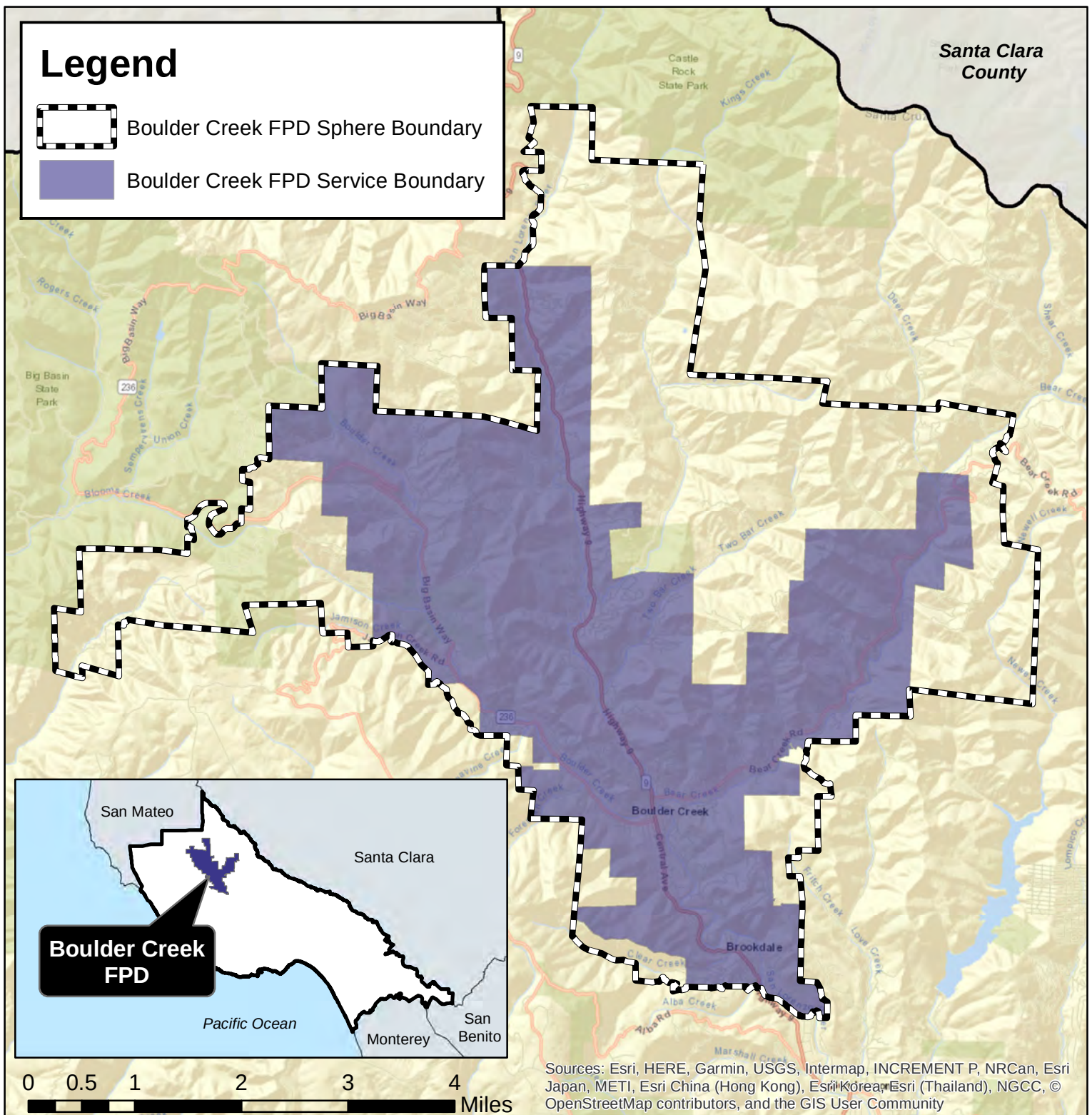
(Fiscal Data & Current SOI Map)

Boulder Creek Fire Protection District
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Property Taxes	\$ 748,316	\$ 830,999	\$ 895,055	\$ 941,050	\$ 1,008,306	\$ 1,053,945	\$ 1,095,260	\$ 1,091,735	\$ 1,175,134	\$ 1,224,204	\$ 1,303,567
Assessment (Measure N)	\$ -	\$ -	\$ -	\$ 176,592	\$ 183,750	\$ 190,006	\$ 187,527	\$ 189,479	\$ 191,383	\$ 193,842	\$ 198,005
Use of Money & Property (Interest)	\$ 6,730	\$ 9,188	\$ 10,536	\$ 17,173	\$ 31,855	\$ 21,733	\$ 10,586	\$ 12,650	\$ 142,548	\$ 150,490	\$ 225,396
Aid from Other Govt Agencies	\$ 7,496	\$ 5,755	\$ 5,789	\$ 5,664	\$ 5,679	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,029,561	\$ -	\$ 32,155	\$ 25,308
Charges for Services (Inspection Fees)	\$ 5,646	\$ 13,743	\$ 27,204	\$ 15,808	\$ 15,058	\$ 42,967	\$ 171,077	\$ 215,753	\$ 80,499	\$ 11,279	\$ 17,682
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,077
Other Revenue	\$ 41,719	\$ 43,460	\$ 58,976	\$ 109,510	\$ 44,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fair Value of Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (79,260)			
Unclaimed Money (Escheated)	\$ (174)	\$ -	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 809,733	\$ 903,145	\$ 997,580	\$ 1,265,797	\$ 1,288,757	\$ 1,308,651	\$ 1,464,450	\$ 2,459,918	\$ 1,589,564	\$ 1,611,970	\$ 1,774,035
EXPENDITURE											
Salaries & Benefits	\$ 406,943	\$ 456,564	\$ 444,666	\$ 464,261	\$ 416,409	\$ 514,335	\$ 517,862	\$ 998,315	\$ 505,648	\$ 600,166	\$ 639,454
Services & Supplies	\$ 267,689	\$ 264,903	\$ 340,423	\$ 355,913	\$ 367,541	\$ 173,099	\$ 223,871	\$ 176,462	\$ 160,866	\$ 172,865	\$ 177,747
Professional Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,883	\$ 48,920	\$ 49,636	\$ 78,386	\$ 67,417	\$ 77,899
Repairs & Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,860	\$ 69,479	\$ 98,600	\$ 62,091	\$ 78,763	\$ 106,310
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,526	\$ 25,292	\$ 33,259	\$ 39,882	\$ 45,298	\$ 55,613
Capital Outlay	\$ 5,000	\$ 553,356	\$ 57,425	\$ 114,173	\$ 870,236	\$ 321,855	\$ 542	\$ -	\$ 100,562	\$ 30,823	\$ 265,285
Total Expenditure	\$ 679,632	\$ 1,274,823	\$ 842,514	\$ 934,347	\$ 1,654,186	\$ 1,154,558	\$ 885,966	\$ 1,356,272	\$ 947,435	\$ 995,332	\$ 1,322,308
Surplus/(Deficit)	\$ 130,101	\$ (371,678)	\$ 155,066	\$ 331,450	\$ (365,429)	\$ 154,093	\$ 578,484	\$ 1,103,646	\$ 642,129	\$ 616,638	\$ 451,727
FUND BALANCE											
Beginning Balance	\$ 1,475,475	\$ 1,605,575	\$ 1,233,897	\$ 1,388,962	\$ 1,720,412	\$ 1,354,983	\$ 1,509,076	\$ 2,087,560	\$ 3,191,206	\$ 3,833,335	\$ 4,449,973
Ending Balance	\$ 1,605,576	\$ 1,233,897	\$ 1,388,963	\$ 1,720,412	\$ 1,354,983	\$ 1,509,076	\$ 2,087,560	\$ 3,191,206	\$ 3,833,335	\$ 4,449,973	\$ 4,901,700

Boulder Creek Fire Protection District
(FY 2017-18 to FY 2024-25)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS								
<u>Current Assets:</u>								
Cash	\$ 1,564,181	\$ 1,169,011	\$ 1,515,797	\$ 2,096,667	\$ 3,213,558	\$ 3,879,923	\$ 4,521,668	\$ 4,971,577
Imprest Cash	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash in County Treasury - Measure N	\$ 176,592	\$ 214,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Deposits & Prepaid Expenses	\$ 13,070	\$ 13,070	\$ 7,230	\$ 8,356	\$ 9,154	\$ 8,458	\$ 9,751	\$ 9,751
Total Current Assets	\$ 1,753,943	\$ 1,396,651	\$ 1,523,027	\$ 2,105,023	\$ 3,222,712	\$ 3,888,381	\$ 4,531,419	\$ 4,981,328
<u>Capital Assets:</u>								
Land	\$ 300,295	\$ 300,295	\$ 300,295	\$ 300,295	\$ 300,295	\$ 300,295	\$ 300,295	\$ 300,295
Buildings & Improvements	\$ 1,402,633	\$ 1,502,144	\$ 1,502,144	\$ 1,502,144	\$ 1,502,144	\$ 1,602,706	\$ 1,602,706	\$ 1,602,706
Firefighting Equipment	\$ 1,804,313	\$ 2,575,038	\$ 2,880,131	\$ 2,880,131	\$ 2,880,131	\$ 2,852,616	\$ 2,931,722	\$ 2,644,651
Construction in Progress	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,752
Less: Accumulated Depreciation	\$ (1,983,659)	\$ (2,130,903)	\$ (2,293,120)	\$ (2,442,342)	\$ (2,576,288)	\$ (2,681,074)	\$ (2,658,344)	\$ (2,375,224)
Total Capital Assets	\$ 1,523,582	\$ 2,246,574	\$ 2,389,450	\$ 2,240,228	\$ 2,106,282	\$ 2,074,543	\$ 2,176,379	\$ 2,222,180
TOTAL ASSETS	\$ 3,277,525	\$ 3,643,225	\$ 3,912,477	\$ 4,345,251	\$ 5,328,994	\$ 5,962,924	\$ 6,707,798	\$ 7,203,508
<u>Deferred Outflow</u>								
GASB 75	\$ -	\$ -	\$ -	\$ 18,296	\$ 23,592	\$ 14,658	\$ 11,290	\$ 4,251
GASB 68 Pension	\$ 113,950	\$ 93,524	\$ 100,120	\$ 87,073	\$ 81,594	\$ 121,276	\$ 116,438	\$ 94,537
Total Deferred Outflow	\$ 113,950	\$ 93,524	\$ 100,120	\$ 105,369	\$ 105,186	\$ 135,934	\$ 127,728	\$ 98,788
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ 3,391,475	\$ 3,736,749	\$ 4,012,597	\$ 4,450,620	\$ 5,434,180	\$ 6,098,858	\$ 6,835,526	\$ 7,302,296
LIABILITIES								
<u>Current Liabilities</u>								
Accounts Payable	\$ 7,609	\$ 18,383	\$ 4,927	\$ 6,216	\$ 18,922	\$ 37,957	\$ 62,859	\$ 60,593
Accrued Payroll Liabilities	\$ 12,852	\$ 10,215	\$ 1,794	\$ 2,891	\$ 3,430	\$ 8,631	\$ 8,836	\$ 9,284
Current Portion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accrued Compensated Absences	\$ 13,959	\$ 19,076	\$ 8,431	\$ 9,532	\$ 9,532	\$ 9,972	\$ 9,972	\$ 9,972
Total Current Liabilities	\$ 34,420	\$ 47,674	\$ 15,152	\$ 18,639	\$ 31,884	\$ 56,560	\$ 81,667	\$ 79,849
<u>Long-Term Liabilities</u>								
OPEB	\$ 357,198	\$ 328,656	\$ 205,240	\$ 221,213	\$ 225,988	\$ 190,286	\$ 183,589	\$ 166,801
Note Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Pension Liability	\$ 116,190	\$ 118,970	\$ 147,079	\$ 168,616	\$ 57,186	\$ 180,210	\$ 198,570	\$ 176,556
Total Long-Term Liabilities	\$ 473,388	\$ 447,626	\$ 352,319	\$ 389,829	\$ 283,174	\$ 370,496	\$ 382,159	\$ 343,357
TOTAL LIABILITIES	\$ 507,808	\$ 495,300	\$ 367,471	\$ 408,468	\$ 315,058	\$ 427,056	\$ 463,826	\$ 423,206
<u>Deferred Inflow</u>								
GASB 75	\$ -	\$ -	\$ 83,053	\$ 57,884	\$ 32,715	\$ 25,930	\$ 15,336	\$ 11,614
GASB 68 Pension	\$ 6,963	\$ 3,533	\$ 2,023	\$ 562	\$ 34,037	\$ 7,090	\$ -	\$ 1,112
Total Deferred Inflow	\$ 6,963	\$ 3,533	\$ 85,076	\$ 58,446	\$ 66,752	\$ 33,020	\$ 15,336	\$ 12,726
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ 514,771	\$ 498,833	\$ 452,547	\$ 466,914	\$ 381,810	\$ 460,076	\$ 479,162	\$ 435,932
NET POSITION								
Net Investment in Capital Assets	\$ 1,523,582	\$ 2,246,574	\$ 2,389,450	\$ 2,240,228	\$ 2,106,282	\$ 2,074,543	\$ 2,176,379	\$ 2,222,180
Restricted (Measure N)	\$ 176,592	\$ 214,470	\$ 190,398	\$ 379,568	\$ 557,626	\$ 774,575	\$ 1,000,988	\$ 1,254,142
Unrestricted	\$ 1,176,530	\$ 776,872	\$ 980,202	\$ 1,363,910	\$ 2,388,462	\$ 2,789,664	\$ 3,178,997	\$ 3,390,042
TOTAL NET POSITION	\$ 2,876,704	\$ 3,237,916	\$ 3,560,050	\$ 3,983,706	\$ 5,052,370	\$ 5,638,782	\$ 6,356,364	\$ 6,866,364
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ 3,391,475	\$ 3,736,749	\$ 4,012,597	\$ 4,450,620	\$ 5,434,180	\$ 6,098,858	\$ 6,835,526	\$ 7,302,296



Boulder Creek Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
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 Sphere Reaffirmation on October 13, 2021

APPENDIX N

Felton Fire

Protection District

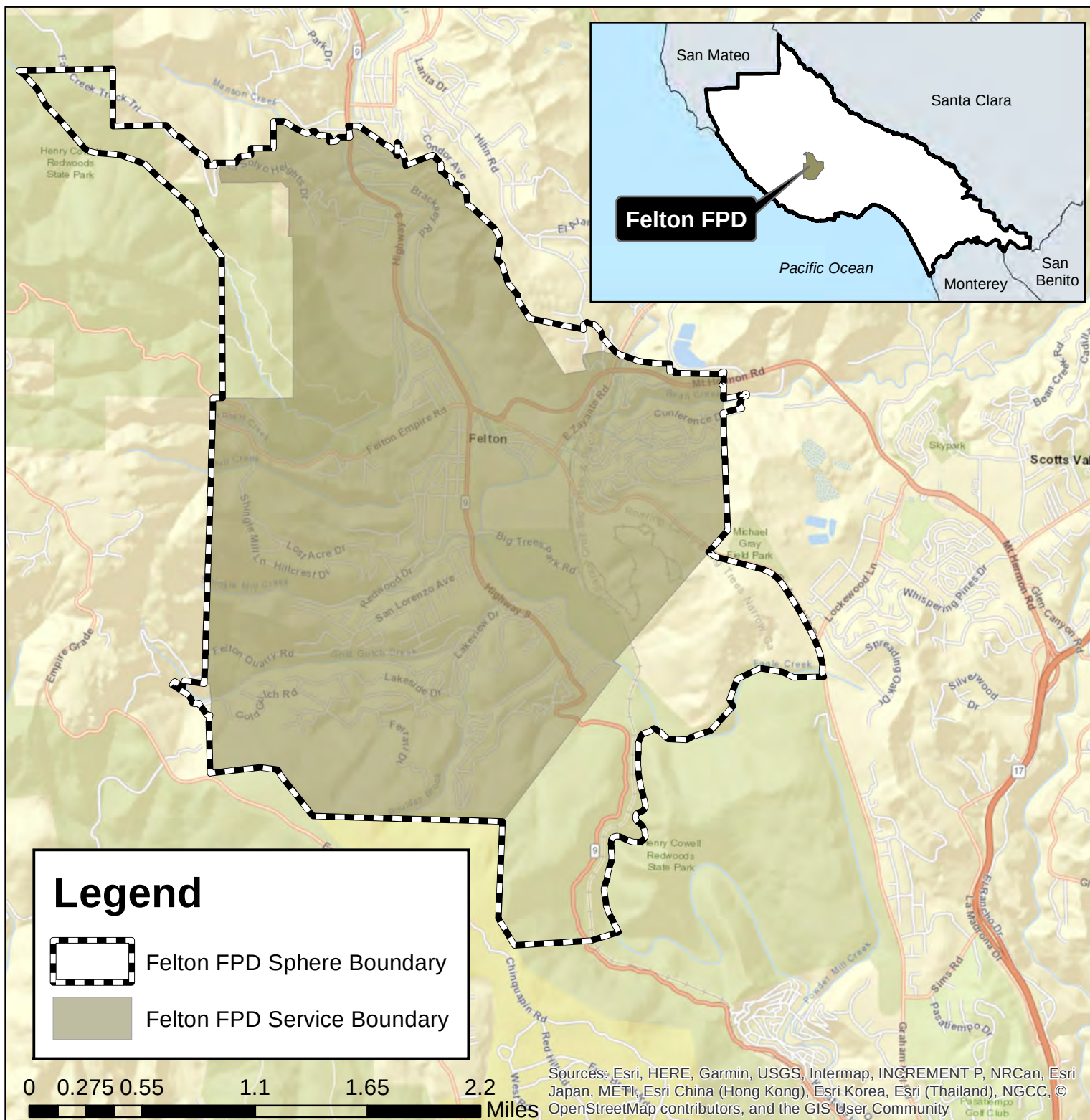
(Fiscal Data & Current SOI Map)

Felton Fire Protection District
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Tax Revenue	\$ 618,169	\$ 684,079	\$ 724,753	\$ 764,255	\$ 814,118	\$ 850,375	\$ 882,077	\$ 929,946	\$ 987,298	\$ 1,027,468	\$ 1,022,424
Strike Team Reimbursements	\$ 42,747	\$ 54,868	\$ 237,712	\$ -	\$ -	\$ -	\$ 186,825	\$ -	\$ -	\$ -	\$ -
Charges for Service	\$ 35,035	\$ 575	\$ 2,150	\$ 700	\$ 1,050	\$ -	\$ 250	\$ 500	\$ 750	\$ -	\$ 3,411
License & Permits	\$ -	\$ 8,233	\$ 33,099	\$ 20,908	\$ 37,019	\$ 38,055	\$ 39,567	\$ 40,122	\$ 38,497	\$ -	\$ -
Interest & Investment Earnings	\$ 37,889	\$ 33,099	\$ 11,674	\$ 36,391	\$ 32,589	\$ 33,941	\$ 9,720	\$ 7,082	\$ 27,311	\$ 94,916	\$ 97,450
Grants & Contributions	\$ 6,267	\$ 4,925	\$ 7,885	\$ -	\$ 15,312	\$ -	\$ -	\$ -	\$ -	\$ 12,160	\$ 6,751
Miscellaneous	\$ 7,352	\$ 2,500	\$ 2,206	\$ 386	\$ 7,544	\$ 20,810	\$ 132,684	\$ 116,454	\$ 2,387	\$ 7,266	\$ 6,996
Total Revenue	\$ 747,459	\$ 788,279	\$ 1,019,479	\$ 822,640	\$ 907,632	\$ 943,181	\$ 1,251,123	\$ 1,094,104	\$ 1,056,243	\$ 1,141,810	\$ 1,137,032
EXPENDITURE											
Salaries & Benefits	\$ 380,291	\$ 403,286	\$ 523,228	\$ 406,972	\$ 434,583	\$ 407,449	\$ 682,145	\$ 642,840	\$ 922,476	\$ 617,027	\$ 520,992
Services & Supplies	\$ 206,988	\$ 144,350	\$ 157,497	\$ 152,534	\$ 159,958	\$ 215,921	\$ 168,146	\$ 164,137	\$ 170,630	\$ 341,540	\$ 301,954
Repairs & Maintenance	\$ -	\$ 52,544	\$ 30,589	\$ 71,054	\$ 43,915	\$ 44,027	\$ 45,759	\$ 60,162	\$ 58,554	\$ -	\$ -
Insurance	\$ -	\$ 21,044	\$ 23,654	\$ 22,566	\$ 23,001	\$ 25,794	\$ 25,070	\$ 27,345	\$ 29,050	\$ -	\$ -
Capital Assets	\$ 33,002	\$ -	\$ -	\$ 19,278	\$ 401,700	\$ 30,191	\$ 704,176	\$ 30,874	\$ 2,439	\$ 101,078	\$ 231,606
Debt Service											
Principle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 620,281	\$ 621,224	\$ 734,968	\$ 672,404	\$ 1,063,157	\$ 723,382	\$ 1,625,296	\$ 925,358	\$ 1,183,149	\$ 1,059,645	\$ 1,054,552
Surplus/(Deficit)	\$ 127,178	\$ 167,055	\$ 284,511	\$ 150,236	\$ (155,525)	\$ 219,800	\$ (374,173)	\$ 168,746	\$ (126,906)	\$ 82,165	\$ 82,480
FUND BALANCE											
Beginning Balance				\$ 1,705,920	\$ 1,856,156	\$ 1,700,631	\$ 1,920,430	\$ 1,546,257	\$ 1,715,003	\$ 1,588,097	\$ 1,670,264
Ending Balance	\$ 127,178	\$ 167,055	\$ 284,511	\$ 1,856,156	\$ 1,700,631	\$ 1,920,431	\$ 1,546,257	\$ 1,715,003	\$ 1,588,097	\$ 1,670,262	\$ 1,752,744

Felton Fire Protection District
(FY 2017-18 to FY 2024-25)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS								
<u>Current Assets:</u>								
Cash	\$ 1,895,027	\$ 1,745,582	\$ 1,949,819	\$ 1,568,024	\$ 1,741,703	\$ 1,616,690	\$ 1,700,022	\$ 1,773,765
Accounts Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease Receivable	\$ -	\$ -	\$ -	\$ -	\$ 169,012	\$ 132,757	\$ -	\$ -
Deposits & Prepaid Expenses	\$ 12,004	\$ 12,541	\$ 12,541	\$ 13,427	\$ 13,673	\$ 14,526	\$ -	\$ -
Total Current Assets	\$ 1,907,031	\$ 1,758,123	\$ 1,962,360	\$ 1,581,451	\$ 1,924,388	\$ 1,763,973	\$ 1,700,022	\$ 1,773,765
<u>Capital Assets:</u>								
Land	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250
Buildings & Improvements	\$ 508,445	\$ 508,445	\$ 508,445	\$ 526,193	\$ 557,067	\$ 557,067	\$ 526,193	\$ 526,193
Firefighting Equipment	\$ 1,854,295	\$ 2,045,718	\$ 2,045,718	\$ 2,000,646	\$ 2,000,647	\$ 2,000,647	\$ 2,000,646	\$ 2,000,646
Construction in Progress	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation	\$ (1,442,387)	\$ (1,380,891)	\$ (1,473,706)	\$ (1,207,610)	\$ (1,270,567)	\$ (1,345,315)	\$ (1,473,706)	\$ (1,473,706)
Total Capital Assets	\$ 926,603	\$ 1,179,522	\$ 1,086,707	\$ 1,325,479	\$ 1,293,397	\$ 1,218,649	\$ 1,059,383	\$ 1,059,383
TOTAL ASSETS	\$ 2,833,634	\$ 2,937,645	\$ 3,049,067	\$ 2,906,930	\$ 3,217,785	\$ 2,982,622	\$ 2,759,405	\$ 2,833,148
<u>Deferred Outflow</u>								
GASB 68 Pension	\$ 145,657	\$ 108,966	\$ 86,137	\$ 66,252	\$ 185,217	\$ 329,553	\$ 66,252	\$ 66,252
Total Deferred Outflow	\$ 145,657	\$ 108,966	\$ 86,137	\$ 66,252	\$ 185,217	\$ 329,553	\$ 66,252	\$ 66,252
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ 2,979,291	\$ 3,046,611	\$ 3,135,204	\$ 2,973,182	\$ 3,403,002	\$ 3,312,175	\$ 2,825,657	\$ 2,899,400
LIABILITIES								
<u>Current Liabilities</u>								
Accounts Payable	\$ 5,776	\$ 15,521	\$ 11,337	\$ -	\$ 3,840	\$ 5,632	\$ 3,256	\$ -
Accrued Payroll Liabilities	\$ 33,095	\$ 29,430	\$ 18,052	\$ 21,767	\$ 22,860	\$ 22,961	\$ 29,176	\$ 23,402
Accrued Compensated Absences	\$ 300	\$ 907	\$ 5,407	\$ 9,746	\$ 4,450	\$ 1,733	\$ 9,746	\$ 9,746
Total Current Liabilities	\$ 39,171	\$ 45,858	\$ 34,796	\$ 31,513	\$ 31,150	\$ 30,326	\$ 42,179	\$ 33,148
<u>Long-Term Liabilities</u>								
Net Pension Liability	\$ 286,481	\$ 289,453	\$ 323,538	\$ 367,798	\$ 211,657	\$ 501,330	\$ 377,679	\$ 367,798
Total Long-Term Liabilities	\$ 286,481	\$ 289,453	\$ 323,538	\$ 367,798	\$ 211,657	\$ 501,330	\$ 377,679	\$ 367,798
TOTAL LIABILITIES	\$ 325,652	\$ 335,311	\$ 358,334	\$ 399,311	\$ 242,807	\$ 531,656	\$ 419,858	\$ 400,946
<u>Deferred Inflow</u>								
Lease	\$ -	\$ -	\$ -	\$ -	\$ 169,012	\$ 132,757		
GASB 68 Pension	\$ -	\$ -	\$ 5,581	\$ 30,644	\$ 177,317	\$ 47,055		
Total Deferred Inflow	\$ -	\$ -	\$ 5,581	\$ 30,644	\$ 346,329	\$ 179,812	\$ -	\$ -
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ 325,652	\$ 335,311	\$ 363,915	\$ 429,955	\$ 589,136	\$ 711,468	\$ 419,858	\$ 400,946
NET POSITION								
Net Investment in Capital Assets	\$ 926,603	\$ 1,179,522	\$ 1,086,707	\$ 1,325,479	\$ 1,293,397	\$ 1,218,649		
Unrestricted	\$ 1,727,036	\$ 1,531,778	\$ 1,684,582	\$ 1,217,748	\$ 1,520,469	\$ 1,382,058		
TOTAL NET POSITION	\$ 2,653,639	\$ 2,711,300	\$ 2,771,289	\$ 2,543,227	\$ 2,813,866	\$ 2,600,707	\$ -	\$ -
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ 2,979,291	\$ 3,046,611	\$ 3,135,204	\$ 2,973,182	\$ 3,403,002	\$ 3,312,175	\$ -	\$ -



Felton Fire Protection District Jurisdictional and Sphere Boundaries

Original Sphere adopted on March 10, 1994
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 Sphere Reaffirmation on October 13, 2021



APPENDIX O

Zayante Fire

Protection District

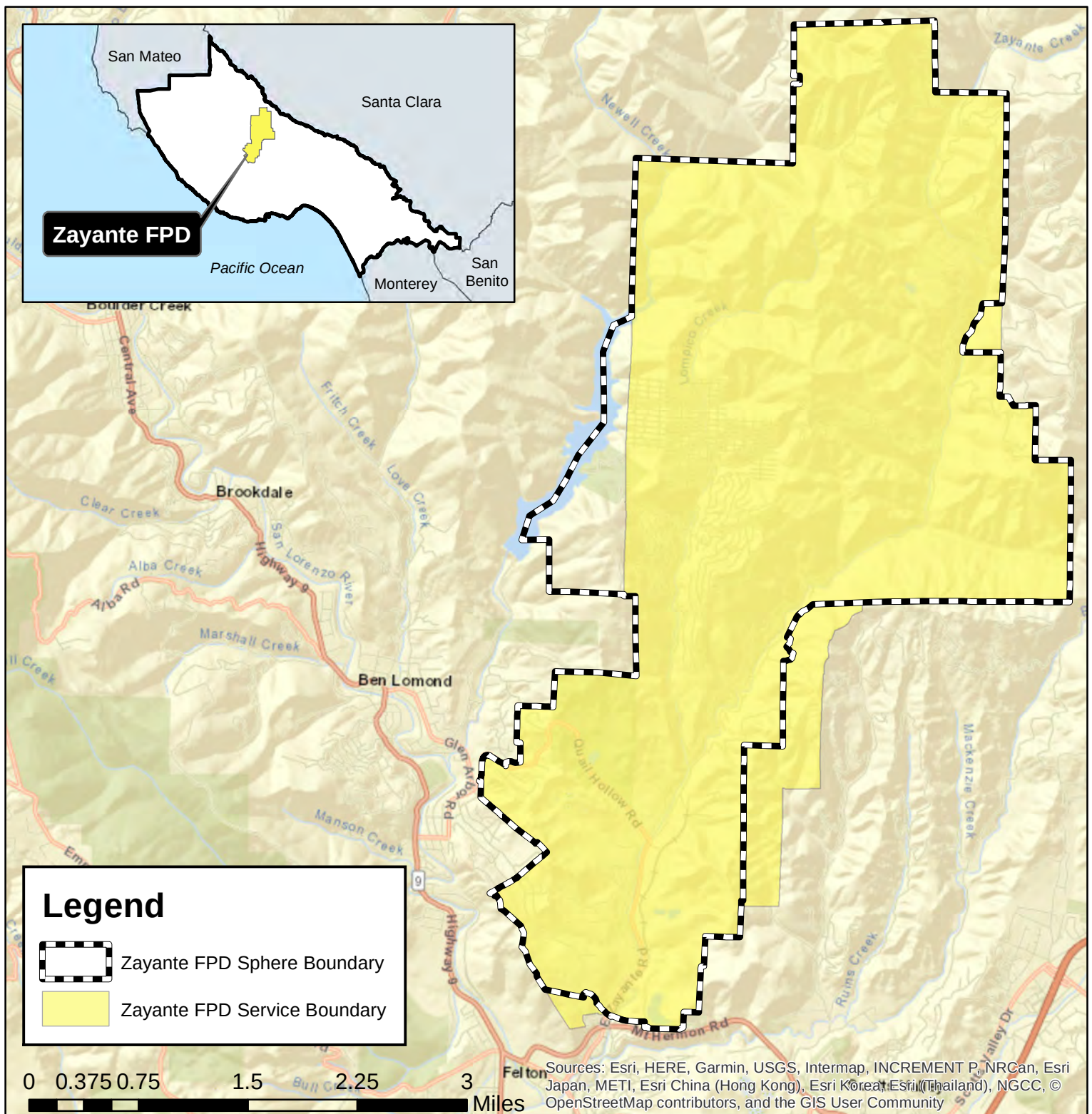
(Fiscal Data & Current SOI Map)

Zayante Fire Protection District
(FY 2014-15 to FY 2024-25)

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
REVENUE											
Property Taxes	\$ 347,367	\$ 376,186	\$ 403,467	\$ 383,679	\$ 407,712	\$ 425,558	\$ 439,761	\$ 465,303	\$ 502,821	\$ 519,120	
Other Taxes	\$ 68,092	\$ 66,882	\$ 65,645	\$ 108,514	\$ 108,159	\$ 110,294	\$ 110,032	\$ 107,283	\$ 111,428	\$ 147,124	
Use of Money & Property	\$ 1,981	\$ 2,881	\$ 4,955	\$ 6,819	\$ 11,528	\$ 11,088	\$ 4,427	\$ 2,520	\$ 11,111	\$ 21,876	
Aid from Other Govt Agencies	\$ 77,826	\$ 219,422	\$ 135,438	\$ 148,830	\$ 291,320	\$ 87,308	\$ 154,081	\$ 109,894	\$ 17,115	\$ 126,172	
Other Revenue	\$ 2,194	\$ 12,568	\$ 1,125	\$ 20,526	\$ 10,432	\$ 706	\$ 15,239	\$ 8,669	\$ 128,693	\$ 37,618	
Charges for Services	\$ 1,245	\$ 790	\$ 821	\$ 4,165	\$ 1,351	\$ 1,446	\$ 4,526	\$ 2,586	\$ 154,391	\$ 4,165	
Total Revenue	\$ 498,705	\$ 678,729	\$ 611,451	\$ 672,533	\$ 830,502	\$ 636,400	\$ 728,066	\$ 696,255	\$ 925,559	\$ 856,075	\$ -
EXPENDITURE											
Salaries & Benefits	\$ 235,917	\$ 334,044	\$ 307,320	\$ 421,964	\$ 533,944	\$ 376,025	\$ 536,484	\$ 431,353	\$ 457,946	\$ 424,094	
Services & Supplies	\$ 88,047	\$ 112,383	\$ 150,915	\$ 175,631	\$ 195,557	\$ 149,243	\$ 250,014	\$ 234,109	\$ 223,901	\$ 173,236	
Other Charges	\$ 45,478	\$ 43,961	\$ 2,776	\$ 2,057	\$ 2,098	\$ 976	\$ 3,955	\$ 1,500	\$ 216,771	\$ 57,923	
Debt Service											
Principal	\$ -	\$ -	\$ 35,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,535	
Interest	\$ -	\$ -	\$ 4,140	\$ 1,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,483	
Fixed Assets	\$ -	\$ 166,028	\$ -	\$ 112,221	\$ 48,306	\$ -	\$ 7,106	\$ 577	\$ 13,929	\$ 532,899	
Total Expenditure	\$ 369,442	\$ 656,416	\$ 500,151	\$ 753,313	\$ 779,905	\$ 526,244	\$ 797,559	\$ 667,539	\$ 912,547	\$ 1,276,170	\$ -
OTHER FINANCING SOURCES (USES)											
Transfer In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	
Surplus/(Deficit)	\$ 129,263	\$ 22,313	\$ 111,300	\$ (80,780)	\$ 50,597	\$ 110,156	\$ (69,493)	\$ 28,716	\$ 13,012	\$ 29,905	\$ -
FUND BALANCE											
Beginning Balance	\$ 328,175	\$ 457,438	\$ 439,607	\$ 591,051	\$ 510,271	\$ 560,868	\$ 671,031	\$ 601,538	\$ 630,254	\$ 643,266	
Ending Balance	\$ 457,438	\$ 479,751	\$ 550,907	\$ 510,271	\$ 560,868	\$ 671,024	\$ 601,538	\$ 630,254	\$ 643,266	\$ 673,171	\$ -

Zayante Fire Protection District
(FY 2017-18 to FY 2024-25)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ASSETS								
<u>Current Assets:</u>								
Cash	\$ 551,538	\$ 596,677	\$ 694,544	\$ 650,631	\$ 661,571	\$ 731,743	\$ 740,072	
Accounts Receivable	\$ 40,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Lease Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Deposits & Prepaid Expenses	\$ 4,044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Current Assets	\$ 595,960	\$ 596,677	\$ 694,544	\$ 650,631	\$ 661,571	\$ 731,743	\$ 740,072	
<u>Capital Assets:</u>								
Land	\$ 76,106	\$ 76,106	\$ 76,106	\$ 76,106	\$ 76,106	\$ 76,106	\$ 76,106	
Buildings & Improvements	\$ 1,125,504	\$ 1,125,504	\$ 1,125,504	\$ 1,125,504	\$ 1,125,504	\$ 1,125,504	\$ 1,095,312	
Firefighting Equipment	\$ 1,977,346	\$ 2,019,445	\$ 2,019,445	\$ 2,019,445	\$ 2,019,445	\$ 2,024,445	\$ 2,439,737	
Construction in Progress								
Less: Accumulated Depreciation	\$ (2,052,078)	\$ (2,175,311)	\$ (2,296,739)	\$ (2,418,167)	\$ (2,539,595)	\$ (2,642,443)	\$ (2,613,348)	
Total Capital Assets	\$ 1,126,878	\$ 1,045,744	\$ 924,316	\$ 802,888	\$ 681,460	\$ 583,612	\$ 997,807	\$ -
TOTAL ASSETS	\$ 1,722,838	\$ 1,642,421	\$ 1,618,860	\$ 1,453,519	\$ 1,343,031	\$ 1,315,355	\$ 1,737,879	\$ -
<u>Deferred Outflow</u>								
GASB 68 Pension	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Deferred Outflow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ASSETS & DEFERRED OUTFLOWS	\$ 1,722,838	\$ 1,642,421	\$ 1,618,860	\$ 1,453,519	\$ 1,343,031	\$ 1,315,355	\$ 1,737,879	\$ -
LIABILITIES								
<u>Current Liabilities</u>								
Accounts Payable	\$ 5,749	\$ 2,021	\$ 2,118	\$ 27,333	\$ 8,938	\$ 45,297	\$ 23,002	
Accrued Payroll Liabilities	\$ 39,562	\$ 33,788	\$ 21,395	\$ 21,760	\$ 22,379	\$ 43,181	\$ 43,899	
Current Portion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,536	
Accrued Compensated Absences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Current Liabilities	\$ 45,311	\$ 35,809	\$ 23,513	\$ 49,093	\$ 31,317	\$ 88,478	\$ 136,437	\$ -
<u>Long-Term Liabilities</u>								
Net Pension Liability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,518	
Total Long-Term Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,518	\$ -
TOTAL LIABILITIES	\$ 45,311	\$ 35,809	\$ 23,513	\$ 49,093	\$ 31,317	\$ 88,478	\$ 446,955	\$ -
<u>Deferred Inflow</u>								
Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
GASB 68 Pension	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Deferred Inflow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL LIABILITIES & DEFERRED INFLOWS	\$ 45,311	\$ 35,809	\$ 23,513	\$ 49,093	\$ 31,317	\$ 88,478	\$ 446,955	\$ -
NET POSITION								
Net Investment in Capital Assets	\$ 1,126,878	\$ 1,045,744	\$ 924,316	\$ 802,888	\$ 681,460	\$ 583,612	\$ 617,753	
Restricted	\$ 4,044	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	
Unrestricted	\$ 546,605	\$ 560,868	\$ 671,031	\$ 601,538	\$ 630,254	\$ 638,265	\$ 668,171	
TOTAL NET POSITION	\$ 1,677,527	\$ 1,606,612	\$ 1,595,347	\$ 1,404,426	\$ 1,311,714	\$ 1,226,877	\$ 1,290,924	\$ -
TOTAL LIABILITIES, DEFERRED INFLOWS & NET POSITION	\$ 1,722,838	\$ 1,642,421	\$ 1,618,860	\$ 1,453,519	\$ 1,343,031	\$ 1,315,355	\$ 1,737,879	\$ -



Zayante Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021