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# **MACRO REPORT**

## **Options for Providing Structural Fire Protection and Emergency Medical Services in Unincorporated San Diego County**



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TO: Local Agency Formation Commission

FROM: Executive Officer

SUBJECT: Special Acknowledgement

Transmitted herewith to the San Diego Local Agency Formation Commission (LAFCO) is the ***Macro Report: Options for Providing Structural Fire Protection and Emergency Medical Services in Unincorporated San Diego County***. The macro report presents seven models for reorganizing 25 structural fire protection and emergency medical service providers. The San Diego LAFCO's Chief of Policy Research, Shirley Anderson, and Local Governmental Consultant John Traylor deserve special acknowledgement for their tireless efforts in preparing this report. In addition, a group of special advisors that provided guidance over the past year also should be acknowledged: Supervisor Dianne Jacob, Battalion Chief Andy Menshek, Fire Chiefs Jeff Bowman, Kevin Crawford, David Ott, Bill Metcalf, Erwin Willis (Ret.), Larry Kinard, Chuck Manner, Darrell Jobes, Scott Walker, and Andy Vanderlaan (Ret).

Respectfully Submitted,

MICHAEL D. OTT  
Executive Officer

MDO:tjc

# EXECUTIVE SUMMARY

## **MACRO REPORT: Options for Providing Structural Fire Protection and Emergency Medical Services in Unincorporated San Diego County**

The MACRO Report of the San Diego Local Agency Formation Commission (LAFCO) presents seven models for reorganizing 25 structural fire protection and emergency medical service providers in the unincorporated area of San Diego County. The models are consistent with a strategy presented by the San Diego County Fire Chiefs' and County Fire Districts' Associations and approved by the Commission on August 1, 2005, which calls for reorganizing 25 service providers in two phases. Three unincorporated structural fire protection and emergency medical service agencies are deferred to later study.

Detailed characteristics of each model are contained in Exhibit One; Exhibit Two provides organizational charts illustrating the distribution of added positions within models 4 through 7. Tables 1 through 3 contain cost projections for added personnel. Information about current funding, staffing, and service levels of the region's 28 structural fire protection and emergency medical agencies is presented in Tables 4 through 7.

Each of the seven models is assessed for its ability to produce increased levels of services and each model projects costs for personnel adjustments that may be required to produce service enhancements. Personnel costs, which constitute the largest portion of emergency service providers' budgets, are generally funded by sustainable income such as property tax and benefit fee revenues. Accordingly, the Macro Report restricts its review to on-going, sustainable revenue.

Model 1—which is a rendering of the status quo system of 28 separate providers—provides emergency services randomly and unevenly across the region. Within Model 1, a substantial portion of the unincorporated area is outside of any public structural fire protection and emergency medical agency and residents in these areas are dependent upon unfunded volunteer organizations or assistance from surrounding agencies to respond to emergencies.

- Model 1 incurs approximately \$34.9 million in *current* annual personnel costs.

Model 2 consolidates 25 service providers under an umbrella agency and reduces layers of governance to a single Board of Directors. The service area of the Model 2 agency is extended to include the unserved areas; however, no additional resources are dedicated to serving the additional areas or to increase current levels of service. All Chiefs, current staffing, and compensation levels are retained.

Volunteer fire companies continue operations under the umbrella. Even without additional staffing or equalization of salaries, Model 2 would result in substantial additional costs because State law requires equalization among the retirement plans of all personnel under the umbrella agency.

- Model 2 incurs \$4.8 million in *additional* annual personnel costs—above the current \$34.9 million—without enhancing overall services.

Model 3 again consolidates providers under an umbrella agency, reduces governance to a single Board of Directors, but additionally consolidates management under a single Chief position; redundant chief positions are reallocated downward within operational units representing the former agencies. All other staffing levels and personnel compensation are retained. As in Model 2, the boundary is expanded to include unserved territory, and the volunteer operations are retained under the umbrella; however, no additional resources are dedicated to serve additional areas or increase service beyond current levels. Minimal service increases may be realized from reassigning redundant Chief positions. Costs are incurred for equalizing retirement plans; however, because of the reallocation of Chief positions, retirement equalization is less than Model 2.

- Model 3 incurs \$3.5 million in *additional* annual personnel costs—above the current \$34.9 million—with no significant increase in overall service.

Model 4 produces the first significant increase in service. Model 4 consolidates 25 service providers within a regional agency, reduces governance to a single Board of Directors and consolidates management under a single Chief position. The boundary of Model 4 is expanded to include unserved territory. Model 4 integrates volunteers as dedicated first responders into a collaborative workforce of paid and volunteer personnel and positions are added to ensure minimum 3 on-duty at all times. Total compensation, as-well-as retirement benefits, are equalized.

- Model 4 incurs \$25.2 million in *additional* annual personnel costs—above the current \$34.9 million—and ensures regional service levels at minimum 3 on-duty.

Models, 5, 6, and 7 replicate the structure of Model 4—with exponential increases to levels of service. The volunteer function is fully integrated into the organization as paid positions.

Salary and compensation are equalized among positions at median ranges and new positions are added to ensure minimum 3 on-duty at the Basic Life Support level (BLS) within Model 5; 3 on-duty at the Advanced Life Support (ALS) level within model 6; and 4 on-duty at the Advanced Life Support level within Model 7.

- Model 5 incurs \$39 million in *additional* annual personnel costs—above the current \$34.9 million—and ensures regional service at a 3 on-duty BLS level.
- Model 6 incurs \$41.4 million in *additional* annual personnel costs—above the current \$34.9 million—and ensures regional service at a 3 on-duty ALS level.
- Model 7 incurs \$50.8 million in *additional* annual personnel costs—above the current \$34.9 million—and ensures regional service at a 4 on-duty ALS level.

Analysis of all the issues that would be involved in a comprehensive reorganization of the region’s structural fire protection and emergency medical services would be conducted in a Micro Report, which could cost as much as \$600,000 to complete. The micro-level report would be outside of LAFCO’s funding ability and would require alternative sponsorship.

## **CONCLUSION**

Seven models are presented for reorganizing the delivery of structural fire protection and emergency medical services in unincorporated San Diego County. Beginning with the status quo system, which delivers a random and inconsistent level of emergency services, successive models are presented that bring the region’s 28 agencies and volunteer fire companies together with a range of results.

The umbrella agencies of Models 2 and 3 propose to coordinate service providers; however Models 1 and 2 result in the adverse condition of increasing costs without increasing service levels. Moreover, Models 2 and 3 are not practical because a wide disparity of compensation among personnel would cause serious management issues.

Models 4 through 7 each require an infusion of new, ongoing, sustainable funding; however service enhancements are provided. Model 4 ensures that emergency services are consistently and evenly provided—at a minimum level—across the entire unincorporated area. Models 5, 6, and 7 add sufficiently trained personnel to ensure minimum 3 on-duty at the BLS level; 3 on-duty at the ALS level; and 4 on-duty at the ALS level respectively.

Each service advancement comes at a cost. Model 4, which ensures minimum services, incurs \$25.2 million in *new* annual personnel costs or approximately 72 percent more than personnel costs in the status quo system. At the highest service level, Model 7 requires *new* annual revenues of \$50.8 million in addition to status quo personnel costs—or approximately 245 percent more than the status

quo system. Models 5 and 6, exponentially increase service levels above Model 4, but at more modest cost increases of 211 percent and 218 percent over the status quo system.

## **ENVIRONMENTAL REVIEW**

Pursuant to San Diego LAFCO Administrative Procedures for implement the California Environmental Quality Act (CEQA), this Macro Report is exempt from the environmental impact evaluation process according to CEQA Section 15306. The Macro Report involves data collection, research, and evaluation activities that will not result in any disturbances to environmental resources.

### **Recommendation:**

1. Find in accordance with the Executive Officer's determination, that pursuant to Section 15306 of the State CEQA Guidelines, the Macro Report is not subject to the environmental impact evaluation process because the Macro Report consists of data collection and research that will not result in a disturbance to an environmental resource;
2. Provide Commission comments on reorganization models; and
3. Contingent upon obtaining LAFCO funding, provide Commission direction on whether a detailed micro-level report of select structural fire protection and emergency medical services models should be conducted, consistent with LAFCO's February 7, 2005 action initiating the reorganization of structural fire protection and emergency medical service agencies that serve the unincorporated area.

MICHAEL D. OTT  
Executive Officer

SHIRLEY ANDERSON  
Chief, Policy Research

### **Attachments:**

1. EXHIBIT ONE: Options for Providing Structural Fire Protection and Emergency Medical Services in Unincorporated San Diego County
2. EXHIBIT TWO: Organizational Chart for Models 4 through 7
3. TABLE 1: Proposed Salary Costs for Models 1 through 7
4. TABLE 2: Proposed staffing—Phase One
5. TABLE 3: Proposed staffing—Phase Two

6. TABLE 4: General Description of Current Agencies
7. TABLE 5: FY 2003-04 Revenue/Expense
8. TABLE 6: FY 2003-04 Activity Records
9. TABLE 7: Current Boards of Directors
10. EXHIBIT THREE: Correspondence from the Deer Springs Fire Protection District and the San Marcos Fire Protection District
11. EXHIBIT FOUR: Minutes of the LAFCO February 7, 2005 meeting
12. MAP 1: Proposed San Diego County Regional Fire Protection District
13. MAP 2: Unincorporated Areas without Structural Fire Protection
14. MAP 3: Rincon del Diablo MWD; San Marcos FPD; Vista FPD
15. *FIRE PROTECTION and EMERGENCY MEDICAL SERVICES REVIEW:*  
Section One Unincorporated San Diego





# MACRO REPORT

## Options for Providing Structural Fire Protection and Emergency Medical Services in Unincorporated San Diego County

### BACKGROUND

On February 7, 2005, the San Diego Local Agency Formation Commission (LAFCO) initiated a reorganization of agencies that provide structural fire protection and emergency medical services within the unincorporated area of San Diego County. The Commission's action involved initiating the dissolution of 16 Fire Protection Districts (FPD) and seven County Service Areas (CSA) and deactivating the fire protection and emergency medical service functions of five Municipal Water Districts.

Because LAFCO is prohibited from initiating the formation of a new district to assume authority for regional emergency services, the Commission requested the Board of Supervisors to adopt a resolution to initiate formation of a regional agency that would provide structural fire protection and emergency medical services over the entire unincorporated region.

LAFCO staff received direction to develop theoretical models for reconfiguring service providers into a regional agency. The study that would result from this process became known as the *macro* report. After reviewing the theoretical models, the Commission could decide whether a subsequent detailed review was warranted to identify very specific attributes of the selected model or models. This second review would create a *micro* study.

▪ **Proposed legislation to fund regional agency**

On June 14, 2005, the County Chief Administrative Officer was directed by the Board of Supervisors to include a County sponsored proposal to fund a regional fire agency as part of the County's legislative program. Approved in concept by

#### LAFCO-Initiated Reorganization

Dissolve:	Provider:
1. Alpine FPD	District
2. Bonita-Sunnyside FPD	District
3. Borrego Springs FPD	District
4. Deer Springs FPD	CDF
5. East County FPD	District
6. Julian-Cuyamaca FPD	District
7. Lakeside FPD	District
8. Lower Sweetwater FPD	National City
9. San Marcos FPD	District
10. North County FPD	District
11. Pine Valley FPD	District
12. Rancho Santa Fe FPD	District
13. San Diego Rural FPD	District
14. San Miguel Con. FPD	District
15. Valley Center FPD	CDF
16. Vista FPD	City of Vista
1. CSA 107 (Elfin Forest)	District
2. CSA 109 (Mt. Laguna)	District
3. CSA 110 (Palomar Mtn)	District
4. CSA 111 (Boulevard)	District
5. CSA 112 (Campo)	District
6. CSA 113 (San Pasqual)	District
7. CSA 115 (Pepper Drive)	City of Santee
Deactivate:	Provider:
1. Mootamai MWD	CDF
2. Pauma MWD	CDF
3. Ramona MWD	CDF
4. Rincon del Diablo MWD	City of Escondido
5. Yuima MWD	CDF

the Board of Supervisors, the proposed legislation would reapportion a share of San Diego County school districts' property tax revenue by no more than 3 cents and reallocate the funds to a newly formed regional fire agency. The proposal would exempt basic aid school districts and community college districts and require revenue neutrality for revenue limit school districts. The reapportionment would be phased in over three years—one cent each year—and by FY 2008-09 could provide approximately \$37 million in *new* revenue to a regional fire protection agency.

- **Substantially Similar Proposal**

Procedures adopted by San Diego LAFCO permit affected agencies to submit a proposal that is *substantially similar* to the one initiated by the Commission. On August 1, 2005—within the required 60 days of LAFCO's initiation—the Commission approved an alternative proposal for reorganizing structural fire protection and emergency services in the unincorporated area. The Substantially Similar Proposal (SSP) was crafted by the San Diego County Fire Chiefs' and County Fire Districts' Associations, organizations with representatives from local agencies involved in the proposed reorganization. Elements of the SSP generally parallel the LAFCO-initiated proposal; the SSP differs primarily in providing a more detailed—phased—approach for analysis and execution and gives more consideration to specific goals of reorganization. Similar to the LAFCO-initiated reorganization, the anticipated success of the SSP depends upon securing new funds to correct current revenue deficits. The Commission approved the SSP and authorized LAFCO staff to redirect the focus of the *macro* study from the LAFCO-initiated action to the SSP.

## **MACRO AND MICRO STUDIES**

The decision to conduct review in two parts was determined in part by the complexity of this project and the amount of resources that would be required to thoroughly analyze the multiple options for reorganization.

In March of 2004, the *Task Force on Fire Protection and Emergency Medical Services* estimated that consolidating all unincorporated area structural fire protection agencies would require approximately \$110 million in *additional* annual revenues. The preliminary report included neither much detail about how the estimate was developed nor what service improvements would be gained with the additional funding. In November 2004, San Diego voters expressed a preference for consolidating structural fire protection agencies by overwhelming approval of Prop. C—with an understanding that: “*Adequate stable funding must be a top priority*” and that, “*...under a consolidation plan, additional funding should come from existing taxpayer dollars, not new taxes.*”

Between the two extremes—\$110 million of new annual funding and virtually no new revenue—are numerous reorganization options. The Commission’s macro study examines seven models for providing structural fire protection and emergency medical services in the unincorporated area. Each model is evaluated for its ability to produce increased levels of services and each model projects costs for the personnel adjustments that may be required to produce service enhancements.

Personnel costs, which constitute the largest portion of emergency service providers’ budgets, are generally funded by sustainable income, such as property tax and benefit fee revenues. Accordingly, the Macro Report restricts its review to on-going, sustainable revenues. In FY 2003-04 the 25 agencies <sup>1</sup> included within Phase One and Phase Two received approximately \$47.1 million sustainable revenues: \$39.4 million in property tax revenue and \$7.7 million in benefit fee revenue. Personnel costs accounted for approximately \$34.9 million of the collected revenue. Each of the seven models injects a personnel cost projection beginning with the base of current cost.

Beyond the macro level—a micro study—would examine all elements that a comprehensive reorganization of structural fire protection and emergency medical services would involve. Among other factors, a micro study would analyze: (1) specific personnel classification needs and detailed costs for equalizing salary and retirement benefits among diverse compensation systems; (2) projected capital needs: facility improvements or additions required to accommodate existing or added 24/7 staff; (3) increased equipment and apparatus needs; (4) possible increased costs for retaining Amador Plan and Schedule A Programs against costs for developing local resources and whether CDF equipment and services meet minimum qualifications for upgrading

**MACRO Models for Providing Structural Fire Protection and Emergency Medical Services**

	Service level	Personnel Costs
Model 1	Random across region	\$ 34.9 million status quo
Model 2	Random across region	\$ 4.8 million Additional
Model 3	Random across region	\$ 3.5 million Additional
Model 4	3-on duty	\$ 25.2 million Additional
Model 5	3-on duty Basic Life Support	\$ 39.0 million Additional
Model 6	3-on duty Advanced Life Support	\$ 41.4 million Additional
Model 7	4-on duty Advanced Life Support	\$ 50.8 million Additional

**Note:** Exhibits at the end of the Macro Report contain details regarding current and projected costs for each model.

<sup>1</sup> There are 28 structural fire protection and emergency medical service providers within the unincorporated area. In compliance with the SSP, the Macro Report incorporates 25 agencies within two phases of reorganization. The Rincon del Diablo MWD, and the San Marcos and Vista FPDs will be addressed in later studies. The decision to defer three agencies for later review was determined by principles adopted by proponents of the SSP. The San Marcos FPD is a subsidiary district to the City of San Marcos. The Vista FPD, which has a contract for service with the City of Vista, has a proportionate ownership in city fire assets. The City of Escondido provides fire protection and emergency medical services to Improvement District F (IDF) of the Rincon del Diablo MWD; IDF is completely within the City of Escondido sphere of influence (see Map 3). The SSP concludes that all three structural fire protection districts are adequately served and should be considered for inclusion in a regional fire protection district at a later time—only if the cities providing services are agreeable.

ISO classifications; (5) options and costs for integrating several dispatch systems into a single-point resource; (6) the value of privately-held volunteer facilities and equipment; (7) estimates of property tax, which currently supports structural fire protection services within municipal water districts, and would be used to negotiate a transfer of MWD property tax revenue to a regional agency; (8) models for specific governance issues; (9) the cost/benefit of equalizing current benefit assessment revenue across the unincorporated population; (10) adjustment of exclusive operating areas for ambulance transport under the State mandated Emergency Medical Plan; and (11) models for equitable distribution of new on-going sustainable revenue.

The micro review would require the services of industry and accounting experts versed in finance and best-practices for improving structural fire protection and emergency medical services. A proprietary study of eleven structural fire protection and emergency medical agencies in North County was recently completed for approximately \$212,000. It would not be unreasonable to expect that a micro study for the structural fire protection and emergency medical service needs of the entire unincorporated area, considering the number of agencies and the complexity of issues, could exceed \$600,000. Because of the extraordinary time and cost, which a micro study would consume, serious consideration should be given to whether the model under micro-review could be expected to obtain community endorsement—and be likely to receive adequate sustainable funding. In addition, consideration would need to be given to obtaining special LAFCO funding from the County or other sources in order to commence a micro study.

## **OPTIONS FOR ORGANIZATION: MODELS 1 THROUGH 7**

Note: EXHIBIT ONE, attached to the end of this report, compares Individual characteristics, including estimated total costs for Models 1 through 7. EXHIBIT TWO presents organizational charts for models 4 through 7. Background data for estimated costs, and current revenues, costs, staffing, ISO ratings, etc., can be found in Tables 1 through 7.

### **Model 1: STATUS QUO SYSTEM**

Model 1 represents the *status quo* system of service provision and establishes a benchmark for comparing possible changes to the unincorporated area's system of structural fire protection and emergency medical service delivery. At present, 28 local agencies provide structural fire protection and emergency medical services to portions of the unincorporated area. These agencies can be broadly classified as *independent* limited purpose agencies—meaning each agency has a directly elected Board of Directors—or *dependent* agencies, which indicates that districts are governed by elected officials from other levels of local government.

Agencies can be further categorized as organizations that produce and deliver their own services or agencies that contract for service from another provider. The principle contractor, the California Department of Forestry and Fire Protection (CDF), is responsible for wildland fire protection on 1.2 million acres of *State Responsibility Area* (SRA) within the County of San Diego. In seven unincorporated areas where no fire protection agency is in place, volunteer fire protection companies provide structural fire protection and emergency medical services to the limit, which they are able, without stable funding.

Regardless of classification, each of the fire protection organizations—districts, volunteers, CDF—is somewhat autonomous. Each organization has the ability to craft unique policies and practices and each is empowered, within the limits of State Law, to make independent fiscal decisions. Interdependencies that exist among districts and also among districts, volunteers, and CDF are essentially voluntary as no fire protection organization can exert authority over another. Accordingly, each of the region’s 28 fire protection agencies, seven volunteer companies, and the Regional Director of CDF performs planning and funding activities in isolation with no obligation to collaborate. This condition increases the possibility of duplicating or under-utilizing existing regional resources.

One hundred and eight locally elected officials govern a system characterized by duplicate organizations and redundant layers of management. Emergency operations are directed by 23 fire chiefs; unnecessary positions that inefficiently consume public resources and detract from opportunities to provide enhanced services. The region’s agencies have not developed a universal response criterion; do not provide a unified administrative command; do not employ unified standards for training safety personnel; and do not engage in strategic regional planning. These deficiencies arise because no single authority is accountable for creating and implementing a comprehensive strategy to provide adequate emergency services to all unincorporated area residents.

- **Unprotected areas within the status quo system**

In spite of the proliferation of fire protection agencies, approximately 943,876 acres of unincorporated territory are not within a structural fire protection agency. Approximately, 2,500 parcels in the unincorporated area have been granted some level of development approval without the availability of dedicated structural fire protection or emergency medical services. The SSP estimated that these unprotected areas may be home to more than 10,000 residents. Annexation of the unprotected areas into fire protection agencies is problematic because State Law for allocating property tax revenues among local agencies prohibits a transfer of property tax to the fire protection agency to fund the additional service area. Many of the unprotected structures are located in urban-wildland interface areas. Map 2, located in the appendix, shows unprotected areas; area 2, which contains 61 structures, was entirely within the footprint of the October 2003 Cedar fire.

Generally, unprotected areas are surrounded by structural fire protection agencies that are sustained by property tax and benefit fee revenues. Automatic aid agreements among these funded agencies do not provide emergency service coverage to all unincorporated area residents. The concept of automatic aid relies on reciprocity—without resources, unprotected areas are not able to reciprocate—and are *not* covered by automatic aid. Emergency services are randomly provided to unprotected areas by the surrounding public agencies, who take action on a case-by-case basis after considering their resources and assessing the risk of *not* responding. Simply put, the cost of providing emergency services to unprotected areas is subsidized by tax-payers within responding public agencies.

The issue of approving development in areas where structural fire protection and emergency medical services are not present or underfunded needs to be addressed in the County planning process. Development in unserved and underserved areas—in addition to creating potentially dangerous conditions—profoundly affects surrounding structural fire protection agencies that are called upon to stretch their resources without prospects of an in-kind response. Indeed, the very concept of automatic aid could be threatened if agencies determine that the costs of serving unfunded areas are unacceptable

▪ **Reliance upon un-funded volunteer fire protection companies in the status quo system**

In some unserved areas, citizens have created volunteer fire companies to provide structural fire protection and emergency medical services within their communities. Volunteer companies are not public agencies—they are autonomous *private* organizations authorized to adopt bylaws and elect officers according to State Health and Safety Codes. Significantly, volunteer companies are not able to generate public funds, either property tax or benefit fee revenues, for stable sources of revenues.

There is no way to compel benefiting property owners to fund volunteer companies and because even volunteer organizations need revenues for apparatus, equipment, fuel, training, insurance, and dispatch services, the stability of

volunteer organizations ultimately depends upon the leadership, commitment, and fund-raising ability of individuals. The County has allocated some discretionary funds to volunteer companies through various grant programs; however, grant monies are generally restricted to specific capital uses and cannot be considered sustainable income. The efforts of the volunteers and their supporters in raising funds and providing services are impressive; nonetheless, without sustainable public income, the volunteer companies are fragile organizations with unpredictable levels of service. It is not uncommon for volunteer companies to periodically cease operations for lack of funding.

**Volunteer Fire Companies**

1. DeLuz Heights VFD
2. Intermountain Fire and Rescue VFD
3. Ocotillo Wells VFD
4. Ranchita Fire and Rescue VFD
5. Shelter Valley VFD
6. Sunshine Summit VFD
7. Warner Springs VFD

Volunteers also supplement operations within CSAs and a few FPDs. The volunteers staff engine companies, perform maintenance, and carry out other duties. Indeed, six CSA's have virtually no paid staff and depend on volunteers to perform every task. Most district volunteers—as well as the volunteer fire companies in unprotected areas—have organized as 501(c)(3) nonprofit corporations. The volunteers and their communities are engaged in recurring fund-raising to support emergency services. Nonprofit status offers tax benefits to the organizations and to persons making charitable contributions to the organizations. Assets retained by the nonprofit corporations—perhaps including items purchased with public grant funds—are not publicly owned and, therefore, would not automatically transfer to a consolidated regional fire agency. The legal status, transferability, and distribution of approximately \$2.5 million in fire protection facilities, apparatus, and equipment would be the subject of a micro study.

▪ **Types and levels of emergency services within the status quo system**

It is important to understand what functions structural fire protection and emergency medical service agencies perform. The function of *emergency medical service* is often under-valued as a characteristic—while structural fire protection is typically over-emphasized in policy discussions. Fire-fighter responses to periodic structural fires are nothing less than heroic; nevertheless, it is the daily response to a range of emergencies such as vehicle accidents, fuel spills, and life threatening medical emergencies that define a community's reliance on structural fire protection and emergency medical service agencies. On average, response to emergencies *other than structural fire* account for 96 percent of the region's activity (see Table 6). The activity level is spread quite evenly across agencies; smaller rural agencies with alluring recreational settings or highway corridors can experience incident numbers that exceed their own populations. CSA 109 (Mt. Laguna) with a population of only 92, for example, responded to 110 incidents in FY 2003-04; only 2 responses were for structural fire.

The training and certification of emergency medical personnel define the level of emergency medical assistance that is available within communities. Local agencies, as well as volunteer companies can be authorized to provide medical assistance anywhere from basic first-aid to basic life support (BLS) to advanced life support (ALS). The ideal—that all emergency personnel responding to a multi-car accident on a rural highway, miles from trauma facilities would be trained and equipped to provide every needed action—is soberingly untrue. Lack of resources and a failure of leadership have created a status quo system where the level of emergency medical care can be random and inadequate. Only 15 of the region's 28 agencies have personnel qualified at the ALS level (see Table 4). In the proposed Phase One reorganization of 17 agencies, only five agencies are certified at the ALS level. No volunteer company is prepared to consistently provide any service higher *than basic first aid*.

Within significant portions of the unincorporated region, emergency personnel are unable to respond within industry-advised time standards for protecting life and property. According to the LAFCO *Municipal Service Review*, as much as 60 percent of the region cannot be reached within the eight minute window for containing fires to the room of origin; even more area is outside the four-to-six minute window for responding to non-breathing victims. Long distances between structural fire protection and emergency medical facilities; lack of public roads, and a prevalence of private roads that do not connect or permit through access impede timely responses. And because fire protection agencies are not authorized to participate in land use planning, they can only react as best they can to inadequacies in public infrastructure or proposed development that will tax the overall emergency services system.

- CDF's function within the status quo system

Wildland fire protection in San Diego County is provided to approximately 1.2 million acres of unincorporated territory by the California Department of Forestry and Fire Protection (CDF). CDF is responsible for prevention and suppression of wildland fire in areas that the State declares a *State Responsibility Area* (SRA) and assumes financial responsibility (Public Resource Code 4000 et seq.).

CDF will respond to structure, vehicle, and other fires and urgent situations within SRAs—if CDF resources are not otherwise engaged; nevertheless, CDF's statutory mission is wildland fire suppression and the agency has no obligation to respond to other emergencies. Public awareness of the limitations of the CDF function is emphasized in State Law, which requires every real property transfer within an SRA to disclose that property located within a wildland area may contain substantial risks and hazards...and shall also disclose that it is *not* the State's responsibility to provide fire protection services to any building or structure located within wildlands (Public Resources Code 4136).

In assessing the local role of CDF it should be noted that CDF resources, which are State owned, are subject to redeployment around the State to respond to incidents in other locations. The exception is CDF resources under a Schedule A Program—which become tied to the contracting agency. Residents in unserved areas, who mistakenly rely on CDF as their primary emergency service provider, could be left unprotected in the case of redeployment. In contrast, local fire protection agencies maintain a threshold level of service capability that is always retained locally. During the 2003 Cedar Fire, for example, no local jurisdiction—city or district—was left uncovered in spite of the depth of local resources committed to the Cedar operation. This coverage was accomplished because the local network of structural fire protection agencies had the ability to call back off-duty personnel to staff reserve equipment that was located where needed in the region. It should be noted that coverage is limited by the inventory of reserve equipment—which is predominately owned by the region's city fire departments and it can be reasoned that the unincorporated area is, to some extent, dependent upon cities for reserve coverage.



Since the 1940s, local governments throughout the State have been able to contract with CDF for an *Amador Plan* or a *Schedule A Program* to bring service to their communities beyond the CDF schedule of wildland fire prevention.

**The Amador Plan** enables local governments to contract with CDF to keep a CDF facility staffed and ready for response during the non-fire season. The local agency must reimburse CDF for any added costs associated with this service (Public Resources Code 4144). The Amador Plan maintains CDF presence in the local community year-round; it *does not* transform the CDF mission from wildland to structural fire protection, nor does it increase the level of service beyond CDF's normal operation. Under the Amador Plan, contracted CDF resources are still under State control and subject to redeployment in other locations; however, CDF is obligated to backfill vacated Amador Plan stations as a priority.

**The Schedule A Program** provides full service fire protection at facilities typically owned by the contracting local agency. CDF will staff engines, truck companies, paramedic units, hazardous materials units, etc. as stipulated by the contractor. The station and equipment are owned by the contracting agency; CDF provides staffing. All costs for providing these services are reimbursed to CDF by the local agency including an administrative overhead rate—currently 9.5 percent—to cover indirect costs associated with the contract (Public Resources Code 4142).

Contracting with CDF has traditionally provided a cost effective way to ensure an emergency service presence in areas where resources are not sufficient to maintain local facilities. In recent years, however, the cost to contract with CDF has significantly escalated. The July 2, 2001 through June 30, 2006 Agreement between the State of California and the CDF Firefighters Bargaining Unit—in addition to a general salary increase of five percent for all classifications—implements phased changes to the way planned overtime compensation is calculated and has added considerable cost to the CDF compensation obligation.

Current CDF contracts in San Diego

- |    |                   |                         |
|----|-------------------|-------------------------|
| 1. | Ramona MWD        | Schedule A              |
| 2. | Moolamai MWD      | Amador Plan JPA         |
| 3. | Pauma MWD         | Amador Plan JPA         |
| 4. | Yuima MWD         | Amador Plan JPA         |
| 5. | Deer Spring FPD   | Amador Plan, Schedule A |
| 6. | Valley Center FPD | Amador Plan, Schedule A |

In the case of Amador and Schedule A contracts, increased compensation costs are passed to contracting local agencies which, as previously explained, have minimal opportunities to raise additional sustainable revenue. Between FY 2003-04 and FY 2005-06, the Deer Springs FPD's cost for Amador and Schedule A services *increased* over \$950,000; increased administrative overhead charges added another \$75,000. Other contracting districts had cost increases between 20 and 47 percent (5a). The final phase of the 2001-2006 Agreement will be

implemented November 1, 2005. Where new agreements will lead is, of course, unknown.

▪ **Insurance Service Office ratings within the status quo system**

The Insurance Service Office (ISO) supplies statistical, actuarial, and claims information to the nation's insurance industry concerning more than 45,000 fire protection districts. The ISO evaluates a community's public fire-protection capability and assigns a protection-class rating from 1 to 10. Insurance companies use the ISO information to determine risk and make decisions regarding availability of property insurance coverage. The County of San Diego considers ISO classes 1 through 7 as *served*; classes 8 and 9 as *underserved*; and Class 10 as having *no service*.<sup>2</sup>

Before a community can receive an ISO classification, the community must have at least the following minimum facilities and practices. (1) The community must have a fire department and be organized *permanently* under applicable state or local laws. (2) The fire department must serve an area with definite boundaries. (3) The department must have sufficient membership to assure the response of at least four members to a structure fire. (4) At least two hours of training must be provided every two months. (5) A system must be in place that allows no delay in dispatch of firefighters and apparatus. (6) The department must house apparatus to provide protection from the weather. If a community doesn't meet the minimum criteria, ISO will assign a Class 10.<sup>3</sup>

Classification 9 communities must possess the minimum facilities and practices and have at least one piece of apparatus with a pump capacity of 50 gallons per

ISO rating of 9		
1. Julian-Cuyamaca FPD	9	Additionally the community must pass a rating of other equipment and practices. Class 9 designates an <i>underserved</i> community because it doesn't meet the ISO criteria for a recognizable water supply source.
2. CSA 109 (Mt. Laguna)	9	
3. CSA 110 (Palomar Mtn)	9	
4. CSA 111 (Boulevard)	9	
5. Mootamai MWD	9	
6. Pauma MWD	9	
7. Yuima MWD	9	

It is common to assign split ratings to an agency to reflect conditions in different service zones. For example, the Rancho Santa Fe FPD has a rating of 4/9 to indicate areas within the district with different accessibility. Twenty-two of the region's 28 structural fire protection agencies have a classification (or split classification) of 9 (see table 4). Seven agencies are rated exclusively 9. Unprotected areas of the region are rated 10.

Moving rural agencies to classifications of 8 or below may be problematic. The ISO employs a complex calculus which factors water availability, water pressure, response times, and suitability of equipment and apparatus in reevaluating

<sup>2</sup> County of San Diego, Agenda Item: Tuesday, September 20, 2005, Minute Order No. 1.

<sup>3</sup> [www.isomitigation.com](http://www.isomitigation.com)

structural fire protection agencies. “*There must be a minimum water supply of 250 gallons per minute for a two-hour duration...and the water supply must be available within five minutes of the arrival of the first due apparatus and the department must maintain the flow, without interruption for the two-hour duration.*”<sup>4</sup> Either the status quo system must provide an adequate public water supply or on-site 30,000 gallon storage tanks must be available. Neither condition may be readily available through individual local agencies or CDF resources.

▪ **Sustainable funding within the status quo system**

The macro study review of funding is restricted to on-going, sustainable revenues that are principally dedicated to personnel costs. One-time awards, episodic grant programs, or charitable donation—no matter how generous—cannot be considered the fiscal foundation of a regional structural fire protection and emergency medical service system. Using this standard, many unincorporated structural fire protection organizations are chronically underfunded. Indeed, the region’s seven volunteer companies are totally bereft of sustainable revenues—operating entirely on grants and the vagaries of local fundraising. Table 5 reveals that some CSAs receive annual property tax revenue within only a low-to-mid \$20,000 range.

Only 16 structural fire protection agencies have been able to implement voter-approved benefit fees. LAFCO’s 2005 *Municipal Service Review for Unincorporated Fire Protection and Emergency Services* concluded that most fire protection agencies have minimal prospects of increasing sustainable revenues. A legacy of voter-approved initiatives placing fiscal limitations on special districts have restricted fire protection agencies to voter approved benefit fees as the only viable means to substantially increase revenue. Between the passage of Proposition 13 in 1978 and the election of 2004, there have been 73 proposals for new or increased revenues placed on local ballots by the region’s fire protection agencies; voters approved only 26 of the 73 proposals. There are notable exceptions; the Ramona MWD and Deer Springs FPD, for example, have voter approved benefit fees that exceed property tax revenues.

Within the status quo system, total FY 2003-04 property tax revenue was \$44,863,997; total FY 2003-04 benefit fee revenue was \$ 8,027,981 (see Table 5a).

▪ **Infusion of County funds into status quo system**

On September 20, 2005, the Board of Supervisors appropriated \$5.03 million of FY 2004-05 general fund revenue to partially subsidize “...*year-round fire protection and emergency response service...*” in specific unincorporated areas. The subsidy would fund contracts to keep nine CDF wildland fire companies operational year-round. Contracts with the volunteer-based organizations, which

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<sup>4</sup> [www.isomitigation.com/ppc/2000/ppc2005.html](http://www.isomitigation.com/ppc/2000/ppc2005.html); *Minimum Criteria for Class 8 or Better*. September 10, 2005.

provide structural fire protection and emergency medical services within six CSAs, would be amended to improve coordination, planning, training, equipment, and standardization of services under CDF. Similar contracts would be negotiated with the seven volunteer fire protection companies, the Rural Fire Protection District, and the Mootamai, Pauma, and Yuima MWDs. The County would add seven positions to the Department of Planning and Land Use to provide contract management, geographic information systems support, code enforcement, and administrative and accounting support. The projected annual compensation cost for the seven positions is \$588,000.

CDF requires a minimum contract period of three years. The funding source for the first year's contract cost of \$5.03 million will be a FY 2004-05 County General Fund balance. Source of funds for the second and third years of the CDF contract will be addressed in the CAO's Proposed Operational Plan for FY 2006-07 and 2007-08.

The goal of this proposal is to ensure that the subsidized areas, "...achieve a [ISO] rating of Class 7."<sup>5</sup> ISO representatives suggest that the likelihood of improving rural ISO ratings based on CDF coverage will be difficult. As explained, ISO rates communities for their quality of *structural* fire protection. Accordingly, emergency equipment, apparatus, personnel training programs, etc., are all reviewed for relevance to the prevention and suppression of *structural* fire. Moreover, to obtain a rating within the classification 7 range—the issue of mandated quantities of readily accessible fire flow must be satisfied. Additionally, the presence of *on-duty* staffing for immediate response to structural fire is a heavily weighted factor in achieving a rating of 8 or less.

The County's infusion of funds into the status quo system has not been factored into the LAFCO Macro Report. As the Macro Report goes to print, the County has not made information available concerning the progress of contract negotiations with either CDF or the selected local fire protection service providers. The plan does not appear to specifically address *structural* fire protection or emergency medical services and specific cost-to-benefit advantages of implementing the County program in contrast to alternative programs have not been released. Sustainability of the program funding beyond the current fiscal year is unknown.

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<sup>5</sup> County of San Diego, Agenda Item, Tuesday, September 20, 2005: Minute Order No. 1.

## Model 2: UMBRELLA AGENCY above MULTIPLE ORGANIZATIONS

NOTE: In conformance with the SSP, Models 2 through 7 are each presented in two phases. Phase One includes 17 agencies plus unserved territory; Phase Two includes 8 agencies and unserved territory. According to standards adopted by the SSP, the Rincon del Diablo MWD, and the San Marcos and Vista FPDs will be addressed in later studies. Specific elements of every model are compared in EXHIBIT ONE, attached to the end of this report.

**Phase One** unites the operations of 17 structural fire protection and emergency medical service agencies under the umbrella of a regional agency. In addition to the service area of the 17 former agencies, the umbrella agency would include all unserved territory within the Phase One boundary (see maps 1 and 2). Sixty-five elected officials would be replaced by one Regional Board of Directors.

The operations of the region's seven volunteer fire protection companies would be coordinated by the regional Board of Directors; however, all Chiefs, paid and volunteer, would be retained to direct local operations and to coordinate with other operating units under the umbrella. No additional positions would be added; staffing levels, classifications, and compensation status within each former district would be retained in each operational unit. Salaries among classifications would not be equalized among operating units; nevertheless, retirement plans would be uniformly equalized throughout the regional agency according to State Law. Revenues collected in one zone would not subsidize services in other zones; existing levels of property tax and benefit fee revenues would be segregated within *zones* representing the tax-contributing areas of former agencies. Amador and Schedule A contracts with CDF would be retained.

Minimal increases in service might be gained through increased coordination and sharing of resources, but no specific improvement in emergency medical response is ensured by model 2. Coverage of formerly unserved territory is not funded even though the areas are now included within the regional agency; the extended coverage could be expected to further tax existing resources.

Phase One incurs \$1,136,168 in new personnel costs—above the current \$34.9 million—to fund mandated equalization of retirement benefits without enhancing benefits.

**Phase Two** brings 8 additional agencies under the regional umbrella and eliminates an additional 28 elected officials. The Regional Board of directors

### PHASE ONE AGENCIES

1. Borrego Springs FPD
2. Deer Springs FPD
3. East County FPD
4. Julian-Cuyamaca FPD
5. Pine Valley FPD
6. San Diego Rural FPD
7. Valley Center FPD
8. CSA 107 (Elfin Forest)
9. CSA 109 (Mt. Laguna)
10. CSA 110 (Palomar Mtn)
11. CSA 111 (Boulevard)
12. CSA 112 (Campo)
13. CSA 113 (San Pasqual)
14. Mootamai MWD
15. Pauma MWD
16. Ramona MWD
17. Yuima MWD

### PHASE TWO AGENCIES

1. Alpine FPD
2. Bonita-Sunnyside FPD
3. Lakeside FPD
4. Lower Sweetwater FPD
5. North County FPD
6. Rancho Santa Fe FPD
7. San Miguel Con. FPD
8. CSA 115

could be expanded for more representation. All characteristics of Phase One are carried forward to Phase Two.

Phase Two incurs an additional \$3,792,324 in new personnel costs to fund mandated equalization of retirement benefits without enhancing services.

**Model 3: UMBRELLA AGENCY with ONE FIRE CHIEF**

*Phase One* structure is nearly identical to Model 2: operations of 17 structural fire protection and emergency medical service agencies are united under the umbrella of a regional agency; unserved territory within the Phase One boundary would be included (see maps 1 and 2). Sixty five elected officials would be replaced by one Regional Board of Directors.

The principle change under Model 3 is the consolidation of administrative operational command under one Fire Chief; internal management of each former district would be retained under supervision of the Regional Chief. Eleven redundant chief positions would be reallocated within the operational units. Salaries of the 11 reallocated chief positions would be equalized to the regional median. The operations of the region's seven volunteer fire protection companies, including volunteer chief would be retained. No additional positions would be added; staffing levels, classifications, and compensation status within each former district would be retained in each operational unit. Salaries among the operating units would not be equalized; however, retirement plans throughout the regional agency would be uniformly equalized according to State Law.

Revenues collected in one zone would not subsidize services in other zones; existing levels of property tax and benefit fee revenues would be segregated within *zones* representing the tax-contributing areas of former agencies. Amador and Schedule A contracts with CDF would be retained.

Minimal increases in service might be gained through the reallocation of chiefs and coordination and sharing of resources, but no specific improvement in emergency medical response is ensured by Model 3. Coverage of formerly unserved territory is not funded even though the areas are now included within the regional agency; the extended coverage could be expected to further tax existing resources.

Phase One incurs \$1,245,880 in new personnel costs—above the current \$34.9 million— to fund mandated equalization of retirement benefits with no significant increase in service.

*Phase Two* brings 8 additional agencies under the regional umbrella, eliminates an additional 28 elected officials, and reallocates an additional 8 Chief positions within zones. All characteristics of Phase One are carried forward to Phase Two territory.

Phase Two incurs an additional \$2,459,524 in new personnel costs to fund mandated equalization of retirement benefits with no significant increase in service.

**Model 4: CONSOLIDATED AGENCY with 3 ON-DUTY**

*Phase One* replicates the territorial structure of Models 2 and 3; 17 agencies, unserved territory and volunteer operations brought together under one regional agency and one Board of Directors. Like Model 3, operations are consolidated under one Chief position. Model 4 moves beyond former models by redistributing redundant chief positions *throughout* the agency, rather than within operational units. The authority of the Volunteer Chief position is eliminated and all volunteers are brought within the district structure as dedicated first responders within their respective communities.

For the first time, new positions are added to ensure minimum **3-on-duty** at all times and to provide sufficient support personnel for efficient management. All personnel compensation—salary and retirement—is equalized among positions across the agency. Amador Plan contracts are replaced with Schedule A Programs or, alternatively, all CDF contracts are replaced with local resources.

Phase One incurs \$21,298,701 in new personnel costs—above the current \$34.9 million—to fund increased positions and to ensure 3-on duty at all times and for equalization of salaries and benefits across the agency.

*Phase Two* brings eight additional agencies under the regional agency, eliminates an additional 28 elected officials and reallocates an additional 8 Chief positions throughout the agency.

Phase Two incurs an additional \$3,977,831 in new personnel costs to fund increased positions to ensure minimum 3-on duty at all times and for equalization of salaries and benefits across the agency.

**Model 5: CONSOLIDATED AGENCY with 3 ON-DUTY AT BASIC LIFE SUPPORT LEVEL**

*Phase One* again replicates the strategy of bringing 17 agencies, unserved territory, and volunteer operations together as one regional agency under one Board of Directors. Like Model 4, operations are consolidated under one Chief position; redundant chief positions are redistributed *throughout* the agency, rather than within operational units. The volunteer function is fully integrated into the organization as paid positions.

New positions are added to ensure minimum **3-on-duty at the Basic Life Support (BLS)** level at all times and to provide sufficient support personnel for efficient management. All personnel compensation—salary and retirement—is equalized among positions across the agency. Consideration is given to replacing

Amador Plan contracts with Schedule A Programs or replacing all CDF contracts with local resources.

Phase One incurs \$33,801,944 in new personnel costs—above the current \$34.9 million— to fund increased positions; to ensure 3-on duty at the BLS level at all times; and for equalization of salaries and benefits across the agency.

*Phase Two* brings eight additional agencies under the regional agency, eliminates an additional 28 elected officials and reallocates an additional 8 Chief positions throughout the agency.

Phase Two incurs an additional \$5,236,784 in new personnel costs to fund increased positions to ensure minimum 3-on duty at the BLS level at all times; and for equalization of benefits across the agency.

**Model 6: CONSOLIDATED AGENCY with 3 ON-DUTY AT ADVANCED LIFE SUPPORT LEVEL**

Phase One and Two and Model 6 replicate all the characteristics of Model 5; however, service is elevated to **3 on-duty Advanced Life Support (ALS)** level at all times.

Phase One incurs \$35,035,708 in new personnel costs—above the current \$34.9 million— to fund increased positions; to ensure minimum 3-on duty at the ALS level at all times; and for equalization of salaries and benefits across the agency.

Phase Two incurs an additional \$6,397,174 in new personnel costs to fund increased positions; to ensure minimum 3-on duty at the ALS level at all times; and for equalization of salaries and benefits across the agency.

**Model 7: CONSOLIDATED AGENCY with 4 ON-DUTY AT ADVANCED LIFE SUPPORT LEVEL**

Phase One and Two and Model 7 replicate all the characteristics of Model 5 and 6; however, service is elevated to **4 on-duty Advanced Life Support (ALS)** level at all times.

Phase One incurs \$44,692,700 in new personnel costs—above the current \$34.9 million—to fund increased positions; to ensure minimum 4-on duty at the ALS level at all times; and for equalization of benefits across the agency.

Phase Two incurs an additional \$6,203,818 in new personnel costs to fund increased positions; to ensure minimum 4-on duty at the ALS level at all times; and for equalization of salaries and benefits across the agency.



## CONCLUSION

The Macro Report provides seven options for reorganizing structural fire protection and emergency medical services in the unincorporated area of San Diego County. Personnel costs form the largest portion of service providers' budgets; accordingly, the Macro Report evaluates service enhancements that could be gained through personnel adjustments. Because approximately 96 percent of emergency response in the unincorporated region is for incidents *other* than structural fire; a common conclusion in the Macro Report is that proposed service improvements should place a priority on emergency medical services and other emergency response capabilities.

Model 1 represents the status quo system of service delivery in the unincorporated area and provides a baseline for evaluating the service levels and personnel costs projected in successive models. Within the status quo system, twenty-five agencies annually expend approximately \$34.9 million in personnel costs. Structural fire protection and emergency medical services are randomly and inconsistently provided within the status quo system because funding and service capabilities of 25 responding agencies are extraordinarily varied. Indeed, significant areas within the unincorporated area are not included within *any* structural fire protection and emergency medical agency and residents in these areas must rely on unfunded volunteer organizations or surrounding local agencies to respond to emergencies.

All subsequent Models bring the region's agencies together—either under an umbrella agency or consolidated as a unified operation. All subsequent models bring the unserved areas of the status quo system into the regional agency and reduce local governance from 108 elected officials to a single Board of Directors.

Models 2 and 3 are based on the formation of an umbrella agency to oversee the collected activities of 25 former structural fire protection agencies. The former agencies are mirrored as operating units under the umbrella agency. Within Model 2, each operating units retains its former Chief. Within Model 3, one Chief coordinates the activities of all operating units; redundant Chief positions are reallocated downward within respective units. Neither Model adds positions or new funding to support the additional service responsibility that would result from including the unserved areas—or to generally enhance service across the region. The additional unfunded responsibility would be expected to further strain underfunded services.

Models 2 and 3 retain the diverse salary structures of the former agencies; however, retirement benefits would be equalized according to mandates of State Law. Equalizing retirement benefits would result in the adverse condition of respectively adding \$4.8 million and \$3.5 million to Models 2 and 3 *with no increase in services*.

Model 4 increases structural fire protection and emergency medical services. Under a consolidated agency that includes the 25 former service providers and all unserved territory, new positions are added to ensure that each station is staffed at all times at a minimum **3 on-duty level**. Salaries, as-well-as retirement benefits, are equalized across the agency. A single Fire Chief directs a collaborative workforce of paid staff with volunteers who are integrated as dedicated first responders. Redundant Chief positions are reallocated downward *across* the Model 4 organization—and all subsequent models—instead of *within* operating units.

The impact of Model 4 is to create a regional agency where services are evenly and consistently provided—at a minimum level—across the entire unincorporated area. The annual cost to provide this degree of service is approximately \$25.2 million in new personnel costs. Model 4 would cost approximately 72 percent more in personnel costs than the status quo system.

Models 5, 6, and 7 create consolidated regional agencies with increasingly enhanced levels of services. Volunteer operations are eliminated entirely in Models 5, 6, and 7 and volunteers are fully integrated into the regional agency.

Model 5, adds sufficiently trained personnel to ensure minimum **3 on-duty at the Basic Life Support (BLS)** level. The additional annual personnel cost for Model 5 is \$39 million. Model 5 would cost approximately 211 percent more in personnel costs than the status quo system.

Model 6, adds sufficiently trained personnel to ensure **3 on-duty at the Advanced Life Support (ALS)** level. The additional annual personnel cost for Model 6 is \$41.4. Model 6 would cost approximately 218 percent more in personnel costs than the status quo system.

Model 7, adds sufficiently trained personnel to ensure **4 on-duty at the Advanced Life Support (ALS)** level. The additional annual cost for Model 7 is \$50.8. Model 7 would cost approximately 245 percent more in personnel costs than the status quo system.

Analysis of all the issues that would be involved in a comprehensive reorganization of the region's structural fire protection and emergency medical services would be conducted in a Micro Report, which could cost as much as \$600,000 to complete. The micro-level report would be outside of LAFCO's funding ability and would require alternative sponsorship.

## Options for Providing Structural Fire Protection and Emergency Medical Services in Unincorporated San Diego County

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
STATUS QUO SYSTEM Includes Volunteers	UMBRELLA AGENCY Includes Volunteers	UMBRELLA AGENCY 1 Chief, Volunteers	CONSOLIDATED 3 on-duty, Volunteers	CONSOLIDATED 3 on-duty, BLS	CONSOLIDATED 3 on-duty, ALS	CONSOLIDATED 4 on-duty, ALS

### 1. ABSTRACTS of OPTIONS

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**Note:** Phase One and Phase Two are not applicable to Model 1.

<p>Retain status quo organization of structural fire protection and emergency medical services in the unincorporated area; includes 28 special districts and 7 volunteer fire companies.</p>	<p><b>Phase One:</b> Dissolve 7 fire protection districts and 6 CSAs; deactivate fire protection functions from 4 municipal water districts.  Form a regional fire protection district to include the territory and operations of all former Phase One districts under umbrella agency.</p>	<p><b>Phase One:</b> Dissolve 7 fire protection districts and 6 CSAs; deactivate fire protection functions from 4 municipal water districts.  Form a regional fire protection district to include the territory and operations of all former Phase One districts under umbrella agency.</p>	<p><b>Phase One:</b> Dissolve 7 fire protection districts and 6 CSAs; deactivate fire protection functions from 4 municipal water districts.  Form a regional fire protection district to include the territory and operations of all former Phase One districts under regional agency.</p>	<p><b>Phase One:</b> Dissolve 7 fire protection districts and 6 CSAs; deactivate fire protection functions from 4 municipal water districts.  Form a regional fire protection district to include the territory and operations of all former Phase One districts under regional agency.</p>	<p><b>Phase One:</b> Dissolve 7 fire protection districts and 6 CSAs; deactivate fire protection functions from 4 municipal water districts.  Form a regional fire protection district to include the territory and operations of all former Phase One districts under regional agency.</p>	<p><b>Phase One:</b> Dissolve 7 fire protection districts and 6 CSAs; deactivate fire protection functions from 4 municipal water districts.  Form a regional fire protection district to include the territory and operations of all former Phase One districts under regional agency.</p>
<p>Retain approximately 943,876 acres of unincorporated area with no dedicated structural fire protection and emergency medical services.</p>	<p>Expand boundary of regional FPD to include all Phase One unserved territory.</p>	<p>Expand boundary of regional FPD to include all Phase One unserved territory.</p>	<p>Expand boundary of regional FPD to include all Phase One unserved territory.</p>	<p>Expand boundary of regional FPD to include all Phase One unserved territory.</p>	<p>Expand boundary of regional FPD to include all Phase One unserved territory.</p>	<p>Expand boundary of regional FPD to include all Phase One unserved territory.</p>

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
Retain volunteer companies as independent organizations.	Retain volunteer companies under regional FPD authority.	Retain volunteer companies under regional FPD authority.	Retain volunteer companies; create collaborative workforce of paid staff and volunteers.	Integrate volunteer operations into the regional agency; eliminate volunteer positions.	Integrate volunteer operations into the regional agency; eliminate volunteer positions.	Integrate volunteer operations into the regional agency; eliminate volunteer positions.
Retain status quo management structure.	Retain internal management function of each former district and volunteer company.	Restructure management function under one Fire Chief.	Restructure management function under one Fire Chief.	Restructure management function under one Fire Chief.	Restructure management function under one Fire Chief.	Restructure management function under one Fire Chief.
Retain 23 district Chiefs. <sup>1</sup>	Retain 12 District Chiefs and seven Volunteer Chiefs.	Redistribute redundant district chief positions <i>within service zones</i> .	Redistribute redundant district chief positions <i>throughout</i> organization.	Redistribute redundant district chief positions <i>throughout</i> organization.	Redistribute redundant district chief positions <i>throughout</i> organization.	Redistribute redundant district chief positions <i>throughout</i> organization.
Retain 7 volunteer Chiefs	Retain 7 Volunteer Chiefs	Retain 7 Volunteer Chiefs	Eliminate volunteer Chief authority and bring volunteers under district structure as dedicated first responders.	Eliminate all volunteer positions.	Eliminate all volunteer positions	Eliminate all volunteer positions
No new positions added.	No new positions added.	No new positions added.	Add positions to ensure minimum 3 on-duty at all times; add support positions to ensure efficient management.	Add positions to ensure minimum 3 on-duty at <b>BASIC LIFE SUPPORT</b> level at all times; add support positions to ensure efficient management.	Add positions to ensure minimum 3 on-duty at <b>ADVANCED LIFE SUPPORT</b> level at all times; add support positions to ensure efficient management.	Add positions to ensure minimum 4 on-duty at <b>ADVANCED LIFE SUPPORT</b> level at all times; add support positions to ensure efficient management.

<sup>1</sup> There are 28 structural fire protection and emergency medical agencies within the status quo system. Twenty-three agencies maintain paid or volunteer Fire Chiefs; the remaining 5 agencies do not maintain Chief positions because they contract for service with CDF. Twelve agencies within Phase One maintain Chief positions; Phase Two includes 8 agencies with Chief positions. Three agencies with Chief positions will be reviewed in a later study.

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
Retain diverse personnel compensation throughout region.	Retain diverse personnel salary structures throughout region.	Retain diverse personnel salary structures throughout region	Equalize all personnel compensation within positions.	Equalize all personnel compensation within positions.	Equalize all personnel compensation within positions.	Equalize all personnel compensation within positions.
NA	Equalize retirement benefits in compliance with State Law.	Equalize retirement benefits in compliance with State Law.	Equalize retirement benefits in compliance with State Law.	Equalize retirement benefits in compliance with State Law.	Equalize retirement benefits in compliance with State Law.	Equalize retirement benefits in compliance with State Law.
Retain Amador and Schedule A contracts with CDF.	Retain Amador and Schedule A contracts with CDF.	Retain Amador and Schedule A contracts with CDF.	Replace CDF Amador contracts with Schedule A contracts.	Replace CDF Amador contracts with Schedule A contracts.	Replace CDF Amador contracts with Schedule A contracts.	Replace CDF Amador contracts with Schedule A contracts.
NA	NA	NA	OR replace all CDF contracts with additional local stations and crews.	OR replace all CDF contracts with additional local stations and crews.	OR replace all CDF contracts with additional local stations and crews.	OR replace all CDF contracts with additional local stations and crews.
NA	Deficit likely from equalizing retirements; however no new sustainable funds requested.	No new sustainable funds requested to cover likely deficits.	Secure new sustainable revenues to fund increased personnel and service costs.	Secure new sustainable revenues to fund increased personnel and service costs.	Secure new sustainable revenues to fund increased personnel and service costs.	Secure new sustainable revenues to fund increased personnel and service costs.
NA	<b>Phase Two:</b> Dissolve 8 districts and annex territory to Phase One agency.	<b>Phase Two:</b> Dissolve 8 districts and annex territory to Phase One agency.	<b>Phase Two:</b> Dissolve 8 districts and annex territory to Phase One agency.	<b>Phase Two:</b> Dissolve 8 districts and annex territory to Phase One agency.	<b>Phase Two:</b> Dissolve 8 districts and annex territory to Phase One agency.	<b>Phase Two:</b> Dissolve 8 districts and annex territory to Phase One agency.
	Retain 8 District Chiefs.	Redistribute redundant district chief positions <i>within service zones.</i>	Redistribute redundant district chief positions <i>throughout</i> organization.	Redistribute redundant district chief positions <i>throughout</i> organization.	Redistribute redundant district chief positions <i>throughout</i> organization.	Redistribute redundant district chief positions <i>throughout</i> organization.
NA	Retain internal management of each former district.	Retain internal management of each former district under one regional Fire Chief.	Integrate Phase Two personnel with Phase One personnel under one Chief.	Integrate Phase Two personnel with Phase One personnel under one Chief.	Integrate Phase Two personnel with Phase One personnel under one Chief.	Integrate Phase Two personnel with Phase One personnel under one Chief.

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
NA	No new sustainable funds requested to cover likely deficits.	No new sustainable funds requested to cover likely deficits.	Secure new sustainable revenues to fund increased personnel and service costs.	Secure new sustainable revenues to fund increased personnel and service costs.	Secure new sustainable revenues to fund increased personnel and service costs.	Secure new sustainable revenues to fund increased personnel and service costs.
<b>2. TERRITORY INCLUDED</b>						
Retain service territory of 28 structural fire protection and emergency medical agencies and 7 volunteer fire companies  Retain approximately 943,876 acres of unserved territory.	<b>Phase One:</b> Include all territory served by Phase One districts; territory of 7 volunteer fire companies; and unserved territories 1, 2, 3, 5, 7, 8, 10, 11, 12, and 13 and the eastern portion of unserved area number 4.	<b>Phase One:</b> Include all territory served by Phase One districts; territory of 7 volunteer fire companies; and unserved territories 1, 2, 3, 5, 7, 8, 10, 11, 12, and 13 and the eastern portion of unserved area number 4.	<b>Phase One:</b> Include all territory served by Phase One districts; territory of 7 volunteer fire companies; and unserved territories 1, 2, 3, 5, 7, 8, 10, 11, 12, and 13 and the eastern portion of unserved area number 4.	<b>Phase One:</b> Include all territory served by Phase One districts; territory of 7 volunteer fire companies; and unserved territories 1, 2, 3, 5, 7, 8, 10, 11, 12, and 13 and the eastern portion of unserved area number 4.	<b>Phase One:</b> Include all territory served by Phase One districts; territory of 7 volunteer fire companies; and unserved territories 1, 2, 3, 5, 7, 8, 10, 11, 12, and 13 and the eastern portion of unserved area number 4.	<b>Phase One:</b> Include all territory served by Phase One districts; territory of 7 volunteer fire companies; and unserved territories 1, 2, 3, 5, 7, 8, 10, 11, 12, and 13 and the eastern portion of unserved area number 4.
NA	<b>Phase Two:</b> Incorporate all territory served by Phase-Two districts into Phase One jurisdiction (Rincon MWD, San Marcos FPD and Vista FPD excluded). Include western portion of unserved area number 4.	<b>Phase Two:</b> Incorporate all territory served Phase-Two districts into Phase One jurisdiction (Rincon MWD, San Marcos FPD and Vista FPD excluded). Include western portion of unserved area number 4.	<b>Phase Two:</b> Incorporate all territory served by Phase-Two districts into Phase One jurisdiction (Rincon MWD, San Marcos FPD and Vista FPD excluded). Include western portion of unserved area number 4.	<b>Phase Two:</b> Incorporate all territory served by Phase-Two districts into Phase One jurisdiction (Rincon MWD, San Marcos FPD and Vista FPD excluded). Include western portion of unserved area number 4.	<b>Phase Two:</b> Incorporate all territory served by Phase-Two districts into Phase One jurisdiction (Rincon MWD, San Marcos FPD and Vista FPD excluded). Include western portion of unserved area number 4.	<b>Phase Two:</b> Incorporate all territory served by Phase-Two districts into Phase One jurisdiction (Rincon MWD, San Marcos FPD and Vista FPD excluded). Include western portion of unserved area number 4.
<b>3. SERVICE LEVELS</b>						
Retain random service delivery to areas outside of districts.	<b>Phase One:</b> Retain random service delivery to areas outside of districts	<b>Phase One:</b> Retain random service delivery to areas outside of districts	<b>Phase One:</b> Provide dedicated structural fire protection and emergency medical services at a minimum 3-on-duty level.	<b>Phase One:</b> Provide dedicated structural fire protection and emergency medical services at <b>3-on-duty BASIC LIFE SUPPORT</b> level.	<b>Phase One:</b> Provide dedicated structural fire protection and emergency medical services at <b>3-on-duty ADVANCED LIFE SUPPORT</b> level.	<b>Phase One:</b> Provide dedicated structural fire protection and emergency medical services at <b>4-on-duty ADVANCED LIFE SUPPORT</b> level.

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
NA	<b>Note:</b> No additional resources secured to provide service to additional territory.	<b>Note:</b> No additional resources secured to provide service to additional territory.	<b>Note:</b> Secure additional revenue to support service to additional territory.	<b>Note:</b> Secure additional revenue to support service to additional territory.	<b>Note:</b> Secure additional revenue to support service to additional territory.	<b>Note:</b> Secure additional revenue to support service to additional territory.
Retain service level wherein emergency personnel are unable to reach approximately 60 percent of the unincorporated region within acceptable response times.	Retain service level wherein emergency personnel are unable to reach approximately 60 percent of the unincorporated region within acceptable response times.	Retain service level wherein emergency personnel are unable to reach approximately 60 percent of the unincorporated region within acceptable response times.	Add paid personnel to supplement volunteers companies; ensure minimum 3 on-duty staffing level.	Add 7 paid full-time fire companies at the <b>BASIC LIFE SUPPORT</b> First Responder level to protect unincorporated areas previously served by volunteer companies.	Add 7 paid full-time fire companies at the <b>ADVANCED LIFE SUPPORT</b> First Responder level to protect unincorporated areas previously served by volunteer companies.	Add 7 paid full-time fire companies at the <b>ADVANCED LIFE SUPPORT</b> First Responder level to protect unincorporated areas previously served by volunteer companies.
Unable to ensure further reduction in service levels.	Ensure no reduction in service within any former agency's area.	Ensure no reduction in service within any former agency's area.	Ensure no reduction in service within any former agency's area.	Ensure no reduction in service within any former agency's area.	Ensure no reduction in service within any former agency's area.	Ensure no reduction in service within any former agency's area.
NA	<b>Phase Two:</b> Retain dedicated structural fire protection and emergency medical services at current level to the entire Phase Two area.	<b>Phase Two:</b> Retain dedicated structural fire protection and emergency medical services at current level to the entire Phase Two area.	<b>Phase Two:</b> Provide dedicated structural fire protection and emergency medical services at a minimum 3-on-duty level to Phase Two area.	<b>Phase Two:</b> Provide dedicated structural fire protection and emergency medical services at <b>3-on-duty BASIC LIFE SUPPORT</b> level to Phase Two area.	<b>Phase Two:</b> Provide dedicated structural fire protection and emergency medical services at <b>3-on-duty ADVANCED LIFE SUPPORT</b> level to Phase Two area.	<b>Phase Two:</b> Provide dedicated structural fire protection and emergency medical services at <b>4-on-duty ADVANCED LIFE SUPPORT</b> level to Phase Two area.
NA	<b>Phase Two:</b> Ensure no reduction in service within any former agency's area.	<b>Phase Two:</b> Ensure no reduction in service within any former agency's area.	<b>Phase Two:</b> Ensure no reduction in service within any former agency's area.	<b>Phase Two:</b> Ensure no reduction in service within any former agency's area.	<b>Phase Two:</b> Ensure no reduction in service within any former agency's area.	<b>Phase Two:</b> Ensure no reduction in service within any former agency's area.
<b>4. GOVERNANCE</b>						
Retain 108 elected officials	<b>Phase One:</b> Eliminate 65 elected officials and install 7, 9 or 11 member Board of Directors.	<b>Phase One:</b> Eliminate 65 elected officials and install 7, 9 or 11 member Board of Directors.	<b>Phase One:</b> Eliminate 65 elected officials and install 7, 9 or 11 member Board of Directors.	<b>Phase One:</b> Eliminate 65 elected officials and install 7, 9 or 11 member Board of Directors.	<b>Phase One:</b> Eliminate 65 elected officials and install 7, 9 or 11 member Board of Directors.	<b>Phase One:</b> Eliminate 65 elected officials and install 7, 9 or 11 member Board of Directors.

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
NA	<b>Phase Two:</b> Eliminate 28 <sup>2</sup> elected officials and merge governance under the 7, 9, or 11 member Board of Directors	<b>Phase Two:</b> Eliminate 28 elected officials and merge governance under the 7, 9, or 11 member Board of Directors	<b>Phase Two:</b> Eliminate 28 elected officials and merge governance under the 7, 9, or 11 member Board of Directors	<b>Phase Two:</b> Eliminate 28 elected officials and merge governance under the 7, 9, or 11 member Board of Directors	<b>Phase Two:</b> Eliminate 28 elected officials and merge governance under the 7, 9, or 11 member Board of Directors	<b>Phase Two:</b> Eliminate 28 elected officials and merge governance under the 7, 9, or 11 member Board of Directors
<b>5. INTERNAL ORGANIZATION</b>						
Retain status quo internal organization of each district and volunteer company.	<b>Phase One:</b> Retain status quo internal organization of each former district under one Board of Directors.	<b>Phase One:</b> Reallocate paid and reserve personnel as possible under one Fire Chief.	<b>Phase One:</b> Reallocate paid, reserve, and volunteer personnel as possible under one Fire Chief.	<b>Phase One:</b> Reallocate paid personnel as possible under one Fire Chief.	<b>Phase One:</b> Reallocate paid personnel as possible under one Fire Chief.	<b>Phase One:</b> Reallocate paid personnel as possible under one Fire Chief.
NA	<b>Phase Two:</b> Retain status quo internal organization of each former district under one Board of Directors.	<b>Phase Two:</b> Reallocate paid, reserve, and volunteer personnel as possible under one Fire Chief and one B of D.	<b>Phase Two:</b> Reallocate paid, reserve, and volunteer personnel as possible under one Fire Chief and one B of D	<b>Phase Two:</b> Reallocate paid personnel under one Fire Chief and one B of D.	<b>Phase Two:</b> Reallocate paid personnel under one Fire Chief and one B of D..	<b>Phase Two:</b> Reallocate paid personnel under one Fire Chief and one B of D.
<b>6. FIRE CHIEF</b>						
Retain 23 Fire Chiefs	<b>Phase One:</b> Retain the 12 Phase One Fire Chiefs and 7 Volunteer Chiefs	<b>Phase One:</b> Appoint one Fire Chief and reallocate redundant Chief positions.	<b>Phase One:</b> Appoint one Fire Chief and reallocate redundant Chief positions.	<b>Phase One:</b> Appoint one Fire Chief and reallocate redundant Chief positions.	<b>Phase One:</b> Appoint one Fire Chief and reallocate redundant Chief positions.	<b>Phase One:</b> Appoint one Fire Chief and reallocate redundant Chief positions.
Retain Volunteer Chiefs	Retain Volunteer Chiefs	Retain Volunteer Chiefs	Eliminate Volunteer Chief function.	Eliminate Volunteer Chief position.	Eliminate Volunteer Chief position.	Eliminate Volunteer Chief position.
NA	<b>Phase Two:</b> Retain 8 Phase Two Fire Chiefs.	<b>Phase Two:</b> Eliminate 8 Phase Two Chief positions and reallocate staff as appropriate.	<b>Phase Two:</b> Eliminate 8 Phase Two Chief positions and reallocate staff as appropriate.	<b>Phase Two:</b> Eliminate 8 Phase Two Chief positions and reallocate staff as appropriate.	<b>Phase Two:</b> Eliminate 8 Phase Two Chief positions and reallocate staff as appropriate.	<b>Phase Two:</b> Eliminate 8 Phase Two Chief positions and reallocate staff as appropriate.

<sup>2</sup> The Rincon del Diablo MWD, and the San Marcos and Vista FPDs, which are excluded from Phase Two, account for the remaining 15 elected officials. (65 + 28 + 15 = 108).



COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
<b>7. STAFFING: Current</b>						
Paid: 417.5 Volunteer: 462	NA	NA	NA	NA	NA	NA
<b>8. STAFFING: Proposed</b>						
Retain status quo staffing.	<b>Phase One:</b> Retain status quo staffing.	<b>Phase One:</b> Retain status quo staffing.	<b>Phase One:</b> Retain volunteers as <b>PRIMARY</b> responder support.	<b>Phase One:</b> Eliminate volunteer positions.	<b>Phase One:</b> Eliminate volunteer positions.	<b>Phase One:</b> Eliminate volunteer positions.
Retain status quo staffing levels.	Retain status quo staffing levels.	Retain status quo staffing levels.	Add additional positions to ensure minimum dedicated 3 on-duty for structural fire protection first responder at all times.	Add additional positions to provide minimum dedicated 3 on-duty for structural fire protection and EMS first responder at the <b>BASIC LIFE SUPPORT</b> level at all times.	Add additional positions to provide minimum dedicated 3 on-duty for structural fire protection and EMS first responder at the <b>ADVANCED LIFE SUPPORT</b> level at all times.	Add additional positions to provide minimum dedicated 4 on-duty for structural fire protection and EMS first responder at the <b>ADVANCED LIFE SUPPORT</b> level at all times.
NA	Paid: 126.5 Volunteer: 431	Paid: 126.5 Volunteer: 431	Paid: 285 Volunteer: 431	Paid: 398	Paid: 408	Paid: 521
NA	<b>Phase Two:</b> Retain status quo staffing levels.	<b>Phase Two:</b> Retain status quo staffing levels.	<b>Phase Two:</b> Add additional positions to ensure minimum dedicated 3 on-duty for structural fire protection and EMS first responder at all times	<b>Phase Two:</b> Add additional positions to provide minimum dedicated 3 on-duty for structural fire protection and EMS first responder at the <b>BASIC LIFE SUPPORT</b> level at all times.	<b>Phase Two:</b> Add additional positions to provide minimum dedicated 3 on-duty for structural fire protection and EMS first responder at the <b>ADVANCED LIFE SUPPORT</b> level at all times.	<b>Phase Two:</b> Add additional positions to provide minimum dedicated 4 on-duty for structural fire protection and EMS first responder at the <b>ADVANCED LIFE SUPPORT</b> level at all times.

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
NA	Paid: 291 Volunteer: 31	Paid: 290 Volunteer: 31	Paid: 294 Volunteer: 31	Paid: 311	Paid: 323	Paid: 321
<b>9. PERSONNEL COMPENSATION</b>						
Retain diverse personnel compensation throughout region.	<b>Phase One:</b> Retain diverse personnel compensation throughout region.	<b>Phase One:</b> Retain diverse personnel compensation throughout region.	<b>Phase One:</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.	<b>Phase One:</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.	<b>Phase One:</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.	<b>Phase One:</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.
\$34,661,206	\$8,882,631	\$8,965,343	\$29,018,164	\$41,521,407	\$42,755,171	\$52,412,163
NA	<b>Phase Two:</b> Retain diverse personnel compensation throughout region.	<b>Phase Two:</b> Retain diverse personnel compensation throughout region.	<b>Phase Two</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.	<b>Phase Two</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.	<b>Phase Two</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.	<b>Phase Two</b> Equalize personnel compensation within classifications according to regional (incorporated and unincorporated medians.
NA	\$30,734,085	\$29,401,285	\$30,919,592	\$32,178,545	\$33,338,935	\$33,145,579
TOTAL projected personnel compensation for: Phase One and Two	\$39,616,716	\$38,366,628	\$59,937,756	\$73,699,952	\$76,094,106	\$85,557,742

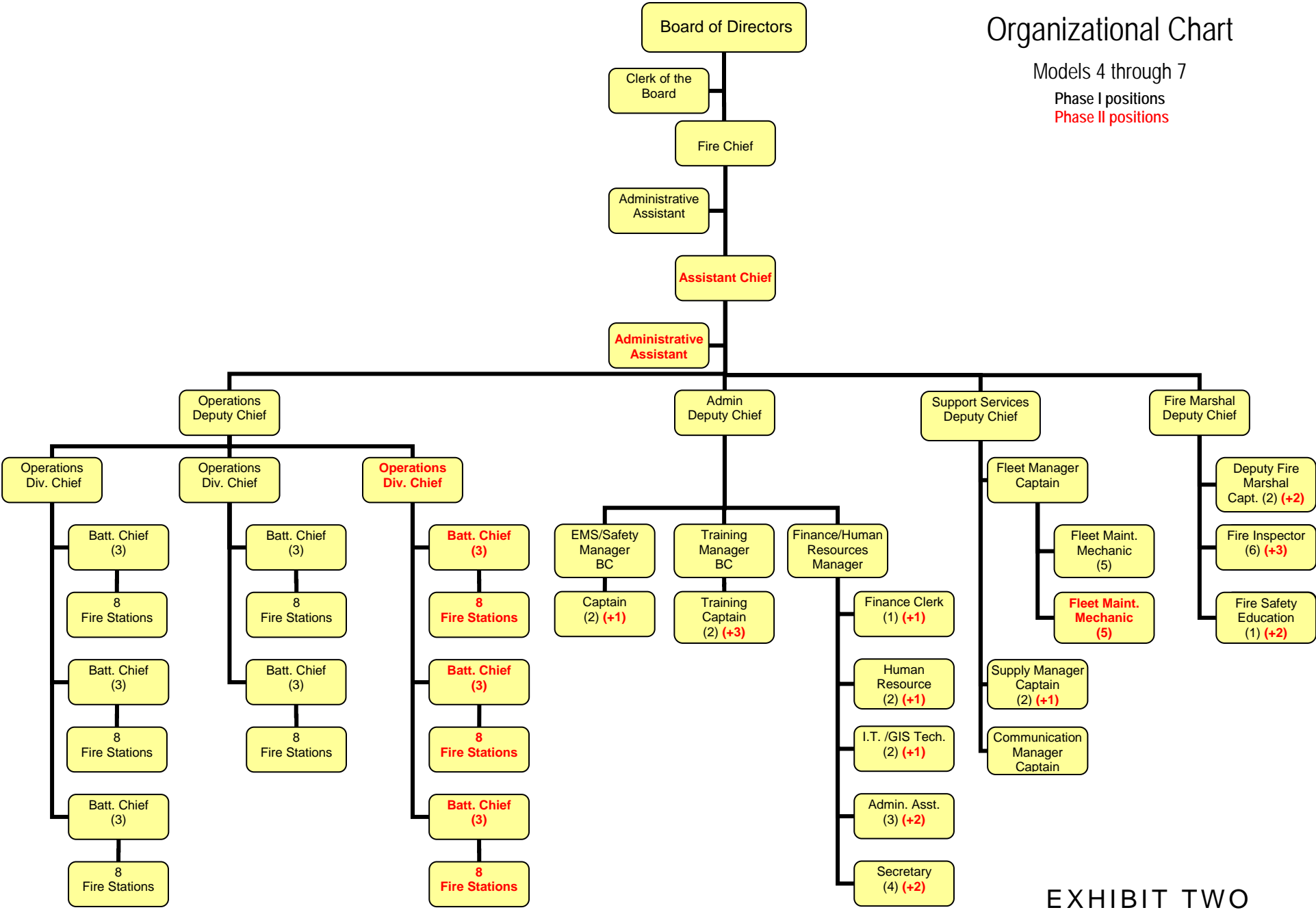
COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
<b>10. STATUS QUO SUSTAINABLE REVENUE</b>						
Retain status quo revenue levels: Property Tax from 17 districts; Assessment Fee revenue from 11 districts.	<b>Phase One:</b> Retain status quo funding: Property Tax from 17 districts; Assessment Fee revenue from 11 districts.	<b>Phase One:</b> Retain status quo funding: Property Tax from 17 districts; Assessment Fee revenue from 11 districts.	<b>Phase One:</b> Retain status quo funding: Property Tax from 17 districts; Assessment Fee revenue from 11 districts.	<b>Phase One:</b> Retain status quo funding: Property Tax from 17 districts; Assessment Fee revenue from 11 districts.	<b>Phase One:</b> Retain status quo funding: Property Tax from 17 districts; Assessment Fee revenue from 11 districts.	<b>Phase One:</b> Retain status quo funding: Property Tax from 17 districts; Assessment Fee revenue from 11 districts.
Retain Property Tax Revenue in areas where assessed.	Retain Property Tax revenue in areas where assessed.	Retain Property Tax revenue in areas where assessed.	Combine all Property Tax revenue in District general fund.	Combine all Property Tax revenue in District general fund.	Combine all Property Tax revenue in District general fund.	Combine all Property Tax revenue in District general fund.
Retain Assessment Fee revenue in areas where assessed.	Retain Assessment Fee revenue in areas where assessed.	Retain Assessment Fee revenue in areas where assessed.	Retain Assessment Fee revenue in areas where assessed for enhanced services.	Retain Assessment Fee revenue in areas where assessed for enhanced services.	Retain Assessment Fee revenue in areas where assessed for enhanced services.	Retain Assessment Fee revenue in areas where assessed for enhanced services.
FY 03-04:	FY 03-04	FY 03-04	FY 03-04	FY 03-04	FY 03-04	FY 03-04
Property Tax: <b>\$44,863,997</b>	Property Tax: <b>\$6,637,484</b>	Property Tax: <b>\$6,637,484</b>	Property Tax: <b>\$6,637,484</b>	Property Tax: <b>\$6,637,484</b>	Property Tax: <b>\$6,637,484</b>	Property Tax: <b>\$6,637,484</b>
Fees: <b>\$8,027,981</b>	Fees: <b>\$6,085,284</b>	Fees: <b>\$6,085,284</b>	Fees: <b>\$6,085,284</b>	Fees: <b>\$6,085,284</b>	Fees: <b>\$6,085,284</b>	Fees: <b>\$6,085,284</b>
NA	<b>Phase Two:</b> Retain status quo funding: Property Tax from 8 districts; Assessment Fee revenue from 4 districts.	<b>Phase Two:</b> Retain status quo funding: Property Tax from 8 districts; Assessment Fee revenue from 4 districts.	<b>Phase Two:</b> Retain status quo funding: Property Tax from 8 districts; Assessment Fee revenue from 4 districts.	<b>Phase Two:</b> Retain status quo funding: Property Tax from 8 districts; Assessment Fee revenue from 4 districts.	<b>Phase Two:</b> Retain status quo funding: Property Tax from 8 districts; Assessment Fee revenue from 4 districts.	<b>Phase Two:</b> Retain status quo funding: Property Tax from 8 districts; Assessment Fee revenue from 4 districts.
	FY 03-04	FY 03-04	FY 03-04	FY 03-04	FY 03-04	FY 03-04
	Property Tax: <b>\$32,815,427</b>	Property Tax: <b>\$32,815,427</b>	Property Tax: <b>\$32,815,427</b>	Property Tax: <b>\$32,815,427</b>	Property Tax: <b>\$32,815,427</b>	Property Tax: <b>\$32,815,427</b>
	Fees: <b>\$1,085,284</b>	Fees: <b>\$1,085,284</b>	Fees: <b>\$1,085,284</b>	Fees: <b>\$1,085,284</b>	Fees: <b>\$1,085,284</b>	Fees: <b>\$1,085,284</b>

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
<b>11. PERSONNEL COSTS THAT REQUIRE <i>Additional</i> SUSTAINABLE REVENUE</b>						
Retain status quo personnel and personnel cost levels.	Retain status quo revenue levels despite increase in costs to equalize retirement benefits	Retain status quo revenue levels despite increase in costs to equalize retirement benefits	Secure additional sustainable revenue for additional positions and for equalization of salaries and benefits.	Secure additional sustainable revenue for additional positions and for equalization of salaries and benefits.	Secure additional sustainable revenue for additional positions and for equalization of salaries and benefits.	Secure additional sustainable revenue for additional positions and for equalization of salaries and benefits.
NA	Phase One: <i>Unfunded cost</i> (\$1,163,168)	Phase One: <i>Unfunded cost</i> (\$1,245,880)	Phase One: \$21,298,701	Phase One: \$33,801,944	Phase One: \$35,035,708	Phase One: \$44,692,700
NA	Phase Two: <i>Unfunded cost</i> (\$3,792,324)	Phase Two: <i>Unfunded cost</i> (\$2,459,524))	Phase Two: \$3,977,831	Phase Two: \$5,236,784	Phase Two: \$6,397,174	Phase Two: \$6,203,818
<b>TOTAL <i>Additional</i> SUSTAINABLE REVENUE REQUIRED</b>			<b>\$25,276,532</b>	<b>\$39,038,728</b>	<b>\$41,432,882</b>	<b>\$50,896,518</b>

# Organizational Chart

Models 4 through 7

Phase I positions  
Phase II positions



PROPOSED SALARY COSTS FOR MODELS 1-7

Phase I Personnel	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Pd. Fire Chief	\$ 432,504	\$ 432,504	<sup>2</sup> \$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000
Vol. Fire Chief	0	0	0	0	0	0	0
Pd. Other Chief	223,976	223,976	582,337	2,193,492	2,193,492	2,193,492	2,193,492
Vol. Other Chief	0	0	0	0	0	0	0
Pd. Fire Captain	1,156,740	1,156,740	1,156,740	4,629,300	7,834,200	7,834,200	7,834,200
Vol. Fire Captain	0	0	0	0	0	0	0
Pd. Fire Engineer	1,169,382	1,169,382	1,169,382	2,635,776	6,829,056	6,829,056	6,829,056
Vol. Fire Engineer	0	0	0	0	0	0	0
Pd. Firefighter	969,472	969,472	969,472	6,000,960	6,429,600	535,800	6,590,340
Pd. Firefighter/PM	763,947	763,947	763,947	1,030,404	1,030,404	7,697,724	7,697,724
Vol. Firefighter	0	0	0	0	0	0	0
Pd. Other staff	877,793	877,793	877,793	1,635,625	1,635,625	1,635,625	1,635,625
Vol. Other staff	0	0	0	0	0	0	0
Equalize Retirement	N/A	<sup>1</sup> 2,184,857	2,205,600	N/A	N/A	N/A	N/A
Total Benefits	2,125,649	1,103,960	1,114,072	<sup>3</sup> 10,766,607	15,443,030	15,903,274	19,505,726
Board of Directors	86,888	60,606	60,606	60,606	60,606	60,606	60,606
Personnel Salary and Benefit Costs	\$ 7,806,351	\$ 8,943,237	\$ 9,025,949	\$ 29,078,770	\$ 41,582,013	\$ 42,815,777	\$ 52,472,769

Phase II Personnel	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Pd. Fire Chief	\$ 1,311,008	\$ 1,311,008	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Vol. Fire Chief	0	0	0	0	0	0	0
Pd. Other Chief	1,965,092	1,965,092	<sup>2</sup> 2,506,848	1,462,328	1,462,328	1,462,328	1,462,328
Vol. Other Chief	0	0	0	0	0	0	0
Pd. Fire Captain	4,877,046	4,877,046	4,877,046	5,555,160	5,768,820	5,768,820	5,768,820
Vol. Fire Captain	0	0	0	0	0	0	0
Pd. Fire Engineer	4,330,208	4,330,208	4,330,208	4,193,280	4,313,088	4,313,088	4,313,088
Vol. Fire Engineer	0	0	0	0	0	0	0
Pd. Firefighter	822,908	822,908	822,908	1,285,920	1,285,920	1,285,920	1,285,920
Pd. Firefighter/PM	5,164,534	5,164,534	5,164,534	5,091,408	5,818,752	6,546,096	6,424,872
Vol. Firefighter	0	0	0	0	0	0	0
Pd. Other staff	1,052,204	1,052,204	1,052,204	1,570,200	1,570,200	1,570,200	1,570,200
Vol. Other staff	0	0	0	0	0	0	0
Equalize Retirement	N/A	<sup>1</sup> 7,388,318	7,080,617	N/A	N/A	N/A	N/A
Total Benefit	7,418,743	3,822,767	3,567,120	<sup>3</sup> 11,761,296	11,959,437	12,392,483	12,320,351
Board of Directors	194,603	34,632	34,632	34,632	34,632	34,632	34,632
Personnel Salary and Benefit Costs	\$ 27,136,346	\$ 30,768,717	\$ 29,436,117	\$ 30,954,224	\$ 32,213,177	\$ 33,373,567	\$ 33,180,211

PHASE I & II COMBINED SALARY COSTS

Phase I Cost	\$ 7,806,351	\$ 8,943,237	\$ 9,025,949	\$ 29,078,770	\$ 41,582,013	\$ 42,815,777	\$ 52,472,769
Phase II Cost	27,136,346	30,768,717	29,436,117	30,954,224	32,213,177	33,373,567	33,180,211
Combined Cost Phase I & II	\$ 34,942,697	\$ 39,711,954	\$ 38,462,066	\$ 60,032,994	\$ 73,795,190	\$ 76,189,344	\$ 85,652,980

<sup>1</sup> Equalized retirement cost for Models 2 and 3 were determined by using the average agency cost for the highest benefit for all Phase I and II. Equalized cost was computed as a percentage of salary. Data provided by CALPERS.

<sup>2</sup> Projected salaries for Fire Chief and all other paid positions are based on San Diego Regional CALPACS Survey, San Diego County Fire Chief's (Admin. Section) Survey, Rancho Santa Fe FPD Survey for safety personnel and LAFCO Independent Survey. All data used was based on FY 04/05 respective surveys. All data used for projecting salaries was based on regional median salary or average salary, which ever is greater.

<sup>3</sup> Retirement cost for Models 4 through 7 are included in total benefits and computed as a percentage of salary. Data provided by CALPERS.

PROPOSED STAFFING PHASE I

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
Borrogo	Stirrup Rd. Sta. 61	(3) Fire Captain (3) Fire Engineer/PM (6) Firefighter/PM (3) Temp.Firefighter/EMT	(3) Fire Captain (3) Fire Engineer/PM (6) Firefighter/PM (3) Temp.Firefighter/EMT	(3) Fire Captain (3) Fire Engineer/PM (6) Firefighter/PM (3) Temp.Firefighter/EMT	(3) Fire Captain (3) Fire Engineer/PM (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (6) Firefighter/EMT
Deer Springs	Circle R Dr. Sta. 1 (CDF) Schedule "A"	(1) Fire Captain/PM (2) Fire Engineer (3) Firefighter	(1) Fire Captain/PM (2) Fire Engineer (3) Firefighter	(1) Fire Captain/PM (2) Fire Engineer (3) Firefighter	(1) Fire Captain/PM (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain/PM (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain/PM (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain/PM (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT
	Deer Spr. Rd. Sta. 2 (CDF) Schedule "A"	(1) Fire Captain/PM (3) Fire Engineer/PM (2) Firefighter	(1) Fire Captain/PM (3) Fire Engineer/PM (2) Firefighter	(1) Fire Captain/PM (3) Fire Engineer/PM (2) Firefighter	(1) Fire Captain/PM (3) Fire Engineer/PM (2) Firefighters/EMT	(1) Fire Captain/PM (3) Fire Engineer/PM (2) Firefighter/EMT	(1) Fire Captain/PM (3) Fire Engineer/PM (2) Firefighter/EMT	(1) Fire Captain/PM (3) Fire Engineer/PM (4) Firefighter/EMT
	Lilac Rd. Sta. (CDF) "Amador"	(1) Fire Captain (2) Firefighter	(1) Fire Captain (2) Firefighter	(1) Fire Captain (2) Firefighter	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT
East County	Crest Sta. 18	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	Bostonia Sta. 19	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT



PROPOSED STAFFING PHASE I

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
Julian-Cuyamaca	Julian Sta. 1	(3) Fire Captain (V) (2) Fire Engineer (V) (14) Firefighter (V) (3) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (V) (2) Fire Engineer (V) (14) Firefighter (V) (3) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (V) (2) Fire Engineer (V) (14) Firefighter (V) (3) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (V) (2) Fire Engineer (V) (14) Firefighter (V) (3) Firefighter/PM (6) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/EMT (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (6) Firefighter/EMT
	Cuyamaca Sta. 2	(2) Fire Captain (V) (2) Fire Engineer (V) (13) Firefighter (V)	(2) Fire Captain (V) (2) Fire Engineer (V) (13) Firefighter (V)	(2) Fire Captain (V) (2) Fire Engineer (V) (13) Firefighter (V)	(2) Fire Captain (V) (2) Fire Engineer (V) (13) Firefighter (V) (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Pine Valley	Old Hwy 80 Sta. 84	(1) Fire Captain (V) (1) Fire Engineer (V) (30) Firefighter (V)	(1) Fire Captain (V) (1) Fire Engineer (V) (30) Firefighter (V)	(1) Fire Captain (V) (1) Fire Engineer (V) (30) Firefighter (V)	(1) Fire Captain (V) (1) Fire Engineer (V) (30) Firefighter (V) (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
S.D. Rural	Lawson Valley. Sta. 63	(2) Firefighter (V)	(2) Firefighter (V)	(2) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT (2) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	Lee Valley. Sta. 64	(0) Firefighter (V)	(0) Firefighter (V)	(0) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	Donovan Sta. 65	(1) State Correct. Officer (10) Inmate Firefighter	(1) State Correct. Officer (10) Inmate Firefighter	(1) State Correct. Officer (10) Inmate Firefighter	(1) State Correct. Officer (10) Inmate Firefighter	(1) State Correct. Officer (10) Inmate Firefighter	(1) State Correct. Officer (10) Inmate Firefighter	(1) State Correct. Officer (10) Inmate Firefighter

PROPOSED STAFFING PHASE I

COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS			
Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS	

Jamul Sta. 66	(3) Fire Captain (3) Firefighter (1) Firefighter (40 hr.) (25) Firefighter/Reserve	(3) Fire Captain (3) Firefighter (1) Firefighter (40 hr.) (25) Firefighter/Reserve	(3) Fire Captain (3) Firefighter (1) Firefighter (40 hr.) (25) Firefighter/ Reserve	(3) Fire Captain (3) Firefighter/EMT (25) Firefighter/ Reserve	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Dehesa Sta. 75	(7) Firefighter (V)	(7) Firefighter (V)	(7) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (7) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Harb. Canyon Sta. 76	(7) Firefighter (V)	(7) Firefighter (V)	(7) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (7) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Deerhorn Sta. 77	(7) Firefighter (V)	(7) Firefighter (V)	(7) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (7) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Dulzura Sta. 78	(1) Firefighter (V)	(1) Firefighter (V)	(1) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT (1) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Tecate Sta. 79	(1) Firefighter (V)	(1) Firefighter (V)	(1) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT (1) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT

PROPOSED STAFFING PHASE I

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
	Petrero Sta. 80	(1) Firefighter (40 hr) (8) Firefighter (V)	(1) Firefighter (40 hr) (8) Firefighter (V)	(1) Firefighter (40 hr) (8) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (8) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	Lake Morena Sta.82	(9) Firefighter (V)	(9) Firefighter (V)	(9) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (9) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	Descanso Sta. 85	(1) Firefighter (40 hr) (6) Firefighter (V)	(1) Firefighter (40 hr) (6) Firefighter (V)	(1) Firefighter (40 hr) (6) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (6) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	Jacumba Sta. 88	(1) Firefighter (40 hr) (2) Firefighter (V)	(1) Firefighter (40 hr) (2) Firefighter (V)	(1) Firefighter (40 hr) (2) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT (2) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Valley Center	Lilac Rd. Sta. 72 (CDF) Schedule "A"	(1) Captain (2) Fire engineer (2) Firefighter/Reserve	(1) Captain (2) Fire engineer (2) Firefighter/Reserve	(1) Captain (2) Fire engineer (2) Firefighter/Reserve	(1) Captain (2) Fire engineer (2) Firefighters/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT
	Lk. Wohlford Sta. 73 (CDF) Schedule "A"	(1) Fire Captain (2) Fire Engineer (2) Firefighter/Reserve	(1) Fire Captain (2) Fire Engineer (2) Firefighter/Reserve	(1) Fire Captain (2) Fire Engineer (2) Firefighter/Reserve	(1) Fire Captain (2) Fire Engineer (2) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT

PROPOSED STAFFING PHASE I

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
	Cole Grd. Rd. Sta. (CDF) "Amador"	(1) Fire Captain (3) Fire Engineer	(1) Fire Captain (3) Fire Engineer	(1) Fire Captain (3) Fire Engineer	(1) Fire Captain (2) Fire Engineer (2) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT
Ramona	San Vicente Rd. Sta. 80	(1) Fire Captain (2) Fire Engineer (2) Firefighter	(1) Fire Captain (2) Fire Engineer (2) Firefighter	(1) Fire Captain (2) Fire Engineer (2) Firefighter	(1) Fire Captain (2) Fire Engineer (2) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT
	San Vicente Rd. Sta. 81	(1) Fire Captain (1) Fire Engineer (2) Firefighter/PM	(1) Fire Captain (1) Fire Engineer (2) Firefighter/PM	(1) Fire Captain (1) Fire Engineer (2) Firefighter/PM	(1) Fire Captain (1) Fire Engineer (2) Firefighter/EMT (2) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (4) Firefighter/EMT (2) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (4) Firefighter/PM (2) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (4) Firefighter/PM (4) Firefighter/EMT
	Dye Rd. Sta. 82	(1) Fire Captain (1) Fire Engineer	(1) Fire Captain (1) Fire Engineer	(1) Fire Captain (1) Fire Engineer	(1) Fire Captain (2) Fire Engineer (2) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT
Yuima / Mootamai / Pauma	Hwy-76 Pauma Vly.Sta. (CDF) "Amador"	(2) Fire Captain (2) Fire Engineer (1) Firefighter	(2) Fire Captain (2) Fire Engineer (1) Firefighter	(2) Fire Captain (2) Fire Engineer (1) Firefighter	(2) Fire Captain (2) Fire Engineer (2) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/EMT	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM	(1) Fire Captain (2) Fire Engineer (3) Firefighter/PM (2) Firefighter/EMT
Elfin Forest (CSA 107)	Elfin Forest Rd. Sta. 1	(5) Fire Captain (V) (3) Fire Engineer (V) (20) Firefighter (V)	(5) Fire Captain (V) (3) Fire Engineer (V) (20) Firefighter (V)	(5) Fire Captain (V) (3) Fire Engineer (V) (20) Firefighter (V)	(5) Fire Captain (V) (3) Fire Engineer (V) (20) Firefighter (V) (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT

PROPOSED STAFFING PHASE I

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
<b>Mt. Laguna (CSA 109)</b>	Sunrise Hwy. Sta. 1	(22) Firefighter (V)	(22) Firefighter (V)	(22) Firefighter (V)	(3) Firefighter/EMT (22) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
<b>Palomar Mt. (CSA 110)</b>	Crestline Rd. Sta. 97	(2) Fire Captain (V) (1) Fire Engineer (V) (11) Firefighter (V)	(2) Fire Captain (V) (1) Fire Engineer (V) (11) Firefighter (V)	(2) Fire Captain (V) (1) Fire Engineer (V) (11) Firefighter (V)	(3) Firefighter/EMT (2) Fire Captain (V) (1) Fire Engineer (V) (11) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
<b>Boulevard (CSA 111)</b>	Hwy 94 Sta. 87	(20) Firefighter (V)	(20) Firefighter (V)	(20) Firefighter (V)	(3) Firefighter/EMT (20) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
<b>Campo (CSA 112)</b>	Jeb Stuart Rd. Sta. 86	(3) Fire Engineer (V) (15) Firefighter (V)	(3) Fire Engineer (V) (15) Firefighter (V)	(3) Fire Engineer (V) (15) Firefighter (V)	(3) Firefighter/EMT (3) Fire Engineer (V) (15) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
<b>San Pasqual (CSA 113)</b>	San Pasqual Vly. Sta. 93	(5) Fire Captain (V) (2) Fire Engineer (V) (36) Firefighter (V)	(5) Fire Captain (V) (2) Fire Engineer (V) (36) Firefighter (V)	(5) Fire Captains (V) (2) Fire Engineer (V) (36) Firefighter (V)	(3) Firefighter/EMT (5) Fire Captain (V) (2) Fire Engineer (V) (36) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
<b>De Luz Hts. VFD</b>	Daily Rd. Sta.	(32) Firefighter (V)	(32) Firefighter (V)	(32) Firefighter (V)	(3) Firefighter/EMT (32) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT

PROPOSED STAFFING PHASE I

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
Intermountain VFD	Hyw - 76 Sta.	(50) Firefighter (V)	(50) Firefighter (V)	(50) Firefighter (V)	(3) Firefighter/EMT (50) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Ocotillo Wells VFD	Hyw - 78 Sta.	(1) Fire Captain (V) (12) Firefighter (V)	(1) Fire Captain (V) (12) Firefighter (V)	(1) Fire Captain (V) (12) Firefighter (V)	(3) Firefighter/EMT (1) Fire Captain (V) (12) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Ranchita VFD	Montezuma Vly. Rd. Sta.	(10) Firefighter (V)	(10) Firefighter (V)	(10) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (10) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Shelter Vly. VFD	Grt. So. Overland St. Sta.	(18) Firefighter (V)	(18) Firefighter (V)	(18) Firefighter (V)	(3) Firefighter/EMT (18) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Sunshine Summit VFD	Hwy. - 79 Sta.	(10) Firefighter (V)	(10) Firefighter (V)	(10) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (10) Firefighter (V)	(3) Fire Captains (3) Fire Engineers (3) Firefighter/EMT	(3) Fire Captains (3) Fire Engineers (3) Firefighter/PM	(3) Fire Captains (3) Fire Engineers (3) Firefighter/PM (3) Firefighter/EMT
Warner Springs VFD	Warner Springs Sta.	(5) Firefighter (V)	(5) Firefighter (V)	(5) Firefighter (V)	(3) Fire Captain (3) Firefighter/EMT (5) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT

PROPOSED STAFFING PHASE I

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
42 Fire Stations TOTAL								
	Vol. Fire Chiefs	13	13	13	0	0	0	0
	Paid Other Chiefs	2.5	2.5	6.5	21	21	21	21
	Vol. Other Chiefs	1	1	1	14	0	0	0
	Paid Fire Captains	23	23	23	65*	110*	110*	110*
	Vol. Fire Captains	19	27	14	14	0	0	0
	Paid Fire Eng.'s	27	27	27	44*	114*	114*	114*
	Vol. Fire Eng.'s	14	14	14	14	0	0	0
	Paid Firefighters	27	27	27	112	120	10	123
	Paid Firefighter /PM's	17	17	17	17	17	127	127
	Vol. Res. Firefighters	417	417	417	417	0	0	0
	Paid Other Staff	25	25	25	25	25	25	25
	Vol. Other Staff	1	1	1	1	0	0	0
	Board of Directors	65	7	7	7	7	7	7

\* Includes Paramedic Captain / Engineer

PROPOSED STAFFING PHASE II

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
Alpine	1834 Alpine Blvd. Sta. 17	(2) Fire Captain (1) Fire Captain/PM (3) Fire Engineer (3) Firefighter/PM (3) Firefighters/EMT	(2) Fire Captain (1) Fire Captain/PM (3) Fire Engineer (3) Firefighter/PM (3) Firefighters/EMT	(2) Fire Captain (1) Fire Captain/PM (3) Fire Engineer (3) Firefighter/PM (3) Firefighters/EMT	(2) Fire Captain (1) Fire Captain/PM (3) Fire Engineer (3) Firefighter/PM (3) Firefighters/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (6) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (6) Firefighters/EMT
Bonita-Sunnyside	4900 Bonita Road. Sta.38	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Lower Sweetwater	NO FIRE STATION	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL
Lakeside	9726 Riverview Ave. Sta. 1	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (5) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (5) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (5) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (5) Firefighter/PM (1) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT
	11211 Valle Vista Rd. Sta. 2	(2) Fire Captain/PM (1) Fire Captain (3) Fire engineer/PM (5) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire engineer/PM (5) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire engineer/PM (5) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire engineer/PM (5) Firefighter/PM (1) Firefighter/EMT	(3) Fire Captain (3) Fire engineer (6) Firefighter/PM	(3) Fire Captain (3) Fire engineer (6) Firefighter/PM	(3) Fire Captain (3) Fire engineer (6) Firefighter/PM (3) Firefighter/EMT
	14008 Hwy 8 Business Sta. 3	(2) Fire Captain/PM (1) Fire Captain (2) Fire Engineer/PM (1) Fire Engineer (10) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (2) Fire Engineer/PM (1) Fire Engineer (10) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (2) Fire Engineer/PM (1) Fire Engineer (10) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (2) Fire Engineer/PM (1) Fire Engineer (10) Firefighter/PM (1) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (11) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (11) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (11) Firefighter/PM (3) Firefighter/EMT



PROPOSED STAFFING PHASE II

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
	15245 Oakcreek Rd. Sta. 26	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (1) Fire Engineer (3) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (1) Fire Engineer (3) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (1) Fire Engineer (3) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (1) Fire Engineer (3) Firefighter/PM (1) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM (3) Firefighter/EMT
	(VIEJAS CONTRACT) Sta. 25	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (3) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (3) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (3) Firefighter/PM (1) Firefighter	(2) Fire Captain/PM (1) Fire Captain (3) Fire Engineer/PM (3) Firefighter/PM (1) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (9) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (9) Firefighter/PM (3) Firefighter/EMT
North County	315 E. Ivy St. Sta. 1	(3) Fire Captains (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/Reserve	(3) Fire Captains (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/Reserve	(3) Fire Captains (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/Reserve	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (6) Firefighter/EMT
	2180 Winterwarm Sta. 2	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	4157 Olive Hill Rd. Sta. 3	(3) Fire Engineer (3) Firefighter/PM	(3) Fire Engineer (3) Firefighter/PM	(3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	4375 Pala Mesa Dr. Sta. 4	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/Reserve	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/Reserve	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/Reserves	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM (6) Firefighter/EMT

PROPOSED STAFFING PHASE II

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
	31403 Old River Rd. Sta. 5	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	Rainbow ..... Sta. 6	(25) Firefighter (V)	(25) Firefighter (V)	(25) Firefighter (V)	(3) Firefighter/EMT (25) Firefighter (V)	(3) Fire Captain (3) Fire Engineer (3) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
Rancho Santa Fe	16936 El Fuego Sta. 1	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	16930 Four Gee Rd. Sta. 2	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	6424 El Apajo Sta. 3	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	18040 Calle Ambiente Sta. 4	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM (1) Firefighter	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM (1) Firefighter	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM (1) Firefighter	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM (1) Firefighter	(3) Fire Captain (3) Fire Engineer (5) Firefighter/PM (1) Firefighter/EMT	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (6) Firefighter/PM

PROPOSED STAFFING PHASE II

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
San Miguel	3255 Helix St. Sta. 14	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	2850 Via Orange Way Sta. 15	(6) Fire Captain (6) Fire Engineer (6) Firefighter/EMT	(6) Fire Captain (6) Fire Engineer (6) Firefighter/EMT	(6) Fire Captain (6) Fire Engineer (6) Firefighter/EMT	(6) Fire Captain (6) Fire Engineer (6) Firefighter/EMT	(6) Fire Captain (6) Fire Engineer (6) Firefighter/EMT	(6) Fire Captain (6) Fire Engineer (6) Firefighter/PM	(6) Fire Captain (6) Fire Engineer (6) Firefighter/PM (3) Firefighter/EMT
	905 Gillespie Dr. Sta. 16	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	10105 Vivera Dr. Sta. 21	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	11501 Via Rancho SD Sta 22	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
	2140 Dehesa Rd. Sta. 23	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM	(3) Fire Captain (3) Fire Engineer (3) Firefighter/PM (3) Firefighter/EMT
CSA 115	NO FIRE STATION	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL	NO PERSONNEL

PROPOSED STAFFING PHASE II

		COMBINATION PAID AND VOLUNTEER PERSONNEL OPTIONS				PAID PERSONNEL OPTIONS		
		Model 1 STATUS QUO SYSTEM Includes Volunteers	Model 2 UMBRELLA AGENCY Includes Volunteers	Model 3 UMBRELLA AGENCY 1 Chief, Volunteers	Model 4 CONSOLIDATED 3 on-duty, Volunteers	Model 5 CONSOLIDATED 3 on-duty, BLS	Model 6 CONSOLIDATED 3 on-duty, ALS	Model 7 CONSOLIDATED 4 on-duty, ALS
22 Fire Stations TOTAL	Paid Fire Chiefs	6	6	0	0	0	0	0
	Vol. Fire Chiefs	0	0	0	0	0	0	0
	Paid Other Chiefs	19	19	24	14	14	14	14
	Vol. Other Chiefs	0	0	0	0	0	0	0
	Paid Fire Captains	66*	66*	66*	78*	81*	81*	81*
	Vol. Fire Captains	0	0	0	0	0	0	0
	Paid Fire Eng.'s	70*	70*	70*	70*	72	72	72
	Vol. Fire Eng.'s	0	0	0	0	0	0	0
	Paid Firefighters	15	15	15	24	24	24	24
	Paid Firefighter/PM	84	84	84	84	96	108	106
	Vol. Res. Firefighters	31	31	31	31	0	0	0
	Paid Other Staff	31	31	31	24	24	24	24
	Board of Directors	30	4	4	4	4	4	4

\*Includes Paramedic Captain / Engineer

= Phase One Districts

## GENERAL DESCRIPTION of CURRENT AGENCIES

<b>Square miles in unincorporated area <sup>1</sup></b>	3,572	470,000	<b>Unincorporated area population <sup>2</sup></b>
<b>Square miles within special districts that provide structural fire protection and EMS to unincorporated area; excludes territory within the City of San Marcos (approximately 24 sq. mi.) that is served by the subsidiary San Marcos FPD. In addition to the City of San Marcos, the San Marcos FPD serves approximately 8.9 sq. mi. of unincorporated territory.</b>	<u>-1861</u>	<u>-420,109</u>	<b>Unincorporated area population within special districts that provide structural fire protection and EMS; excludes 67,400 residents within the City of San Marcos, which is served by the subsidiary San Marcos FPD. In addition to residents within the City of San Marcos, the San Marcos FPD serves approximately 8,970 residents in unincorporated territory.</b>
<b>Estimated square miles of unincorporated territory without public structural fire protection and EMS</b>	1,711	49,891	<b>Estimated unincorporated population without public structural fire protection and EMS</b>

Independent Districts	Services	Service Provider	Transport Provider	ISO	Dispatch	Staff	<sup>3</sup> Sq. miles	<sup>4</sup> Population	Density per sq. mi	<sup>5</sup> District Stations	
	1.	Alpine FPD	Fire; EMS: ALS	District	AMR	4/9	Heartland JPA	Paid	18.6	13,790	741
2.	Bonita-Sunnyside FPD	Fire; EMS: ALS	District	AMR	4	Heartland JPA	Paid	7.0	13,223	1,889	1
3.	Borrego Springs FPD	Fire; EMS: ALS,	District	District	6/9	Heartland JPA	Paid	310.7	2,706	12	1
4.	Deer Springs	See Table 4a									
5.	East County FPD	Fire; EMS: ALS	District	CSA 69 Grossmont	3/4	Heartland JPA	Paid/Vol	6.5	12,605	1,939	2
6.	Julian-Cuyamaca FPD	Fire; EMS: ALS	District	District	9	Heartland JPA	Paid/Vol	81.5	3,597	44	2
7.	Lakeside FPD	Fire; EMS: ALS	District	CSA 69	3/9	Heartland JPA	Paid	45.1	60,291	1,337	5
8.	Lower Sweetwater FPD	See Table 4a									
9.	North County FPD	Fire; EMS: ALS,	District	District	5/9	North County JPA	Paid	85.9	48,377	563	6
10.	Pine Valley FPD	Fire; EMS: BLS	District	AMR	5/9	Heartland JPA	Paid/Vol	69.5	2,257	32	1
11.	Rancho Santa Fe FPD	Fire; EMS: ALS	District	CSA 17	4/9	North County JPA	Paid	37.4	16,186	432	4

<sup>1</sup> County of San Diego Fact Sheet, Dec, 2004

<sup>2</sup> County of San Diego Fact Sheet, Dec, 2004

<sup>3</sup> SANGIS June 2005

<sup>4</sup> SANDAG 2004; based on January 1, 2004 estimates from the State Dept. of Finance

<sup>5</sup> In-service district-owned stations—whether staffed by district personnel or Schedule A CDF personnel.

		Services	Service Provider	Transport Provider	ISO	Dispatch	Staff	<sup>3</sup> Sq. miles	<sup>4</sup> Population	Density per sq. mi	<sup>5</sup> District Stations	
	12.	San Diego Rural FPD	Fire; EMS: BLS	District	AMR	5/9	Heartland JPA	Paid/Vol	696.6	25,715	37	13
	13.	San Miguel Con. FPD	Fire; EMS: ALS	District	AMR	4	Heartland JPA	Paid	40.0	109,178	2,729	6
	14.	Valley Center FPD	See Table 4a									
	15.	Vista FPD	See Table 4a									
	16.	Mootamai MWD	See Table 4a									
	17.	Pauma MWD	See Table 4a									
	18.	Ramona MWD	See Table 4a									
	19.	Rincon del Diablo MWD ID E,	See Table 4a									
	20.	Yuima MWD	See Table 4a									
Dependent Districts	1.	San Marcos FPD	Fire; EMS: ALS,	District	District	3/9	North County JPA	Paid	32.9	<sup>6</sup> 76,370	2,321	<sup>7</sup> 3
	2.	CSA 107 (Elfin Forest)	Fire; EMS: BLS (ALS within portion)	District	CSA 17 within portion	4/9	North County JPA	Paid/Vol	9.7	985	101	1
	3.	CSA 109 (Mt. Laguna)	Fire; EMS: BLS	District	Julian-Cuyamaca, AMR	9	Heartland JPA	Vol	33.4	92	3	1
	4.	CSA 110 (Palomar Mtn)	Fire; EMS: BLS	District	Mercy	9	Heartland JPA	Vol	35.5	294	8	1
	5.	CSA 111 (Boulevard)	Fire; EMS: BLS	District	AMR	9	Heartland JPA	Vol	77.8	1,746	22	1
	6.	CSA 112 (Campo)	Fire; EMS: BLS	District	AMR	6/9	Heartland JPA	Vol	50.4	1,591	32	1
	7.	CSA 113 (San Pasqual)	Fire; EMS:	District	Mercy	6/8	Heartland JPA	Vol	16.8	541	32	1
	8.	CSA 115 (Pepper Drive)	See Table 4a									

<sup>6</sup> Includes City of San Marcos population of 67,400

<sup>7</sup> Plus regional training center

= Phase One Districts

GENERAL DESCRIPTION of *CONTRACTING AGENCIES* (Table 4a)

		Services	Service Provider	Transport Provider	ISO	Dispatch	Staff	Sq. miles	Population	Density per sq. mi	District Stations	CDF or City Stations	
<b>Contracting Districts</b>	1.	Deer Springs FPD	Fire; EMS: ALS	CDF (Amador, Schedule A)	Mercy	6/9	CDF	Paid	44.2	10,594	240	2 schedule A	1 CDF
	2.	Lower Sweetwater FPD	Fire; EMS: BLS	National City	AMR	3	National City	Paid	.5	2,106	4,212	0	2 City
	3.	Valley Center FPD	Fire; EMS: BLS	CDF (Amador, Schedule A)	Mercy	6/9	CDF	Paid	84.6	14,631	173	2 Schedule A	1 CDF
	4.	Vista FPD	Fire; EMS: ALS	City of Vista	City	3/9	North County JPA	Paid	16.9	17,662	1,045	0 <sup>8</sup>	4 City
	5.	Mootamai MWD <sup>9</sup>	Groundwater mgmt; Fire; EMS: BLS	CDF (Amador)	Mercy	9	9	9	1.0	305	305	0	9
	6.	Pauma MWD <sup>9</sup>	Groundwater mgmt; Fire; EMS: BLS	CDF (Amador)	Mercy	9	9	9	6.9	177	26	0	9
	7.	Ramona MWD	Potable water; Sewer; Fire; EMS: ALS	CDF (Schedule A)	District via Schedule A with CDF	4/9	CDF	Paid	71.7	32,918	459	3 Schedule A	0
	8.	Rincon del Diablo MWD ID E, F	Potable water; Fire; EMS: ALS	City of Escondido	City	2/9	City of Escondido	Paid	12.2	13,721	1,124	0	5 City
	9.	Yuima MWD <sup>9</sup>	Potable water; Fire; EMS: BLS	CDF (Amador)	Mercy	9	CDF	Paid	21.0	1,445	69	0	1 CDF <sup>9</sup>
	10.	CSA 115 (Pepper Drive)	Fire; EMS: ALS	City of Santee	CSA 69	2	Heartland JPA	Paid	7.0	4,406	6,294	0	2 City
<b>TOTAL ALL DISTRICTS:</b>								<b>1,921.3</b>	<b>487,509</b>		<b>58</b>	<b>16</b>	

<sup>8</sup> Vista FPD has 20 percent ownership of all City of Vista Fire Department assets.

<sup>9</sup> Mootamai, Pauma, and Yuima MWDs maintain a JPA to jointly contract with CDF for an Amador contract.

= Phase One Districts

FY 2003-04 REVENUE / EXPENSE

		Service Provider	Population	Property Tax assessed before Prop. 13	FY03-04 Property Tax Revenue	Property Tax as percent of operating fund	FY03-04 Assessment Revenue <sup>1</sup>	FY03-04 Assessment Formula	FY03-04 Administration Cost
Independent Districts	1.	Alpine FPD	District	13,790	✓	\$ 1,826,652	71.50	\$ 373,680	\$15 benefit unit
	2.	Bonita-Sunnyside FPD	District	13,223	✓	1,655,244	99.00	123,123	\$30 dwelling unit
	3.	Borrego Springs FPD	District	2,706	✓	772,320	58.90	218,338	\$5 benefit unit
	4.	Deer Springs FPD	See Table 5a						
	5.	East County FPD	District	12,605	✓	534,744	42.20	<sup>2</sup> 251,228	\$40 dwelling unit
	6.	Julian-Cuyamaca FPD	District	3,597		136,275	20.00	106,820	\$50 residential; \$60-100 commercial
	7.	Lakeside FPD	District	60,291	✓	5,328,583	80.90	948,170	\$10 benefit unit
	8.	Lower Sweetwater FPD	See Table 5a						
	9.	North County FPD	District	48,377	✓	8,000,753	7.80	0	
	10.	Pine Valley FPD	District	2,257	✓	143,536	28.00	0	
	11.	Rancho Santa Fe FPD	District	16,186	✓	5,541,267	76.20	187,188	\$2.22 benefit unit
	12.	San Diego Rural FPD	District	25,715		454,492	20.28	376,436	Varies within multiple Mello-Roos districts.
	13.	San Miguel Con. FPD	District	109,178	✓	10,055,572	92.40	0	
	14.	Valley Center FPD	See Table 5a						
	15.	Vista FPD	See Table 5a						
	16.	Mootamai MWD	See Table 5a						
	17.	Pauma MWD	See Table 5a						
	18.	Ramona MWD	See Table 5a						
	19.	Rincon del Diablo MWD ID E, F	See Table 5a						
	20.	Yuima MWD	See Table 5a						



= Phase One Districts

FY 2003-04 REVENUE / EXPENSE

		Service Provider	Population	Property Tax assessed before Prop. 13	FY03-04 Property Tax Revenue	Property Tax as percent of operating fund	FY03-04 Assessment Revenue <sup>1</sup>	FY03-04 Assessment Formula	FY03-04 Administration Cost	
<b>Dependent Districts</b>	1.	San Marcos FPD	District	3 76,370	✓	2,103,111	6.66	0		
	2.	CSA 107 (Elfin Forest)	District	985		26,352	21.75	166,702	\$56.10 benefit unit	7,174
	3.	CSA 109 (Mt. Laguna)	District	92		19,529	40.00	20,575	\$75 residential; \$150 commercial	5,339
	4.	CSA 110 (Palomar Mtn)	District	294		22,830	98.25	0		6,917
	5.	CSA 111 (Boulevard)	District	1,746		34,986	55.00	0		6,093
	6.	CSA 112 (Campo)	District	1,591		20,612	30.00	0		5,275
	7.	CSA 113 (San Pasqual)	District	541		22,344	25.00	53,275	Not reported	7,317
	8.	CSA 115 (Pepper Drive)	See Table 5a							

= Phase One Districts

FY 2003-04 REVENUE / EXPENSE of *CONTRACTING AGENCIES* (Table 5a)

		Service Provider	Prop. Tax assessed prior Prop. 13	FY 03-04 Property Tax Revenue	Property Tax: Percent of Operating Fund	FY 03-04 Assessment Revenue	Assessment formula	FY 03-04 Contract Cost	FY05-06 Contract Cost	FY 03-04 Admin. Cost	FY 05-06 Admin. Cost	
Contracting Districts	1.	Deer Springs FPD		\$ 243,683	1	\$ 1,508,235	12¢ sq. ft	\$ 1,101,592	\$ 2,052,181	\$ 112,142	\$ 186,748	
	2.	Lower Sweetwater FPD	National City	✓	181,747	100	0	153,941	155,472	0	0	
	3.	Valley Center FPD	CDF: Amador , Schedule A		266,572	15	907,777	\$123.30 du	720,889	972,786	73,386	88,523
	4.	Vista FPD	City of Vista	✓	1,778,364	100	0	<sup>4</sup> 1,900,000	2,200,000	0	0	
	5.	Mootamai MWD <sup>5</sup>	CDF: Amador	✓	<sup>6</sup> 7,988	100	0	2,864	4,218	272	366	
	6.	Pauma MWD <sup>5</sup>	CDF: Amador	✓	<sup>6</sup> 11,327	100	0	5,729	8,437	544	732	
	7.	Ramona MWD	CDF: Schedule A	✓	<sup>6</sup> 3,655,147	18	2,428,398	\$188.52 edu	3,649,971	4,356,633	346,747	396,453
	8.	Rincon del Diablo MWD ID E, F	City of Escondido	✓	<sup>7</sup> 1,529,611	99	310,536	\$86 avg. du	1,270,000	Not reported	12,700	Not reported
	9.	Yuima MWD <sup>5</sup>	CDF: Amador	✓	<sup>6</sup> 264,747	Not reported	47,500	\$5 parcel \$48 du \$100 commercial	59,608	87,782	5,663	7,616
	10.	CSA 115 (Pepper Drive)	City of Santee	✓	225,609	Not reported	0		237,600	246,310	5,153	Not reported
Total: Contracting Districts				8,164,795		5,202,446		9,102,144	?	556,607	?	
Total: Non-contracting Districts				36,699,202		2,825,535		0	0	38,115	0	
<b>TOTAL: ALL DISTRICTS</b>				<b>\$ <sup>8</sup> 44,863,997</b>		<b>\$ 8,027,981</b>		<b>\$ 9,102,194</b>	Incomplete data	<b>\$ 594,722</b>	Incomplete data	

<sup>1</sup>FY 2003-04 benefit assessments contributed \$8,027,981 to structural fire protection districts. If all unincorporated area voters were asked to approve a benefit assessment to replicate this revenue equally among themselves, each parcel would need to be assessed \$41.00 (\$8,027,981 \ 195,786 taxable parcels = \$41.00 per parcel)—which is more than current assessments in some districts.

Only 16 of the 28 districts have obtained voter-approved assessments for fire and emergency services. Accordingly, approximately 49 percent of the total population within all 28 districts has *not* approved an assessment. Voters in some districts have repeatedly denied proposed assessments—which require two-thirds approval; in other districts assessment questions have not been placed before voters. Additionally, approximately 11 percent of the unincorporated population resides in

unserved areas, where the willingness of voters to approve an assessment for structural fire protection is untested.

The expectation that 60 percent of the unincorporated area population would approve a new tax would seem problematic if the population that has previously withstood imposition of an assessment is considered. Moreover, a *new* assessment violates the covenant advanced by Prop C—that no new taxes would be required to increase structural fire protection services.

<sup>2</sup> East County FPD voters approved additional assessments in FY 04-05; however, the current study—as a “*snapshot*” in time—reviews revenue for FY 03-04 only.

<sup>3</sup> Includes City of San Marcos population of 67,400.

<sup>4</sup> Cost to the Vista FPD for receiving fire protection services from the City of Vista is the net of 18 percent of the City fire protection budget, less ambulance transport revenues from activity within FPD.

<sup>5</sup> Mootamai, Pauma, and Yuima MWDs maintain a JPA to jointly contract with CDF.

<sup>6</sup> Revenue from property tax is discretionary income that local officials administer according to local policy. Directors from districts that provide multiple services have discretion over allocating property tax revenue among multiple needs. Unless a district imposed a property tax rate within a defined geographic area to specifically fund fire protection services prior to Proposition 13, it is not possible to isolate a portion of current property tax revenue that is restricted to fire protection and emergency medical services.

<sup>7</sup> Property tax within Improvement District F of the Rincon del Diablo MWD was established prior to Prop 13 and is exclusively dedicated to funding fire protection and emergency medical services.

<sup>8</sup> \$44,863,997 represents the amount of FY 03-04 property tax revenue *collected* by districts that provide fire protection services—not the amount of revenue dedicated to fire protection services. Within districts that provide more than one service, such as the MWDs, it is generally not possible to isolate property tax revenue dedicated to individual services.

It may be possible to estimate the amount of property tax revenue available for fire protection services within the MWDs by substituting the amount of property tax revenue that funded fire protection services as an analogue for property tax revenue. In FY 03-04, the Mootamai, Pauma, Ramona, and Yuima MWDs expended \$5,354,098 to contract with CDF. The MWDs collected \$2,786,434 in benefit assessments to offset contract costs—leaving \$2,567,664 to be funded from MWD property tax revenue.

If total FY03-04 costs for contracting with CDF to provide fire protection services within the Mootamai, Pauma, Ramona, and Yuima MWDs is substituted for property tax revenue within the 4 MWDs, the estimated property tax revenue related to fire protection services within the entire region decreases \$41,962,841 (see table below).

4,988,172	Cost of contract with CDF
+ 365,926	Cost of CDF contract administration
5,354,098	Total Cost of CDF contract
- 2,786,434	Assessments revenue used to fund contract
2,567,664	Amount of property tax revenue required to satisfy contract
\$44,863,997	Property tax revenue—all unincorporated area districts that provide fire protection and emergency medical services
- 5,468,820	Property tax revenue—4 MWDs
+ 2,567,664	Portion of CDF contract cost funded by MWD property tax revenue
\$41,962,841	Net total property tax revenue available for fire protection and emergency medical services

= Phase One Districts

FY 2003-04 ACTIVITY RECORDS

		Service Provider	Square Miles	Population	Density per Square Mile	Total Annual Response <sup>1</sup>	Structural Fire Response	EMS Response	Vehicle Response	Percent response other than structural fire	
<b>Independent Districts</b>	1.	Alpine FPD	District	18.6	13,790	741	1231	24	781	160	80.5
	2.	Bonita-Sunnyside FPD	District	7.0	13,223	1,889	1,059	56	767	131	94.7
	3.	Borrego Springs FPD	District	310.7	2,706	12	693	2	554	27	99.7
	4.	Deer Springs FPD	See Table 6a								
	5.	East County FPD	District	6.5	12,605	1,939	1,741	19	563	71	98.9
	6.	Julian-Cuyamaca FPD	District	81.5	3,597	44	398	7	213	99	98.2
	7.	Lakeside FPD	District	45.1	60,291	1,337	4,133	80	3,166	398	98.1
	8.	Lower Sweetwater FPD	See Table 6a								
	9.	North County FPD	District	85.9	48,377	563	4,121	29	1,503	226	99.3
	10.	Pine Valley FPD	District	69.5	2,257	32	311	15	167	81	95.2
	11.	Rancho Santa Fe FPD	District	37.4	16,186	432	1,613	24	473	128	98.5
	12.	San Diego Rural FPD	District	696.6	25,715	37	2,393	39	1,301	471	98.4
	13.	San Miguel Con. FPD	District	40.0	109,178	2,729	5,766	157	4,265	542	97.3
	14.	Valley Center FPD	See Table 6a								
	15.	Vista FPD	See Table 6a								
	16.	Mootamai MWD	See Table 6a								
	17.	Pauma MWD	See Table 6a								
	18.	Ramona MWD	See Table 6a								

<sup>1</sup> Total Annual Response includes structural fire, EMS, and vehicle response, as well as multiple other categories of response such as fuel spills and swift water rescue. Generally, reported incidents are for FY 2003-04; however, some agencies provided records for alternative fiscal years and a few agencies provided records for calendar years.

= Phase One Districts

FY 2003-04 ACTIVITY RECORDS

		Service Provider	Square Miles	Population	Density per Square Mile	Total Annual Response <sup>1</sup>	Structural Fire Response	EMS Response	Vehicle Response	Percent response other than structural fire	
	19.	Rincon del Diablo MWD ID E, F	See Table 6a								
	20.	Yuima MWD)	See Table 6a								
<b>Dependent Districts</b>	1.	San Marcos FPD	District	32.9	76,370	2,321	5,495	209	3,361	473	96.2
	2.	CSA 107 (Elfin Forest)	District	9.7	985	101	72	1	23	28	98.6
	3.	CSA 109 (Mt. Laguna)	District	33.4	92	3	110	2	53	13	98.2
	4.	CSA 110 (Palomar Mtn)	District	35.5	294	8	76	1	20	40	98.7
	5.	CSA 111 (Boulevard)	District	77.8	1,746	22	208	2	157	89	99.0
	6.	CSA 112 (Campo)	District	50.4	1,591	32	176	3	130	27	98.3
	7.	CSA 113 (San Pasqual)	District	16.8	541	32	218	8	65	63	96.3
	8.	CSA 115 (Pepper Drive)	See Table 6a								



= Phase One Districts

FY 2003-04 ACTIVITY RECORDS of *CONTRACTING AGENCIES* (Table 6a)

		Service Provider	Square Miles	Population	Density per Square Mile	Total Annual Response <sup>1</sup>	Structural Fire Response	EMS Response	Vehicle Response	Percent response other than structural fire	
Contracting Districts	1.	Deer Springs FPD	CDF (Amador, Schedule A)	44.2	10,594	240	988	22	446	198	97.8
	2.	Lower Sweetwater FPD	City of National City	.5	2,106	4,212	138	10	101	3	92.8
	3.	Valley Center FPD	CDF (Amador, Schedule A)	84.6	14,631	173	1,142	15	463	229	98.7
	4.	Vista FPD	City of Vista	16.9	17,662	1,045	1,167	33	764	Not reported	97.2
	5.	Mootamai MWD <sup>2</sup>	CDF (Amador)	1.0	305	305	<sup>2</sup>	<sup>2</sup>	<sup>2</sup>	<sup>2</sup>	<sup>2</sup>
	6.	Pauma MWD <sup>2</sup>	CDF (Amador)	6.9	177	26	<sup>2</sup>	<sup>2</sup>	<sup>2</sup>	<sup>2</sup>	<sup>2</sup>
	7.	Ramona MWD	CDF (Schedule A)	71.7	32,918	459	2,842	42	2,058	175	98.5
	8.	Rincon del Diablo MWD ID E, F	City of Escondido	12.2	13,721	1,124	493	35	303	82	85.1
	9.	Yuima MWD <sup>2</sup>	CDF (Amador)	21.0	1,445	69	160 <sup>2</sup>	1 <sup>2</sup>	131 <sup>2</sup>	Not reported <sup>2</sup>	99.4 <sup>2</sup>
	10.	CSA 115 (Pepper Drive)	City of Santee	7.0	4,406	6,294	348	23	302	Not reported	93.4
Total: Contracting Districts			266.0	97,965		7,278	181	4,568	687		
Total: Non-contracting Districts			1,655.3	389,544		28,706	678	17,562	3,067		
<b>TOTAL: ALL DISTRICTS</b>			<b>1,921.3</b>	<b>487,509</b>		<b>35,984</b>	<b>89</b>	<b>22,130</b>	<b>3,754</b>	<b>96 average</b>	

<sup>2</sup> Mootamai, Pauma, and Yuima MWDs maintain a JPA to jointly contract with CDF for an Amador contract. Activity statistics for the three districts are combined under Yuima MWD.

= Phase One Districts

CURRENT BOARDS OF DIRECTORS

		Services	Service Provider	Population	Sq. Miles	Board Members	FY 03-04	FY 03-04	FY 03-04	Advisory Board	
							Director Compensation	Compensation: % of Budget	Former Director Compensation		
Independent I Districts	1.	Alpine FPD	Fire; EMS: ALS	District	25,715	18.6	5	\$ 7,331	0.03	\$ 0	No
	2.	Bonita-Sunnyside FPD	Fire; EMS: ALS	District	109,178	7.0	3	3,600	0.21	0	No
	3.	Borrego Springs FPD	Fire; EMS: ALS, Transport	District	14,631	310.7	5	0	0.00	0	No
	4.	Deer Springs	See Table 7a								
	5.	East County FPD	Fire; EMS: ALS	District	305	6.5	5	4,600	0.03	0	No
	6.	Julian-Cuyamaca FPD	Fire; EMS: ALS, Transport	District	177	81.5	5	0	0.00	0	No
	7.	Lakeside FPD	Fire; EMS: ALS	District	32,918	45.1	5	26,098	0.40	0	No
	8.	Lower Sweetwater FPD	See Table 7a								
	9.	North County FPD	Fire; EMS: ALS, Transport	District	1,445	85.9	5	6,500	0.07	0	Elected
	10.	Pine Valley FPD	Fire; EMS: BLS	District	25,715	69.5	5	0	0.00	0	No
	11.	Rancho Santa Fe FPD	Fire; EMS: ALS	District	109,178	37.4	5	60,272	1.00	0	No
	12.	San Diego Rural FPD	Fire; EMS: BLS	District	25,715	696.6	5	0	0.00	0	Elected
	13.	San Miguel Con. FPD	Fire; EMS: ALS	District	109,178	40.0	7	90,802	0.78	11,922	No
	14.	Valley Center FPD	See Table 7a								
	15.	Vista FPD	See Table 7a								
	16.	Mootamai MWD	See Table 7a								
	17.	Pauma MWD	See Table 7a								
	18.	Ramona MWD	See Table 7a								
	19.	Rincon del Diablo MWD ID E, F	See Table 7a								
	20.	Yuima MWD	See Table 7a								

= Phase One Districts

CURRENT BOARDS OF DIRECTORS

	Services	Service Provider	Population	Sq. Miles	Board Members	FY 03-04 Director Compensation	FY 03-04 Compensation: % of Budget	FY 03-04 Former Director Compensation	Advisory Board	
<b>Dependent Districts</b>	1. San Marcos FPD	Fire; EMS: ALS, Transport	District	<sup>1</sup> 76,370		5	0	0.0	0	No
	2. CSA 107 (Elfin Forest)	Fire; EMS: BLS (ALS within portion)	District	985		B of Sups <sup>2</sup>	0	0.0	0	Elected
	3. CSA 109 (Mt. Laguna)	Fire; EMS: BLS	District	92		B of Sups	0	0.0	0	Elected
	4. CSA 110 (Palomar Mtn)	Fire; EMS: BLS	District	294		B of Sups	0	0.0	0	Elected
	5. CSA 111 (Boulevard)	Fire; EMS: BLS	District	1,746		B of Sups	0	0.0	0	Elected
	6. CSA 112 (Campo)	Fire; EMS: BLS	District	1,591		B of Sups	0	0.0	0	Appointed
	7. CSA 113 (San Pasqual)	Fire; EMS:	District	541		B of Sups	0	0.0	0	Appointed
	8. CSA 115 (Pepper Drive)	See Table 7a								

<sup>1</sup> Includes City of San Marcos population of 67,400

<sup>2</sup> The County of San Diego Board of Supervisors is the elected body for all County Service Areas (CSA). Six CSAs, which provide fire protection and EMS, either appoint or elect local advisory boards to oversee day-to-day operations. CSA 115 (Pepper Drive), which contracts with the City of Santee to provide service, does not have a local oversight advisory board.



= Phase One Districts

CURRENT BOARDS OF DIRECTORS of *CONTRACTING AGENCIES* (Table 7a)

		Services	Service Provider	Population	Sq. Miles	Board Members	FY 03-04 Director Compensation	FY 03-04 Director Comp: % of Budget	FY 03-04 Retired Director Compensation	Advisory Board	
<b>Contract Districts</b>	1.	Deer Springs FPD	Fire; EMS: ALS	CDF (Amador, Schedule A)	17,662	44.2	5	\$ 57,000	3.0	0	Elected
	2.	Lower Sweetwater FPD	Fire; EMS: BLS	City of National City	13,721	.5	3	0	0.0	0	No
	3.	Valley Center FPD	Fire; EMS: BLS	CDF (Amador, Schedule A)	14,631	84.6	5	0	0.0	0	No
	4.	Vista FPD	Fire; EMS: ALS	City of Vista	17,662	16.9	5	18,000	1.0	0	No
	5.	Mootamai MWD <sup>3</sup>	Groundwater mgmt; Fire; EMS	CDF (Amador)	305	1.0	5	0	0.0	0	Elected
	6.	Pauma MWD <sup>3</sup>	Groundwater mgmt; Fire; EMS:	CDF (Amador)	177	6.9	5	0	0.0	0	Elected
	7.	Ramona MWD	Groundwater mgmt; Fire; EMS:	CDF (Schedule A)	32,918	71.7	5	25,288	0.01	0	No
	8.	Rincon del Diablo MWD ID E, F	Potable water; Sewer; Fire; EMS: ALS	City of Escondido	13,721	12.2	5	0	0.0	0	No
	9.	Yuima MWD <sup>3</sup>	Potable water; Fire; EMS: ALS	CDF (Amador)	1,445	21.1	5	0	0.0	0	Elected
	10.	CSA 115 (Pepper Drive)	Fire; EMS: ALS	City of Santee	4,406	.7	B of Sups	0	0.0	0	No
						Total: Contracting Districts	43	\$ 109,288		\$ 0	
						Total: Non-Contracting Districts	65	199,203		11,922	
						<b>TOTAL: ALL DISTRICTS</b>	108	\$ 299,491		\$ 11,922	

<sup>3</sup> Mootamai, Pauma, and Yuima MWDs maintain a JPA to jointly contract with CDF for an Amador contract.



# Deer Springs Fire Protection District

8709 Circle "R" Drive  
Escondido, California 92026  
(760) 749-8001 Fax: (760) 749-6572

RECEIVED

OCT 25 2005

SAN DIEGO LAFCO

October 19, 2005

Mr. Michael D. Ott  
Executive Officer  
San Diego Local Agency Formation Commission  
1600 Pacific Highway, Room 452  
San Diego, CA 92101

Re: Fire Protection District Reorganization

Dear Mr. Ott,

The Board of Directors of the Deer Springs Fire Protection District (DSFPD) is seriously concerned regarding the proposal to place DSFPD in the Phase 1 reorganization study. As you know, the Phase 1 reorganization study consists of those fire protection agencies which are defined as under funded in that they were formed post 1978 and do not receive property tax revenue. These districts mainly exist in the east county and other outlying areas.

While DSFPD is an "under-funded district" within the definition above described, the district does nevertheless provide substantial fire protection services. These services are described below and are funded almost entirely by District Imposed Standby Availability Charges and a separate Fire Suppression Assessment.

As an overview, it should be pointed out as further set forth in your August 1, 2005 report that the entire unincorporated area has been growing. This is particularly true with Deer Springs and it is believed that the population figures derived in 2000 is no longer valid. The increase in population, as well as the concern for fire safety, led the property owners of the district several years ago to impose a Standby Availability Charge and a Fire Suppression Assessment on property within the district. This has allowed the District in the past to operate two full time stations with two full time firefighters each supplied under contract with the California Department of Forestry (CDF). In addition, the District further contracted with CDF to have a CDF station remain open during non-fire season months when it otherwise would have been closed. Subsequently, the contract was amended so that one of the CDF firefighters was raised to paramedic status. In addition, one of the contracted private ALS ambulances is housed in our Station No. 1.

As a result of the 2003 fires, property owners of the District recognized the need for additional fire protection services. The Fire Suppression Assessment was raised by a vote of property owners and now provides sufficient revenue so that the District now maintains three full time firefighters at each of its two stations. These individuals operate on a 24/7 basis. In addition, the District will soon be constructing a third owned station in the Hidden Meadows area. This station will also be staffed with three full time firefighters one of whom will be a paramedic. With the addition of the CDF station located on West Lilac, the Districts resources will consist of four fire stations each with three full time firefighters, one of whom at each District Station will be a qualified paramedic.

The District is concerned that its responsibility to its residents and property owners will be diluted and diminished if it is considered as part of the Phase 1 reorganization.

DSFPD lies within the middle of the I-15 corridor between Escondido on the south and North County Fire Protection District on the north. It does not appear logical to consider our geographic area in conjunction with other areas located primarily in East County. If some solution is found to the county wide financial dilemma so that those areas can be fully funded and as to relieve DSFPD property owners of their financial burden, the Deer Springs Board of Directors would be pleased to reconsider its opposition to becoming part of Phase 1 Reorganization.

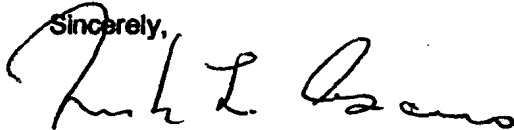
You should be aware that the financial burden being borne by DSFPD to provide necessary fire protection services is disproportionate to the costs being borne by property owners in pre-1978 Districts. For example, for the 2005/2006 fiscal year, a Deer Springs property owner with a 2500 square foot dwelling will pay approximately \$450 for fire protection services. Other land use types will pay equally disproportionate sums as compared to pre-1978 Districts.

Similarly, the Deer Springs Board supports a County wide reorganization proposal so long as the level of service being received by Deer Springs residents and property owners are not decreased and the direct costs to Deer Springs property owners are not increased. In such scenario it would be expected that funds raised by the county would totally supplant and replace the Deer Springs Fire Suppression Assessment and Standby Availability Charge so that such assessment and charges can be totally eliminated.

We strongly request that Deer Springs be deleted from the Phase 1 Study unless the concerns expressed in this letter can be met.

Thank you in advance for your consideration of the Deer Springs Protection District Board of Directors concerns.

Sincerely,



Frank L. Asaro  
President  
Deer Springs Fire Protection District

FLA:lg



# Deer Springs Fire Protection District

8709 Circle "R" Drive  
Escondido, California 92026  
(760) 749-8001 Fax: (760) 749-6572

RECEIVED  
FEB 7 - 2005  
SAN DIEGO LAFCO

February 1, 2005

Michael D. Ott  
Executive Officer  
San Diego LAFCO  
1600 Pacific Highway, Room 452  
San Diego CA 92101

RE: Consolidation/Reorganization of Fire Agency Services

Dear Mr. Ott,

The Board of Directors of the Deer Springs Fire Protection District has a strong interest in the above referenced matter and has carefully considered the points raised in the San Diego County Fire District Association's letter dated January 10, 2005 concerning this subject.

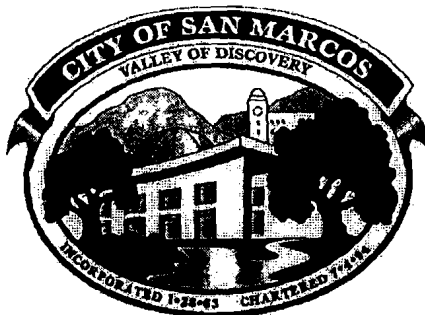
Our Board endorses and supports the positions and views expressed in that letter.

Sincerely,

A handwritten signature in cursive script that reads "Frank L. Asaro".

Frank L. Asaro, President  
Board of Directors  
Deer Springs Fire Protection District

1 Civic Center Drive  
San Marcos, CA 92069-2918



Telephone  
760.744.1050  
FAX: 760.744.5213

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FEB 3 - 2005

SAN DIEGO LAFCO

February 1, 2005

Michael Ott  
Executive Officer  
Local Agency Formation Commission  
1600 Pacific Highway, Room 452  
San Diego, CA 92101

Re: Initiation of Consolidation /Reorganization of Fire Agency Services

Dear Mr. Ott:

On January 26, 2005, the City of San Marcos and the San Marcos Fire Protection District, (a subsidiary district of the City of San Marcos) received your staff report outlining the fire agency reorganization options for LAFCO to consider which includes the dissolution of the various fire protection districts and the formation of a new "all encompassing" successor fire agency.

As you are aware, in 1987, the San Marcos Fire Protection District Board of Directors and the City of San Marcos had the unique vision of consolidating fire protection services and having one agency serve both the City of San Marcos and the San Marcos Fire Protection District. This merger has clearly resulted in significant service improvements for both the Fire District and the City, while at the same time maximizing taxpayer dollars through the use of innovative cost sharing strategies. Today, the San Marcos Fire Department/District serves close to 79,000 people and provides unparalleled emergency medical, rescue, and fire services throughout the City/District.

As demonstrated in our municipal services review provided to LAFCO last October, our City/District consolidated fire services are staffed and equipped to meet today's emergency service challenges. Our County and City residents benefit from having some of the best emergency response times in the region, a fire loss that is significantly lower than the national average, an advanced life support paramedic system that is capable of placing a paramedic unit on every incident within the City/District, and extremely modern facilities and equipment. Currently, the City is purchasing three new fire engines and building two new fire stations. One of these new fire stations primarily serves Lake San Marcos, which is the largest unincorporated island in the City/District service area, and is completely surrounded by the City of San Marcos. This island, like other unincorporated areas served by the City/District, is contiguous to the City of San Marcos and is within the "sphere of influence" to the City of San Marcos.

EXHIBIT 3

CITY COUNCIL:

F.H. "Corky" Smith, Mayor Pia Harris-Ebert, Vice-Mayor Hal Martin Mike Preston Jim Desmond

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Mr. Michael Ott

Based on the above, we believe that the LAFCO Board should carefully consider four major issues before making a decision to begin dissolution proceedings that will involve the San Marcos Fire Protection District, a subsidiary district to the City of San Marcos.

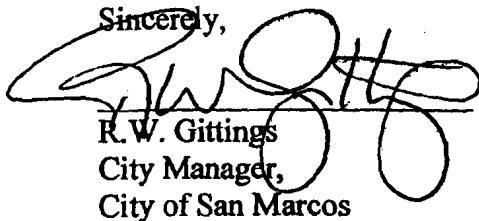
1. The San Marcos Fire Department/District currently provides an extremely high level of emergency services to the combined City/District. If the San Marcos Fire Protection District is dissolved and forced into a regional super agency, the economic and service impacts to the City of San Marcos and Fire Protection District residents must be clearly understood before such an action would take place.
2. LAFCO should examine unincorporated islands that are contiguous to a specific "sphere of influence" of a city and consider requiring them to annex to that respective city. As in the case of San Marcos, all of the San Marcos Fire Protection District areas are directly within the "sphere of influence" of the City of San Marcos. Specifically, there are two county islands, with Lake San Marcos being one, which are completely surrounded by the City of San Marcos. Therefore, the best consolidation to consider would be to the "sphere of influence" that these areas are currently attached to, rather than another new governmental authority.
3. The City of San Marcos currently operates the EMS service areas for the provision of paramedic services for the City and Fire District. This "Exclusive Operating Area" encompasses the entire city and fire district. If the fire district were dissolved, the EMS service area, which has been predefined by law, would stay intact and under authority of the City of San Marcos. LAFCO should examine the complexities of making a change that could have an impact on how paramedic services are provided to the City of San Marcos and San Marcos Fire Protection District residents.
4. Proposition 172 Funds continue to be misdirected by the County of San Diego in that little if any of those monies are utilized for fire services in the unincorporated area, yet the voters approved this funding at least in part believing that fire services would receive funding from Proposition 172.

In closing, many years ago the San Marcos Fire Protection District found a solution to their fire and emergency service needs through a consolidation with the City of San Marcos. This unique partnership has resulted in definable service improvements for the residents of the City of San Marcos and the San Marcos Fire Protection District. Therefore, before the San Marcos Fire Protection District is considered for dissolution into a new fire agency, the specific complexities of a subsidiary fire district as it works collaboratively with a charter city must be understood. Additionally, recognition should be given to appropriate annexations prior to the development of a new fire agency.

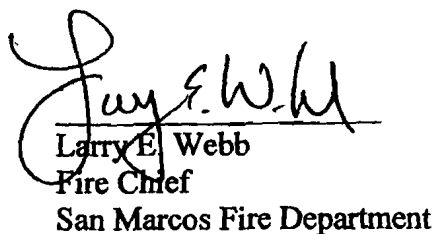
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Mr. Michael Ott

Please feel free to contact us if we can provide additional specific information regarding the services provided by the San Marcos Fire Department.

Sincerely,



R. W. Gittings  
City Manager,  
City of San Marcos



Larry E. Webb  
Fire Chief  
San Marcos Fire Department

## EXHIBIT 4

### SAN DIEGO LAFCO MINUTES OF THE REGULAR MEETING FEBRUARY 7, 2005

There being a quorum present, the meeting was convened at 9:08 a.m. by Chairman Bud Pocklington. Also present were: Regular Commissioners – Councilmember Patty Davis, Councilmember Donna Frye (who arrived at 9:16 a.m.), Supervisor Bill Horn, Supervisor Dianne Jacob, Andrew Vanderlaan, and Councilmember Betty Rexford; Alternate Commissioners – Harry Mathis and Andrew Menshek; LAFCO and County Staff - Executive Officer Michael Ott; Chief, Policy Research Shirley Anderson; Chief Governmental Services Ingrid Hansen; and LAFCO Legal Counsel, William Smith. Absent was: Alternate Commissioner - Supervisor Greg Cox.

#### **Item 1**

##### **Approval of Minutes of Meeting Held December 6, 2004**

With Commissioner Frye abstaining, on motion of Alternate Commissioner Menshek, seconded by Commissioner Rexford, the commissioners dispensed with reading the minutes of December 6, 2004, and approved said minutes.

#### **Item 2**

##### **Executive Officer's Recommended Agenda Revisions**

Per Michael Ott's recommendation, the Commission considered Items 10A through 12 after Item 7 on the agenda.

#### **Item 3**

##### **Commissioner/Executive Officer Announcement**

Chairman Pocklington presented a plaque of appreciation to Councilmember Patty Davis for her dedicated services as the Chairwoman for LAFCO in 2004.

Michael Ott introduced Chiefs Jeff Bowman (City of San Diego), Kevin Crawford (City of Carlsbad), and Bill Metcalf (North County Fire Protection District) and announced that they are seated at the dais because they are part of a speaker panel for Item 8 (MSR report) and Item 9 (Initiation of Consolidation/Reorganization of Fire Agency Services).

#### **Item 4**

##### **Public Comment**

No members of the public requested to speak.



**Item 5**

**Proposed “Ortega Annexation” to the Spring Valley Sanitation District (DA04-39)**

On motion of Commissioner Horn, seconded by Commissioner Davis, and carried unanimously by the commissioners present, the Commission took the following actions:

- (1) Found in accordance with the Executive Officer's determination, that pursuant to Section 15319(b) of the State CEQA Guidelines, the annexation is not subject to the environmental impact evaluation process because the proposal area involves annexation of an individual small parcel of the minimum size for facilities exempted by Section 15303; and
- (2) Adopted the form of resolution approving this annexation for the reasons set forth in the Executive Officer's Report, waived the Conducting Authority proceedings according to Government Code Section 56663(c), and ordered the annexation, subject to the following term and condition:

Payment by the property owner of District annexation fees, San Diego Local Agency Formation Commission processing fees, and State Board of Equalization charges.

**Item 6**

**Proposed “Duquette Annexation” to the Lakeside Sanitation District (DA04-37)**

On motion of Commissioner Horn, seconded by Commissioner Davis, and carried unanimously by the commissioners present, the Commission took the following actions:

- (1) Found in accordance with the Executive Officer's determination, that pursuant to Section 15319(b) of the State CEQA Guidelines, the annexation is not subject to the environmental impact evaluation process because the proposal area involves annexation of individual small parcels of the minimum size for facilities exempted by Section 15303 (a); and
- (2) Adopted the form of resolution approving this annexation for the reasons set forth in the Executive Officer's Report, waived the Conducting Authority proceedings according to Government Code Section 56663(c), and ordered the annexation subject to the following term and condition:

Payment by the property owner of District annexation and connection fees, San Diego LAFCO processing fees, and State Board of Equalization charges.

## **Item 7**

### **Fire Protection and Emergency Medical Services Municipal Service Review – Section One: Unincorporated Sub-Region (MSR02-21)**

## **Item 8**

### **Initiation of Consolidation/Reorganization of Fire Agency Services**

Per the recommendation of Michael Ott, the Commission discussed these items concurrently.

Michael Ott said that the reference number of the Fire Protection and Emergency Medical Services Municipal Service Review (MSR) should be Ref. No. MSR02-21.

Commissioner Frye arrived at 9:16 a.m.

Mr. Ott thanked Fire Chiefs Kevin Crawford, Jeff Bowman, Bill Metcalf, Erwin Willis, Larry Kinard, Chuck Manner, Darrell Jobes, Scott Walker, and City Managers Rick Gittings, Sandra Kerl, and Mark Ochendusko who served as LAFCO staff's advisors for the Fire Protection and Emergency Medical Services Municipal Service Review – Section One: Unincorporated Sub-Region report. In regards to fire protection and emergency medical services, Mr. Ott indicated that Chief Jeff Bowman would discuss the need for change in San Diego County and issues facing fire agencies. In addition, Mr. Ott said that Chief Kevin Crawford from the City of Carlsbad – who also serves as the President of the San Diego County Fire Chiefs Association – would discuss fiscal issues of the overall delivery of fire protection and emergency medical services throughout San Diego County. Mr. Ott also said that Chief Bill Metcalf, North County Fire Protection District – who also serves as the President of the San Diego County Fire Districts Association – would discuss reorganization/consolidation from the perspective of special districts. Also, John Traylor, Executive Director of the Task Force on Fire Protection and Emergency Medical Services and former Fire Chief of the City of Coronado would be providing an update on the activities of the Task Force.

Shirley Anderson provided a PowerPoint presentation covering the municipal service review. In response to a question from Commissioner Jacob, Ms. Anderson said LAFCO staff would conduct further research on the number of acres and percent of the unserved area in the unincorporated region.

In response to a question from Commissioner Rexford, Michael Ott said that the County of San Diego terminated their contract with the California Department of Forestry (CDF) in 1975 because of the high cost to carry out the contract agreement.

In response to a question from Commissioner Frye, Shirley Anderson indicated that the County of San Diego's Board of Supervisors has land use authority over the unincorporated areas.

Commissioner Menshek asked that LAFCO staff conduct research on the number of acres of the estimated 10,000 parcels in the unincorporated area. He also asked staff to provide the number of fatalities in the unserved area of the unincorporated region and if the origin of the Cedar Fire was within the unserved area.

Michael Ott provided a PowerPoint presentation. Mr. Ott indicated that if the Commission initiates the consolidation/reorganization of fire service agencies in the unincorporated sub-region of San Diego County based on the determinations in the MSR, LAFCO staff would prepare a macro-level study that will include a comparative analysis of fire agencies throughout the State of California, as well as a programmatic view of consolidation/reorganization issues. In addition, Mr. Ott indicated that a financial analysis would be included in the macro-level study. Mr. Ott indicated that the macro-level analysis would contain an assessment of the validity of the preliminary cost estimates of consolidation/reorganization, as well as options and alternatives. Mr. Ott said that Recommendation 5 & 6 of Item 9 states, "...San Diego County Board of Supervisors provide a leadership role and assurances that additional, on-going funding...be obtained to accomplish the reorganization process." He said that if no commitment for on-going funding is obtained, LAFCO staff's recommendation is to terminate the consolidation/reorganization process. Michael Ott also provided detailed information of the reorganization process and several initiation options to the Commission.

Chief Jeff Bowman, City of San Diego, stressed the importance of the commitment of on-going funding resources to implement the Initiation of Consolidation/Reorganization of Fire Agency Services proposal. He provided a history of Orange County's consolidation/reorganization of fire agency services and said that it has been successful. He discussed several problematic issues of San Diego County's delivery of fire services. He asked that the following statement (quoted from the MSR report on page IV) be read into the record:

"The Determinations in this report underscore the fact that the region's bewildering organization of unserved areas and redundant, under-funded public agencies did not evolve spontaneously; it was encouraged and given shape by short-sighted public policy choices that were adopted without a vision of how such decisions would impact public safety."

In response to a question from Chairman Pocklington, Chief Bowman said that Orange County has been a joint powers authority (JPA) since 1994 and has been operating extremely well. He indicated that funding for the JPA is provided by 19 cities and by the County.

Chief Kevin Crawford, City of Carlsbad and President of the San Diego County Fire Chiefs Association, addressed the Commission with concerns related to financial issues for providing fire protection and emergency medical services in San Diego County. He said that the San Diego County Fire Chiefs Association welcomes the County of San Diego's Board of Supervisors to take a leadership role in addressing fire protection needs in the San Diego region. Chief Crawford said that it is incumbent upon the region's leaders to find creative long-term viable solutions to the under funding problem that has historically challenged fire protection efforts in the unincorporated area of the county. He said that funding is the critical issue underlying all consolidation discussion.

In response to a question from Chairman Pocklington, Chief Crawford said that the unincorporated area is under the responsibility of the County of San Diego's Board of Supervisors and that they should be responsible for funding the delivery of fire protection and emergency medical services to that area.

In response to a question from Alternate Commissioner Mathis, Chief Crawford indicated that he would support the reorganization if there were an alternative for fire agencies to opt out.

In response to a question from Commissioner Vanderlaan, Chief Bowman indicated that there are 12 cities in Orange County who choose not to participate in the JPA. He said that the JPA process gives fire agencies the option to participate or not participate.

In response to a question from Commissioner Vanderlaan, Chief Crawford said that the first step for the County Board of Supervisors is to acknowledge that they are responsible for fire protection and emergency medical services in the unincorporated areas.

Chief Bill Metcalf, North County Fire Protection District and President of the San Diego County Fire Districts Association, addressed the Commission by discussing the reorganization/consolidation from the perspective of special districts. Chief Metcalf said that the Association supports LAFCO's efforts to initiate the consolidation/reorganization, and commends the fire districts for their commitment to being a positive and constructive partner to LAFCO by providing input and solutions to LAFCO staff. Chief Metcalf stated that it is imperative for leaders to have a clear goal for the delivery of fire protection and emergency medical services in San Diego County. He addressed some concerns regarding funding issues and indicated that the Association believes the County of San Diego should take responsibility in providing funding for the unincorporated areas. Chief Metcalf indicated that citizens of each district should be able to vote on the consolidation/reorganization proposal.

In response to a question from Commissioner Frye, Chief Metcalf indicated that there are increases in the need for fire protection and emergency medical services as additional development occurs in the unserved areas of the unincorporated region and indicated that fire protection districts provide services to those areas.

In response to a question from Commissioner Frye, Chief Bowman indicated that fire protection districts are now involved in reviewing and providing comments for development plans.

John Traylor, LAFCO Consultant and the Executive Director of the Task Force on Fire Protection and Emergency Medical Services, addressed the Commission with an update on Task Force activities. Mr. Traylor said that he believes there are opportunities for unincorporated and incorporated areas to participate in cost sharing and cost avoidance efforts for fire protection and emergency medical service, either through a jurisdictional or functional reorganization.

In response to a question from Commissioner Rexford, Michael Ott indicated that \$50,000 is allocated in LAFCO's budget for LAFCO staff to complete the essential macro-level report. He said that the macro-level study would provide a basis for determining the validity of the estimated \$110 million dollars needed to fund the proposal. In addition, Mr. Ott said that the study would also contain funding options at alternative service levels. He indicated that a more detailed study would be prepared only if there is a commitment to on-going funds, and that the study would address human resources issues, facilities, and infrastructure.

In response to a question from Alternate Commissioner Mathis, Commissioner Jacob said that she is committed to find on-going funding sources for fire districts. She indicated that she is in the process of preparing a funding proposal for review by John Traylor, Chiefs Crawford, Bowman, and Metcalf, and the Task Force's working group. She said that once the funding proposal is finalized, it would be presented to the Board of Supervisors for approval then presented to officials at the State level.

Before Commissioner Horn left at 11:20 a.m., he stated that the Commission should proceed with the approval of the MSR report and the Initiation of Consolidation/Reorganization of Fire Agency Services.

Chairman Bud Pocklington opened the public hearing.

Ron Fuller, Alpine Fire Protection District board member, addressed the Commission with a request to provide two weeks for fire protection districts to review the MSR report and provide additional input before approving it.

Michael Ott suggested that the Commission approve the MSR report in order to initiate the 60-day time period for fire protection districts to submit a proposal that is similar to the LAFCO-initiated proposal. In addition, Mr. Ott said that initiation of the proposal would give more time for fire protection districts to provide additional input. He said that under provisions of State Law, Item 9 (Initiation of Consolidation/Reorganization of Fire Agency Services) cannot move forward unless Item 8 (MSR report) is approved by the Commission.

Sandra Kerl, City Manager of the City of La Mesa and a representative of the City/County Managers Association, addressed the Commission with an update on the Association's activities.

Jim Ashcraft, President of the Rancho Santa Fe Fire Protection District and the North County Dispatch JPA, addressed the Commission with a request to allow citizens of San Diego County to vote on the Initiation of Consolidation/Reorganization of Fire Agency Services. He also said that an opt-out alternative should be available to fire protection districts, and he asked that a funding source be identified.

Chairman Pocklington closed the public hearing.

Commissioner Jacob thanked Chiefs Bowman, Crawford, and Metcalf for their input and comments pertaining to Items 8 and 9 of the agenda. She said that last year, citizens in San Diego County voted to make a change in the way fire protection and emergency medical services are delivered. She made a motion to move forward with Item 8 (MSR report) and recommended that a revision be made to Item 9's Recommendation 6 to add direction for the Executive Officer regarding the content of the macro analysis.

In response to several comments and concerns from Alternate Commissioner Menshek, Michael Ott said that the Commission is the primary party who has the ability to decide what will or will not be initiated in the proposal and the ability to exclude agencies from the proposal.

Commissioner Jacob said that an opt-out option would be included in her motion and that the funding be tied to any successful reorganization.

LAFCO Legal Counsel Bill Smith said that an opt-out alternative should be based on justification and/or information contained in the LAFCO record.

In response to a question from Commissioner Davis, Michael Ott said that after LAFCO staff returns to the Commission with the macro-level study, the Commission has the opportunity to determine if an opt-out alternative should be included in the final study.

LAFCO Legal Counsel Bill Smith said that Items 8 (MSR report) and 9 (Initiation of Consolidation/Reorganization of Fire Agency Services) are exempt from State CEQA Guidelines because the Items are in the initiation process.

Per Commissioner Frye's request, Commissioner Jacob added to her motion to revise Recommendation 1 of Items 8 (MSR report) & 9 (Initiation of Consolidation/Reorganization of Fire Service Agency) for clarification regarding the State CEQA Guidelines. Commissioner Jacob also added to her motion that the Commission is considering Option 2 of Item 9.

With no further discussion of the items from the public or Commission, Chairman Pocklington closed the public hearing.

On motion of Commissioner Jacob, seconded by Commissioner Davis, and carried unanimously by the commissioners present, the Commission took the following actions:

#### **Item 7 Actions**

##### **Fire Protection and Emergency Medical Services Municipal Service Review – Section One: Unincorporated Sub-Region (MSR02-21)**

- (1) Found in accordance with the Executive Officer's determination, that pursuant to Section 15306 of the State CEQA Guidelines, the municipal service review is not subject to the environmental impact evaluation process because the service review consists of data collection and research that will not result in a disturbance to an environmental resource.
- (2) For the reasons set forth in the Fire Protection and Emergency Medical Services Review—Section One: Unincorporated Sub-Region, approved the Municipal Service Review and associated Determinations with a provision that it could be amended with additional input from fire and emergency medical services agencies.

## **Item 8 Actions**

### **Initiation of Consolidation/Reorganization of Fire Agency Services**

- (1) Found in accordance with the Executive Officer's determination for the initial phase of LAFCO's Regional Fire Protection Study, that pursuant to Section 15320 of the State CEQA Guidelines, initiation of Fire Protection District Consolidation/Reorganization is not subject to the environmental impact review process because each of the three options consists of changes in the organization of government agencies, which does not change the area in which previously existing powers are exercised.
- (2) Approved Option 2 contained in the LAFCO staff report, which includes the dissolution of 16 Fire Protection Districts and 7 County Service Areas; deactivation of fire protection and Emergency Medical Service (EMS) functions of 5 Municipal Water Districts, and the formation of a new successor Fire Protection District. The Commission's initiation of the district dissolutions and service deactivations was cross-conditioned on the Board of Supervisors' approval of an initiating resolution for the formation of a new successor Fire Protection District. The boundaries of the proposed successor fire agency encompass the territory of the 28 special districts identified above, plus territory that is considered "unserved" and not located within any existing local fire district for structural fire protection.
- (3) Authorized the Executive Officer to prepare the form of resolution approving the initiation of proceedings pursuant to the approved reorganization option (Option 2).
- (4) Determined that the 60-day time period associated with the submittal of a substantially similar proposal will be calculated from the adoption date of the last initiating resolution associated with the Fire Protection District Consolidation/Reorganization.
- (5) Endorsed the Task Force on Fire Protection and Emergency Medical Services' fiscal recommendation, and directed that the recommendation be transmitted to the Board of Supervisors stipulating that the Board of Supervisors provide a leadership role and assurances that additional, on-going funding from property taxes, Proposition 172 funds, Proposition 1A or any other revenue source the County chooses, be provided to accomplish the reorganization process.
- (6) Directed the Executive Officer to return to the Commission after the completion of the *macro-level* analysis report with a status update regarding: (a) reorganization options (including the option for the Commission to determine whether fire and emergency medical entities should participate or not participate in the reorganization process based on necessary funding and other criteria and information contained in the staff report); (b) a progress report on the County's progress with funding options; (c) additional input and comments from local agencies; and (d) clarification about the applicability of State CEQA Guidelines to the reorganization process.

**Item 9A**

**Adoption of an Amendment to the Sphere of Influence  
for the Helix Water District (SA04-24)**

**Item 9B**

**Proposed "Kinzeler/Washington Reorganization"  
(Helix Water District) (RO04-24)**

At the request of Michael Ott, the Commission waived the staff report.

Chairman Pocklington opened the public hearing.

With no members of the public wishing to speak in support or in opposition of the item, and no discussion from the Commission, Chairman Pocklington closed the public hearing.

On motion of Commissioner Horn, seconded by Commissioner Davis, and carried unanimously by the commissioners present, the Commission took the following actions:

- (1) Found in accordance with the Executive Officer's determination, that pursuant to Section 15320 of the State CEQA Guidelines, this minor sphere amendment and reorganization are not subject to the environmental impact evaluation process because the changes of organization do not change the geographical area in which previously existing powers are exercised;
- (2) Amended the sphere of influence for the Helix Water District to include the territory shown on the attached map and adopt the written Statement of Determinations, as shown in Exhibit A; and
- (3) Adopted the form of resolution approving the minor sphere amendment and reorganization for the reasons set forth in the Executive Officer's Report, waived the Conducting Authority proceedings according to Government Code Section 56663(c), and ordered the reorganization, subject to the following terms and conditions:
  - (a) Payment of an Otay Water District detachment fee;
  - (b) Payment of Helix Water District processing fees;
  - (c) Payment of State Board of Equalization fee;
  - (d) Payment of all San Diego LAFCO fees;
  - (e) If upon annexation, the Owner develops the property in a manner requiring extension of water facilities, the Owner shall install, at his/her sole cost and expense, all water and fire protection facilities as may be required by Helix WD, and no water service shall be provided to the annexation area until such facilities are installed and accepted by Helix WD;
  - (f) The Owner shall obtain and transfer to Helix WD, at no cost to Helix WD, easements and rights-of-way for any facilities necessary to service the annexation area; and
  - (g) Water service by Helix WD to the annexation area shall be subject to and in accordance with the rules and regulations of Helix WD.



**Item 10A**

**Adoption of an Amendment to the Sphere of Influence  
for County Service Area No. 129 (Birch Street) (SA04-35)**

**Item 10B**

**Proposed "Dissolution of CSA No. 129 (Birch Street)" (DT04-35)**

At the request of Michael Ott, the Commission waived the staff report.

Chairman Pocklington opened the public hearing.

With no members of the public wishing to speak in support or in opposition of the item, and no discussion from the Commission, Chairman Pocklington closed the public hearing.

On motion of Commissioner Horn, seconded by Commissioner Davis, and carried unanimously by the commissioners present, the Commission took the following actions:

- (1) Certified that the determination by the County of San Diego that this dissolution is exempt by Section 15320 of the State CEQA Guidelines has been reviewed and considered;
- (2) Amended the coterminous sphere of influence for CSA No. 129 (Birch Street) to a zero sphere and adopt the written Statement of Determinations, as shown in Exhibit A; and
- (3) Adopted the form of resolution approving the sphere amendment and dissolution for the reasons set forth in the Executive Officer's Report, waived the Conducting Authority proceedings according to Government Code Section 56663(c), and ordered the dissolution subject to the following term and condition:

Upon dissolution, any existing unspent revenues will be absorbed into the County Road Fund.

**Item 11**

**Proposed FY 2005-06 LAFCO Budget**

At the request of Michael Ott, the Commission waived the staff report.

Chairman Pocklington opened the public hearing.

With no members of the public wishing to speak in support or in opposition of the item, and no discussion from the Commission, Chairman Pocklington closed the public hearing.

On motion of Commissioner Horn, seconded by Commissioner Davis, and carried unanimously by the commissioners present, the Commission took the following actions:

- (1) Adopted the Proposed FY 2005-06 LAFCO Budget and direct the Executive Officer to prepare LAFCO's FY 2005-06 Final Budget.

- (2) Authorized the Executive Officer to request the County Auditor to utilize the LAFCO budget adoption date as the basis for selecting the most recent edition(s) of the accounting publications used to prepare the LAFCO cost apportionment.

**Item 12**

**Quarterly Self-Approved Expense Claims Report**

This was an information item and no action was required.

There being no further business to come before the Commission, the meeting adjourned at 12:00 p.m. to the March 7, 2005 meeting, in Rooms 302-303, County Administration Center.

**TITA JACQUE CAYETANO**  
**Administrative Assistant**