



Chairman

Bill Horn
County Board of
Supervisors

February 2, 2015

Vice Chairman

Sam Abed
Mayor
City of Escondido

TO: Local Agency Formation Commission

FROM: Executive Officer

Members

Dianne Jacob
County Board of
Supervisors

SUBJECT: Fire and Emergency Medical Services Workshop

Andrew Vanderlaan
Public Member

A LAFCO workshop covering fire and emergency medical services (EMS) is scheduled for February 2, 2015. The purpose of the workshop is twofold. First, it is hoped the workshop will provide information regarding the ongoing and emerging issues affecting the entire region with respect to fire protection and emergency medical services. Second, it is time to begin reviewing Commission priorities and strategies for 2015 and beyond. This will become especially important as LAFCO nears the completion of the current round of service reviews and begins developing a plan for the upcoming ones.

Lori Zapf
Councilmember
City of San Diego

Lorraine Wood
Councilmember
City of Carlsbad

Jo MacKenzie
Vista Irrigation District

Alternate Members

Greg Cox
County Board of
Supervisors

Since 2005, the County Board of Supervisors has taken a lead role on several actions to improve fire and emergency medical services in the unincorporated areas of San Diego County. On June 25, 2008 the Board initiated the implementation of the Hybrid Plan to improve fire and emergency medical services in three steps in unincorporated San Diego County. The Hybrid Plan reorganized multiple volunteer fire organizations and CSA's in Steps I and II. Steps I and II are complete; Step III involving the dissolutions of Pine Valley and Rural FPD's with subsequent inclusion in CSA 135's latent powers fire area is underway and will be considered by LAFCO within the upcoming months.

Chris Cate
Councilmember
City of San Diego

Racquel Vasquez
Councilmember
City of Lemon Grove

Ed Sprague
Olivenhain Municipal
Water District

Harry Mathis
Public Member

The County has adopted a five-year Fire Master Plan to serve as a strategic planning document for policy makers and executive management on operational, administrative and fiscal decisions pertaining to the San Diego County Fire Authority. The Fire Master Plan provides an assessment of the current state of the volunteer firefighter program, contracted fire services, apparatus, equipment and facilities, and identifies service needs over the next five years. The County of San Diego should be recognized for their collaborative efforts that have improved the delivery of fire and emergency medical services in the unserved and underserved regions of unincorporated of San Diego County. The Master

Executive Officer

Michael D. Ott

Special Counsel

Michael G. Colantuono

Plan provides a path for the San Diego County Fire Authority and partnering agencies to better assess the needs for fire protection and EMS, plus the sustainability of service delivery.

This February 2nd workshop is not an assessment of the accomplishment of the County of San Diego. It also will not focus on the ability of the region to adequately respond to major wildland or other major catastrophic events. Rather, the intent of the workshop is to place a focus on the sustainability of day-to-day fire and emergency medical operations. The workshop will also help to identify opportunities for collaboration and cooperation among all local government agencies that provide fire and EMS service. Workshop speakers will address ongoing funding constraints and service delivery cost issues that continue to challenge the sustainability of providing day-to-day services. It is hoped that the workshop will help policy makers, service providers, and LAFCO members to better identify and understand the many opportunities that are available to maximize resources, contain cost, eliminate duplication of effort -- while maintaining an acceptable level of local control and service.

In the past 25 years, the Commission's efforts and priorities have focused primarily on solving some of the most vexing jurisdictional issues, such as streamlining local government structure through the consolidation and reorganization of local fire agencies. Since 1988 alone, the San Diego LAFCO has consolidated, dissolved, or merged 93 special districts—a statistic that has set statewide records. Within the past five years alone, the San Diego LAFCO has dissolved five fire protection districts and placed over a million acres of unserved territory within the boundaries of a recently activated county fire protection agency. Two additional fire protection districts and one CSA are proposed for dissolution in 2015 in accordance with LAFCO's long-range fire protection plan. Additionally, one water district is also proposed for dissolution in 2015 – a level of jurisdictional activity that is unprecedented.

While the reorganization of local agencies will continue to be a LAFCO priority in the future, it is expected that this level of jurisdictional activity will taper off in the upcoming years. Therefore, the time has come to begin identifying and setting new LAFCO priorities and strategies to help identify ways to improve public services in the region. One of the strategies under consideration is to evaluate how well local agencies coordinate with each other and how agencies can pool certain key services and facilities to get the most out of limited resources. The February 2nd LAFCO workshop will help the Commission to better understand current trends and issues, as well as future strategies that can be used to encourage efficient service delivery while reducing redundancy and duplication of effort.

Presenters invited to the February 2nd workshop include: E. John Traylor, Local Government Consultant (San Diego LAFCO); William "Bill" Metcalf, Fire Chief of North County Fire Protection District and Past President, International Association of Fire Chiefs; Rick Sitta, Fire Chief Heartland Fire Rescue (three cities JPA with El Cajon, La Mesa and Lemon Grove); and David Ott, City Manager and Retired Public Safety

Director (City of Solana Beach). Please refer to the attached workshop program for further information.

RECOMMENDED:

That the Commission hold the February 2, 2015 Workshop and provide comments and direction to LAFCO staff as necessary.

Respectfully submitted,

MICHAEL D. OTT
Executive Officer

E. JOHN TRAYLOR
Local Governmental Consultant

Attachment
Workshop Program

MDO:EJT:ra

SAN DIEGO LAFCO WORKSHOP PROGRAM
Local Fire Protection and Emergency Medical Service Issues
February 2, 2015

The purpose of the LAFCO workshop on local fire protection and emergency medical services is twofold. First, it is hoped the workshop will provide information regarding the ongoing and emerging sustainability issues affecting fire protection and EMS facing the San Diego County Region. Second, it is time to begin setting priorities and strategies for 2015 and beyond as LAFCO is nearing completion of the current round of service reviews and sphere studies. Workshop presenters include:

E. JOHN TRAYLOR – LOCAL GOVERNMENT CONSULTANT, SAN DIEGO LAFCO

- OVERVIEW OF WORKSHOP FORMAT
- LAFCO JURISDICTIONAL ACTIONS SINCE 2008
- LAFCO CURRENT REORGANIZATION PROJECTS

WILLIAM (BILL) METCALF – FIRE CHIEF, NORTH COUNTY FIRE PROTECTION DISTRICT
PAST PRESIDENT, INTERNATIONAL ASSOCIATION OF FIRE CHIEFS

- OVERVIEW OF NATIONAL/STATE/REGIONAL FIRE AND EMS SERVICES
- COOPERATIVE SERVICE DELIVERY MODELS WITH LOCAL GOVERNMENT AND CAL FIRE
- CHALLENGES/OBSTACLES TO SHARED SERVICES AND OTHER MODELS OF SERVICE DELIVERY
- NATIONAL/STATE/REGIONAL TRENDS FOR SERVICE SUSTAINABILITY

RICK SITTA – FIRE CHIEF, HEARTLAND FIRE RESCUE

- VISION FOR MAXIMIZING RESOURCES, CREATING COST CONTAINMENT AND MAINTAINING LOCAL CONTROL
- EVOLUTION OF HEARTLAND FIRE RESCUE
- EXPERIENCE OF 3 LOCAL GOVERNMENT AGENCIES COOPERATIVE AGREEMENT
- ORGANIZATIONAL STRUCTURE

DAVID OTT – CITY MANAGER, CITY OF SOLANA BEACH

- A LOCAL GOVERNMENT OFFICIAL'S VISION FOR FUTURE SUSTAINABILITY OF FIRE AND EMS SERVICE DELIVERY
- SUSTAINABLE COST/EFFECTIVE LEVELS OF SERVICE
- ROLE ELECTED OFFICIALS/POLICY MAKERS
- NEED FOR SHARED SERVICE AGREEMENTS
- AREAS OF RESISTANCE WHEN DECIDING WHETHER TO PURSUE SHARED SERVICE AGREEMENTS

E. JOHN TRAYLOR - LOCAL GOVERNMENT CONSULTANT, SAN DIEGO LAFCO

- ROLE FOR LAFCO WITH RESPECT TO SHARED SERVICE
- COMMISSION Q & A, DISCUSSION