

Cameron Park Community Services District
2502 Country Club Drive
Cameron Park, CA 95682



Budget and Administration Committee
Tuesday, January 31, 2017
5:30 p.m.
2502 Country Club Drive, Cameron Park

Agenda

Members: Directors Amy Blackmon (AB) and Greg Stanton (GS)
Alternate Director Holly Morrison (HM),
Staff: General Manager Mary Cahill, Interim Finance Officer Tam Resovich

CALL TO ORDER

ROLL CALL

ADOPTION OF AGENDA

APPROVAL OF CONFORMED AGENDA

OPEN FORUM

At this time, members of the Committee or public may speak on any item not on the agenda that falls within the jurisdiction of this Committee; however, no action may be taken unless the Committee agrees to include the matter on a subsequent agenda.

Principal party on each side of an issue (where applicable) is allocated 10 minutes to speak, individual comments are limited to four minutes and individuals representing a group allocated five minutes. Individuals shall be allowed to speak to an item only once. The Committee reserves the right to waive said rules by a majority vote.

DEPARTMENT MATTERS

PUBLIC COMMENT

Public testimony will be received on each agenda item as it is called. Principal party on each side of an issue (where applicable) is allocated 10 minutes to speak, individual comments are limited to four minutes and individuals representing a group allocated five minutes. Individuals shall be allowed to speak to an item only once. The Committee reserves the right to waive said rules by a majority vote.

- 1. Elect Chair and Vice Chair**
- 2. Select Committee Goal for 2017**
- 3. PG&E Presentation – Kristen Silva**
LED light replacement program

4. Capital Improvement Plan

- Budget Capital and Operations – Exhibit 1
- Midyear Budget Review – Exhibit 2
- New Budget List – Exhibit 3
- Combination Impact Fees – Exhibit 4

5. Contract Review

- Fire – County report Citygate – Exhibit 5
- Legal – RFP with timeline – Exhibit 6

6. Agreement with Angius & Terry, LLP, for the Independent Forensic Construction Inspection

7. Date of March Committee Meeting – suggest changing meeting date to the first Tuesday of the month (March 7th) – Exhibit 7

8. Items for March Committee Agenda

9. Items to take to the Board of Directors

MATTERS TO AND FROM COMMITTEE MEMBERS

ADJOURNMENT

Cameron Park Community Services District
2502 Country Club Drive
Cameron Park, CA 95682



Budget and Administration Committee
Tuesday, January 10, 2017
5:30 p.m.
2502 Country Club Drive, Cameron Park

DRAFT Conformed Agenda

Members: Chair Director Scott McNeil (SM), Vice Chair Director Greg Stanton (GS)
Alternate Director Margaret Mohr (MM),
Staff: General Manager Mary Cahill, Interim Finance Officer Amy Trier

CALL TO ORDER – 5:30 p.m.

ROLL CALL – SM, GS

ADOPTION OF AGENDA - Adopted

APPROVAL OF CONFORMED AGENDA - Approved

OPEN FORUM

At this time, members of the Committee or public may speak on any item not on the agenda that falls within the jurisdiction of this Committee; however, no action may be taken unless the Committee agrees to include the matter on a subsequent agenda.

Principal party on each side of an issue (where applicable) is allocated 10 minutes to speak, individual comments are limited to four minutes and individuals representing a group allocated five minutes. Individuals shall be allowed to speak to an item only once. The Committee reserves the right to waive said rules by a majority vote.

DEPARTMENT MATTERS

PUBLIC COMMENT

Public testimony will be received on each agenda item as it is called. Principal party on each side of an issue (where applicable) is allocated 10 minutes to speak, individual comments are limited to four minutes and individuals representing a group allocated five minutes. Individuals shall be allowed to speak to an item only once. The Committee reserves the right to waive said rules by a majority vote.

- 1. Cameras for the Community Center**
- 2. Draft Agreement with County for the Senior Nutrition Lunch Program – Exhibit A**
- 3. Capital Improvement Project Budget Review – Exhibit B**
- 4. Joint Powers Authority (JPA) Preliminary Budget – Exhibit C**
- 5. Firefighter Labor Memorandum of Understanding (MOU) – Exhibit D**
- 6. Fire Station 89 Computer Server Upgrade – Exhibit E**

7. Review of District Contracts

- Latest agreement with CAL FIRE began July 1, 2013 and will end June 30, 2018 (Exhibit F). The CSD has been working with CAL FIRE since 1996.
- Legal services request for proposal was issued on June 10, 2013 (Exhibit G). Current agreement began November 12, 2013 with no end date.

8. Preliminary December 2016 Financials – documents will be available at the meeting

9. Independent Forensic Construction Inspection of the Community Center – Exhibit H

10. Date of February Committee Meeting – suggest changing meeting date to the first Tuesday of the month (Exhibit I)

11. Items for February Committee Agenda

12. Items to take to the Board of Directors

- *Cameras for the Community Center*

MATTERS TO AND FROM COMMITTEE MEMBERS

ADJOURNMENT – 7:02 p.m.

Cameron Park Community Services District

**Budgeted Capital and Operations
Fiscal Year 2016/17**

	<u>Location</u>	<u>Description</u>	<u>Amount</u>	<u>Tier</u>	<u>Status</u>	<u>RFPs</u>
Fire	Station 89	Exterior Station	\$25,000	1	Pending	
Fire	Station 89	Upstairs bathrooms	\$5,000	1	Completed	
Fire	Station 88	Flooring/Reception area desk	\$21,000	1	Pending	
Fire	Station 88 & 89	Hose	\$5,000	1	Completed	
Parks	Cameron Park Lake	Tennis Court Reseal	\$45,000	1	Pending	3
Parks	Cameron Park Lake	Gazebo	\$15,000	1	Pending	2
Parks	Christa McAuliffe	Resurface Parking Lot	\$10,000	1	Pending	1
Parks	Christa McAuliffe	Resurface Turf Area	\$25,000	1	Pending	0
Comm Center	Comm Center	Pool Heater Pump	\$6,000	1	Pending	2
Subtotal Tier 1			\$157,000			

Operating Expense Items (included in Budget)

	<u>Cost</u>	<u>Department/Category</u>	<u>Status</u>	<u>RFPs</u>
Staffing for Weed Abatement Program	\$ 26,730	Fire/Contractual Services	In Process	
Front office counters (Station 89)	\$ 3,000	Fire/Maintenance – Buildings	Completed	
Mattresses (Station 88 & 89)	\$ 10,000	Fire/Maintenance – Buildings	Completed	
Washer & Dryer (Station 89)	\$ 2,200	Fire/Maintenance – Buildings	Completed	
Subtotal	\$ 41,930			

Cameron Park Community Services District
Fiscal Year 2016/17
Midyear Estimate Budget Review

Cameron Park Lake Lagoon Season Extension	\$30,000
Playground Equipment Replacement	Unknown
Transfer Retiree Health Care	<u>\$41,650</u>
Subtotal	<u>\$71,650</u>
Fire Department Weed Abatement Staff I	\$21,060
Fire Department Weed Abatement Staff II	\$17,820
Fire Department Weed Abatement Land Clearance	\$30,000
Fire Department Station 89 Computer Server	<u>\$14,000</u>
Subtotal	<u>\$82,880</u>
Total	<u><u>\$154,530</u></u>

Cameron Park Community Services District

**New Budget List
Fiscal Year 2017/18**

Department	Location	Description	Amount	Tier
Administration	Comm Center	Software ¹	\$60,000	1
CC&R	Comm Center	Vehicle	\$17,000	1

Department	Location	Description	Amount	Tier
Fire	Station 89	Front Apron Repair	\$20,000	2
Fire	Station 89	Rear 4 bay doors	\$22,000	2
Fire	Station 89	Replace upstairs office carpet	\$15,000	2
Fire	Station 89	Extractor	\$8,000	2
Fire	Station 89	Metal fence with electric gates	\$24,000	2
Parks	Cameron Park Lake	Refurbish Barges	\$10,000	2
Parks	Christa McAuliffe	Reroof Restrooms	\$7,000	2
Parks	Several	New Drinking Fountains (\$7,000 each)	\$14,000	2
Parks	Rasmussen	New Fence at Ball Fields	\$25,000	2
Comm Center	Comm Center	Pool Tile Replacement	\$6,000	2
Subtotal Tier 2			\$151,000	

TIER 3 - Deferred. Not in Budget

Department	Location	Description	Amount	Tier
Parks	Hacienda	Extend parking area		3
Comm Center	Comm Center	Pool Slide Pump		3

Reserves (Not in Budget)

	Cost	Disposition
Retiree Healthcare	\$ 41,650	To be transferred to a TBD Trust
Capital Improvement Reserve	\$ 318,000	To be transferred to a new CIP Fund
Subtotal	\$ 359,650	

¹ Recreation Registration and Finance

Cameron Park Community Services District
Proposed use of Development Impact Fees
Park Impact Fees
 Fiscal Years 2015/16 - 2019/20

Item	Estimated Amount	Impact Fee Portion
Trail - Master Plan - Consultant	\$10,000	100%
*Plans for Park Improvements - Consultant	\$20,000	50%
50% of estimated amount = \$10,000		
New Concession Center at the Community Center	\$20,000	100%
New Concession Deck at Cameron Park Lake	\$15,000	100%
New Community Information Stations	\$40,000	100%
Cameron Park Lake, Community Center, Rasmussen Park, Christa McAuliffe Park		
Adding New Picnic Tables	\$20,000	100%
*Picnic Area Improvement - Cameron Park Lake and Parks	\$20,000	50%
50% of estimated amount = \$10,000		
New Entrance Cameron Park Lake	\$30,000	100%
Portable Lights for use at Multiple Parks	\$40,000	100%
Electronic Scoreboard - Rasmussen Park	\$10,000	100%
New Truck for Parks Department	\$20,000	100%
Interpretive Signage	\$20,000	100%
Exercise Stations at Parks	\$30,000	100%
Park Course, Mobile Ap		
Disc Golf Course - Park Location to be Determined	\$30,000	100%
Security Cameras for Parks	\$15,000	100%
New Golf Cart - Park Vehicle	\$10,000	100%
New Storage	\$20,000	100%
New Shade Structures	\$50,000	100%
Cameron Park Lake, Community Center, Parks, Community Center		
Subtotal	\$420,000	
Minus \$20,000 for 50% of Plans for Park Improvements - Consultant Picnic Area Improvement - Cameron Park Lake and Parks	20,000	
Total	\$400,000	

Fire Impact Fees
 Fiscal Years 2015/16 - 2019/20

Item	Estimated Amount	Anticipated Commencement Construction Date	Project Cost Payable by Impact Fees Percentage
Light Vehicles Purchase (2)	\$140,000	2016/17	100%
Station 88	\$315,000	2016/17	100%
Station 88	\$35,000	2017/18	100%
Type 3 Engine	\$490,000	2017/18	100%
Training Facility	\$300,000	2018/19	100%

CITYGATE ASSOCIATES, LLC

■ FOLSOM (SACRAMENTO)

MANAGEMENT CONSULTANTS ■

■ ■

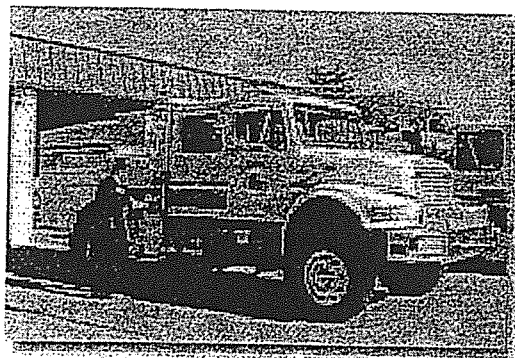
CAMERON PARK CSD

ANALYSIS OF FIRE DEPARTMENT OPERATIONS

Draft Report

MAY 27, 2003

■ ■

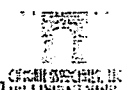


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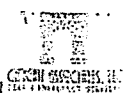


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EXECUTIVE SUMMARY

A. INTRODUCTION

Cameron Park is a foothill community situated on the western slope of the Sierra Nevada mountain range in El Dorado County. The Cameron Park Community Services District (District) is a full-service District resulting from a 1961 voter-approved ballot measure and duly established by El Dorado County Board of Supervisor's Resolution 97-61. The community initially consisted of several hundred residents living around a golf course and adjacent to a small commuter airport. The area is off the Highway 50 corridor. The area currently has about 5,000 single-family homes, about 1,000 multiple family homes, and a variety of commercial, retail and educational facilities. The overall population is estimated at about 18,000. The area covered by the District is about 9 square miles. Approximately 80 percent of the area is located in what could be defined as an urban-wildland interface area. The average elevation in the area is about 1250 feet above sea level.

The District provides community residents and visitors fire protection and emergency services, a variety of parks, lakes, streams, reserves, and open spaces, including their maintenance, and a broad range of recreation programs, organized sports and activities suited to community interests for all ages and abilities.

In November 1996, the Cameron Park Community Services District (CSD) entered into a cooperative agreement with the California Department of Forestry and Fire Protection (CDF) for fire protection services. Known within CDF as a Schedule 'A' contract, the CSD has access to all of CDF's statewide resources. The fire department responded to 1,874 calls for service in 2002.

In 2001, the CDF Labor Group representing the ranks of Firefighter through Battalion Chief negotiated a multi-year contract with the State of California, which will likely result in predictable cost increases to the District. It is unknown at this time as to what the actual cost increase to the District will be at the end of the contract on June 30, 2006.

The District is anticipating the same type of financial scenario facing many other agencies. Its revenues are not keeping pace with the expenditures. In a letter from the CSD's CPA in December 2002, it was noted that the Fire Department's fund balance was \$630,681.40 in 1993. That sum had decreased to \$371,648.90 for 2002. This reflected a decrease of \$259,032.45.

\$367K in 1995

*Since 1993 decrease of \$259,032
Since 1996 increase of \$4,000
no change*

B. PROJECT SCOPE

The District commissioned Citygate Associates, LLC to evaluate the existing CDF contract and estimate the projected increased cost of the Schedule A Contract as of November 30, 2005, the effective date of the final adjustment to the CDF labor contract. Using the increased projected costs as a baseline, Citygate was tasked to evaluate several alternative delivery systems with respect to costs and service levels. The alternative delivery systems evaluated were to either contract or consolidate with one of the following neighboring independent districts:

- ◆ Rescue Fire Protection District
- ◆ El Dorado Hills County Water District, which provides fire protection to its citizens through the El Dorado Hills Fire Department



- ◆ El Dorado County Fire Protection District

Or,

- ◆ Re-institute a Cameron Park Fire Department with District Personnel.

C. METHODOLOGY

Citygate staff met with the Director of the CSD as well as the members of the CDF and neighboring fire departments. Our project scope was discussed with all parties. Citygate then interviewed individual fire chiefs who are in the proximity of Cameron Park to determine their costs and interests as possible alternative service delivery options for the District to evaluate. These options and alternatives are examined and presented in Section III of the report – Analysis of Alternatives.

D. QUANTITATIVE DATA COLLECTION AND ANALYSIS

Citygate requested and received information from the California Department of Forestry as well as neighboring fire agencies. This data included information regarding property tax revenues and overall costs of providing services. Other data that was reviewed included level of service statements provided by the Department as well as programmed information provided by CDF on a statewide basis.

E. DOCUMENT REVIEW

Citygate was provided with a variety of documents from the current service provider as well as directly from the District. These documents included the current rate sheet for the CDF Contract as well as background information on the other services provided by the CDF. These documents included:

- ◆ Current budgets
- ◆ CDF Schedule A Contract
- ◆ 5 year plan
- ◆ Fire Safe Planning Document
- ◆ Fire Fee Schedule.

F. PERSONNEL INTERVIEWS

Citygate staff held a meeting with the principals of the District and the service provider, along with representatives from neighboring fire agencies. Individual interviews were conducted with the chief officers of potential alternative service providers to discuss the service being reviewed and to determine that agencies point of view about the possibility for providing services. Follow-up conversations were conducted regarding specific issues of fact.

Those interviewed included the following:

- William Knoop
- Larry Fry
- Larry McBride
- Rich Green
- Matt Silva
- Lee Winton
- Dave Johnson
- Paul Ryan
- Bill Draper
- Jody Gossner.

G. ORGANIZATION AND CONTENT OF THE REPORT

Section I: Project Labor Costs

This section provides information regarding the primary reasons for a cost increase and the costs of alternative providers. **Table A** is the Chart that outlines the projected costs of the Current CDF contract over the period of this study. This section of the report discusses the consequences of the new memorandum of understanding between the State of California and the CDF Firefighters Union. This section also presents background information on how the Fair Labor Standards Act impacts all fire departments and it contains information on how overtime is computed in the California Department of Forestry and Fire Protection. **Table B** presents the cost of the El Dorado County Fire Protection District for providing services. **Table C** is the cost of the El Dorado Hills Fire Department. It should be noted that Rescue chose not to respond to the opportunity due to considerations of their own management environment.

Section II: Service Level Description

This section of the report provides the baseline of services under consideration in this study. Included is a resolution adopted by the Board of Directors that establishes the minimum level of service to be provided by any provider of service. This statement is the policy of the Board with respect to any comparative analysis.

Section III: Analysis of Alternatives

This section discusses the specifics of several alternatives that are present for consideration. The alternatives consist of:

1. Continue Schedule A Contract with the State of California.

2. Detachment of fire protection services from the District, resulting in a re-organization of the El Dorado Hills Fire Department to encompass the detached area.
3. Detachment of fire protection services from the District, resulting in a re-organization of the El Dorado County Fire Protection District to encompass the detached area.
4. Contracting for services with the El Dorado County Fire Protection District.
5. Re-Instituting a Cameron Park Fire Department with District Personnel.

Consolidation vs. Contracting for Services

CONSOLIDATION

The Cameron Park Community Services District provides services other than fire and life safety. Therefore, a consolidation of the Cameron Park CSD with either the El Dorado Fire Protection District or the El Dorado Hills Fire Department would be difficult. The most appropriate process would be for the Cameron Park CSD to detach that portion responsible for fire and life safety services and retain the responsibility for the remaining services presently provided by the District. This would involve an assessment of property tax revenues and a redistribution of those revenues at the time of detachment. The neighboring district absorbing the fire and life safety responsibility would then re-organize its district to encompass the boundaries of the Cameron Park CSD for fire and life safety services.

This scenario may prove advantageous to the CSD in that the District may be able to expand its boundaries to encompass a larger service area for its role in parks and recreation activities. In the past, any attempt on the part of the District to increase its boundaries has been met with opposition from neighboring fire districts due to a loss in revenue by the other districts. Detachment of fire and life safety services from the Cameron Park CSD would facilitate the annexation of land into its District for Parks and Recreation services. This increase in area served for parks and recreation would result in an increase in revenues from the County.

CONTRACT FOR SERVICES

Contracting for services would involve a contract between the Cameron Park CSD and the neighboring fire agency. The terms and conditions of the contract would have to be agreed upon by both parties. The El Dorado Hills Fire Department expressed concerns with respect to contracting for services due to the negative impact if and when the District chooses to cancel the contract. Therefore, the El Dorado Hills Fire Department is only interested in the detachment of fire and life safety services from Cameron Park and the re-organization of the El Dorado Hills Fire Department to encompass the detached area. The El Dorado County Fire Protection District is willing to discuss contracting for services; however, their preference would be a detachment and re-organization scenario as discussed previously.

Alternative Delivery Systems – Pros and Cons

The cost comparisons discussed in this report only reflect personnel costs. Citygate has made the assumption that the level of services and supplies costs will remain relatively constant regardless of the delivery system. Any identification of total costs should involve the addition of the present services and supplies costs as budgeted in the District's 2002/2003 budget.

The personnel costs associated with the County's EMS JPA have been included in the previous computations so that the alternative delivery systems can be accurately compared to the present Schedule A contract. How this impacts the different delivery systems will subsequently be discussed in detail in the appropriate sections of this report.

CONTINUE SCHEDULE A CONTRACT WITH THE STATE OF CALIFORNIA

As reflected in the Table A, the eventual cost of the Schedule A Contract with the State of California will increase by approximately \$579,000 by fiscal year 2005/2006. The District has little control over this increased cost other than to evaluate ways to increase revenues to offset the cost. The only realistic choice would be the passage of a special tax by the District. This requires a two-thirds vote of the electorate in the District. Absent the passage of the special tax, the District would have to cut services within the CSD either in the delivery of fire and life safety services or parks and recreation.

Before the District decides to cancel the Schedule A Contract with the State of California, they should strongly consider the ancillary benefits of a continued relationship with CDF. The following is a list of the primary benefits:

- ◆ Access to work crews to complete District Projects such as: overhaul and clean-up of structure fires; clean-up work and construction work at the District's parks.
- ◆ Representation at the Fire Safe Council.
- ◆ Additional coverage at the Battalion Chief's level, over and above the one Battalion Chief in the Schedule A contract.
- ◆ All training of fire personnel is provided at no additional charge.
- ◆ Access to additional personnel to address any given emergency situation.

EL DORADO HILLS FIRE DEPARTMENT

As stated previously, the El Dorado Hills Fire Department is only interested in offering services if there is detachment of the fire protection services from the District and re-organization of the Fire Department to encompass the detached area. The El Dorado Hills Fire Department is willing to consider this alternative if the Cameron Park CSD is willing to restructure the percentage of tax revenue to cover the first year's annual cost of fire protection. Additionally, the El Dorado Hills Fire Department has adopted a minimum staffing distribution policy of three personnel per engine. One of the engines in the Cameron Park is a two-person unit. This significantly increases the overall cost, but results in a higher level of service to the community. CDF has expressed a desire to achieve that same level of service but the finances have not been available to achieve it.

As projected in Table C, the personnel costs would be approximately \$2,518,000. The present services and supply portion of the fire budget for the CSD is \$250,000. Therefore, the CSD would have to adjust the percentage of revenues such that when the District detached the fire protection portion of their responsibilities, \$2,768,000 in revenues would be shifted from the CSD.

At present, the total property tax collected by the CSD is only \$2,207,650. Adding in the revenue received from the JPA only raises the total revenue to \$2,697,650. It is obvious that this

option would require the passage of a special tax to make it financially feasible. The benefits of this option are:

- ◆ An increased level of service – three-person engine companies versus two persons.
- ◆ Overall, costs would be offset somewhat since the El Dorado Hills Fire Department is a multi-county special district, which, at present, does not contribute to the Educational Revenue Augmentation Fund (ERAF). The revenue presently diverted from the CSD to the ERAF would offset some of the costs associated this alternative.
- ◆ The CSD could petition the Local Area Formation Commission to expand its boundaries with respect to its parks and recreation services, thereby increasing its tax revenues.

EL DORADO COUNTY FIRE PROTECTION DISTRICT (EDCFPD)

This alternative would result in a reduction in cost, both present and in the future, although the projected future cost is an estimate based on a 5 percent increase in salaries for the next fiscal year. At the writing of this report, the EDCFPD was still in negotiation with their labor group. Additionally, an administrative cost has not been added. This cost would have to be negotiated, depending on whether the CSD chooses to contract with the EDCFPD or go through the process of detachment and reorganization.

The benefit of contracting for services is that the CSD would retain control over the services provided to its citizens. The major drawback to contracting for services is that the CSD would have to cover the increased costs associated with the salaries and benefits of the personnel assigned to cover the District.

Detachment and re-organization would result in the CSD losing control over the operations of the fire and life safety services. However, once the formula is developed to re-distribute the tax revenues, the CSD would not have to worry about additional costs associated with providing those services.

Implementation of the alternative would maintain the level of service with respect to the number of personnel per engine company; however, some reduction in the level of support services would be realized. This alternative does not include any additional fire prevention personnel. The fire prevention needs of the area served by the CSD would be absorbed into the existing workload of the EDCFPD. Additionally, no additional chief officers are proposed in this alternative. This will result in the shift Battalion Chief responding from outside the present CSD boundaries. The ancillary benefits discussed in the Schedule A alternative and the benefits of an increased level of service discussed in the El Dorado Hills alternative are not present in this alternative.

RE-INSTITUTING A CAMERON PARK FIRE DEPARTMENT WITH DISTRICT PERSONNEL

According to historical records, Cameron Park CSD had its own fire department prior to contracting with CDF. As a requirement of this report, Citygate was asked to evaluate the feasibility of reverting back to a paid fire department with Cameron Park employees. Based on the service level adopted by the CSD Board, there would be a need to add a fire chief, fire prevention officer and training officer. In order to provide an equitably salary comparison,

Citygate assumed that the District would opt for the most economical and competitive salary and compensation for the area. Therefore, the salary and benefit costs used for this analysis were those equal to the El Dorado County Fire Protection District.

The cost to the CSD to provide their own fire personnel would be the same as the cost to the El Dorado County Fire Protection District with the addition of a Fire Chief, Fire Prevention Officer and Training Officer. It is assumed that clerical support could come from existing CSD personnel in the Administration Office. Other than the increased cost of three additional personnel, the District would incur on-going cost with respect to personnel compensation as labor contracts are negotiated. Allowing either El Dorado County FPD or El Dorado Hills FPD to absorb Cameron Park's fire service responsibilities, future labor costs would be the responsibility of the aforementioned districts.

Summary

- ◆ The current contract with CDF is working in a satisfactory fashion according to all of those interviewed. The cost for maintaining that contract is escalating based upon a MOU that was negotiated by the State. The cost of the Schedule A contract will increase by approximately \$579,000 by FY 2005-2006. This will require the passage of a special tax to raise that level of revenue. Absent that revenue enhancement the District will have to modify the level of service or redirect funds allocated to parks and recreation.
- ◆ El Dorado Hills Fire Department has indicated that they are only interested in providing the service if there is a reorganization that would allow their fire department to cover the area. Additionally they would not bid on a 2-person unit. The tax shift from the CSD to meet the El Dorado Hills proposal is higher than the existing total property tax. This could be accomplished if there were to be a tax initiative in the immediate future.
- ◆ The El Dorado County Fire Protection District cost alternative is lower than either 1) the continuance of the Schedule A Contract with the State, or 2) the detachment of fire protection services and subsequent reorganization of the El Dorado Hills Fire Department. However, the alternatives do meet minimum levels of service.
- ◆ Reinstating the Cameron Park Fire Department is the last option. Essentially this would be a reduction in cost both present and in the future, but would result in the loss of ancillary benefits derived from a larger organizational context.

INTRODUCTION

A. BACKGROUND

The Cameron Park Community Services District (District) is a full-service District resulting from a 1961 voter-approved ballot measure and duly established by El Dorado County Board of Supervisor's Resolution 97-61. The District provides community residents and visitors fire protection and emergency services, a variety of parks, lakes, streams, reserves, and open spaces, including their maintenance, and a broad range of recreation programs, organized sports and activities suited to community interests for all ages and abilities. The District is authorized to manage street lighting and landscape buffer districts along certain surface streets and assures compliance to property owner approved Covenants, Conditions and Restrictions for affected residential properties.

In November 1996, the Cameron Park Community Services District (CSD) entered into a cooperative agreement with the California Department of Forestry and Fire Protection (CDF) for fire prevention, suppression, investigation, and emergency medical services (EMS) for the community of Cameron Park. Known within CDF as a Schedule 'A' contract, the CSD has access to all of CDF's statewide resources.

In 2001, the CDF Labor Group representing the ranks of Firefighter through Battalion Chief negotiated a multi-year contract with the State of California, which will result in significant cost increases to the District. It is unknown at this time as to what the ultimate cost increase to the District will be at the end of the contract on, June 30, 2006.

B. SCOPE OF WORK

The District commissioned Citygate Associates, LLC to evaluate the existing CDF contract and determine the projected increased cost of the Schedule A Contract as of November 30, 2005, the effective date of the final adjustment to the CDF labor contract. Using the increased costs as a baseline, Citygate evaluated the alternative delivery systems with respect to costs and service levels. The alternative delivery systems evaluated were to either contract or consolidate with one of the following neighboring independent districts:

- ◆ Rescue Fire Protection District
- ◆ El Dorado Hills County Water District, which provides fire protection to its citizens through the El Dorado Hills Fire Department
- ◆ El Dorado County Fire Protection District

Or,

- ◆ Re-institute a Cameron Park Fire Department with District Personnel.

**SECTION I:
PROJECTED LABOR COSTS**

A. CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION

The primary cost increase facing the District is the result of a new Memorandum of Understanding between the State of California and the CDF Firefighters Union. On the surface, the increase is only a 5 percent pay increase in fiscal year 2002-2003. However, a significant change in how the scheduled overtime is computed has resulted in a 35 percent increase over the next four years. To understand the significance of this package, it is important to understand how the Fair Labor Standards Act (FLSA) applies to the fire service.

FLSA Background

Prior to the mid seventies, the public sector workforce was not subject to FLSA regulations. In the mid seventies, as the result of a United States Supreme Court ruling, FLSA regulations became applicable to the public sector. One major point that needed to be resolved was what the standard workweek was for the fire service. Some organizations worked a 72-hour workweek. Others worked a 48-hour workweek and all hours in between. Paid departments on the West Coast preferred a 56-hour work schedule with a three platoon distribution, while departments on the East Coast were accustomed to working a 48-hour work schedule with a four platoon distribution. The United States Department of Labor decided to average the different work schedules and came up with a standard workweek of 53 hours.

Once the standard workweek was established, any hours worked in excess of 53 hours in a week required the agency to pay the individual time-and-one-half for those hours worked. Since the predominant schedule worked on the West Coast is a 56-hour workweek, an automatic 3 hours of overtime is built into the normal workweek. Most agencies in the past set salary compensation at a monthly rate. The monthly rate recognized a 56-hour workweek, thereby requiring the agency to only pay 1/2 time pay for those three hours because the individual's salary already paid the straight time. Over the past five years, labor unions have been negotiating contracts where the salary covers only the 53 hours, requiring the agency to pay time-and-one-half for the three extra hours of work. Not only does the agency have to pay the three hours at time-and-one-half, the hourly rate is higher because the same salary is being divided over a 53-hour week instead of 56.

With respect to the California Department of Forestry and Fire Protection, the standard workweek is 72 hours with a two-platoon distribution. The two-platoon schedule and 72-hour workweek allows the Department to cost effectively provide 24-hour coverage of fire stations throughout the State. This schedule was the primary reason CDF could provide the level of fire protection to local fire agencies at a much lower cost than the agency hiring its own work force. This relationship between local government and the CDF has been fruitful for everyone involved as well as the citizens of the State. The ability to maintain a year-round cadre of personnel highly trained in wildland firefighting was beneficial to a number of different agencies throughout the State. However, the newly negotiated MOU has changed the way overtime is computed, and the cost of personnel will eventually be equal to that of a district hiring its own personnel.

Changes in Computation of Overtime

What will happen over the next four years is that the workweek relative to salary for CDF personnel at the rank of Battalion Chief and below, excluding firefighter I's, will gradually be reduced to 56 hours. However, the workweek schedule will remain at 72 hours. Therefore, instead of paying 1/2 time for the 19 hours above the standard workweek, the agencies will be paying time-and-one-half for the entire 19 hours. This reduction will be incremental over the remaining length of the contract. There is a discrepancy between the Schedule A contract provided to Citygate and the District's Organizational Chart. The Schedule A contract reflects five captains, of whom three are paramedic certified, and the Organization Chart depicts five captains, of whom two are paramedic certified. Additionally, the Schedule A contract depicts twelve fire apparatus engineers (FAE), of whom nine are paramedic certified, and the Organizational Chart identifies twelve FAE's, of whom ten are certified paramedics. The cost difference is insignificant; therefore, Citygate has chosen to use the figures represented in the Schedule A contract for analysis.

It should be noted that this issue, at the writing of this report, is being constantly re-evaluated with respect to its impact on local government and the State's Budget. The budget crisis facing the State is causing a re-evaluation of all expenditures and contract costs. Nobody can accurately predict at this point what will actually happen.

B. COST PROJECTIONS

The following pages contain cost projections relative to providing fire and life safety services to the citizens served by the Cameron Park Community Services District. **Table A** depicts the projected costs of the Schedule A contract between the District and the State of California over the term of the present Memorandum of Understanding between the State and the Firefighters' Union. **Table B** represents the cost to the El Dorado County Fire Protection District to provide service to the District based on a two-person minimum staffing. **Table C** represents the projected cost to the El Dorado Hills Fire Department to provide coverage with a three-person minimum staffing on engines. **Table D** represents the projected costs for the CSD to hire their own fire personnel.

Table A – Schedule A Contract

Position	Year	Salary	Annual Salary	Planned Overtime	Medic Retention	Longevity Pay	Education Incentive	Total Salary	Benefits (Regular) 37.2%	Benefits (O.T.) 15.81%	Total Compensation
Captain (Paramedic)	2002	\$4,498	\$53,976	\$7,127	\$6,000	\$2,159	\$900	\$70,162	\$20,079	\$2,559	\$92,800
	2003	\$4,723	\$56,676	\$12,064	\$6,000	\$2,267	\$900	\$77,907	\$21,083	\$3,357	\$102,347
	2004	\$4,723	\$56,676	\$21,727	\$6,000	\$2,267	\$900	\$87,570	\$21,083	\$4,884	\$113,538
	2005	\$4,723	\$56,676	\$28,866	\$6,000	\$2,267	\$900	\$94,709	\$21,083	\$6,013	\$121,806
Total Captain Paramedics (3)											
Present			\$161,928	\$21,382	\$18,000	\$6,477	\$2,700	\$210,487	\$60,237	\$7,677	\$278,401
End of "Unit 8" Contract				\$86,599	\$18,000	\$6,801	\$2,700	\$284,128	\$63,250	\$18,039	\$365,417
Captain	2002	\$4,221	\$50,652	\$6,688	\$0	\$2,026	\$900	\$60,266	\$18,843	\$1,520	\$80,629
	2003	\$4,432	\$53,184	\$11,320	\$0	\$2,127	\$900	\$67,532	\$19,784	\$2,268	\$89,584
	2004	\$4,432	\$53,184	\$20,389	\$0	\$2,127	\$900	\$76,600	\$19,784	\$3,702	\$100,086
	2005	\$4,432	\$53,184	\$27,088	\$0	\$2,127	\$900	\$83,299	\$19,784	\$4,761	\$107,845
Total Captains (2)											
Present			\$101,304	\$13,377	\$0	\$4,052	\$1,800	\$120,533	\$37,685	\$3,040	\$161,258
End of "Unit 8" Contract				\$54,175	\$0	\$4,255	\$1,800	\$166,598	\$39,569	\$9,522	\$215,689
FAE (Paramedic)	2002	\$3,924	\$47,088	\$6,218	\$6,000	\$1,413	\$900	\$61,618	\$17,517	\$2,297	\$81,432
	2003	\$4,120	\$49,440	\$10,523	\$6,000	\$1,483	\$900	\$68,347	\$18,392	\$2,989	\$89,727
	2004	\$4,120	\$49,440	\$18,953	\$6,000	\$1,483	\$900	\$76,776	\$18,392	\$4,322	\$99,490
	2005	\$4,120	\$49,440	\$25,181	\$6,000	\$1,483	\$900	\$83,004	\$18,392	\$5,306	\$106,702
Total FAE Paramedics (9)											
Present			\$423,792	\$55,960	\$54,000	\$12,714	\$8,100	\$554,566	\$157,651	\$20,675	\$732,892
End of "Unit 8" Contract				\$226,627	\$54,000	\$13,349	\$8,100	\$747,036	\$165,525	\$47,758	\$960,319
Engineers	2002	\$3,666	\$43,992	\$5,809	\$0	\$1,320	\$900	\$52,021	\$16,365	\$1,269	\$69,655
	2003	\$3,849	\$46,188	\$9,831	\$0	\$1,386	\$900	\$58,305	\$17,182	\$1,916	\$77,402
	2004	\$3,849	\$46,188	\$17,707	\$0	\$1,386	\$900	\$66,180	\$17,182	\$3,161	\$86,523
	2005	\$3,849	\$46,188	\$23,524	\$0	\$1,386	\$900	\$71,998	\$17,182	\$4,081	\$93,261
Total Engineers (3)											
Present			\$131,976	\$17,427	\$0	\$3,959	\$2,700	\$156,062	\$49,095	\$3,808	\$208,965
End of "Unit 8" Contract				\$70,573	\$0	\$4,157	\$2,700	\$215,994	\$51,546	\$12,242	\$279,782

Position	Year	Salary	Annual Salary	Planned Overtime	Medic Retention	Longevity Pay	Education Incentive	Total Salary	Benefits (Regular) 37.2%	Benefits (O.T.) 15.81%	Total Compensation
Battalion Chief	2002	\$5,374	\$64,488	\$11,909	\$0	\$0	\$0	\$76,397	\$23,990	\$1,883	\$102,269
	2003	\$5,643	\$67,716	\$19,944	\$0	\$0	\$0	\$87,660	\$25,190	\$3,153	\$116,004
	2004	\$5,643	\$67,716	\$35,487	\$0	\$0	\$0	\$103,203	\$25,190	\$5,610	\$134,003
	2005	\$5,643	\$67,716	\$46,341	\$0	\$0	\$0	\$114,057	\$25,190	\$7,327	\$146,574
Total Batt. Chief (1)			\$64,488	\$11,909	\$0	\$0	\$0	\$76,397	\$23,990	\$1,883	\$102,269
Present				\$46,341	\$0	\$0	\$0	\$114,057	\$25,190	\$7,327	\$146,574
End of "Unit 8" Contract											
Unplanned Overtime Present											\$105,000
End of "Unit 8" Contract											\$141,750
Temporary Help								\$2,242	\$734		\$2,976
Uniform Allowance (18)			\$830					\$14,940		\$2,362	\$17,302
Total Present Costs			\$883,488	\$120,054	\$72,000	\$27,202	\$15,300	\$1,118,045	\$328,658	\$37,083	\$1,609,064
Total End of "Unit 8" Contract				\$484,316	\$72,000	\$28,562	\$15,300	\$1,527,814	\$345,081	\$94,888	\$2,129,811
11.13% Admin. Fee Present											\$179,089
End of "Unit 8" Contract											\$237,048
Total Cost of CDF Contract Present											\$1,788,153
End of "Unit 8" Contract											\$2,366,859
Increase in Cost at End of Unit 8 Contract											\$578,706

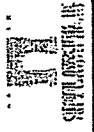


Table B -- El Dorado County Fire Protection District

Position	Year	Annual Salary	Uniform Allowance	Medicare	Health, Dental & Vision Ins.	LTD	Workers Comp.	Holiday	FLSA	PERS	Total Comp
Captain/EMT	2002/2003	\$55,998	\$700	\$812	\$8,481	\$144	\$4,194	\$1,846	\$1,000	\$14,137	\$87,313
	2003/2004	\$58,798	\$700	\$853	\$8,481	\$144	\$4,404	\$1,938	\$1,050	\$14,836	\$91,203
Total Captains (6)	2002/2003	\$335,987	\$4,200	\$4,872	\$50,887	\$864	\$25,165	\$11,076	\$6,000	\$84,825	\$523,876
	2003/2004	\$352,786	\$4,200	\$5,115	\$50,887	\$864	\$26,424	\$11,629	\$6,299	\$89,016	\$547,221
Engineer/Paramedic	2002/2003	\$51,601	\$700	\$748	\$8,481	\$144	\$3,865	\$1,701	\$921	\$13,040	\$81,202
	2003/2004	\$54,181	\$700	\$786	\$8,481	\$144	\$4,058	\$1,786	\$968	\$13,684	\$84,787
Total Engineer/Paramedics (3)	2002/2003	\$154,802	\$2,100	\$2,245	\$25,444	\$432	\$11,595	\$5,103	\$2,764	\$39,121	\$243,606
	2003/2004	\$162,542	\$2,100	\$2,357	\$25,444	\$432	\$12,174	\$5,359	\$2,903	\$41,052	\$254,362
Engineers/EMT	2002/2003	\$46,243	\$700	\$671	\$8,481	\$144	\$3,464	\$1,524	\$826	\$11,704	\$73,756
	2003/2004	\$48,555	\$700	\$704	\$8,481	\$144	\$3,637	\$1,601	\$867	\$12,280	\$76,969
Total Engineers/EMT (3)	2002/2003	\$138,728	\$2,100	\$2,012	\$25,444	\$432	\$10,391	\$4,573	\$2,477	\$35,111	\$221,267
	2003/2004	\$145,664	\$2,100	\$2,112	\$25,444	\$432	\$10,910	\$4,802	\$2,601	\$36,841	\$230,907
Firefighter/Paramedic	2002/2003	\$49,679	\$700	\$720	\$8,481	\$144	\$3,721	\$1,638	\$887	\$12,561	\$78,531
	2003/2004	\$52,163	\$700	\$756	\$8,481	\$144	\$3,907	\$1,720	\$931	\$13,181	\$81,983
Total Firefighter/Paramedic (6)	2002/2003	\$298,072	\$4,200	\$4,322	\$50,887	\$864	\$22,326	\$9,827	\$5,323	\$75,365	\$471,186
	2003/2004	\$312,976	\$4,200	\$4,538	\$50,887	\$864	\$23,442	\$10,318	\$5,589	\$79,084	\$491,898
Overtime	2002/2003										\$172,238
	2003/2004										\$180,850
Total Costs	2002/2003	\$927,588	\$12,600	\$13,450	\$152,662	\$2,592	\$69,476	\$30,580	\$16,564	\$234,422	\$1,804,441
	2003/2004	\$973,968	\$12,600	\$14,123	\$152,662	\$2,592	\$72,950	\$32,408	\$17,392	\$245,994	\$1,886,080

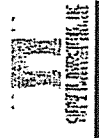


Table C – El Dorado Hills Fire Department

POSITION	Year	Annual Salary	Uniform Allowance	Medicare	Health, Dental & Vision Ins.	LTD	Workers Comp.	Holiday	FLSA	Longevity	Education	PERS	Total Comp
Captain/EMT	2003/2004	\$75,780	\$500	\$1,099	\$11,479	\$144	\$5,600	\$4,060	\$2,030	\$275	\$2,125	\$22,876	\$123,567
Total Captains (6)	2003/2004	\$454,680	\$3,000	\$6,593	\$68,875	\$864	\$33,599	\$24,358	\$12,179	\$1,650	\$12,750	\$137,255	\$741,403
Engineers/EMT	2003/2004	\$65,460	\$500	\$949	\$11,479	\$144	\$4,837	\$1,524	\$826	\$275	\$2,125	\$16,219	\$101,939
Total Engineers/EMT (6)	2003/2004	\$392,760	\$3,000	\$5,695	\$68,875	\$864	\$29,023	\$9,147	\$4,955	\$1,650	\$12,750	\$97,313	\$611,632
Firefighter/Paramedic	2003/2004	\$61,620	\$500	\$893	\$11,479	\$144	\$4,553	\$1,638	\$887	\$275	\$2,125	\$15,349	\$97,064
Total Firefighter/Paramedic (12)	2003/2004	\$739,440	\$6,000	\$10,722	\$137,750	\$1,728	\$54,641	\$19,653	\$10,645	\$3,300	\$25,500	\$184,184	\$1,164,763
Overtime	2003/2004												\$240,000
Total Costs	2003/2004	\$1,586,880	\$12,000	\$23,010	\$275,500	\$3,456	\$117,262	\$53,158	\$27,779	\$6,600	\$51,000	\$418,752	\$2,517,797

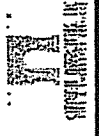


Table D – El Dorado County Fire Protection District

Position	Year	Annual Salary	Uniform Allowance	Medicare	Health, Dental & Vision Ins.	LTD	Workers Comp.	Holiday	FLSA	PERS	Total Comp
Fire Chief	2002/2003	\$72,000	\$700	\$1044	\$8,481	\$144	\$5,393			\$17,261	\$105,023
	2003/2004	\$78,000	\$700	\$1131	\$8,481	\$144	\$5,842			\$18,686	\$112,984
Prevention Captain	2002/2003	\$55,998	\$700	\$812	\$8,481	\$144	\$4,194			\$13,472	\$83,791
	2003/2004	\$58,798	\$700	\$853	\$8,481	\$144	\$4,404			\$14,127	\$87,506
Training Captain	2002/2003	\$55,998	\$700	\$812	\$8,481	\$144	\$4,194			\$13,462	\$83,791
	2003/2004	\$58,798	\$700	\$853	\$8,481	\$144	\$4,404			\$14,127	\$87,506
Captain/EMT	2002/2003	\$55,998	\$700	\$812	\$8,481	\$144	\$4,194	\$1,846	\$1,000	\$14,147	\$87,313
	2003/2004	\$58,798	\$700	\$853	\$8,481	\$144	\$4,404	\$1,938	\$1,050	\$14,836	\$91,203
Total Captains (6)	2002/2003	\$335,987	\$4,200	\$4,872	\$50,887	\$864	\$25,165	\$11,076	\$6,000	\$84,825	\$523,876
	2003/2004	\$352,786	\$4,200	\$5,115	\$50,887	\$864	\$26,424	\$11,629	\$6,299	\$89,016	\$547,221
Engineer/Paramedic	2002/2003	\$51,601	\$700	\$748	\$8,481	\$144	\$3,865	\$1,701	\$921	\$13,040	\$81,202
	2003/2004	\$54,181	\$700	\$786	\$8,481	\$144	\$4,058	\$1,786	\$968	\$13,684	\$84,787
Total Engineer/Paramedics (3)	2002/2003	\$154,802	\$2,100	\$2,245	\$25,444	\$432	\$11,595	\$5,103	\$2,764	\$39,121	\$243,606
	2003/2004	\$162,542	\$2,100	\$2,357	\$25,444	\$432	\$12,174	\$5,359	\$2,903	\$41,052	\$254,362
Engineers/EMT	2002/2003	\$46,243	\$700	\$671	\$8,481	\$144	\$3,464	\$1,524	\$826	\$11,704	\$73,756
	2003/2004	\$48,555	\$700	\$704	\$8,481	\$144	\$3,637	\$1,601	\$867	\$12,280	\$76,969
Total Engineers/EMT (3)	2002/2003	\$138,728	\$2,100	\$2,012	\$25,444	\$432	\$10,391	\$4,573	\$2,477	\$35,111	\$221,267
	2003/2004	\$145,664	\$2,100	\$2,112	\$25,444	\$432	\$10,910	\$4,802	\$2,601	\$36,841	\$230,907
Firefighter/Paramedic	2002/2003	\$49,679	\$700	\$720	\$8,481	\$144	\$3,721	\$1,638	\$887	\$12,561	\$78,551
	2003/2004	\$52,163	\$700	\$756	\$8,481	\$144	\$3,907	\$1,720	\$931	\$13,181	\$81,983
Total Firefighter/Paramedic (6)	2002/2003	\$298,072	\$4,200	\$4,322	\$50,887	\$864	\$22,326	\$9,827	\$5,323	\$75,365	\$471,186
	2003/2004	\$312,976	\$4,200	\$4,538	\$50,887	\$864	\$23,442	\$10,318	\$5,589	\$79,084	\$491,898



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Position	Year	Annual Salary	Uniform Allowance	Medicare	Health, Dental & Vision Ins.	LTD	Workers Comp.	Holiday	FLSA	PERS	Total Comp
Overtime	2002/2003										\$172,238
	2003/2004										\$180,850
Total Costs	2002/2003	\$1,111,584	\$14,700	\$16,118	\$178,105	\$3,024	\$83,258	\$30,580	\$16,564	\$278,607	\$1,904,778
	2003/2004	\$1,169,563	\$14,700	\$19,959	\$178,805	\$3,024	\$87,600	\$32,108	\$17,392	\$292,932	\$1,993,234

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**SECTION II:
LEVEL OF SERVICE**

BACKGROUND

Before initiating this review, Citygate asked the Cameron Park CSD to complete a resolution that defined the service level they were interested in providing. The following resolution was the one that was passed by the Board of Directors (the Board). Citygate used this statement in discussions with potential alternative service providers to assure that any and all responses were based upon this baseline. This material is provided in the context of this report as the minimum requirements for comparative analysis.

**CAMERON PARK COMMUNITY SERVICES DISTRICT
STATEMENT OF PURPOSE AND POLICIES FOR THE DELIVERY OF FIRE SERVICES**

AUTHORITY

The Cameron Park Community Services District was formed in 1961 under the authority of Government Code Sections 61000 – 61850. The District Board established a fire department to protect lives, property, and the environment from the effects of fire and other perils, within the geographical boundaries of the District. The purpose of this document is to provide a formal policy statement by the Board, for the level and standard of fire protection services to be provided by the Department.

DELEGATION OF AUTHORITY

The Department shall have a fire chief with the authority and responsibility to manage and operate the Department in accordance with Board policy. The fire chief shall organize and equip the Department to effectively and safely carry out its responsibilities.

MISSION OF THE DEPARTMENT

The mission of the Department shall be to preserve and enhance the quality of life of the residents of Cameron Park and to safeguard the health, safety, and welfare of the community through effective fire prevention, fire control, emergency medical service, and public education programs, and to provide a highly-trained and properly equipped emergency response team to mitigate the effects of disasters and all hazards to life and property for which the organization is charged.

The preservation of human life shall be the primary responsibility of the Department during fires and other emergencies.

SERVICES TO BE PROVIDED

The Department shall have programs, procedures, and organizations for preventing the outbreak of fires in the District and for minimizing the danger to persons and damage to property caused by fires that do occur. Subject to legal authority, fire protection services to be provided shall include, but are not limited to, fire suppression, fire prevention, fire investigation, public fire safety education, rescue, vehicle extrication, emergency medical services, hazardous materials emergency response (operations level), and response to other public emergencies consistent with the mission of the Department.

STRATEGIC PLANNING

The fire chief will prepare and maintain a five-year strategic plan, projecting the needs for personnel, equipment, and facilities, based on analysis of incident history and projected growth within the District. The strategic planning process shall be designed to evaluate the kind and level of fire risk in the community and to establish future objectives for minimizing or reducing that risk, including but not limited to building fires, vehicle fires, and vegetation fires.

ORGANIZATION

The Department shall have an organizational structure that facilitates efficient and effective management of its resources in providing the services authorized by the Board. The fire chief shall have an organizational plan illustrating how the individual operating units of the Department are organized into division, bureaus, fire companies, response teams, groups, etc. for the providing of these services. The fire chief shall hire and pay Department personnel in the numbers and classifications approved by the Board.

FINANCIAL

The Department shall have a system of accounts for financial administration that includes a record of funds received and expended. The system shall account for how the funds have been spent, and provide analytical information when requested by the Board.

HUMAN RESOURCES

The Board recognizes the importance of maintaining a competent and well-trained force by attracting and retaining qualified personnel and by providing a fulfilling career from recruitment to retirement.

The Department shall have a human resources management policy, including personnel standards, selection, promotion, benefits, and personnel practices that ensures fair and equitable treatment of all personnel and promotes an environment conducive to maintaining a competent and well-trained work force.

The Department shall adopt a mandatory physical fitness program for fire protection personnel under the direction of a qualified medical officer.

The Department shall conduct annual medical evaluations on all fire protection personnel and volunteer firefighters to certify that they are medically fit for duty. Fire protection personnel and volunteer firefighters shall be medically cleared and fit tested annually to wear a respirator (SCBA) in accordance with Cal-OSHA standards.

The Department shall have an Employee Assistance Program (EAP) that provides confidential counseling services with a licensed clinician to employees and their family members at no charge.

The Department shall have a written substance abuse policy of zero tolerance, with mandatory adverse action for any personnel who are under the influence of illegal or unauthorized drugs, or alcohol, or any other illegal mind altering substance while on duty. The policy shall include procedures for drug or alcohol testing when there is a reasonable suspicion that the employee is under the influence. The Department shall have a substance abuse assistance program designed to offer employees with a substance abuse problem an opportunity to voluntarily seek help before adverse action becomes necessary or they become unemployable.

The Department shall provide a Critical Incident Stress Debriefing (CISD) program for fire protection personnel. A critical incident is a significant event that, due to its own nature or the circumstances in which it occurs, carries the high probability for psychological distress; possibly causing emotional reactions that may interfere with job performance or lead to disability. The fire chief shall assign trained personnel to a CISD team that can provide debriefings under the direction of a mental health professional.

The fire chief is authorized to establish a chaplaincy program to offer spiritual, emotional, and physical support to Department personnel and their families during times of death, serious injury, serious illness, or other difficult and emotional situations. The fire chief may designate a Department chaplain(s) for the purpose of providing chaplaincy program services.

TRAINING AND CERTIFICATIONS

The Department shall have a training program and policy that ensures that personnel are trained and competency is maintained to effectively, efficiently, and safely execute all of the responsibilities of the Department. The fire chief shall designate unit personnel as necessary at the chief officer level to coordinate the Department's training program. The training program shall identify minimum standards for job required and job related training for each rank and classification of firefighting personnel in the Department.

An individual training and development plan shall be prepared and updated annually for each employee of the Department. The individual training and development plan will identify training needs for the employee to achieve specific job related goals and objectives. Individual training and development plans shall be used by the training officer to develop an annual plan for meeting the Department's training needs.

The Department shall have written and measurable standards of performance for the knowledge, skills, and abilities associated with municipal and wildland fire protection. The performance standards shall be consistent with the standards outlined by the International Fire Service

Training Association (or equivalent nationally recognized standard), and applicable to the types and kinds of emergency incidents that normally occur within the District. Department personnel assigned to cover fire apparatus shall be tested at least annually to ensure that essential firefighter skills are maintained to the Department standard. New personnel shall receive training before engaging in emergency duties to ensure that they can work safely and effectively at fires and other emergency incidents.

All fire protection personnel that drive or operate district fire apparatus, other than utility vehicles, shall be trained and certified to the State Fire Marshal Driver-Operator level or equivalent. All personnel that drive any district motor vehicle shall have a current California Drivers License (CDL), valid for the type of vehicle that is being driven. Personnel required to maintain a Class B CDL shall be enrolled in the Department of Motor Vehicles pull notice program. Personnel that drive any District motor vehicle shall participate in a state certified defensive driver-training program every four years.

Personnel at the Firefighter and Fire Apparatus Engineer level shall successfully complete a formal training academy upon permanent appointment. Permanent Firefighters shall have a minimum of 160 hours of training in an academy approved by the Department. New permanent Fire Apparatus Engineers shall have a minimum of 400 hours of training in an academy approved by the Department. Volunteer Firefighters shall participate in a training academy approved by the Department prior to staffing apparatus for emergency response.

Permanent Firefighters and Fire Apparatus Engineers shall be enrolled in a three-year apprenticeship program (432 hours) upon successful completion of academy training.

ORGANIZATION FOR EMERGENCY RESPONSE

The fire chief shall issue written administrative regulations, and operating guidelines and orders to ensure effective, efficient, and safe execution of the Department's mission.

A. FACILITIES

The Department shall conduct operations from the following District owned facilities:

Fire Station 89	Fire Station 88
3200 Country Club Drive	2961 Alhambra Drive
Cameron Park, CA 95682	Cameron Park, CA 95682

B. ENGINE COMPANIES

One, full-time, paid engine company shall be in service seven days a week, 24-hours per day, at each of the District's two fire stations. A reserve fire engine shall be maintained at each station as a back-up in cases where the staffed engine becomes out of service for any reason. Reserve engines may be staffed as additional resources, by paid or volunteer firefighters, during times of need.

C. ENGINE STAFFING

The minimum staffing level for fire apparatus responding to emergency incidents, excluding command officers and utility vehicles, shall be two persons. Personnel responding to emergency incidents shall meet the minimum training requirements set forth by the Department (see training).

D. COMPANY OFFICERS

A paid company officer at the Fire Captain level, or paid qualified acting officer, shall be assigned to be in charge of each full-time paid engine company at all times. Volunteer engine companies shall have a qualified, volunteer or paid, officer assigned to be in charge of each volunteer or reserve engine company at all times.

E. VOLUNTEER FIREFIGHTERS

The fire chief is authorized to organize a volunteer firefighting force to augment the paid firefighting forces as needed for the purpose of providing authorized services. The goal of the Department shall be to maintain one reserve engine available for staffing by volunteer firefighters at each fire station in the District.

F. STANDARD RESPONSE PLAN

The fire chief shall develop a *standard response plan*, establishing the quantities and types of fire apparatus and personnel that should respond, to the kind of incidents that normally occur with the District. The goal of the Department shall be for the first resource to arrive at the scene of a fire or medical emergency within the District, within eight minutes of receiving an alarm, 90 percent of the time.

G. MUTUAL AND AUTOMATIC AID

The Department may extend to, and receive from, other organizations' fire departments, some or all of its services through mutual or automatic aid agreements. Mutual and automatic aid agreements must be approved by the Board. The Department may seek reimbursement for services provided to other organizations when allowed by law and as determined appropriate by the fire chief.

EMERGENCY SCENE MANAGEMENT

The Department shall use the Incident Command System (ICS) for managing emergency incidents in the District. The fire chief shall have a written operating plan that describes the local procedures for establishing the ICS at emergency incidents. Company officers may be used for incident command on routine incidents as determined by the fire chief. The Department's Standard Response Plan shall include a sufficient number of resources and officers to implement the ICS for the kinds of emergencies that occur within the District.

The fire chief shall designate an officer at the paramedic level to coordinate a Departmental Continuous Quality Improvement (CQI) program. All patient care reports (100 percent) shall be audited for quality assurance using a peer review process.

The Department shall provide a minimum of 4 hours per year of communicable disease training to all personnel that respond to emergency incidents where they may be exposed to infectious diseases. The Department shall have a written medical exposure control plan in accordance with California Code of Regulations, Title 8 Section 5193, and a designated medical officer as required by the Ryan White Comprehensive AIDS Resources Act of 1990 (PL 101-381). The Department shall provide voluntary Hepatitis B vaccinations for all emergency response personnel.

COMMUNITY RELATIONS

The Department shall endeavor to develop the community's understanding of its mission through an active public relations program. The Department shall promote public understanding through active participation with the various citizens groups within the community, such as the chamber of commerce, service clubs, parent-teacher associations, senior citizens organizations, youth groups, and neighborhood associations.

A. PUBLIC INFORMATION OFFICER

The fire officer shall designate a public information officer to develop the community's understanding of the Department's mission through an active public relations program. Good media relations shall be developed through cooperation with the media and provision of facilitated access to the programs and emergency incidents in which the Department is involved.

B. COMMUNITY FIRE SAFE COUNCIL

The close proximity of flammable vegetation to homes and buildings in the District presents a potential danger to the public. The Department shall organize and support a community based (Cameron Park) Fire Safe Council, with the goal of minimizing the potential costs and losses from a destructive wildfire in the District. The Department shall also participate in the El Dorado County Fire Safe Council.

PUBLIC FIRE SAFETY EDUCATION

The Department shall carry out a public fire safety education program to achieve or develop a level of fire safety awareness and attitude that assists the Department in the management and reduction of the fire risk in the community. Fire safety education programs shall focus on providing citizens with information to help them protect their lives and property from fire. The fire chief shall designate a public safety education officer to coordinate fire safety education programs.

A. FIRE SAFETY EDUCATION (YOUTH)

The Department shall develop and maintain a cooperative relationship with local schools in the District to provide public fire safety education to elementary school children.

B. FIRE SAFETY EDUCATION (ADULT)

The Department shall participate in public events, and provide public education materials and information to community members, businesses, groups, and organizations to help them protect their lives and property from fire.

C. JUVENILE FIRE SETTERS PROGRAM

The Department shall have an intervention program designed to prevent and control juvenile fire setting in the District. The program shall be based on U.S. Fire Administration standards.

D. EXPLORER SCOUT PROGRAM

The Department shall offer an Explorer Scout program to provide high school students an opportunity to learn about careers in firefighting.

E. REGIONAL OCCUPATIONAL PROGRAM (ROP)

The Department shall participate with the local high school district to provide ROP training opportunities for high school students seeking a career in the fire service.

CODE ENFORCEMENT

The Department, subject to legal authority, shall establish policies and procedures for the enforcement of fire and life safety codes in the District. The enforcement of fire and life safety codes shall be a major focus area of the Department.

A. CODES AND REGULATIONS

State

The Department shall enforce the California Fire Codes as adopted by the Board. The Department shall enforce the forest and fire laws of the Public Resources Code.

County

The Department shall work cooperatively with the County Building Official to enforce the public safety related provisions of the California Building Code as adopted by the County Board of Supervisors. The Department shall work cooperatively with County Planning and Transportation Department officials to ensure the fire and life safety objectives of the Department are addressed in plans for new development. The Department shall review plans for new development,

building construction, and tenant improvements in the District, and conduct inspections to determine compliance with permit requirements, and fire and life safety codes.

District

The Department shall enforce the local fire safety ordinances and regulations of the District as approved by the Board, including, but not limited to:

- ◆ Fire Detection Systems and Sprinkler Ordinance for Commercial Buildings
- ◆ Fire Hazard and Weed Abatement Ordinance.

B. ENFORCEMENT ADMINISTRATION

The Fire Chief shall designate a qualified fire officer (trained specialist) as Fire Marshall, with the responsibility and authority to execute a competent fire and life safety code enforcement program.

C. INSPECTION PROGRAM

Where inspection intervals are set by law, they shall be followed. The Department shall develop a structural program for performing inspections. Department personnel issuing correction notices or stop orders shall be trained in fire code inspection practices as defined in the California Fire Code and adopted by the Board. The Department, in coordination with legal counsel, shall develop a program for issuing citations of code violations and the proper follow-up of all citations issued to ensure compliance or correction. Department personnel issuing misdemeanor citations shall be trained and certified to the Peace Officer, or Public Officer, level as defined in the California Penal Code, Section 830.

FIRE INVESTIGATION AND PREVENTION

The Department, subject to legal authority, shall investigate all fires by gathering information to assist in: 1) Developing an effective fire prevention program; 2) Identifying public education programs; 3) Describing the community's fire problems; 4) Evaluating fire protection capability; and 5) Providing for the enforcement of fire related laws and regulations.

The fire chief shall develop written policies and procedures for fire prevention and investigation, and establish a fire prevention bureau with the responsibility to coordinate the Department's fire prevention, investigation, and law enforcement activities. The fire chief shall designate P.O.S.T. certified unit personnel as necessary at the chief officer level to supervise the fire prevention bureau. Fire Captain (Specialists) assigned full time to the fire prevention bureau, and given fire investigation or law enforcement responsibilities, shall be P.O.S.T. certified.

A. FIRE PREVENTION AND RISK REDUCTION

The Department shall offer its services to local individuals and organizations with potential fire hazard conditions and shall assist in their solution.

B. FIRE INVESTIGATION

The Department shall investigate fires in the District to determine the origin and cause of the fire. All fire protection personnel shall be trained in basic fire cause determination, arson detection, and investigation procedures to provide a high rate of origin and cause determination. The fire prevention bureau shall be called to investigate all suspected arson fires, and all fires resulting in loss of life, or significant loss of property.

COMMUNICATIONS

The Department is authorized to contract with the California Department of Forestry and Fire Protection (CDF) in Camino for dispatch services.

EQUIPMENT AND BUILDINGS

The fire chief shall maintain an inventory of all vehicles, equipment, and buildings owned, leased, utilized, or maintained by the Department.

A. MOBILE EQUIPMENT

The fire chief shall establish a program for the inspection, maintenance, and repair of the Department's mobile equipment. The fire chief shall designate a unit fleet manager, with full time experience in major repair and construction of gasoline and diesel powered heavy equipment, to supervise the Department's mobile equipment maintenance and repair program. Department personnel performing maintenance and repair work, beyond routine preventive maintenance, shall be journey level heavy equipment mechanics.

Records documenting the inspection, maintenance, and repair of mobile equipment shall be maintained. A daily inspection procedure shall be developed to ensure equipment is in a state of ready response and in a safe operating condition. Monthly inspection and preventive maintenance procedures shall be developed to ensure primary vehicle operating systems and components (i.e. lubricants, electrical steering, suspension, brakes, etc.) are in a state of good repair. Annual inspection and maintenance procedures shall be developed to ensure major vehicle components (i.e. engine, transmission, etc.) are in a state of good repair.

B. FIRE EQUIPMENT

The fire chief shall establish programs for testing, inspecting and maintaining fire pumps, hose, ladders, defibrillators, self-contained breathing apparatus (SCBA) and the other equipment upon which personnel depend to carry out the emergency response mission of the Department.

C. BUILDINGS AND GROUNDS

The fire chief shall establish programs for inspecting the buildings and grounds of the District's fire stations to ensure that they are maintained in safe operating condition, and a state of good repair.



MANAGEMENT OF WATER FOR FIRE PROTECTION

The Department shall work cooperatively with the El Dorado Irrigation District (EID) to ensure sufficient water supplies are available in the District to meet the fire flow requirements adopted by the Board. The fire chief shall designate a fire protection planner with the responsibility to evaluate water supply needs throughout the District, and make recommendations for improving water supply in areas where there are identified deficiencies, or when new development occurs.

HAZARDOUS MATERIALS

The Department shall provide First Responder Operations Level functions in the event of a hazardous materials incident posing a threat to human lives or property in the District. The Department *shall not* assume primary responsibility for managing, or controlling, hazardous materials incidents that exceed the First Responder level. The fire chief shall designate a State Fire Marshall certified Hazardous Materials Specialist to coordinate the Department's hazardous materials training and emergency response program.

The Department may provide assistance to county and state agencies responsible for the mitigation of hazardous materials incidents that occur within the District, provided there is a threat to human lives or property, and only to the extent that the Department has the resources to do so.

SUMMARY

The proposal from El Dorado Hills Fire Department is for a three person staffing on all fire engines. This is a higher level of service than that adopted by the Cameron Park CSD Board. The El Dorado Hills Fire Department would not reduce their level to provide a tiered response throughout their area of jurisdiction. It should be noted that the industry norm in the State of California for a recognized staffed engine company is a minimum of three personnel.

**SECTION III:
ANALYSIS OF ALTERNATIVES**

A. CONSOLIDATION VS. CONTRACTING FOR SERVICES

The scope of this report identified two possible delivery systems with respect to alternatives involving surrounding fire agencies. One was to contract with one of the surrounding agencies for delivery of fire and life safety services and the other was some form of a consolidation with one of the surrounding agencies. As stated in the overview section of this report, the three surrounding agencies to be considered are the Rescue Fire Protection District, El Dorado Hills Fire Department and the El Dorado County Fire Protection District. The Rescue Fire Protection District is presently meeting with representatives from the El Dorado Hills Fire Department to consolidate fire and life safety services through a reorganization of the El Dorado Hills Fire Department. Therefore, the Rescue Fire Protection District declined to be considered as a viable alternative for delivery of fire and life safety services to the citizens of Cameron Park.

Consolidation

The Cameron Park CSD provides services other than fire and life safety. Therefore, a consolidation of the Cameron Park CSD with either the El Dorado Fire Protection District or the El Dorado Hills Fire Department would be difficult. The most appropriate process would be for the Cameron Park CSD to detach that portion of the district responsible for fire and life safety services and retain the responsibility for the remaining services presently provided by the District. This would involve an assessment of property tax revenues and a redistribution of those revenues at the time of detachment. The neighboring district absorbing the fire and life safety responsibility would then re-organize its district to encompass the boundaries of the Cameron Park CSD for fire and life safety services.

This scenario may prove advantageous to the CSD in that the District may be able to expand its boundaries to encompass a larger service area for parks and recreation. In the past, any attempt on the part of the District to increase its boundaries has been met with opposition from neighboring fire districts due to a loss in revenue by the other districts. Detachment of fire and life safety services from the Cameron Park CSD would facilitate the annexation of land into its District for Parks and Recreation services. This increase in area served for parks and recreation would result in an increase in revenues from the County.

Contract for Services

Contracting for services would involve a contract between the Cameron Park CSD and the neighboring fire agency. The terms and conditions of the contract would have to be agreed upon by both parties. The El Dorado Hills Fire Department expressed concerns with respect to contracting for services due to the negative impact if and when the District chooses to cancel the contract. Therefore, the El Dorado Hills Fire Department is only interested in the detachment of fire and life safety services from Cameron Park and the re-organization of the El Dorado Hills Fire Department to encompass the detached area. The El Dorado County Fire Protection District is willing to discuss contracting for services; however, their preference would be a detachment and re-organization scenario as discussed previously.

B. ALTERNATIVE DELIVERY SYSTEMS – PROS AND CONS

The cost comparisons discussed in this section only reflect personnel costs. Citygate has made the assumption that the services and supplies costs will remain relatively constant regardless of the delivery system. Any identification of total costs should involve the addition of the present services and supplies costs as budgeted in the District's 2002/2003 budget.

The personnel costs associated with the County's EMS JPA have been included in the previous computations so that the alternative delivery systems can be accurately compared to the present Schedule A contract. How this impacts the different delivery systems will subsequently be discussed in detail in the appropriate sections of this report.

Continue Schedule A Contract with the State of California

As reflected in the Table A, the eventual cost of the Schedule A Contract with the State of California will increase by approximately \$579,000 by fiscal year 2005/2006. The District has little control over this increased cost other than to evaluate ways to increase revenues to offset the cost. The only realistic choice would be the passage of a special tax by a two-thirds vote of the electorate in the District. Absent the passage of the special tax, the District would have to cut services within the CSD either in the delivery of fire and life safety services or parks and recreation.

Before the District decides to cancel the Schedule A Contract with the State of California, they should strongly consider the ancillary benefits of a continued relationship with CDF. The following is a list of the primary benefits:

- ◆ Access to work crews to complete District Projects such as: overhaul and clean-up of structure fires; clean-up work and construction work at the District's parks.
- ◆ Representation at the Fire Safe Council.
- ◆ Additional coverage at the Battalion Chief's level, over and above the one Battalion Chief in the Schedule A contract.
- ◆ All training of fire personnel is provided at no additional charge.
- ◆ Access to additional personnel to address any given emergency situation.

El Dorado Hills Fire Department

As stated previously, the El Dorado Hills Fire Department is only interested in the Detachment of the fire protection services of the District and re-organization of the Fire Department to encompass the detached area. The El Dorado Hills Fire Department is willing to consider this alternative if the Cameron Park CSD is willing to restructure the percentage of tax revenue to cover the first year's annual cost of fire protection. Additionally, the El Dorado Hills Fire Department has adopted a minimum staffing distribution policy of three personnel per engine. This significantly increases the overall cost, but results in a higher level of service to the community.

As projected in Table C, the personnel costs would be approximately \$2,518,000. The present services and supply portion of the fire budget for the CSD is \$250,000. Therefore, the CSD would have to adjust the percentage of revenues such that when the District detached the fire

protection portion of their responsibilities, \$2,768,000 in revenues would be shifted from the CSD.

At present, the total property tax collected by the CSD is only \$2,207,650. Adding in the revenue received from the JPA only raises the total revenue to \$2,697,650. It is obvious that this option would require the passage of a special tax to make it financially feasible. The benefits of this option are:

- ◆ An increased level of service – three-person engine companies versus two persons.
- ◆ Overall, costs would be offset somewhat since the El Dorado Hills Fire Department is a multi-county special district, which, at present, does not contribute to the Educational Revenue Augmentation Fund (ERAF). The revenue presently diverted from the CSD to the ERAF would offset some of the costs associated this alternative.
- ◆ The CSD could petition the Local Area Formation Commission to expand its boundaries with respect to its parks and recreation services, thereby increasing its tax revenues.

El Dorado County Fire Protection District (EDCFPD)

This alternative would result in a reduction in cost, both present and in the future, although the projected future cost is an estimate based on a 5 percent increase in salaries for the next fiscal year. At the writing of this report, the EDCFPD was still in negotiation with their labor group. Additionally, an administrative cost has not been added. This cost would have to be negotiated, depending on whether the CSD chooses to contract with the EDCFPD or go through the process of detachment and reorganization.

The benefit of contracting for services is that the CSD would retain control over the services provided to its citizens. The major drawback to contracting for services is that the CSD would have to cover the increased costs associated with the salaries and benefits of the personnel assigned to cover the District.

Detachment and re-organization would result in the CSD losing control over the operations of the fire and life safety services. However, once the formula is developed to re-distribute the tax revenues, the CSD would not have to worry about additional costs associated with providing those services.

Implementation of the alternative would maintain the level of service with respect to the number of personnel per engine company; however, some reduction in the level of support services would be realized. This alternative does not include any additional fire prevention personnel. The fire prevention needs of the area served by the CSD would be absorbed into the existing workload of the EDCFPD. Additionally, no additional chief officers are proposed in this alternative. This will result in the shift Battalion Chief responding from outside the present CSD boundaries. The ancillary benefits discussed in the Schedule A alternative and the benefits of an increased level of service discussed in the El Dorado Hills alternative are not present in this alternative.

Re-Instituting a Cameron Park Fire Department with District Personnel

According to historical records, Cameron Park CSD had its own fire department prior to contracting with CDF. As a requirement of this report, Citygate was asked to evaluate the feasibility of reverting back to a paid fire department with Cameron Park employees. Based on the service level adopted by the CSD Board, there would be a need to add a fire chief, fire prevention officer and training officer. In order to provide an equitable salary comparison, Citygate assumed that the District would opt for the most economical and competitive salary and compensation for the area. Therefore, the salary and benefit costs used for this analysis were those equal to the El Dorado County Fire Protection District.

The cost to the CSD to provide their own fire personnel would be the same as the cost to the El Dorado County Fire Protection District with the addition of a Fire Chief, Fire Prevention Officer and Training Officer. It is assumed that clerical support could come from existing CSD personnel in the Administration Office. Other than the increased cost of three additional personnel, the District would incur on-going cost with respect to personnel compensation as labor contracts are negotiated. Allowing either El Dorado County FPD or El Dorado Hills FPD to absorb Cameron Park's fire service responsibilities, future labor costs would be the responsibility of the aforementioned districts.



Request for Proposal Legal Services

Cameron Park Community Services District
2502 Country Club Drive
Cameron Park, CA 95682

Board of Directors:
Greg Stanton, President
Sean Tucker, Vice President
Shiva Frentzen, Director
Scott McNeil, Director
Vicky Neibauer, Director

Mary Cahill, General Manager

Issued June 10, 2013
Submittal Deadline Tuesday, July 2, 2013

Overview

Cameron Park Community Services District (District) is issuing a Request for Proposal to provide legal services for the District. The District is seeking to contract with an attorney or legal firm to serve as General Legal Counsel for the District. The District invites interested law firms and individuals with a minimum of five years of public law experience representing Special Districts, Water Agencies, or other local governments to submit a written proposal to provide general legal services.

As the District's General Legal Counsel, the selected law firm or individual will be expected to provide a broad range of general legal services to the Cameron Park Community Services District. Legal Counsel is selected to work as an independent contractor by the Board of Directors and works closely with the General Manager and other staff. The Legal Counsel's primary role is to provide expert legal advice to the District's Board of Directors and General Manager. The ideal candidate will possess a proven track record of successfully advising and representing special districts of similar size and function.

The District has historically contracted with law firms or individual attorneys for:

- General counsel related to District operations
- Personnel issues
- Interpretation and enforcement of the District's CC&Rs

Presently, more than one legal firm is on retainer with the District. Please note that the District is issuing a separate RFP for legal services regarding the District's CC&Rs.

Background

Cameron Park is a warm community of more than 18,000 residents located in El Dorado County, California. Located approximately 30 miles east of Sacramento and 70 miles west of South Lake Tahoe, the area was originally established in the 1950s by Larry Cameron as a 150-acre cattle ranch. Today the District includes a rural mix of large and small ranches, residential homes, and business properties. For more information about the District and its operations, please refer to the District's website at www.cameronpark.org.

The District is governed by a five-member Board of Directors, and provides the following services to the Cameron Park Community:

- Fire and emergency services
- Enforcement of the District's Covenants, Conditions & Restrictions (CC&R's)
- Recreation Programs
- Park Facilities including aquatic facilities
- Administration of the District and the services above

The General Manager, who is appointed by the Board of Directors, is responsible for the day-to-day operations. The District employs 9 full-time personnel, but during the summer, seasonal and part-time employees may increase the employee count by 30 – 40 individuals. The District's total agency budget varies with grants and special revenues, but is currently approximately \$6.5 million, with about \$4.5 million accounted for in the General Fund, and the remaining \$2 million accounted for in various special and restricted Funds.

Scope of Work

The District is seeking proposals from qualified attorneys to provide General Legal Counsel to the District, its Board of Directors, and General Manager. Areas for discussion and counsel are listed below. The proposed contract term is five years with a two-year extension at the discretion of the District.

- Advise the Board of Directors and General Manager on wide-ranging special district legal matters including parliamentary procedures, the Ralph M. Brown Act, Fair Political Practices Commission regulations and public official conflict statute, the California Public Records Act, the California Elections Code, and laws pertaining to Special Districts that govern fees and taxes.
- Provide legal counsel regarding:
 - Employment law and labor relations;
 - Financing, including municipal bonds that support special districts;
 - Taxing and revenue-raising authority available to special districts;
 - Procurement of goods & services;
 - Public works capital improvement projects;
 - Special district boards, commissions, supervisors or directors;
 - Petitions, hearings and records particular to special districts;
 - Intergovernmental services involving state or federal agencies, counties, municipalities, and other local governmental agencies;
 - District elections;
 - Compliance with federal and state regulations;
 - Environmental issues;
 - Risk management.
- Prepare and/or review all ordinances, resolutions, contracts, joint powers agreements, and other agreements and contracts entered into by the District as requested by the General Manager.
- Enforce District ordinances and regulations through administrative and judicial actions as requested by the General Manager.
- Research and submit legal opinions on special district or other legal matters as requested by the Board of Directors or the General Manager.
- Coordinate and manage the services and costs of outside special counsel if assigned.
- Attend monthly Board meetings unless excused by the Board President or the General Manager, and attend additional Board special meetings, committee meetings, and community meetings as appropriate.
- Promptly return all calls and emails from the Board of Directors and from District staff.

Instructions for Submittals

Deadline for submittal is 5:00pm, Tuesday, July 2, 2013; no proposals will be accepted after this time. Firms shall provide the District with an electronic copy sent to Mary Cahill, General Manager, at mcahill@cameronpark.org plus eight copies delivered or mailed to:

**Cameron Park Community Services District
2502 Country Club Drive
Cameron Park, CA 95682**

The Cameron Park Community Services District requires the applicant to submit a concise proposal clearly addressing all of the requirements outlined in this RFP. To be considered

responsive, the proposal must provide specific answers to all questions and requests for information.

The following information shall be included in the submittal:

- A cover letter of introduction.
- Describe the nature of your law firm's practice and your qualifications for providing general legal services to the Cameron Park Community Services District. Please provide a professional chronology, including the educational background, legal training, and years of practice (including date of admission to the California Bar) for the individual who will be designated to serve as primary legal counsel, as well as for others anticipated to be involved in providing legal services to the District.
- Please provide the overall capabilities, qualifications, training, and area of expertise for each of the principals, partners and associates of the law firm, including the length of employment for each person and his/her area of specialization for those involved in the assignment, emphasizing knowledge of, and experience with, California special districts, or other public sector experience.
- A representative list of similar public agency clients represented within the last ten years.
- Current Clients and Conflicts of Interest:
 - Please list all current or former clients (including pro bono) with real ownership, residence, or principal place of business within the boundaries of Cameron Park Community Services District.
 - Please list all public clients for which you or your firm currently provide services under a fee-for-service basis or on a retainer basis.
 - Please identify any foreseeable or potential conflicts of interest which would result from such representation and the manner in which you would propose to resolve such conflicts.
- Litigation experience and demonstration of a good court track record. Cite examples of public agency litigation experience.
- Intended office location and accessibility to the Cameron Park Community Services District.
- A proposed fee schedule for service to be provided and a sample billing statement. The District prefers that legal services be provided at an hourly rate based on the individual attorney billing rates.
- Please provide the limits of your professional liability insurance coverage. The District will require risk transfer provisions in this contract.
- A list of a minimum of three references comprised of clients for which the firm has completed similar work, including their contact information.
- If the firm, or any attorneys employed by the firm, have ever been sued by special districts, local governments, or other clients for malpractice, have ever been the subject of complaints filed with the State Bar, or have had discipline imposed by the State Bar, please provide information on the nature of the incident, the dates when the matter began and was concluded, and the results of the situation.

- Any other supporting materials that support the proposal and would assist the District in making their decision.

Solicitation of proposals in no way obligates CPCSD to contract with any firm or individual. The decision to approve and award a contract is at the discretion of CPCSD Board of Directors.

Review & Selection Process

All proposals must be received before the close of business on Tuesday, July 2, 2012. Proposals will be screened July 2, 2013 - July 9, 2013.

CPCSD will review proposals and make recommendations to the Board of Directors for final approval. The General Manager and/or Board of Directors may request a meeting with some of the qualified individuals or firms prior to making a final selection. The following criteria will be used for selecting the top candidate(s):

- Depth and breadth of experience and expertise in the practice of law, with particular emphasis on those areas most often encountered in special districts and specifically in the topics listed under scope of services;
- Degree of experience with similar clients and communities;
- Capability to perform legal services promptly and in a manner that permits the District and its staff to meet established deadlines and to operate in an effective and efficient manner;
- Degree of availability for quick response to inquiries that arise out of day-to-day operating questions or problems;
- Degree to which the firm and individual attorneys stay current through continued professional development and active communication with other practitioners in special district law;
- Communication skills;
- Fees and cost of services;
- Responses from references;
- Interviews, if conducted;
- Other qualifications and criteria as deemed appropriate by the Board of Directors.

Timeline (tentative)

July 2	Deadline for Response
July 2 – July 9	Review proposals and select top candidates
July 9 & 10	Notify top candidates and schedule interviews
July 15 – 26	Interview & select final candidate
July 29 – August 7	Negotiate contract
August 21	Board of Directors approval

Questions?

Any questions should be directed to the District’s General Manager, Mary Cahill, at the District’s address as above, at mcahill@cameronpark.org, or 530.677.2231. Please note that no oral information given will be binding upon the District unless such information is issued in writing as an official addendum.

March 2017

Exhibit 7

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
	4	5	6	7	8	9
	10	11	12	13	14	15
	16	17	18	19	20	21
	22	23	24	25	26	27
	28	29	30	31		

**Proposed Parks
& Rec
Committee
Meeting**

**Proposed
Budget &
Admin and Fire
Committee
Meetings**

**Board of
Directors'
Meeting**