



**Fire and Emergency Services Committee
Tuesday, February 12, 2019
5:30 p.m.
2502 Country Club Drive, Cameron Park**

Agenda

Members: Chair Director Holly Morrison (HM) and Vice Chair Director Felicity Carlson (FC)
Alternate Director Margaret Mohr (MM)
Staff: General Manager Jill Ritzman, Chief Sherry Moranz, Chief Mike Smith, Chief Jed Gaines
(Holly Morrison is expected to be absent; Margaret Mohr, as the alternate, will attend in her absence.)

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. Burn Day Designations In Cameron Park; Ordinance 2000-01 (J. Ritzman)**
- 2. Fire Sustainability Efforts in El Dorado County (J. Ritzman)**

3. Staff Written Reports & Oral Updates (Chief Moranz)

- 2019 Weed Abatement Ordinance Program – Staff Update
- Naming Programs:
 - Weed Abatement Ordinance Program, Fire Dept.
 - District Parks & Properties Fuel Reduction Program, Parks Dept.
 - Roadway Fuel Reduction Program, Parks Dept. & County

4. Items for March and Future Committee Agendas

5. Items to take to the Board of Directors

MATTERS TO AND FROM COMMITTEE MEMBERS

ADJOURNMENT



Fire and Emergency Services Committee
Wednesday, January 23, 2019
5:30 p.m.
2502 Country Club Drive, Cameron Park

Conformed Agenda

Members: Chair Director Holly Morrison (HM) and Vice Chair Director Felicity Carlson (FC)
Alternate Director Margaret Mohr (MM)
Staff: General Manager Jill Ritzman, Chief Sherry Moranz, Chief Mike Smith, Chief Jed Gaines

CALL TO ORDER – 5:33pm

ROLL CALL – HM/FC

ADOPTION OF AGENDA - *Approved*

APPROVAL OF CONFORMED AGENDA - *Approved*

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1. Formation of Fire Safe Council (Paul Gilchrest; oral report & handout from prior meeting)

- *Moved to future Fire committee meeting*

2. Burn Day Designations in Cameron Park (J. Ritzman)

- *Proposal from John Coburn (see handout); moved to February committee meeting*

3. Department Updates

- Staff follow-up for EID & roadway blue dots
 - *No update; requires more investigation on responsible party.*
- Staff follow-up with BLM regarding remaining burn piles & plans for fire breaks
 - *No update due to government shutdown.*
- Cameron Park Lake Dam Emergency Action Plan
 - *Plan has been submitted and is under review with the state.*
- California Climate Investment Grant
 - *Grant has been submitted and awaiting response.*

4. Items for February and Future Committee Agendas

- *Review Tasks & Timeline for Implementation of 2019 Weed Abatement Ordinance Program*
- *Update fire fuel reduction and weed abatement on District properties*
- *Update on roadway weed abatement partnership with El Dorado County*
- *Fire Sustainability Efforts in El Dorado County*
- *Formation of Fire Safe Council*
- *Burn Day Designations in Cameron Park*

5. Items to take to the Board of Directors

MATTERS TO AND FROM COMMITTEE MEMBERS

- *FC attending county housing roundtable meeting on Friday, January 25.*

ADJOURNMENT – 6:33pm



Agenda Transmittal

DATE: February 12, 2019

FROM: Jill Ritzman, General Manager

AGENDA ITEM #1: **BURN DAY DESIGNATIONS IN CAMERON PARK;
ORDINANCE 2000-01**

RECOMMENDED ACTION: **CHANGE THE NOVEMBER BURN DAYS TO THE FIRST TWO WEEKS
IN DECEMBER**

Background

On November 16, 2000, the Board of Directors approved Ordinance 2000-01 which placed restrictions on burning within the Cameron Park Community Services District (District) boundaries. The Ordinance prohibits outdoor burning on residential parcels, less than one acre, except for the first two weeks of April and the first two weeks of November. Regular guidelines for permits and permissive burn days apply. The Ordinance cites the Mandatory Refuse Collection Program as an alternative to residential burning and the intent to reduce air pollution caused by burning.

Discussion

Burning in November is increasingly problematic due to the warm, dry fall weather pattern in recent years. In some years, burning could not take place. This report outlines options to burning green waste.

The Cameron Park Community Services District (District) manages the waste collection contract with El Dorado Disposal (EDD), also known as Waste Connections. The agreement provides several options for residents to dispose of green waste:

- Biweekly curbside collection. If a resident frequently generates more waste than 1 green can will accommodate, a second can may be added to your service in most cases at no additional monthly cost.
- El Dorado Disposal will accept additional yard waste placed in paper compostable yard waste bags. The first 2 bags are free, a fee will apply for each additional bag. Contact EDD before your collection day to make arrangements.

- Twice a year EDD will accept unlimited yard waste bags curbside on a designated regular service day. These days typically occur in April/May and again September/October, and residents receive advance notice regarding designated days.
- The District sponsors 2 Community Cleanup Days each year. Residents may bring unlimited yard waste on designated days. Some restrictions apply. Additional days can be added at no additional charge; volunteers will need to be secured to assist.
- Residents are provided vouchers for additional waste disposal. These annual vouchers are good April through March. Vouchers may be used for up to 18 yard waste bags to be collected curbside or for a truckload delivered to the Disposal Facility.
- Yard waste may be brought to the MRF/Disposal Facility at 4100 Throwita Way in Placerville. Fees will apply.

The El Dorado County Fire Safe Council offers a wood chipping program to assist property owners in disposing of cut shrubs and branches up to 7 inches in diameter. Piles must be adjacent to a driveway, road or street. This service provides up to 6 hours of chipping per property and is supported by a grant from the USFS. More information is on the El Dorado County Fire Safe Council website.

Enforcement

The Sheriff is responsible for enforcing the District's Ordinances, and competing resources and priorities in the Sheriff Department may prevent effective enforcement if a violation occurs. Most residents want to follow local laws and ordinances, and only a few, if any, would intentionally violate this ordinance.

Conclusion

Staff recommends simply changing the fall burn dates from November to December. Staff does not recommend adding additional burn dates. The District office receives many phone calls from residents complaining about neighbors' chimney smoke. In addition, air quality during the summer and fall has become increasingly unhealthy due to wildfires.

Staff is also not recommending to leave burn days flexible, but to establish specific dates in the Ordinance. Messaging specific dates for burning prevents inquiries at the District and Fire Department offices regarding when to burn and also reporting fires.

Attachments:

A - Ordinance 2000-01

B – Proposal John Coburn

C – Email from Gerald Lillpop

ORDINANCE 2000-01
Of the Board of Directors of the Cameron Park Community Services District

November 16, 2000

**Ordinance to Prohibit Outdoor Residential Burning Within Designated Areas
of Cameron Park Community Services District Boundaries**

Whereas, during the general election of November, 1998, the registered voters of Cameron Park Community Services District passed a ballot measure calling for mandatory refuse collection within the boundaries of Cameron Park Community Services District; and

Whereas, March, 1999, the Mandatory Refuse Collection Program began in Cameron Park, as a result of said election; and

Whereas, this program allows for unlimited refuse collection for residences in Cameron Park, inclusive of yard waste; and

Whereas, with this program in place, burning of yard waste is no longer the most expedient manner to dispose of yard waste; and

Whereas, outdoor residential burning in high population density areas does create air pollution and health hazards; and

Whereas, Cameron Park consists of mostly highly developed residential areas; and

Whereas, it is the desire of the District to reduce air pollution caused by Outdoor Residential burning within designated areas of Cameron Park Community Services District; and

Whereas, designated areas shall be defined as residential parcels less than one acre in size and within the District boundaries; and

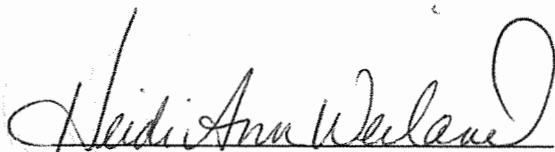
Whereas, during the first two weeks of April and the first two weeks of November residential outdoor burning will be allowed, within regular guidelines for permits and permissive burn days.

Now, Therefore, Be It Set Forth that the Board of Directors of the Cameron Park Community Services District does prohibit residential outdoor burning on residential parcels, less than one acre in size, within the boundaries of Cameron Park Community Services District, excepting for the first two weeks of April and the first two weeks of November, within regular guidelines for permits and permissive burn days.

Passed and Adopted by the Board of Directors of the Cameron Park Community Services District at a regularly scheduled meeting held on the 16th day of November, Two-thousand by the following vote of said Board:

ATTEST:

November 16, 2000


Secretary to the Board


President, Board of Directors

1/23/19 Attachment 1B
HANDOUT
John Coburn

Proposal to Modify Current Cameron park

Cameron Park Outdoor Burning Restrictions

January 23, 2019

Background Current outdoor burn restrictions limit burning in Cameron Park to the first two weeks in November and April when fire and air quality conditions permit. In the past few years, California has experienced an expanded fire season and resultant catastrophic fires have occurred. Cameron Park is located in a high danger fire zone. **All reasonable steps to minimize the risk of fire in Cameron Park should be encouraged by the Cameron Park Community Services District.**

Proposal Modify the current Cameron Park outdoor burn restrictions which limit outdoor burning to the first two weeks in April and November with one of the following options:

Option 1: Allow outdoor burning in Cameron Park year round whenever fire and air quality restrictions permit, with the provision that the fire must be put out if the smoke from the fire is considered a nuisance by any neighbours. This is similar to the existing fire restrictions in Tuolumne County.

Option 2: Each year, the _____ could adjust the two week outdoor burn period to match current year fire and air quality conditions. This would eliminate the unburned outdoor materials that are carried over each period under the existing restrictions. In a dry spring, the two week window could be moved up to March and in the Fall the two week window could be moved into late November or early December.

Attachment 1C

From: Gerald Lillpop
Sent: Tuesday, February 5, 2019 12:16 PM
To: Holly Morrison <DirectorMorrison@cameronpark.org>; Felicity Carlson <DirectorCarlson@cameronpark.org>
Cc: Jill Ritzman <jritzman@cameronpark.org>
Subject: Ordinance 2000-01

Dear Directors Morrison and Carlson:

It has come to my attention that item one on the Fire Committee agenda for the February meeting is calling for a change to our Burn Day Designations in Cameron Park; Ordinance 2000-01. As I understand there is an effort to change the months that burning is allowed from April and November to April and December. I feel that this is a wise change to our burn day ordinance. As I understand from talking with Cal Fire representatives for last several years Cameron Parks' fire season has gone from late April in to November. Therefore, allowing burn days in the first two weeks of April and December, when we experience higher humidity and have a greater chance of rain is the best solution to this issue.

I also understand that it was suggested that Cameron Park allow burning every month. This is a dangerous and unnecessary suggestion. I say this because I have spoken with El Dorado Disposal and they have informed me that any resident of Cameron Park can have two Green Waste buckets and if a resident calls ahead of time they can add two bags of green waste every service day when green waste is collected at no additional charge. Residents can rent additional Green Waste Buckets for \$6.61 per billing cycle which is every two months if this aforementioned amount of green waste disposal is not enough.

Given the Tubbs Fire of 2017 (damage from the Tubbs Fire was estimated at \$1.2 billion (2017 USD), with five percent of the city's housing stock destroyed.^[2] The Tubbs Fire also incurred an additional \$100 million in fire suppression costs¹) and the Camp Fire (total damage was \$16.5 billion) it is completely irresponsible to consider extending the amount of days open fires will be allowed in Cameron Park. We have very similar circumstances as Paradise had.

In addition to bringing an increase in fire risk to Cameron Park extended burn days would pose an air quality and health hazard. Anyone living in Cameron Park for the last two years understands when there is an increase in smoke and particulate matter in the air breathing becomes more difficult and people suffer from the unpleasant effects of breathing smoke such as watery eyes and respiratory issues. The fires that have contributed to these un-pleasantries have been hundreds of miles away from Cameron Park yet have increased the irritation and respiratory distress that is accompanied by an increase in breathing smoke and particulate matter. More local burning would contribute to exacerbate this situation. I can tell you as someone who suffers from COPD that any additional smoke or particulate matter in the air due to an increase in the amount of burn days allowed in Cameron Park would threaten my health and diminish my lifestyle.

I am calling on you to change the burn ordinance to reflect the new reality we face and allow burning in Cameron Park to be designated and restricted to the first two weeks in April and December. I believe this change will produce the very best outcomes for the CSD.

Sincerely,

Gerald W. Lillpop



Agenda Transmittal

DATE: February 12, 2019

FROM: Jill Ritzman, General Manager

AGENDA ITEM #2: FIRE DISTRICT SUSTAINABILITY EFFORTS IN EL DORADO COUNTY

RECOMMENDED ACTION: Discuss Cameron Park Community Services District's Support of El Dorado County's Efforts to Coordinate Discussions with Fire Districts Regarding Future Sustainability

BUDGET ACCOUNT: N/A

BUDGET IMPACT: none

BACKGROUND

There are ten fire districts, two community services districts and the City of South Lake Tahoe providing local government fire services in El Dorado County. Some of these agencies are in very rural portions of the County. Over the years, revenues declined and costs escalated to a point that providing adequate fire services in many communities is difficult, at best. Two reports, El Dorado County Grand Jury and El Dorado Local Area Formation Commission (Attachments A and B), provides details regarding the financial status and service levels at these Districts.

DISCUSSION

All fire service agencies located in the County participate in an automatic aid agreement that provides for the dispatching of the closest most appropriate piece of equipment to an emergency regardless of jurisdictional boundary. These different fire agencies also participate in a County and State wide mutual aid agreement, to support all communities in the County during significant events. A fire district unable to provide mutual aid due to resource limitations jeopardizes the effectiveness of the whole fire services system in El Dorado County. While Cameron Park Community Services District's financial

situation is not as dire as other districts, the health of the fire services system as a whole is important to our community.

El Dorado County is now coordinating meetings, with the support of El Dorado Local Area Formation Commission (LAFCO), with Board members and staff from the County's fire agencies. The County's desire is to provide resources and guidance to further the discussion about how to sustain an effective fire services system. By working together, there is interest in finding ways to make services more efficient, reduce operational costs, and possibly raise additional revenues in terms of grants. Timing is critical for smaller districts. Cameron Park Community Services District has a structural budget deficit, struggling to maintain service levels and invest in necessary assets, and would benefit from involvement in the County's coordination.

Staff would like feedback on the following topics:

- Support of the County's interest to coordinate meetings with fire agencies;
- Appoint the Board President to represent the District at meetings, supported by the Fire Chief and General Manager;
- Engage in the meetings to discuss alternatives to sustain adequate fire services in the County, providing feedback regarding benefits and drawbacks to ideas put forth to better sustain fire services in El Dorado County.

Attachments

A: Local Area Formation Commission, Study Session on the State of Fire Districts, September 26, 2018

B: El Dorado County 2017-18 Grand Jury, El Dorado County Fire Protection Consolidation, June 30, 2018

AGENDA OF SEPTEMBER 26, 2018

REGULAR MEETING

TIME SET 6:00 PM

TO: Shiva Frentzen, Chair, and
Members of the El Dorado County Local Agency Formation
Commission

FROM: José C. Henríquez, Executive Officer

AGENDA ITEM #8: **STUDY SESSION ON THE STATE OF FIRE DISTRICTS IN
THE COUNTY AND OPTIONS FOR FINANCES AND
ALTERNATIVE GOVERNANCE MODELS**

RECOMMENDATION

None, this is a receive and file item.

REASON FOR RECOMMENDED ACTION

At the June meeting, the Commission directed staff to schedule a study session to discuss fire districts. The following information is the result of the work by your appointed ad hoc committee with input from the rest of the Commission and from staff for some fire districts.

BACKGROUND

In the past 13 years, fire districts have been subject to least a couple of Grand Jury investigations, three articles and at least one editorial by the Sacramento Bee, two LAFCO municipal service review reports and a special study conducted by a consultant. The central questions for all of these studies and reports were:

- 1) How to stabilize poor, rural districts; and/or
- 2) Whether it is possible to increase efficiency and/or provide better fire service with fewer districts

The following report is intended to educate the public on how fire service in this county came to be and possibly spur discussion and generate ideas on possible, viable options that are available to interested parties. The goal is to increase momentum towards workable proposals for those who want to pursue them. The discussion order at the

study session will mirror the structure of this memo. The attachments will provide a more in-depth discussion on particular items.

Review of LAFCO Process

Among other things, LAFCO is empowered to approve unconditionally, conditionally approve or disapprove of various boundary-changing petitions that come before the Commission (refer to Attachment A). Those boundary changes may be composed of annexations, detachments, formations, dissolutions, consolidations, the incorporation of cities and any combination of these proceedings. The boundary changes must conform to the Cortese-Knox-Hertzberg Act (LAFCO law), the principal act of the district involved, the California Environmental Act and other statutes. Almost all of these require an external party to initiate a project. LAFCO has the ability to initiate consolidations and dissolutions; however, this ability is limited as explained in Attachment B.

For the purpose of this discussion, the following definitions will be used because each term has its own and distinct legal definition. Colloquially people can use the term “consolidation” and “merger” as meaning the same thing. In the LAFCO world, however, each term is specifically defined with profound repercussions:

Annexations – The addition of territory to an agency. Unless specified otherwise, the annexing territory must conform to the existing legal framework of the annexing agency (i.e. the payment of bonded indebtedness, adherence to existing contracts, and the imposition of fees and taxes) in exchange for an extension of service. The district must demonstrate to LAFCO that the revenues to be collected from the annexing territory fully offset the cost of extending service. LAFCO must give a district’s opposition to an annexation “great weight.” Depending on the circumstances, this action can be subject to a protest hearing and possible election, usually in the annexing territory only.

Consolidations – The dissolution of two or more special districts into a single, new successor district covering the entirety of the combining districts’ service areas. All assets and liabilities from the combining districts are transferred to the successor; however, existing labor and pension contracts and other legal arrangements from each agency can be cancelled. Certain taxes, fees and assessments can be transferred to the successor by LAFCO. LAFCO discretion to approve a consolidation may be removed if the combining districts adopt “substantially similar” resolutions of application. Depending on the circumstances, this action can be subject to a protest hearing and possible election (refer to Attachment C).

Detachments – The removal of territory from a district. Unless otherwise specified, detachments result in the affected territories ceasing having to conform to the district’s legal framework (e.g. no longer liable to pay for its portion of bonded indebtedness or subject to existing fees, taxes and assessments). Depending on the circumstances, this action can be subject to a protest hearing and possible election, but only in the detaching territory.

Dissolutions – The termination of the existence of a district. The district ceases to be a political entity. Its assets can be transferred to a successor agency that is a

district. It should be emphasized that current law requires that some entity must continue to provide to the public all services that used to be provided by the dissolving agency. No election is necessary if the petition to dissolve is supported unanimously by the dissolving district's board.

Formations – The creation of a district.

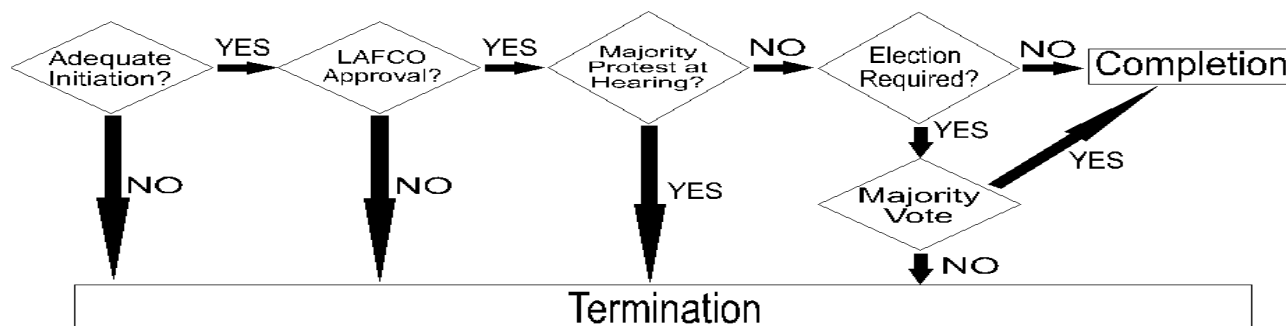
Merger – The termination of the existence of a district and the assumption of the district's responsibilities by a city.

Reorganization – Two or more of the preceding actions initiated by a single proposal.

While the LAFCO process for each boundary change can vary depending on the type of petition, overall the following steps are similar enough to categorize:

- 1) Initiation of the petition.
- 2) Property tax negotiations take place – The Assessor's Office provides the assessed value of the affected territory and the Auditor's Office determines the allocation of the property taxes collected within the affected territory among the existing agencies. The CAO's Office takes the lead for the County in determining how those taxes will be reallocated among the existing and annexing agencies should the petition be approved by LAFCO. If the petition involves a city, the County and the city are required to negotiate the new formula. If the petition only involves special districts, then the County negotiates "on behalf of" the special districts. The Board of Supervisors must approve the new allocation formula.
- 3) LAFCO staff analyzes all of the submitted materials by the applicant(s) and, should those be complete, sets the public hearing date.
- 4) The Commission considers and takes action on the petition. The Commission can continue the item no more than twice. LAFCO law prevents the Commission from continuing petitions off calendar.
- 5) Protest hearing if necessary *and* if the Commission approves the petition.
- 6) Election if necessary. That is, if triggered by #5 above *or* is required by the district's principal act.
- 7) If the petition bypasses #5 and #6 above *or* is successful in those same steps, then the applicant has up to 12 months to comply with any conditions of approval the Commission has imposed.
- 8) The Commission action takes effect after all conditions of approval have been satisfied.

Simple LAFCO Procedure



The last note is that the action requested of LAFCO has tremendous legal, political and fiscal repercussions for what happens “the day after” the LAFCO action takes effect. In addition, the type of protest proceedings, and where the election takes place if necessary, is dependent on the type of petition submitted and the circumstances surrounding it. Attachment B explains that a consolidation petition initiated by LAFCO only has a protest threshold of 10% of landowners or registered voters. Attachment C explains when and where an election takes place should one of the combining districts protest the consolidation action.

Uniqueness of Fire Services

In general, an agency’s responsibilities dictate its structure which, in turn, dictates the agency’s budget and the revenues it will need to function. The provision of fire suppression services is driven by three factors: fire response time, national training standards and operational requirements for incident commands.

Response Time to Fires – It is generally recognized that a fire’s growth is exponential. The more time passes, the more a fire grows in intensity. Emergency Services Consulting International describes it this way:

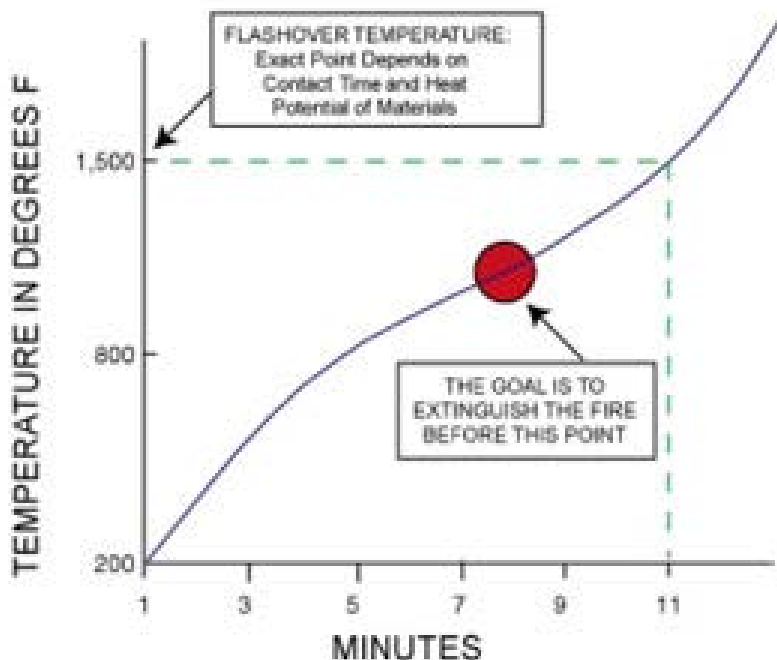
Combustible material adjacent to the flame heat and ignite, which in turn heats and ignites other adjacent materials if sufficient oxygen is present. As the objects burn, heated gases accumulate at the ceiling of the room. Some of the gases are flammable and highly toxic.

The spread of the fire from this point continues quickly. Soon the flammable gases at the ceiling, as well as other combustible material in the room of origin, reach ignition temperature. At that point, an event termed “flashover” occurs; the gases and other material ignite, which in turn ignites everything in the room. Once flashover occurs, damage caused by the fire is significant and the environment within the room can no longer support human life. Flashover usually occurs about five to eight minutes from the appearance of flame in typically furnished and ventilated buildings. Since flashover has such a dramatic influence on the outcome of a fire event, the goal of any fire agency is to apply water to a fire before flashover occurs.

Everything related to fire has to be considered as growing on an upwardly sloped curve that can quickly turn into an exponential curve. Not only does fire grow at that rate, the negative effects of fire also grow in that manner. As a result,

response time is critical, as all efforts are made to put out the fire prior to the flashover point or prior to it spilling beyond the initial source of the fire. The following charts illustrate why response times must be kept to a minimum in order to save lives and property:

Generalized Flashover Curve

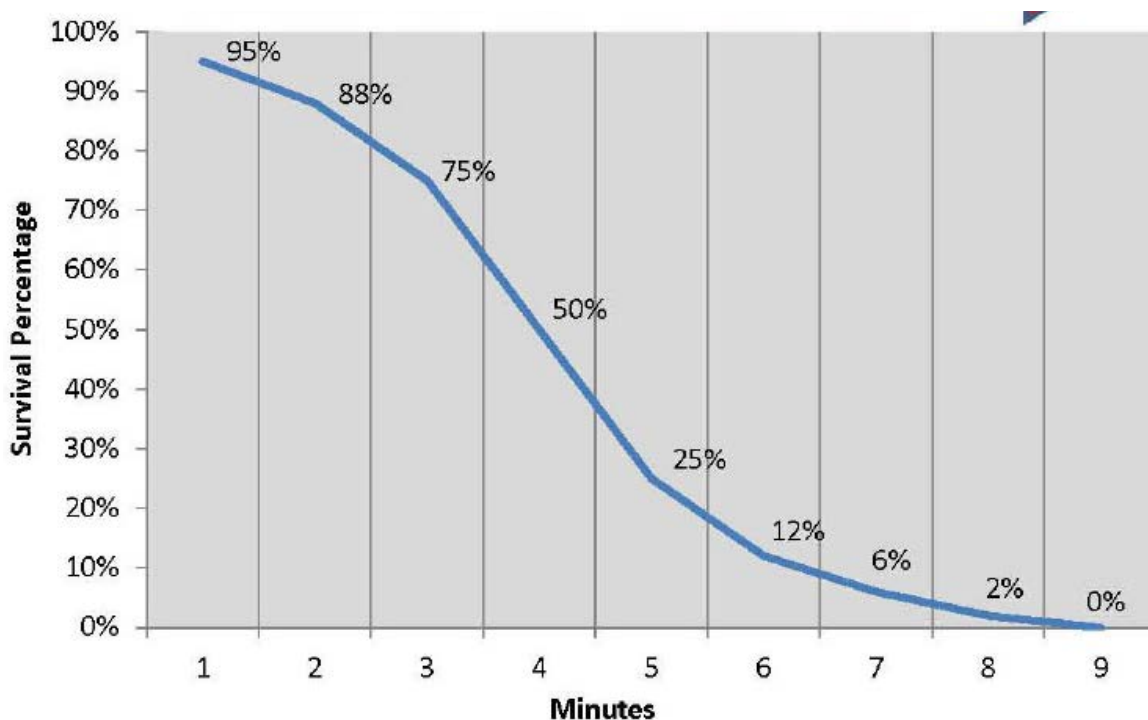


Source: Fire Life Safety Consulting

Consequence of Fire Extension in Residential Structures 2011–2015			
Extension	Rates per 1,000 Fires		
	Civilian Deaths	Civilian Injuries	Average Dollar Loss Per Fire
Confined to room of origin or smaller	1.8	24.8	\$4,200
Confined to floor of origin	15.8	81.4	\$36,300
Confined to building of origin or larger	24.0	57.6	\$67,600

Source: National Fire Protection Association

While most emergency calls to fire suppression agencies are medically related, the same time-dependent dynamics are present. In a large number of traumatic medical instances, mere minutes make the difference between life and death, or the difference between full and partial recovery to a catastrophic injury. Cardiac arrest is one of the most life-threatening events a first responder may face. Using heart attacks as an example, quicker response times increase the likelihood of revival and recovery:



Source: American Heart Association

National Training Standard Requirements - State and Federal regulations state that if fire suppression services are offered by a public agency, then there have to be sufficient contingencies in place to ensure the safety of the firefighters. In addition, staffing guidelines further define how fire companies and departments should be staffed and operated. While guidelines are advisory by nature, they have their own momentum in that they become the norm as more jurisdictions adopt and implement them. Refer to Attachment D, which comes from sections 1.5 through 1.9 of the 2010 Fire and Emergency Services Study prepared by Citygate for more detail. In summary:

Training – Each firefighter must not only complete some initial training, but is also required to undergo so many hours of refresher training per year. This requirement is mandatory to both career (paid) firefighters and volunteers.

Equipment – Each district must ensure that its equipment is up-to-date and compliant with current standards. Some equipment has a limited lifespan and must be replaced regularly.

Operational Requirements for Incident Commands – Federal OSHA requires that on-scene “incident commanders” be certified for certain types of calls, especially for hazardous materials. In addition, the incident commanders must also be suited up and ready to help rescue firefighters who are inside burning structures if need be. Also, several guidelines recommend that each chief oversee only a certain number of firefighters. In other words, a single fire chief cannot oversee a limitless number of line personnel.

These three factors basically mean that providing fire suppression services is a costly endeavor: it is labor-intensive and labor-dependent. Fire suppression services require

personnel who are highly specialized and in need of constant training; require fairly-frequent equipment turnover; and require the strategic placement of resources to keep response times low throughout any given service area. Coupled with incidence command requirements and the need to train volunteers at the same level as paid personnel, the likelihood that cost savings can be achieved through governmental reorganization alone is significantly reduced.

Setting in El Dorado County

El Dorado County has 13 fire suppression agencies, including a city, a county water district, two community services districts and ten fire protection districts. All 13 agencies have mutual and/or automatic aid agreements between them. The Western Slope agencies also use a single dispatch system. This means that the closest resource is deployed to an emergency regardless of political boundaries.

Of the 13 fire suppression agencies in the county, 12 also participate in two joint powers authorities that the County of El Dorado contracts with for ambulance and emergency medical services. It must be noted that while the County is obligated to provide ambulance services, it is not required to provide fire suppression services.

El Dorado County firefighters work in a variety of settings: Urban (the Cities of Placerville and South Lake Tahoe), suburban (Cameron Park and El Dorado Hills), semi-rural (Shingle Springs, Pollock Pines, El Dorado/Diamond Springs), rural (Georgetown, Garden Valley and Grizzly Flat), and wilderness. The latter area includes grasslands, forests, and recreational areas. Because of the mutual and automatic aid agreements between them, all districts must reasonably prepare for any type of emergency in any setting at all times.

Staffing varies among districts, from all volunteer firefighters to all career (paid) firefighters, although most corps are mixed.

Funding for Fire Districts

The two primary (sustainable and reliable) sources of revenue for fire service by special districts are property taxes and voter-approved special taxes. Because the South Lake Tahoe Fire Department is funded by the City of South Lake Tahoe and it has, in turn, a diversity of revenue streams going into its General Fund, it is not possible differentiate its financial position independent of the City. As a result, SLTFD's financial situation will not be discussed from this point forward. Suffice it to say that SLTFD's fortunes is tied to the City's for better or worse. For more information on the state of the City and its fire department, please refer to the 2016 City of South Lake Tahoe Municipal Services Review and Sphere of Influence Update. Having said that, SLTFD and Fallen Leaf Lake CSD have a services agreement for off-duty coverage that all indications point to it working fairly well.

Property Taxes

Property tax is a real estate ad-valorem tax, calculated by the Auditor-Controller's Office with the assistance of the Assessor's Office, which is paid by the owner of the property. The tax is usually based on the value of the owned property, including land and any improvements. Proposition 13 capped the total amount that can be levied on any given property at 1% of the assessed value of the property at either its value in 1975 or the value of the property at the time it changes ownership, whichever is more recent, with

an annual escalator of no more than 2% annually. After the voters' approval of Proposition 13, the Legislature ultimately implemented it through Assembly Bill 8 (AB 8). This law calls for the splitting of any given property's taxes proportionally amongst all local governments providing service to that property. *Generally speaking, the jurisdictions that had a relatively high property tax rate in the 1970s got a larger share of tax revenues of the implementation formula contained in AB 8.* This is a zero-sum game. Any agency that extends service to a property and that wants a share of property taxes means reducing the amount the agencies currently receiving a share of property taxes.

Because property taxes are levied in proportion to the assessed value of property, communities with more land developments and higher-value land developments receive more property taxes than communities with fewer developments. So, the amounts collected vary among the districts and within the districts for two reasons. First, the average percentage of the tax increment varies. The chart below summarizes the percentage of increment among the 12 fire suppression districts:

District	Average Percentage of Increment
Cameron Park CSD	20.53%
Diamond Springs-El Dorado FPD	19.32%
Lake Valley FPD	19.25%
El Dorado Hills Fire Department (CWD)	17.31%
El Dorado County FPD	14.88%
Georgetown FPD	11.21%
Mosquito FPD	11.14%
Recue FPD	10.85%
Pioneer FPD	8.71%
Meeks Bay FPD	8.06%
Garden Valley FPD	7.54%
Fallen Leaf Lake FPD	5.70%

Tax increment is the difference resulting from the comparison of base or prior year assessed values to current year values

-R&T Code Section 96.5

Source: El Dorado Fire Chiefs' Association (FY 2013-14)

Note: Cameron Park CSD provides park/recreation services in addition to fire suppression

The second reason the collected amounts vary is that the total assessed value of property varies per district. An assessed value is the dollar value assigned to a property to measure applicable taxes. An assessed valuation also determines the value of a residence for tax purposes and takes comparable home sales and inspections into consideration. Generally, high property values yield high property tax revenues.

The additional wrinkle is the concept introduced earlier: Proposition 13 essentially freezes the assessed value of a property to 1975 or until it was last sold, whichever is the latest event. This means that there could be a wide disparity between the assessed value of a property and its market value, especially if ownership of a property is retained longer over time. An agency would be unable to collect taxes on a property's market value until it is sold. Therefore, the amount of revenue collected is not just government by the property tax increment but also on the total assessed value of the properties within each district. So, a district containing mostly large, rural parcels that rarely change ownership will generally have a different revenue generating experience than a district with smaller, urbanized parcels that frequently change hands. What this means is that the property tax percentage increment by itself is not destiny. It is possible to be a struggling district with a high property tax percentage. The chart below contains the district's assessed value as of 2018:

District	Total Assessed Value (FY2017-18)
Cameron Park CSD	\$ 2,428,286,172
Diamond Springs-El Dorado FPD	\$ 2,148,324,030
El Dorado County FPD	\$ 10,180,509,014
El Dorado Hills County Water Dist.	\$ 7,097,143,935
Fallen Leaf Lake CSD	\$ 115,082,793
Garden Valley FPD	\$ 513,553,874
Georgetown FPD	\$ 404,101,783
Lake Valley FPD	\$ 2,585,691,901
Meeks Bay FPD	\$ 1,115,903,156
Mosquito FPD	\$ 148,695,956
Pioneer FPD	\$ 787,809,170
Rescue FPD	\$ 1,010,371,799

Whatever a district's experience is with the amount of property tax collected, the fact that property taxes are perpetual, unless exempt, means they are collected annually and are considered regular, stable and ongoing. They are also discretionary and may be spent by a district's board as it sees fit.

Voter-Approved Special Taxes

Two-thirds of the special districts in El Dorado County supplement their PT revenues with voter-approved special taxes. These funds are non-valued based charges, meaning these special taxes are not dependent on the value of the properties protected by the district. Instead, the amount charged is based on some other methodology and approved by voters at some point. These are appended to a parcel's property tax bill. This makes some people believe these taxes are part of their "property taxes." Regardless, the revenues raised by these special taxes is mostly discretionary in nature, so the district budgets these funds as it sees fit. Since these are voter

approved, they will appear annually and can be considered regular, stable, and ongoing.

The chart below summarizes the special taxes levied by each district. Most districts have at least one special tax just for fire suppression. A couple of districts have two (Meeks Bay & Rescue FPDs). The other two districts have a second special tax for emergency services, not just for fire suppression services. The chart below has the “typical” charge that may appear in most property property tax bills, but does not list the possible range within that tax. For example, a property within Fallen Leaf Lake CSD is levied a fire special tax of over \$25,000, but most people experience a special tax of \$306-613. It would paint an inaccurate picture to list the range of \$306-25,000 since almost all property owners would see a special tax no larger than \$613.

District	Typical Special Tax for Fire Suppression (2017)	Other Taxes Related to Emergency Services (2017)
Cameron Park CSD	\$ -	\$ -
Diamond Springs-El Dorado FPD	\$ -	\$ -
El Dorado County FPD	\$30-60	\$35
El Dorado Hills County Water Dist.	\$60	\$ -
Fallen Leaf Lake CSD	\$306.48-612.95	\$ -
Garden Valley FPD	\$54.14-76.98	\$35
Georgetown FPD	\$56.52-65.92	\$35
Lake Valley FPD	\$10-20	\$ -
Meeks Bay FPD	\$45	\$85
Mosquito FPD	\$204	\$ -
Pioneer FPD	\$85.84	\$ -
Rescue FPD	\$50	\$94.34

Source: Auditor-Controller’s Office

Other Revenues

- All districts also have development impact fees. These fees are imposed by a local government on a new or proposed development project to pay for all or a portion of the costs of providing public services to the new development. “New development” is defined as either the building or addition to a single-family home all the way to an entire subdivision. However, these can only be used for mitigating the additional cost of providing service to new development and is limited to the purchase of equipment, apparatuses and/or new fire stations. Because DIFs are not discretionary funds and their collection depends on the level of developmental activity, they cannot be considered regular, stable, and ongoing.
- Several districts supplement (or, in a couple of cases, rely) on “Strike Team” funds to bolster revenue. Strike Team monies are used to reimburse a district for the

expenses related to responding to a request for mutual aid to fight a wildfire. These funds come from the State of California, but in some cases from the Federal government. It must be kept in mind that fielding a Strike Team carries some risks, first and foremost in that firefighters may have to operate in an unfamiliar terrain. Second, fielding a Strike Team means a firefighting corps loses some personnel while the team is deployed. This can tax and strain some districts, especially if they have a small or limited number of firefighters. Third, a community may lose some protection because the corps they have come to depend upon during times of emergencies is reduced by the number of members to the Strike Team. Finally, while it seems lately like California is perpetually on fire, Strike Team revenues cannot be considered regular, stable, and ongoing because these monies depend on a district’s ability to field a team and the number of wildfires that occur around the state on any given year.

- Some districts utilize other funding mechanisms; such as, benefit assessments, facility districts, grants, and volunteer fundraisers. With the exception of fundraisers and grants, revenues collected from assessments and facility districts can be considered regular, stable, and ongoing

The best state for a district to find itself in would be to have its ongoing operations funded by stable and ongoing revenues, with other types of revenues supplementing these funds. One-time funds, such as grants, strike team revenues or DIFs would be used to fund one-time purchases, capital replacement or station and equipment costs. In the real world, few fire districts find themselves in that state. In its 2010 Fire and Emergency Services Study (2010 FESS which can be retrieved from the LAFCO website under the “Resources” tab), Citygate placed the then-14 fire districts into three categories (refer to page 7 of the 2010 FESS, the chart under “Challenge 3”). This categorization is still valid; however, the fiscal analysis was done in 2009 and early 2010 when the economic downturn had started. This means that some of the districts’ finances may be more stressed now that the Aid to Fire program has now been cancelled for almost eight years.

Overall Fiscal and Deployment Condition of the Fire Agencies		
Best Condition	Modest Condition with Stretched Services	Unstable Condition
Cameron Park Diamond Springs El Dorado Hills Lake Valley Meeks Bay South Lake Tahoe	El Dorado County Rescue	Fallen Leaf Lake Garden Valley Georgetown Mosquito Pioneer

Source: Citygate

How Did We Get Here?

While the history of each district varies, there are two common themes that arise. One of them is that fire districts that served higher-populated areas of the county, mostly along the Highway 50 corridor, historically used property taxes to fund a paid firefighter corps. The second theme is that districts that served rural parts of the county started off as a predominantly- or strictly-volunteer fire district. If these rural districts levied property taxes, it was at a low amount because they were proud of keeping costs down by using volunteers. When AB 8 became effective, it froze whatever property tax situation occurred pre-Proposition 13. Districts that levied high property taxes received a large percentage increment; districts with little or no property taxes begot a small percentage increment.

Despite this, rural districts could initially survive with a low percentage rate. Rural districts could count on a robust volunteer force, as long as people worked where they lived. This began to turn around when two changes occurred. Demographic changes altered the makeup of rural communities when people left the area of their home to work elsewhere (usually far from their community). Rural districts' dependency on a dedicated but — nonetheless — increasingly limited pool of available volunteers, resulted in inconsistent and — at times — deficit service levels. Then Federal and state regulations redefined the level of training that firefighters had to undergo and the equipment they may use (again refer to Attachment D). The days of bucket brigades are over and they are not returning so long as these dynamics continue.

History of Reorganizations in El Dorado County

Successful Reorgs

El Dorado County used to have more fire suppression agencies. The first major consolidation was in 1979, between Diamond Springs FPD and El Dorado FPD to form the current Diamond Springs/El Dorado Fire Protection District. These two districts were similar in composition (a mix of volunteer and paid firefighter) and finances (a mix of property taxes and facility improvement districts), making for a very compatible reorganization.

The next major consolidation efforts occurred in the early 1990s with the formation of El Dorado County FPD through the merger of the Pleasant Valley, Shingle Springs, and Pollock Pines/Camino Fire Protection Districts and annexation of the City of Placerville (which disbanded its own fire department in the process). Subsequent to its formation, El Dorado County FPD annexed the Strawberry area and the Highway 50 corridor. The result of many years of discussion, the consolidation went fairly smooth as the new El Dorado County FPD started. All of the combined districts had similar revenue streams (at least 15% PT percentage increment and special taxes of at least \$30), similar levels of development (mix of suburban, medium- and low-density housing along Highway 50) and labor composition (paid and volunteer firefighters).

The Coloma-Lotus and Northside Fire Protection Districts were reorganized into the El Dorado County FPD in 1993, and this experience was different. Coloma-Lotus and Northside FPDs were rural volunteer districts serving a “rural residential” and “rural estates” areas along narrow roads. The PT percentage increments for these districts were under 10%. While the Coloma/Lotus FPD special tax of \$60 per parcel was comparable to the remainder of El Dorado County FPD, the Northside FPD assessment was/is not (\$35). Because of this wide revenue discrepancy, County Fire has struggled financially at times. It has also caused it to be extremely reluctant to entertain annexing another rural volunteer district.

The most recent successful reorganization was the annexation of the Latrobe FPD service area by the El Dorado Hills County Water District (dba El Dorado Hills Fire Department). It started with Latrobe FPD contracting with El Dorado Hills to provide second unit response services when needed. After a couple of years, and under the possible threat of Sacramento Metropolitan Fire District annexing Latrobe, the two districts agreed to reorganize. Latrobe FPD would dissolve and El Dorado Hills Fire would annex its old service area. This reorganization was only made possible through an extraordinary effort by several agencies involved, including the County of El Dorado, to make the finances work. Latrobe FPD had an extremely low 4.98% property tax increment percentage, a per parcel special tax of \$60 (which yielded a modest amount of revenues given the small number of large parcels within the Latrobe service area), and a mostly volunteer firefighter corps. El Dorado Hills Fire and the last Latrobe FPD Board of Directors negotiated a detailed plan for services for the annexation covering labor and facilities. The County also agreed to raise the PT increment percentage to over 15% in the Latrobe area.

Successful Non-Reorgs

Cameron Park CSD – Since November 1996, the CSD has contracted with California Department of Forestry and Fire Protection (CAL FIRE) for fire and ambulance personnel. The agreement is a five-year “Schedule A” contract which allows Cameron Park CSD to access to CAL FIRE’s statewide resources.

El Dorado Hills/Rescue FPD Shared Services Agreement – Since 2014, El Dorado Hills Fire and Rescue FPD have had an agreement to share certain senior-level management and training support activities and occasional extra administrative support. This agreement was entered into with the anticipation that both districts would at some point agree to reorganize. Instead, in July both parties agreed to terminate this agreement no later than December 31, 2018.

Meeks Bay FPD/North Tahoe Fire Agreement for Fire Services Management and Related Services – In 2014, Meeks Bay FPD and North Tahoe entered into a shared personnel agreement. The two agencies have been slowly integrating their personnel, mission and operational capacities, although Meeks Bay FPD’s capital assets remain with the District. In the summer 2018, NTFPD’s consultants recommended that both districts stand to benefit through formally reorganizing.

Other Attempts at Reorgs

Over the years, various reorganizational models have been explored. Most have not made it past the discussion phase; although, some were pursued until some unmovable obstacle was encountered. Some of these include:

Garden Valley/Mosquito Consolidation: This is still an ongoing discussion, with the parties having met with LAFCO staff over the past year. Mosquito FPD held a workshop on the topic on September 13, 2018. One in Garden Valley is being planned.

Georgetown/Garden Valley Consolidation: The feasibility of this proposal was studied for several years but the effort was ultimately abandoned after 1) the districts could not agree on some operational issues and 2) the County and the districts could not agree on the amount of revenues it would take to make the consolidation feasible.

Lake Valley FPD/Fallen Leaf Lake CSD: This effort was primarily explored at the staff level, with the fire chiefs or both districts devising a resource allocation plan for Fallen Leaf Lake CSD should it be annexed into Lake Valley FPD. It is unknown how much and how far this plan was discussed at the Board of Directors level for either/both districts. The main impediments to proceeding were that 1) Lake Valley did not want to consider annexing Fallen Leaf Lake until the latter district's finances were enhanced and 2) as a multi-purpose CSD, Fallen Leaf Lake would have to divest itself of fire suppression services.

Plan A: Various mass-consolidation plans have been floated over the years, but Plan A was intriguing in that it was explored because finances were clearly the driving factor. Plan A called for the methodical annexation of the fire districts into either El Dorado Hills FD or Lake Valley FPD in the hopes of recapturing ERAF I funds. The logic was that since El Dorado Hills and Lake Valley were exempt from ERAF I (later it was discovered only El Dorado Hills was exempt from ERAF I; all other fire districts were already exempt from ERAF II and III). This plan was abandoned when the indications were that ERAF I funds could not be recaptured.

Common Myths

Can ERAF Funds Be Recaptured?

The answer to this question begets new ones. In order to answer the recapture question, others need to be answered first.

What is ERAF (Education Revenue Augmentation Fund)? To meet its obligations to fund education at specified levels under Proposition 98, the State enacted legislation that shifted partial financial responsibility for funding education to local government (cities, counties and special districts). The State did this by instructing county auditors to shift the allocation of local property tax revenues from local government to "educational revenue augmentation funds" (ERAFs), directing that specified amounts of city, county and other local agency property taxes be deposited into these funds to support schools. Because of this structure, ERAF exemptions have fiscal consequences for the State: the more exemptions there are, the larger the amount the State must pay out to the

schools. There were three ERAF shifts, ERAF I in 1992/93 (still ongoing), ERAF II in 1993/94 (also ongoing) and ERAF III in 2004-2006 (effectively ended).

Does ERAF apply to everyone? Certain districts were exempt from ERAF. For purposes of this discussion, there were some agencies that were exempt from ERAF I, most notably “multi-county” agencies: local governments whose service area encompass more than one county. Locally, El Dorado Hills Fire is among these exempt agencies. Fire districts in general were exempt from ERAF II and III.

Can the currently exempt districts lose their ERAF exemption status if they were to merge with non-exempt districts? No, at least not in the areas currently enjoying ERAF exemption status. When the Latrobe FPD service area annexed into El Dorado Hills Fire, all areas previously served by El Dorado Hills FD did not have their property tax revenues shifted to ERAF I.

Can the currently exempt districts extend their ERAF exemption status if they were to merge with non-exempt districts? The Auditor-Controller’s Office would be able to explain this concept better, but it appears that any property tax revenues currently allocated to ERAF I would continue to be shifted to schools’ post-annexation into an ERAF I exempt district. Only new incremental increases in property tax revenue would be ERAF I exempt. If this understanding is correct, the approximately \$1.7 million of ERAF funds that the fire districts hoped to save from ERAF I under Plan A would not have been recoverable.

The County will have to step in to provide service if a bankrupt district’s board of directors resigns en masse

The short answer is no. A district continues to exist as a political entity even if no one serves on its board of directors or if it goes bankrupt. The only way for a district to disappear as a political entity is for it to be dissolved by LAFCO (either as an outright dissolution or through a consolidation). While LAFCO can initiate a dissolution, it is subject to certain limitations (some of which are explained in Attachment B). Two of the limitations is that a dissolution is subject to having the issue discussed in a study – either an MSR or a special study – and have another public entity designated as the successor agency. Among other things, a successor agency must continue to provide the public services the dissolving district used to provide and “wind down” its affairs. Identifying a district that is willing to be a successor agency has been difficult for LAFCO.

As for the County, there is nothing in State or Federal law that forces counties to provide fire suppression services in those instances. The supervisors are not obligated to do anything outside of finding and appointing three or more new directors to serve on an FPD’s board. Presumably, these three new directors can restart the district.

There are thousands of dollars to be saved through consolidation

As explained in Attachment D, State and Federal regulations require the safety of the firefighter first and foremost. This means that the level of training and the types of equipment must be the same for volunteers as it is for paid firefighters. Further, there are standard response times that must be adhered to for the sake of safety and to

maintain an effective response time for the type of community being served. There will be little, if any, savings if the consolidating districts:

1. Do not reduce the total number of firefighters of the combined districts;
2. Do not reduce the salary and benefits offered to their firefighters;
3. Do not close any of the facilities of the consolidating districts; and/or
4. Retain the same purchase and replacement schedule of their equipment and apparatus

Because of command and control standards, there would not be substantial cost savings from a reduction of fire chiefs. It could be that the only incident commander at a poor, rural fire district is the fire chief (call it District A). If this district is annexed to, or consolidated with, a larger district (District B), the fire chief could be dismissed. However, a new commander for the service area of the former District A would have to be appointed. Perhaps management for the District A firefighters would be filled by a battalion chief or a deputy chief from District B. In this example, the salary savings will not be the entire salary of the fire chief from District A. The savings would be the *difference in salaries* between the District A fire chief and the replacement from District B.

Finally, it must also be kept in mind that poor, rural fire districts do not have a lot of administrative employees. Perhaps they may have a part-time or full-time secretary, with the remaining administrative duties being filled by volunteers, the firefighters or the chief. There is not a lot of monies to be saved should these administrative functions be absorbed by a larger district.

Having said all of that, this is not to imply that consolidation/reorganizations are not worth it. There are socially beneficial and operational efficiencies that can be achieved by combining districts. A district with a fully-staffed administrative office is nimbler and can achieve more administratively than a district where the attention of the chief and/or firefighters is competing with other, more urgent matters. A larger district has the capacity to have dedicated staff to certain tasks, such as plan reviews, safety inspections and equipment monitoring. In addition, larger districts can achieve some purchase savings through economies of scale.

We lose local control when we merge with larger districts

Fire stations are among the more visual reminders of government for most communities. Being part of the life around a firehouse is symbolically and civically. The fear is that being part of a larger district means that a community is “lost in the shuffle.” In a lot of cases, this is not so; or steps can be taken to mitigate that sense of loss.

What are advisory boards? Advisory boards may take many forms and serve various functions both in an ad hoc or permanent basis. Its job is to do what the name implies: It is a group of individuals who advise elected officials on certain matters. For purposes of this discussion, the terms “fire commission(s)” and “advisory board(s)” will have the same meaning. A consolidated district can divide itself into Service Zones (SZs, as authorized under Health & Safety Code §13950) and each SZ can have its own fire commission. A fire commission could be created within each combining agency to provide recommendations on budget, staffing

and labor matters to the board of directors of the successor agency. The consolidated board of directors would then compile the recommendations from all fire commissions and use them as the basis for decisions on budget and other operational matters for the entire consolidated district. Local decisions affecting the SZ will be made by the fire commissions with legal ratification by the consolidated board.

How can these fire commissions be created? The consolidated board of directors can create them at any time. If the participating agencies want additional assurance that these fire commissions will be in existence after the proceedings, LAFCO has the power to create these fire boards at the time of approval.

How are the fire commissions selected or elected? The consolidated board of directors can appoint people to serve on the fire commissions. However, LAFCO can approve the merger on the condition that the consolidated board use a different methodology. For example, the consolidated board could agree to use “advisory elections” whereby voters select those who will serve on the fire commission for their given SZ. The consolidated board agrees to abide by the results of the election and appoint the person(s) who garnered the most votes in the election. A matter to discuss is the fiscal implications (for example, the costs of holding advisory elections) of whatever process the merging districts choose to go with.

What authority will the consolidated board have over the appointed fire commissions? Depends on how the relationship between the consolidated board and the fire commissions is structured. For almost all agencies with advisory boards, the district board of directors has the authority/ability to create and dissolve advisory boards at any time; however, it must take formal action to do so.

Are the fire commissions covered by the Brown Act? The consolidated legal counsel will better advise the consolidated district about this question; however, since the fire commissions will have a say in budget, staffing and personnel matters, it would be prudent for the SZ meetings and actions be taken in a manner consistent with the Brown Act and the Fair Political Practices Act.

Can the consolidated board remove a fire commissioner it does not agree with? The answer entirely depends on how the relationship is structured between the consolidated board and the fire commissions.

Types of Options

Full Contract for Service Amongst Fire Agencies

One agency stops providing the service directly and contracts with a neighbor to provide the service at an annual cost.

- Management of employees is simplified under a single MOU and set of personnel rules;
- A single accounting system is maintained by District providing the service, avoiding duplication;
- One agency will no longer need to negotiate with Fire employees;
- Both agencies can adopt performance measures to gauge the delivery of services;

- Must comply with the requirements of Government Code 56134;
- Governance model requires consensus management, sometimes with some form of JPA; and
- The cost-sharing formula among the participating agencies must be fair and stable.

Consolidation or Reorganization (Annexation and Dissolution)

Two or more agencies are combined to create one agency

- One agency no longer is fiscally responsible for fire services as regulations and needs change;
- Transfer of property tax allocation and possible extension of any special tax;
- There is a single layer of representation between the voters and the District Board, compared to a full contract-for-service or JPA arrangement that has an appointed governance committee and has the most stable governance model for the long term;
- All residents and property can be subject to the same tax and fees; and
- District board is elected by residents of all combining districts, either at large or in sub-districts. The board can be expanded – either for the short term or long term – in order to accommodate the larger population base.

The main political difference between the two actions are:

- Consolidation – All combining agencies dissolve and a new district is formed to provide service in the combined service area
- Reorganization – All but one of the agencies are dissolved. The remaining agency continues to exist and its boundaries are expanded to encompass the service area of the dissolved districts

San Diego/San Bernardino Option

This option is similar to all the options above, but it will entail the participation of the County of El Dorado. Some details differ, but the essence of this option is that a county service area (CSA) is created over the service areas of the poor rural districts. Fire districts would petition to dissolve and request the annexation of their old service area be annexed into the CSA. This CSA can either provide services itself or act as a funding mechanism. If the latter, the CSA would contract services out to one or more of the larger fire districts. This arrangement is similar to the CSA 7/3 formula that is used for ambulance services. Staff has asked John Traylor from San Diego LAFCO to talk to the Commission about their experience with setting up this arrangement.

Funding Option

- An external party (registered voters, landowners or another agency) could sponsor a petition to LAFCO to consolidate fire districts. Unless there is a large groundswell of support to the idea, logistically speaking, a resolution of application from an agency would appear to be the only feasible option. Going with that assumption, the petition would call for the consolidation of all agencies and request a uniform property tax rate for all fire agencies. Under this scenario, some districts would see the percentage rate increase and others would see a decrease. But the rate going

towards fire services would be uniform, making consolidation attractive since absorbing poorer districts would no longer be “money losing propositions.” The areas that would want (or retain) a higher level of service could become zones of benefit and adopt a special tax to fund the additional services.

Careful thought must be made before pursuing this as a feasible alternative. First, it is very difficult to bridge the serious pay, benefit and agency revenue differences in El Dorado County. There is no easy solution to resolve this piece without long and grinding negotiations with all of the impacted parties. Who would lead those negotiations is still unknown. Second, some or all districts involved could object. Any board that would object to this proposal triggers special protest provisions as indicated in Attachment C. Third, part of the difficulty with combining two districts is the merging of the cultures as one. This takes a lot of time and effort by vested districts to make it work. Throwing in the firefighters from multiple agencies together without a lot of care to this dynamic is a recipe for disaster.

Concluding Thoughts

The combining of districts, be it through consolidation or reorganization, is the exercise of combining six key ingredients: The technical, the legal, the functional, the cultural, the political and the financial. The technical and legal pieces are “easy” since LAFCO statutes provide the technical and legal framework. This can be enhanced via agreements between the consolidating districts that go further by detailing who does what, when, and how.

It’s been stated in two MSRs and the 2010 FESS that the fire districts in El Dorado County are functionally consolidated. There is a lot of coordination that takes place between the districts and through the Fire Chiefs Association, easing some of the issues that may arise about bridging different firehouse cultures (not to say those differences do not exist). Most districts at some point in the past 12 years have expressed support for the idea of consolidating into one or two large fire districts; the level of how high to support consolidation waxes and wanes depending on the composition of the board of directors and the fire chiefs involved at the time. In fact, according to the 2017-18 Grand Jury, everyone it interviewed who was involved in fire suppression in some capacity supported the idea of consolidation.

If the level of support is so high, why are there still 12 fire suppression agencies in El Dorado County? The answer is finances. There is a large and significant gulf between the amount of revenue available to stable districts and the amount received by poor, rural districts. Since property taxes are a zero-sum game, any additional revenues given to rural fire districts comes out of the pocket of some other agency(ies) who may not be able to afford it. The adoption of special taxes to provide additional funds to the rural fire districts can only be taken so far. Besides the underlying anti-tax mood of the electorate, some districts are truly “tapped out” given their demographics. In 2010, Citygate had created the following chart to illustrate how much special taxes had to go up by in order to backfill the funds lost to the now-cancelled “Aid to Fire” Program (please note that this chart also includes special tax that goes towards funding CSA 7’s and 3’s ambulance programs). While some fire districts have upped the amounts of their respective special taxes, the gulf between their current state and solvency remains:

Current Assessments and Estimated Assessment as Replacement Revenue

Agency	County Funding	Total Fire and EMS Annual Tax and Assessment on Typical Single-Family Home FY 09-10	Estimated Annual Tax/Assessment Increase per Dwelling Unit to Replace County Funding
<i>Tahoe Basin</i>			
Fallen Leaf Lake CSD	\$80,454	\$419	\$349
Meeks Bay FPD	\$312,945	\$270	\$172
<i>West Slope Agencies</i>			
Garden Valley FPD	\$205,285	\$131	\$105
Georgetown FPD	\$38,240	\$109	\$24
Latrobe FPD	\$168,978	\$80	\$420
Mosquito FPD	\$35,047	\$229	\$64
Pioneer FPD	\$279,047	\$25	\$100
Rescue FPD	\$202,351	\$155	\$86

The answer may lie in a bargain between the fire districts and other agencies: Have your voters adopt a slight increase in their taxes (plus an escalator) and the other agencies agree to increase the percentage increment your district receives. Otherwise, until solvency is solved, these rural districts will continue to be unattractive to the stable districts for absorption.

Attachments:

- Attachment A: Government Code Section
- Attachment B: August 22, 2018 Staff Memo on LAFCO's Ability to Initiate Proposals
- Attachment C: Procedure Flow Charts for Consolidations by San Diego LAFCO
- Attachment D: 2010 Fire and Emergency Services Study by Citygate Sections 1.5-1.9

EL DORADO COUNTY 2017-2018 GRAND JURY

EL DORADO COUNTY FIRE PROTECTION CONSOLIDATION

Case 17-04 • June 30, 2018

SUMMARY

Proposition 13 significantly reduced revenues for local governments including fire protection districts. Many El Dorado County (EDC) fire protection districts have struggled to survive while continuing to provide service to their districts. Compelling reasons to consolidate fire agencies in El Dorado County exist, from cost savings to operational efficiency. Yet, the fear of losing local control might cause some districts to be reluctant. The El Dorado County Board of Supervisors should take the lead to move toward consolidation of all county fire agencies. Total or partial consolidation of fire protection agencies will take time. But, more importantly, it will first take the will to start.

BACKGROUND

In the late 1970's Californians were frustrated with increasing property tax assessments, especially when the State general fund had a surplus of approximately \$5 billion. In June 1978, California voters approved Proposition 13 limiting the real estate tax rate to one percent of assessed valuation. The resulting 53 percent reduction in tax revenues in 1978-1979 significantly affected local governments.

The California Legislature passed implementing legislation providing block grants to local agencies. Apportionment schedules for the distribution of those funds were based on the current budget of each agency. They can only be changed by a County Board of Supervisors when a consolidation of local agencies happens. The legislature then passed AB8 in 1979, permanently allocating a portion of these funds as block grants.

Facing serious financial difficulties in 1992, the Legislature created the Educational Revenue Augmentation Fund (ERAF), shifting ten percent of county, city and special district AB8 funds to local schools. However, any special district providing service across two or more counties was exempt from the 10 percent shift. The El Dorado Hills County Water District (El Dorado Hills Fire Department) provides service to a portion of Sacramento County and is therefore exempt. Similarly, the Lake Valley Fire Protection District serves a part of Alpine County and is also exempt. Any district that dissolves and the territory is annexed by either the El Dorado Hills County Water District or the Lake Valley Fire Protection District would most likely be exempt. The State Controller's Office has historically viewed that the statutes for this type of expansion of territory by a multi-county agency do not provide for a recalculation of the base ERAF calculations. That has been exemplified with the expansion of the Sacramento Metropolitan Fire District in Sacramento County.

Some El Dorado County fire protection districts felt the impact of Proposition 13 more than others. Over the years, the Board of Supervisors provided supplemental funding to fire protection districts. However, that funding has diminished in recent years, and remains uncertain as the county faces budget issues of its own. Budgetary issues, including the impact of Proposition 13

revenue limitations and ERAF revenue shifts have caused small districts across the state to consider cost-saving measures, including consolidation. Consolidation can achieve economies of scale, including the elimination of high paid executive positions. There are several types of consolidation. A *merger* occurs when a district consolidates with a city. Some consolidations are partial. In an *administrative consolidation*, departments remain legally separate but consolidate administrative or staff functions like sharing a fire chief. In a *functional consolidation*, a department performs special functions, like training, for others. An *operational consolidation* happens when departments join both administrative and functional operations. Lastly, *full consolidation*, or *reorganization*, is where one agency dissolves and is then annexed by another becoming one agency.

Some El Dorado County fire protection districts with existing funding constraints have successfully reorganized to maintain or improve service levels. Other fire protection districts are sharing administrative and/or functional operations without a full consolidation. The voters of some districts have passed special taxes to increase revenues for fire protection. Some districts have reduced service.

The El Dorado Local Agency Formation Commission (LAFCO) is the local agency charged with reviewing and approving boundary service areas for county agencies including fire protection districts. In 2010, LAFCO retained Citygate Associates, LLC, to conduct a fire and emergency services planning study. In part, this study made an in-depth examination of a possible countywide fire system.

Prior El Dorado County Grand Juries have recommended consolidation to save money. The 2007-2008 Grand Jury found that consolidation could provide an annual cost saving of more than \$1.2 million. In a separate report, the same Grand Jury recommended the Garden Valley Fire Protection District consider consolidation. The 2015-2016 Grand Jury recommended that the Mosquito Fire Protection District pursue consolidation of services with other fire protection districts.

This investigation tried to determine the pros and cons of consolidating fire protection services, why agencies may be reluctant to consolidate and how the county might motivate consolidation.

METHODOLOGY

- Reviewed prior El Dorado County Grand Jury reports about fire protection districts.
- Reviewed special district budgets relating to fire protection.
- Reviewed the Citygate Associates, LLC, May 13, 2010 *Fire and Emergency Service Study* for the El Dorado LAFCO.
- Interviewed elected El Dorado County officials.
- Interviewed El Dorado County career firefighters.
- Interviewed a representative from the El Dorado County Fire Chiefs Association.
- Interviewed past and current El Dorado County fire protection district board members.
- Interviewed experts on successful consolidations in El Dorado and other counties.
- Interviewed a representative from the El Dorado Local Agency Formation Commission (LAFCO).
- Interviewed a representative from the Fire Districts Association of California.
- Obtained legal guidance from the Office of County Counsel.

DISCUSSION

Unlike many other counties, El Dorado County does not have direct responsibility for fire service. That responsibility resides with 10 separate fire protection districts, the City of South Lake Tahoe Fire Department, and two community services districts. In addition, the California Department of Forestry and Fire Protection (CALFIRE), provides fire protection service throughout El Dorado County. Historically, the Board of Supervisors has taken a keen interest in fire service in the County. The Fire Advisory Board provided advice on fire-related issues to the Board of Supervisors; that Board is now inactive.

The El Dorado County Fire Chiefs Association of fire chiefs across the County coordinates fire service and advises the Board of Supervisors. The County has a centralized dispatch system for fire response and a robust mutual aid agreement among all County fire agencies. Two or more different agencies often respond to the same fire emergency.

In the 2010 Citygate Associates study, six fire agencies were identified as being in *Best Condition* meaning "...they had a suitable and stable revenue base..." to provide adequate fire services. Two were listed as being in *Modest Condition with Stretched Services* meaning while they have a larger revenue base, "...they are stretched quite thin across a large geographical area and so are not able to provide equity of coverage throughout their District". Since the Citygate report, one of these agencies has operationally merged with a *Best Condition* agency. Six agencies were listed as being in *Unstable Condition*, meaning they "...are small and providing very modest service on an unstable revenue base...". Again, since the Citygate report, one Fire Protection agency in the *Modest Condition* has dissolved and been annexed by a *Best Condition* agency. The financial status of the agencies identified in the 2010 study remains substantially the same today.

In 2002, the Legislature passed SB1207 requiring volunteer firefighters to meet the same California Occupational Safety and Health Administration (OSHA) training and safety standards as career firefighters. That legislation has added additional financial burdens to small rural fire protection districts that rely on volunteer firefighters.

The Fire District Association of California is a non-profit, statewide organization whose primary function is to help fire districts become more successful and effective. A representative from that association advised the Grand Jury that the condition of fire protection agencies in El Dorado County is similar to many other rural counties in the state. Fire protection districts originated as principally volunteer organizations with low budgets. Proposition 13 and subsequent legislation set low appropriation schedules for these districts based on these budgets as they existed in 1978. Increasing populations with a corresponding increase in homes and other structures and new state mandates requiring higher training standards for volunteer firefighters have made it increasingly difficult to operate a volunteer organization.

Individuals interviewed by the Grand Jury were nearly unanimous in support of consolidating fire protection agencies in El Dorado County. Some argued for a complete consolidation of all county fire agencies while others proposed an east slope and west slope two-district consolidation. A few proposed a three-district solution; east, west and the southern portion of the county. There was a consensus that any consolidation effort will be difficult and will take years to accomplish.

Many reasons support consolidation. The primary reason noted was cost saving. Consolidation would eliminate some redundant operations and personnel. There would also be cost savings when ordering supplies and equipment in larger quantities.

Another often cited benefit is standardization of training, equipment and practices, increasing operational efficiency and firefighter safety. As noted previously, it is typical for multiple agencies to respond to a single incident. In many cases, the firefighters responding do not know each other, have not worked together as a team and have trained to operate differently. This lack of coordination results in less efficiency and could reduce safety of firefighters and the public. In addition, consolidation has the potential to provide better service to certain areas by staffing stations on a 24-hour basis. Lastly, the Grand Jury was advised that consolidation would increase firefighter opportunities for advancement within a larger organization.

Conversely, there are many reasons fire protection agencies would be reluctant to consolidate. One is fear of losing local control. For the most part, fire agencies are proud of their organizations and may resist change even when it could have benefits to the community. Communities are also proud of their local fire services. Differences in training, staffing and even the markings on firefighting apparatus as well as patches on firefighter's shoulders, could deter consolidation efforts. Community support is necessary to achieve any consolidation. Under LAFCO rules a simple majority of voters can stop the consolidation process.

Another potential obstacle to consolidation is labor union resistance. Labor unions might oppose consolidation because of possible position reductions, staffing levels at different districts and firefighter station assignment. SB 239 took effect in 2016 impacting functional, administrative or operational consolidations when a labor contract is initiated to consummate a consolidation. In these instances, SB 239 allows labor unions to effectively veto consolidation efforts. However, there are specific situations where labor unions would support a consolidation if it benefited rank and file firefighters.

Disparity in tax revenue is the most significant obstacle to consolidation. Local agency share of tax revenue is based on revenues in 1978. Fire agency boards are reluctant to consolidate unless the consolidation is at least revenue neutral. The disparity among AB8 funding in County fire agencies means it is extremely difficult, if not impossible, for all consolidations to be revenue neutral. While the Board of Supervisors can adjust AB8 rates upon consolidation, there are limits on how this can be accomplished, and many factors must be considered.

The Grand Jury examined several successful consolidations in and outside El Dorado County. All had one commonality; one person, usually a fire chief, developed a plan to unify the boards, the public, firefighters, and unions while working through the LAFCO consolidation process. Without a plan and a driving force, no consolidations would have taken place.

The key to successful consolidation is achieving consensus. While the Board of Supervisors can initiate consolidation through LAFCO, they cannot mandate consolidations. Yet, the Board of Supervisors is uniquely positioned to set the vision for fire protection organizations, activate the Fire Advisory Board and staff it with individuals knowledgeable about county fire protection and how successful consolidations have taken place. The Board of Supervisors could charge the Fire Advisory Board to develop a long-term consolidation plan, encourage fire agencies to consolidate and support consolidation efforts as needed through the adjustment of AB8 allocations.

One possible outcome is to consolidate all county fire protection agencies over time, under the El Dorado Hills County Water District. This would potentially avoid an ERAF shift of up to \$1.6 million annually from individual fire agencies. However, it would obviously affect local schools' funding. It could also result in additional costs since El Dorado Hills County Water District is more expensive to operate than other fire protection districts. A cost analysis study comparing consolidating under El Dorado Hills Water District versus other county fire agencies would be prudent before a final decision can be made.

The County may never achieve meaningful consolidation. Nevertheless, that should not deter the County from trying. Neither should the complexity of consolidation efforts. The road forward will take leadership, planning, persistence and time. It will first take the will to start.

FINDINGS

- F1. Many fire protection districts in El Dorado County provide modest service with an unstable revenue base.
- F2. Consolidating fire protection agencies could provide safer, more efficient and more comprehensive fire service.
- F3. The Board of Supervisors, in conjunction with LAFCO, is best positioned to champion fire agency consolidation.
- F4. The Fire Advisory Board, if reactivated, could help the Board of Supervisors with consolidation.
- F5. Consolidation needs to be a well-planned effort and will take many years to accomplish.
- F6. Consolidation is unlikely without adjustment of AB8 allocations.
- F7. Firefighter professionals in the County favor consolidation.

RECOMMENDATIONS

- R1. The Board of Supervisors should take the lead to consolidate County fire protection agencies.
- R2. The Board of Supervisors should reactivate the Fire Advisory board.
- R3. The Board of Supervisors should direct the Fire Advisory Board to develop a plan for consolidation of fire protection agencies.
- R4. The Board of Supervisors should resolutely work to persuade agencies to implement the plan.
- R5. The Board of Supervisors should be open to reasonable AB8 allocation adjustments to support consolidation.

WEB ATTACHMENT

2010 Citygate Fire and Emergency Service Study for the El Dorado LAFCO

<https://www.edlafco.us/citygate-fire-study>

REQUEST FOR RESPONSES

This Grand Jury report is an account of an investigation or review. It contains findings and recommendations, and names those who should respond to each finding and each recommendation pertaining to matters under the respondent's control.

Responses are requested in accordance with California Penal Code §933 and §933.05.

- Response to findings F3, F4, F5, F6, and all recommendations from El Dorado County Board of Supervisors.
- Response to finding F3 from El Dorado County Local Agency Formation Commission.

The written response of each named respondent will be reprinted in a publication to the citizens of El Dorado County. Each must include the name of the Grand Jury report along with the name and official title of the respondent.

California Penal Code Section 933.05 mandates specific requirements for responding to grand jury reports. You are advised to review the Penal Code sections and carefully read the pertinent provisions included below before preparing your official response. Each respondent must use the formats below for each separate finding and recommendation identified above.

Please pay attention to required explanations and time frames. Incomplete or inadequate responses are likely to prompt further investigative inquiries by the grand jury and/or the court.

Response to Findings

Finding F# *[Retype the text of the finding as written in the Grand Jury report, # is the finding number in the report.]*

Response: *[Review California Penal Code section 933.05 (a) (1) and (2). Respondents must specify one of three options – a) Respondent agrees with finding, b) Respondent disagrees wholly with finding or c) Respondent disagrees partially with finding. If respondent uses option b or c then the response shall specify the portion of the finding that is disputed and shall include an explanation.]*

IMPORTANT NOTE ABOUT GRAND JURY FINDINGS

Grand Jury Findings are derived from testimony and evidence. All testimony and evidence given to the Grand Jury is confidential by law, and it is the Grand Jury's responsibility to maintain it. California Penal Code §929 provides "... the name of any person, or facts that lead to the identity of any person who provided information to the grand jury, shall not be released." Further, 86 Ops. Cal. Atty. Gen. 101 (2003) prohibits grand jury witnesses from disclosing anything learned during their appearance including testimony given. This is to ensure the anonymity of witnesses and to encourage open and honest testimony.

Response to Recommendations

Response R# [*Retype the text of the recommendation as written in the Grand Jury report, # is the recommendation number in the report.*]

Response: [*Review California Penal Code section 933.05 (b) (1) - (4). Respondents must specify one of four options – a) recommendation has been implemented, b) recommendation has not been implemented but will be implementing noting a timeframe, or c) recommendation requires further analysis or study noting a timeframe not to exceed six months from date Grand Jury Report was issued or d) recommendation will not be implemented because it is not warranted or reasonable, with an explanation.*]

Response Times

The California Penal Code specifies response times.

PUBLIC AGENCIES

The governing body of any public agency (also referring to a department) must respond within 90 days from the release of the report to the public.

ELECTIVE OFFICERS OR AGENCY HEADS

All elected officers or heads of agencies/departments are required to respond within 60 days of the release of the report to the public.

Failure to Respond

Failure to respond as required to a grand jury report is a violation of California Penal Code Section 933.05 and is subject to further action that may include further investigation on the subject matter of the report by the grand jury.

Where to Respond

All responses must be addressed to the Presiding Judge of the El Dorado County Superior Court.

Honorable Suzanne N. Kingsbury
 Presiding Judge of the El Dorado County Superior Court
 1354 Johnson Blvd, Suite 2
 South Lake Tahoe CA 96150

Response via Email to courtadmin@eldoradocourt.org is preferred.

The Court requests that you respond electronically with a Word or PDF document file to facilitate economical and timely distribution.

California Penal Code Section 933**933.**

(a) Each grand jury shall submit to the presiding judge of the superior court a final report of its findings and recommendations that pertain to county government matters during the fiscal or calendar year. Final reports on any appropriate subject may be submitted to the presiding judge of the superior court at any time during the term of service of a grand jury. A final report may be submitted for comment to responsible officers, agencies, or departments, including the county board of supervisors, when applicable, upon finding of the presiding judge that the report is in compliance with this title. For 45 days after the end of the term, the foreperson and his or her designees shall, upon reasonable notice, be available to clarify the recommendations of the report.

(b) One copy of each final report, together with the responses thereto, found to be in compliance with this title shall be placed on file with the clerk of the court and remain on file in the office of the clerk. The clerk shall immediately forward a true copy of the report and the responses to the State Archivist who shall retain that report and all responses in perpetuity.

(c) No later than 90 days after the grand jury submits a final report on the operations of any public agency subject to its reviewing authority, the governing body of the public agency shall comment to the presiding judge of the superior court on the findings and recommendations pertaining to matters under the control of the governing body, and every elected county officer or agency head for which the grand jury has responsibility pursuant to Section 914.1 shall comment within 60 days to the presiding judge of the superior court, with an information copy sent to the board of supervisors, on the findings and recommendations pertaining to matters under the control of that county officer or agency head and any agency or agencies which that officer or agency head supervises or controls. In any city and county, the mayor shall also comment on the findings and recommendations. All of these comments and reports shall forthwith be submitted to the presiding judge of the superior court who impaneled the grand jury. A copy of all responses to grand jury reports shall be placed on file with the clerk of the public agency and the office of the county clerk, or the mayor when applicable, and shall remain on file in those offices. One copy shall be placed on file with the applicable grand jury final report by, and in the control of the currently impaneled grand jury, where it shall be maintained for a minimum of five years.

(d) As used in this section "agency" includes a department.

California Penal Code Section 933.05**933.05**

(a) For purposes of subdivision (b) of Section 933, as to each grand jury finding, the responding person or entity shall indicate one of the following:

(1) The respondent agrees with the finding.

(2) The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.

(b) For purposes of subdivision (b) of Section 933, as to each grand jury recommendation, the responding person or entity shall report one of the following actions:

(1) The recommendation has been implemented, with a summary regarding the implemented action.

(2) The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.

(3) The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.

(4) The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.

(c) However, if a finding or recommendation of the grand jury addresses budgetary or personnel matters of a county agency or department headed by an elected officer, both the agency or department head and the board of supervisors shall respond if requested by the grand jury, but the response of the board of supervisors shall address only those budgetary or personnel matters over which it has some decisionmaking authority. The response of the elected agency or department head shall address all aspects of the findings or recommendations affecting his or her agency or department.

(d) A grand jury may request a subject person or entity to come before the grand jury for the purpose of reading and discussing the findings of the grand jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.

(e) During an investigation, the grand jury shall meet with the subject of that investigation regarding the investigation, unless the court, either on its own determination or upon request of the foreperson of the grand jury, determines that such a meeting would be detrimental.

(f) A grand jury shall provide to the affected agency a copy of the portion of the grand jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.

Cameron Park Fire Department

In Cooperation with

CAL FIRE



3200 COUNTRY CLUB DRIVE
CAMERON PARK, CA 95682
Business (530) 677-6190
Prevention (530) 672-7336
FAX (530) 672-2248

Fire and Emergency Services Committee February 12, 2019

- Moving forward on the purchase of new Engine 88 and two new Battalion Chiefs trucks.
- FAE Justin Rhames and FAE Greyson Wright promoted to Fire Captains within the Amador El Dorado Unit. We hope to fill the two vacancies very soon.
- Crab Feed planning is underway. Crab Feed scheduled for February 16, 2019.

Weed Abatement Summary

- Continued to edit the El Dorado County vacant lot list, as well as the improved lot list.
- Updated and revised 2019 Weed Abatement reminder letters.
- Printed and prepared 369 letters for mailing. Letters will be mailed on February 14, 2019.
- Inspected and verified specific vacant lots that were questionable from the county list.
- Prepared documentation for El Dorado County VMP meeting.
- Interviewed prospective employees for the improved lot process.
- Began designing postcard mailer for improved properties.
- Designed business cards.
- Leslie's last day will be 2-1-19.
- We have hired a new employee, Jess Garrison to continue her work and will be hiring 2 more part-time employees to focus on improved lots.