

D R A F T

SACRAMENTO METROPOLITAN  
FIRE DISTRICT

MUNICIPAL SERVICE REVIEW  
And  
SPHERE OF INFLUENCE UPDATE

May 5 , 2004

**Prepared By:**

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4/7/04

## Executive Summary

### **Recommendation**

It is recommend that the Sacramento Local Agency Formation Commission adopt the following findings and determinations:

1. The Sacramento Metropolitan Fire District provides efficient, comprehensive emergency and regulatory services to the residents and visitors of the Sacramento area and does so in a highly professional and cost-effective manner.
2. Sacramento Metropolitan Fire District collaborates with surrounding fire agencies and local jurisdictions, ensuring coordination of programs, services and emergency response. Proactive communications between Sacramento Metropolitan Fire District and the surrounding adjacent fire protection agencies has prevented redundancy of services in many instances, and has enhanced the region's overall emergency response levels.
3. Sacramento Metropolitan Fire District's involvement with local, state and federal agencies to maintain excellent emergency response across jurisdictional borders benefits not only the residents served by the District, but also nearby areas, as well as other more distant areas where assistance is required.
4. Municipal Service Review Determinations:
  - a. Regarding infrastructure needs or deficiencies, the Commission determines that the District currently has no unmet infrastructure needs or existing deficiencies at the current levels of coverage and service response. Sacramento Metropolitan Fire District is one of the most effective fire districts in the state as it relates to emergency responses related to fire, medical aid and other critical services. However, the District will need to continue updating its fire stations and rolling stock to keep pace with federal and state regulations, obsolescence, and population growth brought on by new development. The District has defined a 20-year plan to deal with new infrastructure needs, as well as replacement and augmentation of rolling stock.

- b. Regarding growth and population projections for the affected area, the Commission determines the District is capable of providing service that includes the growth and population projections for the affected territory for the next five years.
- c. Regarding financing constraints and opportunities, the Commission determines that the District has no serious financing constraints at this time.
- d. Regarding cost avoidance opportunities, the Commission determines that the District uses its best efforts to take advantage of all reasonable cost avoidance opportunities.
- e. Regarding opportunities for rate restructuring, the Commission determines that the District's Tax Rate Area method of financing is reasonable for providing emergency services. The Commission further determines that new development should bear the cost of infrastructure and services provided to it through properly calculated development impact fees. The Commission further determines that the fees charged for ambulance services and inspection services are an appropriate method of recovering the full cost of these services.
- f. Regarding opportunities for shared facilities, the Commission determines that the District shares facilities with other agencies and continually reviews new opportunities to do so.
- g. Regarding government structure options, including advantages and disadvantages of consolidation or reorganization of service providers, the Commission determines that the District currently provides services primarily to a specific geographic area. Through past reorganizations, the District has demonstrated that several economies of scale have been realized in the areas of administration, budgeting, insurance, purchasing, infrastructure and staffing. There appears to be considerable merit to the concept of regionalization of emergency services, to reduce costs, improve coverage and response times, and reduce confusion and ambiguities for citizens in the area.
- h. Regarding evaluation of management efficiencies, the Commission determines the District operates with a high degree of efficiency and professional cooperation with other agencies.

- i. Regarding local accountability and governance, the Commission determines that the District's Board of Directors represents an adequate level of special district accountability and governance, and the District has done an exceptional job of providing public outreach and has fostered public participation.

## District Profile

### **History**

The Sacramento Metropolitan Fire District is organized pursuant to the provisions of California Health and Safety Code, Section 13800 et seq. The District's current configuration is the result of the reorganization (unification) of the American River and Sacramento County Fire Protection Districts on December 1, 2000. Prior to that reorganization, the American River Fire Protection District was comprised of the formerly independent Arcade, Arden, Carmichael, Elverta, Florin, Rio Linda and Sloughhouse Fire Protection Districts. The Sacramento County Fire Protection District consisted of the formerly independent Citrus Heights, Fair Oaks, North Highlands and Rancho Cordova Fire Protection Districts.

### **Sphere of Influence**

The Sacramento Metropolitan Fire District is located in the central portion of Sacramento County; from the Sacramento City limits at its west border, the Elk Grove City limits at its southern boundary, the Placer County Line at its north parameter and the El Dorado and Amador County lines at its eastern limit. The District encompasses approximately 417 square miles of Sacramento County and the southwestern portion of Placer County, consisting of about an additional 1.5 square miles. The cities of Citrus Heights and Rancho Cordova are totally contained within the District's boundaries and receive the same life safety, fire protection, rescue and emergency medical services, on a 24-hour, seven-day schedule, as those provided to the residents of the unincorporated portion of the District.

The Sacramento and Placer County Planning Commissions and/or their Boards of Supervisors decide land use issues.

### **Assessed Valuation Protected & Population Served**

The District is responsible for protecting over 600,000 residents and property with an assessed valuation in excess of \$33.1 billion.

### **Population Density**

Based on population estimates and area served, the current resident density per square mile within the District is 1,430 persons per square mile.

## **Governance**

Full administrative authority is vested in the Board of Directors, which consists of nine members elected to four-year terms in electoral divisions by the citizens of the District. The Board of Directors delegates authority to the Fire Chief to operate the department. The Board of Directors and personnel of the District strive to maintain the highest level of service possible for its citizens while sustaining a cost-effective and fiscally responsible fire department.

## **Staffing**

**General** - The District employs over 700 full-time personnel and augments its suppression staff, firefighters, with a volunteer force of about 20 individuals. The District delivers its emergency service with 39 engines, six trucks, 11 medic (ambulance) units and an Aircraft Rescue Firefighting (ARFF) unit all staffed with full-time professional firefighters assigned on 24-hour shifts. Additionally, the District staffs two Hazardous Materials response units, one air attack firefighting helicopter and operates an administrative headquarters, an apparatus and equipment maintenance facility and a training and facilities services center, and logistics division. These facilities too are staffed with full-time professional personnel employed on a traditional 40-hour weekly schedule. Two additional fire stations are supported through the dedication of our volunteer force. In 2001, District personnel, apparatus and equipment responded to over 60,000 requests for assistance.

**Ambulance Service** - The District provides Advanced Life Support (ALS/Paramedic) services from 14 of its engines, all of its full-time medics, and seven additional cross-staffed ambulances. American Medical Response (AMR), a private provider, provides services in certain areas of the District not covered by District staff. The District's helicopter can also provide air ambulance service if other private or public air transport units such as Life Flight, Reach or the CHP are not available.

**Emergency Communications and Dispatching** - The District is part of the Sacramento Regional Fire/EMS Communications Center, which is responsible for receiving reports and notifying member agencies of emergency incidents within their respective jurisdictions.

**Fire Prevention** - The District has a dedicated full-time Fire Protection Bureau (Fire Marshal and Inspectors). All fire prevention activities such as plan review, weed abatement, fire cause and origin investigations, and public education programs are conducted through the direction of the Fire Chief.

**Fleet Maintenance** - The District operates and maintains facilities for the maintenance and repair of fire apparatus and related equipment.



**Facilities Division** – The District staffs a full time Facilities Division responsible for assuring fire stations and support buildings are properly maintained for our employees' and the public's safety and comfort . The Facilities Division is also responsible for remodeling District buildings in enhancing our operations and efficiencies.

**Training** - The District conducts daily, structured training drills based on training manuals of operations. Additionally, the District is a member of the California Regional Fire and Rescue Training Authority, a joint powers agency, whose membership also includes the City of Sacramento Fire Department and the California State Office of Emergency Services. All firefighting personnel are trained to a minimum level of Firefighter I.

**Mutual/Automatic Aid Agreements**

Mutual aid agreements to provide fire and/or emergency medical assistance between the District and other public safety agencies are in place and are honored by the District.

**Emergency Response Activity**

During calendar year 2002, the District responded to 59,303 requests for assistance. Of those responses, almost 64% were medical emergencies. The following table shows the breakdown of incident by alarm:

|                          |               |                |
|--------------------------|---------------|----------------|
| <b>Total Medical Aid</b> | <b>37,794</b> | <b>63.73%</b>  |
| Medical Aid              | 35,624        | 60.07%         |
| A/A Medical Aid          | 2,122         | 3.58%          |
| M/A Medical Aid          | 48            | 0.08%          |
| <b>Fires</b>             | <b>2,497</b>  | <b>4.21%</b>   |
| <b>Other</b>             | <b>16,490</b> | <b>27.81%</b>  |
| <b>A/A</b>               | <b>2,464</b>  | <b>4.15%</b>   |
| <b>M/A</b>               | <b>58</b>     | <b>0.10%</b>   |
| <b>Total</b>             | <b>59,303</b> | <b>100.00%</b> |

The breakdown of **Medical Aid** calls to which the District responded during 2002 is as follows:

|                   |               |
|-------------------|---------------|
| Cardiac           | 4,151         |
| Respiratory       | 4,124         |
| Trauma            | 4,504         |
| OB/GYN            | 414           |
| Gastro            | 1,680         |
| Alt LOC           | 4,713         |
| Psych             | 582           |
| Enviro            | 123           |
| Not Classified    | 11,906        |
| Violent Crimes    | 688           |
| Vehicle Accidents | 2,739         |
| A/A               | 2,122         |
| M/A               | 48            |
| <b>Total</b>      | <b>37,794</b> |

The breakdown of **Fire** calls to which the District responded during 2002 is as follows:

|               |              |
|---------------|--------------|
| Residential   | 431          |
| Commercial    | 188          |
| Vehicle       | 644          |
| Vegetation    | 642          |
| Misc. Outdoor | 402          |
| Dumpster      | 187          |
| Firework Veg. | 2            |
| Firework Res. | 1            |
| A/A           | 346          |
| M/A           | 18           |
| <b>Total</b>  | <b>2,861</b> |

The breakdown of **Other** calls to which the District responded during 2002 is as follows:

|                   |               |
|-------------------|---------------|
| V/A non-injury    | 1,784         |
| Public Assistance | 5,691         |
| ASM               | 727           |
| Returned Enroute  | 3,018         |
| False Alarms      | 2,957         |
| Mistake           | 1,960         |
| Haz Mat Confirm   | 99            |
| Haz Mat Assist    | 208           |
| Fireworks Asst.   | 4             |
| Rescue            | 13            |
| Aircraft          | 29            |
| A/A               | 2,118         |
| M/A               | 40            |
| <b>Total</b>      | <b>18,648</b> |

The District also responded to 4,586 **Automatic Aid** calls during 2002, and 106 **Mutual Aid** calls during the same period.

### **Emergency Response Goals & Measured Performance**

In an analysis of all incidents that the District responded to during June 2000 to May 2001, the average response times for the following units to arrive on the scene after being dispatched were:

| Response Type      | Average Time | Urban Response Goal | Rural Response Goal | % Meeting Goal |
|--------------------|--------------|---------------------|---------------------|----------------|
| First-in Fire Unit | 4:44 mins.   | 6:00 mins.          | 12:00 mins.         | 82%            |
| First-in Medic     | 6:30 mins.   | 8:00 mins.          | 20:00 mins.         | 78%            |
| First-in ALS       | 5:23 mins.   | 8:00 mins.          | 12:00 mins.         | 91%            |

The District measured response performance vs. stated goals for the period from January 2002 through June 2002 with the following results:

| Response Type      | Average Time | Urban Response Goal | Rural Response Goal | % Meeting Goal |
|--------------------|--------------|---------------------|---------------------|----------------|
| First-in Fire Unit | 4:59 mins.   | 6:00 mins.          | 12:00 mins.         | 78%            |
| First-in Truck     | 6:53 mins.   | 8:00 mins.          | 15:00 mins.         | 78%            |
| First-in Medic     | 6:43 mins.   | 8:00 mins.          | 20:00 mins.         | 76%            |
| First-in ALS       | 5:48 mins.   | 8:00 mins.          | 12:00 mins.         | 85%            |

### **Insurance**

**Workers' Compensation** - The District is self-insured, with claims being administered through Gregory B. Bragg & Associates, Inc. For the fiscal year ending June 30, 2003, the District's cost for providing Workers' Compensation protection to its employees was \$3.35 per \$100 of payroll.

**General Liability** - The District carries general liability and error and omissions insurance protection for its employees and Board of Directors in the amount of \$11 million per occurrence. This protection is provided in the form of \$1 million in primary liability coverage and \$10 million in excess liability insurance coverage. The aggregate limit of the District's liability insurance protection is \$23 million.

### **Fuel Storage Tanks**

The District has addressed the issue of underground fuel storage tanks, both currently or formerly maintained at their fire stations. Underground fuel tanks have either been filled or removed, soil samples taken for analysis, and subsequent evaluations have not indicated any contamination at any of the District's sites. The District has fueling stations for apparatus and equipment at Stations 1,6,9,11,16, 17, 21, 22, 23, 25, 41, 50, 55, 58, 59, 65 and 66. The District also maintains a \$1 million pollution liability insurance policy for its fuel dispensing sites.

### **Long-Term Debt Obligations**

The District currently has no long-term debt obligations. All presently proposed projects and purchased for the District are fully funded by the District and are provided for in the current budget.

## **Real Property**

The District currently has on file deeds to 42 existing fire stations, its administrative headquarters building on Hurley Way in Sacramento, the former Sacramento County Fire Protection District's administrative building and offices, located on Gold Canal Drive in Rancho Cordova, and another nine parcels located throughout the District. Additionally, the District has an agreement with the County of Sacramento authorizing the use of two more fire stations at the former McClellan Air Force base complex.

## **Apparatus**

The District's engines have been equipped to provide maximum flexibility for attacking and extinguishing structural type fires, and rendering assistance to patients on medical emergency incidents. These units are capable of delivering water at rates between 1,000 to 1,500 gallons per minute. The District's philosophy related to wild land, grass fires, revolves around strategically located, specialized "off the road" apparatus specifically designed to combat these difficult fires.

Because of the potential for major wild land fires, the District deploys water tender units capable of supplying smaller attack vehicles during large incidents. These units are strategically placed within the District for maximum projected effectiveness.

The District's 20-year rolling stock replacement plan measures the proper utilization period for each piece of apparatus, and when replacements should occur.

## **ISO Rating**

The Sacramento Metro Fire District has the following Insurance Services Office (ISO) fire service class ratings:

- Watered areas, a rating of 3 (Areas with fire hydrants)
- Unwatered areas, a rating of 8 (Areas without fire hydrants)

## **Budget**

The District had a general fund budget of \$113,240,124 in fiscal year 2003-2004. This budget provides sufficient funding to maintain present staffing, service and coverage levels. The recent reorganization between American River Fire District and Sacramento County Fire District resulted in several significant areas of budget savings, including: insurance, telephone, professional memberships,

elections costs, procurement (buying power), management, administrative costs, legal services, professional services and reserves.

### **Service Fees**

The District has a fee-for-services schedule for fire code and safety requirements of building plan reviews, cost associated with responding to false alarm incidents, and some life safety inspection programs. The State of California provides for the authority to charge these fees up to the full cost of providing for these services. The resolution and fee schedule related to these services are attached to this document.

### **Development Impact Fees**

On November 6, 2002, the District adopted an ordinance establishing a Capital Fire Facilities Fee Schedule for new construction and development within the District. This category of fees was predicated on AB 1600, and can only be charged against new construction and development to defray costs, and mitigate the impact associated with property acquisition, site preparations, design, construction and equipping the fire stations required to serve the new areas of construction. The effective date of this new fee was June 19, 2003, and shall remain in effect through December 31, 2020. The State of California provides for the authority to charge these fees up to the full cost of providing for these services, and that fee revenue collected under AB 1600 must be used exclusively to benefit new development. The Capital Fire Facilities Fee is as follows:

| <b>Construction Type</b>                   | <b>Fee Per Square Foot of Construction</b> |
|--|--|
| All non-sprinklered commercial development | \$0.70                                     |
| All sprinklered commercial development     | \$0.55                                     |
| Single-family units and duplexes           | \$0.41                                     |

### **Medial Aid & Ambulance Transport Fees**

The District currently bills their patients for ambulance transportation services. Based on a study conducted in 1999, it costs the District approximately \$600 per ambulance transport. By adopting user fees associated with these activities, the District is properly defraying the direct costs of ambulance, medical aid and rescue responses. The State of California provides for the authority to charge these fees up to the full cost of providing for these services.

The District maintains the right to waive collection of these fees in certain circumstances. The resolution and fee schedule related to these services are attached to this document.

### **Special Fire Tax**

By a margin of nearly 80%, in March 2000, the voters in the Rancho Murieta/Sloughhouse area passed a Special Fire Tax augmenting their property taxes to fund two professionally staffed fire stations. Those stations are equipped with structural and wild land firefighting units as well as an ALS ambulance, staffed with paramedic personnel. The Special Fire Tax assessment is established annually by the District's Board of Directors at an amount not to exceed \$100 per parcel, per year.

### **Retirement Systems**

The District contracts for retirement benefits for most District employees with the California Public Employees Retirement System (CalPERS). The District maintains secondary retirement plans for employees of the former North Highlands and Rancho Cordova Fire Protection Districts with the Sacramento County Employees' Retirement System (SCERS) and a Private Plan respectively. Additionally, the District entered into an agreement on May 21, 1997, with SCERS to maintain the membership for the former Florin Fire Protection District employees who came to work with the District as part of the reorganization with Florin.

## The Sacramento Metropolitan Fire District's List of Enduring Goals

- *Ensure that the public served by the District continues to receive the best quality fire protection, fire prevention, fire safety educations, emergency medical service, and other emergency response services.*
  
- *Ensure that the Board of Directors' management of District activities is accomplished in an open environment to promote responsiveness to public concerns and encourage participation by members of the public*
  
- *Foster productive community relationships with community entities and the public.*
  
- *Provide appropriate and timely fiscal oversight to District operations.*
  
- *Ensure that the District has a fully qualified management team capable of addressing future challenges and opportunities, and that the District employees are fully qualified, well trained, properly equipped, and appropriately motivated to perform their duties.*
  
- *Foster a productive working relationship with District management staff and promote a positive relationship with employee labor organizations.*



# Sacramento Metropolitan Fire District

## **Municipal Service Review, July 2003**

### Introduction

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH) requires that each Local Agency Formation Commission (LAFCo) prepare Municipal Service Reviews and update Spheres of Influence (SOI) for all cities and independent special districts within its jurisdiction.

A Sphere of Influence is defined by Government Code Section 56425 as:

A plan for the probable physical boundary and service area of a local agency or municipality.

A Municipal Service Review is defined by Government Code Section 56430 as:

A means of identifying and evaluating public services

A Municipal Service Review may be conducted prior to, or in conjunction with, the update of a Sphere of Influence.

### Sphere Of Influence

#### Purpose

In order to carry out its purposes and responsibilities for planning and shaping logical and orderly development, as well as the coordination of local government agencies so as to most advantageously provide for the present and future needs of the County and its communities, the Sacramento Local Agency Formation Commission must develop and determine the Sphere of Influence of each local government agency within the County.

#### Requirements

When adopting, amending or updating a Sphere of Influence, the Commission shall, in accordance with the Government Code, perform all of the following:

1. Require special districts to file written statements specifying the functions or classes of services provided.
2. Establish the nature, location and extent of any functions or classes of services provided by the districts.

To determine the Sphere of Influence of each local agency, the Commission shall consider and prepare determinations with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open space lands.
2. The present and probable need for public facilities and services in the area
3. The present capacity of public facilities and adequacy of public services that the agency provides, or is authorized to provide.
4. The existence of any social or economic communities of interest in the area if the Commission determines they are relevant.

## Municipal Service Review

### Requirements

The Commission shall include a written statement of its determinations with respect to each of the following:

1. Infrastructure needs or deficiencies
2. Growth and population projections for the affected area
3. Financing constraints and opportunities
4. Cost avoidance opportunities
5. Opportunities for rate restructuring
6. Opportunities for shared facilities
7. Government structure options, including advantages and disadvantages of consolidation or reorganization of service provision.
8. Evaluation of management efficiencies
9. Local accountability and governance

## District Summary Profile

|                      |  |
|----------------------|--|
| District name:       | Sacramento Metropolitan Fire District  |
| Location:            | 2101 Hurley Way<br>Sacramento, California 95825-3208<br>(916) 566-4000   |
| Fire Chief:          | Rick Martinez  |
| Staffing:            | 720 authorized full-time employees, and a volunteer force of 19 individuals.   |
| Service Area:        | The Sacramento Metropolitan Fire District is located in the central portion of Sacramento County. Its western border is the Sacramento City limits, the southern border is the Elk Grove City limits, the northern border is the Placer County line, and the El Dorado and Amador County lines form its eastern border and 1 ½ square miles in the southwestern corner of Placer County.   |
| Sphere of Influence: | Coterminous with current District boundary.  |
| Square Miles:        | 417 square miles of Sacramento County and the southwest portion of Placer County, consisting of an additional 1.5 square miles.  |
| Population:          | According to SACOG: 635,533 residents  |
| Land Use:            | A mix of urban, suburban and rural areas. Usage includes industrial, commercial, residential and agricultural.   |
| Date of Formation:   | The District's current configuration is a result of the reorganization of the American River and Sacramento County Fire Protection Districts on December 1, 2000. Prior to that reorganization, the American River Fire Protection District was comprised of the formerly independent Arcade, Arden, Carmichael, Elverta, Florin, Rio Linda and Sloughhouse Fire Protection Districts. The Sacramento County Fire Protection District was comprised of the formerly independent Citrus Heights, Fair Oaks, North Highlands and Rancho Cordova Fire Protection Districts. |
| Enabling Act:        | California Health and Safety Code, Section 13800 et seq.   |
| Governing Body:      | A nine-member Board of Directors, elected to four-year terms in electoral divisions by the citizens of the District. The Board of Directors delegates authority to the Fire Chief to operate the department.   |

District Services: Emergency response related to structural and wild land firefighting, aircraft rescue firefighting, technical rescue, swift water rescue, hazardous materials mitigation, and paramedic medical services.

Latent Powers: The District provides all services authorized under California Health and Safety Code Section 13862.

Total Budget: ***Fiscal Year 2003-2004***  
General Budget: \$105,442,624  
Capital Improvement Fund: \$5,886,500  
One-Time Expenditure Plan: \$1,911,000

Primary Revenue Source: Property Taxes

District Fiscal Health: Adequate levels of services are currently being provided at existing funding levels.

## Sacramento Metropolitan Fire District

### Response to Questions from OPR Guidelines

#### Infrastructure needs and deficiencies

1. *Government restructure options to enhance and/or eliminate identified infrastructure needs and/or deficiencies.*

**Coverage Issues** - Proper relocation of station facilities would allow the District to provide more appropriate coverage areas. Restructuring which equated to more stations in better locations would be a more effective allocation of resources. In several locations around the Sacramento area, antiquated fire stations, which are less than one mile apart, need to be closed and consolidated into one modern station. That can easily be done when the stations fall under the jurisdiction of one District. However, in the border areas, there are cases where this hasn't happened due to political concerns. Working across political boundaries is also tougher from a financing standpoint. Relocation of facilities would undoubtedly result in better service provision and coverage to the community. The District's physical plant is the most important asset related to providing service levels to the community.

**Apparatus and Equipment (A&E) Standardization Needed** - City Fire and Metro Fire have different types of engines, different pumps, different gauges of hoses, and different parts. The different A&E requires separate and redundant training as well. With restructuring, standardization of apparatus and equipment could be accomplished across the entire district. This also applies to rolling stock as well.

**Building Code Consistency** - There is a need for consistency related to ordinances for building codes. Metro Fire's process flow requirements are different than the City of Sacramento's process flow. More consistency would lead to less confusion for the public who use these inspection services.

**Administrative Costs** - Restructuring would save on administration costs, liability insurance costs, Workers' Compensation insurance costs, training costs, and memberships in professional organizations, annual audits, and several other areas where enhanced economies of scale would be been realized. Additional saving may also be realized through the District's Self-Insured Workers' Compensation program.

Sacramento Metro currently has 42 fire stations, 30 of those require repair or replacement. When the most recent reorganization occurred in December 2000, the Board of Directors committed to a capital improvement program of

2. *Expansion of services to eliminate duplicate infrastructure construction by other agencies.*

\$3 million per year from annual revenues to upgrade certain stations and consolidate others. Based on information from SACOG on the growth of county over the next 20 years, the District recognized that they needed eight new fire stations over the next 20 years. As part of the overall funding plan, the District implemented a district-wide development impact fee. This is expected to generate \$3 million per year over the next 20 years. This revenue will be used in conjunction with the CIP, for a combined \$6 million per year over 20 years. District has also developed and implemented a 20-year A&E replacement plan which will devote \$2.5 million per year over 20 years to standardize and replace aging equipment. A complete detailed listing of this A&E replacement plan is available upon request.

However, both the station upgrades and the A&E replacement plan assume that the District will remain in its current configuration. The issue of cross-boundary planning is not incorporated into these plans. It would be more efficient for the area if these plans dovetailed into adjacent fire department's plans.

3. *Condition of infrastructure and the availability of financial resources to make necessary changes.*

According to the District's most recent Response Study, if everything remains status quo with the current financial resources, the District will be able to maintain a high level of service to the community. If the State's budget situation results in some unforeseen reductions in District revenue, this could obviously change. The District has multiple Tax Rate Areas (TRAs), within the District. There is a special tax for the Sloughhouse/Rancho Murrieta area, which is \$100 per parcel. The District could pursue a district wide special fire tax proposal that would result in the entire District paying a special fire tax of \$60 per residential property and \$120 per business property per year to cover up to a projected 18% deficit in the future. This would allow the District to maintain level of service at current levels in today's dollars. This measure would require 2/3's vote of the residents. There have also been statutory attempts to change the percentage of property taxes that goes to pay for fire services, but it hasn't changed yet.

*4. Level of service and condition of infrastructure in light of revenue and operating constraints.*

Based on existing revenue sources and the full implementation of the CIP, development impact fee program, and 20-year vehicle replacement plan, the District has the capability to maintain a high level of service and keep the infrastructure in proper repair. The District has the capability to pursue the special tax described in the previous section in the future should the need arise.

*5. Infrastructure capabilities to accommodate future development with flexible contingency plans.*

No new infrastructure is required to accommodate existing development within the area currently served by the District; all properties are currently served. The District has mutual aid agreements with all contiguous jurisdictions, and participates in the statewide mutual aid system. The District's staff and apparatus have an excellent record of responding to federal emergencies regardless of their location, (e.g. Yellowstone, Oregon, Colorado, and Southern Cal). In effect, the District's community is nationwide because fire services extend beyond natural boundaries.

*6. Reserve capacity for properties not served within current boundaries and estimate of properties with current boundaries not eligible for service.*

All properties within the District's service area are eligible for service, as well as any other properties where the need exists and the District's resources are available to provide assistance. The District believes that service delivery is more critical than protecting boundaries. As far as reserve capacity is concerned, please refer to the District's 20-year Master Plan for the complete list of fire station locations and upgrades, and the 20-year Vehicle Replacement Plan.

*7. Provisions for adequate service for properties not served within current boundaries and estimate of properties within current boundaries not eligible for service.*

Not applicable.

*8. Location of existing and/or planned facilities*

Please refer to the Attachment section for a complete list of existing facilities for the District. The planned facilities are listed on the District's 20-year Master Plan which is also attached.

*9. Location of existing and/or planned infrastructure in relation to affordable housing programs.*

Not applicable.

*10. Compliance with environmental and safety standards*

The District is keenly aware of the applicable federal and state environmental and safety standards, which must be implemented including CEQA, environmental impact reports, zoning and variance procedures, OSHA and CAL-OSHA requirements, and EPA runoff guidelines (i.e. special collection basins in the floor). The District works with SMUD and PG&E in energy conservation efforts, insulation, skylights, and shade plans.

*11. Applicable permit status*

The District is subject to CEQA permitting and guidelines for all capital improvement projects. The Sacramento County Planning Commission provides appropriate reviews and approvals as well. The District has its own refueling capacities and auxiliary power generators that have to be certified by air quality (Sac Co Air Quality District) for emissions. The amount of this permit fee will increase if emissions are too high. In the future, the District's goal is to minimize pollution by converting to LP natural gas wherever practical.

*12. Consistency with service and/or capital improvement plans and local and regional land use plans and policies.*

The District's short-term and long-range objectives are in concert with other local and regional land use plans and policies.



## Growth and Population Projections for the Affected Area

*1. Projected growth in and around the agency's service areas.*

Growth is factored into the District's 20-year Master Plan and 20-year Vehicle Replacement Plan.

*2. Historic and expected land use absorption trends.*

Not applicable.

*3. Estimate of future service needs.*

Future service needs are factored into the District's 20-year Master Plan and 20-year Vehicle Replacement Plan.

*4. Impact of land use plans and growth patterns on service demands*

Changing land use plans will likely have a minimal impact on service demands past what has already been factored into the District's 20-year planning documents. Growth has also been accounted for in those documents as well. New construction will be subject to the forty-one cent per square foot capital fire facilities fee, related to the requirements of the law commonly referred to as AB 1600.

*5. Impact of service plans and policies on growth and/or land use patterns for the adjacent areas, on mutual or regional social and economic interest, and on the local governmental structure of the county.*

Not applicable.

*6. Relationship between an agency's boundary and SOI with the projected growth in the study area.*

Not applicable.

*7. Compatibility of service plant(s) with other local agency land use/development plans*

The District's plan for providing emergency and regulatory services is compatible with the plans and services of other local land use and development plans.

*8. Compatibility between agency service plans, regional growth projections and efficient urban development*

The District's service plans are designed to provide optimal fire and other emergency coverage to existing development and new development given existing and planned resources. This mission is in agreement and is compatible with other agency service plans, growth projections and efficient urban development.

## Financing Constraints & Opportunities

### 1. *Implementation of appropriate financing/funding practices.*

The District has a fixed property tax base (multiple TRAs even though everybody is paying 1%, but portions vary). The TRAs provide the largest share of revenue for the District. The District also has implemented an AB 1600 fee on new construction (this does not apply to remodels resulting in equal or less associated risk.) The District also implements a special fire tax in Sloughhouse equal to \$100 per year per property. The District also has a fee program for plan review, fire inspections, fire investigations, and the ambulance transportation program. The District receives cost recovery for arson cases as well.

The District also issues TRAN (Tax Revenue Anticipation Notes), which are short-term, tax exempt municipal bonds, as well as reinvesting funds from sales into a guaranteed investment contract which generates yield greater than interest on the bonds, resulting in arbitrage. After one year, the District calls the bonds, pays back bondholders with interest, and the District keeps the arbitrage of approximately \$1/2 million per year (insured). While the authority to do this is limited under state and federal laws to an investment of \$25-30 million per year, it is an effective funding vehicle for the District.

The District has also been very active in grant recoveries and claiming for state mandated programs.

### 2. *Potential for shared financing and/or joint funding applications*

The District participates with the Sacramento Sheriff's Department in funding related to terrorism readiness drills. This also applies to radioactive fall out, anthrax emergencies, and chemical spills. The District also coordinates with the Sacramento County Health Department to a lesser extent in these areas.

### 3. *Combination of enterprise and/or non-enterprise financing functions.*

The District's only enterprise funding function at this time is ambulance service.

### 4. *Compared analysis of financing rates between other agencies in study area.*

The District's financing mix is more diverse and more aggressive than any other fire district or department in the county. Some of the districts or departments have development fees, some of the districts and departments apply for grants and state mandated cost reimbursement. No other district or department has TRAN programs, or a special tax.

### 5. *Bond rating(s)*

The District's bond rating is AAA. Both Moody's and Standard and Poor's rate the District's debt as A++.

6. *Ability to obtain financing.*

The District is eligible for General Obligation bonds (requires a vote), as well as being eligible for conventional financing and revenue bonds.

The possible financing options for fire station construction include the following:

Traditional Financing (Loans)

- ◆ Banks - Line-of-credit
- ◆ Investment Pools
  - Sacramento County Pooled Fund
  - LAIF (Local Agency Investment Fund - State of California)
- ◆ Private Money

Lease/Purchase

- ◆ Commercial Lending Institutions
- ◆ Equipment Vendors
- ◆ Other Private Parties (Developers)

Special Taxes or Benefit Assessments

Bond Indebtedness

- ◆ General Obligation (GO)
- ◆ Certificates of Participation (COPs)
- ◆ Mello-Roos
- ◆ Revenue Bonds

Barter

- ◆ Surplus Properties (trade)

State Reimbursable Mandates

Mitigation/Impact/Development Fees

- ◆ Assessed Against Building Permits
  - District-wide
  - By Community
    - Antelope
    - Florin Vineyard
  - Special Need(s)

7. *Existing and/or proposed assessment district(s)*

The District imposes a special tax in the Rancho Murrieta/Sloughhouse area. This special tax could potentially be extended district wide if the existing tax base comes under attack.

8. *Opportunities for additional revenue streams, including joint agency grant applications, untapped resources, or alternative government structures.*

Refer to #2 in this section. The District also actively participates with the Sacramento Housing Redevelopment Agency, Auburn Boulevard projects, combined Mather/McClellan projects, Fulton Avenue improvement district, Folsom Blvd. Improvement district, and Florin Road Improvement District.

The Mather/McClellan project is trying to entice new development. This has resulted in increased water mains, another fire truck, and \$2 million on Watt Avenue improvements for McClellan. Providing fire protection to McClellan Park will cost \$2 million per year (2 companies), and one at Mather for \$1.5 million (projected) per year. AMR provides ambulance service and is paying \$15,000 per month for providing ambulance service in a portion of the district (Arcade), and provides the District with scholarships to their paramedics' school.

9. *Methods to pay down existing debt(s), including using excess revenues.*

Not applicable. The District has no outstanding debt.

## Cost Avoidance Opportunities

### 1. *Opportunity for joint agency practices, including shared insurance coverage opportunities*

The District participates in CalPERS for retirement health benefits. The District is self insured for Workers' Compensation at \$2.37 per hundred compared to the State Fund which costs \$9.70 per hundred. The District carries \$2.2 million in work comp reserves. There was a significant cost savings in worker's compensation premiums and liability insurance by reorganizing County Fire and American River Fire into one district. The costs for the annual audits were combined; the new district had a shared board, thereby saving Board member stipends. Certain other programs could not have been cost effectively provided, such as the helicopter program, without achieving a certain critical mass and realizing the economies of scale.

### 2. *Availability of outsourcing for financial and administrative duties and cost-benefits of outsourcing versus in-house management.*

The District is currently in the process of bringing its financial and book keeping functions in-house. The County of Sacramento has done payroll and accounts payable in the past at a cost of approximately \$2 million per year. The new system will be run exclusively in-house. Existing staff will be used to perform that function. Instead of generating financial reports to send to the County, the District will generate it's own checks and other payroll documents. The District uses private consultants for state mandated cost reimbursement claiming (SB 90 claiming), capital fire facilities fee calculation, governance work with the Board (training), evaluation of proposals for Workers Comp Third Party Administrator, and the selection of new automated finance package.

### 3. *Duplication of services.*

There are service and administrative overlaps with the City of Sacramento Fire Department, Elk Grove Fire, Folsom Fire, etc. The same types of administrative economies of scale that occurred with the reorganization of County Fire and American River Fire could be realized by combining with any of those entities.

### 4. *Impact of service practices and/or facilities in relation to land: available for infill; where excess capacity exists; planned for growth; easiest to serve; and with the fewest topographic and geographic constraints; and in a manner that support affordable housing objectives.*

Not applicable.

5. *Impact of service practices and/or facilities in relation to benefit/detriment of service cost.*

The Sloughhouse area wanted a specific level of service, and the residents voted to pay a special tax to help pay for that specific level of service.

6. *Impact of growth inducement measures on construction costs and near-term infrastructure deficiencies.*

Not applicable.

7. *Policies and/or plans to extend services to an area proposed for annexation or new development, particularly with respect to the impact of extending services to existing customers.*

A redevelopment agency can freeze District's property tax level, but it is doubtful that the City or County can do that. The District is open to reorganization discussions with neighboring cities and counties. Sacramento Metro Fire has extensive agreements with City of Sacramento and Placer County. The District does not solicit to extend its own authority. If other agencies initiate discussions for the District to assume control over a certain area, the District is open to the opportunity.

8. *Impact of service practices and/or facilities on affordable housing objectives*

Not applicable.

9. *Impact of additional services/capacity on agency's fiscal viability, including cost and adequacy of services in existing or proposed service areas and/or areas served by other special districts, cities or the county.*

This would need to be evaluated on a case-by-case basis. In the abstract, the additional services or capacity would need to make fiscal sense for the District to consider it.

10. *Relationship between current level of service and customer needs and preferences.*

The District implemented a hazardous materials response team, which became operational in July 2003. The District has been reliant on City of Sacramento and Roseville up until then for those services. The citizens in the County expect this type and level of service from the District. The County has been paying City for these services in the past, but the District will negotiate with County to assume those services outside the City. Precise coverage areas have yet to be determined.

11. *Opportunities for savings or augmentation in overhead, including employee salary or benefits, elected official compensation or benefits, equipment purchases, planning, etc.*

Economies of scale savings exist with additional reorganizations as described above. These economies of scale extend to all facets of operations and have been discussed already in this report.

12. *Pro-rata service costs for customer/ratepayer and/or taxpayer*

The District deals primarily with a fixed property tax rate. Certain economies of scale can produce enhanced, or new levels of service for the same tax dollar due to previous reorganizations (i.e. Hazardous materials response team and helicopter service.) There is a strong value-added component to reorganizations.

13. *Application and/or bid process for contractor assistance, including comparison of rates.*

Not applicable.



## Opportunities for Rate Restructuring

### 1. *Agency's methodology for determining rates.*

The District's ambulance fees, and fire inspection fees are reexamined on a regular basis to insure that the District's full costs for these services are identified. It is then up to the Board to determine if fees should be set at full cost, or something less, resulting in a general fund subsidy. In keeping with California state law, the District will not charge more than the full cost of a fee-based service. The District's development impact fee will need to be reexamined and reheard before the Board.

### 2. *Availability of revenue enhancement opportunities to lessen or stabilize rates.*

With a vote of the people, the District could impose a special tax throughout the district.

### 3. *Relationship between rate differences among service providers and level of service.*

The District provides the same high level of service regardless of any differences in TRAs.

### 4. *Rate comparison between service providers with similar service conditions.*

The District provides the same high level of service regardless of any differences in TRAs.

### 5. *Cost of services versus fees.*

The District strives to set fee-related costs at actual full costs for those services.

### 6. *The services that ratepayers and/or assessed properties are receiving for which they are paying.*

The District charges fees for ambulance services and inspection services.

### 7. *Financial impacts on existing customers caused by the funding of infrastructure needed to support new development.*

It is the District's policy that new development should pay for new infrastructure.

8. *Impacts of standby rates on open space and affordable housing plans.*

Not applicable.

9. *Relationship between rate and service policies and the provision of decent and affordable housing.*

Not applicable.

10. *Availability of reasonable emergency reserves.*

The District's Board policy is to maintain 5% of the total budget in reserve. The District's self-insured workers compensation program is at a 94% confidence level. Metro Fire also maintains \$2.2 million in a reserve dedicated to workers compensation.

11. *Use of annual savings*

Annual cost savings are deposited in the fund balance. This fund balance is primarily dedicated to the capital improvement program or one-time expenditures (such as hazardous materials response). The District does not use annual savings to balance the operating budget. It is the District's policy that annual employee costs cannot exceed 80% of annual reoccurring revenues (i.e. property taxes).

## Opportunities for Shared Facilities

1. *Current shared activities with other service providers, including shared facilities and staff.*

Various park districts have contacted Sacramento Metro Fire to co-habitate in common facilities. Over twenty of the District's current facilities are used for polling locations for Sacramento County Elections. All of the District's facilities are publicly designated as "safe places" for children. The District commonly allows other organizations to use the District's boardroom, including San Juan School District's board meetings. Community groups use some fire stations as meeting places as well.

2. *Suggested existing and/or future shared facility opportunities by the agency.*

Various park districts have contacted Sacramento Metro Fire to co-habitate in common facilities. This concept makes sense on a number of levels (e.g. shared common space/conference rooms, shared parking, etc.) The District will continue to cooperate with County and State for vehicle storage and parking (for instance, the District can provide secured parking provided for county and state vehicles for inspections.)

3. *Opportunities for conjunctive and/or joint use projects, such as groundwater storage/parks, schools/parks, or flood detention parks.*

Other than what has been addressed above, not applicable.

4. *Duplication of existing and/or planned facilities of other service providers.*

Not applicable.

5. *Availability of excess capacity to serve customers of other agencies.*

The District has several mutual aid agreements. The closest company responds to a given emergency regardless of the location pursuant to County-wide boundary drop.

## Government Structure Options

1. *Available government options to provide more logical service boundaries to the benefit of customers and regional planning goals and objectives.*

A joint powers agreement would be an option. This was previously discussed with City of Sacramento. The City wanted a majority of members on the new JPA board. Control issues are always the sticking point keeping these types of options from becoming more viable.

2. *Recommendations by a service provider and/or an interested party for government options.*

Not applicable.

3. *Anticipated proposals to LAFCo that will affect the service provider.*

The potential reorganization involving City of Sacramento's Fire Department or adjacent counties could potentially be proposed, but there is currently nothing pending.

4. *Prior proposals or attempts by the agency to consolidate or reorganize.*

American River FPD consolidated with Sacramento County FPD in 2000. Bringing in the City of Sacramento has been looked at in the past, but has not happened for a variety of reasons. The District considered consolidation with Dry Creek FPD in Placer County, but ultimately, Placer took over Dry Creek because of local identity. Elk Grove is a CSD and provides park services. Fire would have to be extracted from that District for Metro to consider taking on that responsibility.

5. *Availability of government options that improve public participation, local accountability, and governance.*

There would be advantages and ancillary savings that would occur in reorganizations, including, but not limited to: finance, payroll, logistics, attorney services, personnel, workers comp, and administration. Staffing efficiencies would be accomplished through transfers, job consolidation and attrition. For instance, the District could be provided with the full budget from the City of Sacramento fire department, and District would run it. The City would benefit by not having to have responsibility. Sacramento Metro Fire is a strong proponent of regionalization.

6. *Opportunities to create definite and certain boundaries that conform to lines of assessment or ownership and/or eliminate island, corridors of unincorporated territory, and other difficult or illogical service areas.*

Not applicable.

7. *Existing boundary disputes*

None

8. *Elimination of overlapping boundaries that confuse the public, cause service inefficiencies, unnecessarily increase in the cost of infrastructure, exacerbate rates and/or undermine good planning practices.*

If there were a regionalized fire service, operational consistencies could be achieved and community confusion would be reduced. By any definition, it would be more effective, efficient, convenient and user-friendly to have one regional fire service. Confusion exists over the difference between unincorporated communities and incorporated cities. There are several natural boundaries and population breaks that would make sense as logical criteria for creating a regional concept. The current Air Quality Control district in the Sacramento and Bay Area are “regional” in nature. Perhaps that model would be worthy for additional examination and consideration.

9. *Reevaluation of boundaries, including downsizing SOI boundaries and/or approving other boundary modifications that remove important open space and agricultural lands from urban service areas.*

Same response as question #8 in this section.

10. *Availability of government options that stabilize, steady and/or clarify the government process in order to reduce costs of increase customer satisfaction.*

Televised meetings and outreach. Take meetings out to various community locations.

11. *Availability of government options that may produce economies of scale and improved buying power in order to reduce service and housing costs*

Not applicable

12. *Availability of government options that cause appropriate facilities to be shared and avoid the construction of extra and/or necessary infrastructure.*

Sharing facilities with local park districts, or school districts should be fully explored.

13. *Making excess capacity available to other service users in order to eliminate duplicate infrastructure construction by multiple agencies and reduce costs to customers.*

Discussed earlier.

14. *Opportunities to improve the availability of water rights and/or supplies to a larger customer base through a change in government organization.*

The District feels that it would be advantageous to form better relationships with local water agencies. In emergency situations, the fire and water agencies should function in concert. When there is a full-scale conflagration, a single point of contact would be very useful in coordinating booster pump operations. One single clearinghouse for water, levies, fire, and law enforcement to deal with major emergencies, in the same way that 911 operates for individual situations.

15. *Availability of government options that could facilitate construction, financing and/or eliminate the need for new facility construction.*

Discussed earlier.

16. *Cost benefit of restructuring current elected board and/or administration to any proposed alternative.*

Minimal, if any.

17. *Cost benefit of restructuring overhead, including staff, capital outlays, allocation of reserves or savings, loaded administrative charges for grant administration, accounting, and other contracted services.*

Significant cost savings can be achieved through rationale reorganization. This was discussed at length earlier in the report.

18. *Cost benefit of restructuring the direct distribution of costs or debts from shared facilities to a larger user population*

Not applicable.

19. *Opportunities for the sale of surplus properties through a change in government organization.*

Not applicable.

20. *Availability of excess reserves for service improvements and/or rate reductions through a change in government organization.*

As a result of the most recent reorganization, the District loaned the City of Rancho Cordova the space formerly occupied by the County of Sacramento fire staff. The City occupies the space rent-free for now, and one year from now, they will only pay utilities. After one year, the City will determine if they will purchase or lease this structure or move on. The facility is on Gold Canal and is roughly 30,000 square feet, with a warehouse in the back. It has a board chambers and parking.

21. *Opportunities to enhance capital improvement plans and programs through a change in governmental structure.*

Capital Improvement reserves are in place at the District for this purpose.

22. *Opportunities to streamline services through the reorganization of service providers that no longer provide services for which they were formed.*

All through the region, it would make sense if the Regional fire protection concept could be adopted. Where there is new development along the county line, it just makes sense to build one station to serve both sides, instead of each agency building their own redundant infrastructure.

23. *Opportunities for early debt repayment and related savings through a change in government structure.*

Not applicable.

24. *Elimination of rate structures that impose growth pressures on open space resources.*

Not applicable.

25. *Identification of illogical boundaries and their effect on rates.*

Not applicable.

26. *Impact of government structure options on agency's financial stability.*

Not applicable.

27. *Rationale for an agency's emergency and/or undesignated reserves, particularly in relation to their gross annual revenue.*

The District maintains a 5% fund balance reserve discussed earlier in the report.

28. *Changes and/or modifications in boundaries in order to promote planned, orderly, and efficient patterns of urban development*

Not applicable.

29. *Changes and/or modifications in boundaries in order to avoid premature inducement, facilitation, or conversion of existing open space lands, including: the direction of growth away from prime agricultural and important open space lands towards infill areas of areas containing nonprime agricultural land; the development of vacant land adjacent to existing urban areas and within existing spheres of influence.*

Not applicable.

30. *Boundary adjustments in order to minimize the amount of land needed to accommodate growth in the next five to ten years within the spheres of influence of special districts and cities.*

The District encourages all efforts to bring rationality to changes in SOIs to minimize cherry picking by cities, while leaving sub-optimal areas behind.

31. *Prevention of extension of urban services to important agriculture and open space areas not planned for growth or within the boundaries of the city or special district.*

Not applicable.

32. *Impact of a change in government structure on the implementation of regional transportation, water quality, air quality, fair share housing allocation, environmental justice, airport land use, open space, agricultural, and other environmental policies or programs.*

Not applicable.

33. *Impacts of government structures on fair housing programs.*

Not applicable.



34. *Available government options that improve the ability to provide and explain budget and financial data.*

The District posts its Annual Report and Budget information on its Internet web site.

35. *Opportunities to improve in the quality and/or levels of service through changes in government structure.*

More public involvement and awareness through the web site, community meetings and more use of television could further enhance quality of customer service.

36. *Impact of investment policies on service levels and quality.*

The District's board is extremely conservative and is likely to maintain a very conservative stance related to investments.

37. *Evaluation of bond rates, ability to borrow or obtain grants, budget practices and other aid.*

The District's policies in this area are well defined and are working well.

38. *Ability to gain environmental benefits through government structure options.*

Not applicable.

39. *Opportunities to integrate services without excessive cost.*

Service integration and consolidation has been discussed at length earlier in this report.

40. *Cost benefit analysis of potential changes in government structure through merging staff, staff reduction by attrition, phasing out of elected or appointed positions and management staff.*

The District has had past success and has realized tremendous economies of scale through reorganizations.

41. *Opportunities for improved service delivery and/or an increase in system standards by system integration through changes in government structure.*

Not applicable.

42. *Identify prohibitions in the affected Principal Acts that would affect government structure options, including pending litigation, court judgments, other legal issues, restricted assets, financial or other constraints.*

The District is governed by the 1987 Fire District Reorganization Act. It is also governed by Cortese-Knox-Hertzberg Act of 2000. Any adjustments would need to be made in accordance with those statutes. The District has suggested an amendment to the Fire District Reorganization Act relating to Prop 4 limits. It is the District's belief that the new district should be allowed to recalculate its Spending Limit due to its reorganization. Currently, only after either consolidation or incorporation can the limit be recalculated.

43. *Integration of debts and obligations analysis*

Not applicable.

44. *Potential successor agencies.*

There is no successor agency to Sacramento Metro Fire. It is a multi-county agency and is exempt from the ERAF shift. This factor saves the District 10% of its total property tax base of approximately \$88 million.

45. *Impact on existing systems (upgrades) due to government structure changes.*

Not applicable

46. *Impact on operating cost due to government structure changes.*

Not applicable.

47. *Evaluation of long term savings through government structure changes versus related transition costs.*

There would be a long-term savings through government structure change if the District assumed the City of Sacramento's fire service. This would save the City \$4.2 million in ERAF shift. This savings could equate into a pure increase of service delivery.

48. *Evaluation of permit status upon integration.*

Not applicable.

## Evaluation of Management Efficiencies

1. *Evaluation of agency's capacity to assist with and/or assume services provided by other agencies.*

The District would like to develop a cooperative agreement with the County Office of Emergency Services. The Sheriff is currently administering this function.

2. *Evaluation of agency's spending on mandatory programs*

The District complies with all applicable mandated laws and seeks reimbursement under the provisions of the state constitution for any functions found to be reimbursable by the Commission on State Mandates.

3. *Comparison of agency's mission statement and published customer service goals and objectives.*

Both documents are consistent.

4. *Availability of master service plan(s)*

The District's 20-year Master Plan, and 20-year Fleet Plan are equivalent to a MSP.

5. *Contingency plans for accommodating existing and planned growth.*

The District's 20-year plan sites locations for tentative fire stations given new development.

6. *Publicized activities: Newsletter, Board meetings.*

All public activities are published in newspapers, the District's bimonthly newsletter, posted publicly, and posted on the District's Internet site.

7. *Implementation of continuous improvement plans and strategies for budgeting, managing costs, training and utilizing personnel, and customer service and involvement.*

The District provides opportunities for its staff to receiving in-service training covering a variety of specialized and directed job related subject areas. Additionally, the Board of Directors is provided an opportunity to attend board members' institute educational programs.

8. *Personnel policies.*

The District has a personnel manual and labor contracts. The District's policies, procedures and practices are clearly enumerated in those documents.

9. *Availability of resources (fiscal, manpower, equipment, adopted service or work plans) to provide adequate service.*

The Fleet division maintains rolling stock. The Facilities division maintains facilities. The District has gone through its 20-year planning process and has adequate staff and resources.

10. *Availability technology to conduct an efficient business.*

The District has updated PCs, Internet access, and every fire station has at least one workstation. The District is networked at administration building with DSL high-speed access, and a new financial management package has been installed.

11. *Collection and maintenance of pertinent data necessary to comply with state laws and provide adequate services.*

District management staff attends workshops, seminars and conferences to keep abreast of new legislation affecting personnel and labor issues. The District's legal counsel also provides legal advice to the Board and staff on these issues.

12. *Opportunities for joint powers agreements, JPAs, and/or regional planning opportunities.*

The District is a member of the California Fire and Rescue Training Authority (housed at McClellan), along with the City of Sacramento, and the State OES. We are also members of Sacramento Regional Fire and EMS Communications Center (911). The District responds to 60,000 incidents per year through the 911 system.

13. *Evaluation of agency's system of performance measures.*

The District's response criteria is, "Be within 80% of population in four minutes, and 90% of population within six minutes." The District's urban and rural areas have their own targeted response thresholds, and all areas have response zones. The District maintains a computer program that continuously tracks all responses by the appropriate threshold criteria to ensure response criteria are being met.

14. *Capital Improvement projects as they pertain to Section 65401 and 651039c.*

Please refer to attached CIP plan for complete details.

15. *Accounting practices.*

The County of Sacramento Auditor-Controller performs the District's annual audit. The workers' comp claims audit is done every other year, and actuarial review every other year.

16. *Maintenance of contingency reserves.*

Discussed earlier in this report.

17. *Written policies regarding the accumulation and use of reserves and investment practices.*

The District maintains policies related to use of reserves and investment practices.

18. *Impact of agency's policies and practices on environmental objectives and affordable housing.*

The District fully complies with CEQA in performing its activities.

19. *Environment and safety compliance.*

The District fully complies with all applicable environmental and safety laws in carrying out its activities. District staff attends training sessions on how to perform their jobs in a safe manner.

20. *Current litigation and/or grand jury inquiry involving the service under LAFCo review.*

None

## Local Accountability and Governance

### 1. *Compliance with state disclosure laws and the Brown Act.*

The District complies with state conflict of interest disclosure laws and the Brown Act.

### 2. *Level of public participation (i.e., open meetings, accessible staff and elected officials, an accessible office open to the public, a phone and/or message center, customer complaint and suggestion opportunities).*

District staff is available and accessible to the public at the District's offices during stated business hours. All board meetings or special meetings are posted over 72 hours in advance of any meeting in freely accessible location, as well as the web site. The District holds numerous public outreach meetings during the year to provide its customers with an opportunity to provide feedback on District plans and its vision.

### 3. *Agency representatives (i.e., board members, employees, staff).*

Nine board members elected by division, with 720 paid employees authorized and funded in the budget.

### 4. *Public outreach efforts (i.e., newsletters, bill inserts, TV, website).*

Public outreach is very important to the District. Staff routinely visits homeowners association meetings, community events, attend Board of Supervisor meetings, community organizations, service clubs, City Council meetings, etc. As described earlier, the District maintains a website located at: <http://www.smfd.ca.gov/>

### 5. *Media involvement.*

A Sacramento Bee representative attends most District Board meetings and workshops. The District has excellent relationships with all local media. The District also likes to give special recognition awards to members of the community and other agencies with media involvement.

### 6. *Accessibility of meetings.*

All meetings are held in ADA compliant buildings whenever possible.

### 7. *Election process.*

Board members are elected by division for four year staggered terms with no term limits.

8. *Participation of service users in elections.*

The District's portion of the election is consolidated with the County's election in even number years. Registered voters may vote for their representatives. The fire unions are very active in soliciting and endorsing candidates.

9. *Public access to adopted budgets.*

Budgets go through policy committee meetings, which are open to the public. Individuals can request copies of the budget at the front desk. The budget can also be accessed on the web site, as well as prior year budgets.

10. *Budget reports' compatibility with state law.*

Budget reporting and accounting procedures comply with state law.

11. *Audits.*

The Sacramento County Auditor-Controller conducts the District's financial audit on an annual basis.

12. *Access to program progress reports.*

The District's annual report serves this purpose.