

May 12, 2004

**To:** Members, Formation Commission

**From:** Martha Poyatos  
Executive Officer

**Subject:** Final Report & Recommended Determinations-Pt. Montara  
and Half Moon Bay Fire Protection Districts

**Summary:**

On March 16, 2005 your Commission approved preparation of a municipal service review for the Pt. Montara and Half Moon Bay Fire Protection Districts. Service reviews are required to be completed by LAFCo for each city and special district in the County. This service review fulfills that requirement and also meets the needs of the Montara and Moss Beach residents in the service area of Pt. Montara Fire District, which at the time of the service review authorization was facing termination of a fire services agreement in September, 2005 with no formally adopted plan for fire provision after that date. Since the draft report was circulated, the PMFD Board, at a meeting attended by two HMBFD board members voted to extend the fire services agreement with HMBFD, participate in a joint hiring process and pursue initiation of consolidation with HMBFD. The HMBFD Board is schedule to consider these actions at their May 26, 2005 board meeting.

The attached municipal service review, examines the nine categories set forth in Government Code Section 56430 in regard to fire protection in the study area. This service review process included circulation of a draft report for comment and a community meeting on the coast. Staff has relied on input and participation from the boards and staff of the districts, affected residents, representatives of California Department of Forestry (CDF), North County fire and other local fire chiefs. This invaluable assistance is truly appreciated.

Prior to adopting, amending or reaffirming a sphere of influence, Section 56430 requires that LAFCo conduct a municipal service review and make determinations concerning infrastructure, growth and population projections, financing constraints, opportunities for cost avoidance, rate restructuring and shared facilities, government structure options, evaluation of management efficiencies and local accountability and governance. Recommended determinations are included in this report. Final determinations

adopted by the Commission would be attached to the Service Review Report as Exhibit A and would be used in any sphere of influence determinations adopted by the Commission in reviewing a proposal for reorganization.

Based on the attached report, the following are recommended determinations pursuant to Government Code Section 56430:

1. Regarding infrastructure needs and deficiencies, the Commission determines:
  - a) PMFD and HMBFD have no unmet infrastructure needs essential for fire protection in the study area.
2. Regarding growth and population projections for the affected area, the Commission determines:
  - a) based on current accepted staffing levels and existing automatic aid practice, both PMFD and HMBFD are capable of meeting the service demands of current and projected growth of resident population.
  - b) service demands caused by visitors attending special events and visitor serving facilities will continue to present unique burdens and challenges to District services emphasizing the need for continued automatic aid.
3. Regarding financial constraints and opportunities, the Commission determines:
  - a) HMBFD should pursue amendment of the ambulance contract with of AMR to provide for cost recovery of this service provided by HMBFD and/or examine cost effective alternatives to operation of the ambulance service.
4. Regarding cost avoidance opportunities and shared resources, the Commission determines:
  - a) A fully staffed, single-station district is not a fiscally viable alternative for PMFD.
  - b) The two districts encompass a single fire service area that currently benefits from regional cost avoidance and shared facility practices such as dispatch, training, etc. (56430 #4 and 6)
5. Regarding opportunities for rate restructuring, the Commission determines:
  - a) Opportunities exist for cost recovery through revision of existing fire inspection, plan check and other fees.

6. In regard to government structure options, including the advantages and disadvantages of consolidation or reorganization of service providers, the Commission determines:
  - a) The area included within the boundaries of PMFD and HMBFD is a single fire service area.
  - b) Given the geographic separation of the study area from the facilities of other fire service providers in the County, the area is best governed by a consolidated fire district.
  
7. Regarding evaluation of management efficiencies, the Commission determines:
  - a) Through the existing fire services agreement, the Districts minimize costs while meeting the service needs of their respective residents.
  - b) Further efficiencies can be examined by the Districts including service by contract, personnel allocation and other methods.
  
8. Regarding local accountability and governance, the Commission determines:
  - a) Both districts adopt budgets that account for expenditures and revenues and are accessible to the public.
  - b) District boards and constituents would benefit from periodic community workshops with notice and when the Boards are considering changes in service delivery or service level.
  - c) Once created, the PMFD website and existing HMBFD website should be linked and be updated regularly including information concerning consolidation efforts.

**Municipal Service Review**  
**Pt. Montara & Half Moon Bay Fire Districts**  
**May 12, 2005**

**Introduction**

This report is a municipal service review for the Pt. Montara and Half Moon Bay Fire Protection Districts as required by Government Code Section 56430. In response to a request from residents of the Pt. Montara Fire District, the report includes information requested by LAFCo from California Department of Forestry (CDF) and North County Fire Authority on contracting alternatives available to the community in light of non-renewal of the existing fire protection service contract with Half Moon Bay Fire Protection District. While fiscal data on potential contracts is useful to the discussion of determinations LAFCo must make on shared facilities, cost avoidance opportunities and governance alternatives, further action by governing boards of the contracting agencies to negotiate formal contract provisions.

This municipal service review incorporates written comments from affected agencies, California Dept. of Forestry (CDF), North County Fire, interested individuals and organizations as well as comments received at a community meeting on the draft report held on May 9, 2005 in El Granada. Once adopted by the Commission, determinations required by Section 56430 will be attached to this report as Exhibit A.

With regard to an evaluation of fire service, it is important to acknowledge the diversity of fire agencies in San Mateo County ranging from rural fire protection by contract with CDF, regional fire districts serving a combination of incorporated and unincorporated areas and joint power authorities between cities. In this regard, this report identifies *different* arrangements for delivery of fire protection/EMS to the study area and does not evaluate which fire agency is *better*. Looking for a moment at the fundamental resource of fire agencies, the personnel including fighters, paid and volunteer, chiefs whether of the district under study or of other agencies in the county who assisted in preparation of this report, all exhibit a cooperative spirit and dedication and enthusiasm for fire protection and safety for the County's citizens.

It should also be noted that due to the nature of fire protection best practice in which fire agencies in San Mateo County have historically shared resources such as dispatch, training and incident coverage including "move up and cover" plans, many opportunities for shared facilities, cost avoidance opportunities and management efficiencies have been achieved in the county through formal and informal agreements while offering what can be called seamless delivery of service to the region.

### **Municipal Service Review Enabling Legislation**

Municipal service review, as required by Government Code Section 56430, is an analysis of public services in which determinations are made regarding adequacies or deficiencies in service, cost effectiveness and efficiency, government structure options and local accountability. Section 56430 requires that in order to prepare and to update spheres of influence in accordance with Section 56425, the Local Agency Formation Commission shall conduct a service review of the municipal services provided in the county or other appropriate area. This service review will examine fire protection provided within the boundaries of the Pt. Montara and Half Moon Bay Fire Protection Districts, which primarily serve the urbanized San Mateo County coastal area.

The study provides an overview of the study area and an analysis focusing on the two districts and on the determinations required in Section 56430 outlined below. Following public input on this draft document, LAFCo staff prepared recommended determinations for Commission consideration at the May 18, 2005 LAFCo meeting. It should be noted that while determinations of a service review may be used as a basis for an application for reorganization by an affected agency, property owner(s), voters or LAFCo, there is no requirement that LAFCo initiate a change of organization.

- (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 providers
- (8) Evaluation of management efficiencies
- (9) Local accountability and governance

### **Local Agency Formation Commission (LAFCo)**

Created by the State legislature in 1963, the Local Agency Formation Commission (LAFCo) is a State-mandated, independent commission with countywide jurisdiction over the boundaries and organization of cities and special districts including annexations, detachments, incorporations, formations and dissolutions.

The Commission is made up of two members of the Board of Supervisors, two members of city councils of the cities in the county, two board members of independent special districts in the county, a public member, and four alternate members (county, city, special district and public). As an independent Commission, LAFCo adopts its own budget and contracts with the County of San Mateo for staff, facilities and legal counsel. The Executive Officer serves in the administrative capacity, which includes staff review of each proposal, municipal service reviews and sphere of influence studies and assistance to local agencies and the public. LAFCo is funded by the member agencies with the net operating budget apportioned in thirds to the County of San Mateo, the 20 cities in the County and the 24 independent special districts. For additional information on LAFCo please visit [www.sanmateolafco.org](http://www.sanmateolafco.org).

### **Area and Agencies under Study:**

The study area is illustrated on the attached map. Half Moon Bay Fire Protection District (HMBFD) consisting of a five-member board and reorganized in 1965<sup>1</sup>, serves an estimated population of 20,244<sup>2</sup>. HMBFD includes 36 square miles and two stations with the headquarters at Station #40, 1191 Main Street at the south end of City of Half Moon Bay and the Station #41 at 531 Obispo Road, El Granada. Point Montara Fire Protection District (PMFD), consisting of a three-member board and formed in 1954 serves a population of 4,903<sup>3</sup>. PMFD includes 10 square miles and with Station #44 located at 501 Stetson, Montara. Total number of calls for both districts for 2004 calendar year was 2,607. Coast Highway 1 runs north-south in the study area and Highway 92 runs east-west connecting the Coastside with Highway 35 and Interstates 280 and 101.

---

<sup>1</sup> HMBFD was originally established in 1879 and became a district in 1923.

<sup>2</sup> Corrected from previous reports to reflect Census 2000.

<sup>3</sup> Corrected from previous reports to reflect Census 2000.

In 1998, the Point Montara Fire District and Half Moon Bay Fire Protection District entered into a fire services agreement, which in essence transferred Pt. Montara Fire District personnel to the Half Moon Bay Fire District while keeping both jurisdictions intact. In 2003, in response to concerns regarding Half Moon Bay Fire District management, Point Montara Fire District Board gave notice of their intention to not renew the agreement with Half Moon Bay Fire that would expire in September of 2005. Subsequently, the two boards investigated formal consolidation of the two districts holding joint meetings. Those discussions resulted in an impasse. While the Point Montara Fire Board indicated an interest in a contract with other agencies no formal action was taken. Most recently, at the May 10, 2005 PMFD board meeting after considering returning to the status of a fully staffed district, pursuing a contract with CDF as presented in this report or renewing consolidation efforts with HMBFD, the PMFD Board voted to initiate the consolidation process with HMBFD, proceed with a joint hiring process with HMBFD to fill vacant positions and request HMBFD to extend the current contract indefinitely with a five-month notice of termination clause.

Fire agencies immediately surrounding the two districts include: North County Fire Authority, which is a joint power authority between the Cities of Pacifica, Daly City and Brisbane with a total of ten stations with the closest to the study area being Station 72 at 1100 Linda Mar Boulevard in Pacifica (5.7 miles north of the Pt. Montara Station); and San Mateo County Fire Department, which serves the unincorporated areas of the County that are not included in a fire district through a contract with the California Department of Forestry (CDF)<sup>4</sup>. The County fire stations staffed by paid fire personnel nearest to the study area include Station 17 (Belmont) near I-280 and Highway 92 (10 miles or approximately 20 minutes from HMB Main Station) and Station 59 (Pescadero) on Pescadero Creek Road east of Highway One (approximately 17 miles or 20 minutes from HMB Main Station).

---

<sup>4</sup> San Mateo County provides fire protection to unincorporated areas that are not in the boundaries of a fire district via a contract with California Department of Forestry (CDF), in which CDF staffs four county-owned fire stations (Belmont, Cordilleras, Skylonda and Pescadero) managed under the direction of the CDF unit chief who is also the San Mateo County Fire Chief. The Chief is accountable to the Board of Supervisors through the Director of the Environmental Services Agency. The County fire program also includes three volunteer stations (Loma Mar, Kings Mountain and La Honda) as well as fire prevention and planning.

In San Mateo County fire protection is provided by a combination of cities, fire districts and the County of San Mateo, each with a unique and disparate share of property tax and other revenues. Joint powers authorities (formal agreements between cities and/or special districts for fire protection in a shared geographic area) include North County Fire JPA (Cities of Daly City, Brisbane and Pacifica), Central County JPA (Hillsborough and Burlingame) and South County Fire Authority (City of San Carlos and Belmont Fire Protection District, a subsidiary district of the City of Belmont)<sup>5</sup>.

Historically fire agencies have worked toward efficiencies, economies and shared resources through both informal and formal agreements and functional consolidations. In San Mateo County, fire agencies participate in the San Mateo County Pre-hospital Emergency Services Joint Powers Authority (ALS-JPA), the San Mateo Operational Area Emergency Services JPA and the Fire Net Six providing centralized dispatch and a move-up-and-cover plan to ensure that systematic fire station coverage is provided during periods of increased service demand. American Medical Response (AMR) and four local fire agencies<sup>6</sup> provide emergency advanced life support transport. The standard staffing level in San Mateo County is three fire fighters per shift including one fire fighter/paramedic and the San Mateo County Fire Chief's adopted standard response time is seven minutes.

Due to escalating personnel costs and erosion of revenue for all municipal services, both cities and fire protection districts are increasing efforts to partner with other fire agencies through both agreements and formal consolidation to achieve cost and service delivery efficiencies. Most recently, cities in particular in response to recent losses in motor vehicle revenue are examining potential joint power arrangements for emergency services.

---

<sup>5</sup> The City of San Carlos and Belmont Fire Protection District are currently in the process of examining alternatives to the current JPA including a contract with CDF or nearby cities.

<sup>6</sup> Half Moon Bay Fire District, North County Fire Authority, and Woodside Fire District as part of the JPA. South San Francisco Fire Department, which is not party to the JPA, also provides emergency advanced life support transport.

**Municipal Service Review:**

Service review criteria as set forth in Government Code Section 56430 are examined below for each agency.

**(1) Infrastructure needs or deficiencies**

A. Half Moon Bay Fire District

Infrastructure for fire protection generally includes fire station facilities and a variety of apparatus, vehicles and equipment. The attached responses from the district provide detail on existing infrastructure and identify deficiencies and as well as proposed improvements.

In summary of the HMBFD response, HMBFD operates two stations including the headquarter station and administrative office (Station 40) at 1191 Main Street, Half Moon Bay and the El Granada Station (Station 41) at 531 Obispo Road. The response details that Station 40, constructed in 1998, serves as the administrative office as well as main station and is in excellent condition and has potential for expansion on adjacent district owned land to include a volunteer firefighter hall, museum and training facility. In the case of station 41 in El Granada, HMBFD owns the station, which was constructed in 1960, and leases the land at a dollar a year from the San Mateo County Harbor District. The lease expires in 2006 and HMBFD has inquired about the purchase price of the land. The response details several deficiencies in the facility including needed roof repairs and resurfacing the asphalt parking lot. It is anticipated that the fire station itself will need to be replaced in approximately ten years.

In regard to vehicles, apparatus and equipment the response provides a detailed inventory and condition of each, provides information on resources for placement and summarizes that: "In summary, our tools and equipment are in excellent condition and in some cases we have more than we can carry on our vehicles. Our vehicles are in good condition and only one utility vehicle and one staff vehicle are in need of replacement at this time. It is reported that \$400,000 is available for capital equipment replacement and the District is committed to keeping equipment safe and in good condition."

B. Pt. Montara Fire District:

The PMFD response states:

The PTM Fire District owns a single fire station located at 501 Stetson (Station 44) in Moss Beach. The facility is approximately 40 years old and in good condition. The facility has room for three pieces of fire apparatus. It has a small kitchen, a dayroom, a small office and three single-bed dorm rooms. One of the dorm rooms was previously the fire chief's office and a portion of the dayroom was previously used as the secretary's office.

Due to the anticipated increase in engine staffing, there will be a shortage of space in the facility when Point Montara again provides its own administrative services. The board has indicated that they wish to staff all shifts with three firefighters. Since the old fire chief's office has been converted to a dorm, this will require the fire chief to either share the existing small office with the station captain or set up desks for the fire chief and secretary in the day room.

Needed maintenance includes replacement of old single-pane windows and two exterior doors. Kitchen is in need of a remodel. Funding is available in reserves to do the work indicated.

The District response includes a detailed equipment inventory noting condition and recommended replacement schedule and estimated costs. The response states that: "Point Montara currently has reserves of approximately \$750,000. Of these, \$450,000 is designated as general or "dry period" reserves to carry the district through four and one half months of limited revenue. If the District plans to maintain the current make-up of it's fleet, it will need to add to equipment reserves by about \$70,000 per year."

Station Placement:

For the combined study area, station placement is as follows: the HMBFD main station is located at 1191 Main Street at the south end of Half Moon Bay. The HMBFD station located at 531 Obispo in El Granada is approximately 5 miles north or 8 minutes from the El Granada Station at 531 Obispo Road, in El Granada. The PMFD Station at 501 Stetson in Montara is approximately 4 miles or 7 minutes to the north.

Other - Water:

In regard to water for fire suppression, Chief Jim Asche comments that in areas served by Montara Water and Sewer District, there are storage capacity improvements needed and several areas need to have the mains brought up to proper size. It is noted that even where mains are adequate, hydrants need to be added to bring the system into compliance with the current fire code. PMFD reports that most improvements are made as part of new construction requirements and the District takes on some improvements as well.

(2) Growth and population projections for the affected area.

The 2000 Census population for the HMBFD territory is 20,244 and the population for PMFD is 4,903. Based on the Association of Bay Area Governments (ABAG) "Projections 2005", the City of Half Moon Bay population from 2000 to 2025 is projected to grow by 23% and unincorporated areas in the sphere of Half Moon Bay, which includes the unincorporated Midcoast, is projected to grow by approximately 14%.

Growth Projections: Association of Bay Area Government (ABAG)  
"Projections 2005":

	2000	2025
City of Half Moon Bay	11,842	14,600
Half Moon Bay Unincorp.	10,627	12,100

Because the County and City's urban rural boundary in the study area limits water and sewer service to areas designated as urban, the majority of the population growth will be located within existing urban areas.

Also of significance in regard to demand for emergency service is that in addition to the existing population, visitor serving facilities including beaches and parks as well as special events such as car shows, the annual pumpkin festival and cycling and surfing events increase emergency service needs well above the needs of the existing residential population. It is reasonable to assume that this impact will grow proportionately with the regional population growth.

**(3) Financing constraints and opportunities**

In California, revenue available to fire districts includes: a share of the 1% property tax; a voter approved parcel tax or assessment; development impact fees; revenue from contractual service; plan review fees and intergovernmental revenue such as grants. Unlike enterprise districts, which can set fees and rates to reflect the cost of service provided, other than voter approved parcel taxes, fire districts rely heavily on property tax revenue. Since passage of Proposition 13, local agencies receive a share of the one percent property tax based on a state mandated formula. An agency's property tax revenue is a function of property values and the agency's share of the one percent property tax. Under Proposition 13, growth in property values is limited to either growth in Consumer Price Index (CPI), not to exceed 2% per year, reassessment due to new construction or improvements, or reassessment at purchase price upon sale.

Voters in both fire districts have approved a benefit assessment for fire protection. HMBFD assessment per residential parcel is \$35. Assessment for commercial parcels is slightly higher. Increase in this assessment would require approval of the electorate subject to Proposition 218. PMFD assessment is \$177 per residential parcel with a slightly higher assessment for commercial parcels. PMFD voters approved the assessment authorizing the District Board to set the assessment up to \$250 without requiring further voter approval in anticipation of the assessment being raised over time.

The following table summarizes the property tax, other revenues such as assessment and fund balance carry over available to the two districts as reported in the adopted 2004/2005 budgets:

Type	HMBFD	PMFD
Property Tax	4,436,127	1,042,063
Benefit Assessment	265,000	383,000
Other Revenues <sup>7</sup>	2,333,022	287,593
Fund Balance Carry Over	381,945	209,093
Total Available	7,416,094	1,712,665

---

<sup>7</sup> "Other revenues" include interest, grants, plan check fees, weed abatement fees and unanticipated revenues such as refunds and reimbursements and in the case of HMBFD, community facility district. Revenue for contract service to PMFD (\$1,382,152) is not included.

Per capita revenues and funds available are as follows:

	Per Capita Revenues	Per Capita Funding
Half Moon Bay Fire District	\$347	\$366
Pt. Montara Fire District	\$268	\$305

As noted above, property tax revenue growth is a function of the growth in assessed valuation resulting from changes in CPI, new construction and real estate sales. The following table illustrates estimated growth in assessed valuation within the two districts as provided by the County Assessor's Office:

	Current Assessed Valuation	Estimated Growth 2005/06	Estimated Growth 2006/07	Estimated Growth 2007/08	Estimated Growth 2008/09	Estimated Growth 2009/10
HMBFD	\$2,574,323,552	8.94%	7.00%	6.00%	5.00%	5.00%
PMFD	\$705,642,921	7.48%	6.50%	6.00%	5.00%	5.00%

Consistent with most fire agencies, current financial challenges of HMBFD include a significant increase from 12% to 22% of the employer pension fund (PERS) payment from Fiscal Year 03-04, an increase of approximately \$440,000. In addition, it is reported that HMBFD workers compensation costs increased by \$71,000 and health insurance for employees increased by \$76,000. HMBFD also reports that two lawsuits increased the district's legal costs significantly over the last three years. Combined, these costs have required the District to use available fund balance to balance its budget the last two years.

It is noted also, that neither District has long-term debt and HMBFD equipment is in good condition and PMFD equipment replacement needs can be met with reserve and additional equipment reserves of approximately \$70,000.

District comments also cite HMBFD's ambulance contract with AMR which over time has resulted in the District receiving \$428,000, which is approximately half of its cost of operating an ambulance and back up ambulance. The District board accepted this liability in order to assure the highest quality emergency medical services possible for its residents. However, since the inception of the contract labor costs have increased by over 50% while the revenue from the contract has increase by less than 10 percent. This contract expires in December of 2008 and will most likely not be renewed unless a more realistic reimbursement is negotiated.

Also of note is that HMBFD is currently in contract negotiations with labor representatives. The outcome of negotiations for salary and benefits could result in increased operations costs.

#### **(4) Cost avoidance opportunities**

As noted above, through cooperative agreements, PMFD, HMBFD and neighboring fire agencies already participate in multi agency agreements providing for centralized, regional dispatch, automatic aid in cases where emergencies exceed the resources of any agency, and advanced life-support transport resulting in a level of service to residents that no agency could achieve on their own. Remaining cost avoidance opportunities include sharing resources in personnel and administration. Examples include the existing HMBFD-PMFD agreement, the North County Fire Authority JPA, Central County Fire and South County Fire Authority.

A trigger for this municipal service review was the non-renewal and anticipated termination of the contract between PMFD and HMBFD. Based on the anticipated termination of the existing contract in September 2005, and in an effort to examine cost avoidance opportunities for PMFD, LAFCo staff requested estimates of service by contract with other fire agencies. Following a model in Santa Cruz County in which the County of Santa Cruz Office of Emergency Services administers fire protection through a contract with CDF and the independent Aromas and Pajaro Valley Fire Districts also contract with CDF, staff requested a proposal from CDF for fire protection in the Pt. Montara boundaries. Because there is an existing contract between the County of San Mateo and CDF, for the sake of expediency, if contractual service is determined to be an alternative, the agencies may wish to consider an alternative in which the PMFD board enters into an agreement with the County of San Mateo in which the County adds PMFD to the existing agreement. Since the draft report circulated, CDF officials have stated that this would be the preferred method for administration of a contract with PMFD. North County Authority was also requested to provide an estimate for fire protection personnel by contract.

The fiscal information provided both agencies is based on projected costs according to current CDF and North County Fire Authority budgets and salary schedules. This information was provided at the request of LAFCo and formal execution of any

agreement would require negotiation by the governing bodies of contracting agencies. In particular, in the case of North County Fire Authority's, the response specifies that information provided is not intended as a formal proposal.

Comparative cost data also includes a proposed five-year projection for returning to a fully staffed, single-station district provided by the PMFD board president which has not been formally adopted by the District Board. Preliminary analysis of the projection indicates that reserve/contingency appropriation for the first year is \$77,050 compared to current fiscal year appropriation for contingency of \$203,356, and projected growth in property tax revenue is substantially higher than estimated by the County Assessor's office. It is reported that there is a fund balance in the currently inactive PMFD CalPERS account with a fund balance of \$281,068. This figure reflects the balance and interest accrued since the District transferred employees to HMBFD and contracted for fire protection at which time employees serving the PMFD were transferred to the HMBFD CalPERS account. If the District returns to the status of an active employer and the account is reactivated, CalPERS would recalculate the District's balance. At this time it is not possible to determine what portion of the balance if any would be available to the District to fund retirement benefits.

Because the single most significant expenditure for a fire agency is personnel and for ease of comparison, the table below focuses on personnel and administration information based on: a) current fiscal year contract services to PMFD by HMBFD according to the 2004/05 adopted budget; b) the estimated costs of services by contract as provided by CDF<sup>8</sup>; c) the estimated cost of services by contract as provided by North County Fire Authority; and d) year one of the five year projection for a fully staffed district as submitted by the Pt. Montara Board.

Of note is that the current PMFD fiscal year contract amount is based on two shifts of Captain and 2 firefighters including one fire fighter/paramedic, and one shift of captain and one fire fighter/paramedic, plus chief officer coverage for significant incidents<sup>9</sup>. The contract amount for three personnel on the engine each day would be \$1,334,624. In addition, Chief Asche reports that charges for administration to PMFD is reflect a negotiated

---

<sup>8</sup> As indicated above, affected agencies may wish to investigate the alternative of a contract between PMFD and County of San Mateo in which the County would in essence add PMFD service to the existing agreement.

<sup>9</sup> Significant incidents include structure fire, multiple victim accidents/injuries, traffic accidents, grassfire, hazmat, aircraft, boating incidents, cliff rescue, explosions and bomb threats.

reduction from previous years. Provisions of the fire services agreement call for PMFD to fund one chief officer and a half-time secretary, the cost of which for 2004/05 would be approximately \$243,972.

CDF and North County Fire estimates assume three person staffing seven days a week including one fire fighter paramedic per shift and chief officer emergency response coverage. North County chief officer would respond from the nearest North County station and CDF chief officer would respond from the nearest CDF stations. All figures are based on use of PMFD station and apparatus. PMFD Board president reports that the Five Year Projection is based on shifts of three personnel including one captain and two fire fighter/paramedics and a part-time chief. It is not clear at this time if figures provided for the first year projection include over-time and/or coverage for absences.

<i>Comparison of Personnel and Administration</i>				
	<i>Contract with HMB (04/05 budget)</i>	<i>Contract Estimate CDF</i>	<i>Contract Estimate No. County Fire Auth.</i>	<i>First year Five-Year Projection Fully Staffed</i>
<b>Personnel</b>	1,088,787	\$1,111,897	\$1,397,439	\$1,339,805
<b>Admin</b>	162,765	130,419	220,000	65,000
<b>Total</b>	1,251,552	\$1,242,318	\$1,617,439	\$1,404,805

As noted above, HMBFD reports that the current fiscal year budget reflects negotiated reductions with PMFD following concerns about allocation of costs and in light of ongoing consolidation discussions. The total reflected by the adjusted figures provided by Half Moon Bay for three shifts of three and the administrative costs pursuant to the original agreement would be \$1,578,596.

For point of reference, the 2004/2005 operating budget for PMFD is \$1,712,656 for a per capita total operating cost of \$306. The HMBFD 2004/2005 operating budget is \$7,306,737 and net of the PMFD revenues is \$5,924,585 for a per capita cost of \$293. The CDF Proposal submitted to reflect CDF personnel and administrative costs combined with other appropriations included in the 2004/2005 PMFD budget results in a per capita cost of \$268.

At LAFCo request, CDF Chief John Ferreira provided supplemental information<sup>10</sup> on CDF following the community meeting (attached). In that information he explains that the difference between personnel costs CDF and local agencies results in part from CDF pay rates and benefit costs, but primarily from CDF operation of a 72-hour duty week. The vast majority of local agency firefighters have negotiated an average 56-hour duty week. It is this difference in duty week that is responsible for the majority in the reduction of personnel costs to contracting agencies. Without considering relief for vacation, holidays, sick leave, training, or other leaves, agencies having a 56-hour duty week must have a minimum of 9 persons assigned to each "company" to maintain three person staffing without using overtime. Agencies utilizing the 72-hour duty week, under similar circumstances, can maintain the 3-person staffing by assigning 7 persons per "company". Neither of these scenarios addresses leave usage. By assigning 8 or 9 persons to a company on a 72-hour schedule, a major part of the relief for leave usage is addressed without having to resort to voluntary or mandatory 1 1/2 overtime. This same accommodation would be available if agencies on a 56-hour duty week assigned 10 or 11 people per company. (Please see attachment for complete comments).

In the course of public comment, it has been suggested that contracting opportunities be expanded to include CDF cost information for fire protection/EMS by contract for HMBFD as well. As noted above, the cost estimates requested from CDF and North County Fire Authority are provided for comparison purposes in response to the non-renewal of the agreement to serve PMFD. Development of a detailed program for a fire services contract for either agency is beyond the scope of this municipal service review. The review has identified potential savings and also identifies potential contract arrangements that may be of interested to the affected agencies as listed below.

**Contract for fire services:** As is the case with the existing fire services agreement between HMBFD and PMFD, the traditional contract permits the PMFD Board to contract with HMBFD for provision of all personnel services including budget administration. Costs not included in the contract are paid directly out of the PMFD budget and PMFD has no employees.

---

<sup>10</sup> Chief Ferreira's memo also responds to questions at the public scoping meeting regarding CDF assignment of personnel to stations, ability to provide specialized response such as cliff rescue, deployment of chief officer under the contract proposal and other issues.

**Management contract or management joint power agreement:** As is the case with North County Fire Authority, this arrangement provides for shared fire chief, management and administration while member agencies maintain their own fire personnel. The authority is governed by a governing board of council members from each member city (Daly City, Pacifica, Brisbane).

**Joint Power Authority (JPA)(Fire Protection and EMS):** Since 1979, the City of San Carlos and Belmont Fire Protection District (subsidiary district of the City of Belmont) have provided fire protection to San Carlos, Belmont and the unincorporated Harbor Industrial Area through a joint power authority. The governing body of the authority consists of 2 council members from each city and the fire authority employs fire personnel. The authority is in the process of investigating potential cost savings measures including contract services or additional member agencies. Also, as of April 20, 2004, the cities of Burlingame and Hillsborough executed a joint power agreement in order to provide fire protection to the combined territory of both cities through a single department or authority. However, because City of Hillsborough retirement benefit is 2% @ 50 and City of Burlingame's is 3 @ % 55, each city is retaining their own personnel until 2007 at which time Hillsborough retirement benefits will be 3% @ 55. At that time, employees will be transferred to the JPA.

**County Contract with CDF:** As noted elsewhere in this report, the County of San Mateo receives approximately 7% of the 1% property tax for unincorporated areas not in fire districts and contracts with CDF for service. The contract also includes fire protection for County Service Area 1, the unincorporated Highlands community near the County/CDF station at Tower Road in Belmont. An exception is a County of San Mateo contract with City of Redwood City for the portion of unincorporated North Fair Oaks that is not located in Menlo Park Fire District. Based on proximity of the Redwood City station to the area and the fact that the area is separated from Menlo Park Fire territory by the Southern Pacific tracks, the County contracts with Redwood City for fire protection.

#### (5) **Opportunities for rate restructuring**

As districts relying predominantly on property tax and special assessments, other than opportunities to increase fees for plan checking the PMFD and HMBFD districts have little opportunity to

set or raise fees. As noted above, the PMFD board does have the authority to increase the fire assessment by \$73 per parcel per year. This would result in an additional \$157,000 in annual revenue.

HMBFD states increase of the \$35 parcel tax would require two-third voter approval and notes that the District is in the process of updating the fire prevention fee schedule and provides an estimate that revenues can be increased by \$20,000 to \$30,000 per year.

**(6) Opportunities for shared facilities.**

As noted above, fire agencies in San Mateo County benefit extensively from sharing resources in terms of automatic aid, dispatching, training, etc. Facilities that exist in the service area include one station in Pt. Montara Fire District and two in Half Moon Bay Fire District. Due to the nature of existing emergency response agreements among fire agencies, personnel may be dispatched from these stations to respond to incidents in the study area or beyond the study area and personnel from other agencies may cover these stations. Other shared resources include the County Fire Chiefs Association County Fire Academy which is a twelve week training program offered at College of San Mateo for new hires from any of the fire agencies in the County.

**(7) Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers.**

For the purposes of this study, governmental structure options include: status quo of a single station fire district (either in a contract arrangement with another fire agency or fully staffed status) and functional reorganization of existing fire agencies such as consolidation of the two fire districts, or in the alternative, dissolution of a district and annexation of the dissolved territory to a neighboring district providing the same services.

While status quo of a single station district contracting with another agency is consistent with fire agency best practices to achieve cost savings for both agencies by sharing resources, it stops short of realizing savings that could be achieved in a functionally unified fire agency in which a consolidated district would share the cost of a single elected board,

(compensation, public meeting notice, elections, etc.) In addition, the current situation of non-renewal of the fire services agreement underscores the impermanent and provisional nature of a contractual arrangement in which HMBFD as contractor has not been able to hire for the long term, requiring unanticipated over-time expenditures and creating uncertainty on the part of personnel and PMFD residents. And in the case of PMFD, non-renewal of the contract puts the PMFD board in a position in which decisions that may have long-lasting fiscal impacts might be made in a short period of time with demonstrated fiscal viability.

In the case of HMBFD and PMFD, based on countywide agreements and practice, each jurisdiction is subject to the same standards for staffing levels and automatic aid and each district serves communities that by virtue of geography, existing development patterns and location of fire stations are for all practical purposes a single service area for fire protection.

With respect to advantages and disadvantages of consolidation, centralization of personnel administration, management and governance in a consolidated district offers savings for both agencies and while promoting fire protection planning based on the entire fire service zone rather than in sub-zones. In regard to operating revenues, a consolidated district would inherit the property tax shares and other revenues of the predecessor districts. The difference between special fire assessments in the districts could be maintained in zones of service. In this regard, special tax revenues would continue to be collected in two separate areas. Examination of the separate District budgets indicates that a functionally consolidated fire protection district would result in a savings in district governance expenditures such as board compensation, administration, legal fee, management and personnel and a consolidated district would also have the same opportunities for service alternatives such as service via a fire services contract or joint power agreement.

Some comments regarding governance alternatives cite lack of local control in a consolidated district. There is no definition in Cortese-Knox-Hertzberg of what equates to the correct level of local control, however, given that the communities served by the two districts are served through automatic aid in a geographically isolated area from other service providers, consolidation would afford all residents representation in decision making about a consolidated fire service plan.

Residents of the consolidated district would have the opportunity to run for election on the consolidated board and vote for board members making decisions about service level and how service is delivered, including contracting for service for the larger area.

If consolidation is to be pursued, a consolidation proposal could be initiated by the Board of Supervisors, LAFCo, registered voters, landowners, an affected school district, city or special district. Provisions of Cortese Knox Hertzberg Local Government Act of 2000 also provide for a streamlined consolidation process if the boards of both districts find that consolidation is in the best interest of residents and adopt similar resolutions of application for consolidation. If a proposal is initiated by any group or agency, except LAFCo<sup>11</sup>, it would be subject to a LAFCo hearing and if approved by LAFCo, a protest process in which 25% of the registered voters or landowners within either of the districts would trigger an election. (Please see flow chart attached).

(8) **Evaluation of management efficiencies.**

This section examines the ability of an agency to provide efficient and effective fire service by meeting service demands and maintaining adequate staffing levels given the resources available. Management efficiencies can be defined as the ability of an organization to minimize resource use in providing a service and management effectiveness refers to the quality of service delivery and meeting desired service goals.

Execution of the existing contract arrangement between HMBFD and PMFD by the two boards demonstrates intent by both boards to maximize management efficiencies in delivery of service to their constituents. Notwithstanding discord on the part of the two boards regarding the fire services agreement including issues such as allocation of costs to PMFD and disagreement on management practices, it appears that constituents of both districts benefit from sharing of the cost of full time chief, three division chief positions responsible for operations, training and prevention, full-time fire inspector, full time fire marshal and one-half time mechanic. The fire service agreement also facilitates sharing of a position to provide vacation relief. In the case of PMFD, during the period of the

---

<sup>11</sup> LAFCo initiated proposals require an election if 10% of the registered voters or landowners within either district submit written protest and if there is an election, majority voter approval would be required by voters in both district boundaries.

service agreement, the PMFD board has not increased the fire assessment while increasing staff levels over pre-agreement staffing levels.

HMBFD and PMFD have also stretched resources and benefited from the use of volunteers for many years. While each district funds their volunteers separately, since the contract arrangement began, they train and function as a single unit. The volunteers train every week and are called on to assist with all full assignment calls. They are also used to staff additional engines in the event of multiple emergency calls in the districts. Chief Asche comments that the volunteers are very cost effective and are needed due to the relative isolation of the coastside from mutual aid companies. However, state and federal training mandates now require extensive training each year for the volunteers, which limits those who can participate. Still, it is recognized that volunteer firefighters will be a needed asset on the coast for the foreseeable future.

The recent impasse between the District boards on consolidation and the non-renewal of the fire services agreement stem from several PMFD board objections related to management efficiencies. In particular the PMFD Board has in the past objected to use of chief officers as shift supervisors and use of captain paramedics. HMBFD comments for the service review indicate that use of chief officers as shift supervisors is a common practice in smaller departments. Also of note is that the San Mateo County Fire Chiefs Association Policy and Standards Manual for Recommended Training for Fire Captains specifies EMT-1 as recommended standard training. More in depth analysis of efficiencies in this case should be conducted by the fire agency taking into consideration what impact a reduction for sake of efficiency might have on effectiveness of service. The HMBFD board is in the process of initiating a management audit to address several issues related to management/employee relations and organizational management.

In regard to management effectiveness, incidents in the study area for 2004 totaled 2,607. It is reported that 98% of response times in the study area are below 6.59 minutes, below the County Chief's Association established response time of 7 minutes. The ISO<sup>12</sup> rating for HMBFD and PMFD rating is 5 in the service area

---

<sup>12</sup> ISO is an independent organization that analyzes fire protection efforts and assigns a public protection classification (PPC) of 1 to 10 with 1 representing exemplary fire protection. Criteria for analysis include communications/dispatching system, training, staffing, equipment, geographic distribution of station and water supply system.

of Coastside County Water District (CCWD). The ISO rating for both districts outside the CCWD boundaries is 9. HMBFD is scheduled for a review of the rating in June.

HMBFD current paid staffing level is 43.2 personnel, including 39 sworn firefighters or 2.14 sworn firefighters per 1000 of population. PMFD current staffing is 8 or 1.61 sworn firefighters per 1000. City departments with most similar populations include Millbrae at a population of 20,464 with 1.26 firefighters per 1000 and Brisbane at a population of 3,637 and 3.61 firefighters per 1000. Of note is that both cities include much smaller area than HMBFD and PMFD and are more densely populated.

(9) Local accountability and governance

This section examines the degree to which an agency keeps affected residents informed about district services, budget, programs, anticipated changes in service, effectiveness of the district in responding to requests for information and the degree to which the district encourages public participation in decision making. The following table summarizes each agency's activities in this regard.

	HMBFD	PMFD
<b>Board Membership</b>	Five board members elected at large.	Three board members elected at large
<b>Meetings</b>	4 <sup>th</sup> Tuesday of the Month, 7:30 p.m.	2 <sup>nd</sup> Tuesday of the Month, 7:30 p.m.
<b>Meeting Location</b>	HMBFD Headquarters 1191 Main St. HMB	Seton Coastside Hospital, Moss Beach
<b>Agenda Posting</b>	Posted at HMB Admin. Office, on Website, e-mail by request	PMFD Station Moss Beach Post Office Montara Post Office
<b>Website</b>	www.hmbfire.org	No website currently
<b>District Budget Document/Financial Report</b>	Available at Board meetings or by request	Available at Board meetings or by request
<b>Newsletter:</b>	No	No
<b>Community Outreach/Education:</b>	Under the current contract, community outreach and fire prevention is conducted in both service areas including emergency response team training, school education, weed abatement and vegetation management.	

Both agencies are subject to the Ralph M. Brown Act governing public meetings and both boards adopt budgets that account for expenditures and revenues clearly. Budgets are available to the public. Budget practices demonstrate sound financial practice in

regard to use of reserve and contingency and planning for equipment replacement.

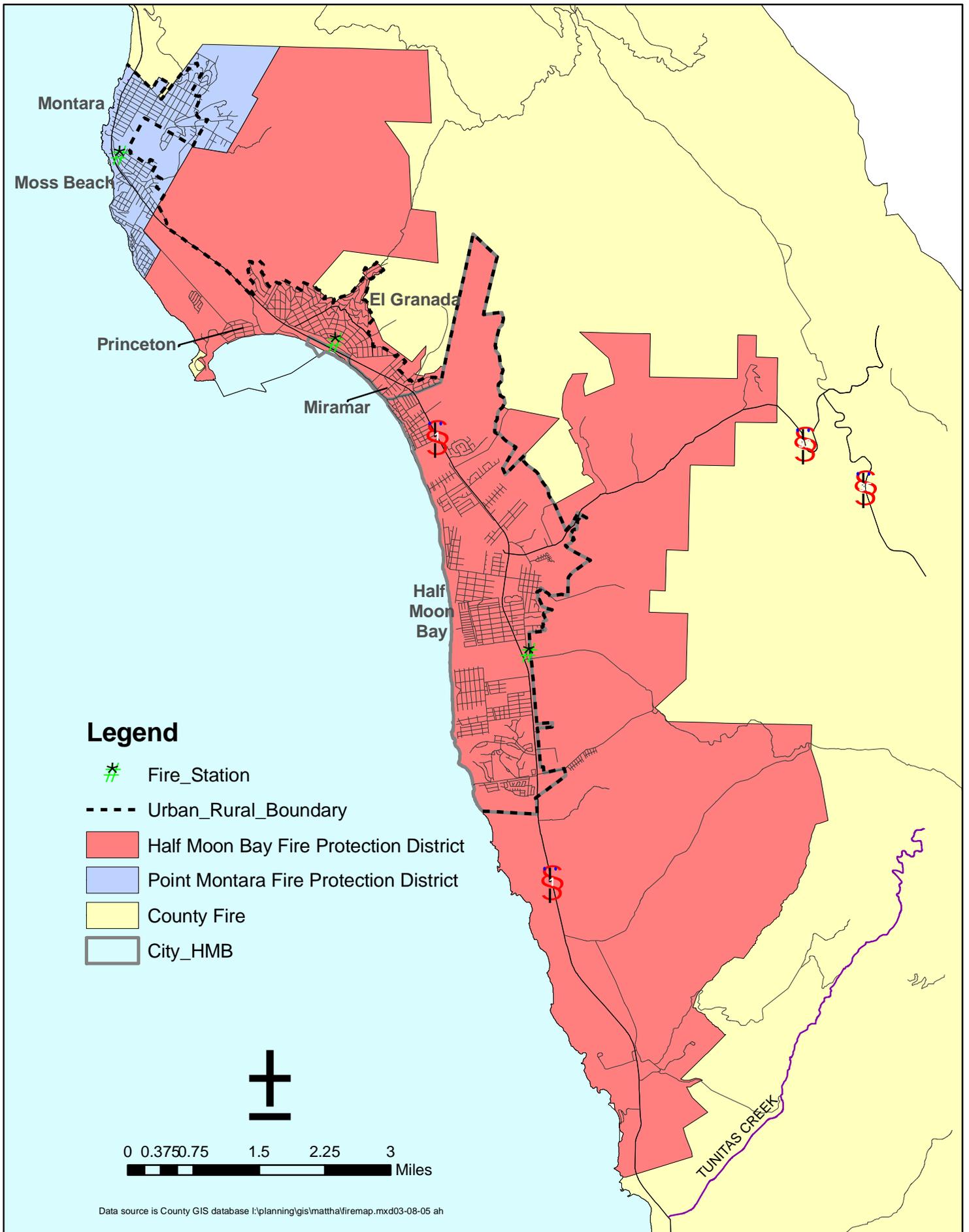
In regard to public meetings, comments included recommendation to televise board meetings on local cable television. It was also noted that PMFD board discussions regarding action to hire staff in lieu of services by contract were not conducted with adequate public notice and participation. Public notice and use of community workshops offer public agencies the opportunity to inform residents of potential changes in service and receive public input on such changes.

**LAFCo Determinations Pursuant to Government Code Section 56430:**

*See Exhibit A attached once adopted by LAFCo*

Attachments: Map of Study Area  
PMFD & HMBFD Agency Profiles  
PMFD & HMBFD 04/05 budgets  
PMFD & HMBFD Response for Service Review Information  
PMFD Five-Year Projection  
CDF Response  
North County Fire Authority Response

# San Mateo County Coastside Fire Jurisdictions



**HALF MOON BAY FIRE PROTECTION DISTRICT**

1191 Main Street  
Half Moon Bay, CA 94019

Contact Person: Jim Asche  
Fire Chief  
726-5213 FAX 726-0132  
website: www.hmbfire.org

Date of Formation: January 19, 1965 (reorganized)

Enabling Legislation: Section 13800 et seq. State Health and Safety Code

Governing Board: Five member Board of Directors elected to four-year terms

- a. Membership and Term Expiration Date: Timothy Moran (11/05), Francis J. Navin (11/05), Burt Silva (11/07), David Eufusia (11/07), Jerry Donovan (11/07)
- b. Compensation: \$75 per meeting (see detail, page 145)
- c. Public Meetings: Second Tuesday of each month at 7:30 pm  
Fire District Administrative Office  
1191 Main Street, Half Moon Bay

Services Provided: Fire prevention and suppression, response to medical emergencies, public service response, cliff rescues and auto accident response

Area Served: 40 sq. miles

Estimated Population: 23,143 (as of 2000)

Contractual Arrangements: Mutual Aid agreements with all the San Mateo County fire departments, communications services from San Mateo County Dispatch Center, Contract anticipated to expire in September of 2005 in which Half Moon Bay Fire District provides fire protection service to Pt. Montara Fire District

Number of Personnel: 43.2 Total: 35 Fire Suppression, 1 Fire Marshal, 2 Division Chief, 1 Fire Chief, 1 Fire inspector, 0.6 mechanic, 2.6 Clerical (25 Volunteers)

Sphere of Influence: Zero

Fiscal Data

<u>Revenues</u>	<u>Actual</u> <u>2003-04</u>	<u>Adopted</u> <u>2004-05</u>
Fund Balance		381,945
Cancellation of Prior Year's reserves		0
Property Tax	4,139,258	4,436,127
Fees for Service	1,367,038	1,415,652
Other Revenues	1,476,675	1,182,370
<b>TOTAL REVENUES</b>	<b>\$6,982,971</b>	<b>\$7,416,094</b>
 <u>Expenditures</u>		
Personnel Services	6,045,465	6,487,531
Services & Supplies	704,643	714,074
Fixed Assets	0	109,321
Other Expenditures	216,680	105,132
<b>TOTAL EXPENDITURE</b>	<b>\$6,966,788</b>	<b>\$7,416,058</b>

**POINT MONTARA FIRE PROTECTION DISTRICT**

501 Stetson  
Moss Beach, CA 94038 (Office)  
Moon Bay, 94019 (Mail)

Contact Person: Jim Asche  
Fire Chief 1191 Main Street, Half  
726-5213 FAX 726-0132  
website: none

Date of Formation: January 28, 1954

Enabling Legislation: Section 13800 et seq. State Health and Safety Code

Governing Board: Three-member board of directors elected to four-year terms

- a. Membership and Term Expiration Date: Bruce McKimmie (11/05), Ginny McShane (11/05), Gary Riddell (11/07)
- b. Compensation: \$75 per meeting (see detail, page 145)
- c. Public Meetings: Second Tuesday of each month at 7:30 pm  
501 Stetson, Moss Beach

Services Provided: Fire prevention and suppression, emergency medical treatment, general rescue services, fire prevention services and public education

Area Served: 7.5 sq. miles

Estimated Population: 5,600 (as of 2000)

Contractual Arrangements: Mutual aid agreements for rescue and fire, contract with Half Moon Bay Fire District (expires September, 2005) for fire protection service.

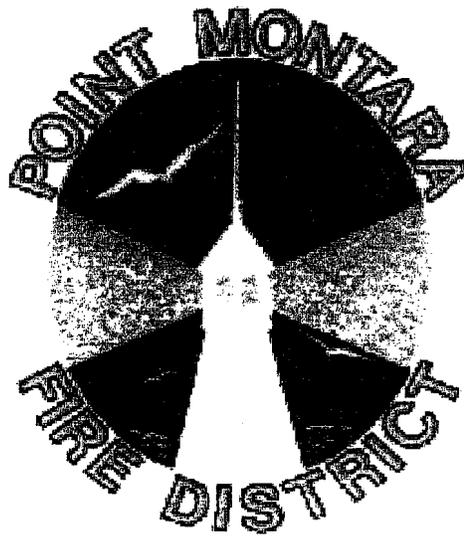
Number of Personnel: Contracts with Half Moon Bay Fire District for Chief, 5 firefighter/paramedics, 3 captains .6 admin secretary. (Nine volunteers)

Sphere of Influence: Zero

Fiscal Data

<u>Revenues</u>	<u>Actual</u> <u>2003-04</u>	<u>Adopted</u> <u>2004-05</u>
Fund Balance	208,552	209,093
Cancellation of Prior Year's reserves	551,082	756,082
Property Tax	993,669	1,052,063
Benefit Assessment	382,829	379,500
Fees for Service	0	0
Other Revenues	311,638	72,000
<b>TOTAL REVENUES</b>	<b>\$1,688,136</b>	<b>\$1,712,656</b>
<u>Expenditures</u>		
Personnel Services	29,629	32,900
Services & Supplies	1,440,361	\$1,468,400
Fixed Assets	6,338	8,000
Other Expenditures	0	0
<b>TOTAL EXPENDITURE</b>	<b>\$1,476,328</b>	<b>\$1,509,300</b>

POINT MONTARA  
FIRE PROTECTION DISTRICT  
FINAL BUDGET  
FISCAL YEAR 2004/2005



Bruce Mackimmie, President  
Virginia McShane, Vice President  
Gary Riddell, Secretary/Treasurer

James Asche, Fire Chief

## Funded Positions

Chief Officer	1
Administrative Secretary	0.6
Firefighter/Paramedics	5
Captains	3
Total Staff	9.6

## Authorized Volunteer Personnel

Captains	1
Firefighters	11
Total Volunteer Staff	12

**Point Montara Fire Protection District**  
**Budget - Fiscal 2004/2005**



**BALANCE SHEET**

Operating Budget	\$1,712,656.00
Total Designated Reserves	\$756,082.00
<hr/>	
Total Expenditures Fiscal 04/05	\$2,468,738.00
<hr/>	
Total Funding Including Reserves/Equities	\$2,468,738.00

**Point Montara Fire Protection District**  
**Budget - Fiscal 2004/2005 Preliminary**

**Reserves**

Account	Description	Amount
---------	-------------	--------



8611	Contingencies	\$203,356.00
881	Capital Outlay	\$306,082.00
	Apparatus Replacement & Equipment	\$276,082.00
	Land Improvement/Construction	\$20,000.00
	Retirement Reserve	\$10,000.00
882	General Reserve	\$450,000.00
<hr/>		
	Total Desig. Reserves	\$756,082.00

**Point Montara Fire Protection District**  
**Budget - Fiscal 2004/2005**

**Revenue**

Account	Description	Amount
1021	Property Tax – Secured	\$924,863.00
	S.M. Co. Processing Fee	(\$8,500.00)
1031	Property Tax – Unsecured	\$90,000.00
1033	Prior Year - Unsecured	(\$1,400.00)
1041	Property Tax – SB816 Secured Supplemental	\$35,000.00
1042	Property Tax – SB813 Unsecured Supplemental	\$900.00
1043	Property Tax – SB813 Prior Secured	\$1,200.00
1521	Interest	\$24,000.00
1661	Highway Property Tax Rental	\$0.00
1831	H.O.P.T.R.	\$10,000.00
1871	Other State Aid	\$0.00
2422	PTM Benefit Assessment	\$383,000.00
	S.M. Co. Handling Fee	(\$3,500.00)
2658	ALS Reimbursement	\$43,000.00
2658	Miscellaneous Income - General Fund	\$5,000.00
	 SUB-TOTAL REVENUE	 \$1,503,563.00
813	Fund Balance	\$209,093.00
<hr/> TOTAL FUNDING		<hr/> \$1,712,656.00

**Point Montara Fire Protection District**  
**Budget - Fiscal 2004/2005**

		<b>Expenses</b>
Account	Description	Amount Allotment
4116	Salary/Volunteers	\$2,800.00
4192	Salary/Directors	\$7,500.00
4312	Medical/Hospital Tax	\$950.00
4413	Insurance: Health	\$12,050.00
4441	Insurance: Life / LTD	\$4,000.00
4511	Insurance: Workers Compensation	\$5,600.00
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$32,900.00</b>
5132	Communications/Telephone Net Six Circuit Lines	\$1,600.00
5156	Household Cleaning Supplies	\$1,000.00
5164	Medical Supplies	\$1,000.00
5193	General Office Supplies	\$500.00
5195	Subscriptions/Periodicals	\$100.00
5213	Computer Equipment < \$3,000	\$250.00
5231	Small Tools And Equipment	\$1,500.00
5331	Memberships/Assoc.Dues (NFPA, CSDA)	\$2,000.00
5341	Publications / Legal Notices	\$500.00
5351	Special District Expense Misc. \$2,500	\$2,500.00
5413	Vehicle Repair - Labor	\$10,000.00
5416	Fuel & Petroleum Products	\$5,000.00
5417	Vehicle Repair - Parts	\$2,500.00
5455	Maintenance of Facilities	\$2,500.00
5611	Insurance Premium	\$12,000.00
5631	Utilities PG&E, Water, Garbage	\$6,500.00

**Point Montara Fire Protection District**  
**Budget - Fiscal 2004/2005**

**Expenses**

Account	Description	Amount
<b>Number</b>		
5731	Training & Education	\$2,500.00
	Directors	
5737	Public Education	\$500.00
	Materials	
5815	Dispatching	\$15,300.00
	Fire Net Six	
5872	Professional Services	\$1,397,650.00
	ALS Supervisor	\$2,500.00
	ADP Payroll	\$600.00
	Audit & CPA Services	\$5,500.00
	E.D.S. (Weber)	\$1,800.00
	Special Projects	\$2,500.00
	Fire Protection Services Agreement	\$1,383,150.00
	Personnel	\$1,251,550.00
	Expenses	\$65,000.00
	Previous FY bal	\$66,600.00
	Contract Plan Checks	\$500.00
	LAPCO Costs	\$450.00
	Medical Waste	\$650.00
5834	Legal Fees	\$3,000.00
5961	Facility Improvements < \$3,000	\$0.00
7211	Capital Improvement/Structures	\$8,000.00
	Repair Leaky Wall	
7311	Capital Equipment Outlay	\$0.00
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$1,509,300.00</b>
8611	Appropriation for Contingencies	\$203,356.00
<b>TOTAL OPERATING BUDGET</b>		<b>\$1,712,656.00</b>

Final Budget  
FISCAL YEAR 2004/2005



**FIRE DISTRICT**

Timothy E. Moran, President  
Bert Silva, Vice President  
Jerry Donovan, Secretary  
Francis J. Navin, Director  
Dave Eufusia, Director

James Asche, Fire Chief

## Funded Positions

Fire Chief	1
Division Chiefs	3
Mechanic	0.6
Fire Inspector	1
Administrative Secretary	1.6
Administrative Assistant	1
Captains	9
Firefighters	24
Fire Amb. Tech.	2
Total Staff	43.2

## Authorized Volunteer Personnel

Captains	3
Firefighters	12
Total Volunteer Staff	15

**Half Moon Bay Fire Protection District**  
 Budget - Fiscal 2004/2005



**BALANCE SHEET**

Operating & Capital Budget	\$7,416,058.00	
Total Designated Reserves	\$2,079,274.00	
<hr/>		
Total Budget and Reserves 2004-05		\$9,495,332.00
Revenue	\$7,034,149.00	
Reserves/Equities	\$2,461,219.00	
<hr/>		
Total Revenue, Reserves, Equities		\$9,495,368.00



	813 Fund Balance		\$381,945.00
	882 General Reserves (Dry Period)		\$1,144,000.00
<hr/>			
	Total S.M. Co. Reserves Less Fund balance		\$1,144,000.00
LAI F	S/L - Vac. Reserve	\$172,364.00	
	Retirement Reserve	\$73,500.00	
	Weed Reserve	\$32,000.00	
	Capital Equipment Reserve	\$285,984.00	
	Capital Improvements Reserve	\$371,426.00	
LAI F	Reserve		\$935,274.00
<hr/>			
	Total Designated Reserves Less Fund balance		\$2,079,274.00

**Half Moon Bay Fire Protection District**  
 Budget - Fiscal 2004/2005

**Revenue**

Account Description			Amount
1021	Property Tax - Secured		\$3,896,127.00
1031	Property Tax - Unsecured		\$380,000.00
1041	Property Tax - SB816 Secured Supplemental		\$145,000.00
1042	Property Tax - SB813 Unsecured Supplemental		\$5,000.00
1043	Property Tax - SB813 Prior Secured		\$10,000.00
	Taxes - Sub total		\$4,436,127.00
1521	Interest	General Fund	\$35,000.00
1521	Interest	LAF	\$12,000.00
1831	H.O.P.T.R.		\$42,000.00
2124	Plan Review / Reports		\$30,000.00
2433-1	Contracts-Martins Beach		\$3,500.00
2433-2	Point Montara Fire Prot. Services Agreement		\$1,382,152.00
2433-3	Contracts-Pillar Point AFB		\$1,800.00
2433-4	Community Facilities Districts		\$29,000.00
2434	Weed Abatement		\$43,981.00
2439	Other Special Charges		\$265,000.00
2644	Workers Comp. Insurance Refund		\$50,000.00
2647	Reimbursements		\$24,566.00
2658-2	Misc. Income		\$10,000.00
2658-5	Grant Revenue		\$94,023.00
2658-6	AMR Fuel/ Back Up Ambulance		\$60,000.00
2658-7	JPA-Ambulance Contract		\$515,000.00
	<b>SUB-TOTAL REVENUE</b>		<b>\$7,034,149.00</b>
813	Fund Balance		\$381,945.00
	<b>TOTAL Funding</b>		<b>\$7,416,094.00</b>

**Half Moon Bay Fire Protection District**  
 Budget - Fiscal 2004/2005

**All Divisions-Expenses**

4111	Salaries/Wages	\$3,935,427.00
4161	Extra Help Hours	\$14,000.00
4171	Overtime	\$545,000.00
4176	FLSA/ Acting Pay	\$38,000.00
4192	Directors Compensation	\$6,700.00
4312	Medical/Hospital Tax	\$66,000.00
4321-1	P.E.R.S. Retirement	\$853,700.00
4321-2	PERS Enhanced Retirement Reserve	\$36,802.00
4413	Insurance: Health	\$518,000.00
4422	Insurance: Dental	\$55,000.00
4441	Insurance: Life / LTD	\$7,430.00
4511	Insurance: Workers Compensation	\$411,472.00
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$6,487,531.00</b>
5111	Ag Expense	\$16,500.00
5121	Uniforms	\$12,000.00
5132	Communications/Telephone	\$30,200.00
5156	Household	\$15,000.00
5164	Medical Equip. < \$500	\$3,000.00
5165	Medical Supplies	\$2,500.00
5193	General Office Expense	\$17,550.00
5195	Subscriptions & Periodicals	\$2,500.00
5197	Postage/Mailing	\$4,500.00
5211	Computer Supplies	\$1,500.00
5212	Computer Software	\$3,000.00
5213	Computer < \$3,000	\$3,000.00

**Half Moon Bay Fire Protection District**  
Budget - Fiscal 2004/2005

5231	Small Tools & Equipment	\$14,100.00
5331	Membership/Association Dues	\$2,100.00
5341	Publications/Legal Notices	\$4,400.00
5351	Special District Expense	\$13,500.00
5413	Vehicle Repair - Labor/Maint.	\$16,500.00
5416	Fuel & Petroleum Products	\$30,000.00
5417	Vehicle Repair - Parts	\$25,000.00
5419	Medical Equip. Maint.	\$750.00
5424	Radio - Telecom Maint.	\$3,000.00
5428	Misc. Equipment Maintenance	\$7,250.00
5438	Hydrant Maintenance	\$1,000.00
5455	Maintenance of Facilities	\$7,500.00
5459	SCBA Maintenance	\$4,250.00
5478	Contract Maintenance	\$13,600.00
5483	Custodial Services	\$1,800.00
5521	Rents & Leases	\$9,002.00
5611	Insurance - Direct Premiums	\$60,000.00
5631	Utilities-(40 & 41)	\$30,000.00
5731	Training & Educational Expense	\$47,000.00
5732	Outside Trainer	\$39,000.00
5733	Training Materials & Supplies	\$2,500.00
5737	Public Education	\$6,500.00
5815	Fire Net Six (Dispatching)	\$41,000.00
5834	Legal Services	\$103,000.00
5839	Labor Relations	\$6,900.00

**Half Moon Bay Fire Protection District**  
 Budget - Fiscal 2004/2005

5842	Audit & CPA Services	\$7,500.00
5865	Medical Exams	\$12,000.00
5874	S.M. Co. Tax Collector	\$1,500.00
5876	Professional Services	\$44,600.00
5961	Facility Improvement	\$2,000.00
5971	Inventory Equipment < \$3,000	\$45,572.00
<hr/>		
	<b>TOTAL SERVICES AND SUPPLIES</b>	<b>\$714,074.00</b>
<hr/>		
	<b>TOTAL OPERATING BUDGET</b>	<b>\$7,201,605.00</b>
8611	Appropriation for Contingencies	\$105,132.00
<hr/>		
	<b>TOTAL OPERATING BUDGET</b>	<b>\$7,306,737.00</b>
7211	Capital Improvements	\$58,571.00
7311	Capital Equipment Outlay	\$50,750.00
<hr/>		
	<b>Total Capital Expenditure</b>	<b>\$109,321.00</b>
<hr/>		
	<b>Total Budget</b>	<b>\$7,416,058.00</b>

Half Moon Bay Fire Protection District  
Budget - Fiscal 2004/2005

Administration

		Budgeted
4111	Salary & Wages	\$766,699.00
4161	Extra Hclp hours	\$9,000.00
4171	Overtime	\$5,500.00
4192	Directors Compensation	\$6,700.00
4312	Medical/Hospital Tax	\$13,200.00
4321-1	P.F.R.S. Retirement	\$100,800.00
4321-2	Pers Enhanced Retirement Reserve	\$5,255.00
4413	Insurance: Health	\$100,800.00
4422	Insurance: Dental	\$11,000.00
4441	Insurance: Life	\$3,550.00
4511	Insurance: Workers Compensation	\$78,180.00
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$1,100,684.00</b>
5121	Uniforms	\$500.00
5132	Communications/Telephone	\$24,000.00
5156	Household	\$1,000.00
5193	General Office Expense	\$10,000.00
5195	Subscriptions & Periodicals	\$2,500.00
5197	Postage/Mailing	\$4,500.00
5213	Computer < \$3,000	\$0.00
5331	Membership/Association dues	\$1,500.00
5341	Publication/Legal Notices	\$3,000.00

Half Moon Bay Fire Protection District  
Budget - Fiscal 2004/2005

Administration

		Budgeted
5351	Special District Expense	\$6,000.00
5428	Misc. Equipment Maintenance	\$500.00
5455	Maintenance of Facilities	\$2,500.00
5521	Rents/Leases	\$9,002.00
	Copy Machine	\$9,000.00
	Rescue 400 Lease	\$1.00
	Fire Station #41 Land Rental	\$1.00
5611	Insurance - Direct Premiums	\$60,000.00
5631	Utilities (40 & 41)	\$30,000.00
5731	Training & Educational Expense	\$2,500.00
5815	FireNet Six                      Dispatch JPA	\$41,000.00
5834	Legal Services	\$100,000.00
5839	Labor Relations                      (I.E.D.A.)	\$6,900.00
5842	Audit & CPA Services	\$7,500.00
5865	Medical Exams	\$12,000.00
5874	S. M. Co. Tax Collector	\$1,500.00
5876-1	ADP Payroll Services	\$7,600.00
5876-2	Election Expenses	\$0.00
5876-3	Background Investigations	\$5,000.00
5876-4	Recruitment (Firehire)	\$1,200.00
5876-6	LAFCO Funding	\$3,100.00
5876-7	Fire Grant Contractors *	\$0.00
5876-8	District Investigation	\$4,000.00
5971	Inventory Equipment	\$6,000.00
	Employee Computer Loans	\$6,000.00
TOTAL SERVICES AND SUPPLIES		\$353,302.00
TOTAL ADMINISTRATION		\$1,453,986.00

Half Moon Bay Fire Protection District  
Budget - Fiscal 2004/2005

Operations



4111	Salaries/Wages	\$3,168,728.00
4171	Overtime	\$494,500.00
4176	FLSA/Acting Pay	\$38,000.00
4312	Medical/Hospital Tax	\$52,800.00
4321-1	P.F.R.S. Retirement	\$752,900.00
4321-2	PERS Enhanced Retirement Reserve	\$31,547.00
4413	Insurance: Health	\$417,200.00
4422	Insurance: Dental	\$44,000.00
4441	Insurance: Life / LTD	\$3,880.00
4511	Workers Comp.	\$333,292.00
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$5,336,847.00</b>
5121	Uniforms	\$10,000.00
5132	Alpha Pagers	\$6,200.00
5156	Household	\$14,000.00
	General	\$5,000.00
	Laundry	\$9,000.00
5193	Office Supplies	\$2,000.00
5211	Computer Supplies	\$500.00
5212	Computer Software	\$3,000.00
5213	Computer Hardware	\$3,000.00
	eMac Replacement	\$1,500.00
	Server Replacement	\$1,000.00
	CD Changer	\$500.00
5231	Small Tools & Equipment < \$500	\$9,500.00
	General - Ops	\$3,500.00
	Land & Building	\$1,500.00
	Mechanic Tools	\$1,500.00
	Firefighter Professional Tools	\$3,000.00

Half Moon Bay Fire Protection District  
Budget - Fiscal 2004/2005

Operations

		Budgeted
5351	Special District Expense	\$4,000.00
5413	Vehicle Repair - Labor	\$15,000.00
5416	Fuel and Petroleum Products	\$30,000.00
5417	Vehicle Repair - Parts	\$25,000.00
5419	Medical Equip. Maint.	\$750.00
5424	Radio - Telecom Maint.	<u>\$3,000.00</u>
	Supplies	\$2,500.00
	Labor	\$500.00
5428	Misc. Equip. Maint.	<u>\$6,750.00</u>
	Operations - General	\$2,500.00
	Protective Clothing Maintenance	\$1,500.00
	Haz. Mat. Con. Space Monitors	\$750.00
	Fire Extinguishers	\$1,000.00
	Small Motors	\$1,000.00
5455	Maintenance of Facilities - Misc. Ops.	\$5,000.00
5459	SCBA Maintenance	<u>\$4,250.00</u>
	SCBA Bottle Hydro	\$750.00
	SCBA Parts	\$2,000.00
	Compressor	\$1,500.00
5478	Contract Maintenance	<u>\$13,600.00</u>
	Computers	\$6,000.00
	T.E.A.	\$2,400.00
	Ladders	\$1,500.00
	Sta. # 40 Fire Alarm	\$700.00
	Rescue Tools	\$3,000.00
5483	Custodial Services	<u>\$1,800.00</u>
	Sta. # 40 - Landscape	\$1,800.00
5876	Other Professional Services	<u>\$1,700.00</u>
	Compressor Air Test	\$200.00
	Medical Waste Disposal	\$1,500.00

**Half Moon Bay Fire Protection District**  
Budget - Fiscal 2004/2005

**Operations**

5961	Facility Improvements		\$2,000.00
	Sta 41 Furnace Replacement	\$2,000.00	
5971	Inventory Equipment < \$3,000		\$35,572.00
	***P.P.E.	\$20,000.00	
	*Thermal Imager Mount	\$600.00	
	** Exercise Weights	\$1,732.00	
	Fire Hose	\$5,000.00	
	Office furniture (Replacement)	\$2,000.00	
	Minitor Pagers (8 ea@ \$480)	\$3,840.00	
	HT MT-2000 2 Ea.	\$2,400.00	
	*90% Funded through 03 Fire Grant		
	** 90% Funded through 04 Fire Grant		
	*** 50% Funded through 03 Fire Grant		
TOTAL SERVICES AND SUPPLIES			\$196,622.00
7211	Capital Improvements		\$58,571.00
	Sta 40 lot Environmental Review	\$12,000.00	
	** Exhaust Extractor Sta-41	\$21,441.00	
	** Standby Generator/Transfer Switch Sta-41	\$25,130.00	
7311	Capital Equipment Outlay		\$50,750.00
	*Thermal Imager	\$18,000.00	
	*Porta-count	\$10,500.00	
	*Thermal Imager Acccessories	\$5,500.00	
	**Treadmill 2 ea.	\$8,000.00	
	**Multi-gym	\$8,750.00	
	*90% Funded through 03 Fire Grant		
	**90% Funded through 04 Fire Grant		
TOTAL OPERATIONS			\$5,642,790.00

Half Moon Bay Fire Protection District  
Budget - Fiscal 2004/2005

Fire Prevention

		Budgeted
4161	Extra Help	\$5,000.00
4171	Overtime	\$5,000.00
<hr/>		
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>\$10,000.00</b>
5121	Clothing & Uniforms	\$1,000.00
5198	Office Expense	\$1,500.00
	Misc.	\$500.00
	Public Ed. Copies	\$1,000.00
5211	Computer Supplies	\$1,000.00
	Software	\$1,000.00
5213	Computers < 3,000	\$0.00
5231	Small Tools < 500	\$600.00
5331	Memberships	\$500.00
5341	Legal publication, Notices	\$1,000.00
5351	Special District Expense	\$1,500.00
5438	Hydrant Maintenance	\$1,000.00
5731	Employee Training	\$2,500.00
5737	Public Education	\$6,500.00
	Risk Watch	\$1,500.00
	First Aid/C.P.R.	\$1,500.00
	Safety Fair	\$1,000.00
	Misc. Supplies	\$500.00
	CERT	\$2,000.00
5876	Plan Checks	\$5,000.00
<hr/>		
	<b>TOTAL SERVICES AND SUPPLIES</b>	<b>\$22,100.00</b>
<hr/>		
	<b>TOTAL FIRE PREVENTION</b>	<b>\$32,100.00</b>

Half Moon Bay Fire Protection District  
 Budget - Fiscal 2004/2005  
 Training & EMS

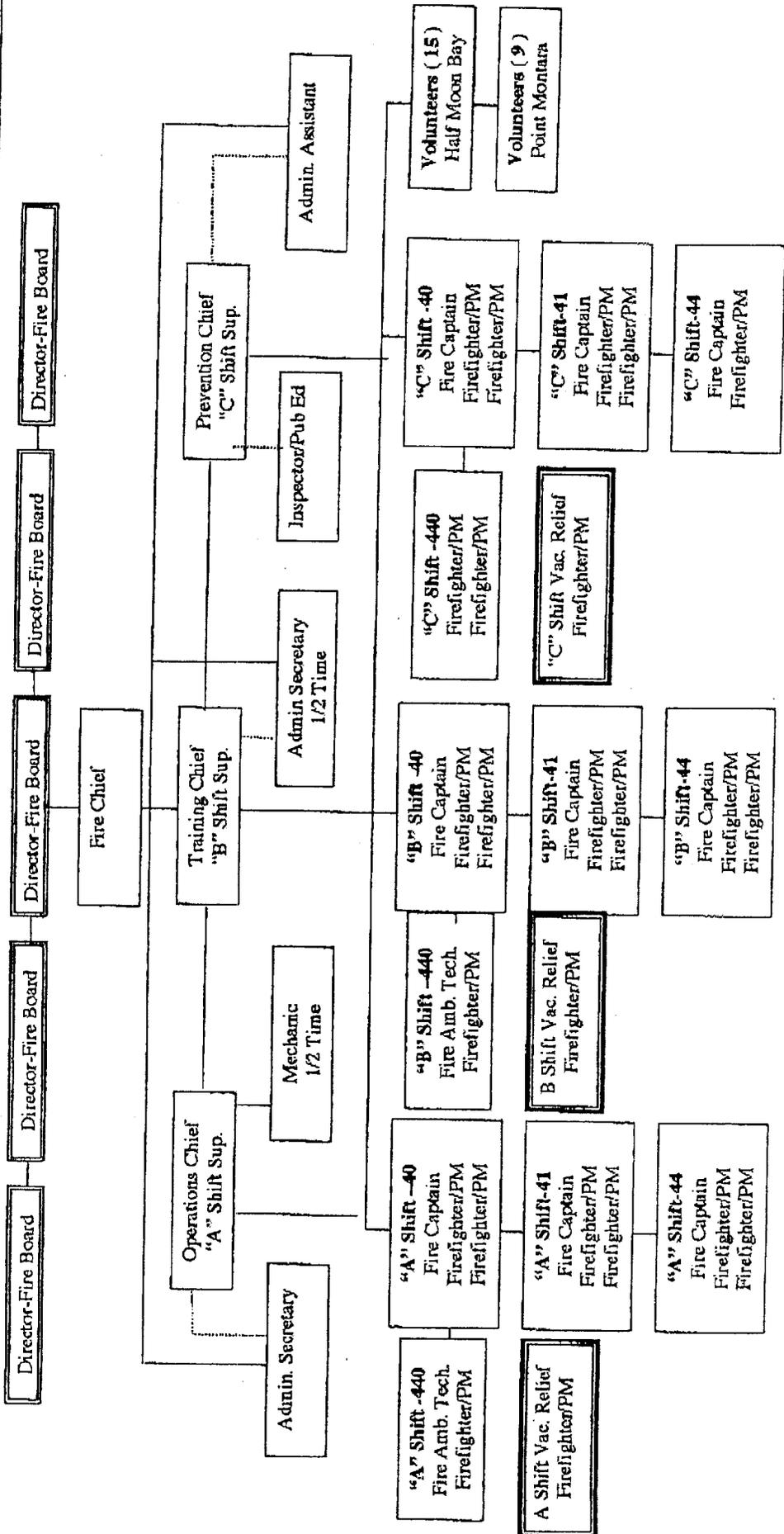
		Budgeted
4171	Overtime	\$40,000.00
<b>TOTAL SALARIES AND BENEFITS</b>		<b>\$40,000.00</b>
5121	Clothing And Uniforms	\$500.00
5164	EMS-Medical Equipment<\$500	\$3,000.00
5165	EMS-Medical Supplies	\$2,500.00
5193	Office Supplies	\$1,500.00
5231	Small Tools	\$4,000.00
	Prof. Tools	\$1,500.00
	Surf Rescue	\$2,500.00
5331	Memberships	\$100.00
5351	Special District Expense	\$500.00
5413	Equipment Maintenance	\$1,500.00
5731	Training & Education	<u>\$42,000.00</u>
	Tuition (Direct)	\$20,000.00
	Tuition (Reimburse)	\$22,000.00
5732	Outside Trainer	<u>\$39,000.00</u>
	Company Officer	\$8,000.00
	EMS - Cont. Ed.	\$18,000.00
	Surf Rescue	\$8,000.00
	Team Building	\$5,000.00
5733	Training Materials & Supplies FF -1/2 Curriculum	\$2,500.00
5876	Other Prof. Services	\$11,500.00
	ALS -JPA Supervisor	\$5,500.00
	ALS-QA-QI Coord.	\$6,000.00
5971	Equipment & Capital Outlay	<u>\$4,000.00</u>
	Shared Simulator	\$2,000.00
	Lifeline Replacement	\$2,000.00
<b>TOTAL SERVICES AND SUPPLIES</b>		<b>\$112,600.00</b>
<b>TOTAL TRAINING</b>		<b>\$152,600.00</b>

Half Moon Bay Fire Protection District  
Budget - Fiscal 2004/2005

Weed Abatement

			Budgeted
5111	Ag. Expense		\$16,500.00
		Contractor	\$14,500.00
		Refunds	\$2,000.00
5193	Office Expense		\$2,550.00
		Postage	\$2,200.00
		Printing	\$350.00
5341	Legal Publications & Notices		\$400.00
5351	Other Special District Expense		\$1,500.00
5834	Legal		\$3,000.00
5876-2	Tax Assessor Parcel Data (EDS)		\$5,500.00
<b>TOTAL WEED ABATEMENT</b>			<b>\$29,450.00</b>
Total All Division Expenses & Contingencies			<b>\$7,416,058.00</b>

Half Moon Bay Fire District  
Organizational Chart - Full Staff with Point Montara Contract



4/7/05

Municipal Service Review Form  
Point Montara Fire District

March 29, 2005

Please return by: April 13, 2005

Pursuant to Government Code Section 56430, please respond to the following:

- (1) Please
  - a) provide a list and description of facilities (with location) and condition of the facility,

The PTM Fire District owns a single fire station located at 501 Stetson in Moss Beach. The facility is approximately 40 years old and in good condition. The facility has room for three pieces of fire apparatus. It has a small kitchen, a dayroom, a small office and three single-bed dorm rooms. One of the dorm rooms was previously the fire chief's office and a portion of the dayroom was previously used as the secretary's office.

list any facility needs or deficiencies and comment on availability of resources to make any necessary improvements to facilities.

Due to the anticipated increase in engine staffing, there will be a shortage of space in the facility when Point Montara again provides its own administrative services. The board has indicated that they wish to staff all shifts with three firefighters. Since the old fire chief's office has been converted to a dorm, this will require the fire chief to either share the existing small office with the station captain or set up desks for the fire chief and secretary in the day room.

Needed maintenance includes replacement of old single-pane windows and two exterior doors. Kitchen is in need of a remodel. Funding is available in reserves to do the work indicated.

provide an inventory of equipment, vehicles, apparatus and condition of each.

See attached list for equipment inventory. Engine 44, the first-out engine, is four years old and in excellent condition. Engine 144, the reserve engine is 16 years old and is in fair condition. It should be replaced in 2009 and replacement will cost between \$350,000 and \$400,000. Patrol 44 is currently in need of replacement at this time. Cost of a similar patrol unit will be about \$200,000. The district's chief's vehicle, a 1996 Ford Crown Victoria, is also due for replacement at an estimated cost of \$30,000.

- b) comment on resources available to make any necessary improvements or replacements.

## Point Montara Fire District

Page 2 of 4

Point Montara currently has reserves of approximately \$750,000. Of these, \$450,000 is designated as general or "dry period" reserves to carry the district through four and one half months of limited revenue. If the District plans to maintain the current make-up of it's fleet, it will need to add to equipment reserves by about \$70,000 per year.

- c) describe fire protection services provided by the district including any services provided by contract or through a joint powers authority.

Point Montara provides a full range of fire protection services including advanced life support emergency medical services. The district belongs to the San Mateo County Prehospital Emergency Medical Service JPA (referred to as the ALS-JPA) and is receives approximately \$43,000 per year in revenue from that JPA. The District previously had a contract with San Mateo County for emergency services on Devil's Slide, but has not enforced that contract since the countywide automatic aid agreement went into effect in 1998.

- (2) Please list financing constraints and opportunities related to the services provided with district boundaries.

The District has property tax revenue estimated at \$1,040,000 for FY 2004-05. Property taxes have grown at a rate of between 5 and 10 percent each year. Additionally, the District has a special assessment of up to \$250 per parcel. It is currently set at \$177 (and has been since it was passed in the late 1990). The special assessment has no sunset and can be adjusted each year by the Board of Directors. At \$177 it generates approximately \$383,000 with the potential, if raised to \$250, to generate \$540,000.

Besides the special assessment, there is little opportunity for additional revenue generation by the District. Property tax has risen through a combination of new home construction and reassessment of properties at sale. Future development will be limited to "in-fill" construction and regulated by the availability of water and sewer capacity.

- (3) Please respond to the following as they relate to cost avoidance opportunities.
  - a) Please list other agencies, public and private, which provide similar or same services within your boundaries and within the Coastal Study Area.

Other than Point Montara, other fire agencies providing fire protection on the coast are: North County Fire (Daly City, Pacifica and Brisbane), Half Moon Bay Fire District, and CDF (acting as the County Fire Department).

- (4) Please comment on any opportunities for rate restructuring in regard to any services your agency provides for a fee, such as plan check or fire inspection.

Due to limited construction in the District, there is little opportunity to significantly increase revenue by raising permit and inspection fees. The special assessment can be increased by \$73.00 which will generate an additional \$157,000.

## Point Montara Fire District

Page 3 of 4

(5) Please list:

- a) any existing practices of shared facilities with other agencies,

Point Montara and Half Moon Bay currently are joint owners of a compressor for filling breathing apparatus bottles. This unit is installed at the El Granada Fire Station.

There are currently three "first out" fire apparatus between Point Montara and Half Moon Bay, the oldest of which is seven years old. Half Moon Bay has two reserve engines (including its engine/ladder unit, referred to as a "quint"). Point Montara also has a reserve engine. Between the two agencies, one reserve engine could be eliminated saving maintenance and replacement funds in the future. I believe there is also the ability to combine and eliminate some of the specialized equipment such as brush patrols, utility units and rescue vehicles.

The training room at the Half Moon Bay Administrative Headquarters in Half Moon Bay serves as the Emergency Operations Center for the coast. This is where disaster response by most public and private agencies would be coordinated from.

(6) Evaluation of management efficiencies - Please provide:

- a) organizational chart for each agency
- b) number of full-time positions for district boundaries, including detail on number of fire fighter, fire fighter/paramedic, administrative, management, etc. and any regulations, national or local standards that drive staffing and management levels.

The Point Montara board has proposed hiring nine personnel to staff their fire engine. This would include one captain and two firefighters on each of the three shifts. At least one of the firefighter per shift would be a paramedic. The board has also stated it will hire a half time administrative secretary and a part time fire chief.

Point Montara is a member of the ALS-JPA and as such must maintain an accredited paramedic on duty at all times to provide the required first responder paramedic service.

The recommended minimum standard for staffing of first out fire apparatus in San Mateo County (from the County Fire Chiefs Association) is three personnel. Currently the accepted first alarm assignment to structure fires and other significant emergencies, such as cliff rescues, is three fire engines, a truck company, and a chief officer. Half Moon Bay has modified that response to four engines and a chief.

On any incident where a toxic atmosphere exists, such as a structure fire, OSHA regulations require that a two-person "out team" be in place before firefighters can make entry into the atmosphere. Provision exists in the regulation to allow a rescue to take place without the "out team" being in place. However, if no rescue is involved, the out team needs to be in place prior to interior fire operations taking place.

## Point Montara Fire District

Page 4 of 4

The National Fire Protection Association Standard 1710 calls for 12 to 14 personnel on a first alarm incident. While this is just a standard and not law, when one considers the typical tasks that must be accomplished at a working structure fire, this is a reasonable requirement for personnel. To reach this level of staffing for an fire incident on the coast requires both Half Moon Bay engine companies, the Point Montara engine company, the ambulance company staffed by Half Moon Bay fire personnel, and an additional engine responding from either Pacifica or San Mateo. Volunteer firefighters are also utilized on the coast to supplement career firefighters. However, availability of volunteers, especially during the workweek, is often limited.

Fire agencies have dropped boundaries to assist one another on not only medical calls, but on all emergency calls in order to provide required incident staffing and timely response. This is done as automatic aid on a voluntary basis with the understanding that services provided are reciprocal in nature.

(7) Please describe:

- a) your board composition, regular meeting schedule, newsletters or websites serving your residents, availability of budget data and any other ways your agency promotes local accountability and governance

Point Montara has a three-person board of directors elected at large within the District. Board members serve four-year terms. The board meets on the second Tuesday of each month at 7:30 p.m. at the Seton Coastside Hospital. Special meetings are usually held at the Sheriff's substation meeting room on California Street in Moss Beach. Audio tapes are made of meetings. Meetings are not video taped or televised at this time.

Meeting agendas are posted at three locations: the Point Montara Fire Station, the Moss Beach Post Office and the Montara Post Office. Meeting agendas are also emailed to individuals who request them. Copies of meeting minutes, including the District's financial report, are made available at the regular board meetings. Additional information, such as copies of the budget, is made available as requested by individuals.

While operating under contract with Half Moon Bay Fire, administrative services are provided from Half Moon Bay's administrative offices at 1191 Main Street in Half Moon Bay.

- (8) Please also provide a copy of your most recent adopted budget, annual statement or other reports that would be helpful in conducting this review (Already provided)

Municipal Service Review Form  
Half Moon Bay Fire District

March 29, 2005

Please return by: April 13, 2005

Pursuant to Government Code Section 56430, please respond to the following:

- (1) Please
  - a) provide a list and description of facilities (with location) and condition of the facility,

The Half Moon Bay Fire District's main fire station and administrative offices are located at 1191 Main Street in Half Moon Bay. The facility was built in 1998 and is in excellent conditions. Its county fire station designation is Station 40. The Admin side of the facility has offices for the fire chief, operations chief, and training chief. The fire marshal and inspector share an oversized office. The administrative secretaries also share a large office area. A large multipurpose room serves as a training room, board meeting room and emergency operations center. The room is equipped with various audio-visual enhancements and has multiple phone lines for emergency use. The fire station side of the building has ample quarters for all personnel on duty. It has a large and comfortable kitchen/dayroom area.

Between the administrative side of the building and the fire station side are five engine bays. Each bay is "drive-through" and is deep enough to house two pieces of apparatus. However, some of the apparatus bay area is being used for other purposes, so this does not allow for three of the bays to be "drive-through" at this time. One area serves as the mechanic bay where the half-time mechanic services and repairs equipment. Another area is currently being used for storage and the third houses the exercise equipment for physical training. In a perfect world, the mechanic area and physical training area would be dedicated areas and not make-shift as they are today.

The District owns an unimproved lot immediately to the north of the headquarters facility. This lot is approximately half an acre. The District's long range plan is to build a volunteer firefighter hall and fire museum on the front part of the property and use the back half for a training area, including a multi-story concrete training building. Additionally, a drafting pit would be installed in the back corner of the lot for use in training and testing the fire engine pumps.

The District's other fire station facility is located at 531 Obispo Road in El Granada. Its county designator is Station 41. This is a 45 year old structure with three bedrooms, an office, and a small kitchen/dayroom area. There is one drive-through bay and a second bay large enough to house two engines. The back portion of the longer bay has been utilized for other

## Half Moon Bay Fire District

Page 2 of 9

purposes, however. Currently the back half is used for a physical training area and small classroom/meeting room.

- b) list any facility needs or deficiencies and comment on availability of resources to make any necessary improvements to facilities.

c)

The headquarters facility is in excellent condition. Unfortunately, there is limited storage space. For instance, the conference room serves also as store room and a mezzanine area above the admin area is also full, much of which is archived files. As previously mentioned a dedicated vehicle shop area and physical training area would be ideal.

The goal of the volunteer building and training tower are long range, but will make the complex complete. The volunteer firefighters are working to raise funds for the building, but will ultimately need the support of a large donation or assistance from the district in the cost of construction of the building.

The District owns the fire station building at El Granada and leases the property on which it is sited from the San Mateo County Harbor District. The lease had a 49-year term at one dollar a year. The lease is due to expire in June of 2006. Talks are currently underway between the two districts. The harbor district has indicated a willingness to continue the lease, but at a more "market-rate" amount. The fire district has advised the harbor district that it is interested in buying the property and the harbor district is in the process of having the property appraised.

In the last five years we have completed several renovation projects at the El Granada Fire Station making it much more comfortable and livable. These have included adding a half-bathroom, so the facility now has two toilet areas. We have also renovated the kitchen area and sleeping quarters. The District has just attained grant funding to install an emergency generator and exhaust extraction system. These projects will be completed within the next six months.

Despite these improvements the facility still has a number of deficiencies. These include a single shower stall with no additional space to add a second full bathroom. There is no private office area and the dayroom is quite small. There is a chronic leakage problem with the roof despite several roof repairs in the last few years and the surface of the asphalt parking lot is in need of replacement.

Should an agreement be reached on buying the property, the District will most likely need to finance the purchase of the property. Adequate capital improvement reserves exist to fix the roof and driveway. The District will need to plan on replacing the fire station building in about ten years. While the lot is small, a two-story fire station would provide adequate room for the foreseeable future and take advantage of the excellent location.

- d) provide an inventory of equipment, vehicles, apparatus and condition of each.

An equipment inventory is attached for your review. The following is a description of the District's apparatus fleet:

## Half Moon Bay Fire District

Page 3 of 9

Engine 40 was purchased in 2003 for approximately \$380,000. It is in excellent condition and well equipped. It is the first-out apparatus at the headquarters station.

Engine 41 was purchased in 1998 and is the first-out apparatus at the El Granada Station. It is in excellent condition and should stay in front-line service for another five years, at which time it should go to reserve status.

Quint 40 is a 1991 "quint". A quint is an apparatus with a pump, water tank, fire hose and an aerial ladder. This unit has a 75-foot ladder. It responds to fire calls in certain areas or target hazards and is utilized as a reserve engine. Quint 40 is in excellent condition and as a specialize piece of equipment, should not be in need of replacement until approximately 2015.

Engine 141 is a reserve engine. This unit was purchased in 1989 and was a front-line engine until 2003. It will remain the district's reserve engine until Engine 41 is replaced in approximately 2010, at which time Engine 41 will become the reserve.

Quint 40 and Engine 141 are both fully equipped with the exception of portable radios, and in the case of the quint, advanced life support equipment. Beside that, they have the same equipment complement of the first-out equipment and can be staffed by volunteers or call-back personnel when needed.

Patrol 40 qualifies as a Type 3 engine by the standards set forth by FIRESCOPE. This is a specialized vehicle for fighting wildland fires. It has four wheel drive and a compressed air foam system. It was purchased in 1997 for just under \$100,000. It has a front line service life of approximately 15 years so it will be considered for replacement in about 2012. This is a special use vehicle and is cross-staffed with Engine 40 when it is needed.

Rescue 40 is a medium rescue unit owned by the County Fire Department and leased to Half Moon Bay. It responds to cliff rescue calls and carries the large amount of technical rescue equipment necessary for such emergency calls. This unit is a 1994 GMC and should be considered for replacement in approximately 2009. Since this vehicle belongs to the county, it is not on the District's replacement schedule at this time.

Utility 41 is a 1985 Dodge one-ton truck with utility body. It carries extra breathing air bottles and lighting equipment. This vehicle is now 20 years old and in need of replacement. We are currently considering a dual use vehicle to perform the functions of both Utility 41 and Rescue 40. A known surplus vehicle from another agency is currently being pursued.

Utility 40 is a half-ton pick-up truck which carries equipment for surf rescue. It is also used of other purposes and is currently being utilized by the fire inspector for his transportation needs. This vehicle was purchased in 1998 and should be in service until about 2013.

Battalion 10 is the District's command vehicle. This GMC Suburban was purchased in 1999 and should be considered for replacement in approximately 2010. This vehicle is driven by the on-duty chief officer and acts as a mobile command post at any major emergency.

The District has three staff vehicles. Two of these are Dodge Durangos purchased in 2001. They are assigned to the operations chief and the training

## Half Moon Bay Fire District

Page 4 of 9

chief for official use while on duty. These vehicles are four-wheel drive for extra capability in the rural area of the district. These vehicles are also useful when the district's chiefs are assigned as strike team leaders on mutual aid strike teams to other areas of the state.

The third staff vehicle is the fire chief's car. This is a 1995 Crown Victoria. This vehicle is in reasonable shape for its age and miles. It was due for replacement in FY 03-04 but has been kept in service due to its good condition. With over 128,000 miles at this time, it may be recommended for replacement in Fiscal Year 2005-06.

The chiefs carry their personal safety equipment and other professional equipment in their assigned vehicles. Those chiefs living in the district are authorized to take these vehicles home, as chief officers are expected to respond to major emergencies and multi alarm fires even when they are not the assigned duty chief or when they are off duty. The fire chief's contract allows for limited personal use of his District vehicle in accordance with appropriate IRS statutes.

- e) comment on resources available to make any necessary improvements or replacements.

The District currently has \$664,161 designated as capital reserves with \$400,00 of this set aside for equipment replacement. Available fund balance at the end of each year is usually rolled into capital reserves. The District uses an amortization schedule for capital equipment replacement and attempts to meet or exceed the scheduled amount. This would be approximately \$170,000 for Fiscal Year 2004-05. The schedule is updated and adjusted periodically.

Other non-capital, but inventoried equipment, is routinely purchased through the annual budgeting process. Funds are budgeted annually for protective clothing, fire hose, pagers, and computers. In recent years we have replaced, updated, and added to our equipment through a number of grants. Some of the equipment we have receive through grants in the last three years include: a thermal imaging camera, breathing apparatus fit-testing and regulator testing equipment, a laptop computer, a new jaws-of-life tool, an airbag rescue set, portable radios, mobile radios, multiple sets of firefighter safety clothing, both structural and wildland, exercise equipment including multi-gyms, treadmills, free weights, a four-gas monitor and radiation monitoring equipment. Additionally, we used grant funding to upgrade all of our self contained breathing apparatus to current standards. This included purchase of several new SCBA units and replacement of all of the air bottles.

In summary, our tools and equipment are in excellent condition and in some cases we have more than we can carry on our vehicles. Our vehicles are in good condition and only one utility vehicle and one staff vehicle are in need of replacement at this time. \$400,000 is available for capital equipment replacement and the District is committed to keeping equipment safe and in good condition.

- f) describe fire protection services provided by the district including any services provided by contract or through a joint powers authority.

## Half Moon Bay Fire District

Page 5 of 9

The District provides a full range of fire, rescue, and emergency medical services. These services are provided from two fire stations with daily personnel staffing within the HMB Fire District of at least eight line personnel and a chief officer. (This number does not include the three fire personnel funded by Point Montara to provide service from their fire station. If these are added, the minimum fire service staffing on the coast would be 11 line and one chief office).

Two of the eight Half Moon Bay line personnel referred to in the above paragraph are assigned to the ambulance operated by HMB fire under contract with American Medical Response. Under the contract, HMB provides one ambulance on a 24-7 basis for "Zone 5", an area from Devil's Slide to the Santa Cruz County line and as far east as Skyline Blvd. The District also provides a back-up ambulance when the primary ambulance is committed to an emergency. Because of the area they serve, and the time they spend transporting injured parties to a hospital, they are not always available for a local response.

When the primary ambulance is not available, the back-up ambulance is staffed by cross-staffing with the fire engine in El Granada. When the back-up ambulance is put in service, the engine goes from a three-person to a two-person engine company, with a paramedic firefighter coming off the engine and going onto the ambulance. The ambulance driver is either an on-call volunteer, or is occasionally filled with an overtime position. The District currently is only committed to staffing the back-up ambulance on the weekend and major holidays, but has routinely staffed throughout the week without the need for paying overtime.

In addition to the ambulance service, Half Moon Bay Fire District is a member of the San Mateo County Prehospital Emergency Services Joint Powers Authority, commonly referred to as the ALS-JPA. As a member of the JPA, HMB Fire provides at least one advanced life support paramedic on each of its two engine companies at all times. As part of the ALS-JPA, Half Moon Bay routinely provides emergency medical, fire and rescue services to its neighbors including the County Fire area south of the fire district. We routinely respond to calls in Pescadero and beyond and/or fill in (cover) the Pescadero Fire Station when they have a call.

We have also treated the Point Montara Fire District as part of our same district while the Fire Services Agreement has been in effect and it is anticipated that we will continue to provide some level of automatic aid to Point Montara after the Agreement expires.

The fire district also provides fire prevention services consisting of reviewing planning documents and building plans for compliance with fire safety codes and ordinances, inspection of new construction projects for code compliance, performing fire and life safety inspections, performing a weed abatement and vegetation management program, and providing public information and education on both fire and disaster related topics.

The services described above are provided to Point Montara Fire District under the current, and soon to expire, Fire Services Agreement. Services are provided at the same level as Half Moon Bay with the exception of weed abatement. Half Moon Bay Fire also specializes in cliff rescue and surf rescue operations which are required fairly frequently on the coast.

## Half Moon Bay Fire District

Page 6 of 9

- (2) Please list financing constraints and opportunities related to the services provided with district boundaries.

Like many local governments, the Half Moon Bay Fire District has faced some financial challenges in recent years. The main source of District revenue, property taxes, have fluctuated from year to year, but show a strong 8.8% average growth over the last five years (see attachment). Current year property tax revenue is estimated to be slightly over \$4.27 million with new property tax revenue estimated at \$274,000. The District has also received over \$300,000 in unanticipated revenue in the form of return of excess ERAF payments this year.

Current financial challenges facing the District include an almost doubling of our employer pension fund (PERS) payment from Fiscal Year 03-04. Our employer rate jumped from 12% to 22%. This was a dollar increase of approximately \$440,000. Additionally, the District's workers compensation costs increased by \$71,000 and health insurance for employees increased by \$76,000. Additionally, two lawsuits increased the district's legal costs significantly over the last three years. Combined, these costs have required the District to use available fund balance to balance to balance out its budget the last two years. On a positive note, the District currently has no long-term debt and its equipment is in good condition.

Another financial liability that the District accepted several years ago was the ambulance contract with AMR. When the District entered into this contract in 1998, the amount received under the contract was \$400,000 and this covered about 2/3 the cost of operation. For operating a fulltime ambulance and the back-up ambulance today, the District receives \$428,000, which is approximately half of its cost. The District board accepted this liability in order to assure the highest quality emergency medical services possible for its residents. However, since the inception of the contract labor costs have increased by over 50% while the revenue from the contract has increase by less than 10 percent. This contract expires in December of 2008 and will most likely not be renewed unless a more realistic reimbursement is negotiated.

The contract with Point Montara Fire District provides funding for eight line employees, a part-time secretary, and a portion of a chief officer. The estimated amount of that contract dedicated to personnel for Fiscal Year 2004-05 is approximately \$1.25 million which includes salaries, overtime, and benefits. The loss of the contract will require Half Moon Bay to reduce personnel by that amount.

- (3) Please respond to the following as they relate to cost avoidance opportunities.
  - a) Please list other agencies, public and private, which provide similar or same services within your boundaries and within the Coastal Study Area.

**Please see the report for Point Montara.**

- (4) Please comment on any opportunities for rate restructuring in regard to any services your agency provides for a fee, such as plan check or fire inspection.

## Half Moon Bay Fire District

Page 7 of 9

The District is currently working to update its fee schedule to fully burden the cost of service provided by the fire prevention office. It is estimated that this can increase revenue by \$20-30,000 per year.

The District also has a parcel tax of \$35 per residential property that has been in place since 1982. This special tax generates approximately \$265,000 per year. The tax falls under the Prop. 218 regulations and would require a 2/3 majority to modify. Recent discussions with the District's Board of Directors indicate that they have no desire to attempt raising the parcel tax at this time.

(5) Please list:

- a) any existing practices of shared facilities with other agencies,

Please see Point Montara Report for this info.

(6) Evaluation of management efficiencies - Please provide:

- a) organizational chart for each agency (**See Attached**)
- b) number of full-time positions for district boundaries, including detail on number of fire fighter, fire fighter/paramedic, administrative, management, etc. and any regulations, national or local standards that drive staffing and management levels.

Currently, the authorized staffing for Half Moon Bay Fire, including personnel needed to provide service to Point Montara, is 43.2 personnel. This includes a fire chief who works 8 to 5, Monday through Friday, attends evening meetings and is required to live in the Fire District. The fire chief is expected to respond to major emergencies, such as multi-alarm fires when on duty, and in the District. The fire chief is responsible for the majority of the executive/administrative work for the district including budget preparation and budget management. He is responsible for personnel matters including hiring new personnel, recommending staffing levels, and overseeing personnel actions. The fire chief directly supervises the three division chiefs and the administrative secretaries.

Each of the three division chiefs fill two primary functions. Each is responsible for a particular functional division of the district. These include operations, training and fire prevention. Additionally, each division chief acts as a shift supervisor and supervises the three company officers on their respective shifts. The shift personnel works a 48-hour continuous shift. While their shift is on duty, the division chief supervising that shift serves as the duty chief and must be available 24 hours a day to respond to all incidents requiring a chief officer.

The Division Chiefs are FLSA exempt employees. They are no longer required to live in the District, but must remain in the district when their shift is on duty and they are the designate duty chief. They are encouraged to live in the District, but if they elect not to, they are allowed to stay in the fire station on their duty days. Although the line personnel's shift is 48-hours on and then four days off, the division chiefs work an average of two additional staff days per week. These days are flexible to allow them to attend meetings and training, as required.

The Operations Division Chief is responsible for developing day-to-day standard operating procedures and policies related to operations. He is also

## Half Moon Bay Fire District

Page 8 of 9

responsible for the maintenance and replacement of fire apparatus and equipment and the maintenance of facilities. Additional duties include overseeing the District's computer and radio systems. Besides the three company officers on his assigned shift, the Operations Chief oversees the duties of the District's part-time mechanic and contract computer consultant.

The Training Division Chief is responsible for the District's ongoing training program. He teaches some of the monthly training personally, but also assigns individual study topic and company training led by the company officer. He arranges for outside instructors to provide specialized training and oversees the contract emergency medical training consultant. Among other duties, he Training Division Chief is responsible for the District's Advance Life Support program and special operations, such as surf rescue and cliff rescue.

The Prevention Division Chief acts as the District's fire marshal and is responsible for maintaining the District's fire ordinance and assuring that it is complied with. The fire marshal routinely interacts with builders and developers and is responsible for reviewing planning and building documents for compliance with our code. He is also responsible for fire and life safety inspections within the District and conducting public fire and life safety education. A full time fire inspector works for the Prevention Division Chief and assists with almost all of these responsibilities.

The use of chief officers for both shift supervisors and managers is a common practice in small departments, but it is not without its problems. When the division chief's schedule works around that of their shift, they are sometime less available to the public. For instance, when the Prevention Division Chief shift falls on a weekend, he may only be in the office one or two days during the following work week and less available to people with issues pertaining to prevention. This is somewhat offset by having a 40-hour fire inspector, but the inspector cannot do all the duties of the fire marshal.

Half Moon Bay is about the only fire agency in San Mateo County that utilizes its fire marshal as a shift supervisor/duty chief. Most have been able to hire a 40-hour fire marshal and still have three shift chiefs and a fire chief.

The District's clerical staff consists of two full-time secretaries and one part-time secretary. The clerical staff is responsible for payroll, accounts payable, benefit management, and program support for the chief officers.

Nine fire captains provide first line supervision to their respective companies. Three fire captains work each day, one at each of the three fire stations and they supervise crews of two to four firefighters. Fire captains provide emergency scene management on single engine responses and act as incident commander on more complex incidents until relieved by a chief officer.

When the contract ends with Point Montara, we plan to staff a three-person fire engine at the Half Moon Bay and the El Granada fire stations. We will also continue to staff the ambulance under contract with AMR. The configuration of our management staff and our chief officer response plan has not been finalized, but the contract cancellation will undoubtedly require us to reduce our staff by one chief officer and a clerical person. The attached org charts show the current and expected organization.

## **Half Moon Bay Fire District**

**Page 9 of 9**

(7) Please describe:

- a) your board composition, regular meeting schedule, newsletters or websites serving your residents, availability of budget data and any other ways your agency promotes local accountability and governance
- b)

The Half Moon Bay Board of Directors is a five person board elected from the district at large. Each member is elected to a four year term with the elections staggered every two years. The District board meets once a month on the fourth Tuesday evening at 7:30 p.m. at the District's administrative offices. Agendas are posted on the District's website ([HMBFire.org](http://HMBFire.org)) and individuals can have agendas emailed directly to them.

Extra agendas and board packets are available at meetings including extra copies of the budgets and board reports when they are part of the regular board business. Otherwise, copies can be requested from our administrative staff.

(8) Please also provide a copy of your most recent adopted budget, annual statement or other reports that would be helpful in conducting this review (Already provided)

**DEPARTMENT OF FORESTRY AND FIRE PROTECTION**

San Mateo &amp; Santa Cruz Unit

P.O. Drawer F-9

Redwood City, CA, 94063

(831)335-5355



Martha Poyatos, Executive Director  
San Mateo LAFCo  
455 County Center, 2<sup>nd</sup> Floor  
Redwood City, CA 94063

April 19, 2005

CDF/San Mateo County Fire response for Coastside Fire Agency Service Review

Dear Director Poyatos;

As requested in your April 4, 2005 letter, here is the CDF/San Mateo County Fire proposal for provision of fire protection service by contract to Point Montara Fire Protection District (PMFD).

Our preliminary strategy in this response is to assure that the community suffers no decline in available emergency services as their existing fire protection model is disassembled. Currently, as we have been informed, 1 (one) Advanced Life Support (ALS or Paramedic) engine is assigned to and responds from the Point Montara Station as a part of the Half Moon Bay (HMB) agency. This specific company is staffed with 3 persons 2/3 (two-thirds) of the time, and 2 persons otherwise. Because of the standard 72-hour duty week of CDF firefighters, the same number of assigned line personnel (eight) can cover the engine with 3 persons 100% of the time. Additionally, this staffing level also provides for 156 days of vacation, sick leave, and training relief. We have included an additional amount of funding for Unplanned Overtime into our proposal that should adequately cover the remaining overtime needs of the District. Three of these assigned personnel will be Paramedics, permitting the continuation of the District's ALS obligations and participation in the County's ALS JPA and response plan.

In reviewing the information that you provided regarding the "Funded Positions" currently authorized, we've determined that PMFD is accountable for sharing in the costs of Chief Officer coverage with HMB, budgeting for 1 of their 3 line officers. Our initial idea is to have the District share in the costs of CDF/County Fire's existing Battalion Chiefs and Assistant Chief, who will furnish day-to-day supervision of employees, interface with the PMFD Board of Directors and community, respond to emergencies, and represent the District with the County Fire Chief's Assn., ALS JPA, NET6, and other groups. Noting that this would be the 6<sup>th</sup> (sixth) company in County Fire's program, we would allocate a similar proportion of the costs. This same concept would apply to Training, Safety, Clerical, and Automotive services

Fire Protection Planning would initially be provided through County Fire's "Fire Marshall's Office". Absent a more precise delineation of current PMFD permit and application

volume, it is difficult to determine whether this portion of our proposal would be adequate. As further discussions occur, I'd like to explore the feasibility of assigning a Battalion Chief who is capable of Administrative, Operational, and Protection Planning services, full time to the community.

You included a brief accounting of PMFPD Revenue and Expenditures as an accompaniment to your letter. It appears that "Operational" (not specific to engine company personnel) costs are sufficiently addressed therein. Our proposal modifies personnel costs and staffing standards only. All operational needs of the District (fuel, facilities, liability insurance, communications, Director's salaries, utilities, etc.) should remain constant.

The County would need to be included in determining the most appropriate mechanism for achieving such a contract prior to the consummation of any accord. It may be best for the District to consider having an agreement "pass through" the County, thus buffering them from dealing directly with State government. This arrangement might be most beneficial, as it would enhance the relationship of the existing County FD and the Point Montara FPD. As you will see while reviewing the fiscal sheets that are the basis of our submittal, the State currently allocates a 9.10% "Administrative Charge" to those items that are included in a CDF contract. As we have restricted our proposal to Personnel and personnel related issues, then this charge could be considered the local contracting agency's contribution towards employee negotiations, testing & hiring, Respiratory Protection Program requirements, personal services, etc. This fee is not assessed to those items paid for directly by the contracting agency - we propose that all of the operational costs be handled thusly. The County may participate in discussions with PMFD regards any Administrative Charge that they may assess as well as what specific County services would be provided.

Finally, I need to note that our rates are based on a "Rate Letter" produced by the State. In formulating these plans, we have used the "top-step" salary, etc, for each classification. Actual salaries may be lower. As described elsewhere in the documentation that we've provided, contracting agencies are billed quarterly, and these invoices determined by the "actual" costs for each person. Any budgeted but unspent funds are retained by the contracting agency.

Certainly, there must be many questions regarding the process and the information that we've provided. Please call me if I can be of any further assistance in this regard.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'J' and 'F' followed by a long horizontal line extending to the right.

John E. Ferreira, Chief  
CZU-CDF  
San Mateo County Fire Dept.

## **Overview:**

Contained here, is a proposal for comprehensive emergency services for the Point Montara Fire Protection District (PMFPD) pursuant to the letter dated April, 4, 2005, from the San Mateo County Local Agency Formation Commission (LAFCO) to the California Department of Forestry and Fire Protection (CDF). You will find complete fiscal sheets for staffing, personnel supervision, chief officer coverage, management services, and prevention and plan checking. Further, appropriate attachments and information concerning this proposal are also enclosed. It should be noted, that all PMFPD lands, buildings, and equipment will remain the property of the fire district. In addition, current San Mateo County Fire Chiefs Association staffing standards, operational plans, automatic aid agreements, and training standards, and those agreements signed by the CDF/San Mateo County Fire Department have been considered prior to the submittal of this proposal.

## **Staffing:**

Per this proposal, the PMFPD fire station would be staffed with eight firefighters; three fire captains, three fire apparatus engineer paramedics, and two fire apparatus engineers. This amount of personnel would provide for **three person staffing, seven days per week**. Furthermore, day-to-day supervision and chief officer emergency response coverage would be provided by an existing CDF/San Mateo County Fire Department battalion chief. The salary and benefit costs for emergency and advanced life support (ALS) services totals **\$1,111,897**.

## **Administrative:**

Administrative services for the PMFPD would be provided by existing positions within the CDF/San Mateo County Fire Department. For example, the PMFPD would pay for 1/6<sup>th</sup> of the existing assistant chief position. This formula is based on the addition of the PMFPD engine with the existing five county fire engines for a total of six. The PMFPD would similarly contribute towards 1/6<sup>th</sup> of the existing battalion chief, training officer, fire protection and planning battalion chief, heavy fire equipment mechanic, and clerical positions. No new positions will be added. Again, to reemphasize, all current CDF and San Mateo County Fire Chiefs standards will be maintained. The administrative costs for the PMFPD total **\$130,419**.

## **Management Services:**

As proposed, the known and existing management service fiscal levels will be maintained. Operating expenses for the PMFPD district are \$85,950. In

addition, an equipment and replacement and contingency fund has been set at \$150,000. Total cost is **\$235,950**.

**Summary:**

As requested by LAFCO, the above narrative and attachments sum up the proposals from the CDF concerning comprehensive fire and emergency services for the PMFPD. The grand total for this proposal is **\$1,500,866**. If you have any questions, or if you should require any additional information, please call Chief John Ferreira at (831) 335-5355.

**Schedule "A"**  
**Fiscal Year 2005-2006**

**Estimate of costs for 1 3-Person ALS Type 1 Engine Company**  
**3 FC, 5 FAE (3 ALS)**

(does not include operating costs except for personnel)

**PERSONAL SERVICES**

Fire Control & Emergency Medical Services

Engine Company #44	No.	Class.	Period	Mos.	Rate	Tot. Salary	Benefits @ 54.26%	Total	
<b>Salaries</b>	3	Captain	7/1-6/30	12	\$4,432	\$159,552	\$86,573	\$246,125	
	3	FAE(P)	7/1-6/30	12	\$4,120	\$148,320	\$80,478	\$228,798	
	2	Engineer	7/1-6/30	12	\$3,849	\$92,376	\$50,123	\$142,499	
	0	FF II	7/1-6/30	12	\$3,374	\$0	\$0	\$0	
# of personnel assigned	8					<b>Subtotal Salaries</b>	\$400,248	\$217,175	\$617,423
Paramedic Retention Pay	3	Medics		12	\$500	\$18,000	\$9,767	\$27,767	
							28.72%		
<b>FLSA Planned OT (POT)</b>	3	Captain	11/1-6/30	13	\$2,084	\$81,276	\$23,342	\$104,618	
	3	FAE(P)	7/1-10/30	13	\$1,937	\$75,543	\$21,696	\$97,239	
	2	Engineer	7/1-10/30	13	\$1,810	\$47,060	\$13,516	\$60,576	
	0	FF II	7/1-10/30	13	\$1,586	\$0	\$0	\$0	
<b>Total Personnel</b>	8					<b>Subtotal P.O.T.</b>	\$203,879	\$58,554	\$262,433
							54.26%		
<b>Longevity Pay</b>	5	(estimate eligibles)		12	\$500	\$30,000	\$16,278	\$46,278	
<b>Educational Incentive</b>	8	Perm. Emp. 7/1-6/30		12	\$75	\$7,200	\$3,907	\$11,107	
<b>Unplanned 1 1/2 Overtime</b>		(Estimate \$5,000 incurred per employee)						\$40,000	
							<b>Subtotal Personal Services</b>		<b>\$1,005,007</b>

**OPERATING EXPENSES**

<b>Travel</b>		(estimate \$700 per employee)						\$ 5,600	
<b>Personal Care</b>	No.	Type			Rate	sub-total	Benefits @ 28.72%		
Uniform Allowance	8	Full-time wearers			\$830	\$6,640	\$1,907	\$8,547	
							<b>Subtotal Operating Expenses</b>		<b>\$14,147</b>

<b>Total Personal Services and Operating Expenses</b>								<b>\$1,019,154</b>
<b>Administrative Charge</b>							9.10%	<b>\$92,743</b>
							<b>Grand Total Schedule A</b>	<b>\$1,111,897</b>

**Schedule "A"**  
**Fiscal Year 2005-2006**

**Estimate of costs for Administration**

**ADMINISTRATIVE SERVICES**

Salaries	No.	Class.	Period	Mos.	Rate	Tot. Salary	Benefits @ 54.26%	Total	
Division Chief	0.17	Asst. Chief	7/1-6/30	12	\$6,999	\$14,278	\$7,747	\$22,025	
Battalion Chief	0.17	Bat. Chief	7/1-6/30	12	\$5,643	\$11,512	\$6,246	\$17,758	
Training Officer	0.17	Captain	7/1-6/30	12	\$4,432	\$9,041	\$4,906	\$13,947	
Fire Protection Planning	0.17	Bat. Chief	7/1-6/30	12	\$5,643	\$11,512	\$6,246	\$17,758	
# of personnel assigned	0.8					<b>Subtotal Salaries</b>	\$46,343	\$25,146	\$71,488

							28.72%		
FLSA Planned OT (POT)	0.34	Bat. Chief	7/1-6/30	13	\$3,565	\$15,757	\$4,525	\$20,283	
	0.17	Captain	7/1-6/30	13	\$2,084	\$4,606	\$1,323	\$5,928	
<b>Total Emergency Personnel</b>	0.51					<b>Subtotal P.O.T.</b>	\$20,363	\$5,848	\$26,211

							47.27%	
Support Services								
Vehicle Ops.	0.17	Hem	7/1-6/30	12	\$4,220	\$8,609	\$4,069	\$12,678
Clerical	0.17	Office Tec	7/1-6/30	12	\$3,050	\$6,222	\$2,941	\$9,163

**Subtotal Personal Services** \$119,541

Total Personal Services and Operating Expenses \$119,541  
 Administrative Charge 9.10% \$10,878  
**Grand Total Schedule A** \$130,419

San Mateo County Fire Department  
 Fiscal Year 2005 - 2006  
 PT. MONTARA  
 Org. Number 35XXX

Services and Supplies

4116	Salary/Volunteers	\$2,800.00
4192	Salary/Directors	\$7,500.00
4312	Medical Hospital Tax	\$950.00
4413	Insurance Health	\$12,050.00
4441	Insurance Life/LTD	\$4,000.00
4511	Insurance: Workers Compensation	\$5,600.00
5132	Communications/Telephone Net 6 Lines	\$5,000
5156	Household	\$1,000
5164	Medical Supplies	\$1,000
5193	General Office Supplies	\$500
5195	Subscriptions/Periodicals	\$100
5213	Computer Equipment	\$250
5231	Small Tools & Equipment	\$1,500
5331	Memberships/Assoc. Dues	\$2,000
5341	Special District Expense	\$2,500
5413	Vehicle Labor/Repair	\$10,000
5416	Fuel & Petroleum Products	\$5,000
5417	Vehicle Repairs - Parts	\$2,500
5455	Maintenance of Facilities	\$2,500
5611	Insurance Premium	\$12,000
5631	Utilities - PG&E, Water, Garbage	\$6,500
5731	Training & Education	\$7,500
5737	Public Education	\$500
5815	Dispatching Fire Net 6	\$15,300
	Subtotal Operating	\$108,550

## **Total Costs all Programs**

### **PERSONNEL COSTS**

**Emergency Services Personnel** **\$1,111,897**

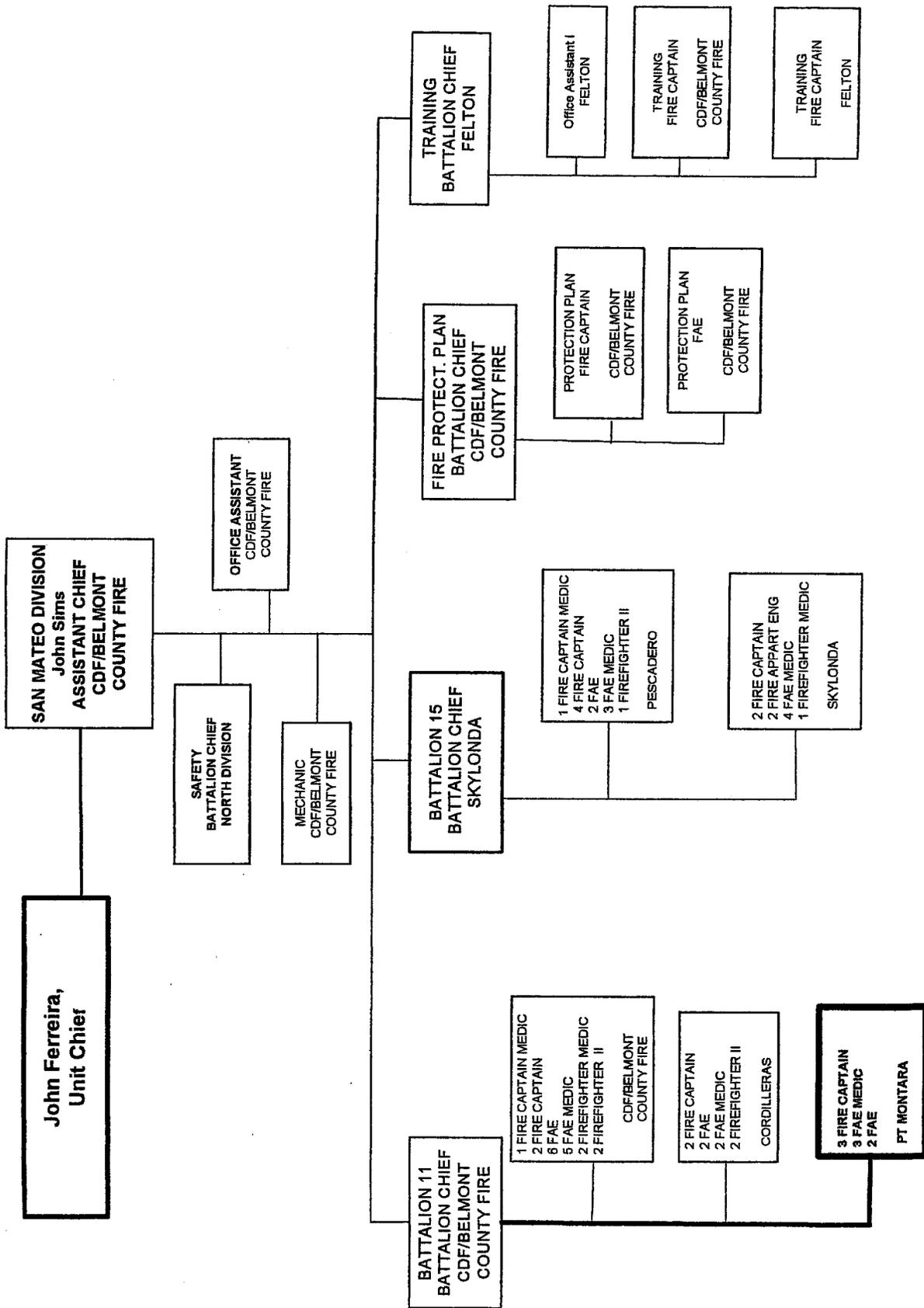
**Administrative Services** **\$130,419**

**Operating** **\$108,550**

**Contingencies/ Equipment Replacement** **\$150,000**

**GRAND TOTAL OPERATING & PERSONNEL** **\$1,500,866**

# SAN MATEO-SANTA CRUZ UNIT SAN MATEO DIVISION



# POINT MONTARA FIRE PROTECTION DISTRICT FIVE YEAR PROJECTION

Page 1

July 05 - June 06   July 06 - June 07   July 07 - June 08   July 08 - June 09   July 09 - June 10

**Revenue**

250. -  
max

Property Taxes:					
Secured	\$ 1,064,814	\$ 1,162,883	\$ 1,269,985	\$ 1,386,951	\$ 1,514,689
Unsecured	101,857	108,131	114,792	121,863	129,370
Home owner property tax relief	10,000	10,000	10,000	10,000	10,000
Prior years levies	500	500	500	500	500
Benefit Assessments - current	380,405	380,405	380,405	380,405	380,405
Interest \$177 per.	25,000	25,000	25,000	25,000	25,000
Miscellaneous	74,342	74,342	74,342	74,342	74,342
<b>Total Revenues</b>	<b>\$ 1,658,918</b>	<b>\$ 1,761,262</b>	<b>\$ 1,875,024</b>	<b>\$ 1,989,081</b>	<b>\$ 2,134,308</b>

**Operating Expenses**

Communication expense	1,109	1,142	1,177	1,212	1,248
Household Expense	995	1,025	1,056	1,087	1,120
Medical Supplies	250	250	250	250	250
Office Expense	403	415	428	440	454
Subscriptions	25	25	25	25	25
Small tools and equipment	1,627	1,676	1,726	1,778	1,831
Membership dues	1,788	1,852	1,907	1,965	2,024
Publications and legal notices	90	90	90	90	90
Special district expense	7,046	7,257	7,475	7,699	7,930
Vehicle equipment expense	10,000	10,000	10,000	10,000	10,000
Vehicle equipment maintenance	2,500	2,500	2,500	2,500	2,500
General facility maintenance	6,887	7,094	7,308	7,526	7,751
Insurance premiums	11,000	11,330	11,670	12,020	12,381
Utilities	6,159	6,344	6,534	6,730	6,932
Training and education	9,000	9,000	9,000	9,000	9,000
Dispatching	15,364	15,825	16,300	16,789	17,292
Salaries/Benefits	1,338,805	1,379,999	1,421,399	1,464,041	1,507,962
Salaries/ 1/2 time chief	65,000	66,950	68,959	71,027	73,158
Salaries - Secretary	37,000	38,110	39,253	40,431	41,644
Legal and professional services	11,800	12,154	12,519	12,894	13,281
Misc. operating Expenses	52,000	52,000	52,000	52,000	52,000
<b>Total Operating Expenses</b>	<b>\$ 1,678,868</b>	<b>\$ 1,626,038</b>	<b>\$ 1,671,673</b>	<b>\$ 1,718,604</b>	<b>\$ 1,768,873</b>

**EXCESS OF REVENUES  
OVER EXPENSES**

	\$ 77,050	\$ 136,224	\$ 203,451	\$ 270,557	\$ 365,433
--	-----------	------------	------------	------------	------------

RECEIVED

MAR 18 2005

LAFCO



# North County Fire Authority

Serving the Cities of Brisbane, Daly City, and Pacifica

Ron D. Myers  
Fire Chief

10 Wembley Drive  
Daly City, California 94015-4314

Administration  
Phone 650-991-8138  
Fax 650-991-8090

---

April 18, 2005

San Mateo LAFCo  
Martha Poyatos  
Executive Officer  
455 County Center, 2<sup>nd</sup> Floor  
Redwood City, California 94063-1663

Dear Martha:

Per your letter dated April 4, 2005, please find information that will assist with the completion of LAFCo's municipal service review of the Point Montara Fire Protection District.

Please understand that the information provided is not intended to represent a proposal to extend services, but rather providing information to and in cooperation with another governmental agency.

Based upon fiscal year 2004-05 budgeted allocation for our personnel, the estimated direct costs for providing the required minimum on-duty personnel of three (3) per day for one engine company, which includes (3) Fire Captains, (3) Engineer/Operators, (3) Fire Fighters is estimated at \$1,172,239.

The annual personnel cost breakdown includes salary and benefits for (9) personnel at \$1,172,239, paramedic pay at \$8,400 per year per paramedic, over-time which can only be an approximate expense at \$200,000, as it will vary from year to year, and a 2% overhead fee of the total personnel cost, which may be low, to cover payroll processing, human resource functions, risk and loss control management, benefits and retirement activities, collective bargaining, etc.

Using our management services allocation methods, Point Montara's proposed engine company would incur within approximately \$199,000 to \$220,000 for management, administration, supervision, fire prevention oversight, training, etc.

The following represents the main components of the estimated annual costs for staffing and services.

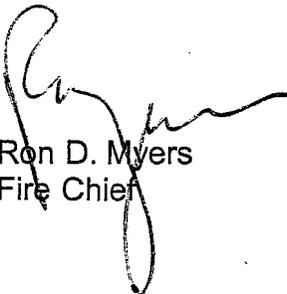
<u>Station</u>	<u>Fire Company</u>	<u>Staffing</u>	<u>Estimated Costs</u>
44	Paramedic Engine	3	\$1,172,239 (a)
	Paramedic Pay		\$8,400 per paramedic (b)
	Employee Administration Fee		2%
	Management (Allocated Cost)		\$199,000 to \$220,000 (c)
	Over-Time (Minimum Staffing)		\$200,000 (d)

- (a) Cost of staffing (3) Fire Captains, (3) Engineer/Operators, (3) Firefighters. Minimum staffing requirement is three (3) per day. The personnel costs are estimated based upon fiscal year 2004 & 2005 only.
- (b) Paramedic pay is a flat rate annually regardless of rank.
- (c) This is based on a shared cost allocation as if participating within NCFCA for management, administration, supervision, fire prevention oversight and training services. It would cost Point Montara more to procure its own equivalent level of management, etc. services as those provided through NCFCA, which we cannot estimate.
- (d) The over-time cost will vary from year to year and is only an estimate for budgeting purposes and is based upon an average use per employee of 15 shifts per year of a combination of vacation, sick leave usage, and other leave time causations.

The estimated costs for services and personnel are separate and would depend upon utilization of the existing station, apparatus, equipment and all other assets of the Point Montara Fire Protection District

Should you have any further questions or need clarification on any of the information provided, please contact me.

Sincerely,



Ron D. Myers  
Fire Chief

# NORTH COUNTY FIRE AUTHORITY

SERVING BRISBANE, DALY CITY AND PACIFICA

