

Local Agency Formation Commission of Santa Cruz County



Countywide Fire Protection Service and Sphere Review:

Aromas Tri-County Fire Protection District	Felton Fire Protection District
Ben Lomond Fire Protection District	Pajaro Valley Fire Protection District
Boulder Creek Fire Protection District	Santa Cruz City Fire Department
Branciforte Fire Protection District	Scotts Valley Fire Protection District
Central Fire District of Santa Cruz County	Watsonville City fire Department
County Service Area 4 (Pajaro Dunes)	Zayante Fire Protection District
County Service Area 48 (County Fire)	Total: 13 Fire Agencies

Adopted Version – October 13, 2021

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EXECUTIVE SUMMARY

Introduction

This Service and Sphere of Influence Review provides information about the services and boundaries involving the 13 fire service providers in Santa Cruz County. The report will be used by the Local Agency Formation Commission (LAFCO) to conduct a statutorily required review and update process. The Cortese-Knox-Hertzberg Act requires that LAFCO conduct periodic reviews and updates of Spheres of Influence for all cities and special districts in Santa Cruz County (Government Code section 56425).

It also requires LAFCO to conduct a review of municipal services before adopting sphere updates (Government Code Section 56430). The last service review for the nine independent fire districts was adopted on November 2, 2016. The last service review for the two dependent fire districts (CSA 4 and CSA 48) was adopted on June 29, 2018. The last service reviews for the two cities (Watsonville and Santa Cruz) were adopted on May 2, 2018 and January 9, 2019, respectively. In order to analyze the fire protection offered throughout Santa Cruz County, all fire agencies will be evaluated in this countywide service and sphere review.

Findings and Determinations

The service review process does not require LAFCO to initiate changes of organization based on service review conclusions or findings; it only requires that LAFCO make determinations regarding the delivery of public services in accordance with the provisions of Government Code Section 56430. However, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence.

CEQA Determination

Service and sphere reviews are informational documents and are generally exempt from environmental review. LAFCO staff has conducted an environmental review of the Districts' existing spheres of influence pursuant to the California Environmental Quality Act (CEQA) and determined that this report is exempt from CEQA. Such exemption is due to the fact that it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment (Section 15061[b][3]).

Structure of Report

This **Executive Summary** presents a brief overview of the service review, key findings, and recommended actions. The **Agency Profile** chapters contain individual evaluations for each of the fire service providers - highlighting specific characteristics, ongoing operations, current fiscal health, existing governance structure, ability to provide services, and its importance within its jurisdictional area. The profiles conclude with statutory determinations required for all service and sphere of influence reviews pursuant to the Cortese-Knox-Hertzberg Act. These chapters are followed by **Appendices** with sources used to conduct the service review.

Fire Service Providers

Fire protection and other fire-related services are provided by nine independent special districts, two county service areas, and two city departments, as shown below. In accordance with the Commission’s Multi-Year Work Program, these 13 fire service providers will be analyzed in this report. **Figure 1** on page 8 provides an overview map depicting the subject agencies.

List of Subject Agencies:

1. Aromas Tri-County Fire Protection District (“ATCFPD” or “Aromas TCFPD”)
2. Ben Lomond Fire Protection District (“BLFPD” or “Ben Lomond FPD”)
3. Boulder Creek Fire Protection District (“BCFPD” or “Boulder Creek FPD”)
4. Branciforte Fire Protection District (“BFPD” or “Branciforte FPD”)
5. Central Fire District (“CFD” or “Central FD”)
6. County Service Area 4 (“CSA 4”)
7. County Service Area 48 (“CSA 48”)
8. Felton Fire Protection District (“FFPD” or “Felton FPD”)
9. Pajaro Valley Fire Protection District (“PVFPD” or “Pajaro Valley FPD”)
10. Santa Cruz City Fire Department (“SCCFD” or “Santa Cruz City Fire”)
11. Scotts Valley Fire Protection District (“SVFPD” or “Scotts Valley FPD”)
12. Watsonville City Fire Department (“WCFD” or “Watsonville City Fire”)
13. Zayante Fire Protection District (“ZFPD” or “Zayante FPD”)

Other Districts (Under LAFCO’s Purview)

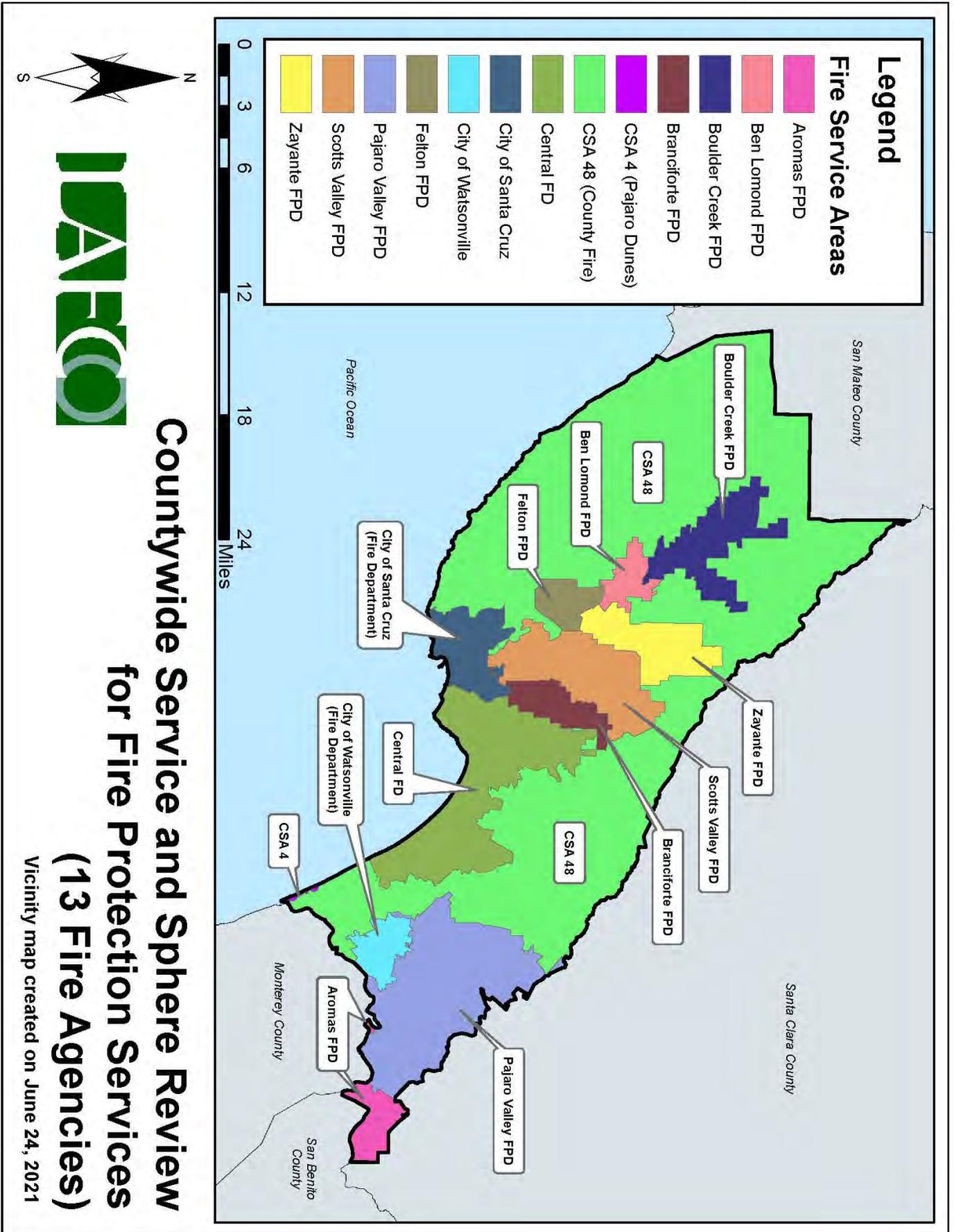
The Resource Conservation District of Santa Cruz County (“RCD”) is an independent special district that has a long history of collaborating with local community and agency stakeholders to provide residents with educational and cost share assistance to reduce wildfire threat. RCD collaborates with CAL FIRE and the Fire Safety Council of Santa Cruz County to identify high priority areas for fire breaks and other fuel management projects as outlined in their Community Wildfire Protection Plan. The District’s Forest Health and Fire Resiliency Program also provides a number of services to Santa Cruz residents, including chipping, fuel load reduction around homes and structures, fire breaks in wildlands, wildfire awareness and prevention, and post-fire recovery. RCD will be discussed in this report but will not be subject to an in-depth analysis since its service and sphere review was adopted in December 2020. All past service and sphere reviews can be accessed on LAFCO’s website: <https://www.santacruzlafco.org/reviews/>.

Other Organizations (Not Under LAFCO’s Purview)

Santa Cruz County has a number of other local organizations with goals to protect each resident from fire-related situations, natural disasters, or other public concerns. These entities are not subject to LAFCO’s jurisdiction, therefore, are not required to be analyzed in this report. LAFCO does value their mission – that is why staff reached out to the organizations listed below for their input throughout the review process:

- Civil Grand Jury of Santa Cruz County
- County of Santa Cruz, Office of Emergency Services
- Fire Department Advisory Commission of Santa Cruz County
- Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline
- UC Santa Cruz, Office of Emergency Services

Figure 1: Countywide Vicinity Map



Fire Protection District Law of 1987

The Fire Protection District Law (Health & Safety Code §13800, et seq.) is the source of statutory authority for more than 380 fire protection districts. The California Legislature adopted this revised statute in 1987 after a study that culminated in Senate Bill 515. The Chairman of the Senate Local Government Committee at that time, State Senator Marian Bergeson, authored SB 515 which was the first complete revision of the fire district laws since 1961. The statute is also known as the Bergeson Fire District Law (§13800) in her honor. The Golden Gate University of Law developed a detailed report explaining how and why the 1987 law was established¹.

Growth and Population

The Association of Monterey Bay Area Governments (AMBAG) produces population projections for cities and counties. However, projections for special districts are not included in their estimate. AMBAG’s reporting does indicate that the unincorporated areas within Santa Cruz County will experience a slow growth over the next fifteen years. The 2018 AMBAG Regional Growth Forecast Report states that the population in unincorporated territory will grow at a rate of less than 1% every five years. Based on this anticipated growth rate, LAFCO staff calculated the estimated population for each subject agency from 2020 to 2040, as shown in **Table 1**:

Table 1: Population Estimates (Listed in Alphabetical Order)

Fire Service Providers	2020	2025	2030	2035	2040
Aromas TCFPD (Size: 24,960 acres)	5,850	5,900	5,950	6,001	6,053
Ben Lomond FPD (Size: 4,167 acres)	7,132	7,193	7,254	7,317	7,379
Boulder Creek FPD (Size: 11,273 acres)	5,226	5,271	5,316	5,362	5,408
Branciforte FPD (Size: 5,756 acres)	1,715	1,729	1,744	1,759	1,774
Central FD (Size: 25,400 acres)	90,377	91,152	91,933	92,721	93,516
CSA 4 (Size: 259 acres)	250	252	254	257	259
CSA 48 (Size: 167,153 acres)	24,206	24,413	24,622	24,834	25,046
Felton FPD (Size: 4,052 acres)	6,051	6,103	6,156	6,208	6,262
Pajaro Valley FPD (Size: 30,268 acres)	18,154	18,310	18,467	18,625	18,785
Santa Cruz City (Size: 7,974 acres)	68,381	72,091	75,571	79,027	82,266
Scotts Valley FPD (Size: 13,465 acres)	20,171	20,344	20,519	20,695	20,872
Watsonville City (Size: 4,024 acres)	53,536	55,187	56,829	58,332	59,743
Zayante FPD (Size: 11,451 acres)	5,043	5,086	5,130	5,174	5,218
Total Population Within a Fire Agency’s Jurisdiction	306,092	313,032	319,746	326,311	332,580

Footnote: Unincorporated population projections are based on an annual growth of 0.86%.

¹ A new Law for a New Mission: Senate Bill 515 and the “Fire Protection District Law of 1987” - https://digitalcommons.law.ggu.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1232&context=caldocs_senate

Financial Health

Fire service providers are primarily funded through property taxes and service charges. **Table 2** depict these two revenue streams for each district as of June 30, 2020. **Table 3** also highlights whether each district had enough revenue to cover annual expenses during FY 2019-20. A full review of all revenue funds for each district and the two cities during the past six years is discussed in the **Agency Profile Chapters** within this report.

Table 2: Primary Revenue Sources (FY 2019-2020 – Lowest to Highest)

Fire Districts	Taxes & Assessments	Charges for Services	Other Revenue	Total Revenue
Zayante FPD	\$535,852	\$1,446	\$99,102	\$636,400
Felton FPD	\$844,456	\$ -	\$84,565	\$929,021
Ben Lomond FPD	\$940,293	\$ -	\$85,511	\$1,025,804
Branciforte FPD	\$972,692	\$ -	\$62,320	\$1,035,012
CSA 4	\$765,192	\$508,056	\$30,251	\$1,303,499
Boulder Creek FPD	\$1,238,228	\$3,722	\$66,706	\$1,308,655
Aromas TCFPD	\$1,521,410	\$107,426	\$68,084	\$1,696,920
Pajaro Valley FPD	\$2,010,977	\$21,814	\$97,791	\$2,130,582
CSA 48	\$3,720,840	\$132,472	\$150,259	\$4,003,571
Scotts Valley FPD	\$7,592,265	\$300,759	\$281,236	\$8,174,260
Central FD	\$37,215,167	\$ -	\$2,984,116	\$40,199,283

Footnote: Cities of Santa Cruz and Watsonville were excluded in order to compare each special district that provides fire protection services only.

Table 3: Total Revenue vs. Total Expense (FY 2019-2020 – In Alphabetical Order)

Fire Service Providers	Total Revenue	Total Expense	Surplus/(Deficit)
Aromas TCFPD	\$1,696,920	\$1,387,108	\$309,812
Ben Lomond FPD	\$1,025,804	\$731,511	\$294,293
Boulder Creek FPD	\$1,308,655	\$1,154,561	\$154,094
Branciforte FPD	\$1,035,012	\$1,018,426	\$16,586
Central FD	\$40,199,283	\$38,066,315	\$2,132,968
CSA 4	\$1,303,499	\$1,422,654	\$(119,155)
CSA 48	\$4,003,571	\$3,309,177	\$694,394
Felton FPD	\$929,021	\$710,811	\$218,210
Pajaro Valley FPD	\$2,130,582	\$2,748,070	\$(617,488)
Santa Cruz City	\$3,676,667	\$19,808,182	\$(16,131,515)
Scotts Valley FPD	\$8,174,260	\$9,153,910	\$(979,650)
Watsonville City*	\$9,193,009	\$8,907,871	\$285,138
Zayante FPD	\$636,400	\$526,244	\$110,156

Footnote: Total revenue for the City of Watsonville includes Sales Tax Measure G.

Table 4 highlights the cost per capita. Per capita means the average per person and is often used in place of "per person" in statistical observances. In this case, LAFCO has calculated the average cost per person to fund their fire agencies' operations. Total cost is based on the audited financial statements from FY 2019-2020. Based on staff's analysis Ben Lomond FPD has the lowest cost per capita with \$103/person living within the agency while CSA 4 has the highest cost per capita with \$5,688/person living within the District.

Table 4: Cost Per Capita (FY 2019-2020 – Lowest to Highest)

Fire Districts	Population (2020)	Total Expense	Cost Per Capita
Ben Lomond FPD	7,132	\$731,511	\$103
Zayante FPD	5,043	\$526,244	\$104
Felton FPD	6,051	\$710,811	\$117
CSA 48	24,206	\$3,309,177	\$137
Pajaro Valley FPD	18,154	\$2,748,070	\$151
Boulder Creek FPD	5,226	\$1,154,561	\$221
Aromas TCFPD	5,850	\$1,387,108	\$237
Central FD	90,377	\$38,066,315	\$421
Scotts Valley FPD	20,171	\$9,153,910	\$454
Branciforte FPD	1,715	\$1,018,426	\$594
CSA 4	250	\$1,422,654	\$5,688

Footnote: Cities of Santa Cruz and Watsonville were excluded in order to compare each special district that provides fire protection services only.

Level of Service

Under state law, the fire agencies in Santa Cruz County can provide the following services: fire protection services, rescue services, emergency medical services, hazardous material emergency response services, ambulance services, and other services relating to the protection of lives and property is critical to the public peace, health, and safety of the state. These fire agencies, specifically fire districts, were created for and by the local communities. Local control over the types, levels, and availability of these services is a long-standing tradition in California which the State Legislature and LAFCO intend to retain. Recognizing that our communities have diverse needs and resources, it is the intent of the LAFCO to analyze how the 13 fire agencies are providing services within those unique communities but also ensure that the residents are aware of the opportunities and challenges faced by their local fire service provider.

Fire Standards

State Standards (OSHA)

The Occupational Safety and Health Administration (OSHA) was established in 1970 to ensure safe and healthful working conditions for workers by setting and enforcing standards and by providing training, outreach, education and assistance. OSHA is part of the United States Department of Labor. The administrator for OSHA is the Assistant Secretary of Labor for Occupational Safety and Health. OSHA's administrator answers to

the Secretary of Labor, who is a member of the cabinet of the President of the United States. In the late-1990s, OSHA established the Respiratory Protection Standard. This provision requires that at least two employees enter the Immediately Dangerous to Life or Health (IDLH) atmosphere and remain in visual or voice contact with each other at all times. It also requires that at least two employees be located outside the IDLH atmosphere, thus the term, "two in/two out". This assures that the "two in" can monitor each other and assist with equipment failure or entrapment or other hazards, and the "two out" can monitor those in the building, initiate rescue, or call for back-up. One of the "two out" can be assigned another role such as incident commander.

National Standards (NFPA)

One of the most well-known and respected standards organizations is the National Fire Protection Association (NFPA)². Since 1896, NFPA has developed standards directly affecting the fire service at the department level. As an advocate of fire prevention and an authoritative source on public safety, NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks. Their vision is to advocate for the elimination of death, injury, property and economic loss due to fire, electrical and related hazards. Their mission is to help save lives and reduce loss with information, knowledge and passion.

The NFPA has developed standards specifically for volunteer departments known as the NFPA 1720 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments. NFPA believes that volunteer departments must maximize resources and be able to evaluate and improve firefighter safety and service to meet the modern challenges of local firefighting operations. The 1720 Standards offer a framework for defining levels of service, deployment capabilities, and staffing requirements for volunteer and combination fire departments.

NFPA cites that the National Board of Fire Underwriters recommendation is a minimum staffing of seven members on engines in high value districts, and five members on engines in other districts (NFPA, 1954). By 1969, the NFPA recommended the minimum staffing level be reduced to four members per engine (NFPA, 1969). At present, NFPA mandates a minimum of four firefighters. **Table 5** shows the proposed staffing, under the 1720 Standards, for structural fires based on a low-hazard occupancy (ex. two-story, single-family home without basement and exposures).

Table 5: NFPA Standards for Volunteer Fire Agencies (Staffing and Deployment)

Demand Zone ^a	Demographics	Minimum Staff to Respond ^b
Urban Area	More than 1,000 people	9
Suburban Area	500 – 1,000 people	10
Rural Area	Less than 500 people	14
Remote Area	Traveling distance is more than 8 miles	Directly dependent on travel distance

Footnote: (a) a jurisdiction can have more than one demand zone; (b) minimum staffing includes members responding from the fire agencies and automatic aid.

² Understanding & Implementing Standards (NFPA 1500, 1720, and 1851): https://www.nvfc.org/wp-content/uploads/2015/09/Standards_Guide_1500_1720_1851.pdf

Table 6 summarizes the number of fire stations, the current staffing within the stations, and whether state and national standards are being met by each fire agency. As the table shows, 54% of the fire agencies meet the state standards (7 out of 13) and only 15% meet the national standards (2 out of 13). LAFCO is concerned with these findings. The affected agencies must address OSHA’s standards immediately if not already done so through policies, and develop a plan to fulfill NFPA’s standards before LAFCO’s next round of service reviews (August 2026). **Appendix A** depicts the location of all 36 fire stations throughout Santa Cruz County.

Table 6: Fire Stations (Lowest to Highest)

Fire Agencies	Number of Fire Stations	Number of People on Duty (Shift per Station)	Meeting State Standards (2 minimum)	Meeting National Standards (4 minimum)
Aromas	1	Station: 3-person crew	Yes	No
Ben Lomond	1	Station: 1-person crew	No	No
Branciforte	1	Station: 1-person crew	No	No
CSA 4	1	Station: 3-person crew	Yes	No
Felton	1	Station: 1-person crew	No	No
Pajaro Valley	1	Station: 3-person crew	Yes	No
Boulder Creek	2	Station 1: 1-person crew Station 2: None	No	No
Scotts Valley	2	Station 1: 5-person crew Station 2: 3-person crew	Yes	No
Watsonville City	2	Station 1: 3-person crew (2x) Station 2: 3-person crew	Yes	No
Zayante	3	Station 1: 3-person crew Stations 2-3: None	No	No
Santa Cruz City	4	Station 1: 3-person crew (2x) Station 2-4: 3-person crew	Yes	No
Central	7	Station 1: 3-person crew Station 2: 4-person crew Stations 3-7: 3-person crew	Yes	No
CSA 48	10	Stations: 3-person crew (Varies)	Yes	No

Fire Vehicles

The National Fire Protection Association Standard 1906, Standard for Automotive Fire Apparatus, as well as the National Wildlife Coordinating Group Standards for Wildland Fire Resource Typing classifies vehicles by type and function. The standards mandate that every fire truck ‘type’ is designed with specific components and features and must carry specific gear³.

Type 1 Fire Engine

A Type 1 Fire Engine, often referred to as an engine company, engine pumper or structural firefighting truck, is the most common type of fire truck in use today. Type 1 Fire Engines are purposefully designed to support urban, rural and suburban departments because they carry all of the required NFPA firefighting equipment. These versatile vehicles are often the first on scene because they support both structural firefighting and initial Emergency Medical Service (EMS) response. Every Type 1 Fire Engine is required to have a pump with a minimum tank size of 300 gallons, although most Type 1 Fire

³ Pierce Website (Types of Fire Trucks): <https://www.piercemfg.com/pierce/blog/types-of-fire-trucks>

Engines feature a 400- to 500-gallon water tank. Additionally, the vehicle must offer a minimum of 1000 Gallons Per Minute (GPM) of water transfer. Following the standards of NFPA, Type 1 Fire Engines are equipped at a minimum with a 2 ½ inch and 1 ½ inch diameter hoses of varying lengths. In addition, these vehicles must include a full complement of ground ladders, nozzles, forcible entry equipment, rear access and egress, some level of first aid equipment and other unique items depending on the local jurisdiction. Some examples include self-contained breathing apparatus (SCBA), chainsaws, full EMS gear, hazmat equipment, advanced life support (ALS) equipment and additional structural or ballistic gear as needed. Typically, Type 1 Fire Engines are designed to carry 3 to 4 firefighters.

Type 2 Fire Engine

A Type 2 Fire Engine features many of the same specifications and tools of the Type 1 Fire Engine. Type 2 Fire Engines are not as common in fire departments, but they are versatile trucks that are often found in urban and suburban applications performing vehicle accident and rescue response as a first response unit or heavy rescue engine. Type 2 Fire Engines may be ideal for a fire department looking for a more compact rescue engine, wet rescue or heavy-duty rescue featuring a smaller water tank and pump, but with storage capabilities that can still hold a lot of equipment. A Type 2 Fire Engine is an ideal fire truck to arrive on scene first to start fire extinguishing tasks until more support arrives. Much like a Type 1 Fire Engine, a Type 2 Fire Engine typically carries 3 or 4 firefighters. It includes a lot of basic firefighting gear and tools, like SCBAs, circular saws, as well as many different types of specialized equipment.

Type 3 Fire Engine

A Type 3 Fire Engine is often referred to as a wildland fire truck. Typically used in rural and wildland settings, a Type 3 Fire Engine includes several unique design and configuration details to match the terrain it services. Wildland fire trucks commonly sit on a commercial 4x4 chassis and can be used as wildland urban interface vehicles. They are designed to be sleek and maneuverable with the ability to manage off-road and variable terrain.

Type 3 Fire Engines are often responding to wildfires and must be able to get as close to the fire as possible while maintaining both stability and vehicle control. The Gross Vehicle Weight Rating (GVWR) is often more than 26,000 lbs. and the vehicle must be equipped to carry at least 3 passengers. NFPA standards require a Type 3 Fire Engine to have a minimum of a 500-gallon water tank and a pump capable of a minimum of 150 US gallons per minute at a pressure of 250 pounds per square inch. Type 3 Fire Engines can be equipped with a power-take-off (PTO) pump. A PTO pump is designed so that a vehicle can remain in motion while fighting fire simultaneously.

Many Type 3 Fire Engines also feature an auxiliary pump in addition to the main water pump configured on a truck. The auxiliary pump can be powered by a separate diesel engine that is connected to the pump, or a hydraulic auxiliary pump can be powered by an additional PTO hydraulic circuit with its own pressure governor. This pump-and-roll technique means that a truck operator can drive the truck while crew members man the pump and hoses walking beside the moving vehicle. This is critically important to allow firefighters to follow along as forest fires and brush fires move with the weather, and to create fire lines, wetting down areas ahead of an advancing wildfire.

Type 6 Fire Engine

Type 5, Type 6 and Type 7 Fire Engines are often grouped together because they feature many of the same design qualities. These vehicles are typically pick-up truck-based with 4-wheel drive on a medium duty-chassis. The main difference between Type 5, Type 6 and Type 7 fire trucks is the difference in their maximum GVWR, as shown below:

- Type 5 fire engines have a maximum GVWR of 26000 lbs.;
- Type 6 fire engines have a maximum GVWR of 19,500 lbs.; and
- Type 7 fire engines have a maximum GVWR of 14,000 lbs.

Type 5 Fire Engines are used in various ways depending on a fire department's needs. For example, some Type 6 Fire Engines are used as a fire response unit and include a small EMS response kit, while other vehicles are equipped with a water tank and water pump and can provide water suppression resources before larger rigs arrive on the scene. This configuration is common in wildland environments, where they are often referred to as mini pumpers or brush trucks. When equipped with water suppression capabilities, Type 6 Fire Engines typically carry a 300-gallon water tank and a small booster pump with a minimum capacity of 50 gallons per minute.

LAFCO staff has identified 20 different types of vehicles carried by fire agencies, as shown in **Table 7**. As the table shows, Type 1 Fire Engines are the most equipped while Type 2 Fire Engines and Type 6 Fire Engines are among the lowest equipped in Santa Cruz County. The table also indicates that CSA 4 has the lowest amount of fire vehicles with 3 in total while CSA 48 has the highest with 29 fire vehicles. Other trucks and vehicles are exemplified in more detail in each **Agency Profile Chapter**.

Table 7: Fire Vehicles (Lowest to Highest)

	Type 1 Engine	Type 2 Engine	Type 3 Engine	Type 6 Engine	Other Trucks	Other Vehicles	Total
CSA 4	2	-	-	-	1	-	3
Aromas TCFPD	2	-	1	-	-	2	5
Pajaro Valley FPD	2	-	-	-	3	1	6
Branciforte FPD	1	-	2	1	-	3	7
Boulder Creek FPD	3	-	1	1	-	2	7
Zayante FPD	4	-	1	-	-	2	7
Felton FPD	2	-	1	-	2	3	8
Ben Lomond FPD	3	1	-	-	-	6	10
Scotts Valley FPD	3	-	2	-	5	4	14
Watsonville City	5	-	1	-	2	7	15
Central FD	10	-	3	1	1	6	21
Santa Cruz City	6	-	1	-	2	13	22
CSA 48	<u>5</u>	<u>4</u>	<u>2</u>	<u>1</u>	<u>10</u>	<u>7</u>	<u>29</u>
Total Amount in Santa Cruz County	48	5	15	4	25	56	153

Call Data & Response Time

Calls-for-service or “call data” includes all fire unit responses to calls made within their jurisdiction. Each fire agency keeps track of the number of calls, type of incident, and response time. Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 8** highlights the annual call data from 2015 to 2020 for each agency and their average call per year. As the table shows, CSA 4 received the lowest amount of calls during the last six years. The City of Santa Cruz received the highest amount of calls during that same time frame. The table also shows that the City of Watsonville has the quickest average response time (4 minutes) while CSA 48 has the longest average response time (14 minutes).

Table 8: Average Response Time (Fastest to Slowest)

Fire Agencies	Population (2020)	Number of Fire Stations	Number of Calls (2015-2020)	Average Calls Per Year	Average Response Time
Watsonville City	53,536	2	35,612	5,935	4 minutes
Ben Lomond	7,132	1	2,976	496	5 minutes
Scotts Valley	20,171	2	12,731	2,122	5 minutes
Boulder Creek	5,226	2	7,199	1,200	6 minutes
Central FD	90,377	7	48,292	8,049	6 minutes
Santa Cruz City	68,381	4	51,214	8,536	6 minutes
Pajaro Valley	18,154	1	5,526	921	7 minutes
Branciforte	1,715	1	1,212	202	8 minutes
Felton	6,051	1	3,996	666	8 minutes
CSA 4	250	1	814	136	10 minutes
Zayante	5,043	3	861	144	11 minutes
CSA 48	24,206	10	12,428	2,071	14 minutes
Aromas	5,850	1	-	-	-

Footnote: Aromas Tri-County FPD did not provide LAFCO call data or response time information.

ISO Rating

The Insurance Services Office (ISO) creates ratings for fire agencies and their surrounding communities. These “ISO Ratings” calculate how well-equipped fire departments are to put out fires in that community. ISO provides this score to homeowners insurance companies. Insurers then use it to help set homeowners insurance rates. The better equipped a fire agency is to put out a fire, the better the rating. An ISO fire rating, also referred to as a fire score or Public Protection Classification (PPC), is a score from one to 10 that indicates how well-protected a community is by the fire agency. In the ISO rating scale, a lower number is better: Class 1 is the best possible rating, while a 10 means the fire department did not meet ISO's minimum requirements.

Table 9 on page 17 categorizes each fire agency into three tiers. Based on staff’s analysis, the highest rating in Santa Cruz County is a “Class 2” and was given to four agencies: Central FPD, Scotts Valley FPD, and the Cities of Santa Cruz and Watsonville. Branciforte FPD has the lowest rating in the county with a “Class 5.”

Table 9: ISO Rating (Ranked By Tiers)

	Tier 1 (Class 1 and 2)	Tier 2 (Class 3 and 4)	Tier 3 (Class 5 and Lower)
Aromas TCFPD	-	Class 4	-
Ben Lomond FPD	-	Class 3	-
Boulder Creek FPD	-	Class 4	-
Branciforte FPD	-	-	Class 5
Central FD	Class 2	-	-
CSA 4	-	Class 4	-
CSA 48	-	Class 4	-
Felton FPD	-	Class 4	-
Pajaro Valley FPD	-	Class 3	-
Santa Cruz City	Class 2	-	-
Scotts Valley FPD	Class 2	-	-
Watsonville City	Class 2	-	-
Zayante FPD	-	Class 4	-

Disadvantaged Unincorporated Communities

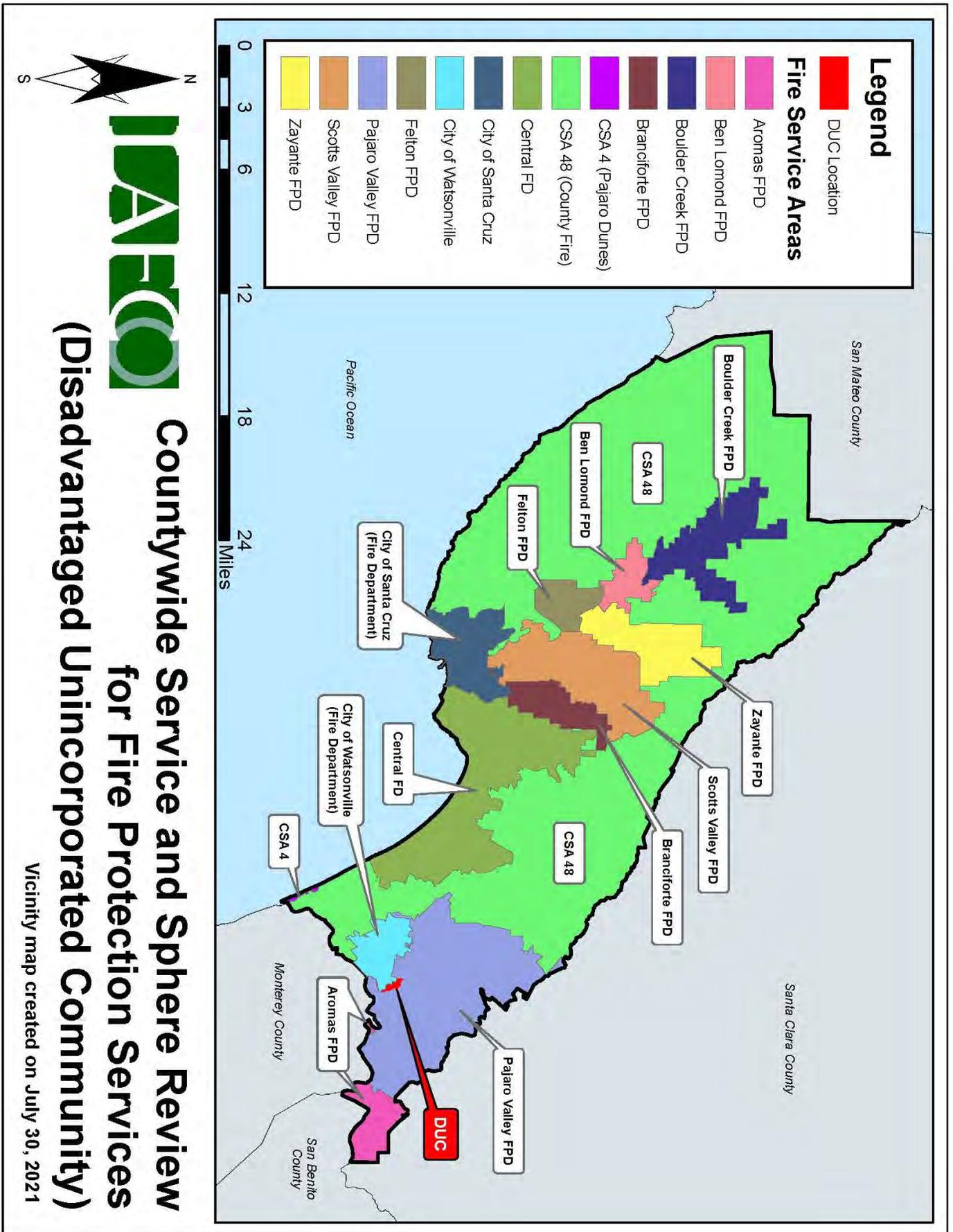
In accordance with Senate Bill 244, which became effective on January 1, 2012, state law requires the identification and description of all “disadvantaged unincorporated communities” (DUCs) located within or contiguous to the existing spheres of influence of cities and special districts which provide fire protection, sewer, and/or water services (Government Code Section 56046). DUCs are defined as inhabited unincorporated areas with an annual median household income that is 80% or less than the statewide annual median household income. The identified disadvantaged unincorporated communities must be addressed by LAFCO when:

- Considering a city annexation proposal involving 10 or more acres with an existing disadvantaged unincorporated community located contiguous to the proposal area; and
- Approving sphere of influence and municipal service review determinations associated with the update or establishment of spheres of influence for local agencies subject to SB 244 requirements.

In 2017, the California statewide annual median household income was \$67,169⁴, and 80% of that was \$53,735. LAFCO staff utilized the ArcGIS mapping program to locate potential DUCs in Santa Cruz County. Based on the criteria set forth by SB 244, in conjunction with further evaluation of these areas, staff determined that there is only one official DUC located outside the City of Watsonville, as shown in **Figure 2** on page 18. The DUC continues to receive an adequate level of service from the Pajaro Valley Fire Protection District.

⁴ 2013-2017 American Community Survey 5-year Estimates

Figure 2: Disadvantaged Unincorporated Community Map (Located in PVFPD)



**Countywide Service and Sphere Review
for Fire Protection Services
(Disadvantaged Unincorporated Community)**

Vicinity map created on July 30, 2021

Spheres of Influence

City and special district spheres of influence define the probable physical boundaries and service area of a local agency, as determined by the Commission (Government Code Section 56076). The law requires that spheres be updated at least once every five years, either concurrently or subsequently to the preparation of Municipal Service Reviews. Spheres are determined and amended solely at the discretion of the Commission. In determining the sphere of influence for each local agency, the Commission is required by Government Code Section 56425(e) to consider certain factors, including:

- The present and planned uses in the area, including agricultural and open-space lands;
- The present and probable need for public facilities and services in the area;
- The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide;
- The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency; and
- An update on a sphere of influence for a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

Sphere Determinations

Most of the spheres of influence for each fire agency were originally adopted between 1983 to 1994. Since then, the sphere boundaries have been evaluated twice during the last two rounds of service reviews back in 2008 and 2016. **Table 10** on page 20 shows the past and proposed sphere determinations for each district. A full discussion about the proposed sphere determinations as part of this report is available in each agencies' profile chapter.

Table 10: Sphere Determinations (1988 to 2021)

Fire Service Providers	Original Adoption	1st Sphere Review	2nd Sphere Review	Latest Sphere Review (2021)
Aromas TCFPD	Coterminous with District (1989)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere
Ben Lomond FPD	Larger than District (1989)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere with Condition
Boulder Creek FPD	Larger than District (1989)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere with Condition
Branciforte FPD	Larger than District (1994)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere with Condition
Central FD	Larger than District (2020)	N/A	N/A	Proposed: Reaffirm Existing Sphere
CSA 4	Coterminous with District (1989)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Zero Sphere (Precursor to Dissolution)
CSA 48	Larger than District (1985)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Sphere Reduction to Eliminate Overlapping
Felton FPD	Larger than District (1994)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere with Condition
Pajaro Valley FPD	Larger than District (1995)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere with Condition
Santa Cruz City	Larger than District (1983)	Sphere Reaffirmed (2008)	Sphere Expanded (2016)	Proposed: Reaffirm Existing Sphere
Scotts Valley FPD	Larger than District (1994)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere with Condition
Watsonville City	Larger than District (1983)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere
Zayante FPD	Different than District (1994)	Sphere Reaffirmed (2008)	Sphere Reaffirmed (2016)	Proposed: Reaffirm Existing Sphere with Condition

Footnote: "Reaffirm Existing Sphere with Condition" requires the affected agency to coordinate with LAFCO to develop a plan to address the areas within the agency's sphere boundary. These discussions may lead to sphere amendments that will reflect the agency's future plans.

Key Findings

The following are key findings of the 2021 Countywide Fire Protection Service and Sphere of Influence Review:

Aromas Tri-County Fire Protection District

1. The District provides services in three different counties.

Aromas Tri-County FPD has been providing fire protection services to three different counties through a contract with the California Department of Forestry and Fire Protection (CAL FIRE) for the past 28 years. Monterey LAFCO is, and continues to be, the “Principal LAFCO,” which has direct purview of the District. This designation is based on assessed value. At present, approximately 7 square miles are located in Santa Cruz County out of the District’s 40 square mile service area.

2. The District provides services from one fire station.

The station, which was built in 1979, is located in Monterey County (392 Carpenteria Road, Aromas CA). The station is staffed with a daily minimum of a 3-person company consisting of 1 battalion chief, 1 fire captain, and 1 apparatus engineer. Based on staff’s analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

3. The District is financially sound.

Aromas Tri-County FPD has ended with an annual surplus in the last five years. As of June 30, 2019, the District is operating with a net position of approximately \$2 million. LAFCO staff believes that this positive trend may continue going forward under the current strategic partnership with CAL FIRE.

4. The District has a multi-county sphere.

Monterey LAFCO, as the principal LAFCO, has adopted a multi-county sphere of influence for the District. The District’s multi-county sphere of influence is generally coterminous with its jurisdictional boundary. In addition to this multi-county sphere, Santa Cruz LAFCO also adopted a sphere of influence for ATCFPD within Santa Cruz County originally in March 1989. The sphere boundary within Santa Cruz County is coterminous with the District’s service area and has remained unchanged. LAFCO staff recommends reaffirming the existing sphere boundary.

Ben Lomond Fire Protection District

1. The District provides services to a small community.

Ben Lomond FPD currently provides fire protection services to the unincorporated community of Ben Lomond through one fire station. It currently operates with one full-time employee, one part-time employee, and 30 volunteer firefighters. As of August 2021, the District has one staff member on duty from Monday to Friday from 8:00am to 4:00pm. Based on staff’s analysis, the District does not meet the state or national standards regarding firefighters on duty.

2. The District is financially stable.

Ben Lomond FPD has ended with an annual surplus in the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$2.3 million. LAFCO believes that this positive trend may continue going forward under the current management practices.

3. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted BLFPD's original sphere of influence on September 1, 1976, which included areas beyond the District's jurisdictional boundary. In January 2008 and subsequently in November 2016, the Commission reaffirmed this sphere boundary. Staff is recommending that the current sphere of influence be reaffirmed as part of this report. However, LAFCO encourages the District to coordinate with CSA 48 and LAFCO to determine BLFPD's future service area. Based on these discussions, LAFCO may consider amending the sphere boundary by December 2022.

Boulder Creek Fire Protection District

1. The District provides services to a small community.

Boulder Creek FPD currently provides fire protection services to the unincorporated community of Boulder Creek through one fire station. It currently operates with one full-time employee, one part-time employee, and 43 volunteer firefighters. As of August 2021, the District has one staff member on duty at all times (365 days a year/24 hours a day). Based on staff's analysis, the District does not meet the state or national standards regarding firefighters on duty.

2. The District is financially stable.

Boulder Creek FPD has ended with an annual surplus in four of the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$1.5 million. LAFCO believes that this positive trend may continue going forward under the current management practices.

3. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted BCFPD's original sphere of influence on March 10, 1994, which included areas beyond the District's jurisdictional boundary. In January 2008 and subsequently in November 2016, the Commission reaffirmed this sphere boundary. Staff is recommending that the current sphere of influence be reaffirmed as part of this report. However, LAFCO encourages the District to coordinate with CSA 48 and LAFCO to determine BCFPD's future service area. Based on these discussions, LAFCO may consider amending the sphere boundary by December 2022.

Branciforte Fire Protection District

1. The District provides services to a small community.

Branciforte FPD currently provides fire protection services to the unincorporated community of Branciforte through one fire station. It currently operates with three full-time employees and 13 volunteer firefighters. The station is staffed with one captain 24 hours a day. Based on staff's analysis, the District does not meet the state or national standards regarding firefighters on duty.

2. The District does not have an official fire chief or administrative staff.

Branciforte FPD currently provides fire protection services to the unincorporated community of Branciforte. It currently operates with three full-time employees and 13 volunteer firefighters. However, the District does not have any administrative staff, including no Fire Chief. Since September 2015, Branciforte FPD has relied heavily on Scotts Valley FPD to provide all administrative and command services under an existing contract. Under this agreement, the Scotts Valley FPD Fire Chief also functions as the

Fire Chief for BFPD. This contract expired on September 30, 2021. The Board recently hired a retired CalFire employee on September 16 as a part-time Fire Chief. LAFCO staff is significantly concerned that the part-time employee will not have the time and resources to complete all the administrative services fulfilled by SVFPD. At present, the District has no other admin staff or a strategic plan on how to address all daily, monthly, annual and statutory responsibilities previously fulfilled by SVFPD.

3. The District is financially stable.

Branciforte FPD has ended with an annual surplus in the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$948,000. LAFCO believes that this positive trend was the direct result of existing contract between BFPD and Scotts Valley FPD. Under this agreement, Scotts Valley FPD has been managing all internal operations, including the budgetary practices on behalf of BFPD. This positive trend may discontinue following the contract's September 2021 sunset date.

4. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted BFPD's combined sphere of influence on March 10, 1994, which included areas beyond the District's jurisdictional boundary. This sphere determination indicated that BFPD and Scotts Valley FPD should be merged or consolidated in the foreseeable future. LAFCO staff believes that the merger concept should be considered by BFPD and its residents to ensure the level of service remains the same or improve as a result of the proposed reorganization. LAFCO staff recommends reaffirming the existing sphere boundary.

Central Fire District

1. The District is a result of a recent consolidation.

CFD is a result of a multi-year effort to consolidate two fire agencies: Aptos/La Selva and Central Fire Protection Districts. This consolidation was able to preserve the current levels of service, maintain local demand expectations, and continue the existing funding sources while maximizing economies of scale, combining best practices, and ultimately lead to cost-savings. Today, CFD encompasses 55 square miles of territory and includes the City of Capitola and the unincorporated communities of Live Oak, Soquel, Aptos, Rio Del Mar, and La Selva Beach.

2. The District provides services to various communities.

CFD currently provides fire protection services to a large portion of the county through 7 fire stations. It currently operates with 101 full-time employees, 1-part time employee, 3 seasonal personnel, and 10 volunteer firefighters. All stations are staffed with a minimum of a 3-person crew. Based on staff's analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

3. The District is expected to be financially sound.

CFD is expected to have an annual surplus each year starting in FY 2022-23. As of June 30, 2020, the District is operating with a net position of approximately \$29 million. LAFCO believes that the anticipated positive trend may continue going forward under the current management practices.

4. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted CFD's sphere of influence on November 4, 2020 as a result of the consolidation involving Aptos/La Selva and Central FPDs. The sphere goes beyond the District's existing jurisdictional boundary indicating that those areas should be annexed into the District in the foreseeable future. LAFCO staff recommends reaffirming the existing sphere boundary.

County Service Area 4 (Pajaro Dunes)

1. The District is a dependent special district of Santa Cruz County.

CSA 4 is a dependent special district governed by the County Board of Supervisors. All CSAs are formed and operate pursuant to the County Service Area Law (Government Code Section 25210 et seq.). Santa Cruz County currently contracts with CAL FIRE for the administration of CSA 4 including operational oversight and supervision of all career and volunteer firefighters.

2. The District provides services from one fire station.

The station is located at 2661 Beach Road in Watsonville. The station's staffing varies with a 3-person company consisting of 1 fire captain and 1 apparatus engineer 24 hours a day, 7 days a week. Based on staff's analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

3. The District is financially stable.

CSA 4 has ended with an annual surplus in five of the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$944,000. LAFCO believes that this positive trend may continue going forward under the current strategic partnership with CAL FIRE.

4. The District has a coterminous sphere.

LAFCO originally adopted a coterminous sphere of influence for the District on March 1, 1989. A coterminous sphere is identical to the agency's jurisdictional boundary. For the past 32 years, the sphere boundary has remained unchanged. LAFCO staff is recommending a zero sphere designation. A "zero" sphere of influence indicates that the district should be dissolved, and fire responsibilities should be transferred to another local agency. LAFCO believes that CSA 4 should be dissolved and concurrently annexed into CSA 48. The County may create a zone of benefit to ensure that the collected funds remain within the Pajaro Dunes community.

County Service Area 48 (County Fire)

1. The District is a dependent special district of Santa Cruz County.

CSA 48 is a dependent special district governed by the County Board of Supervisors. All CSAs are formed and operate pursuant to the County Service Area Law (Government Code Section 25210 et seq.). Santa Cruz County currently contracts with CAL FIRE for the administration of CSA 48 including operational oversight and supervision of all career and volunteer firefighters.

2. The District provides services to all unincorporated areas outside a fire agency.

Approximately 43% of the entire county is unincorporated lands outside a fire district or city that provides fire protection. That is why the County formed CSA 48 to protect those residents. CSA 48 currently operates 10 fire stations. Staffing within each station varies. The 5 CAL FIRE paid stations are staffed with a 3-person company consisting of 1 fire captain or 1 apparatus engineer, and 2 firefighters, 24 hours a day, 7 days a week. The 5 volunteer stations are not staffed. Based on staff's analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

3. The District has financial constraints.

CSA 48 has ended with an annual surplus in five of the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$6.2 million. LAFCO believes that this positive trend may continue going forward under the current strategic partnership with CAL FIRE.

4. The District has a multi-county sphere.

LAFCO originally adopted a sphere of influence for the District on October 16, 1985 as part of its formation. The original sphere included areas beyond CSA 48's jurisdictional boundary. The 1985 resolution included language that stated, "Annexations to fire districts and cities with municipal fire departments shall be accompanied by detachments from this county service area." For the past 36 years, areas have been detached from CSA 48 and annexed into the other fire agencies. Additionally, CSA 48's existing sphere of influence overlaps with other fire agencies – causing confusion on which entity is the most logical service provider. Therefore, staff is recommending that CSA 48's sphere be modified to remove all overlapping areas.

Felton Fire Protection District

1. The District provides services to a small community.

Felton FPD currently provides fire protection services to the Felton community through one fire station. It currently operates with 1 full-time employee, 1 part-time employee, and 28 volunteer firefighters. The station is staffed with 1 firefighter during regular business hours (Monday to Friday). Based on staff's analysis, the District does not meet the state or national standards regarding firefighters on duty.

2. The District is financially stable.

Felton FPD has ended with an annual surplus in five of the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$2 million. LAFCO believes that this positive trend may continue going forward under the current management practices.

3. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO originally adopted a sphere of influence for FFPD on March 10, 1994. The sphere goes beyond FFPD's current jurisdictional boundary, indicating that these areas should be annexed into the District in the foreseeable future. LAFCO staff recommends reaffirming the existing sphere boundary.

Pajaro Valley Fire Protection District

1. The District provides services to various communities.

Pajaro Valley FPD has been providing fire protection services to a populated area in the southern portion of the county through a contract with the California Department of Forestry and Fire Protection (CAL FIRE) for the past 24 years. The station is staffed with a daily minimum of a 3-person company consisting of 1 battalion chief, 1 fire captain, and 2 apparatus engineers (24 hours a day). Based on staff's analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

2. The District is financially stable.

Pajaro Valley FPD has ended with an annual surplus in five of the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$1.5 million. LAFCO believes that the overall positive trend may continue going forward under the current strategic partnership with CAL FIRE.

3. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted PVFPD's sphere of influence on June 7, 1995 as a result of the consolidation involving Freedom and Salsipuedes FPDs. The sphere goes beyond the District's existing jurisdictional boundary indicating that those areas should be annexed into the District in the foreseeable future. LAFCO staff recommends reaffirming the existing sphere boundary.

Santa Cruz City Fire Department

1. The City has its own fire department.

The City of Santa Cruz was incorporated in 1866 and now operates as a charter city. Santa Cruz provides a variety of municipal services, including fire protection under the City's Fire Department (SCCFD). The City currently operates four fire stations. The stations are staffed with a minimum of 3-person company. Based on staff's analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

2. The Department has financial constraints.

SCCFD has ended with an annual deficit during the last six years. As of June 30, 2020, the City is operating with a net position of approximately \$54 million. LAFCO believes that this negative trend will continue unless total revenue is increased in order to cover annual costs.

3. The City has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted the City's original sphere of influence on August 3, 1983. In January 2019, the Commission amended the City's sphere to include 3 nautical miles offshore to reflect the city's legal limits. The sphere goes beyond the City's current jurisdictional boundary, indicating that these areas should be annexed in the foreseeable future. LAFCO staff recommends reaffirming the existing sphere boundary.

Scotts Valley Fire Protection District

1. The District provides services to various communities.

Scotts Valley FPD currently provides fire protection services to the City of Scotts Valley and its surrounding areas including the Branciforte community. It currently operates with 22 full-time firefighters, 3 full-time Battalion Chiefs, 1 full-time Fire Chief, 2 full-time and 1-part time administrative personnel, with 15 volunteer firefighters. In addition to their internal operations, Scotts Valley FPD has been providing administrative and command services to BFPD under an existing contract since 2015. The District currently operates two fire stations. Station 1 is staffed with 4.5 administrative personnel during regular business hours and 5 firefighters 24 hours a day. Based on staff's analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

2. The District is financially stable.

Scotts Valley FPD has ended with an annual surplus in five of the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$3 million. LAFCO believes that this positive trend may continue going forward under the current management practices.

3. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted SVFPD's combined sphere of influence on March 10, 1994, which included areas beyond the District's jurisdictional boundary. This sphere determination indicated that BFPD and Scotts Valley FPD should be merged or consolidated in the foreseeable future. LAFCO staff believes that the merger concept should be considered by Scotts Valley FPD. LAFCO staff recommends reaffirming the existing sphere boundary.

Watsonville City Fire Department

1. The City has its own fire department.

The City of Watsonville was incorporated in 1868 and now operates as a charter city. Watsonville provides a variety of municipal services, including fire protection under the City's Fire Department (WCFD). The City currently operates two fire stations. Station 1 is staffed by a minimum of 6 fire suppression personnel and one battalion chief. Station 2 is staffed by a minimum of 3 fire suppression personnel. Both stations are staffed 24 hours a day, 7 days a week. Based on staff's analysis, the District meets the state and national standards regarding firefighters on duty.

2. The Department is financially stable.

WCFD has ended with an annual surplus in five of the last six years. As of June 30, 2020, the City is operating with a net position of approximately \$39 million. LAFCO believes that this positive trend may continue going forward under the current management practices.

3. The City has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted the City's original sphere of influence on January 12, 1983. The sphere has been amended to reflect the approved annexations that have occurred throughout the years. The sphere goes beyond the City's current jurisdictional boundary, indicating that these areas should be annexed in the foreseeable future. LAFCO staff recommends reaffirming the existing sphere boundary.

Zayante Fire Protection District

1. The District provides services to a small community.

Zayante FPD currently provides fire protection services to the Zayante community through three fire stations. It currently operates with 3 full-time firefighters, 2 part-time employees, and 22 volunteer firefighters. Station 1 is staffed with a 3-person crew at minimum during regular business hours (Monday to Friday from 8:00am to 5:00pm). Based on staff's analysis, the District meets the state standards regarding firefighters on duty but it does not meet the national standards.

2. The District is financially stable.

Zayante FPD has ended with an annual surplus in five of the last six years. As of June 30, 2020, the District is operating with a net position of approximately \$671,000. LAFCO believes that this positive trend may continue going forward under the current management practices.

3. The District has a sphere expanding beyond its service area.

Santa Cruz LAFCO adopted ZFPD's original sphere of influence on March 10, 1994, which included areas beyond the District's jurisdictional boundary. The sphere also indicates that certain areas should be detached and annexed into surrounding agencies. It may be beneficial for ZFPD and LAFCO to discuss the current sphere and determine how to address these areas. LAFCO staff recommends reaffirming the existing sphere boundary.



Recommended Actions

Based on the analysis and findings in the 2021 Countywide Fire Protection Service and Sphere of Influence Review, the Executive Officer recommends that the Commission:

1. Find that pursuant to Section 15061(b)(3) of the State CEQA Guidelines, LAFCO determined that the service and sphere of influence review is not subject to the environmental impact evaluation process because it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment and the activity is not subject to CEQA;
2. Determine, pursuant to Government Code Section 56425, the Local Agency Formation Commission of Santa Cruz County is required to develop and determine a sphere of influence for the 13 affected agencies, and review and update, as necessary;
3. Determine, pursuant to Government Code Section 56430, the Local Agency Formation Commission of Santa Cruz County is required to conduct a service review before, or in conjunction with an action to establish or update a sphere of influence; and
4. Adopt a Resolution (LAFCO No. 2021-17) approving the 2021 Countywide Fire Protection Service and Sphere Review with the following terms and conditions:
 - a. Reaffirm the existing spheres of influence with no conditions for Aromas TCFPD, Central FD, City of Santa Cruz, and City of Watsonville;
 - b. Reaffirm the existing spheres of influence for Ben Lomond FPD, Boulder Creek FPD, Branciforte FPD, Felton FPD, Pajaro Valley FPD, Scotts Valley FPD, and Zayante FPD with the following condition: the fire protection districts shall coordinate with LAFCO to determine the affected district's future service area. These discussions should occur by August 2022. LAFCO will consider amending the sphere boundaries based on these discussions no later than December 2022;
 - c. Adopt a zero sphere of influence for County Service Area 4 as a precursor to dissolution;
 - d. Adopt an amended sphere of influence for County Service Area 48 to eliminate the overlapping of spheres from other surrounding fire agencies; and
 - e. Direct the Executive Officer to distribute a copy of the adopted service and sphere review to the 13 fire agencies, Monterey LAFCO, San Benito LAFCO, and any other interested or affected parties, including but not limited to the Civil Grand Jury of Santa Cruz County, County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline, and UC Santa Cruz (Office of Emergency Services).

AROMAS TRI-COUNTY FIRE PROTECTION DISTRICT

District Overview

Aromas Tri-County Fire Protection District (ATCFPD) was formed on October 29, 1951 and operates under the Fire Protection District Law of 1987. The District has been providing fire protection services to three different counties through a contract with the California Department of Forestry and Fire Protection (CAL FIRE) for the past 28 years. ATCFPD encompasses nearly 40 square miles of territory located in the County of Monterey (approximately 17 square miles; \$661 million in assessed value), the County of San Benito (approximately 15 square miles; \$393 million in assessed value), and the County of Santa Cruz (approximately 7 square miles; \$18.2 million in assessed value). **Figure 3**, on page 31, is a vicinity map depicting ATCFPD's current jurisdictional and sphere boundaries. **Figure 4**, on page 32, also shows the current land use designation under the County's General Plan. At present, the lands within the District are designated as Agriculture.

Principal LAFCO

Since the District is in multiple counties, the principal county's LAFCO has purview over ATCFPD. A "principal county" is the county that has "the greater portion of the entire assessed value, as shown on the last equalized assessment roll of the county or counties, of all taxable property within a district or districts for which a change or organization or reorganization is proposed" (Government Code Section 56066). Based on this criteria, Monterey LAFCO has been, and continues to be, the principal LAFCO. The principal LAFCO is statutorily responsible for ATCFPD's proposed boundary changes, sphere amendments, and service reviews. The last service review for ATCFPD's was adopted by Monterey LAFCO in June 2020⁵.

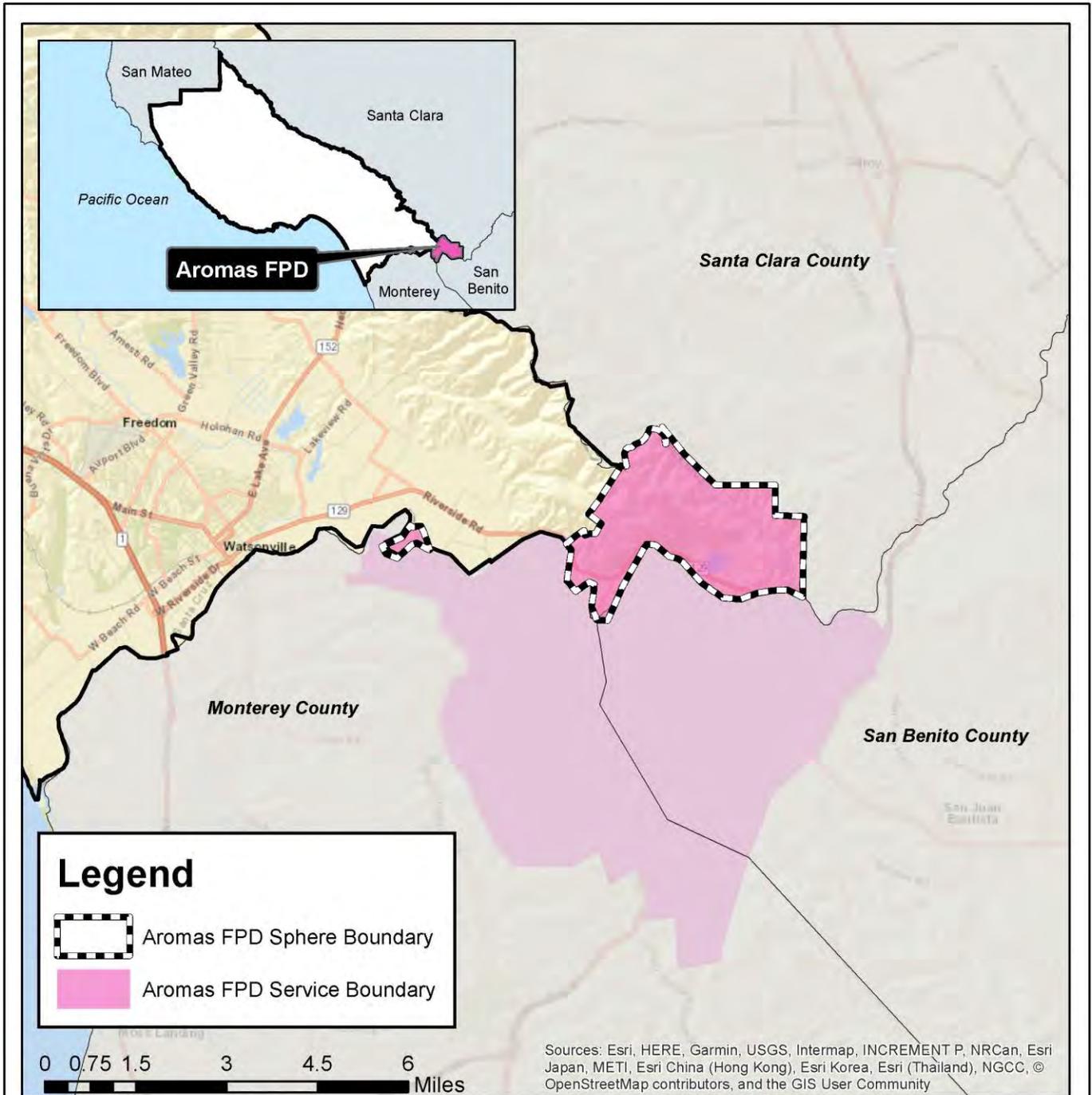
Affected LAFCO

State law does not prohibit other "affected" LAFCOs, such as Santa Cruz LAFCO in this instance, from adopting additional or supplemental service reviews involving a multi-county special district. The last service review for ATCFPD was adopted by Santa Cruz LAFCO in November 2016, as part of a countywide service review.

The goal of this service review is to complete three main objectives: (1) fulfill the Commission's direction to complete a service review for ATCFPD under the 2019 Work Program, (2) fulfill the service and sphere determinations for ATCFPD under the Cortese-Knox-Hertzberg Act, and (3) complete an analysis that is supplemental to Monterey LAFCO's 2020 Service Review. For purposes of this report, and to ensure our analysis provides additional and distinctive information, this service review will primarily focus on areas involving the District and Santa Cruz County. These areas consist of 81 parcels (totaling 4,624 acres). An overview of ATCFPD's entire operation and finances will also be provided in this report. Any staff recommendations identified in this review will be shared with Monterey LAFCO.

⁵ Monterey LAFCO's 2020 Fire Report - <https://www.co.monterey.ca.us/home/showdocument?id=97314>

Figure 3: ATCFPD's Vicinity Map



Aromas Tri-County Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 1, 1989
 Sphere Reaffirmed on January 1, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Aromas Tri-County provides fire protection in three different counties: Monterey, San Benito, and Santa Cruz. Monterey LAFCO is the Principal LAFCO for boundary changes.

Figure 4: ATCFPD's Land Use Map



Aromas Tri-County Fire Protection District Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan designates the areas within ATCFPD as Agriculture.

Aromas Tri-County provides fire protection in three different counties: Monterey, San Benito, and Santa Cruz. Monterey LAFCO is the Principal LAFCO for boundary changes.

Services & Operations

ATCFPD passed a resolution on May 25, 1993 to contract CAL FIRE and on July 1, 1993 the District officially entered into an agreement with the State of California whereby the ATCFPD pays the State for fire protection services. Under the terms of the agreement, either party may terminate the agreement with or without cause by giving a one-year written notice. On May 21, 2018, the terms of the agreement were extended to June 30, 2020. Under the terms of the agreement, the District maintains the burden of the cost of operating and maintaining equipment and property under its ownership. In addition, the District is to maintain commercial insurance providing at least \$1,000,000 and \$5,000,000 of general liability coverage at a combined single limit occurrence for dispatch services and fire protection and emergency services, respectively.

Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, ATCFPD offers 61% of those services (11 out of 18), as shown in **Table 11**. ATCFPD is in the low-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services.

Table 11: ATCFPD's Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	-	-	-

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, ATCFPD offers 59% of those training courses (10 out of 17). **Table 12** illustrates those training opportunities.

Table 12: ATCFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
-	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	Yes	-	-	10

Fire Station

The District currently operates one fire station. The station, which was built in 1979, is located in Monterey County (392 Carpenteria Road, Aromas CA). The station is staffed with a daily minimum of a 3-person company consisting of 1 battalion chief, 1 fire captain, and 1 apparatus engineer. **Figure 5** on page 35 shows the location of the fire station.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station's five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 4. The District provides fire protection, technical rescue, and basic life support (EMT) services. **Figure 6** on page 36 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff's analysis, it may require the District more than 10 minutes to arrive to certain areas within their jurisdiction.

Apparatus & Inventory

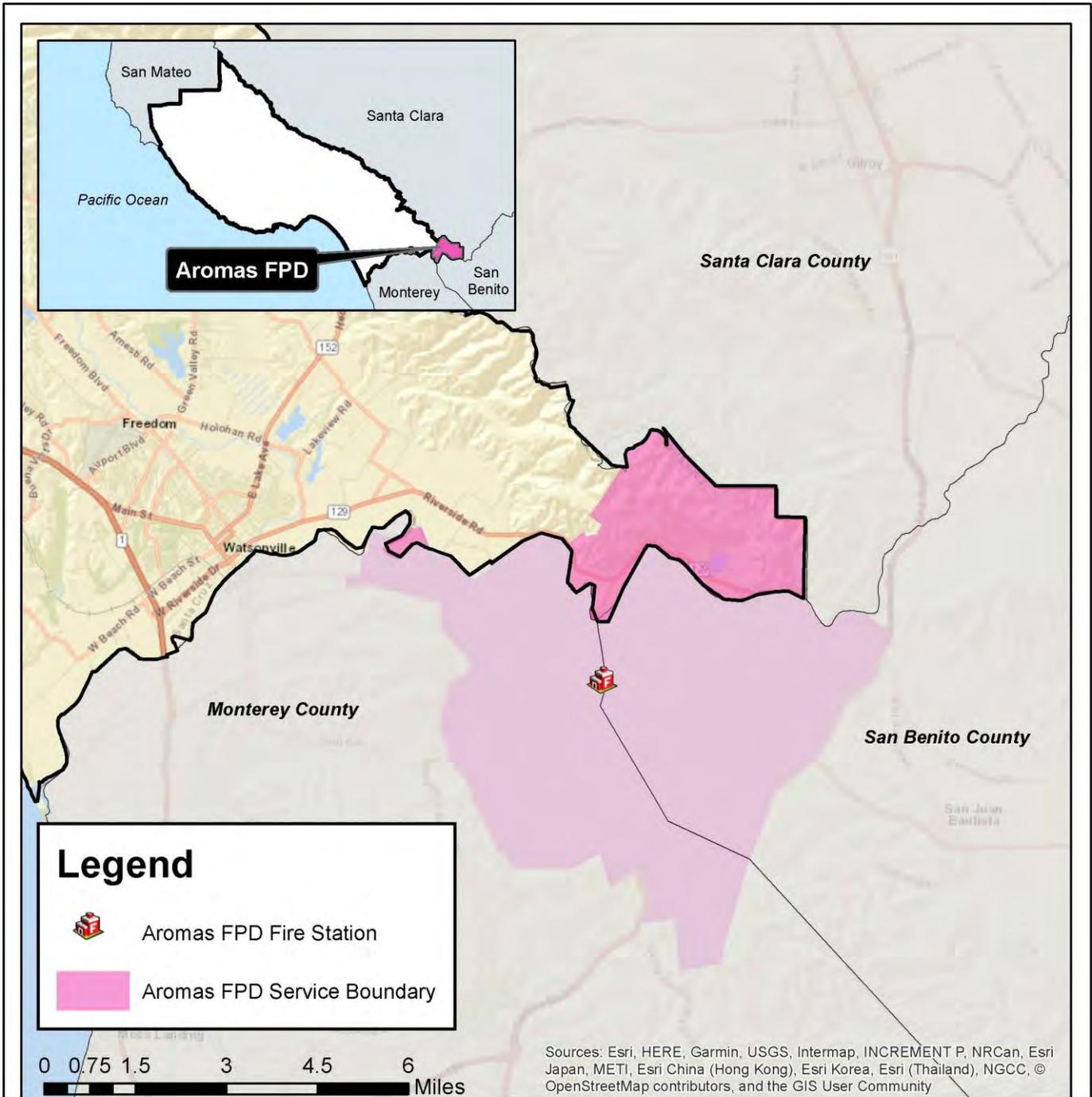
In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, ATCFPD operates using 5 apparatuses. **Table 13** provides an overview of the District's inventory.

Table 13: ATCFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	-	-	1
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
2	-	1	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
1	-	-	-	-

ATCFPD has the second lowest amount of apparatuses (5 vehicles in total) when compared to the other fire agencies that have inventory. The lowest is CSA 4 with 3 vehicles and the highest being CSA 48 with 29 vehicles.

Figure 5: ATCFPD's Fire Station

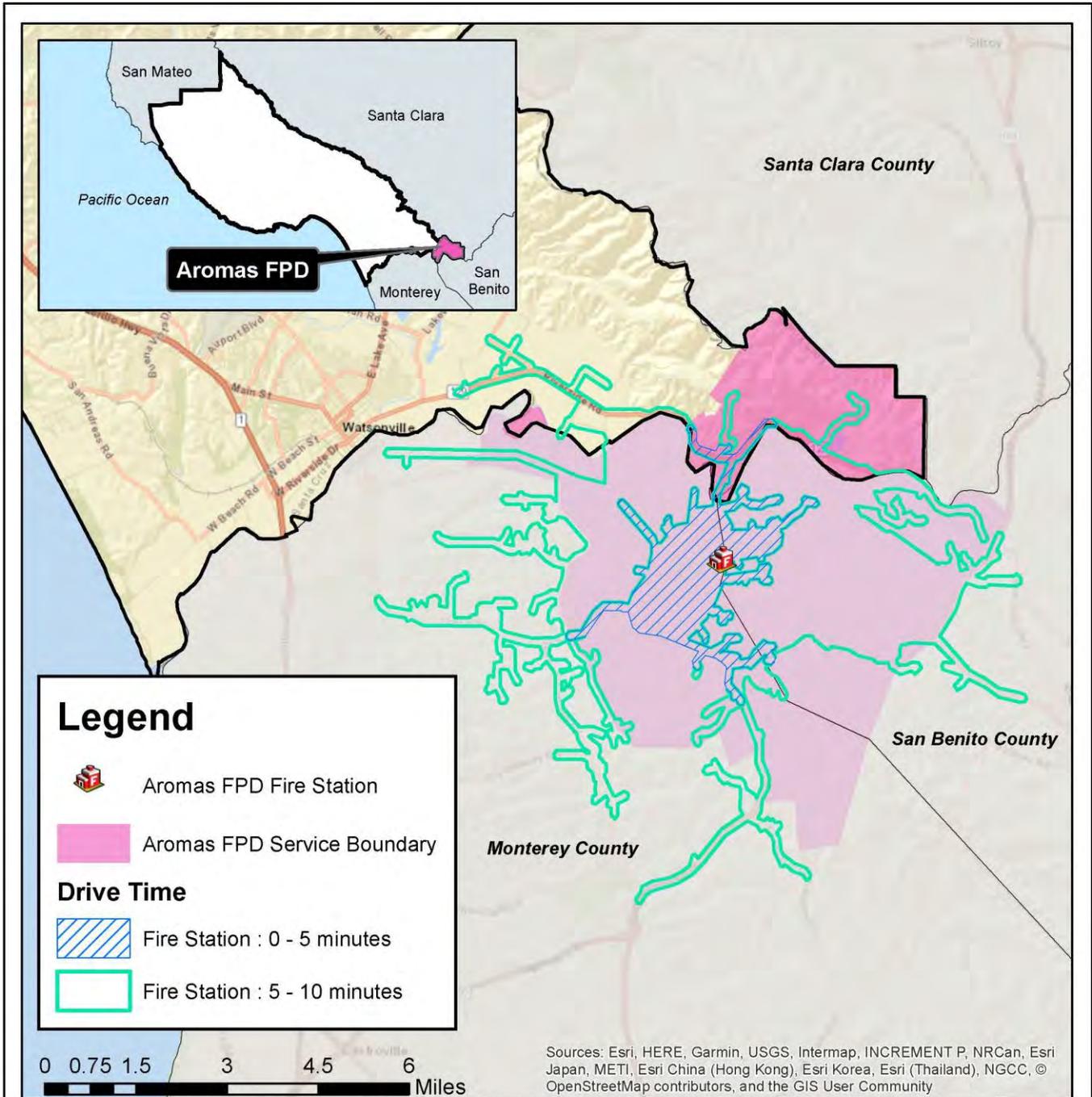


Aromas Tri-County Fire Protection District Jurisdictional and Sphere Boundaries



Aromas Tri-County currently has one fire station that serves three different counties.

Figure 6: ATCFPD's Fire Station (5 and 10 Mile Drive Time)



Aromas Tri-County Fire Protection District Drive Time Analysis (Thursday at 5:00pm)



Aromas Tri-County currently has one fire station that serves three different counties.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 14** was left blank because the District did not provide LAFCO the necessary call date or response time information to conduct the necessary analysis for this section.

Table 14: ATCFPD’s Call Data

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	-	-	-	-
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
-	-	-	-	-
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
-	-	-	-	-

Population & Growth

Based on staff’s analysis, the population of ATCFPD in 2020 was approximately 5,900. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 15** shows the anticipated population within the District.

Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for ATCFPD. LAFCO staff increased the District’s 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of ATCFPD will be approximately 6,100 by 2040.

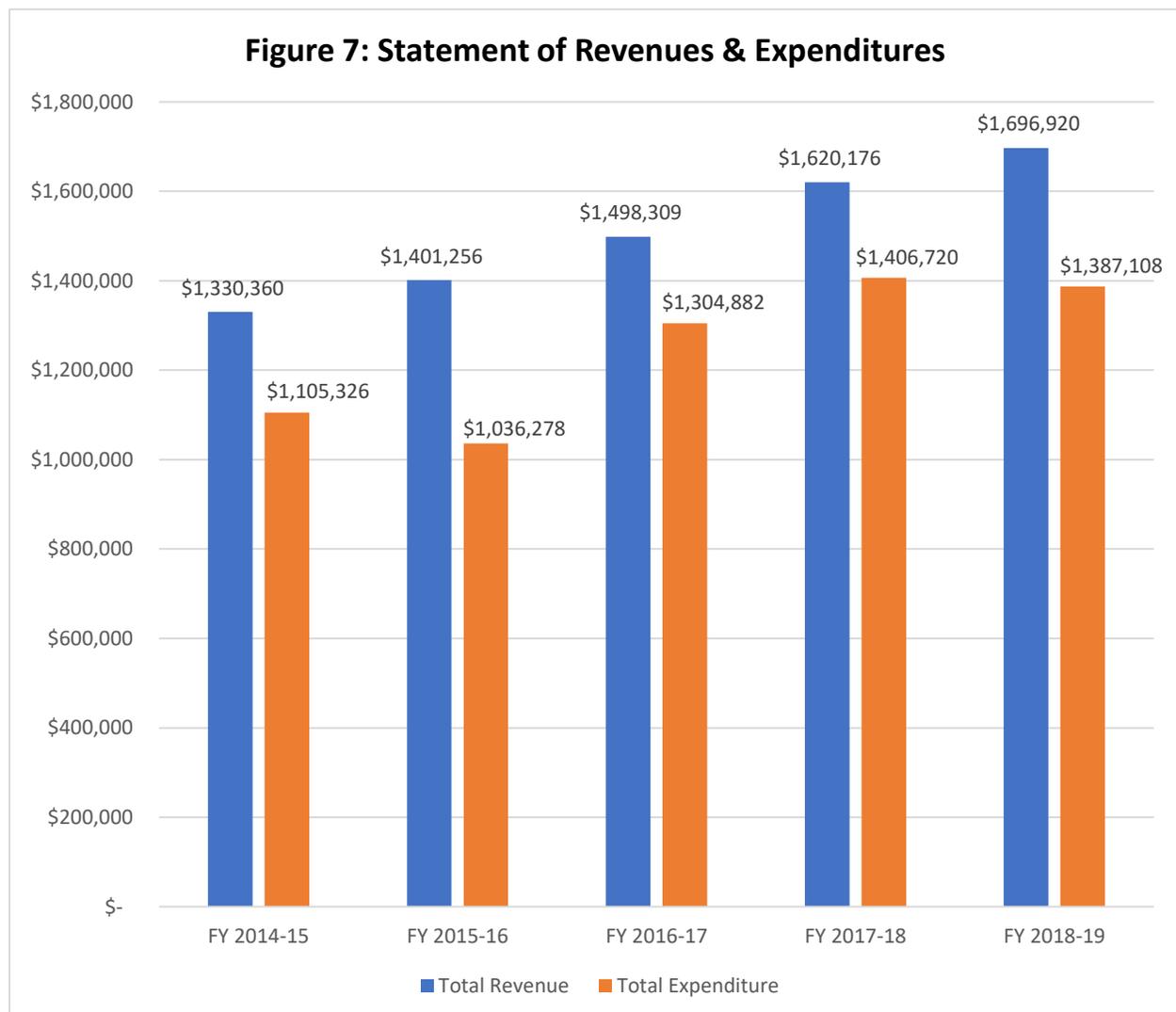
Table 15: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Aromas Tri-County Fire Protection District	5,850	5,900	5,950	6,001	6,053	0.86%

Finances

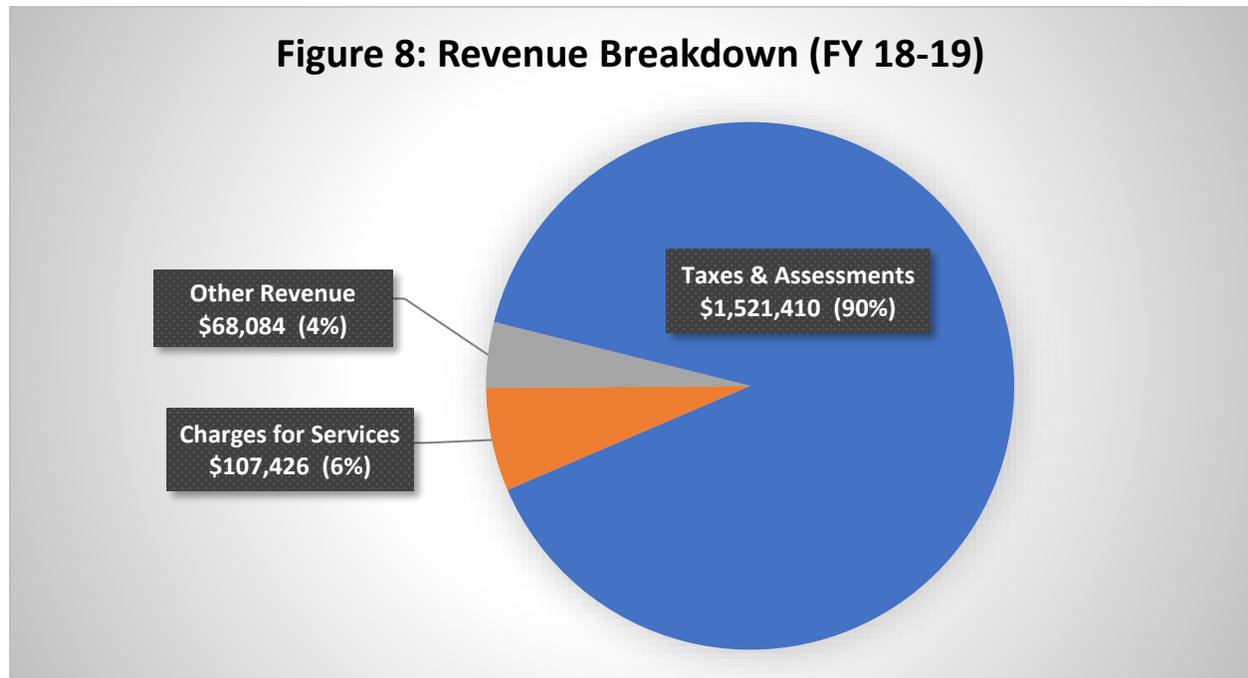
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. However, no audits were available on the District’s website as statutorily required (Government Code Sections 6270.6 and 53087.8). For purposes of this section, LAFCO staff requested the necessary financial documents. This section will highlight the District’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated ATCFPD’s financial health from FY 2014-15 to FY 2018-19. ATCFPD does not have the FY 2019-20 audit available at this time.

At the end of FY 2018-19, total revenue collected was approximately \$1.7 million, representing a 5% increase from the previous year (\$1.6 million in FY 2017-18). Total expense for FY 2018-19 was approximately \$1.4 million, which decreased from the previous year by 1% (\$1.4 million in FY 2017-18). The District has ended with an annual surplus in the last five years, as shown in **Figure 7**. LAFCO believes that this positive trend may continue going forward under the current strategic partnership with CAL FIRE.



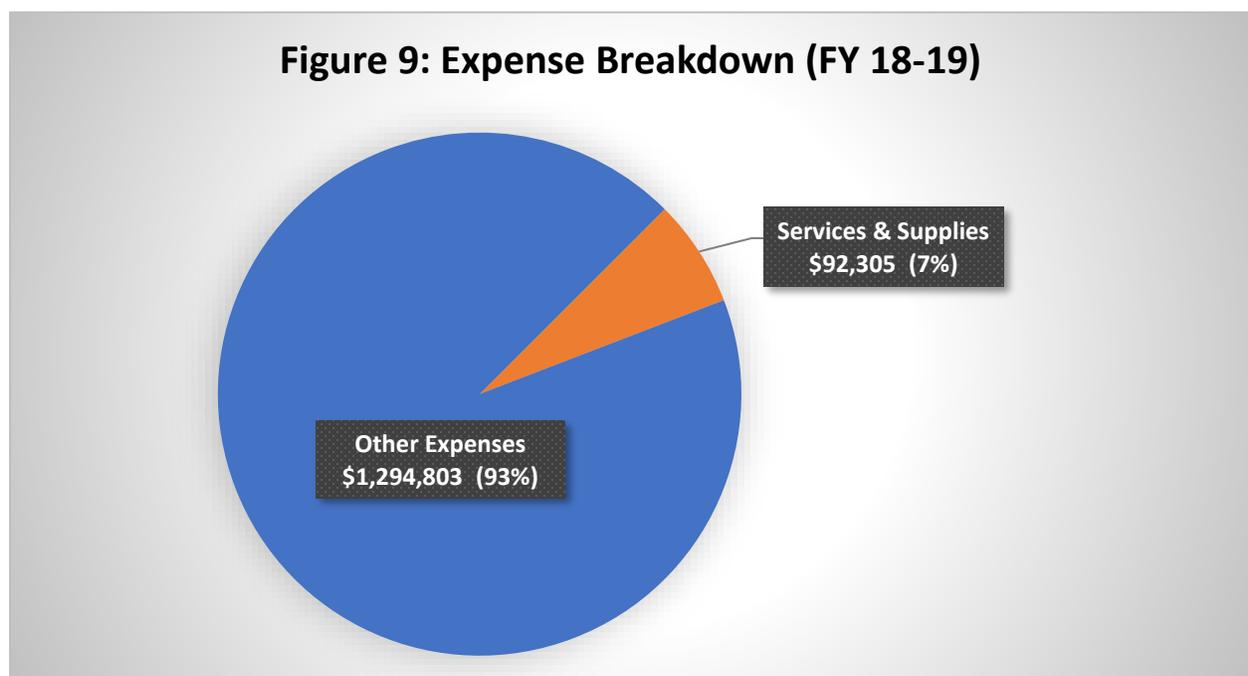
District Revenues

ATCFPD's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. ATCFPD's primary source of revenue is from Taxes & Assessments. This category includes Property Taxes, Proposition 172 Funds, and Measure A funds. **Figure 8** highlights the revenue received during FY 2018-19.



District Expenditures

ATCFPD's total expenditures can be categorized into two groups: Services & Supplies and Other Expenses. **Figure 9** below distinguishes the cost and percentage per category. As shown below, Other Expenses are the highest expenditure during FY 2018-19. This category is primarily the CAL FIRE contract that allows the State to provide fire protection services within the District's jurisdiction.



Fund Balance/Net Position

As of June 30, 2019, the total fund balance is approximately \$2 million. The fund balance has been increasing on an annual basis since 2014, as shown in **Table 16**. The current balance represents 149% of the District's total expenditure from FY 2018-19. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of ATCFPD during the last five years can be found in **Table 17** below.

Table 16: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Net Position (Ending Balance)	\$990,695	\$1,355,673	\$1,549,100	\$1,762,556	\$2,072,368
Change in (\$) from previous year		\$364,978	\$193,427	\$213,456	\$309,812
Change in (%) from previous year		37%	14%	14%	18%

Table 17: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
General Property Taxes	\$ 1,155,342	\$ 1,183,979	\$ 1,267,319	\$ 1,335,341	\$ 1,442,914	
Proposition 172 Funds	\$ 65,068	\$ 77,792	\$ 78,913	\$ 71,546	\$ 74,517	
Homeowners Property Tax Relief	\$ 8,473	\$ 7,572	\$ 7,285	\$ 8,237	\$ 7,823	
Measure A	\$ 4,121	\$ 3,722	\$ 4,192	\$ 3,835	\$ 3,979	
Service Charges and Fees	\$ -	\$ -	\$ -	\$ 130,067	\$ 107,426	
Interest	\$ 4,764	\$ 11,743	\$ 19,683	\$ 24,590	\$ 44,726	
Capital Grants	\$ 29,255	\$ -	\$ 11,094	\$ 25,865	\$ -	
Other Revenue	\$ 63,337	\$ 116,448	\$ 109,823	\$ 20,695	\$ 15,535	
Total Revenue	\$1,330,360	\$1,401,256	\$1,498,309	\$1,620,176	\$1,696,920	\$ -
EXPENDITURE						
Cal Fire Contract	\$ 904,292	\$ 934,330	\$ 1,126,527	\$ 1,249,630	\$ 1,271,702	
Maintenance and Operations	\$ 105,209	\$ 96,812	\$ 140,845	\$ 113,274	\$ 92,305	
Capital Outlay	\$ 95,825	\$ 5,136	\$ 37,510	\$ 43,816	\$ 21,536	
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 1,565	
Total Expenditure	\$1,105,326	\$1,036,278	\$1,304,882	\$1,406,720	\$1,387,108	\$ -
Surplus/(Deficit)	\$ 225,034	\$ 364,978	\$ 193,427	\$ 213,456	\$ 309,812	\$ -
FUND BALANCE						
Beginning Balance	\$ 765,661	\$ 990,695	\$ 1,355,673	\$ 1,549,100	\$ 1,762,556	
Ending Balance	\$ 990,695	\$1,355,673	\$1,549,100	\$1,762,556	\$2,072,368	\$ -

Governance

ATCFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 18** shows the current board members.

Table 18: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Ken Mahler	Board Member	First Appointed: 1993 Next Election: General 2022	28 years
Ron Mesiroff	President	First Appointed: 2011 Next Election: General 2022	10 years
Michael Miller	Vice President	First Appointed: 2014 Next Election: General 2024	7 years
George Mortan	Board Member	First Appointed: 1993 Next Election: General 2022	28 years
Kevin Stottrup	Board Member	First Appointed: 2020 Next Election: General 2024	1 year

Public Meetings

The Board of Directors typically meets every two months at the Aromas Fire Station. The meeting dates are posted at the fire station and on the District's Website. Public meetings are typically held at 6:30pm. Based on LAFCO staff's analysis, ATCFPD met only twice in 2020. **Table 19** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 19: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
3	6	6	6	2

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of ATCFPD as a special district, specifically the availability of financial documentations such as budgets and audits. ATCFPD should also consider including LAFCOs' adopted service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance option.

Potential Boundary Changes

ATCFPD currently provides services to two non-contiguous areas in Santa Cruz County. One of the areas is substantially surrounded by Pajaro Valley FPD (shown in map as *Subject A*). It also appears that there is an area within Monterey County that is not part of a fire district (shown in map as *Subject B*). **Figure 10** on page 44 shows the two subject areas. It may be beneficial if ATCFPD, Monterey LAFCO, and Santa Cruz LAFCO discuss how to address these discrepancies and ensure the efficient delivery of fire protection to the areas.

LAFCO Staff Recommendation: *The District should coordinate with the two LAFCOs to determine the most logical service provider for the subject areas.*

District Best Practices

All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO’s analysis, ATCFPD is a single-function special district. Nearly 85% of California’s special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. However, ATCFPD did not attend.

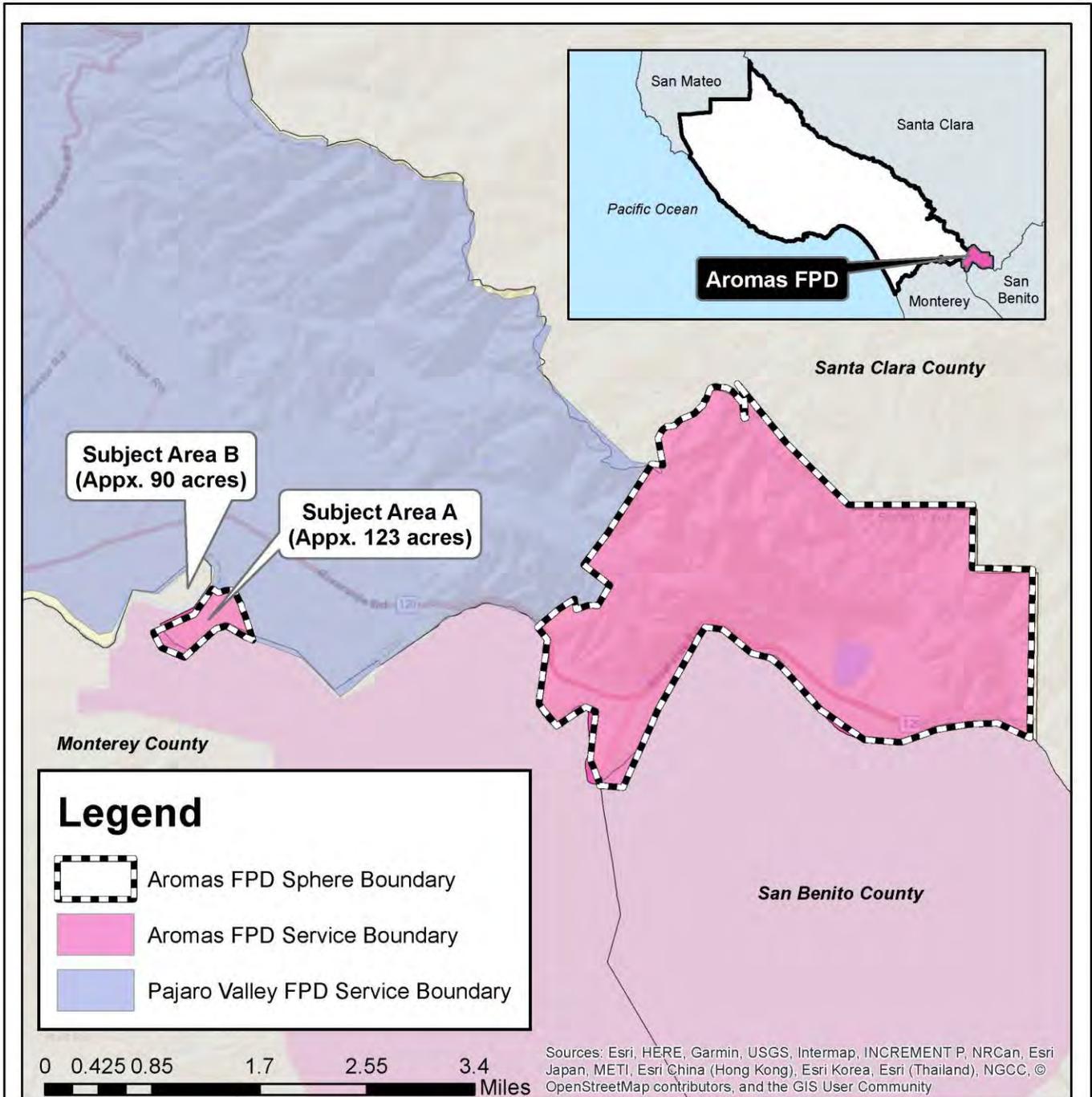
LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Sphere of Influence

Monterey LAFCO, as the principal LAFCO, has adopted a multi-county sphere of influence for the District. The District’s multi-county sphere of influence is generally coterminous with its jurisdictional boundary. In addition to this multi-county sphere, Santa Cruz LAFCO also adopted a sphere of influence for ATCFPD within Santa Cruz County originally in March 1989. In January 2008 and subsequently in November 2016, Santa Cruz LAFCO reaffirmed this sphere boundary. The sphere boundary within Santa Cruz County is coterminous with the District’s service area and has remained unchanged.

Staff is recommending that the current sphere of influence be reaffirmed as part of this report. **Figure 11** on page 45 depicts the proposed sphere boundary.

Figure 10: ATCFPD's Potential Reorganization Areas



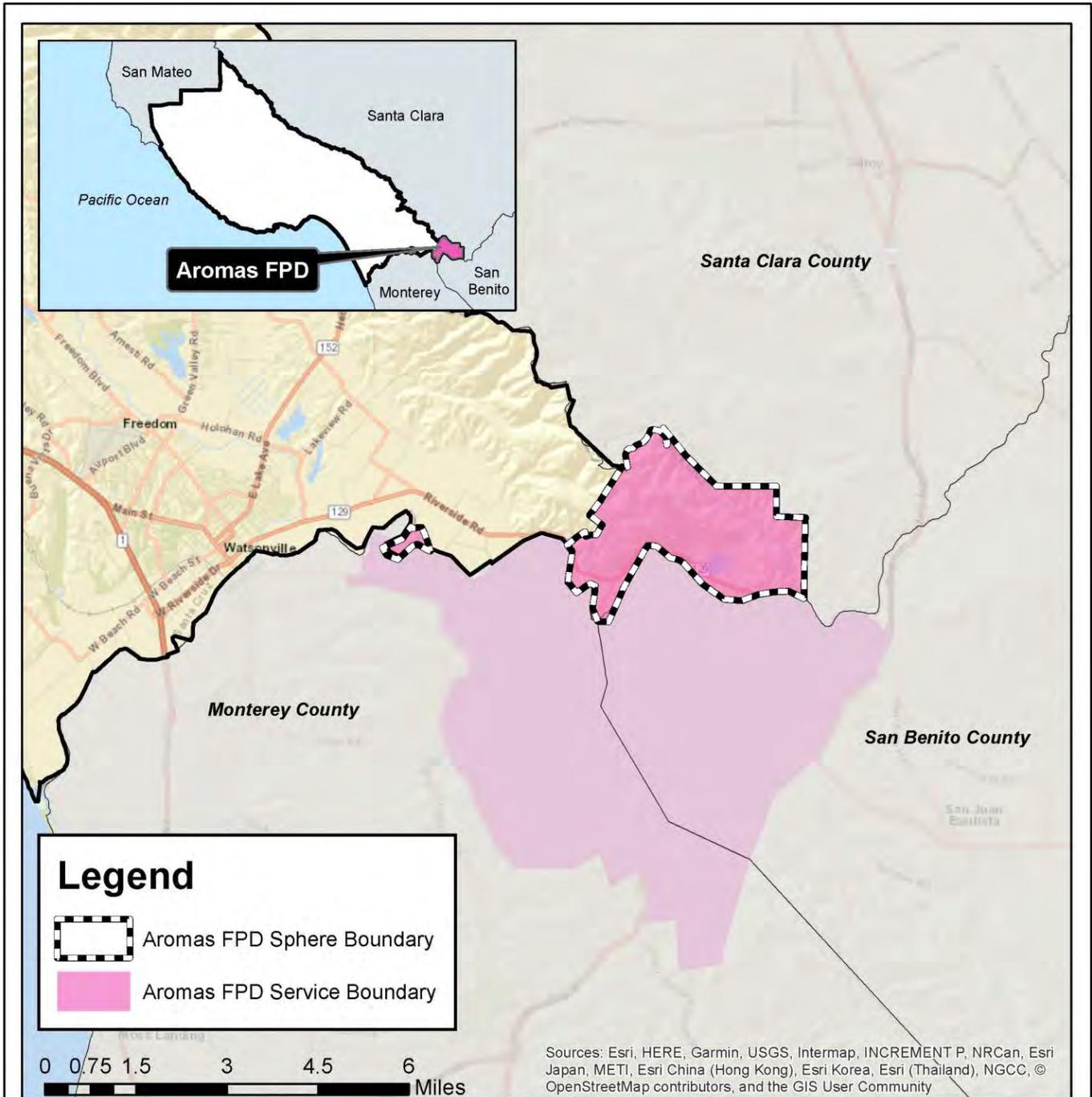
Aromas Tri-County Fire Protection District Jurisdictional and Sphere Boundaries



Subject Area A is within Santa Cruz County but also substantially surrounded by Pajaro Valley FPD.

Subject Area B is within Monterey County but it does not appear to be in any fire agency's jurisdiction.

Figure 11: ATCFPD's Proposed Sphere Map



Aromas Tri-County Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 1, 1989
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 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Aromas Tri-County provides fire protection in three different counties: Monterey, San Benito, and Santa Cruz. Monterey LAFCO is the Principal LAFCO for boundary changes.

District Summary

Aromas Tri-County Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Aaron Young, Fire Chief
Employees	9 Full-Time Employees
Facilities	1 Fire Station
ISO Rating	4/4x
District Area	Entire District: 24,768 acres (40 square miles) Santa Cruz County Area: 4,624 acres (7 square miles)
Sphere of Influence	Current sphere of influence is Coterminous with the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2018-19 Audit	Total Revenue = \$1,696,920 Total Expenditure = \$1,387,108 Projected Net Position (Ending Balance) = \$2,072,368
Contact Information	Mailing Address: 492 Carpenteria Road Aromas, CA 95004 Phone Number: (831) 333-2600 Email Address: Aaron.Young@fire.ca.gov Website: https://atcfire.org/
Public Meetings	Meetings are typically held every two months at the Aromas Fire Station. Meeting start time is 6:30pm.
Mission Statement	To protect life, property, and the environment by providing professional response to fire, traffic collision, medical, and hazardous materials and emergency incidents; to promote fire safety and public awareness; and to provide these services within the boundaries of the ATCFPD and within other jurisdictions per mutual aid agreements.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86% Under this assumption, LAFCO's projections indicate that the entire population of ATCFPD will be approximately 6,000 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1952. The District has been providing fire protection services to three different counties through a contract with the California Department of Forestry and Fire Protection (CAL FIRE) for the past 28 years.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in the last five fiscal years. The District's fund balance is approximately \$2 million as of June 30, 2019.

5. Status of, and opportunities for, shared facilities.

The District has a strategic partnership with CAL FIRE to provide fire protection services in three different counties. This agreement has been in place for almost 30 years. The District also provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff has identified two areas that may require a change in governance. It may be beneficial if representatives from the District, Monterey LAFCO, and Santa Cruz LAFCO discuss how to address these areas in question.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the area as Agriculture.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 4 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support (EMT) services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently operates one fire station. The station, which was built in 1979, is located in Monterey County (392 Carpenteria Road, Aromas CA). The station is staffed with a daily minimum of a 3-person company consisting of 1 battalion chief, 1 fire captain, and 1 apparatus engineer.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

BEN LOMOND FIRE PROTECTION DISTRICT

District Overview

Ben Lomond Fire Protection District (BLFPD) was formed on June 4, 1923 and operates under the Fire Protection District Law of 1987. BLFPD encompasses nearly 7 square miles of territory located in the San Lorenzo Valley. **Figure 12**, on page 50, is a vicinity map depicting BLFPD’s current jurisdictional and sphere boundaries. **Figure 13**, on page 51, also shows the current land use designation under the County’s General Plan. At present, the lands within the District vary from commercial to suburban residential. The vast majority of the District is designated as Mountain Residential.

Services & Operations

BLFPD currently provides fire protection services to the unincorporated community of Ben Lomond and its surrounding areas. It currently operates with one full-time employee, one part-time employee, and 30 volunteer firefighters. As of August 2021, the District has one staff member on duty from Monday to Friday from 8:00am to 4:00pm. Dispatch services are provided by the Santa Cruz Regional 911 through an existing contract. Santa Cruz Regional 911 dispatches emergency police, fire, and ambulances in Santa Cruz County. The following sections provide a detailed overview of BLFPD’s services and operations.

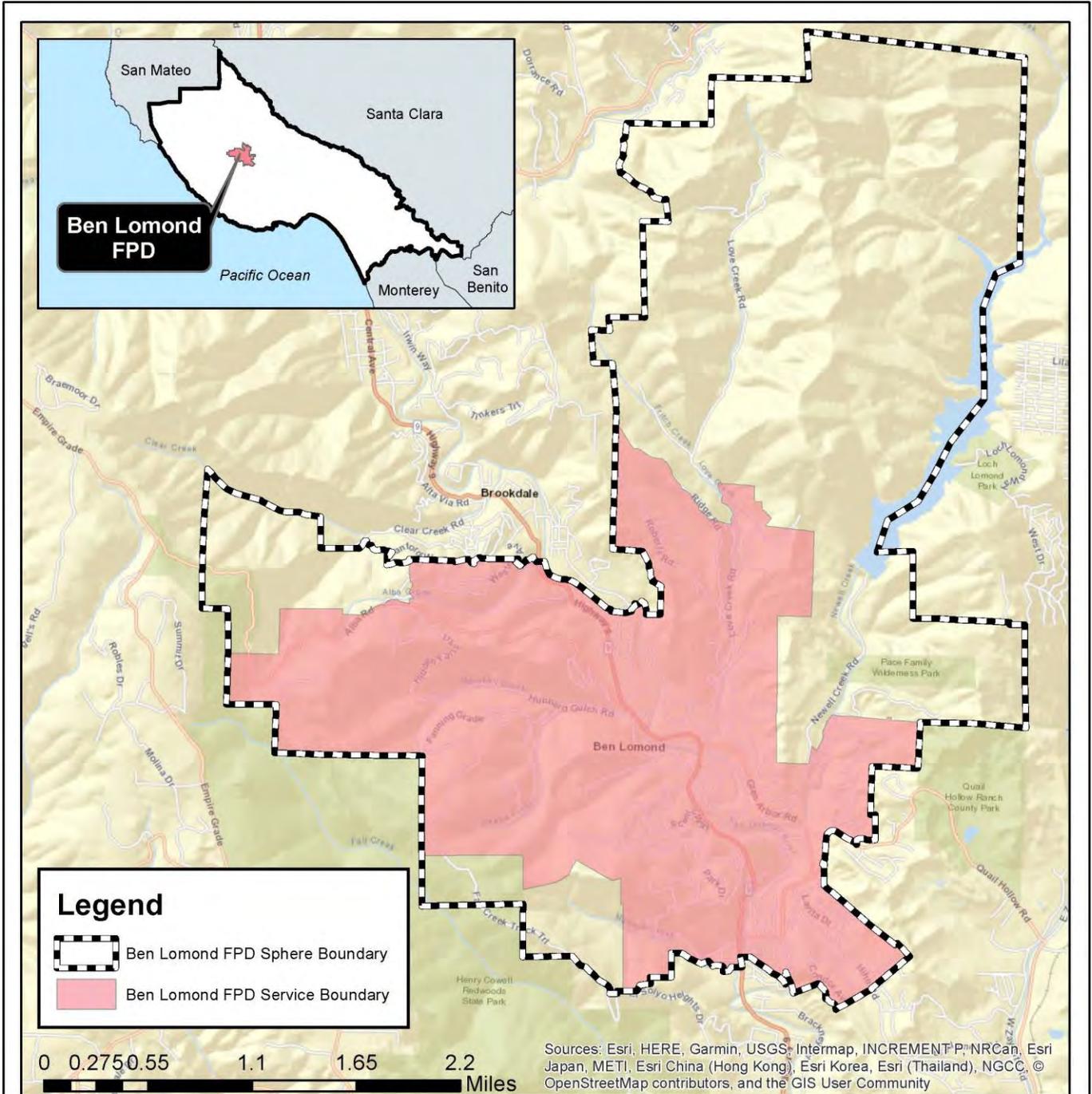
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, BLFPD offers 94% of those services (17 out of 18). **Table 20** illustrates those services. The “Other Service” offered by the District involves water rescue. Water Rescue services are provided outside BLFPD’s boundaries when requested by other agencies, due to their equipment and training courses. BLFPD offers the highest amount of services when compared to the other 13 fire agencies. The lowest is BFPD with 9 services.

Table 20: BLFPD’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	Yes	Yes	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	Yes
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	Yes	Yes	Yes

Figure 12: BLFPD's Vicinity Map

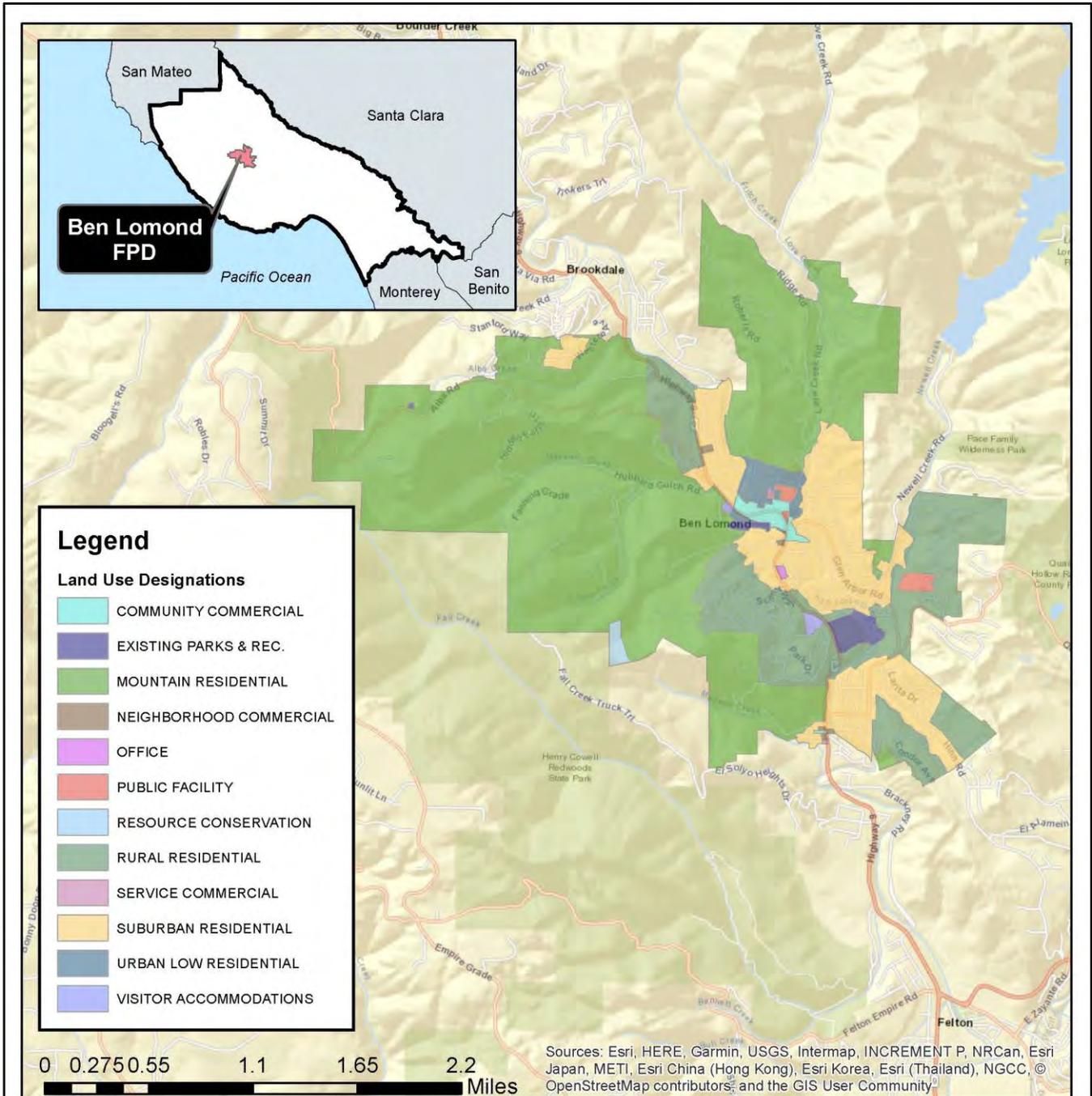


Ben Lomond Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on September 1, 1976
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Figure 13: BLFPD's Land Use Map



Ben Lomond Fire Protection District Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within BLFPD ranging from commercial to suburban residential.

The vast majority is designated as Mountain Residential.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, BLFPD offers 94% of those training courses (16 out of 17). **Table 21** illustrates those training opportunities.

Table 21: BLFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	Yes	Yes	Yes	Yes	Yes
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
Yes	Yes	Yes	Yes	Yes	16

Fire Station

The District currently operates one fire station. The station, which was built in 1947, is located on 9430 Highway 9 Ben Lomond, CA. The station is staffed with a daily minimum of one person (Monday to Friday from 8:00am to 4:00pm). At present, BLFPD has one full-time employee (Fire Chief), one part-time employee (Clerk), and 30 volunteer firefighters. **Figure 14** on page 53 shows the location of the fire station.

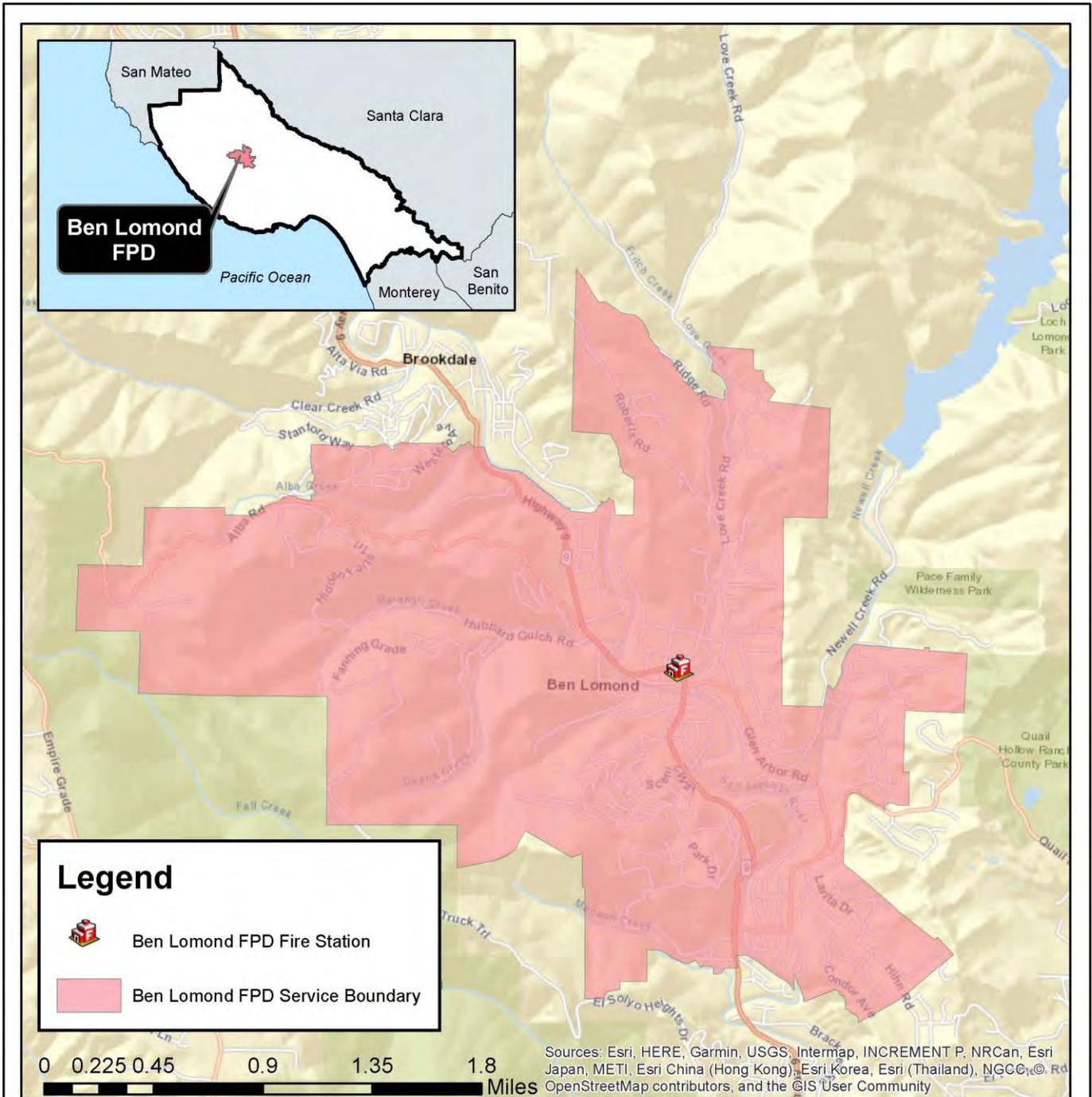
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, BLFPD operates using 10 apparatuses. **Table 22** provides an overview of the District's inventory. The District is in the middle-range when compared to the other fire agencies. CSA 4 has the lowest with 3 vehicles and CSA 48 has the highest with 29 vehicles.

Table 22: BLFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	1	-	-	3
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
3	1	-	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
1	-	1	-	-

Figure 14: BLFPD's Fire Station



Ben Lomond Fire Protection District Jurisdictional and Sphere Boundaries



Ben Lomond FPD currently has one fire station. Station is staffed by one staff member Monday to Friday from 8am to 4pm.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 3. BLFPD provides fire protection and basic life support (EMT) services. **Figure 15** on page 55 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff’s analysis, it may require the District more than 10 minutes to arrive to certain areas.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 23** indicates that BLFPD responded to approximately 3,000 calls over the last six years. The annual call average is estimated to be 496 calls/year. The District’s average response time was 5 minutes.

Table 23: BLFPD’s Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	1,759	80	156	380
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
233	-	-	-	356
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
11	1	-	-	2,976

Population & Growth

Based on staff’s analysis, the population of BLFPD in 2020 was approximately 7,100. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 24** shows the anticipated population within BLFPD.

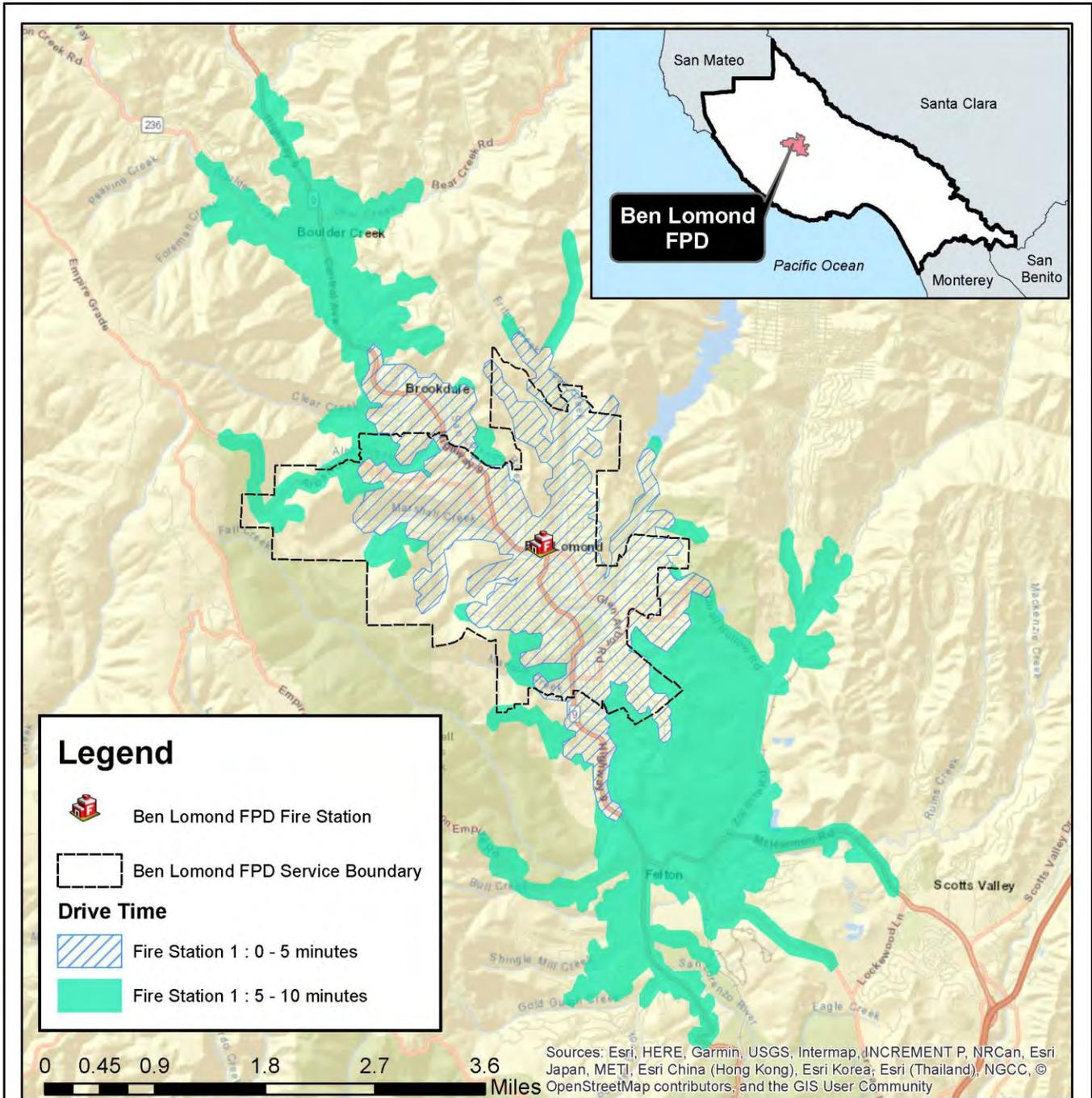
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for BLFPD. LAFCO staff increased the District’s 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of BLFPD will be approximately 7,400 by 2040.

Table 24: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Ben Lomond Fire Protection District	7,132	7,193	7,254	7,317	7,379	0.86%

Figure 15: BLFPD's Fire Station (5 and 10 Mile Drive Time)



Ben Lomond Fire Protection District Drive Time Analysis (Thursday at 5:00pm)



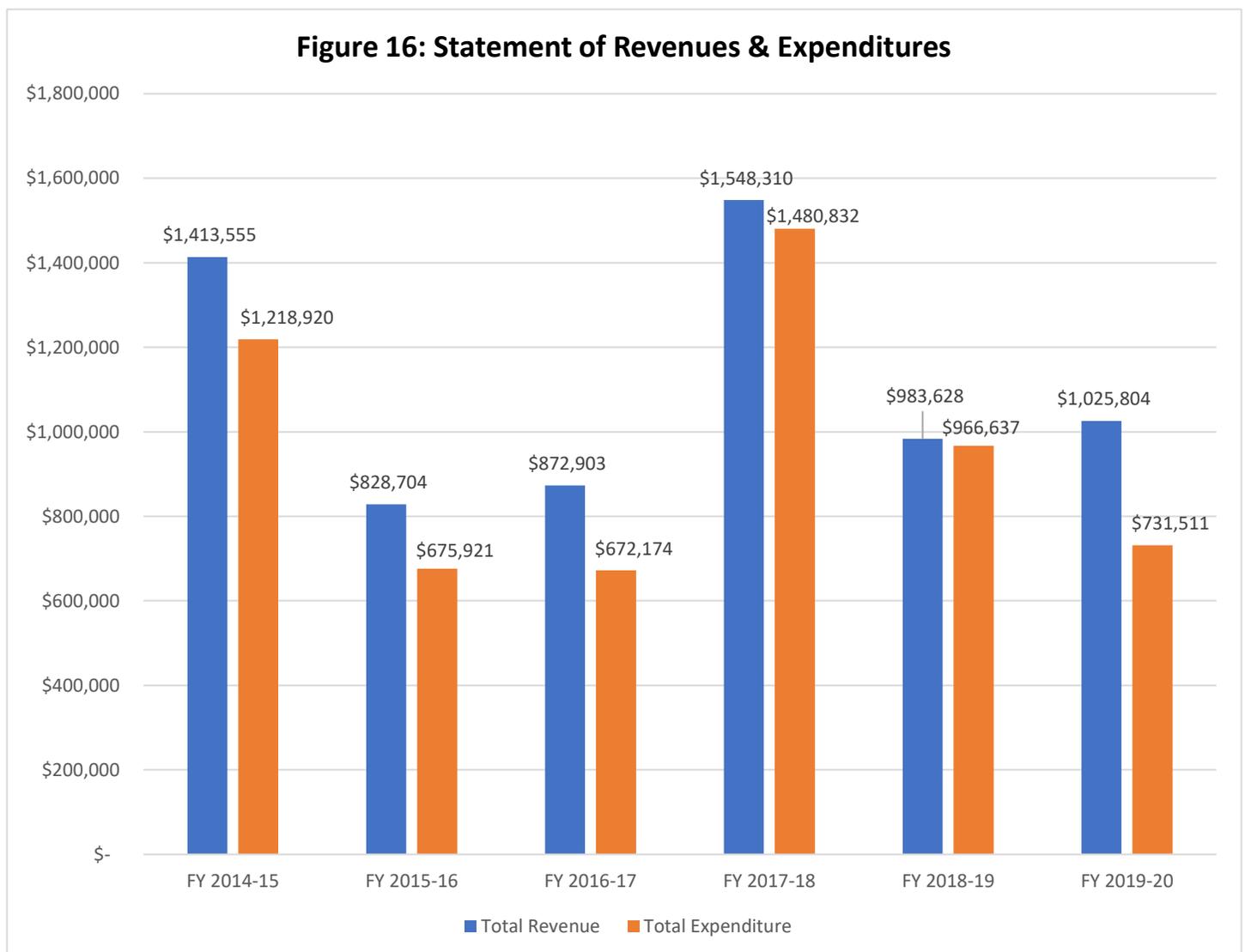
Ben Lomond FPD currently has one fire station. Station is staffed by one staff member Monday to Friday from 8am to 4pm.

Finances

State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. In addition, not all recent audits were available on the District’s website as statutorily required (Government Code Sections 6270.6 and 53087.8). For purposes of this section, LAFCO staff requested the necessary financial documents. This section will highlight the District’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated BLFPD’s financial health from FY 2014-15 to FY 2019-20.

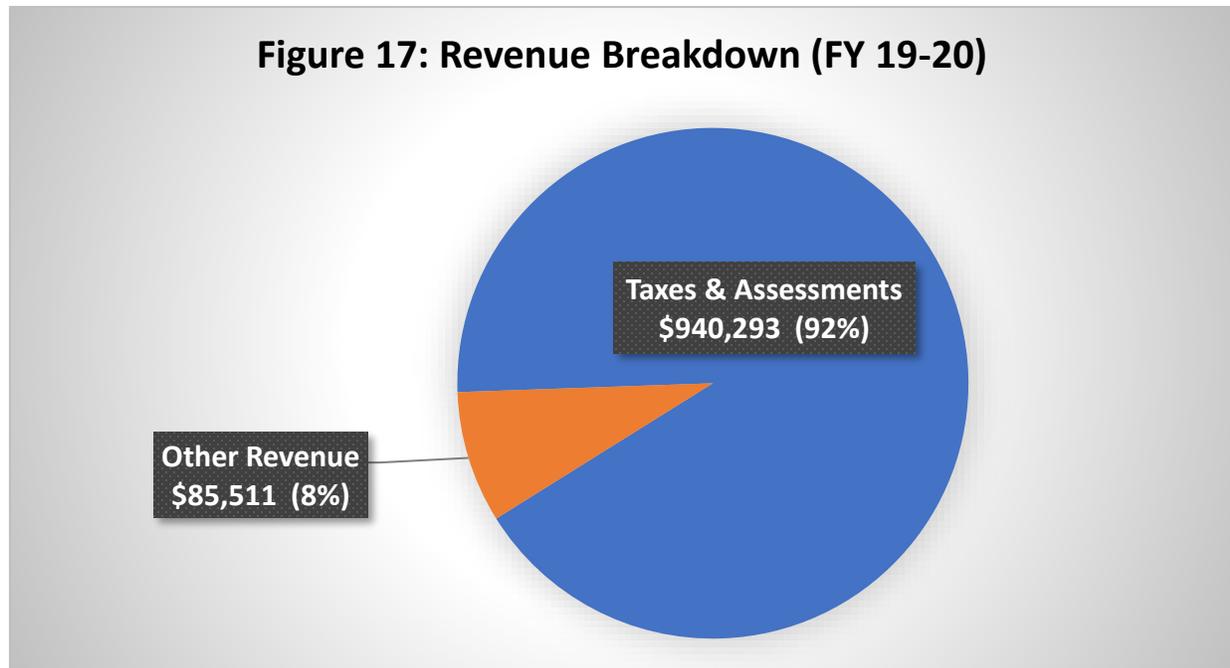
At the end of FY 2019-20, total revenue collected was approximately \$1 million, representing a 4% increase from the previous year (\$984,000 in FY 2018-19). Total expense for FY 2019-20 was approximately \$732,000, which decreased from the previous year by 24% (\$967,000 in FY 2018-19). The District has ended with an annual surplus in the last six years, as shown in **Figure 16**. LAFCO believes that this positive trend may continue going forward under the current management practices.

Figure 16: Statement of Revenues & Expenditures



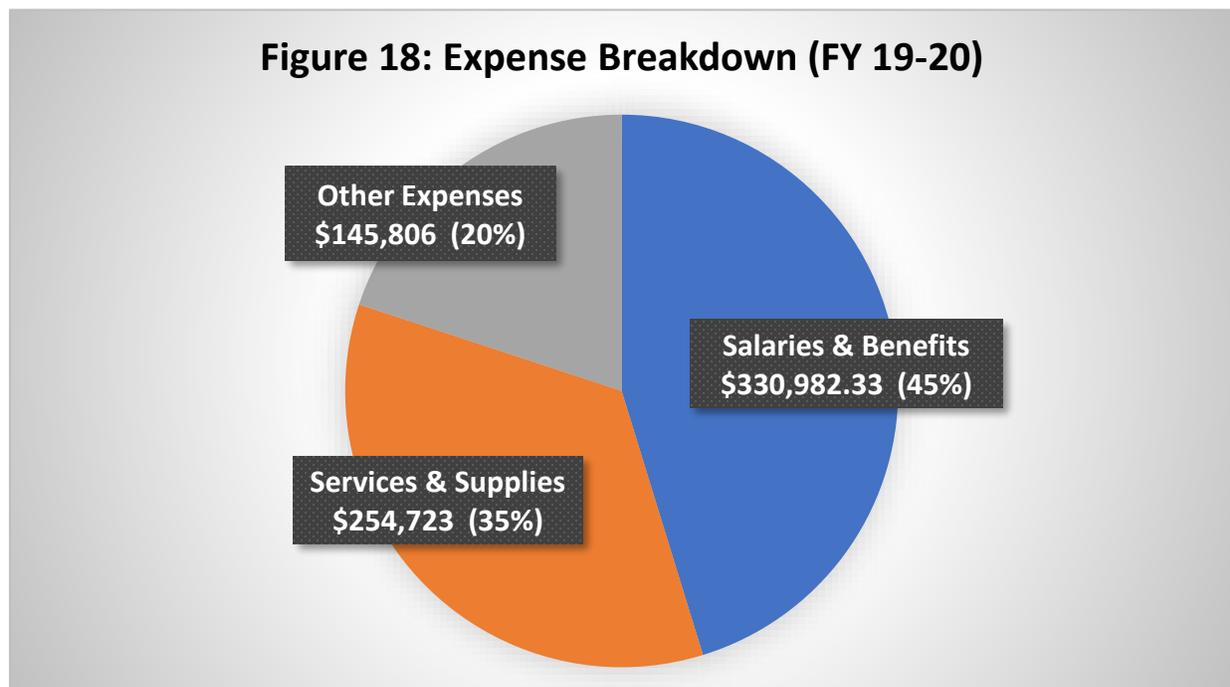
District Revenues

BLFPD's revenue stream can be categorized into two groups: Taxes & Assessments, and Other Revenue. BLFPD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 17** highlights the revenue received during FY 2019-20.



District Expenditures

BLFPD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Other Expenses. **Figure 18** below distinguishes the cost and percentage per category. Salaries & Benefits are the highest expenditure during FY 2019-20; however it only represents less than half of the agency's overall expenses. BLFPD's expenditures are well-balanced.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$2.3 million. The fund balance has been increasing on an annual basis since 2014, as shown in **Table 25**. The current balance represents 318% of the District's total expenditure from FY 2019-20. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of BLFPD during the last six years can be found in **Table 26** below.

Table 25: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$1,594,565	\$1,747,348	\$1,948,077	\$2,015,555	\$2,032,546	\$2,326,839
Change in (\$) from previous year		\$152,783	\$200,729	\$67,478	\$16,991	\$294,293
Change in (%) from previous year		10%	11%	3%	1%	14%

Table 26: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Tax Revenue	\$ 684,999	\$ 759,863	\$ 809,635	\$ 849,688	\$ 908,582	\$ 940,293
Charges for Services	\$ 1,763	\$ 752	\$ -	\$ 58,312	\$ -	\$ -
Interest & Investment Earnings	\$ 6,640	\$ 10,208	\$ 15,027	\$ 22,555	\$ 38,182	\$ 42,009
Grants & Contributions	\$ 46,166	\$ 12,893	\$ 3,111	\$ 583,121	\$ -	\$ -
Other Income	\$ 23,945	\$ 3,978	\$ 2,436	\$ -	\$ -	\$ 5,097
Inception of Capital Lease	\$ 612,167	\$ -	\$ -	\$ -	\$ -	\$ -
Rental Income	\$ 37,875	\$ 41,010	\$ 42,694	\$ 34,634	\$ 36,864	\$ 38,405
Total Revenue	\$ 1,413,555	\$ 828,704	\$ 872,903	\$1,548,310	\$ 983,628	\$1,025,804
EXPENDITURE						
Salaries & Benefits	\$ 255,938	\$ 237,714	\$ 250,627	\$ 296,259	\$ 294,854	\$ 330,982
Services & Supplies	\$ 177,365	\$ 214,744	\$ 199,106	\$ 256,613	\$ 330,662	\$ 254,723
Capital Assets	\$ 612,167	\$ 1,033	\$ -	\$ 148,840	\$ 187,842	\$ 64,033
Other Government Agencies	\$ -	\$ -	\$ -	\$ 491,693	\$ -	\$ -
Debt Service						
Principle	\$ 157,916	\$ 189,043	\$ 196,111	\$ 262,325	\$ 142,297	\$ 81,773
Interest	\$ 15,534	\$ 33,387	\$ 26,330	\$ 25,102	\$ 10,982	\$ -
Total Expenditure	\$ 1,218,920	\$ 675,921	\$ 672,174	\$1,480,832	\$ 966,637	\$ 731,511
Surplus/(Deficit)	\$ 194,635	\$ 152,783	\$ 200,729	\$ 67,478	\$ 16,991	\$ 294,293
FUND BALANCE						
Beginning Balance	\$ 1,399,930	\$ 1,594,565	\$ 1,747,348	\$ 1,948,077	\$ 2,015,555	\$ 2,032,546
Ending Balance	\$ 1,594,565	\$1,747,348	\$1,948,077	\$2,015,555	\$2,032,546	\$2,326,839

Governance

BLFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 27** shows the current board members.

Table 27: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Dave Bingham	Board Member	First Appointed: 2004 Next Election: General 2022	17 years
Glenn Cady	Board Member	First Appointed: 2020 Next Election: General 2024	1 year
Sean Castagna	Board Member	First Appointed: 2015 Next Election: General 2024	6 years
Lisa Hill	President	First Appointed: 2020 Next Election: General 2022	1 year
Thomas Maxson	Vice President	First Appointed: 2011 Next Election: General 2022	10 years

Public Meetings

The Board of Directors typically meets on the third Wednesday of each month. The meeting dates are posted at the fire station and on the District's Website. Public meetings are typically held at 9:00am. Based on LAFCO staff's analysis, BLFPD met 16 times in 2020. **Table 28** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 28: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
11	14	16	14	16

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. For example, the District currently shares staffing for administrative services with Felton FPD. This is a great example of shared services and strategic partnerships that other agencies can replicate. The following section explores other possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of BLFPD as a special district, specifically the availability of financial documentations such as budgets and audits. BLFPD should also consider including LAFCO's adopted service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

District Best Practices

All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO's analysis, SVFPD is a single-function special district. Nearly 85% of California's special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. SVFPD was well-represented at the workshop with board members and employees in attendance.

LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance options.

Change of Reorganization (Multiple Agencies)

BLFPD relies heavily on volunteer firefighters to protect the Ben Lomond community. The District currently has 32 employees, 94% are volunteers (30 out of 32). At present, BLFPD has one person staffed at the fire station during regular business hours. This similar approach is conducted by other small fire districts surrounding BLFPD. However, many organizations such as the National Fire Protection Association and the California Office of Emergency Services recommend a minimum of a four-person staffing on duty.

It may be beneficial to consider maximizing their existing personnel and resources through a reorganization involving the following: Ben Lomond FPD, Branciforte FPD, Scotts Valley FPD, and Zayante FPD. Such reorganization would require additional analysis to determine whether it is feasible and advantageous to all affected districts. It is LAFCO staff's position that a joint special study would determine whether this proposed reorganization, or a similar reorganization effort, provides the residents with a better level of service, potential cost-savings, and an increase in transparency. It is also important to note that this analysis would be a multi-year effort. A snapshot of the reorganization results is shown in **Table 29**.

Table 29: Potential Reorganization (Multiple Agencies)

Fire Districts	Full-Time Employees	Part-Time Employees	Volunteer Firefighters	Fire Stations	FY 19-20 Revenue
Ben Lomond	1	1	30	1	\$1,025,804
Branciforte	3	0	13	2	\$1,035,012
Scotts Valley	28	1	15	2	\$8,174,260
Zayante	3	2	22	3	\$636,400
"Reorganized District"	35	4	80	8	\$10,871,476

Footnote: Proposed "Reorganized District" figures are for discussion purposes only; additional analysis is needed to determine specifics.

LAFCO Staff Recommendation: *The District should consider coordinating with the affected agencies and LAFCO to consider and evaluate this option.*

Potential Annexations

Since 1976, BLFPD's sphere of influence has included areas currently served by County Service Area 48, as shown in **Figure 19** on page 63. This sphere designation indicates that the District is the most logical provider of fire protection to these areas and should be annexed into BLFPD. The sphere boundary has remained unchanged for over 45 years. It may be beneficial for representatives from BLFPD, CSA 48, and LAFCO to coordinate and determine whether annexation should occur in the foreseeable future. If no annexation is anticipated, then the District and LAFCO should consider reducing the sphere boundary to reflect the District's future service area.

LAFCO Staff Recommendation: *The District should consider coordinating with CSA 48 and LAFCO to determine BLFPD's future service area. These discussions should occur by August 2022. LAFCO will consider amending the sphere boundaries based on these discussions no later than December 2022.*

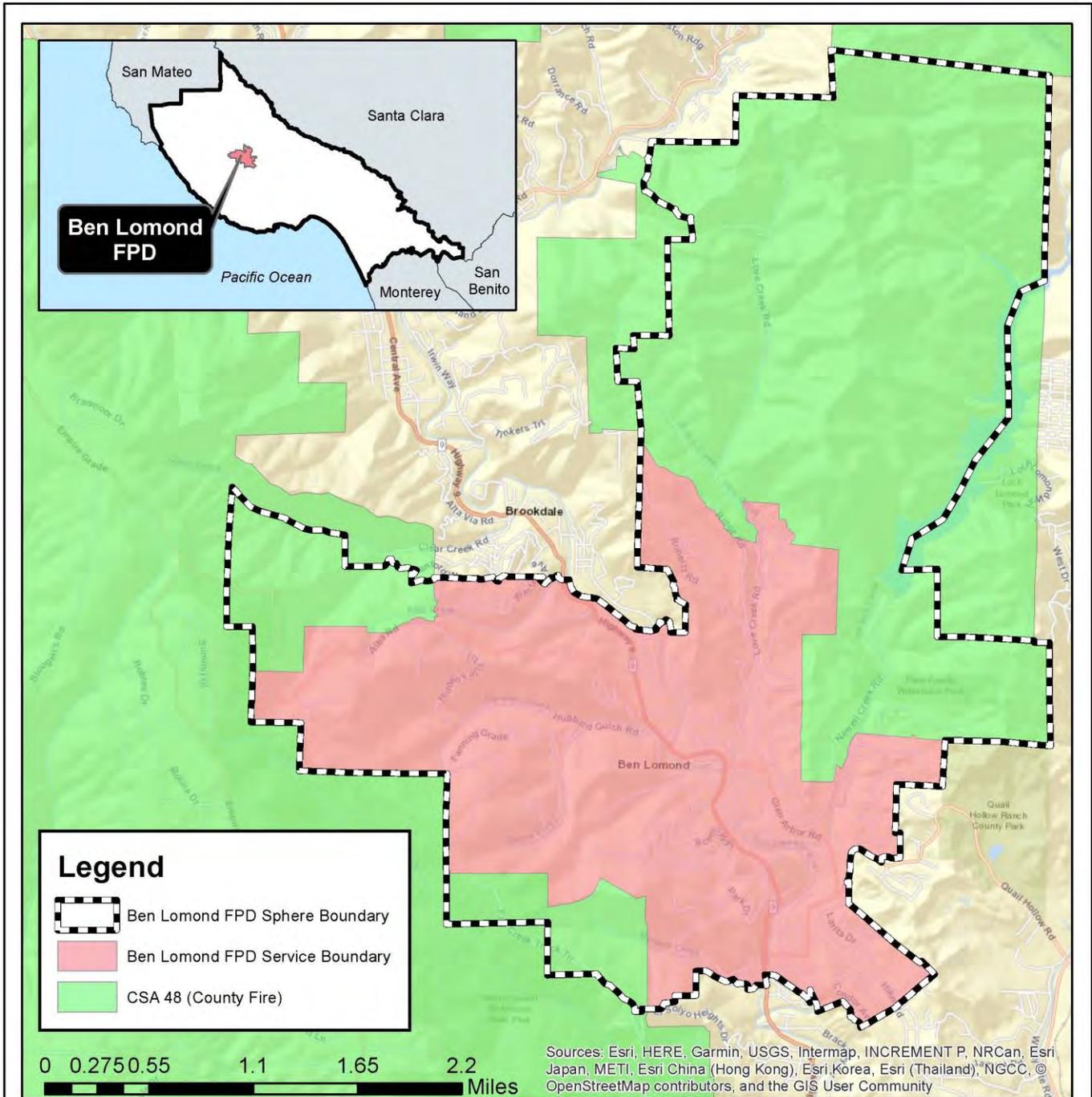
Sphere of Influence

Santa Cruz LAFCO adopted BLFPD's original sphere of influence on September 1, 1976, which included areas beyond the District's jurisdictional boundary. In January 2008 and subsequently in November 2016, the Commission reaffirmed this sphere boundary. Staff is recommending that the current sphere of influence be reaffirmed as part of this report. However, LAFCO encourages the District to coordinate with CSA 48 and LAFCO to determine BLFPD's future service area. Based on these discussions, LAFCO may consider amending the sphere boundary by December 2022. **Figure 20** on page 64 depicts the proposed sphere boundary.

LAFCO Staff Recommendation: *The District should coordinate with CSA 48 and LAFCO to determine BLFPD's future service area. Based on these discussions, LAFCO may consider amending the sphere boundary by December 2022.*



Figure 19: BLFPD's Potential Annexation Areas

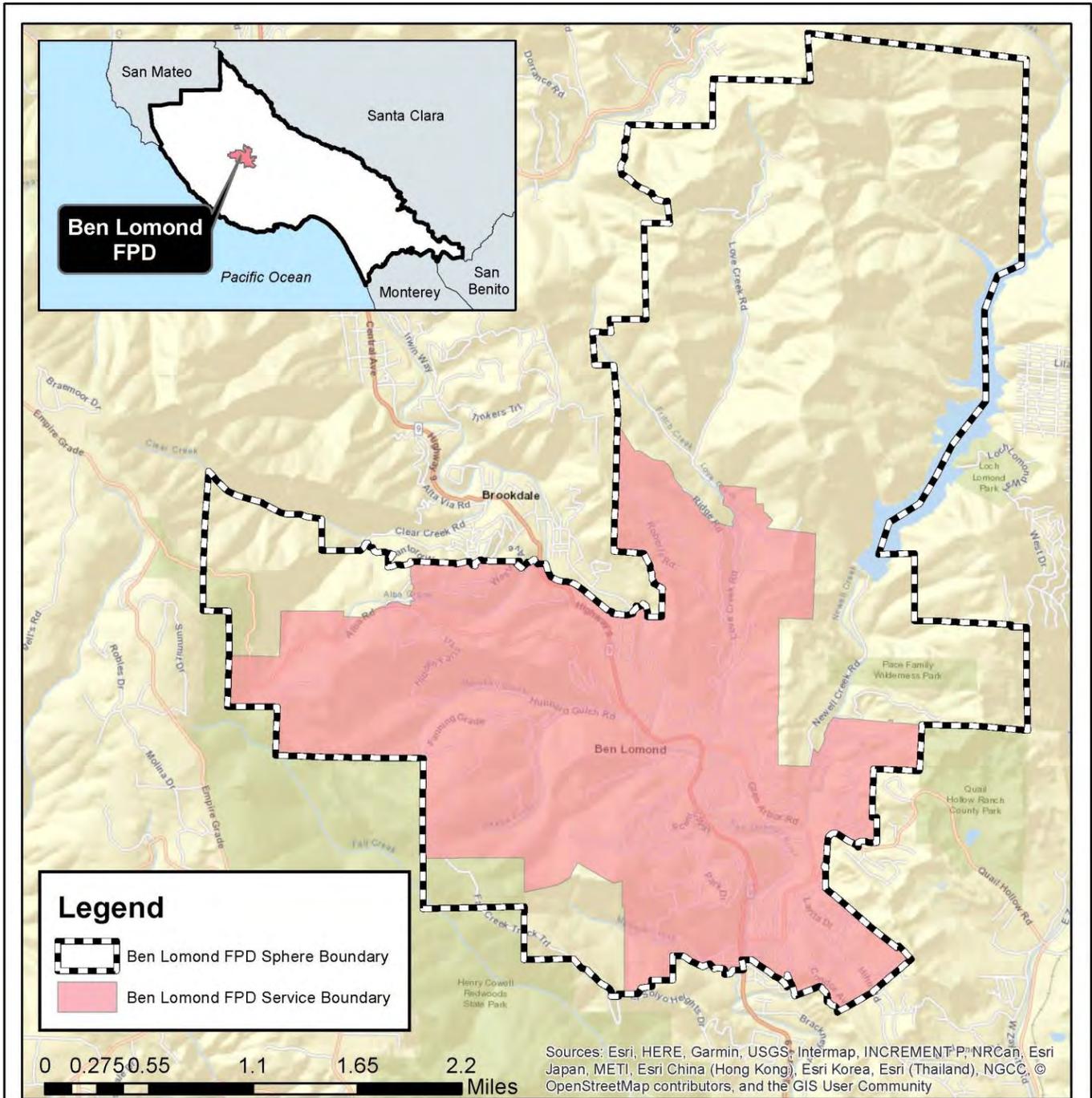


Ben Lomond Fire Protection District Jurisdictional and Sphere Boundaries



BLFPD should coordinate with CSA 48 and LAFCO to determine whether annexation will occur or whether their sphere should be reduced.

Figure 20: BLFPD's Proposed Sphere Map



Ben Lomond Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on September 1, 1976
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

District Summary

Ben Lomond Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Stacie Brownlee, Fire Chief
Employees	1 Full-Time Employee (1 part-time and 30 volunteers)
Facilities	1 Fire Station
ISO Rating	4/4x
District Area	4,167 acres (6.5 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$1,025,804 Total Expenditure = \$731,511 Projected Net Position (Ending Balance) = \$2,326,839
Contact Information	Mailing Address: P.O Box 27 Ben Lomond, CA 95005 Phone Number: (831) 336-5495 Email Address: blfdchief@benlomondfd.com Website: www.benlomondfd.com
Public Meetings	Meetings are typically held on the third Wednesday of each month.
Mission Statement	It is the mission of the Ben Lomond Fire Protection District to provide life and property protection through fire control, pre-hospital care, fire prevention, code enforcement, public education and emergency management, consistent with prudent utilization of public funds.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of BLFPD will be approximately 7,400 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1923. The District continues to provide fire protection services to the unincorporated Ben Lomond community and the surrounding areas.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in the last six fiscal years. The District's fund balance is approximately \$2.3 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District maintains mutual and automatic aid agreements with neighboring fire districts. LAFCO is encouraging the District to consider a reorganization with three other districts that may improve the level of service to the communities.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that a joint special study be completed in order to determine whether the residents would receive a better level of service, potential cost-savings, and an increase in transparency through a reorganization involving four independent special districts, including Ben Lomond FPD.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the vast majority of the District as Mountain Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 4 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support (EMT) services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently operates one fire station. The station, which was built in 1947, is located at 9430 Highway 9 in Ben Lomond, CA. The station is staffed with one person during regular business hours (Monday to Friday from 8:00 am to 4:00pm).

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

BOULDER CREEK FIRE PROTECTION DISTRICT

District Overview

Boulder Creek Fire Protection District (BCFPD) was formed on August 11, 1923 and operates under the Fire Protection District Law of 1987. BCFPD encompasses nearly 18 square miles of territory located in the San Lorenzo Valley. **Figure 21**, on page 69, is a vicinity map depicting BCFPD’s current jurisdictional and sphere boundaries. **Figure 22**, on page 70, also shows the current land use designation under the County’s General Plan. At present, the lands within the District vary from commercial to suburban residential. The vast majority of the District is designated as Mountain Residential.

Services & Operations

BCFPD currently provides fire protection services to the unincorporated community of Boulder Creek and its surrounding areas. It currently operates with one full-time employee, one part-time employee, and 43 volunteer firefighters. As of August 2021, the District has one staff member on duty at all times (365 days a year/24 hours a day). Dispatch services are provided by the Santa Cruz Regional 911 through an existing contract. Santa Cruz Regional 911 dispatches emergency police, fire, and ambulances in Santa Cruz County. The following sections provide a detailed overview of BCFPD’s services and operations.

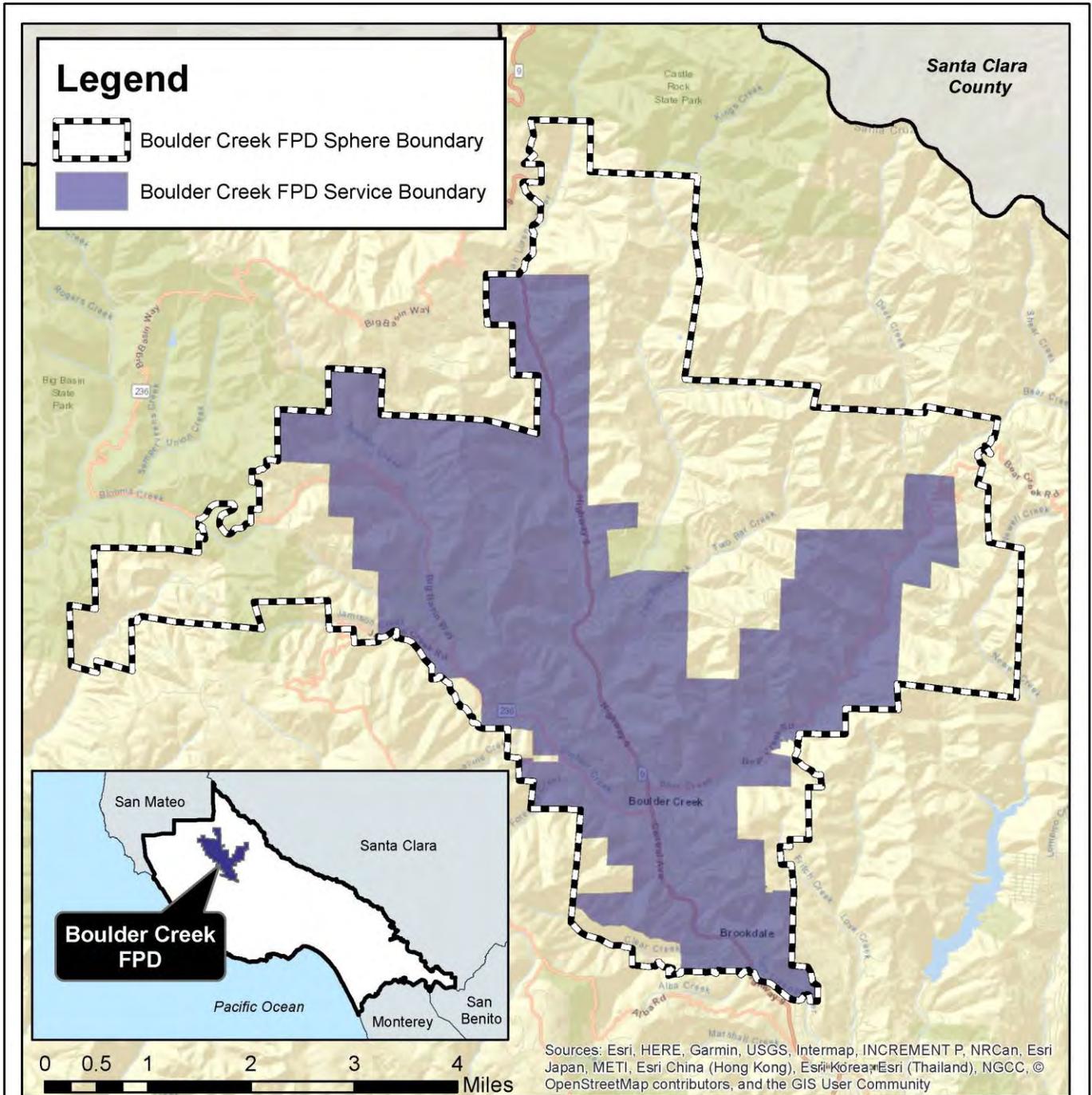
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, BCFPD offers 83% of those services (15 out of 18). **Table 30** illustrates those services. All services listed are provided in-house except for swift water rescue which is provided by Ben Lomond FPD under the existing mutual aid agreement. BCFPD is in the high-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services.

Table 30: BCFPD’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	Yes	Yes	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	Yes	Yes	-

Figure 21: BCFPD's Vicinity Map

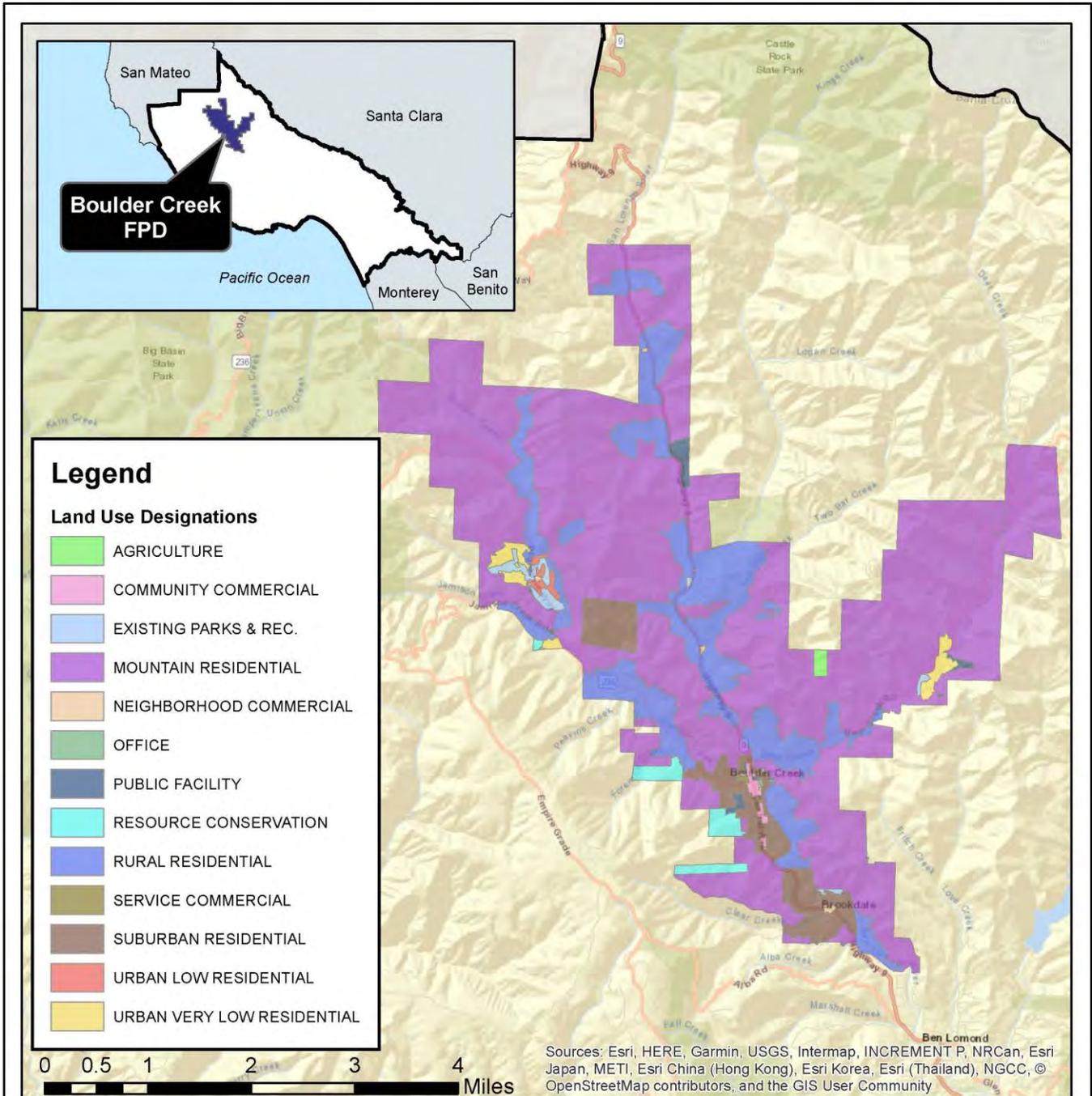


Boulder Creek Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Figure 22: BCFPD's Land Use Map



Boulder Creek Fire Protection District Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within BCFPD, ranging from commercial to suburban residential.

The vast majority is designated as Mountain Residential.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, BCFPD offers 76% of those training courses (13 out of 17). **Table 31** illustrates those training opportunities.

Table 31: BCFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
-	Yes	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	Yes	Yes	Yes	13

Fire Stations

The District currently operates two fire stations. Station 1 was built in 1941 and is located at 13230 Central Avenue in Boulder Creek, CA. Station 2 was built in 1989 and is located at 16115 Jamison Creek Road in Boulder Creek, CA. Station 1 is staffed with a daily minimum of one person 24 hours a day, all year. At present, BCFPD has one full-time employee (Fire Chief), one part-time employee (Clerk), and 43 volunteer firefighters (including 3 Battalion Chiefs, 5 Captains). **Figure 23** on page 72 shows the location of the fire stations.

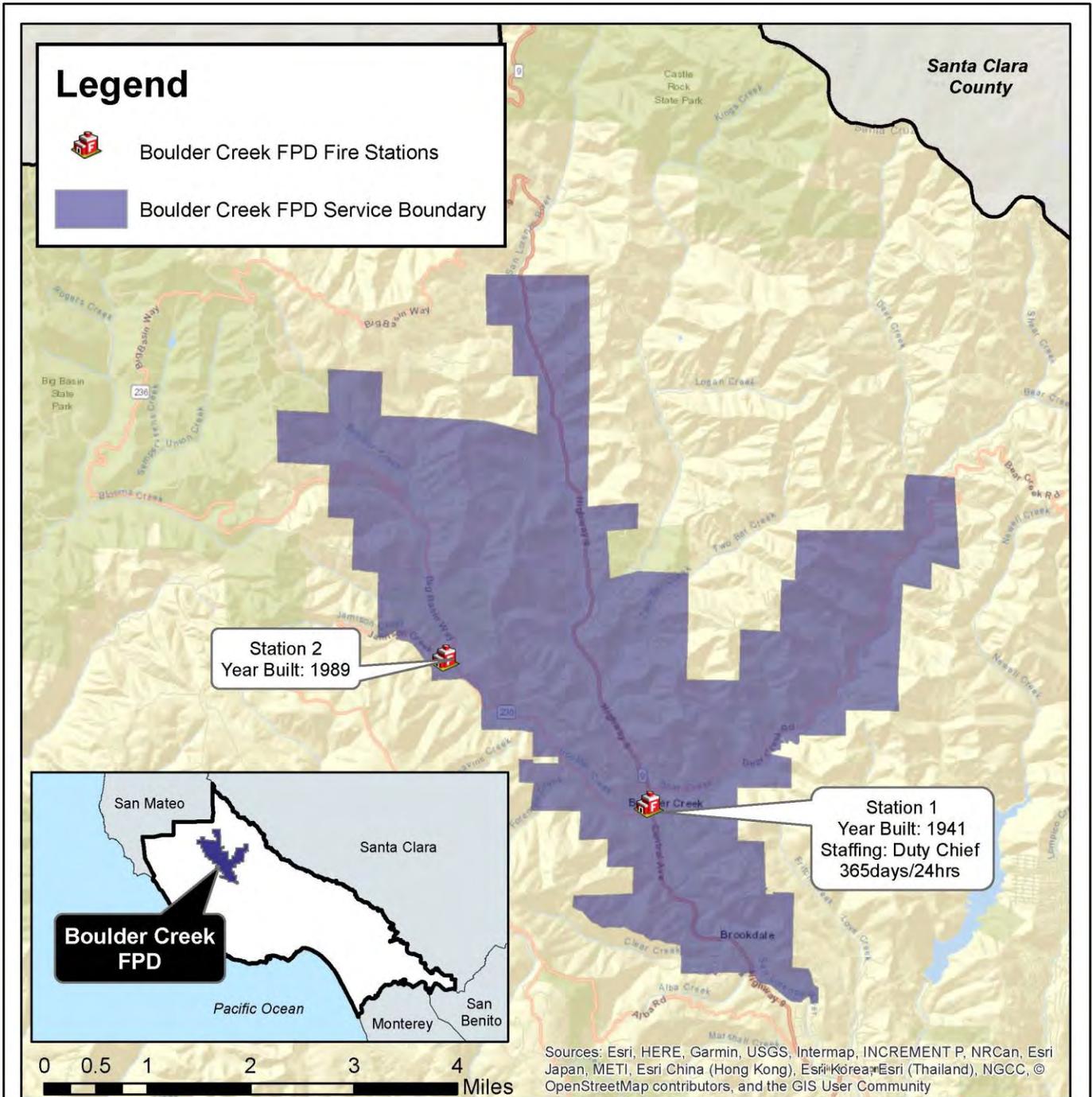
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, BCFPD operates using 7 apparatuses. **Table 32** provides an overview of the District's inventory. The District has one of the lowest amounts when compared with the other fire agencies. CSA 4 has the lowest with 3 vehicles and CSA 48 has the highest with 29 vehicles.

Table 32: BCFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	1	-	-	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
3	-	1	1	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
-	-	-	1	-

Figure 23: BCFPD's Fire Stations



Boulder Creek Fire Protection District Jurisdictional and Sphere Boundaries



Boulder Creek FPD currently has two fire stations. Duty Chief staffing is 365/24hrs for the fire district paid by monthly stipend. The rest of the staff is not scheduled and all volunteer.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 4. The District provides fire protection, technical rescue, and basic life support (EMT) services. **Figure 24** on page 74 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff’s analysis, the District can cover areas beyond their jurisdiction within 10 minutes.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 33** indicates that BCFPD responded to approximately 7,200 calls over the last six years. The annual call average is estimated to be 1,200 calls/year. The District’s average response time was approximately 6 minutes.

Table 33: BCFPD’s Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
723	2,278	141	1,796	425
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
518	9	-	18	639
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
15	99	421	117	7,199

Population & Growth

Based on staff’s analysis, the population of BCFPD in 2020 was approximately 5,200. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 34** shows the anticipated population within BCFPD.

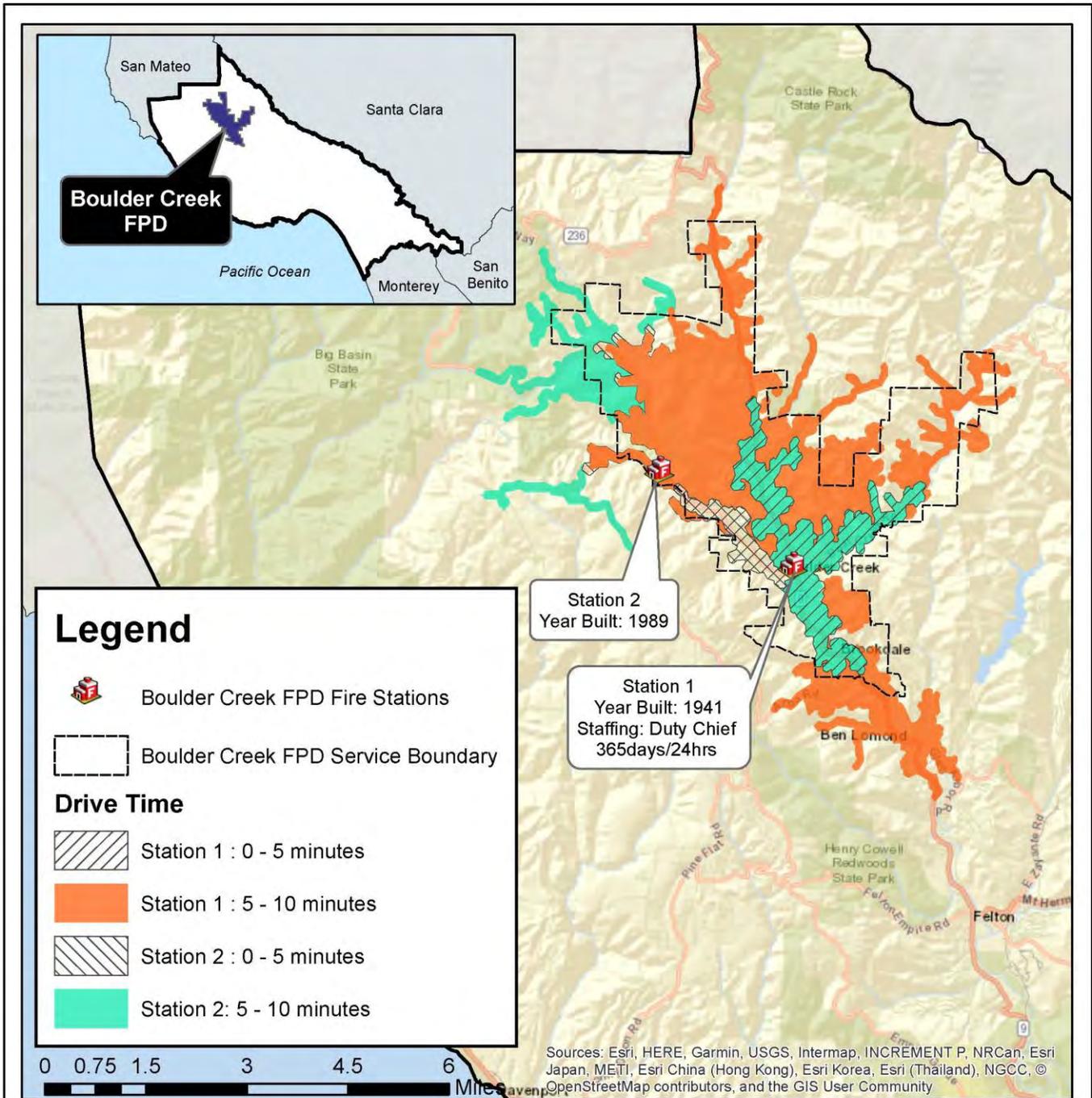
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for BCFPD. LAFCO staff increased the District’s 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of BCFPD will be approximately 5,400 by 2040.

Table 34: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Boulder Creek Fire Protection District	5,226	5,271	5,316	5,362	5,408	0.86%

Figure 24: BCFPD's Fire Station (5 and 10 Mile Drive Time)



Boulder Creek Fire Protection District Drive Time Analysis (Thursday at 5:00pm)



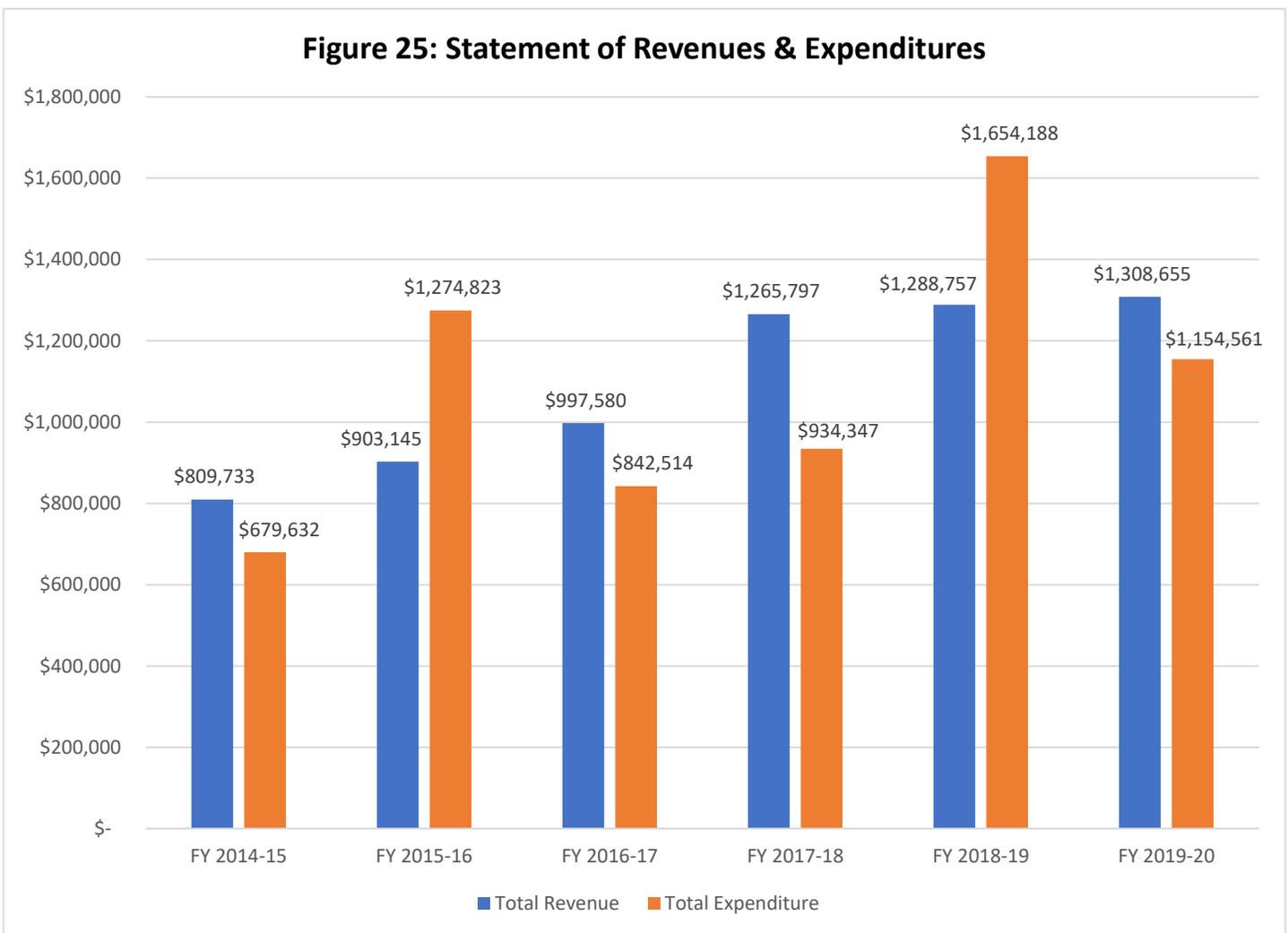
Boulder Creek FPD currently has two fire stations. Duty Chief staffing is 365/24hrs for the fire district paid by monthly stipend. The rest of the staff is not scheduled and all volunteer.

Finances

State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. In addition, not all recent audits were available on the District’s website as statutorily required (Government Code Sections 6270.6 and 53087.8). For purposes of this section, LAFCO staff requested the necessary financial documents. This section will highlight the District’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated BCFPD’s financial health from FY 2014-15 to FY 2019-20.

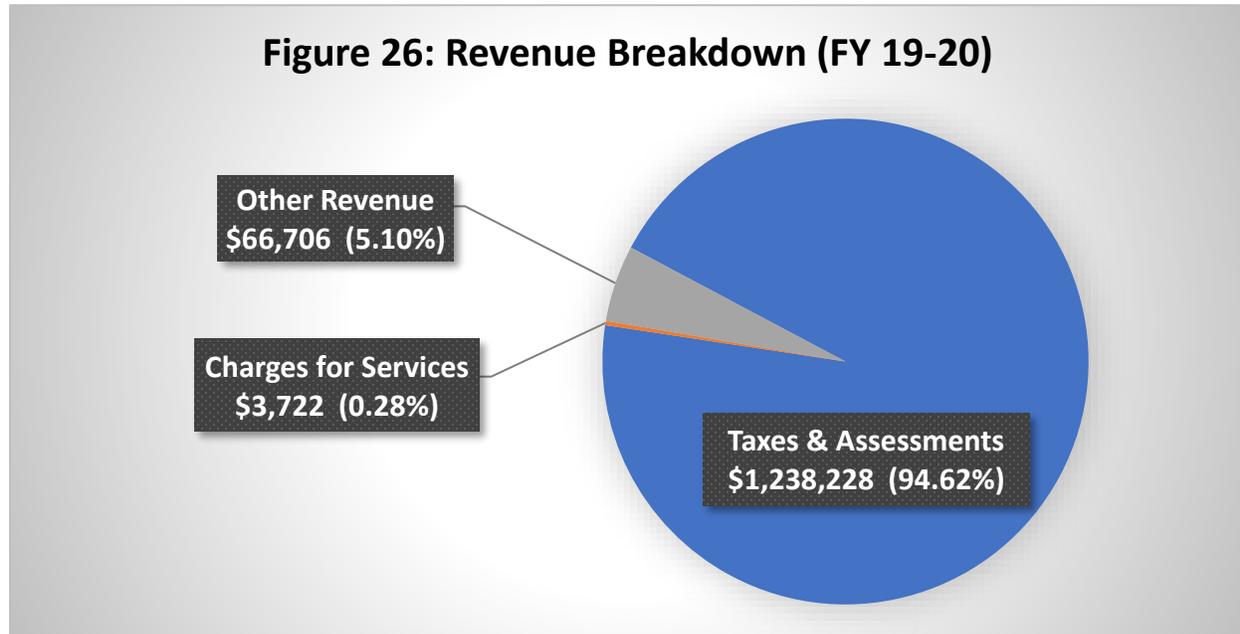
At the end of FY 2019-20, total revenue collected was approximately \$1.3 million, representing a 2% increase from the previous year (\$1.28 in FY 2018-19). Total expense for FY 2019-20 was approximately \$1.2 million, which decreased from the previous year by 30% (\$1.7 million in FY 2018-19). The District ended with an annual deficit in only two of the last six years, as shown in **Figure 25**. The deficits in FY 2015-16 and FY 2018-19 were primarily due to anticipated capital improvement projects. LAFCO believes that the overall positive trend may continue going forward under the current management practices.

Figure 25: Statement of Revenues & Expenditures



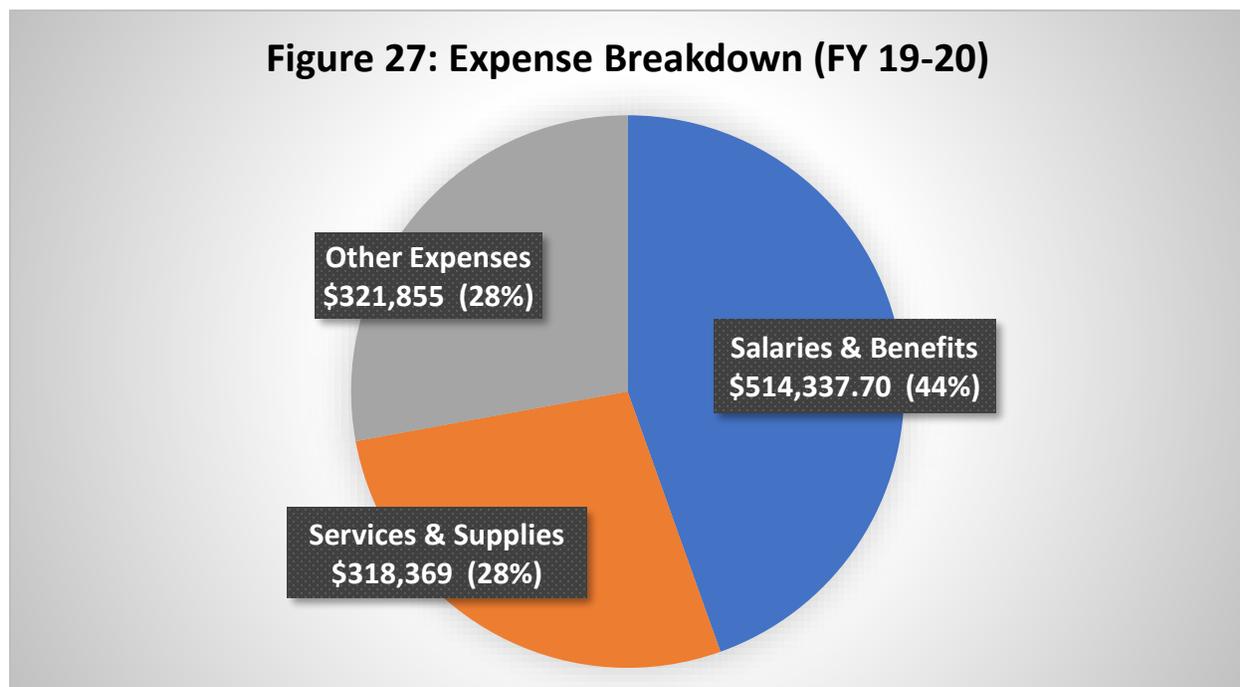
District Revenues

BCFPD's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. BCFPD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 26** highlights the revenue received during FY 2019-20.



District Expenditures

BCFPD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Other Expenses. **Figure 27** below distinguishes the cost and percentage per category. Salaries & Benefits are the highest expenditure during FY 2019-20; however it only represents less than half of the agency's overall expenses. BCFPD's expenditures are well-balanced as shown below.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$1.5 million. The fund balance has fluctuated over the years since 2014, as shown in **Table 35**. The current balance represents 130% of the District's total expenditure from FY 2019-20. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of BCFPD during the last six years can be found in **Table 36** below.

Table 35: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$1,605,576	\$1,233,897	\$1,388,963	\$1,720,412	\$1,354,981	\$1,509,075
Change in (\$) from previous year		\$(371,679)	\$155,066	\$331,449	\$(365,431)	\$154,094
Change in (%) from previous year		-23%	13%	24%	-21%	11%

Table 36: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Property Taxes	\$ 748,316	\$ 830,999	\$ 895,055	\$ 941,050	\$ 1,192,055	\$ 1,238,228
Assessment (Measure N)	\$ -	\$ -	\$ -	\$ 176,592	\$ -	\$ -
Use of Money & Property (Interest)	\$ 6,730	\$ 9,188	\$ 10,536	\$ 17,173	\$ 31,855	\$ 21,733
Aid from Other Govt Agencies	\$ 7,496	\$ 5,755	\$ 5,789	\$ 5,664	\$ 5,679	\$ 5,687
Charges for Services (Inspection Fees)	\$ 5,646	\$ 13,743	\$ 27,204	\$ 15,808	\$ 15,058	\$ 3,722
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 41,719	\$ 43,460	\$ 58,976	\$ 109,510	\$ 44,110	\$ 39,286
Unclaimed Money (Escheated)	\$ (174)	\$ -	\$ 20	\$ -	\$ -	\$ -
Total Revenue	\$ 809,733	\$ 903,145	\$ 997,580	\$1,265,797	\$1,288,757	\$1,308,655
EXPENDITURE						
Salaries & Benefits	\$ 406,943	\$ 456,564	\$ 444,666	\$ 464,261	\$ 416,409	\$ 514,338
Services & Supplies	\$ 267,689	\$ 264,903	\$ 340,423	\$ 355,913	\$ 367,542	\$ 318,369
Capital Outlay						
Buildings & Improvements	\$ -	\$ 523,356	\$ 30,760	\$ 49,332	\$ 99,511	\$ -
Equipment	\$ -	\$ -	\$ 26,665	\$ 18,877	\$ 770,725	\$ 321,855
Mobile Equipment	\$ 5,000	\$ 30,000	\$ -	\$ 45,964	\$ -	\$ -
Total Expenditure	\$ 679,632	\$1,274,823	\$ 842,514	\$ 934,347	\$1,654,188	\$1,154,561
Surplus/(Deficit)	\$ 130,101	\$ (371,678)	\$ 155,066	\$ 331,450	\$ (365,431)	\$ 154,094
FUND BALANCE						
Beginning Balance	\$ 1,475,475	\$ 1,605,575	\$ 1,233,897	\$ 1,388,962	\$ 1,720,412	\$ 1,354,981
Ending Balance	\$ 1,605,576	\$1,233,897	\$1,388,963	\$1,720,412	\$1,354,981	\$1,509,075

Governance

BCFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 37** shows the current board members.

Table 37: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Chris Currier	Board Member	First Appointed: 2015 Next Election: General 2024	6 years
Robert Locatelli	Board Member	First Elected: 2008 Next Election: General 2024	13 years
Robert Presswood	Vice President	First Elected: 2008 Next Election: General 2022	13 years
Sam Robustelli	Board Member	First Appointed: 2013 Next Election: General 2022	8 years
Rick Rogers	Chair	First Elected: 1996 Next Election: General 2024	25 years

Public Meetings

The Board of Directors typically meets on the second Tuesday of each month. The meeting dates are posted at the fire station and on the District's Website. Public meetings are typically held at noon. Based on LAFCO staff's analysis, BCFPD met 14 times in 2020. **Table 38** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 38: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
24	15	16	8	14

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of BCFPD as a special district, specifically the availability of the most recent financial documentations such as budgets and audits. BCFPD should also consider including LAFCO's adopted service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Staffing Structure

BCFPD relies heavily on volunteer firefighters to protect the Boulder Creek community. The District currently has 45 employees, 96% are volunteers (43 out of 45). At present, BCFPD has one person staffed at the fire station 24 hours a day. This similar approach is conducted by other small fire districts surrounding BCFPD. However, many organizations such as the National Fire Protection Association and the California Office of Emergency Services recommend a minimum of a four-person staffing on duty.

It may be beneficial to consider increasing the regular staffing to at least a 3-member crew, which is the minimum standard for other fire agencies in Santa Cruz County. Nationally, the average is fewer than four firefighters for fire engines and three for fire trucks. The National Fire Protection Association calls for four on fire engines and four on fire trucks. Increasing BCFPD's minimum staffing will ensure adequate fire protection to the Boulder Creek community.

LAFCO Staff Recommendation: *The District should consider meeting the minimum staffing requirements outlined by the National Fire Protection Association as soon as possible.*

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance option.

Potential Annexations

Since 1994, BCFPD's sphere of influence has included areas currently served by County Service Area 48, as shown in **Figure 28** on page 81. This sphere designation indicates that the District is the most logical provider of fire protection to these areas and should be annexed into BCFPD. The sphere boundary has remained unchanged for almost 30 years. It may be beneficial for representatives from BCFPD, CSA 48, and LAFCO to coordinate and determine whether annexation should occur in the foreseeable future. If no annexation is anticipated, then the District and LAFCO should consider reducing the sphere boundary to reflect the District's future service area.

LAFCO Staff Recommendation: *The District should consider coordinating with CSA 48 and LAFCO to determine BCFPD's future service area. These discussions should occur by August 2022. LAFCO will consider amending the sphere boundaries based on these discussions no later than December 2022.*

District Best Practices

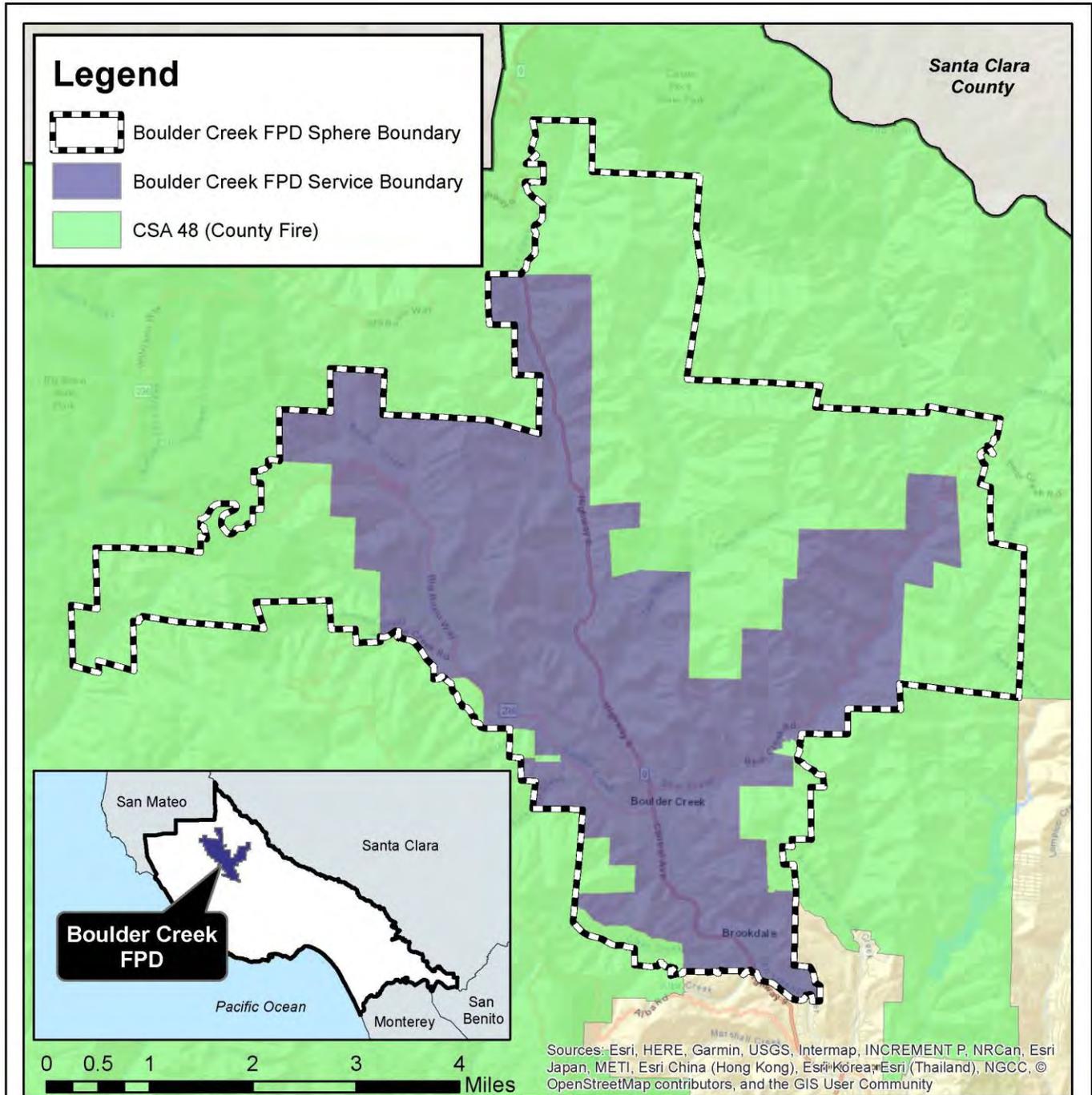
All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO's analysis, BCFPD is a single-function special district. Nearly 85% of California's special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. However, BCFPD did not attend.

LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Sphere of Influence

Santa Cruz LAFCO adopted BCFPD's original sphere of influence on March 10, 1994, which included areas beyond the District's jurisdictional boundary. In January 2008 and subsequently in November 2016, the Commission reaffirmed this sphere boundary. Staff is recommending that the current sphere of influence be reaffirmed as part of this report. However, LAFCO encourages the District to coordinate with CSA 48 and LAFCO to determine BCFPD's future service area. Based on these discussions, LAFCO may consider amending the sphere boundary by December 2022. **Figure 29** on page 82 depicts the proposed sphere boundary.

Figure 28: BCFPD's Potential Annexation Areas

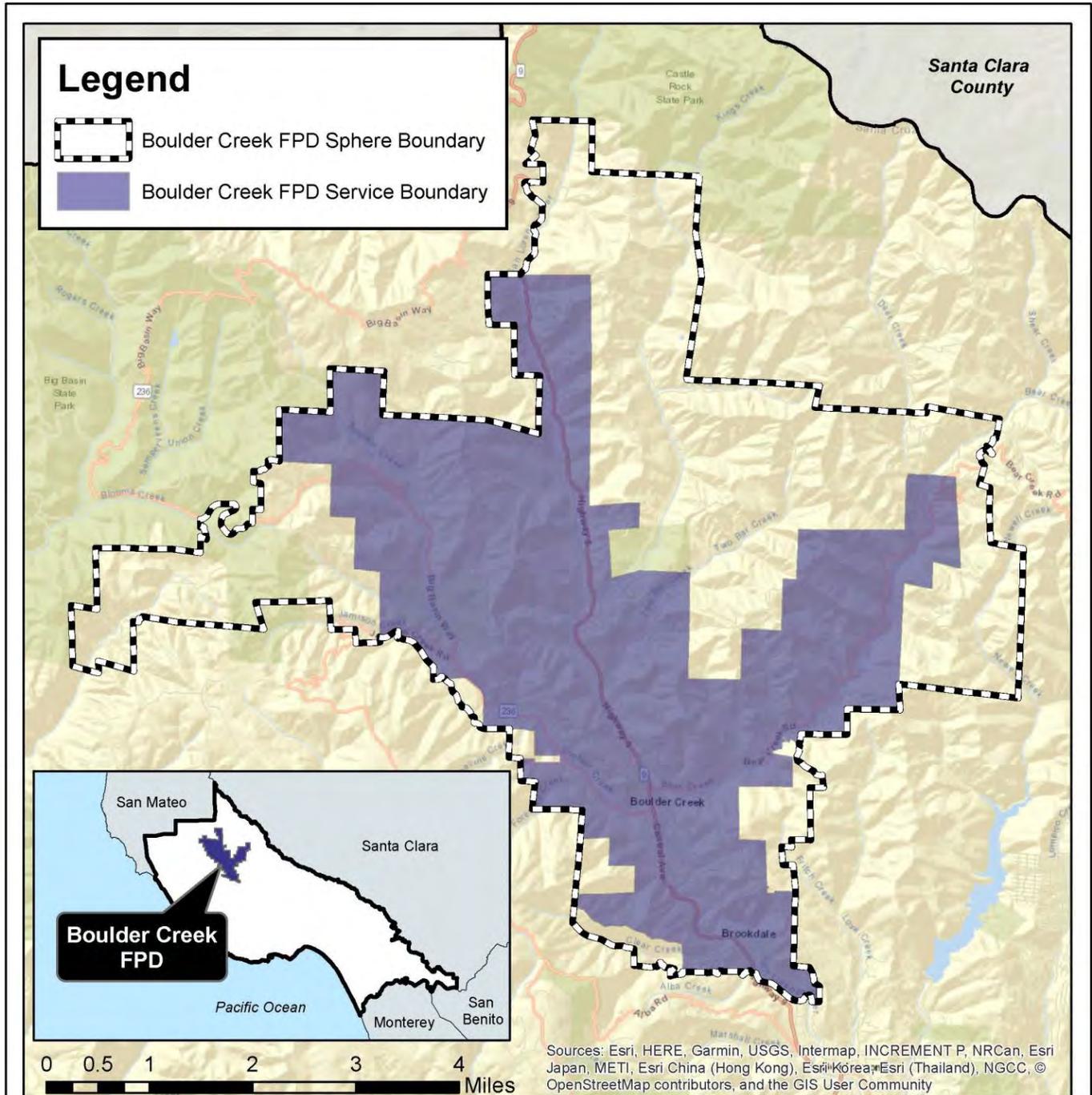


Boulder Creek Fire Protection District Jurisdictional and Sphere Boundaries



BCFPD should coordinate with CSA 48 and LAFCO to determine whether annexation will occur or whether their sphere should be reduced.

Figure 29: BCFPD's Proposed Sphere Map



Boulder Creek Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

District Summary

Boulder Creek Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Mark Bingham, Fire Chief
Employees	1 Full-Time Employee (1 part-time and 43 volunteers)
Facilities	2 Fire Stations (Station 1: 13230 Central Avenue; Station 2: 16115 Jamison Creek)
ISO Rating	4/4x
District Area	11,273 acres (18 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$1,308,655 Total Expenditure = \$1,154,561 Projected Net Position (Ending Balance) = \$1,509,075
Contact Information	Mailing Address: 13230 Central Ave. Boulder Creek, CA 95006 Phone Number: (831) 338-7222 Email Address: mbingham@bcfd.com Website: https://bcfd.com/
Public Meetings	Meetings are typically held on the second Tuesday of each month.
Mission Statement	None

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of BCFPD will be approximately 5,400 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1923. The District continues to provide fire protection services to the unincorporated Boulder Creek community and the surrounding areas.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in four of the last six fiscal years. The District's fund balance is approximately \$1.5 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District maintains mutual and automatic aid agreements with neighboring fire districts. LAFCO is encouraging the District to consider increasing its minimum staffing from one-person to three-person shifts.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the District coordinate with CSA 48 and LAFCO to determine whether future annexations will occur within BCFPD's sphere of influence or whether the existing sphere boundary should be reduced.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the vast majority of the District as Mountain Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 4 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support (EMT) services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently operates two fire stations. Station 1 was built in 1941 and is located at 13230 Central Avenue in Boulder Creek, CA. Station 2 was built in 1989 and is located at 16115 Jamison Creek Road in Boulder Creek, CA. Station 1 is staffed with a daily minimum of one person 24 hours a day, all year.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

BRANCIFORTE FIRE PROTECTION DISTRICT

District Overview

Branciforte Fire Protection District (BFPD) was formed on January 7, 1950 and operates under the Fire Protection District Law of 1987. BFPD encompasses nearly 9 square miles of territory located in the central portion of the county. **Figure 30**, on page 87, is a vicinity map depicting BFPD’s current jurisdictional and sphere boundaries. **Figure 31**, on page 88, also shows the current land use designation under the County’s General Plan. At present, the lands within the District vary from agriculture to urban residential. The vast majority of the District is designated as Mountain Residential and Rural Residential.

Services & Operations

BFPD currently provides fire protection services to the unincorporated community of Branciforte. It currently operates with three full-time employees and 13 volunteer firefighters. However, it is important to note that the District does not have any administrative staff, including no Fire Chief. Since September 2015, Scotts Valley FPD has been providing administrative and command services under an existing contract. Under this agreement, the Scotts Valley FPD Fire Chief also functions as the Fire Chief for BFPD. The contract, shown in **Appendix B**, is scheduled to sunset on September 30, 2021. In late-August, the BFPD Board hired a part-time Fire Chief to continue operations after the sunset date. No other administrative staff has been hired at this time. The following sections provide a detailed overview of BFPD’s services and operations under the contractual agreement between Scotts Valley and Branciforte FPDs.

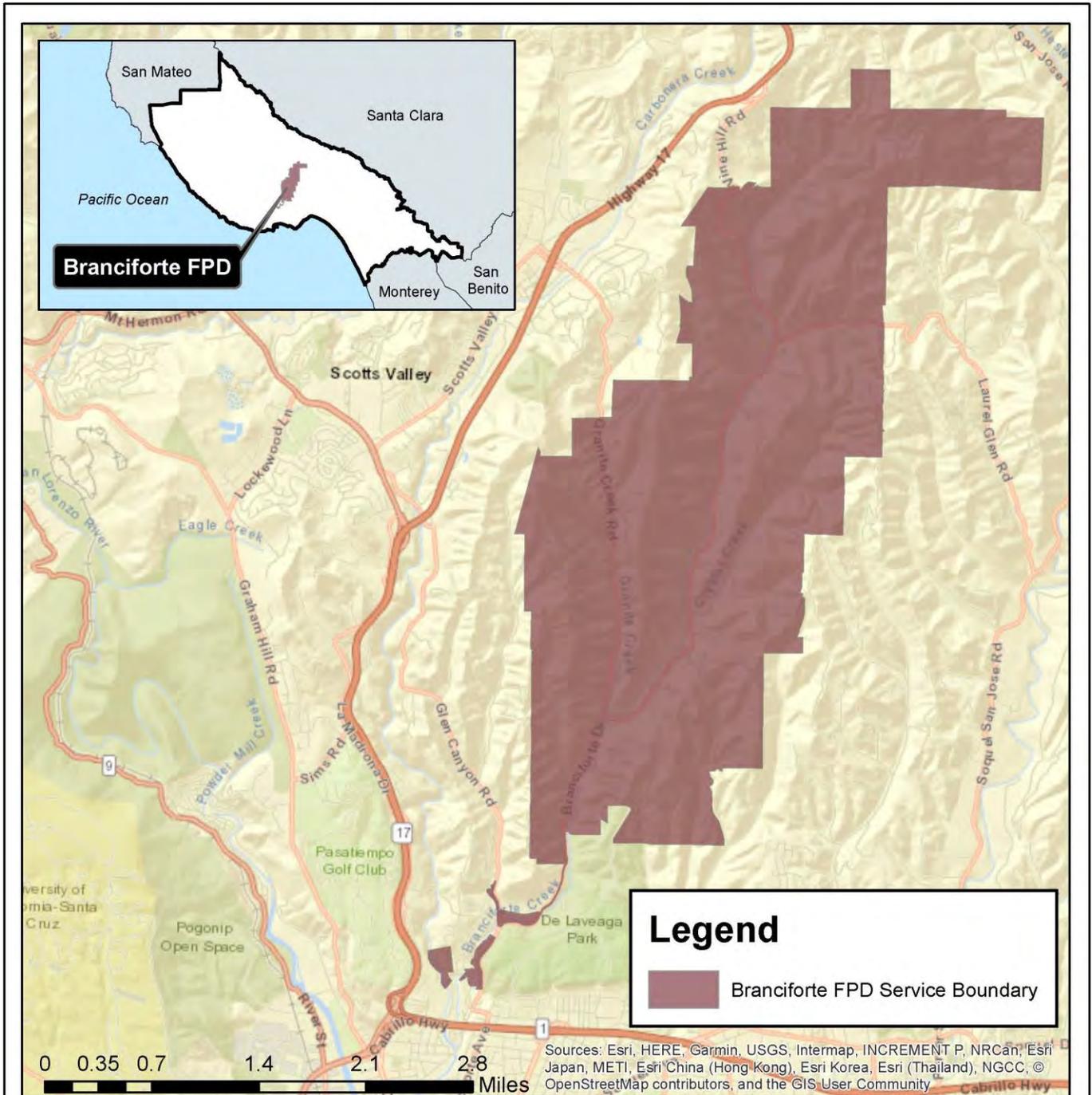
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, BFPD offers 50% of those services (9 out of 18). **Table 39** illustrates those services. BFPD currently offers the least amount of services when compared to the other 13 fire agencies in Santa Cruz County. The second lowest is Aromas Tri-County FPD with 11 services and the highest is Ben Lomond FPD with 17 different services.

Table 39: BFPD’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	-	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	-	-	-	-

Figure 30: BFPD's Vicinity Map



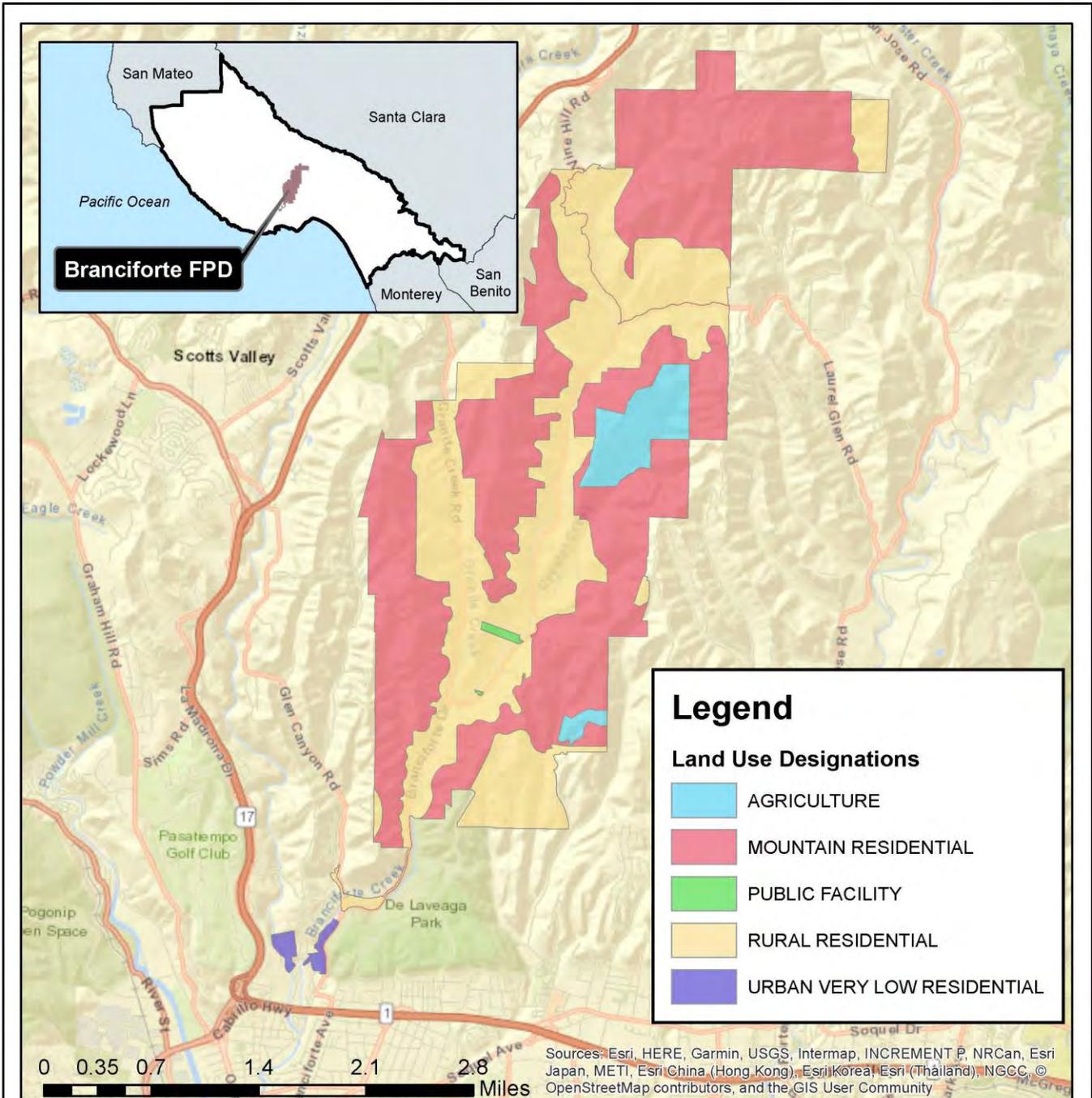
Branciforte Fire Protection District Jurisdictional and Sphere Boundaries



Combined Sphere adopted on March 10, 1994
 Sphere Reaffirmed on January 1, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

In 1994, Branciforte FPD was added to Scotts Valley FPD's sphere boundary as a precursor to consolidation.

Figure 31: BFPD's Land Use Map



Branciforte Fire Protection District Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within BFPD ranging from agriculture to urban residential.

The vast majority is designated as Mountain Residential and Rural Residential.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, BFPD offers 53% of those training courses (9 out of 17). **Table 40** illustrates those training opportunities.

Table 40: BFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
-	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	-	-	-	9

Fire Stations

The District currently operates two fire stations. Station 1 was built in 1950 and is located at 2711 Branciforte Drive in Santa Cruz. Station 2 was built in 2010 and is located at 2300 Jarvis Road in Santa Cruz. Station 1 is staffed with one captain 24 hours a day. Station 2 is currently not being utilized or staffed. At present, BFPD has three full-time employees and 13 volunteer firefighters. **Figure 32** on page 90 shows the location of the fire stations.

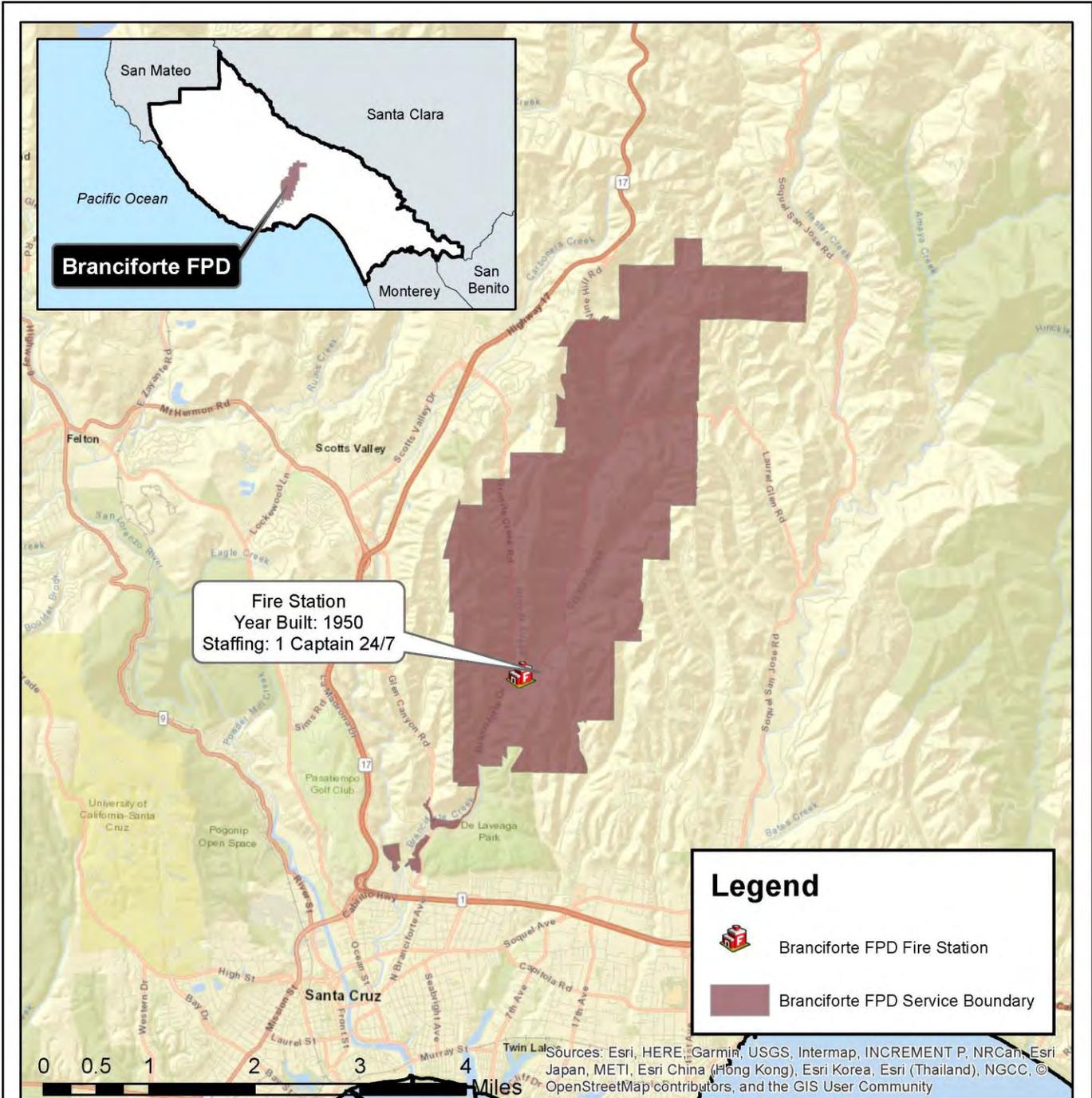
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, BFPD operates using 7 apparatuses. **Table 41** provides an overview of the District's inventory. The District has one of the lowest amounts when compared with the other fire agencies. CSA 4 has the lowest with 3 vehicles and CSA 48 has the highest with 29 vehicles.

Table 41: BFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	-	-	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
1	-	2	1	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
2	-	-	1	-

Figure 32: BFPD's Fire Station



Branciforte Fire Protection District Jurisdictional and Sphere Boundaries



Branciforte FPD currently has one fire station. The station is currently being staffed by one captain during a given shift.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 5. This is the lowest rating in the entire County compared to the other fire agencies. **Figure 33** on page 92 shows the distance the one-person fire crew can reach within 5 and 10 minutes. Based on staff’s analysis, it may require the District more than 10 minutes to arrive to certain areas, particularly in the northern and eastern areas.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 42** indicates that BFPD responded to approximately 1,200 calls over the last six years. The annual call average is estimated to be 202 calls/year. The District’s average response time was approximately 8 minutes. In 2020, Branciforte FPD had 159 calls. Almost 40% of those calls were first responded by an outside agency. Specifically by Central FPD (1), SCCFD (2), CSA 48 (9), and Scotts Valley FPD (28).

Table 42: BFPD’s Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
165	300	49	113	17
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
145	-	-	17	316
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
3	5	82	-	1,212

Population & Growth

Based on staff’s analysis, the population of BFPD in 2020 was approximately 1,700. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 43** shows the anticipated population within BFPD.

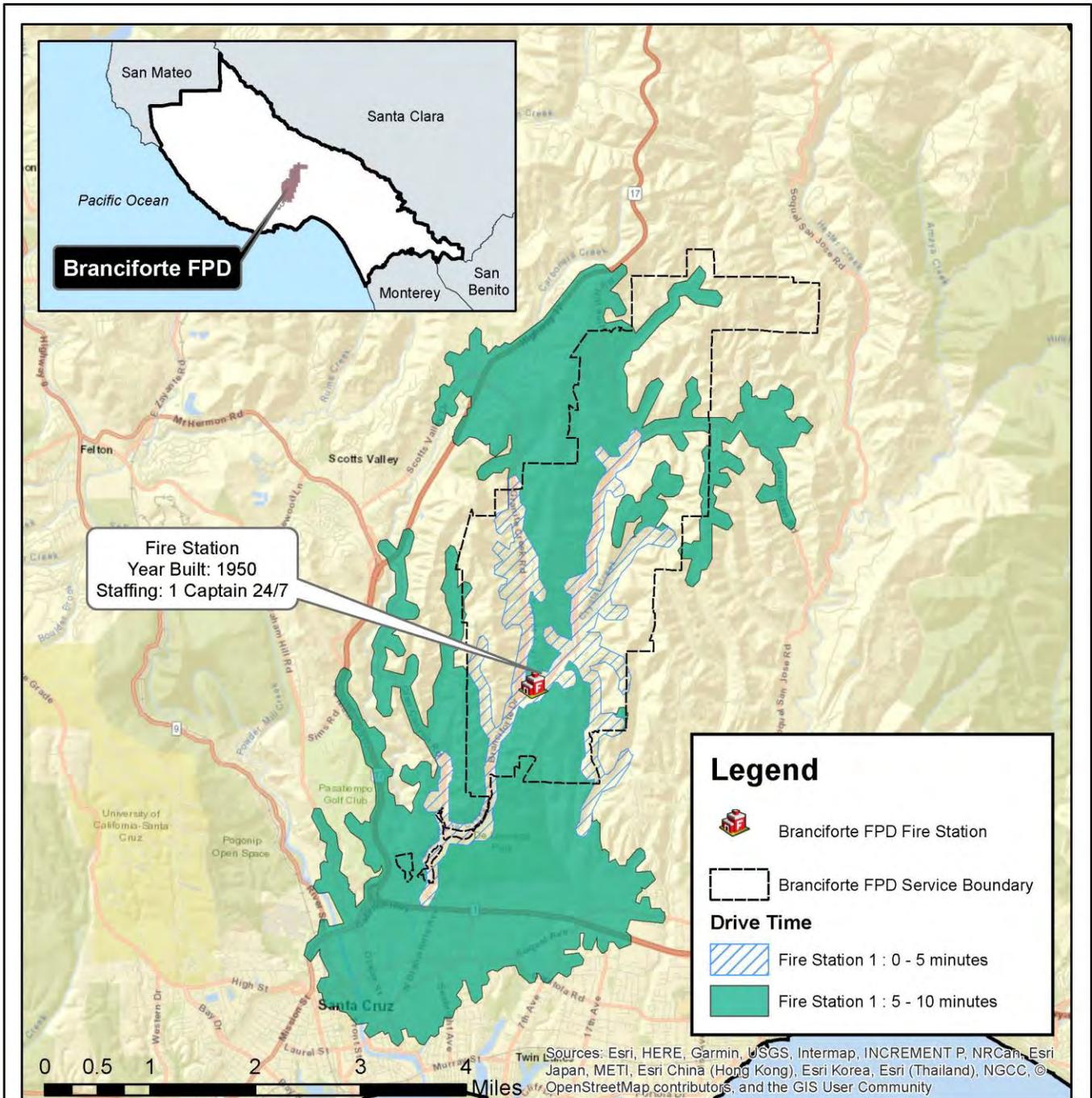
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for BFPD. LAFCO staff increased the District’s 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of BFPD will be approximately 1,800 by 2040.

Table 43: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Branciforte Fire Protection District	1,715	1,729	1,744	1,759	1,774	0.86%

Figure 33: BFPD's Fire Station (5 and 10 Mile Drive Time)



Branciforte Fire Protection District Drive Time Analysis (Thursday at 5:00pm)

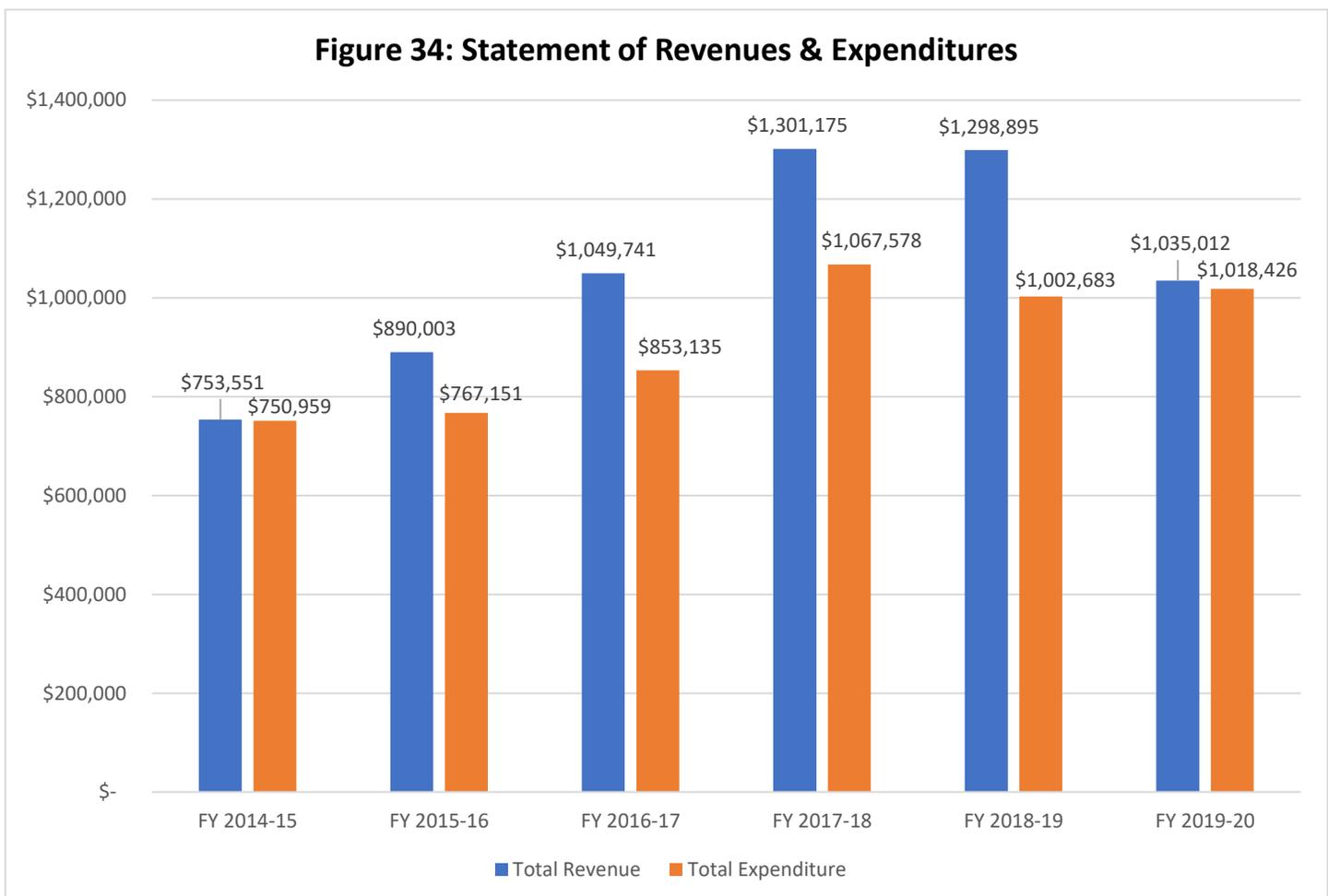


Branciforte FPD currently has one fire station. The station is currently being staffed by one captain during a given shift.

Finances

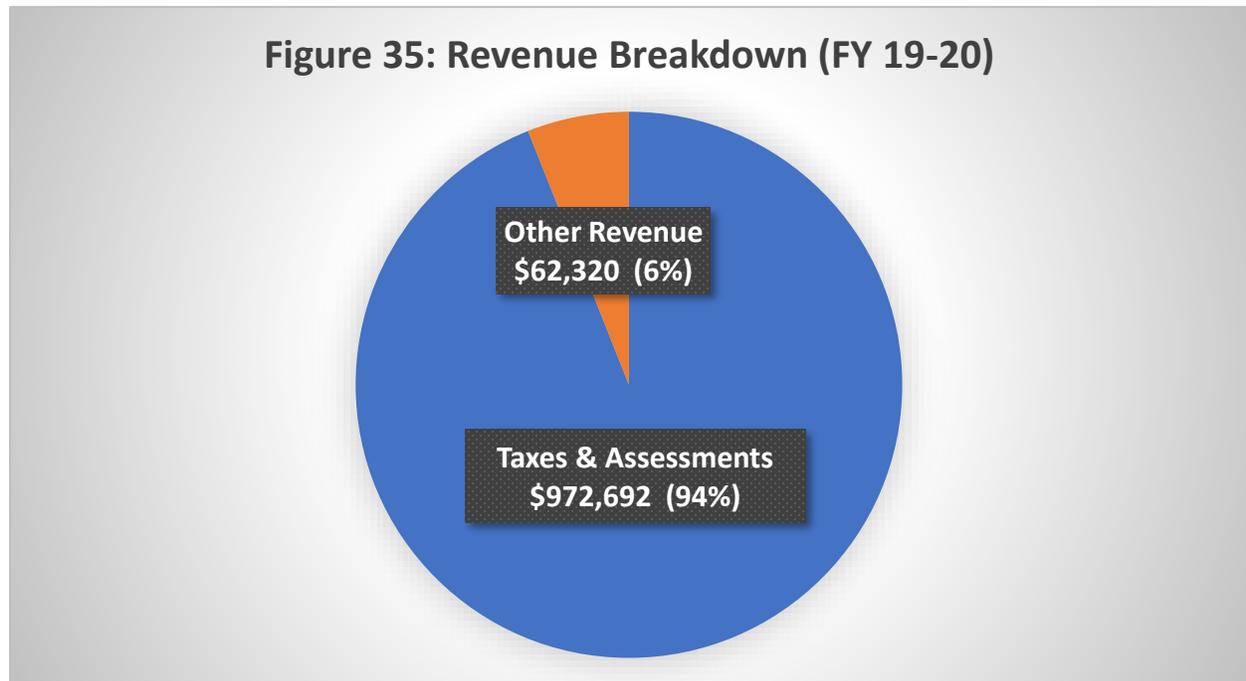
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. In addition, not all recent audits were available on the District’s website as statutorily required (Government Code Sections 6270.6 and 53087.8). For purposes of this section, LAFCO staff requested the necessary financial documents. This section will highlight the District’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated BFPD’s financial health from FY 2014-15 to FY 2019-20.

At the end of FY 2019-20, total revenue collected was approximately \$1 million, representing a 20% decrease from the previous year (\$1.3 million in FY 2018-19). Total expense for FY 2019-20 was approximately \$1.02 million, which increased from the previous year by 2% (\$1 million in FY 2018-19). The District has ended with an annual surplus in the last six years, as shown in **Figure 34**. LAFCO believes that this positive trend was the direct result of existing contract between BFPD and Scotts Valley FPD. Under this agreement, Scotts Valley FPD has been managing all internal operations, including the budgetary practices on behalf of BFPD. LAFCO believes that this positive trend will discontinue following the agreement’s anticipated September 2021 sunset date.



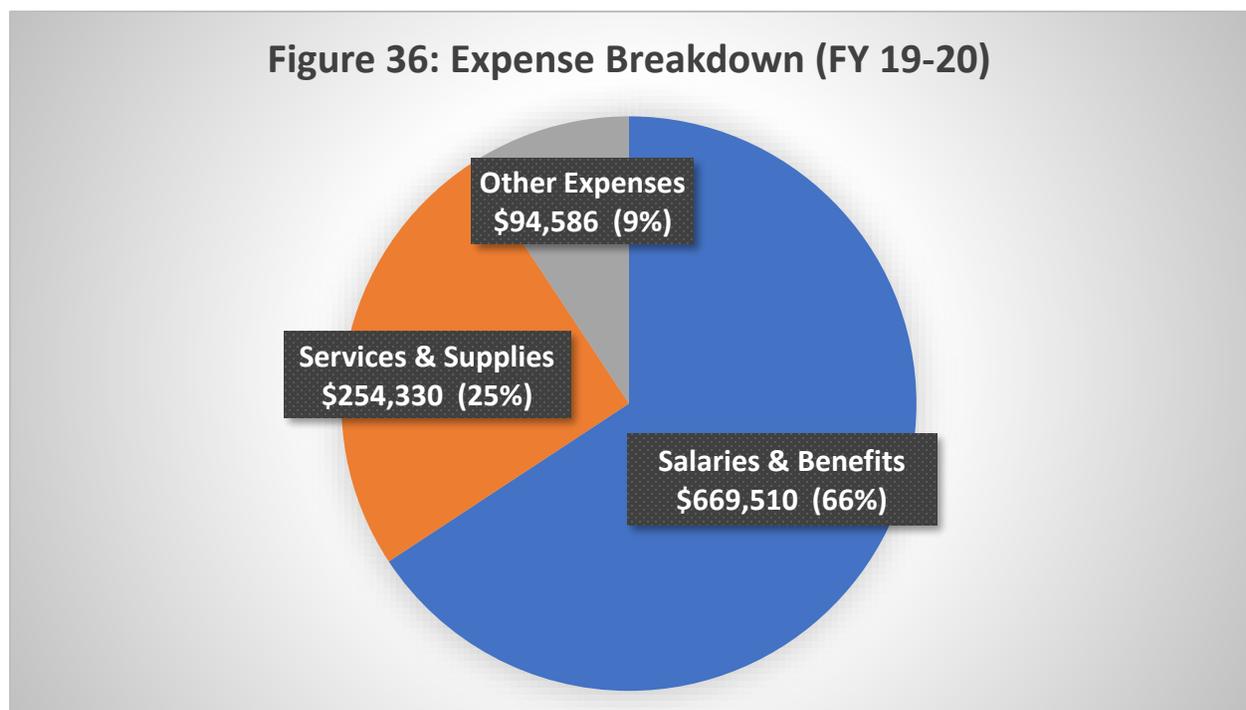
District Revenues

BFPD's revenue stream can be categorized into two groups: Taxes & Assessments, and Other Revenue. BFPD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 35** highlights the revenue received during FY 2019-20.



District Expenditures

BFPD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Other Expenses. **Figure 36** below distinguishes the cost and percentage per category. As shown below, Salaries & Benefits are the highest expenditure during FY 2019-20, which represents almost 70% of the agency's total expense.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$948,000. The fund balance has increased dramatically since Scotts Valley FPD assumed responsibilities at the internal level, as shown in **Table 44**. The current balance represents 93% of the District's total expenditure from FY 2019-20. This amount would be sufficient to cover any unanticipated costs. The overall financial performance of BFPD during the last six years can be found in **Table 45** below.

Table 44: Fund Balance/Net Position

	FY 14-15*	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$62,278	\$185,131	\$401,589	\$635,186	\$931,398	\$947,984
Change in (\$) from previous year		\$122,853	\$216,458	\$233,597	\$296,212	\$16,586
Change in (%) from previous year		197%	117%	58%	47%	2%

Footnote: A contractual agreement between BFPD and SVFPD was enacted in 2015 which allowed SVFPD to assume responsibility for BFPD's internal operations, such as managing their finances.

Table 45: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Property Taxes	\$ 606,613	\$ 646,705	\$ 683,086	\$ 717,336	\$ 771,898	\$ 805,803
Fire Protection Tax	\$ -	\$ -	\$ 81,621	\$ 164,449	\$ 165,196	\$ 166,889
Charges for Service	\$ 3,871	\$ 129,684	\$ 273,072	\$ 409,101	\$ 321,894	\$ -
License & Permits	\$ -	\$ -	\$ 838	\$ 540	\$ 12,121	\$ 2,738
Interest & Investment Earnings	\$ -	\$ -	\$ -	\$ 4,309	\$ 3,841	\$ 14,545
Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ 19,342	\$ 44,450
Use of Money & Property	\$ (53)	\$ 267	\$ -	\$ -	\$ -	\$ -
Other Government	\$ 81,799	\$ 81,352	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 61,321	\$ 31,995	\$ 11,124	\$ 5,440	\$ 4,603	\$ 587
Total Revenue	\$753,551	\$890,003	\$1,049,741	\$1,301,175	\$1,298,895	\$1,035,012
EXPENDITURE						
Salaries & Benefits	\$ 553,325	\$ 560,229	\$ 614,369	\$ 838,395	\$ 741,378	\$ 669,510
Services & Supplies	\$ 81,683	\$ 80,649	\$ 169,531	\$ 182,279	\$ 187,837	\$ 254,330
Repairs & Maintenance	\$ 18,058	\$ 45,202	\$ 26,850	\$ 36,694	\$ 28,003	\$ 50,709
Professional Fees	\$ 50,487	\$ 33,007	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 11,299	\$ 9,480	\$ -	\$ -	\$ -	\$ -
Capital Assets	\$ -	\$ 2,477	\$ 6,277	\$ 10,210	\$ 45,465	\$ 43,877
Note Payable	\$ 36,107	\$ 36,107	\$ -	\$ -	\$ -	\$ -
Debt Service:						
Principle	\$ -	\$ -	\$ 35,542	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ 566	\$ -	\$ -	\$ -
Total Expenditure	\$750,959	\$767,151	\$ 853,135	\$1,067,578	\$1,002,683	\$1,018,426
Surplus/(Deficit)	\$ 2,592	\$122,852	\$ 196,606	\$ 233,597	\$ 296,212	\$ 16,586
FUND BALANCE						
Beginning Balance	\$ 59,686	\$ 62,279	\$ 204,983	\$ 401,589	\$ 635,186	\$ 931,398
Ending Balance	\$ 62,278	\$185,131	\$ 401,589	\$ 635,186	\$ 931,398	\$ 947,984

Governance

BFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 46** shows the current board members.

Table 46: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Pat O’Connell	Chair	First Elected: 2016 Next Election: General 2024	5 years
Tim Dodds	Board Member	First Elected: 2020 Next Election: General 2024	1 year
Richard Landon	Board Member	First Appointed: 2013 Next Election: General 2024	8 years
Kurt Meyer	Board Member	First Elected: 2006 Next Election: General 2022	15 years
Peter Vannerus	Board Member	First Elected: 2006 Next Election: General 2022	15 years

Public Meetings

The Board of Directors typically meets on the third Wednesday of each month. The meeting dates are posted at the fire station and on the District’s Website. Public meetings are typically held at 6:00pm. Based on LAFCO staff’s analysis, BFPD met 6 times in 2020. **Table 47** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 47: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
12	12	5	7	6

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff’s position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, LAFCO staff is concerned that the District may have issues maintaining the website without administrative assistance. At present, the District only has a part-time fire chief who is solely responsible to fulfill all administrative duties and internal operations. The District has zero administrative staff now that the contractual agreement with Scotts Valley FPD has ended.

LAFCO Staff Recommendation: *The District should develop a plan to ensure that the website fulfills the legal requirements under SB 929.*

District Best Practices

All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO's analysis, BFPD is a single-function special district. Nearly 85% of California's special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. Unfortunately, BFPD did not attend the webinar.

LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Grand Jury Reports

According to the Judicial Branch of California, a group of ordinary citizens takes an oath to serve as grand jurors annually in each of the 58 counties. Its function is to investigate the operations of the various officers, departments and agencies of local government. Each Civil Grand Jury determines which officers, departments and agencies it will investigate during its term of office. In 2015, the Santa Cruz Civil Grand Jury investigated the service delivery of all fire districts in the county, including BFPD. The report, titled “*Santa Cruz County Fire Protection Districts*”⁶, identified significant financial and internal deficiencies. As a result, the grand jury suggested three governance options: (1) Consolidation between BFPD and Scotts Valley FPD, (2) Managerial Oversight provided by Scotts Valley FPD, or Maintaining the Status Quo. The BFPD Board acknowledged the recommendations and took action on Option 2. This led Scotts Valley FPD providing complete internal overview for the past six years.

In 2020, the Santa Cruz Civil Grand Jury came out with another fire-related report titled “*Ready? Aim? Fire!*”⁷ This report also analyzed BFPD and determined additional internal deficiencies including the lack of transparency with reporting and the limited revenue stream. These recent concerns, coupled with the 2015 findings, may intensify once the BFPD Board assumes full internal operations after September 30, 2021, unless a detailed plan is developed. A more extensive discussion of this proposed “detailed plan” is discussed in the following section, under “*Administrative Responsibilities*” on page 100.

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report’s conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance options.

Option 1: Revamp Branciforte Fire Protection District

It is LAFCO staff’s understanding that the current contractual agreement between Branciforte and Scotts Valley FPDs will end on September 30, 2021. Under this contract, Scotts Valley FPD has been responsible for BFPD’s internal operations and management, including but not limited to - acting as the District’s Fire Chief, managing the firefighters and volunteers, paying all bills and invoices, processing payroll, maintaining the District’s website, retaining all digital and physical files, completing property and construction inspections, addressing fire prevention, completing plan checks and public education, conducting public hearings, addressing public requests, and fulfilling the statutory requirements as a special district.

The District must hire new personnel in order to fulfill the statutory requirements outlined in Health & Safety Code Section 13800 et seq. It is unknown how many staff members are needed or how much it will cost to hire them. The District has one of the lowest revenue streams in the county and approximately 90% is already allocated to salaries and benefits. It is LAFCO’s assumption that the residents may have to support and approve a special tax/benefit assessment in order to be self-reliant.

⁶ 2015 Grand Jury Report: http://www.co.santa-cruz.ca.us/Portals/0/County/GrandJury/GJ2015_final/SantaCruzCountyFireProtectionDistricts.pdf

⁷ 2020 Grand Jury Report: http://www.co.santa-cruz.ca.us/Portals/0/County/GrandJury/GJ2020_final/FireRisks_Report.pdf

In 2016, the residents approved Measure T which authorized BFPD to levy a special tax on real property. The purpose of the special tax was to maintain financial stability. These funds were used to fund the Contingency Fund for unfunded emergencies, the Building Fund and a Vehicle Replacement Fund as determined by the Board of Directors. Measure T was estimated to raise approximately \$80,000 per year. **Table 48** shows the total amount received under Measure T during the last four years.

Table 48: Measure T Funds

BFPD (782 parcels)	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Measure T	\$81,621	\$164,449	\$165,196	\$166,889
Average Cost Per Parcel	\$104	\$210	\$211	\$213

There were 1,421 registered voters within BFPD back in 2016. Approximately 50% of those registered voters voted on Measure T (713 out of 1,421). The measure passed with 634 voting Yes and 78 voting No. It is LAFCO’s understanding that there are now 1,633 registered voters within BFPD. If a new special tax was proposed, and assuming everyone votes, BFPD will need at least 1,089 Yes votes to reach the two-thirds approval requirement. The County’s Election Department informed LAFCO that the District may be able to place the proposed measure on the November 21 ballot. However, the costs associated in placing an item on the ballot is unknown at this time. Below are key dates for BFPD to consider if it decides to move forward in voting on a new special tax:

- **November 2, 2021 Election** – BFPD needs to notify the Elections Department by District resolution and provide all the measure’s language and information no later than August 6, 2021.
- **June 7, 2022 Election** – BFPD needs to notify the Elections Department by District resolution and provide all the measure’s language and information no later than March 11, 2022.
- **November 8, 2022 Election** – BFPD needs to notify the Elections Department by District resolution and provide all the measure’s language and information no later than August 12, 2022.

New Fire Chief

On September 16, 2021, the BFPD Board hired a retired CalPERS employee as their new part-time fire chief. Under State law, retired CalPERS employees are considered annuitants. Retired annuitants can be reinstated in the work field with specific restrictions. Without exception, a maximum of 960 hours can be worked within a fiscal year (July 1 to June 30). This means that BFPD’s new fire chief can only work on average of 80 hours a month. Additionally, the new fire chief is prohibited of receiving any other compensation or benefits in addition to the hourly pay rate. What has been more concerning to LAFCO staff is that the hiring process did not begin until August 2021 and there has been little to no information shared to the public about the hiring process or the new fire chief. The September 16th Board Meeting did not include a staff report, background information, or board discussion when a resolution was adopted to hire the part-time fire chief. There was also no opportunity for the public to comment on that agenda item.

Administrative Responsibilities

LAFCO staff has major concerns about the BFPD's ability to comply with the statutory requirements regarding administrative responsibilities. It is LAFCO's understanding that it took SVFPD's entire administrative staff, including their Fire Chief, to fulfill the daily, weekly, monthly, quarterly, and annual duties on behalf of BFPD under the now expired contract. LAFCO staff believes that a new fire chief would have difficulty to fulfill these requirements alone – even more so as a part-time employee. It is important to note that the District is considering the formation of an advisory committee with residents. LAFCO staff admires the transparency effort but discourages the District of using the committee as BFPD's "unofficial administrative staff." It is the responsibility of the District as a government entity, not the residents, to complete all internal operations. That is why LAFCO is requiring the District to develop a detailed plan on how internal operations and all administrative duties will be completed and by which staff member. **Appendix C** provides an example of the areas that must be identified and addressed. This example is meant to be used as a guideline. Reverting back to a stand-alone agency will be difficult but a detailed plan would lay the foundation for a transparent process.

LAFCO Staff Recommendation: *The District must develop a detailed plan outlining how internal operations and all administrative services will be completed. This plan should be sent to LAFCO by March 31, 2022.*

Option 2: Reorganization with Scotts Valley Fire Protection District

The current contract has been in place since 2015 and reflects the combined sphere boundary between BFPD and Scotts Valley FPD, which was adopted back in 1994. A combined sphere boundary indicates that the two districts should be merged in the foreseeable future. It is LAFCO's perspective that both districts have been unofficially merged for the past six years – internally maximizing their staff and resources as one entity. Our analysis shows that the internal improvements, including but not limited to the financial health of BFPD, is a direct result of this multi-year collaboration. Unfortunately, LAFCO believes that the public has not been fully aware of this contractual agreement and its sunset date.

LAFCO is also deeply concerned about BFPD's future and level of service due to the lack of preparation by the District regarding this transition, even though Scotts Valley FPD informed BFPD about the sunset date as early as March 2021. Once the contract expires, all internal responsibilities revert back to BFPD. At the time of this report's distribution, BFPD does not have a Fire Chief or any other administrative staff in place to operate the agency in accordance with state law requirements. Despite the current circumstances, LAFCO staff has identified a two-part approach to ensure that the Branciforte residents continue to receive adequate level of service now and in perpetuity.

- **Part 1 (Extraterritorial Service Agreement):** For immediate assistance, LAFCO staff is recommending that BFPD, Scotts Valley FPD, or the residents submit an application for an extraterritorial service agreement. This approach would allow Scotts Valley FPD to provide services outside its jurisdiction in accordance with Government Code Section 56133. State law streamlines the LAFCO process under this approach due to the impending health and safety issue. It is staff's position that this agreement can be

completed within 30-60 days. If approved, the extraterritorial service agreement would have a condition that the Branciforte community be annexed into Scotts Valley FPD within a reasonable timeframe.

- **Part 2 (Reorganization):** The 2015 contract between BFPD and Scotts Valley FPD resulted in an unofficial merger of the two districts. A reorganization would make this strategic partnership official. LAFCO staff is proposing three primary actions under this reorganization: (1) dissolve Branciforte FPD, (2) annex the dissolved area into Scotts Valley FPD, and (3) create the “Branciforte Fire Zone.” Creating the zone would allow the residents to keep their existing special assessment (Measure T) within their community – ensuring that their funds stay in Branciforte and sustain their community identity. Unlike the extraterritorial service agreement process, this reorganization will require a multi-year effort. That is why LAFCO is recommending that community workshops be held to discuss frequently asked questions, including but not limited to:
 - Will my property taxes go up?
 - Will the level of service change? Will the response time get worse?
 - Will we lose representation or “our voice”?
 - Will this affect my insurance coverage? What will the ISO Rating be?
 - What will happen to the main fire station?
 - What will happen to the existing employees and volunteer firefighters?

These questions and others must be addressed in order for the community to fully comprehend the benefits and/or constraints regarding reorganization. LAFCO staff believes that by conducting a transparent process before, during, and after the reorganization is initiated, the residents will have a clear understanding of what they can do to protect their community from daily incidents and mitigate future fire disasters.

LAFCO Staff Recommendation: *The District should consider hosting community workshops to evaluate this option.*

Option 3: Change of Reorganization (Multiple Agencies)

BFPD relies heavily on volunteer firefighters to protect the Branciforte community. The District currently has 16 employees, 81% are volunteers (13 out of 16). At present, BFPD has one person staffed at the fire station during any given shift. This similar approach is conducted by other small fire districts surrounding BFPD. It may be beneficial to consider maximizing their existing personnel and resources through a reorganization involving the following: Ben Lomond FPD, Branciforte FPD, Scotts Valley FPD, and Zayante FPD. Such reorganization would require additional analysis to determine whether it is feasible and advantageous to all affected districts.

It is LAFCO staff’s position that a joint special study would determine whether the residents would receive a better level of service, potential cost-savings, and an increase in transparency through this proposed reorganization or a similar reorganization. It is also important to note that this analysis would be a multi-year effort. A snapshot of the reorganization results is shown in **Table 49** on page 102.

Table 49: Potential Reorganization (Multiple Agencies)

Fire Districts	Full-Time Employees	Part-Time Employees	Volunteer Firefighters	Fire Stations	FY 19-20 Revenue
Ben Lomond	1	1	1	1	\$1,025,804
Branciforte	3	0	13	2	\$1,035,012
Scotts Valley	28	1	15	2	\$8,174,260
Zayante	3	2	22	3	\$636,400
“Reorganized District”	35	4	51	8	\$10,871,476

Footnote: Proposed “Reorganized District” figures are for discussion purposes only; additional analysis is needed to determine specifics.

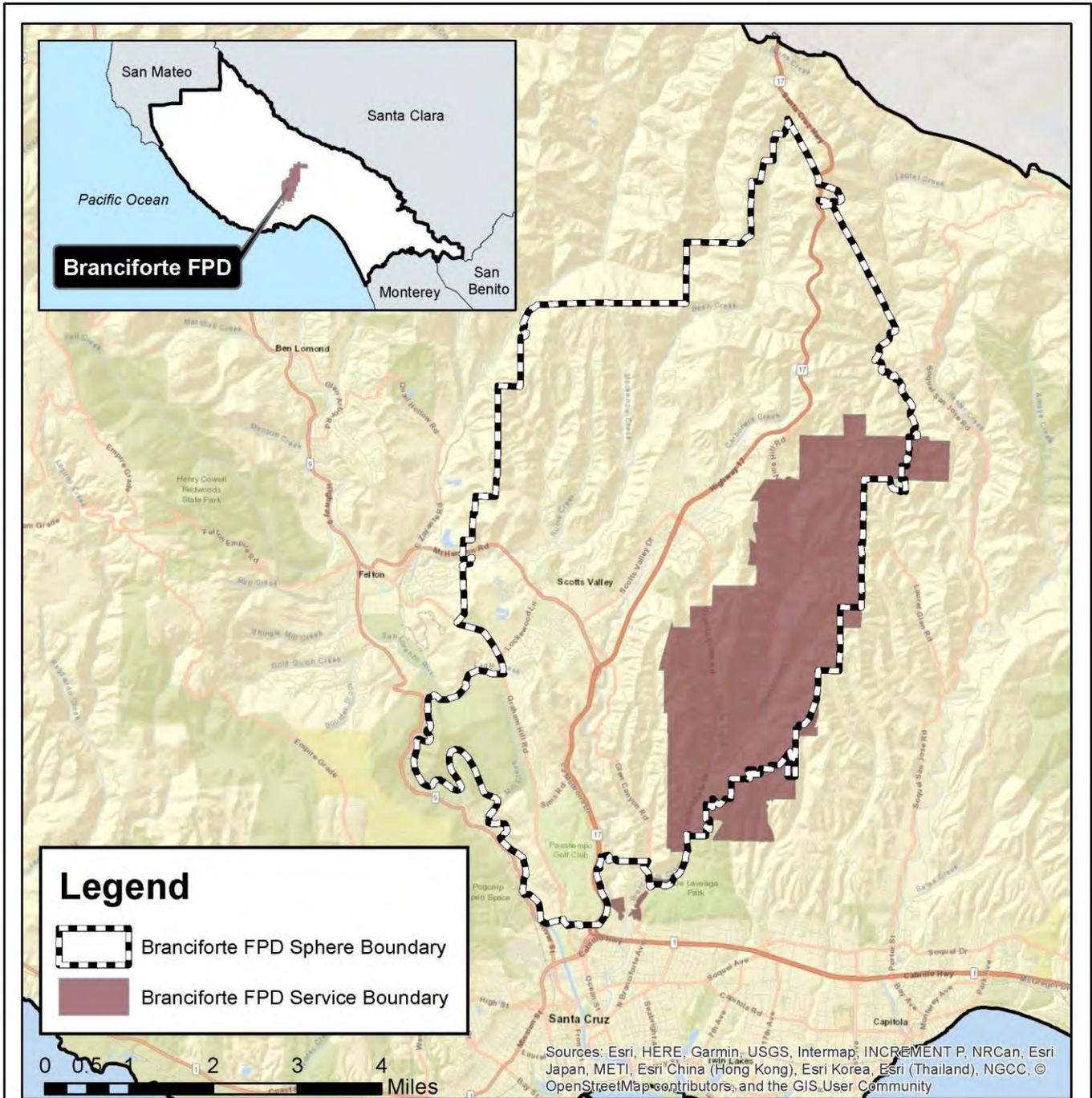
LAFCO Staff Recommendation: *The District should consider coordinating with the affected agencies and LAFCO to consider and evaluate this option.*

Sphere of Influence

Santa Cruz LAFCO adopted BFPD’s combined sphere of influence on March 10, 1994, which included areas beyond the District’s jurisdictional boundary. This sphere determination indicated that BFPD and Scotts Valley FPD should be merged or consolidated in the foreseeable future. LAFCO staff believes that the merger concept should be considered by BFPD and its residents to ensure the level of service remains the same or improve as a result of the proposed reorganization. Therefore, staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 37** on page 103 depicts the proposed sphere boundary.



Figure 37: BFPD's Proposed Sphere Map



Branciforte Fire Protection District Jurisdictional and Sphere Boundaries



Combined Sphere adopted on March 10, 1994
 Sphere Reaffirmed on January 1, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

In 1994, Branciforte FPD was added to Scotts Valley FPD's sphere boundary as a precursor to consolidation.

District Summary

Branciforte Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Ron Whittle, Fire Chief (until September 30, 2021) <i>New Fire Chief Unknown</i>
Employees	3 Full-Time Employees (13 volunteers)
Facilities	2 Fire Stations (Station 2 is inoperative)
ISO Rating	5/5x
District Area	5,756 acres (9 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary (Combined Sphere with Scotts Valley FPD as a precursor to a merger or consolidation) <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$1,035,012 Total Expenditure = \$1,018,426 Projected Net Position (Ending Balance) = \$947,984
Contact Information	Mailing Address: 2711 Branciforte Drive, Santa Cruz CA 95065 Phone Number: (831) 438-0211 Email Address: rwhittle@scottsvalleyfire.com Website: http://www.branciforte-fire.com/
Public Meetings	Meetings are typically held on the third Thursday of each month.
Mission Statement	All members of the Branciforte Fire Department will strive to give excellent customer service, to always do the right thing and to be nice.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of BFPD will be approximately 1,800 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1950. The District continues to provide fire protection services to the unincorporated Branciforte community.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in the last six fiscal years. This is primarily due to SVFPD assuming responsibility for BFPD's internal operations. The District's fund balance is approximately \$948,000 as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The 2015 contract between BFPD and SVFPD resulted in an unofficial merger of the two districts. The contract also reflects the combined sphere boundary adopted in 1994 as a precursor to a merger or consolidation.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the District consider the three governance options identified in the report including but not limited to a reorganization with SVFPD.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the vast majority of the District as Mountain Residential and Rural Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 5 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support (EMT) services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently has two fire stations but only operates one at this time. The main station, which was built in 1950, is located at 2711 Branciforte Drive Santa Cruz, CA. The station is staffed with one person 24 hours a day. Station 2 is not staffed.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

CENTRAL FIRE DISTRICT

District Overview

Central Fire District (CFD) was formed on February 4, 2021 and operates under the Fire Protection District Law of 1987. CFD encompasses 55 square miles of territory and includes the City of Capitola and the unincorporated communities of Live Oak, Soquel, Aptos, Rio Del Mar, and La Selva Beach. CFD is a result of a recent consolidation involving Aptos/La Selva and Central Fire Protection Districts. **Figure 38**, on page 109, is a vicinity map depicting CFD's current jurisdictional and sphere boundaries. **Figure 39**, on page 110, also shows the current land use designation under the County's General Plan. At present, the lands within the District vary from agriculture to urban residential. The vast majority of the District, outside the City limits, is designated as Mountain Residential and Rural Residential.

Services & Operations

CFD currently provides fire protection services to residents, businesses, and visitors in Aptos, Rio Del Mar, La Selva Beach, and the City of Capitola. It currently operates with 101 full-time employees, 1-part time employee, 3 seasonal personnel, and 10 volunteer firefighters. As previously stated, this new fire district is a result of a multi-year effort to consolidate two fire agencies. This consolidation was able to preserve the current levels of service, maintain local demand expectations, and continue the existing funding sources while maximizing economies of scale, combining best practices, and ultimately lead to cost-savings. A full analysis of the consolidation is available on the LAFCO website: <https://www.santacruzlafco.org/wp-content/uploads/2020/10/5a.0-Fire-Consolidation-Staff-Report.pdf>

Consolidation Overview

Pursuant to Government Code Section 57500, on and after the effective date of a consolidation, the newly-consolidated district succeeds to all of the powers, rights, duties, obligations, functions, and properties of all predecessor districts which have been united or joined into the consolidated district. The territory of a consolidated district, all inhabitants within that territory, and all persons entitled to vote by reason of residing or owning land within the territory are subject to the jurisdiction of the consolidated district and have the same rights and duties as if the consolidated district had been originally formed under the principal act. In other words, a consolidation is legally two actions rolled into one: the dissolution of two or more special districts, and the subsequent formation of a new, single district that encompasses the entirety of the service areas of the dissolved agencies. Since the consolidation was recorded earlier this year, LAFCO's analysis of CFD in this report will focus on current services and its anticipated financial performance.

Types of Services

Fire protection covers a variety of services from basic life support to water rescue. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, CFD offers 78% of those services (14 out of 18). **Table 50** illustrates those services. The District is in the mid-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services. It is important to note that CFD is one of only two agencies that provide advance life support and ambulance services.

Table 50: CFD's Type of Services

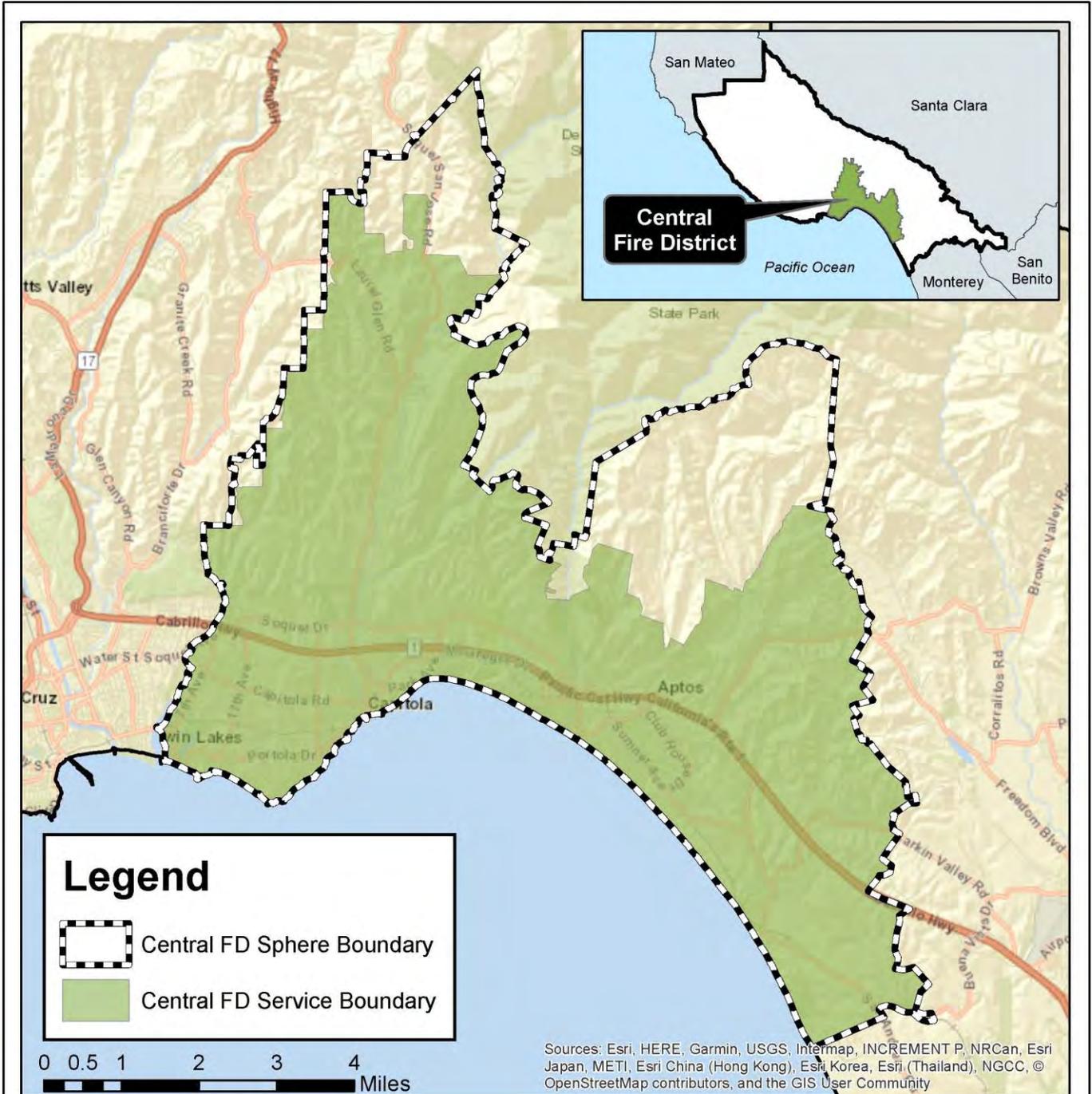
Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
Yes	Yes	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
-	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	-	Yes	Yes

Other Service

CFD provides Fleet Maintenance and/or Mechanical Services to the following agencies: Ben Lomond FPD, Branciforte FPD, Cities of Santa Cruz and Watsonville, CSAs 4 and 48, Felton FPD, Pajaro Valley FPD, Scotts Valley FPD, and Zayante FPD. The District also provides fleet maintenance to the North County Fire Protection District of Monterey County. **Appendix D** shows an example of CFD's "Intergovernmental Agreement for Motor Vehicle Repairs."



Figure 38: CFD's Vicinity Map



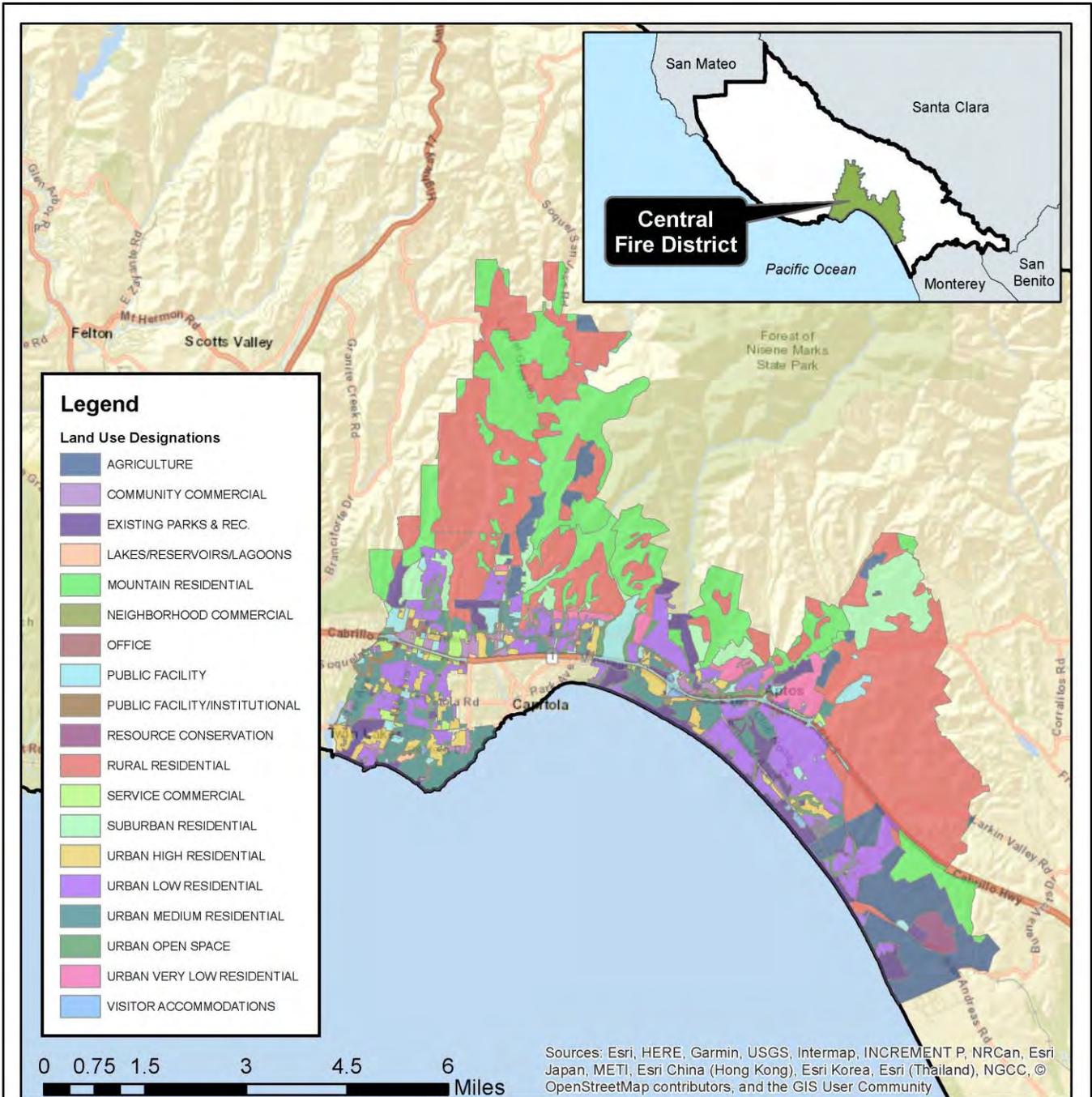
Central Fire District Jurisdictional and Sphere Boundaries

Original Sphere adopted on November 4, 2020
Sphere Reaffirmation on October 13, 2021



In 2021, Aptos/La Selva and Central Fire Protection Districts were consolidated to form a new district known today as the Central Fire District of Santa Cruz County.

Figure 39: CFD's Land Use Map



Central Fire District Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within Central FPD ranging from agriculture to suburban residential.

The vast majority is designated as Rural Residential and Urban Residential.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, CFD offers 94% of those training courses (16 out of 17). **Table 51** illustrates those training opportunities.

Table 51: CFD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	Yes	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	Yes	Yes	Yes	Yes	Yes
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	Yes	Yes	Yes	16

Fire Stations

The District currently operates seven fire stations, which are summarized in more detail below. **Figure 40** on page 113 shows the location of the fire stations.

Live Oak Fire Station (Station 1)

The station is located at 930 17th Avenue, Santa Cruz, CA 95062 and was built in 1947 with remodeling completed in 1997. It is staffed with one 3-person engine company (one captain, one firefighter/paramedic and one firefighter). On occasion there is a fourth firefighter/paramedic on duty. The station operates using two Type 1 Engines, one Fire Truck Aerial Ladder (reserve) and one Breathing Support.

Thurber Lane Fire Station (Station 2)

The station is located at 3445 Thurber Lane, Santa Cruz, CA 95065 and was built in 2000. It is staffed with one 4-person engine company (one captain, one truck operator, one firefighter/paramedic and one firefighter). The station operates using one Type 1 Engine, one Fire Truck Aerial Tower, and one Water Tender.

Soquel Fire Station (Station 3)

The station is located at 4747 Soquel Drive, Soquel, CA 95073 and was built in 1956. It is staffed with one 3-person engine company (one captain, one firefighter/paramedic and one firefighter). The station operates using two Type 1 Engines, one Type 3 Engine, and one Type 6 Engine. The station is currently in poor condition, has traffic concerns, is located in a flood plain, and only a portion of it has been retrofitted to comply with earthquake standards. The District is considering relocating the station.

Capitola Fire Station (Station 4)

The station is located at 405 Capitola Avenue, Capitola, CA 95010 and was built in 1955 with remodeling completed in 1991 and 2012. It is staffed with one 3-person engine company (one captain, one firefighter/paramedic and one firefighter). The station operates using one Type 1 Engine and one Type 3 Engine.

Aptos Fire Station (Station 5)

The station is located at 6934 Soquel Drive, Aptos, CA 95003 and was built in 1967 with remodeling completed in 1992, 2001, and 2017. It is staffed with one 3-person engine company (one captain, one firefighter/paramedic and one firefighter). The station houses the on-duty Battalion Chief and operates using one Type 1 Engine, one Type 3 Engine, and one Ambulance.

Rio Del Mar Fire Station (Station 6)

The station is located at 300 Bonita Drive, Aptos, CA 95003 and was built in 1973 with remodeling completed in 1992 and 2005. It is staffed with one 3-person engine company (one captain, one firefighter/paramedic and one firefighter). On occasion there is a fourth firefighter/paramedic on duty. The station operates using one Type 1 Engine, one Urban Search & Rescue, and one Water Tender.

La Selva Beach Fire Station (Station 7)

The station is located at 312 Estrella Avenue, La Selva Beach, CA 95076 and was built in 1969 with remodeling completed in 2001 and 2004. It is staffed with one 3-person engine company (one captain, one firefighter/paramedic and one firefighter). The station operates using two Type 1 Engines.

Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, CFD operates using 21 apparatuses. **Table 52** provides an overview of the District's inventory. CFD has one of the highest amounts of apparatuses compared to other fire agencies. CSA 4 has the lowest with 3 vehicles and CSA 48 has the highest with 29 vehicles.

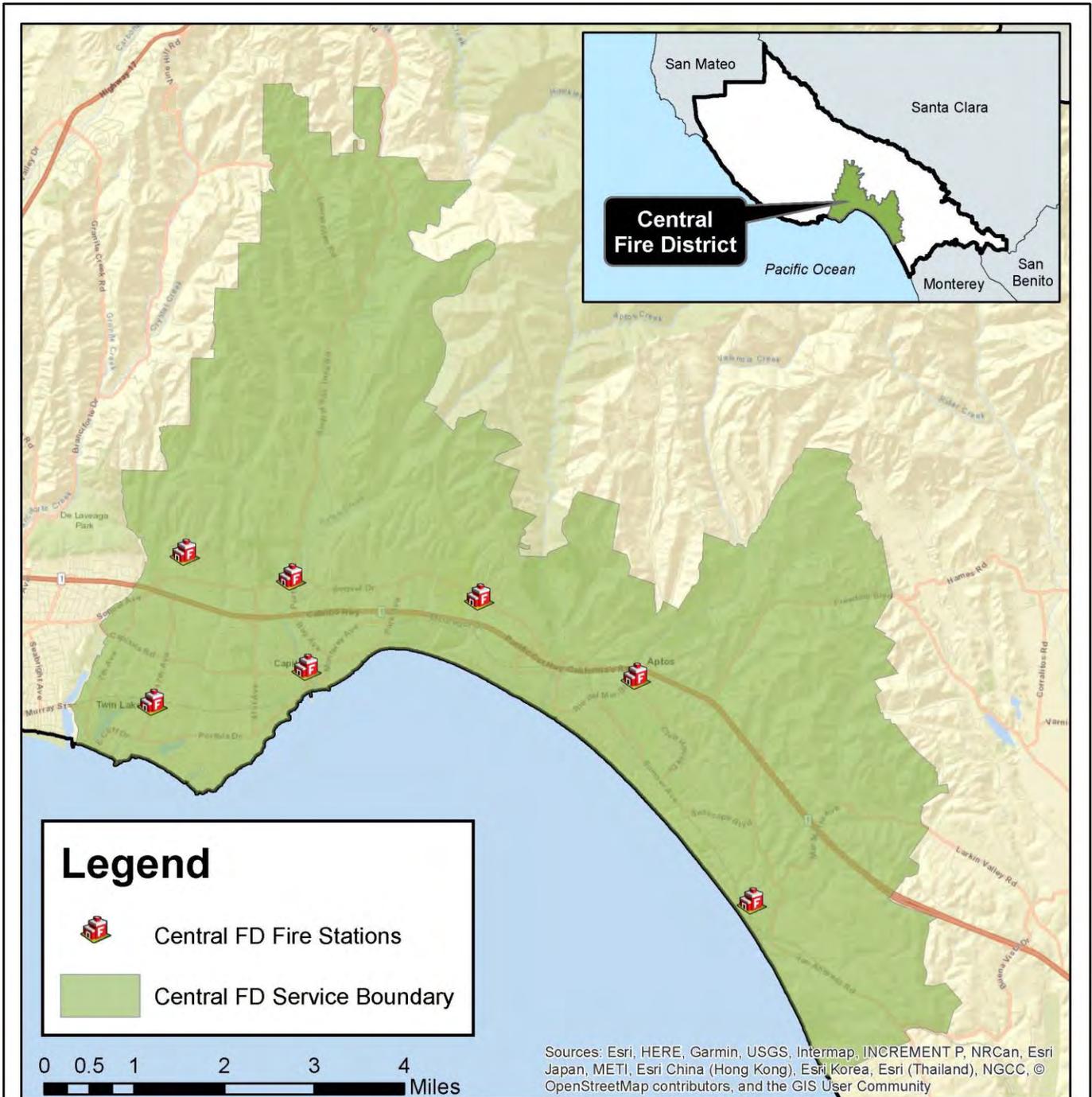
Table 52: CFD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	1	-	-	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
10	-	3	1	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	2	-	1	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
-	1	-	2	-

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station's five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 2. The District provides fire protection, technical rescue, and advance/basic life support services. **Figure 41** on page 114 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff's analysis, the District covers most of its jurisdiction and areas outside its limits within the hypothetical drive time scenario conducted for this report.

Figure 40: CFD's Fire Station

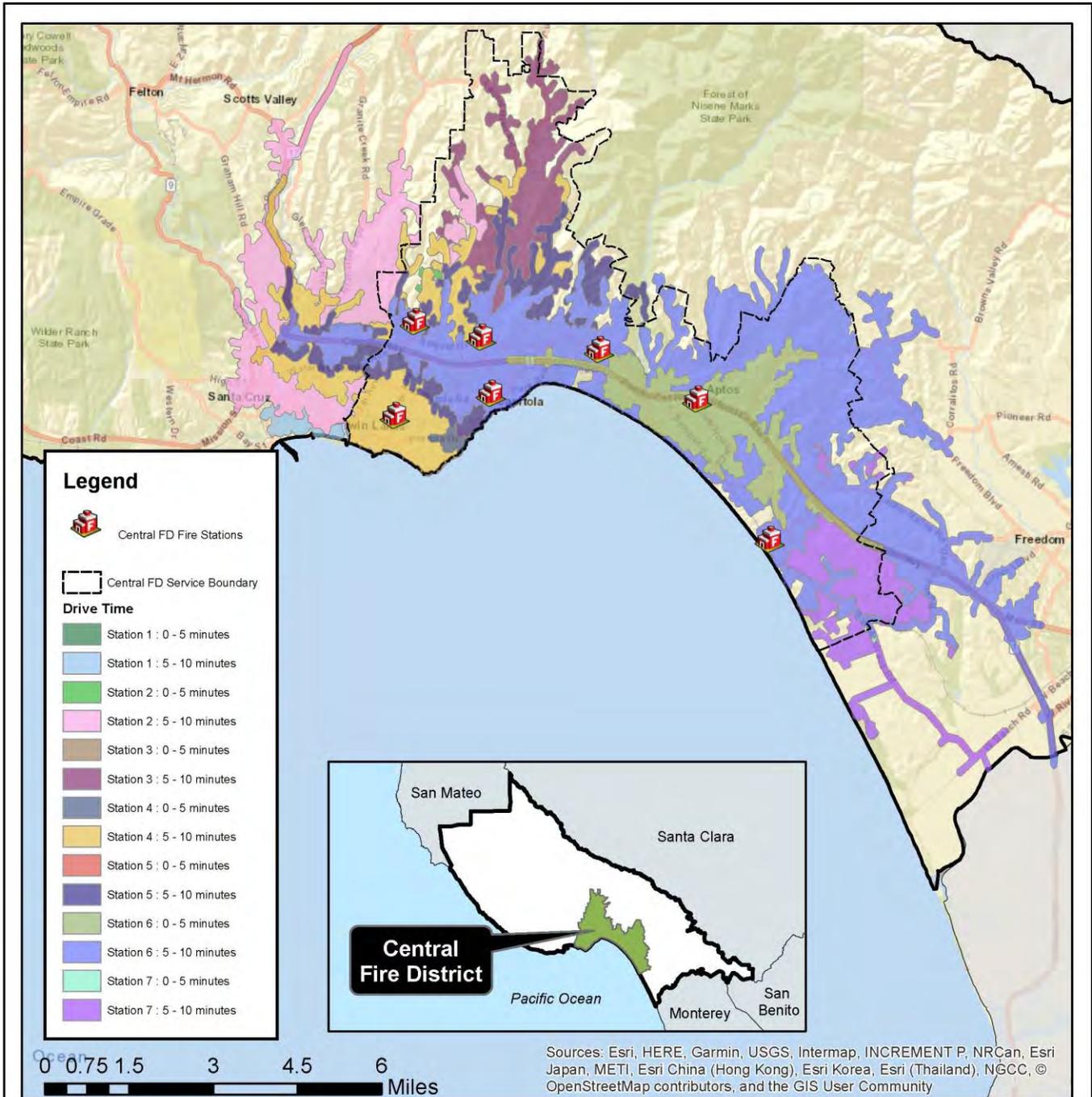


Central Fire District Jurisdictional and Sphere Boundaries



Central FD currently has 7 fire stations.
Station 2 is staffed with one 4-person truck company.
All other stations are staffed with one 3-person engine company.

Figure 41: CFD's Fire Station (5 and 10 Mile Drive Time)



Central Fire District Drive Time Analysis (Thursday at 5:00pm)



Central FD currently has 7 fire stations.
Station 2 is staffed with one 4-person truck company.
All other stations are staffed with one 3-person engine company.

Call Data

Based on staff's analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 53** indicates that CFD responded to approximately 48,000 calls over the last six years – more than any other fire agency in the county. The annual call average is estimated to be 8,000 calls/year. The District's average response time was approximately 6 minutes.

Table 53: CFD's Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
1,382	24,411	3,040	10,280	593
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
280	30	-	2,330	4,809
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
42	126	184	785	48,292

Population & Growth

Based on staff's analysis, the population of CFD in 2020 was approximately 90,000. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 54** shows the anticipated population within CFD.

Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for CFD. LAFCO staff increased the District's 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of CFD will be approximately 94,000 by 2040.

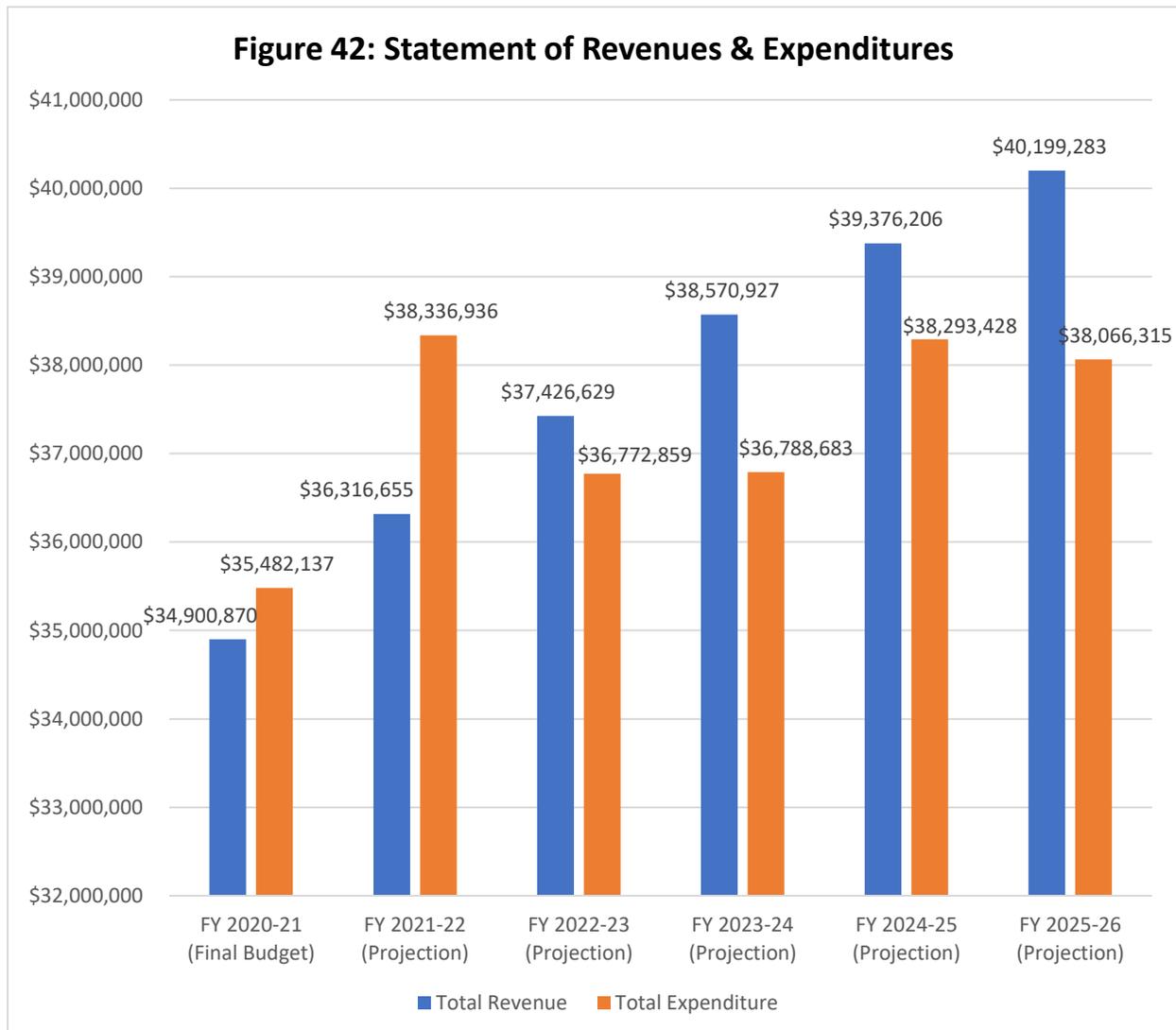
Table 54: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Central Fire District	90,377	91,152	91,933	92,721	93,516	0.86%

Finances

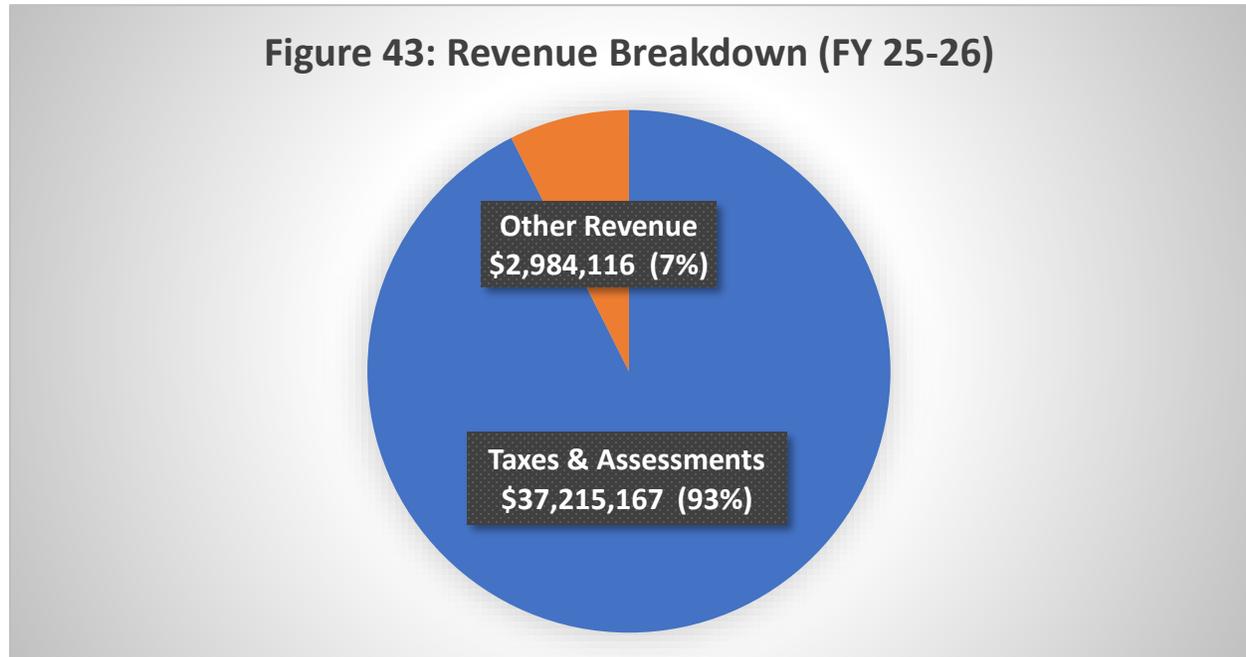
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). Unlike the other fire districts, a full financial analysis was already conducted as part of the recent consolidation between Aptos/La Selva and Central FPDs. That is why this financial evaluation will focus on the District’s future financial health.

At the end of FY 2025-26, total revenue is anticipated to reach approximately \$41 million, representing a 2% increase from the previous year (\$39 million in FY 2024-25). Total expense for FY 2025-26 is anticipated to reach approximately \$38.1 million, which decreases from the previous year by 1% (\$38.3 million in FY 2024-25). The District is expected to have an annual surplus each year starting in FY 2022-23, as shown in **Figure 42**. The initial deficits anticipated in the first two years of inception can be attributed to the District’s one-time costs associated with the consolidation transition. LAFCO believes that the anticipated positive trend may continue going forward under the current management practices.



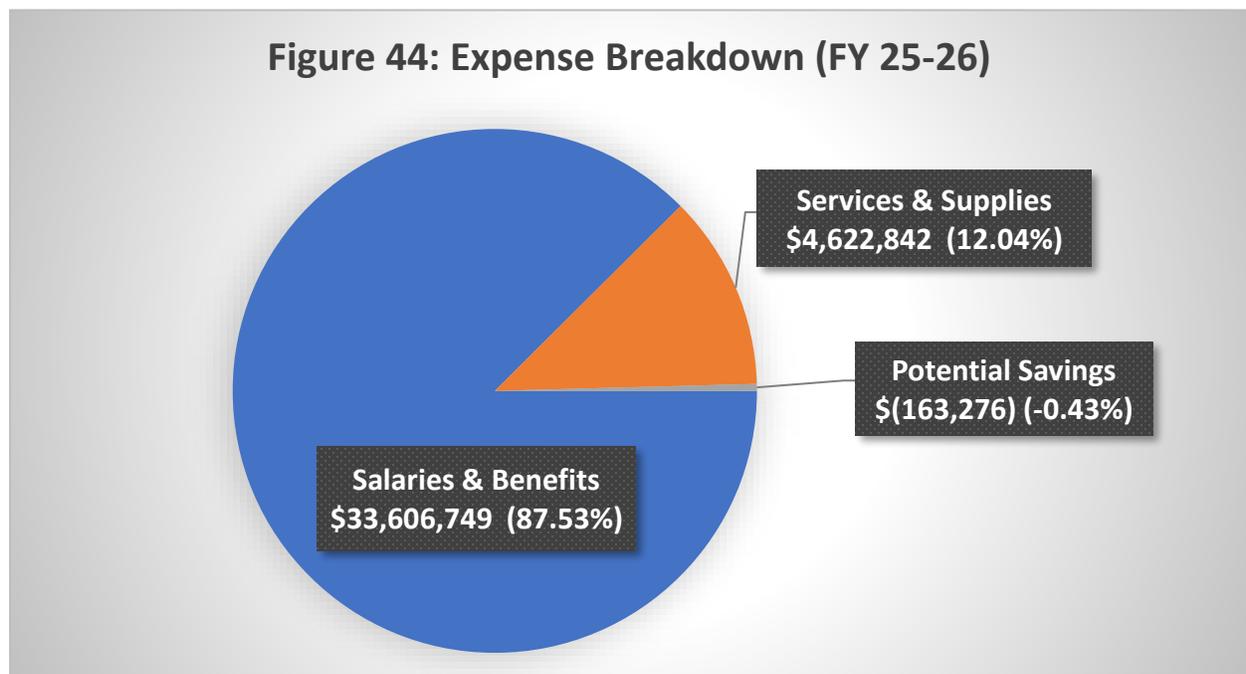
District Revenues

CFD's revenue stream can be categorized into two groups: Taxes & Assessments and Other Revenue. CFD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 43** highlights the anticipated revenue during FY 2025-26.



District Expenditures

CFD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Potential Savings. **Figure 44** below distinguishes the cost and percentage per category. As shown below, Salaries & Benefits are the highest expenditure during FY 2019-20, which represents 88% of the agency's total expense. The District expects to see annual cost savings as a result of the recent consolidation.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$29 million. The fund balance is expected to increase starting in FY 2022-23, as shown in **Table 55**. The current balance represents 76% of the District's total expenditure from FY 2019-20. This amount would be sufficient to cover any unanticipated costs. The overall financial performance of CFD during the next five years can be found in **Table 56** below.

Table 55: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$25,446,905	\$23,426,624	\$24,080,394	\$25,862,638	\$26,945,416	\$29,078,384
Change in (\$) from previous year		\$(2,020,281)	\$653,770	\$1,782,244	\$1,082,778	\$2,132,968
Change in (%) from previous year		-8%	3%	7%	4%	8%

Table 56: Total Revenues & Expenditures

	FY 2020-21 (Final Budget)	FY 2021-22 (Projection)	FY 2022-23 (Projection)	FY 2023-24 (Projection)	FY 2024-25 (Projection)	FY 2025-26 (Projection)
REVENUE						
Property Taxes	\$ 32,419,913	\$ 33,716,710	\$ 34,728,211	\$ 35,770,057	\$ 36,485,458	\$ 37,215,167
Other Revenue	\$ 2,480,957	\$ 2,599,945	\$ 2,698,418	\$ 2,800,870	\$ 2,890,748	\$ 2,984,116
Total Revenue	\$34,900,870	\$36,316,655	\$37,426,629	\$38,570,927	\$39,376,206	\$40,199,283
EXPENDITURE						
Salaries & Benefits	\$ 28,830,546	\$ 29,934,112	\$ 30,798,803	\$ 31,745,847	\$ 32,664,467	\$ 33,606,749
Services & Supplies	\$ 5,896,508	\$ 4,144,182	\$ 4,265,948	\$ 4,381,750	\$ 4,500,528	\$ 4,622,842
Capital	\$ 1,135,496	\$ 4,690,387	\$ 2,143,280	\$ 1,099,710	\$ 1,570,536	\$ 282,332
Contingency	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Net Cost (Savings) of Consolidation	\$ (580,413)	\$ (631,745)	\$ (635,172)	\$ (638,624)	\$ (642,103)	\$ (645,608)
Total Expenditure	\$35,482,137	\$38,336,936	\$36,772,859	\$36,788,683	\$38,293,428	\$38,066,315
Surplus/(Deficit)	\$ (581,267)	\$ (2,020,281)	\$ 653,770	\$ 1,782,244	\$ 1,082,778	\$ 2,132,968
FUND BALANCE						
Beginning Balance	\$ 26,028,172	\$ 25,446,905	\$ 23,426,624	\$ 24,080,394	\$ 25,862,638	\$ 26,945,416
Ending Balance	\$25,446,905	\$23,426,624	\$24,080,394	\$25,862,638	\$26,945,416	\$29,078,384

Governance

CFD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 57** shows the current board members.

Table 57: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office (Prior to Consolidation)
Orbrad Darbo	Vice-Chair	First Seated: 2021 Next Election: General 2022	3 years
George Lucchesi	Board Member	First Seated: 2021 Next Election: General 2024	5 years
Ken Radliff	Board Member	First Seated: 2021 Next Election: General 2024	1 year
Dave Ronco	Board Member	First Seated: 2021 Next Election: General 2024	1 year
John Scanlon	Chair	First Seated: 2021 Next Election: General 2022	3 years

Consolidated Board Composition

In accordance with LAFCO’s adopted resolution, CFD will be governed by a five (5) member board, initially comprised from the consolidated district boards: three (3) from Aptos/La Selva FPD and two (2) from Central FPD. For better representation, and in conformance with the California Voting Rights Act, the CFD will transition to a system of elections by “zone” effective with the 2022 General Election.

Public Meetings

The Board of Directors typically meets on the second Thursday of each month. The meeting dates are posted at the fire station and on the District’s Website. Public meetings are typically held at 9:00am. Based on LAFCO staff’s analysis, CFD met 6 times in 2021 as a new special district. **Table 58** provides an overview of the publicly-held meetings from 2016 to 2020 by the two districts prior to the consolidation.

Table 58: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
Aptos/La Selva: 15	Aptos/La Selva: 18	Aptos/La Selva: 15	Aptos/La Selva: 14	Aptos/La Selva: 14
Central: 12	Central: 11	Central: 11	Central: 12	Central: 12

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of CFD as a special district, such as access to legacy documents from the previously consolidated districts. CFD should also consider including past and future LAFCO service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Potential Annexations

The sphere boundaries for Aptos/La Selva and Central FPDs were last updated on November 7, 2018 as part of the 2018 service and sphere review. The current sphere of influence of both fire districts were combined and now represent the sphere of influence for CFD. It is LAFCO's understanding that the areas in CFD's sphere are currently served by Branciforte FPD and CSA 48, as shown in **Figure 45** on page 122.

This sphere designation indicates that the District is the most logical provider of fire protection to these areas and should be annexed into CFD. It may be beneficial for representatives from CFD, BFPD, CSA 48, and LAFCO to coordinate and determine whether annexation should occur in the foreseeable future. If no annexation is anticipated, then the District and LAFCO should consider reducing the sphere boundary to reflect the District's future service area.

LAFCO Staff Recommendation: *The District should consider coordinating with CSA 48 and LAFCO to determine CFD's future service area. These discussions should occur by August 2022. LAFCO will consider amending the sphere boundaries based on these discussions no later than December 2022.*

District Best Practices

All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO's analysis, CFD is a single-function special district. Nearly 85% of California's special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. CFD was well-represented at the workshop with board members and employees in attendance.

LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Sphere of Influence

Santa Cruz LAFCO adopted CFD's sphere of influence on November 4, 2020 as a result of the consolidation involving Aptos/La Selva and Central FPDs. Staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 46** on page 123 depicts the proposed sphere boundary.

Figure 45: CFD's Potential Annexation Areas

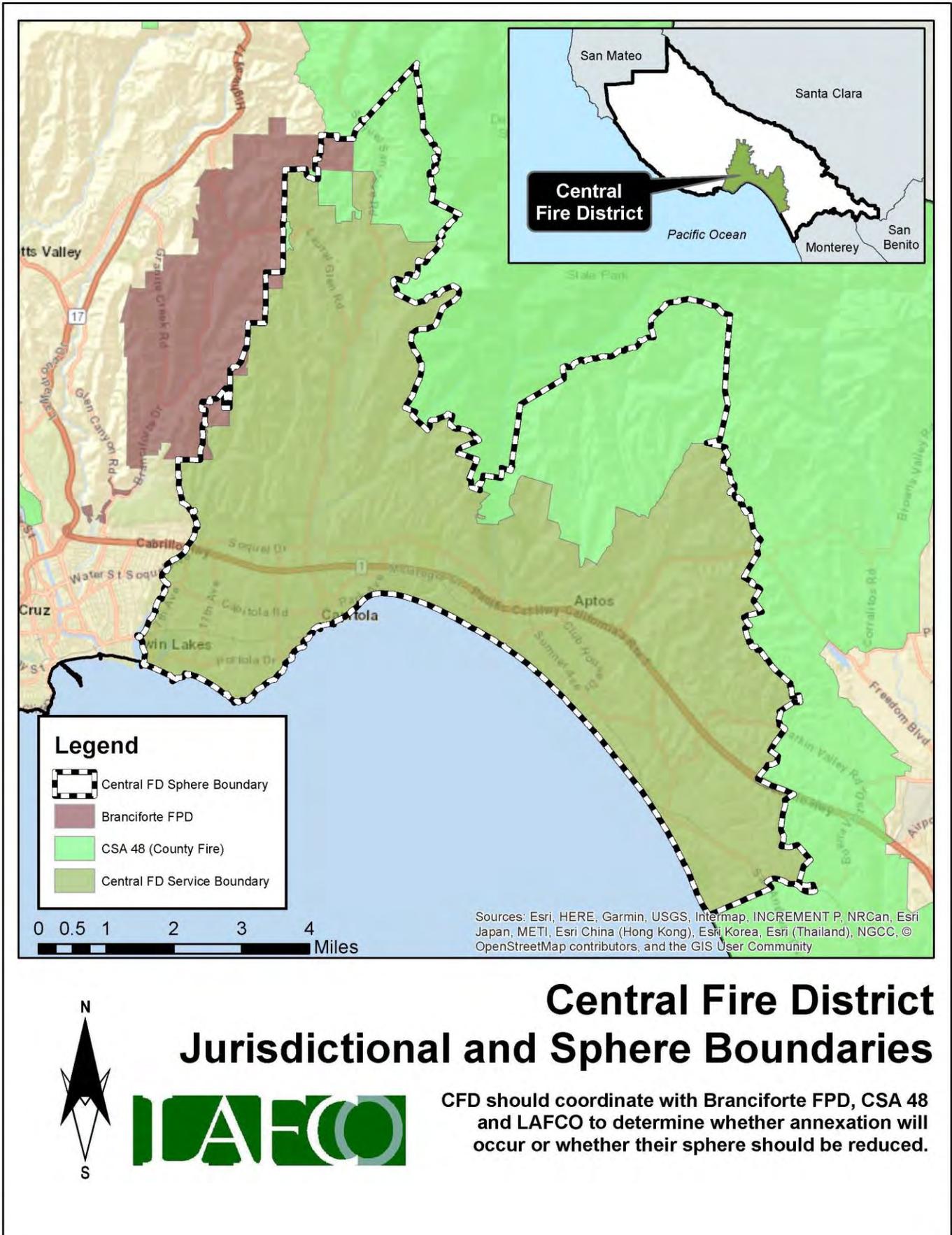
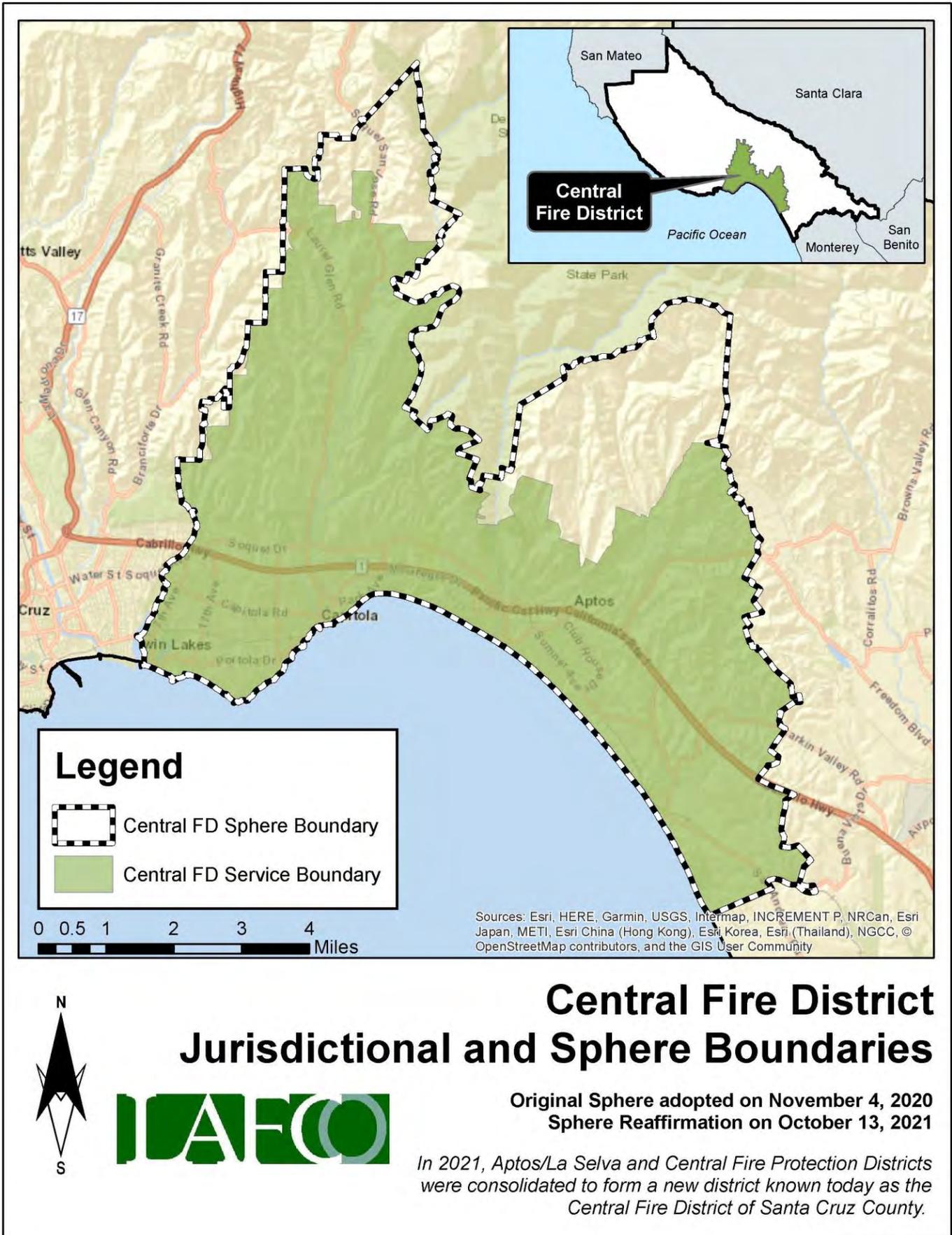


Figure 46: CFD's Proposed Sphere Map



District Summary

Central Fire District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	John Walbridge, Fire Chief
Employees	101 Full-Time Employees (1 part-time, 3 seasonal, and 10 volunteers)
Facilities	7 Fire Stations
ISO Rating	2/2x
District Area	25,400 acres (55 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2020-21 Budget	Total Revenue = \$35,482,137 Total Expenditure = \$35,482,137 Projected Net Position (Ending Balance) = \$25,446,905
Contact Information	Mailing Address: 930 17th Ave. Santa Cruz, CA 95062 Phone Number: (831) 479-6841 Email Address: john.walbridge@centralfiresc.org Website: https://www.centralfiresc.org/
Public Meetings	Meetings are typically held on the second Tuesday of each month.
Mission Statement	To improve quality of life by protecting the community from the risks and consequences of fire, medical, rescue, hazardous material, and natural disaster incidents.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86% Under this assumption, LAFCO's projections indicate that the entire population of CFD will be approximately 94,000 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 2021. The District continues to provide fire protection services to the City of Capitola and the unincorporated communities of Live Oak, Soquel, Aptos, Rio Del Mar, and La Selva Beach.

4. Financial ability of agencies to provide services.

The District is expected to have an annual surplus starting in FY 2022-23. The District's fund balance is approximately \$25 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District is a result of a collaborative effort which led to the consolidation between two fire districts involving 25,000 acres, over 30,000 parcels, and approximately 90,000 residents. The District also provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the District consider annexing areas located within CFD's current sphere of influence boundary.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the vast majority of the District as Rural Residential and Urban Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 2 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and advance/basic life support services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently has seven fire stations. This allows the District to arrive to areas within and outside its jurisdiction between 5 to 10 minutes.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

COUNTY SERVICE AREA 4 (PAJARO DUNES)

District Overview

County Service Area 4 (CSA 4) was initially formed on January 4, 1966 to establish a tax base to fund sewer and water service to the Pajaro Dunes development. The Santa Cruz County Board of Supervisors and LAFCO added fire protection to the functions of CSA 4 in 1970 when fire protection services were required as a condition of development to expand Pajaro Dunes. It operates under the County Service Area Law (Government Code Section 25210 et. seq) and is a part of the Santa Cruz County Fire Department (County Fire) along with CSA 48 under a cooperative agreement with The California Department of Forestry & Fire Protection (CAL FIRE). The District has been providing fire protection services to the unincorporated community of Pajaro Dunes located in the south coastal area of Santa Cruz County. CSA 4 encompasses less than half a square mile of territory. **Figure 47**, on page 128, is a vicinity map depicting CSA 4’s current jurisdictional and sphere boundaries. **Figure 48**, on page 129, also shows the current land use designation under the County’s General Plan. At present, the lands within the District are primarily designated as Urban Low Residential.

Services & Operations

Santa Cruz County currently contracts with CAL FIRE for the administration of CSA 4 including operational oversight and supervision of all career and volunteer firefighters. CAL FIRE provides administration, access to state resources, training, vehicle and equipment maintenance, purchasing specifications and recommendations, structural maintenance, dispatching, and administration of volunteer firefighter benefits and worker’s compensation programs. A three-year reimbursement agreement, starting July 1, 2020 and ending June 30, 2023, was adopted by the County Board of Supervisors on June 2, 2020. The agreement and operational plan are available in **Appendix D**. The maximum amount allocated to CAL FIRE under this agreement for the administration of CSA 4 is approximately \$4.48 million.

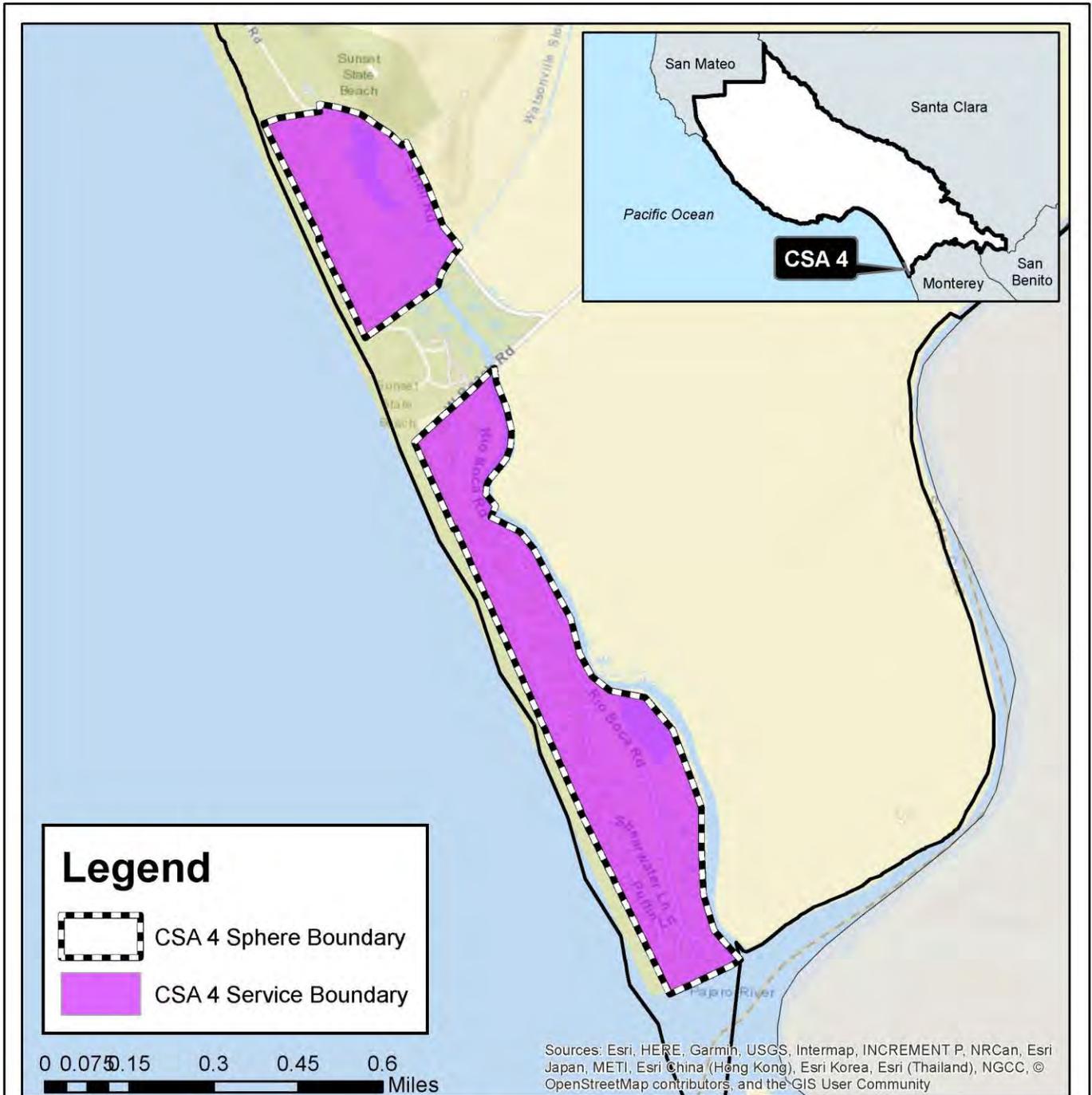
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, CSA 4 offers 61% of those services (11 out of 18), as shown in **Table 59**. CSA 4 is in the low-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services.

Table 59: CSA 4’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	-	-	-

Figure 47: CSA 4's Vicinity Map

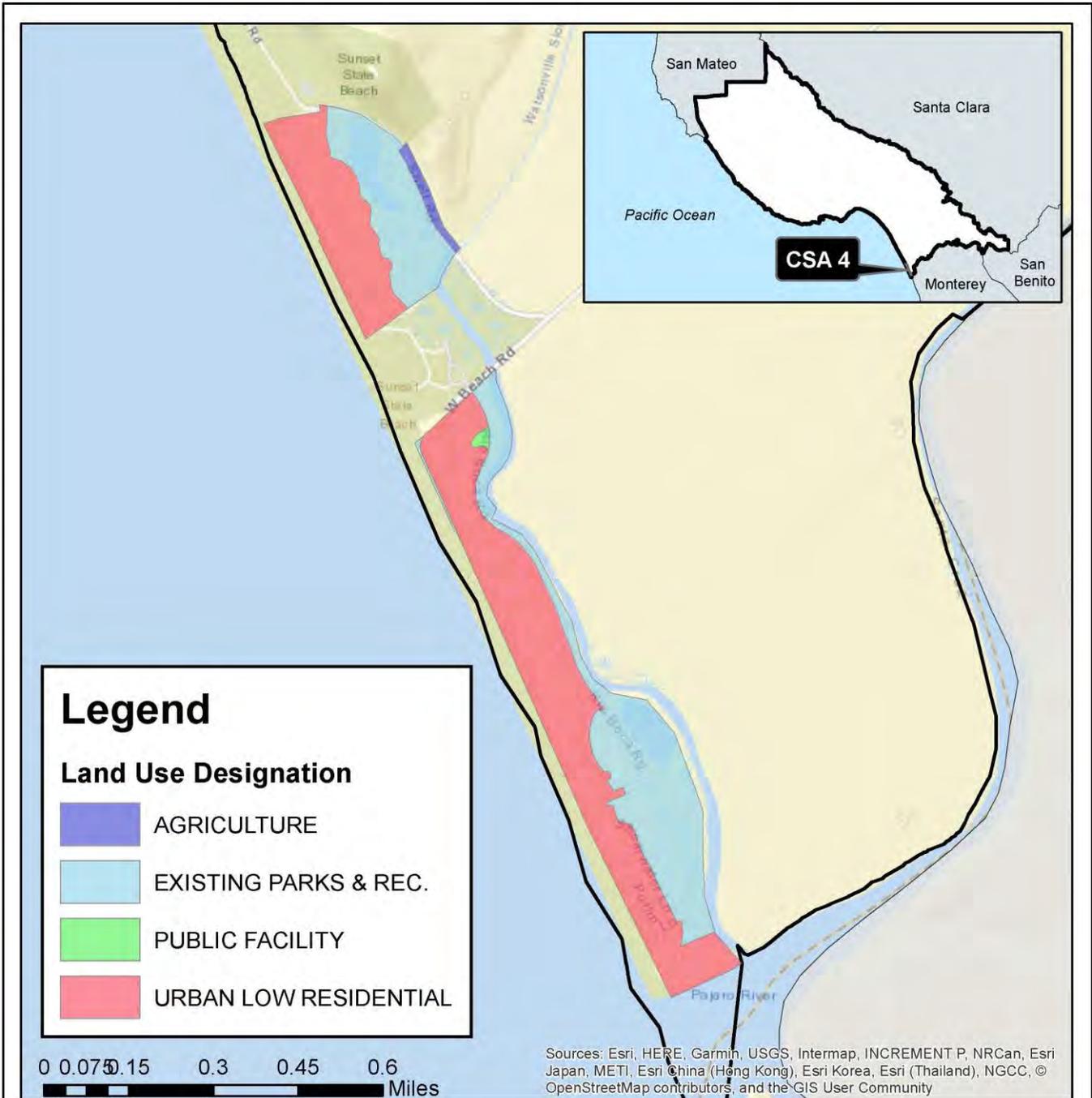


County Service Area 4 (Pajaro Dunes) Jurisdictional and Sphere Boundaries



Original sphere adopted on March 1, 1989
 Sphere reaffirmed on January 9, 2008
 Sphere reaffirmed on November 2, 2016
 Zero sphere adoption on October 13, 2021

Figure 48: CSA 4's Land Use Map



County Service Area 4 (Pajaro Dunes) Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within CSA 4 ranging from agriculture to urban residential.

The vast majority is designated as Urban Low Residential.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, CSA 4 offers 65% of those training courses (11 out of 17). **Table 60** illustrates those training opportunities.

Table 60: CSA 4's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
Yes	Yes	-	-	-	11

Fire Station

The District currently operates one fire station in CSA 4. The station is located at 2661 Beach Road in Watsonville. The station's staffing varies with a 3-person company consisting of 1 fire captain, and 2 apparatus engineers 24 hours a day, 7 days a week. 10% of 1 full time Battalion Chief position is shared by the Pajaro Valley Fire Protection District for oversight. The volunteer program is suspended at this time pending further review. **Figure 49** on page 131 shows the location of the fire station.

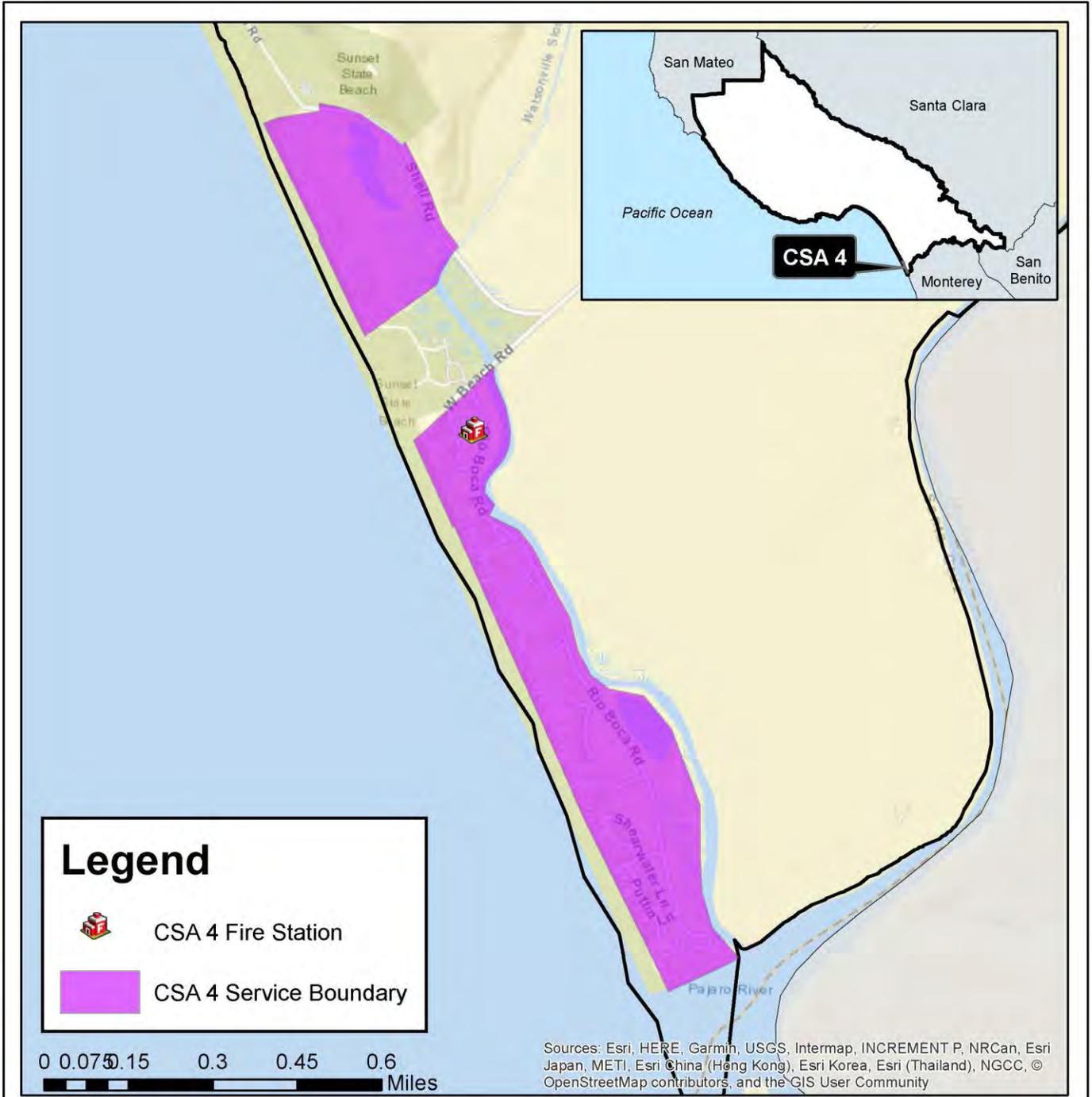
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, CSA 4 operates using 3 apparatuses. **Table 61** provides an overview of the District's inventory.

Table 61: CSA 4's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	-	-	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
2	-	-	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
1	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
-	-	-	-	-

Figure 49: CSA 4's Fire Station



County Service Area 4 (Pajaro Dunes) Jurisdictional and Sphere Boundaries



CSA 4 currently has one fire station.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 4. The District provides fire protection and basic life support (EMT) services. **Figure 50** on page 133 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff’s analysis, the fire station can cover the District’s jurisdiction within the time limit.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 62** indicates that CSA 4 responded to 814 calls over the last six years. The annual call average is estimated to be 136 calls/year. The District’s average response time was 10 minutes.

Table 62: CSA 4’s Call Data

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	192	-	568	-
Haz Mat	Mutual Aid	Overpressure/Explosion/Overheat	Rescue Call	Service Call
-	-	-	-	-
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
-	-	24	30	814

Population & Growth

Based on staff’s analysis, the population of CSA 4 in 2020 was approximately 250. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 63** shows the anticipated population.

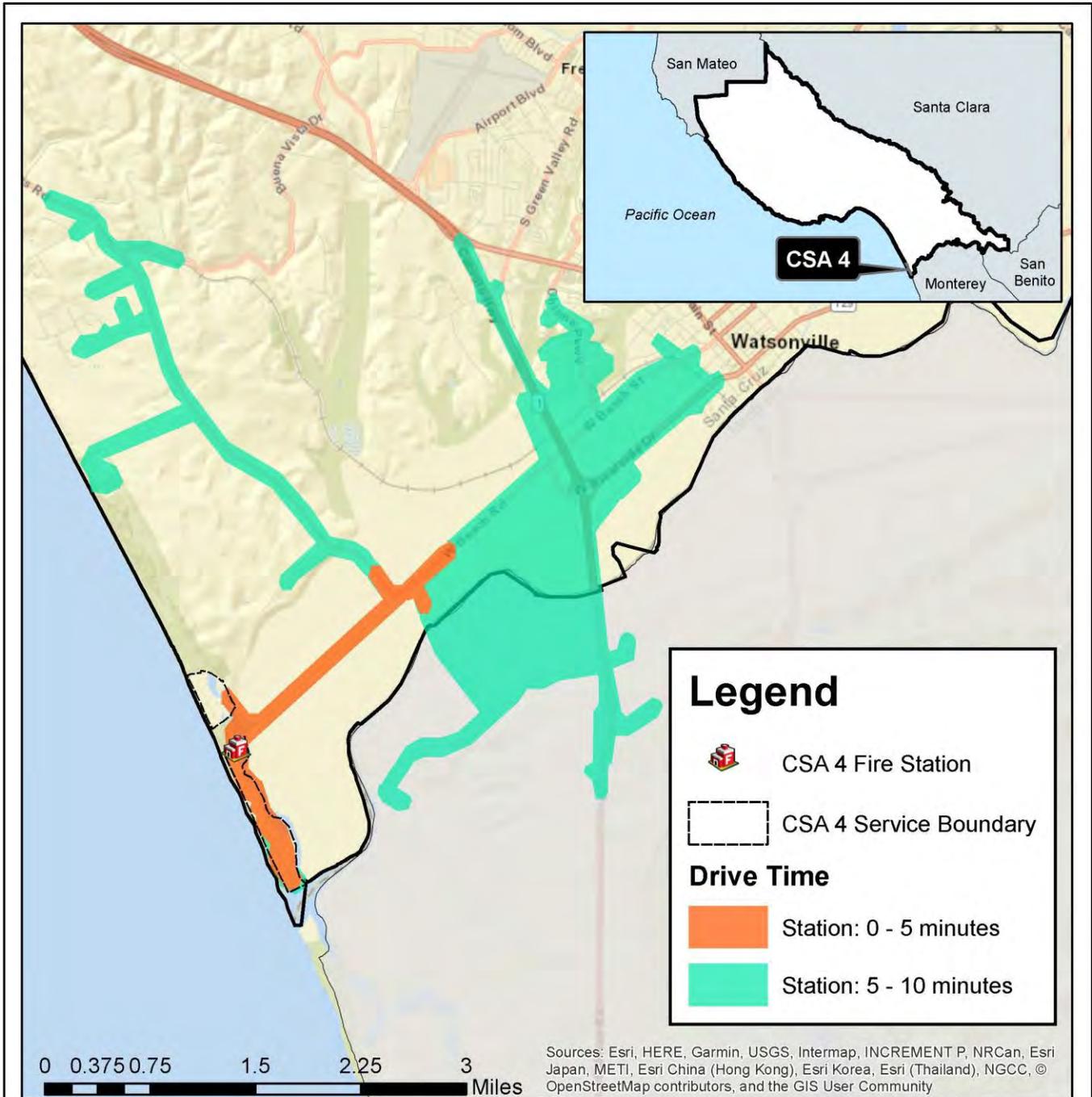
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for CSA 4. LAFCO staff increased the District’s 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of CSA 4 will be approximately 260 by 2040.

Table 63: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
County Service Area 4 (Pajaro Dunes)	250	252	254	257	259	0.86%

Figure 50: CSA 4's Fire Station (5 and 10 Mile Drive Time)



County Service Area 4 (Pajaro Dunes) Drive Time Analysis (Thursday at 5:00pm)

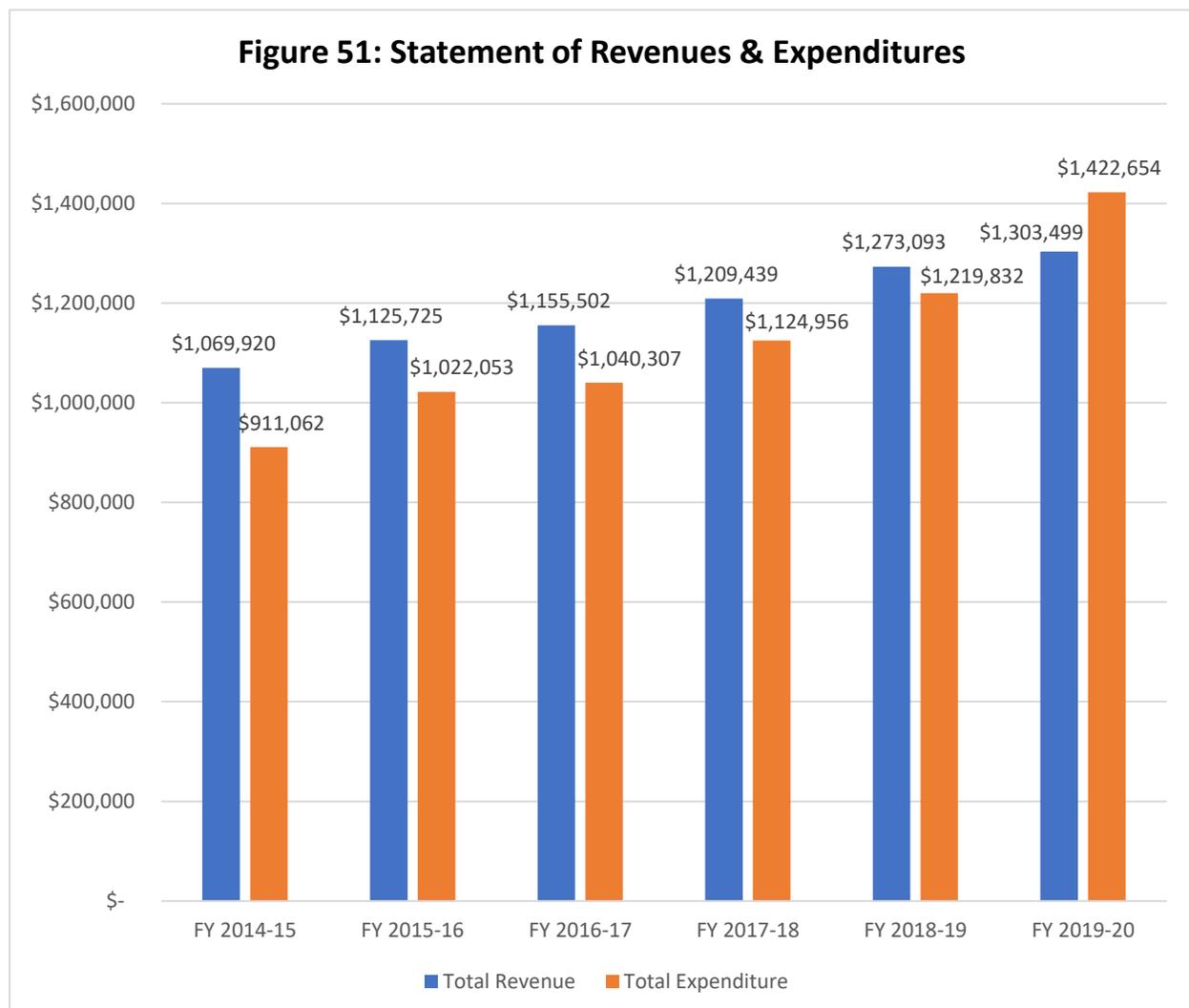


CSA 4 currently has one fire station.

Finances

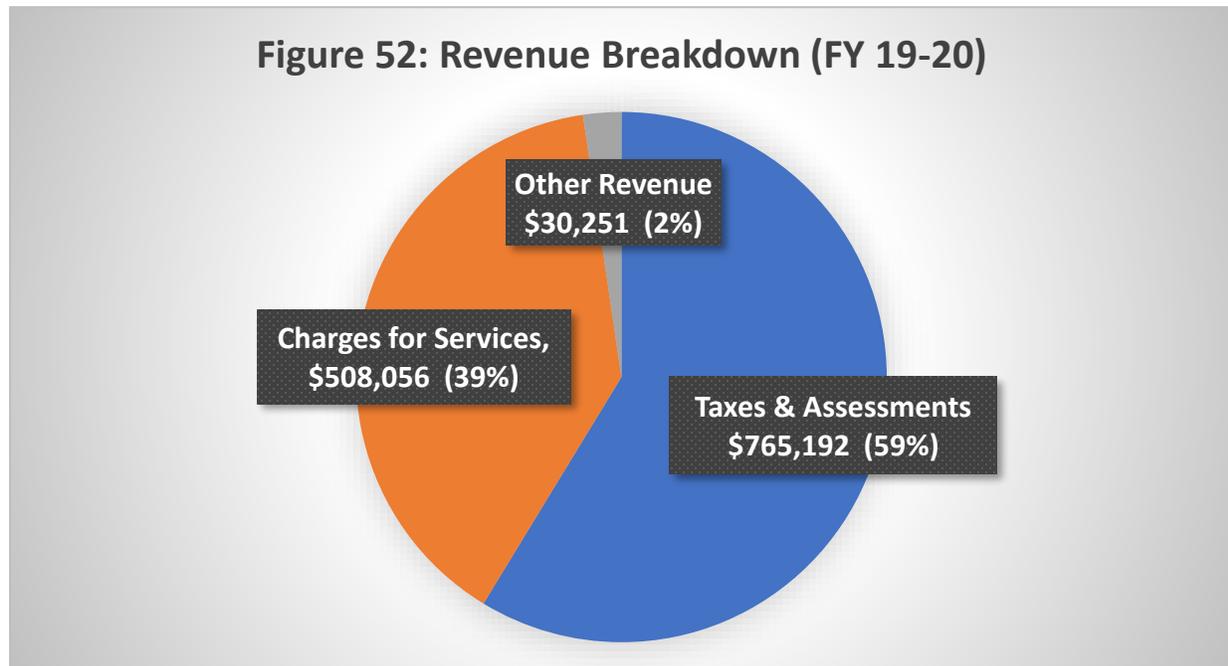
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller's Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. However, no audits were readily available on the County's website. For purposes of this section, LAFCO staff requested the necessary financial documents. This section will highlight the District's financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated CSA 4's financial health from FY 2014-15 to FY 2019-20.

At the end of FY 2019-20, total revenue collected was approximately \$1.30 million, representing a 2% increase from the previous year (1.27 million in FY 2018-19). Total expense for FY 2019-20 was approximately \$1.4 million, which increased from the previous year by 17% (\$1.2 million in FY 2018-19). The recent deficit is attributed to the purchasing of necessary equipment. Overall, the District has ended with an annual surplus in five of the last six years, as shown in **Figure 51**. LAFCO believes that this positive trend may continue going forward under the current strategic partnership with CAL FIRE.



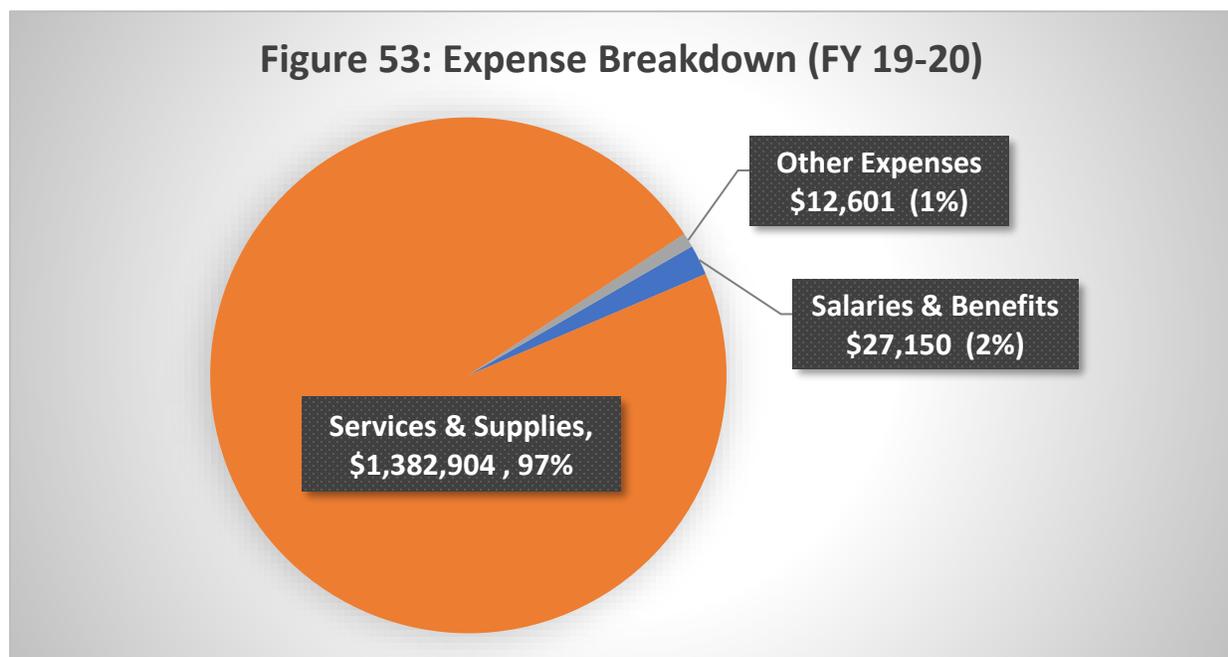
District Revenues

CSA 4's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. CSA 4's primary source of revenue is from Taxes & Assessments. This category includes Property Taxes. **Figure 52** highlights the revenue received during FY 2019-20.



District Expenditures

CSA 4's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies and Other Expenses. **Figure 53** below distinguishes the cost and percentage per category. As shown below, Services & Supplies are the highest expenditure during FY 2019-20. This category is primarily the CAL FIRE contract that allows the State to provide fire protection services within the District's jurisdiction.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$944,000. The fund balance has been increasing each year since 2014, with the exception of FY 2019-20, as shown in **Table 64**. The current balance represents 66% of the District's total expenditure from FY 2019-20. This amount would be sufficient to cover any unanticipated costs. The overall financial performance of CSA 4 during the last five years can be found in **Table 65** below.

Table 64: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$706,579	\$810,246	\$925,446	\$1,009,928	\$1,063,190	\$944,035
Change in (\$) from previous year		\$103,667	\$115,200	\$84,482	\$53,262	\$(119,115)
Change in (%) from previous year		15%	14%	9%	5%	-11%

Table 65: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Benefit Assessment (Taxes)	\$ 614,526	\$ 657,113	\$ 682,272	\$ 714,219	\$ 746,108	\$ 765,192
Use of Money & Property	\$ 4,730	\$ 6,303	\$ 8,760	\$ 15,914	\$ 27,844	\$ 26,071
Aid from Other Govt Agencies	\$ 14,518	\$ 4,593	\$ 4,451	\$ 5,484	\$ 4,408	\$ 4,180
Other Financing Sources	\$ -	\$ 5,792	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 436,146	\$ 451,923	\$ 460,019	\$ 473,822	\$ 494,733	\$ 508,056
Total Revenue	\$1,069,920	\$1,125,725	\$ 1,155,502	\$1,209,439	\$1,273,093	\$1,303,499
EXPENDITURE						
Salaries & Benefits	\$ 38,526	\$ 48,632	\$ 37,476	\$ 70,917	\$ 49,571	\$ 27,150
Services & Supplies	\$ 854,995	\$ 950,842	\$ 994,343	\$ 1,032,390	\$ 1,166,968	\$ 1,382,904
Other Charges	\$ 10,431	\$ 10,177	\$ 8,488	\$ 5,675	\$ 3,294	\$ 4,104
Fixed Assets	\$ 7,110	\$ 12,402	\$ -	\$ 15,974	\$ -	\$ 8,497
Total Expenditure	\$ 911,062	\$1,022,053	\$ 1,040,307	\$1,124,956	\$1,219,832	\$1,422,654
Surplus/(Deficit)	\$ 158,858	\$ 103,672	\$ 115,195	\$ 84,483	\$ 53,260	\$(119,155)
FUND BALANCE						
Beginning Balance	\$ 547,721	\$ 706,574	\$ 810,251	\$ 925,445	\$ 1,009,930	\$ 1,063,190
Ending Balance	\$ 706,579	\$ 810,246	\$ 925,446	\$1,009,928	\$1,063,190	\$ 944,035

Governance

CSA 4 is a dependent special district governed by the County Board of Supervisors. All CSAs are formed and operate pursuant to the County Service Area Law (Government Code Section 25210 et seq.). County Supervisors receive no additional compensation for their CSA responsibilities. **Table 66** shows the current board members.

Table 66: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Manu Koenig	Supervisor, District 1	First Elected: 2020 Next Election: General 2024	1 year
Zach Friend	Supervisor, District 2	First Elected: 2012 Next Election: General 2024	9 years
Ryan Coonerty	Supervisor, District 3	First Elected: 2012 Next Election: General 2022	9 years
Greg Caput	Supervisor, District 4	First Elected: 2012 Next Election: General 2022	9 years
Bruce McPherson	Supervisor, District 5	First Elected: 2012 Next Election: General 2024	9 years

Public Meetings

The Board of Supervisors typically meets on scheduled Tuesdays of each month. The meeting dates are posted at the County Governmental Building and on the County's Website. Public meetings are typically held at 9:00am. Based on LAFCO staff's analysis, the County Board of Supervisors met 36 times in 2020. However, it is difficult to determine how many meetings were conducting on behalf of CSA 4 due to the County's extensive agenda and outdated website.

Opportunities & Challenges

Dependent special districts are tasked to operate in an efficient and transparent manner on a regular basis, similar to its independent counterparts. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. It outlines minimum website data requirements, including contact information, financial reports, and meeting

agendas/minutes. While this new law does not apply to county service areas, the County should consider following the requirements outlined in the new law. The County’s “CSA Webpage” offers limited information about CSAs. Additionally, it is difficult to locate any information or material regarding CSA 4. For example, there is no reference to staff reports or other supporting documents that provide background information on the CSA’s annual rates or recent actions. The County has dedicated a stand-alone website for CSA 48 (County Fire): <http://www.santacruzcountyfire.com/>. The website does mention CSA 4 but only at a limited capacity. It should dedicate a section specifically for CSA 4 since it is a separate dependent special district.

LAFCO Staff Recommendation: *It may be beneficial for the County to create a standalone website for CSA 4 or dedicate a webpage on the County website or County Fire website. Additionally, the webpage should include all past and future LAFCO service reviews involving CSA 4 as additional resource material.*

Potential Reorganization

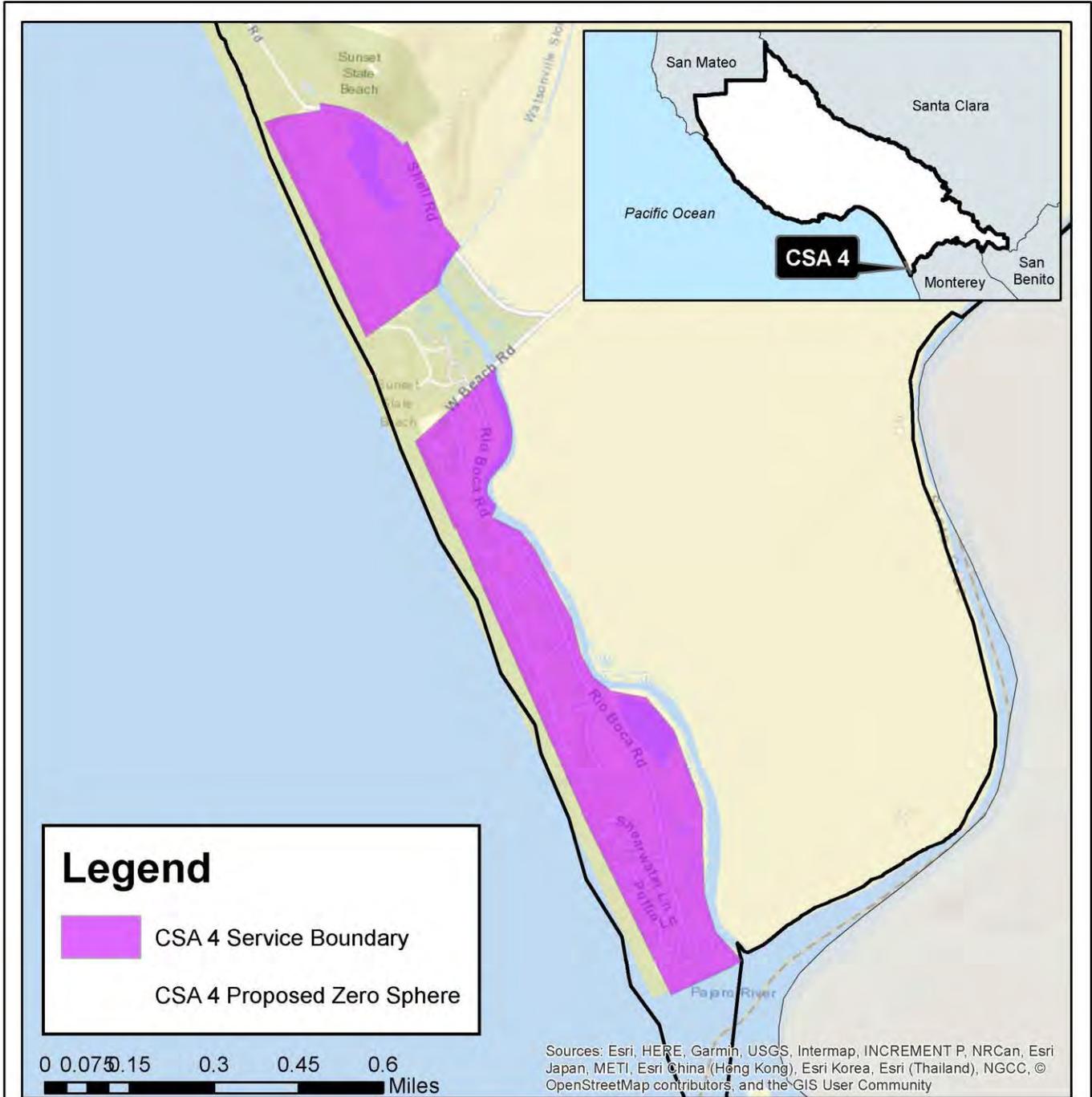
CAL FIRE provides fire protection services within CSAs 4 and 48 through an ongoing contractual agreement. It is LAFCO’s understanding that separate funding for the two districts is required by law and one budget may not be used to provide services within the others’ boundaries, unless a reorganization occurs. The most recent agreement was approved in June 2020 and will continue for the next three years. Based on LAFCO’s analysis and findings, it would be more efficient if CSA 4 was dissolved and subsequently annexed into CSA 48. The level of service and existing operations is not expected to be affected since the contract aligns with the fire stations already in place. The proposed reorganization may also include the creation of a “zone of benefit,” which allows CSA 48 to retain the existing revenue and expenditures within the Pajaro Dunes community. In other words, it would allow the functionality of CSA 4 to continue without the additional layer of government.

LAFCO Staff Recommendation: *CSA 4 should be dissolved and concurrently annexed into CSA 48 in order to be more efficient in the delivery of fire protection.*

Sphere of Influence

LAFCO originally adopted a coterminous sphere of influence for the District on March 1, 1989. A coterminous sphere is identical to the agency’s jurisdictional boundary. For the past 32 years, the sphere boundary has remained unchanged. LAFCO staff is recommending a zero sphere designation. A “zero” sphere of influence indicates that the district should be dissolved, and fire service responsibilities should be transferred to another local agency. LAFCO believes that CSA 4 should be dissolved and concurrently annexed into CSA 48. The County may create a zone of benefit to ensure that the collected funds remain within the Pajaro Dunes community. **Figure 54** on page 139 depicts the proposed sphere boundary.

Figure 54: CSA 4's Proposed Sphere Map



County Service Area 4 (Pajaro Dunes) Jurisdictional and Sphere Boundaries



Original sphere adopted on March 1, 1989
 Sphere reaffirmed on January 9, 2008
 Sphere reaffirmed on November 2, 2016
 Zero sphere adoption on October 13, 2021

District Summary

County Service Area 4 (Pajaro Dunes)	
Formation	County Service Area Law (Government Code Section 25210 et. seq).
Board of Directors	5 members (Board of Supervisors), elected by district-based to four-year terms
Contact Person	Ian Larkin, Fire Chief
Employees	6 Full-Time Employees
Facilities	1 Fire Station
ISO Rating	4/4y
District Area	259 acres (0.4 square miles)
Sphere of Influence	Current sphere of influence is Coterminous with the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$1,303,499 Total Expenditure = \$1,422,654 Projected Net Position (Ending Balance) = \$394,034
Contact Information	Mailing Address: 6059 Highway 9 (P.O. Drawer F-2) Felton, CA Phone Number: (831) 722-6188 Email Address: ian.larkin@fire.ca.gov Website: http://www.santacruzcountyfire.com/
Public Meetings	The Board regularly meets on most Tuesdays in the Board of Supervisors' Chambers, 701 Ocean St, Rm. 525. Meetings generally begin at 9:00 am.
Mission Statement	The mission of the Santa Cruz County Fire Department is to protect the life, property, and natural resources of its citizens and visitors through effective emergency response, preparedness, education, and prevention.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of CSA 4 will be approximately 260 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1966. The District has been providing fire protection services to the Pajaro Dunes community through a contract with the California Department of Forestry and Fire Protection (CAL FIRE).

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in the last six fiscal years. The District's fund balance is approximately \$944,000 as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District has a strategic partnership with CAL FIRE to provide fire protection services. This agreement was recently renewed until June 2023. The District also provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO recommends that CSA 4 be dissolved and concurrently annexed into CSA 48. Such reorganization would reflect the ongoing contract with CAL FIRE and maintain the same level of service while also removing a layer of government.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the area as primarily Urban Low Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 4 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support (EMT) services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently operates one fire station. The station is located at 2661 Beach Road in Watsonville. The station's staffing varies with a 3-person company consisting of 1 fire captain and 2 apparatus engineers 24 hours a day, 7 days a week. The volunteer program is currently suspended pending review.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), the Pajaro Dunes Community Affairs Committee, and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

COUNTY SERVICE AREA 48 (COUNTY FIRE)

District Overview

County Service Area 48 (CSA 48) was formed on December 30, 1985 and operates under the County Service Area Law (Government Code Section 25210 et. seq) and is a part of the Santa Cruz County Fire Department (County Fire) along with CSA 4 under a cooperative agreement with The California Department of Forestry & Fire Protection (CAL FIRE). The District has been providing fire protection services to the unincorporated communities in Santa Cruz County outside the jurisdiction of the existing fire agencies. CSA 48 encompasses 261 square miles of territory. **Figure 55**, on page 144, is a vicinity map depicting CSA 48’s current jurisdictional and sphere boundaries. **Figure 56**, on page 145, also shows the current land use designation under the County’s General Plan. At present, the lands within the District are primarily designated as Mountain Residential.

Services & Operations

Santa Cruz County currently contracts with CAL FIRE for the administration of CSA 48 including operational oversight and supervision of all career and volunteer firefighters. CAL FIRE provides administration, access to state resources, training, vehicle and equipment maintenance, purchasing specifications and recommendations, structural maintenance and administration of volunteer firefighter benefits and worker’s compensation programs. A three-year reimbursement agreement, starting July 1, 2020 and ending June 30, 2023, was adopted by the County Board of Supervisors on June 2, 2020. The agreement and operational plan are available in **Appendix E**. The maximum amount allocated to CAL FIRE under this agreement is approximately \$13.99 million.

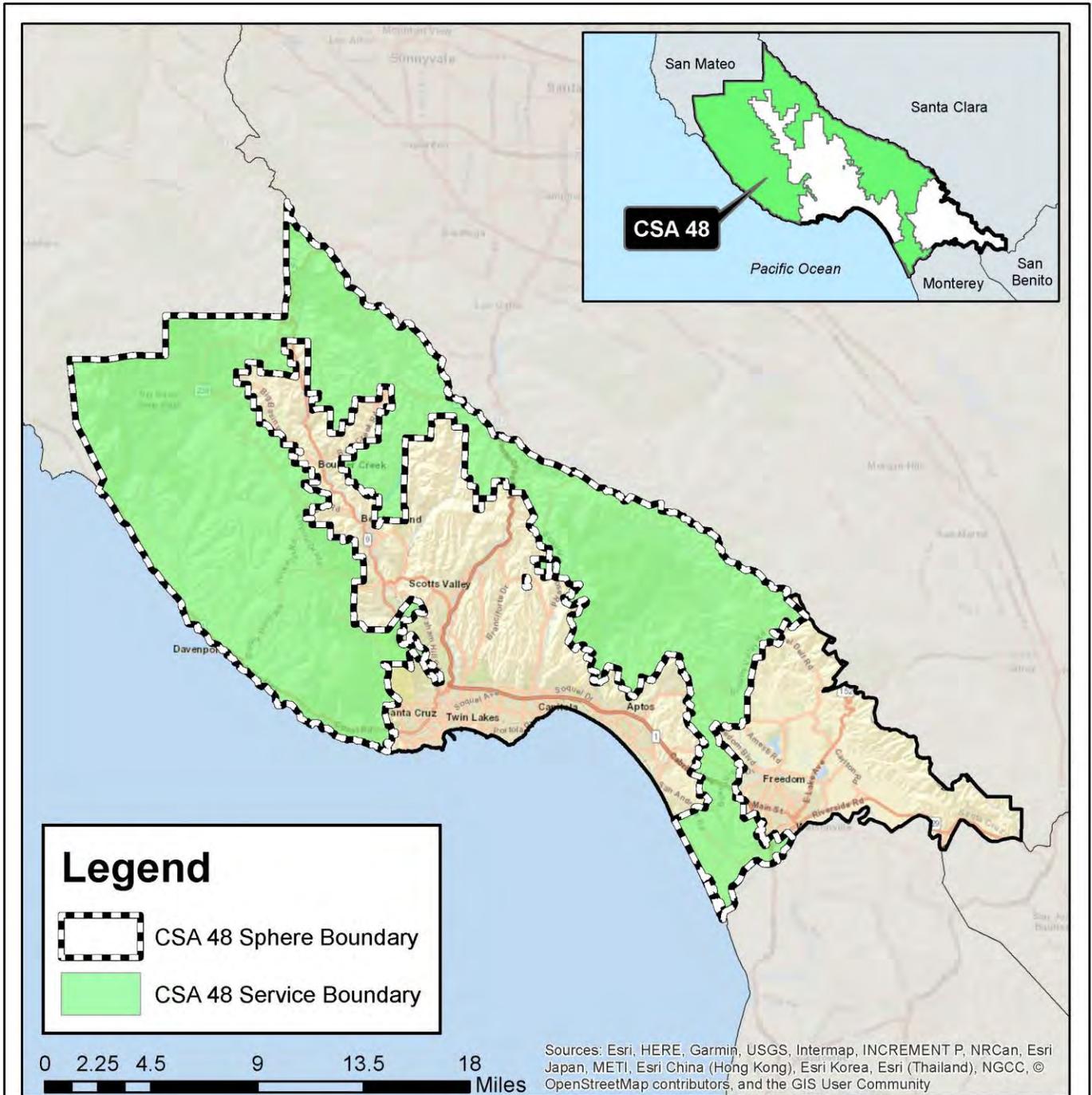
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, CSA 48 offers 61% of those services (12 out of 18), as shown in **Table 67**. CSA 48 is in the low-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services.

Table 67: CSA 48’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	Yes	-	-

Figure 55: CSA 48's Vicinity Map



Legend

-  CSA 48 Sphere Boundary
-  CSA 48 Service Boundary

0 2.25 4.5 9 13.5 18 Miles

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, © OpenStreetMap contributors, and the GIS User Community

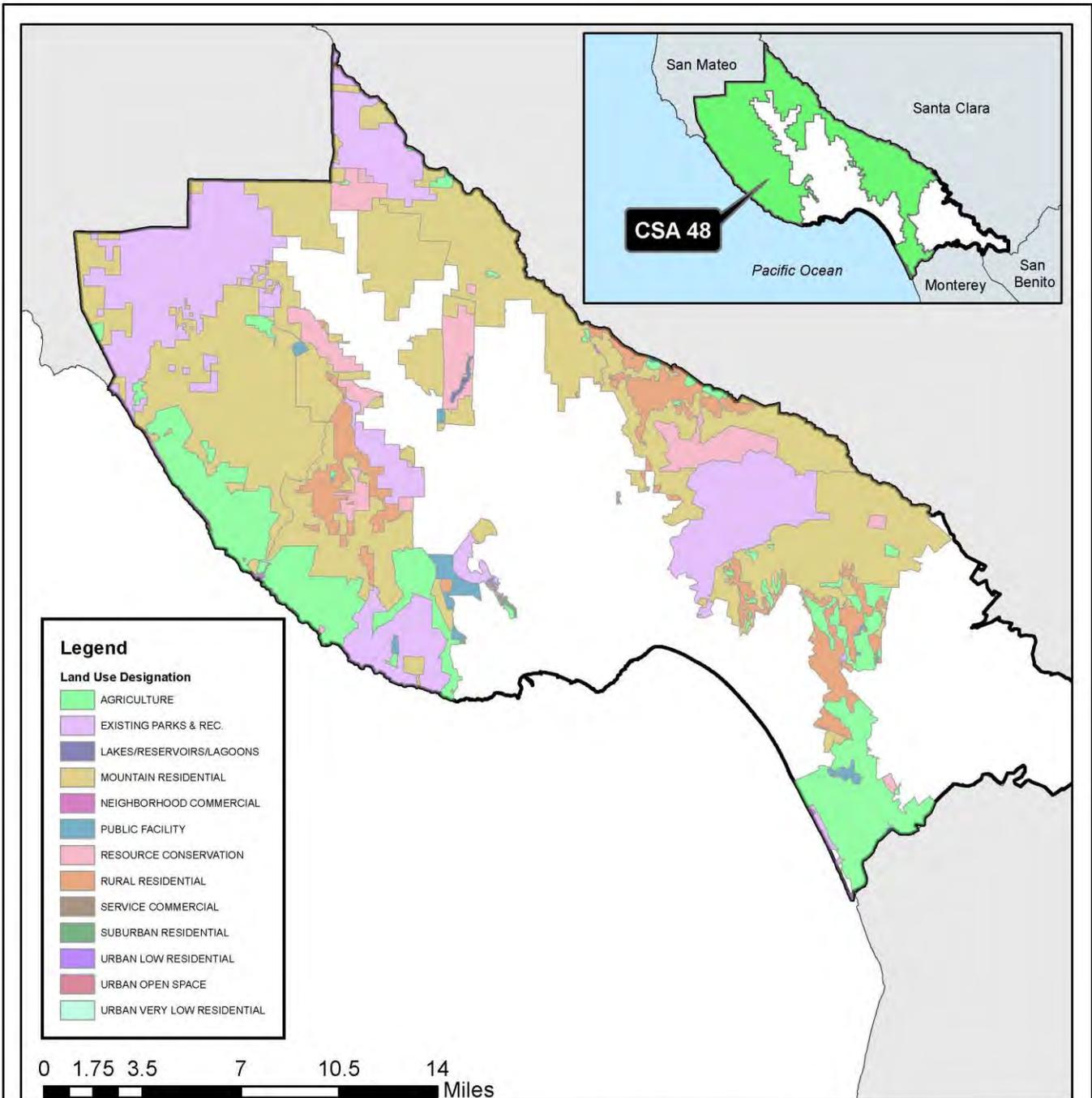


County Service Area 48 (County Fire) Jurisdictional and Sphere Boundaries



Original sphere adopted on March 10, 1994
 Sphere reaffirmed on January 9, 2008
 Sphere reaffirmed on November 2, 2016
 Sphere amendment on October 13, 2021

Figure 56: CSA 48's Land Use Map



County Service Area 48 (County Fire) Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within CSA 48 ranging from agriculture to urban residential.

The vast majority is designated as Mountain Residential.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, CSA 48 offers 65% of those training courses (11 out of 17). **Table 68** illustrates those training opportunities.

Table 68: CSA 48's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
Yes	Yes	-	-	-	11

Fire Station

The District currently operates 10 fire stations. Staffing within each station varies with a 3-person company consisting of 1 battalion chief, 1 fire captain, and 1 apparatus engineer 24 hours a day, 7 days a week to all volunteer firefighters. **Figure 57** on page 147 shows the location of each fire station.

Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, CSA 48 operates using 29 apparatuses. **Table 69** provides an overview of the District's inventory.

Table 69: CSA 48's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	1	2	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
5	4	2	1	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
4	-	-	-	5
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
-	-	-	5	-

Figure 57: CSA 48's Fire Station



County Service Area 48 (County Fire) Jurisdictional Boundary - Service Area



CSA 48 currently has 10 fire stations. These stations are operated by CAL FIRE.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station's five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 4. The District provides fire protection, technical rescue, and basic life support (EMT) services. **Figure 58** on page 149 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff's analysis, there are many unincorporated areas within the District's jurisdiction that will require more than 10 minutes to receive fire-related services.

Call Data

Based on staff's analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 70** indicates that CSA 48 responded to 12,248 calls over the last six years. The annual call average is estimated to be 2,071 calls/year. The District's average response time was 14 minutes.

Table 70: CSA 48's Call Data

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	4,508	-	2,445	-
Haz Mat	Mutual Aid	Overpressure/Explosion/Overheat	Rescue Call	Service Call
-	-	-	-	-
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
-	-	3,368	2,107	12,428

Population & Growth

Based on staff's analysis, the population of CSA 48 in 2020 was approximately 24,200. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 71** shows the anticipated population.

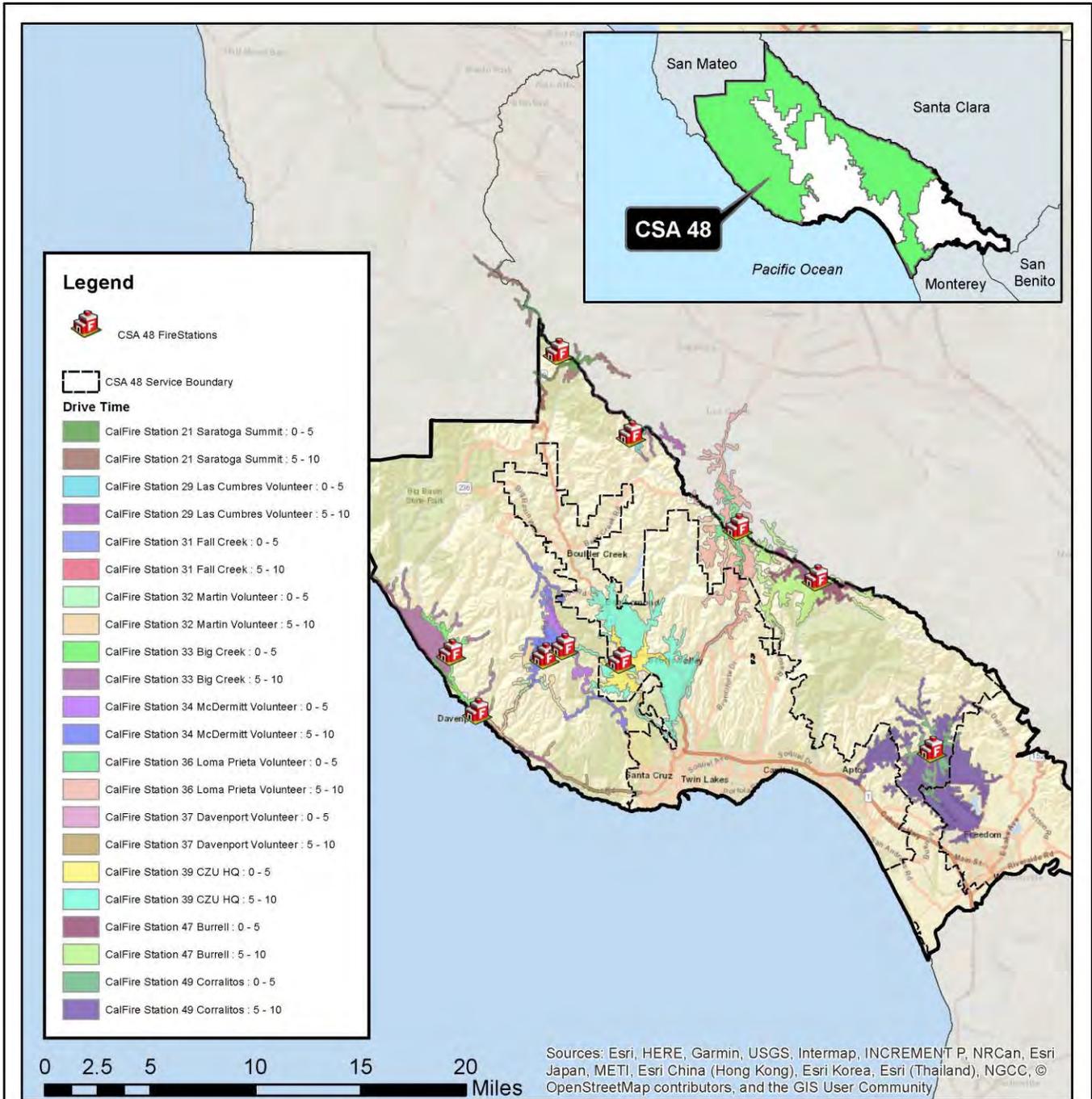
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for CSA 48. LAFCO staff increased the District's 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of CSA 48 will be approximately 25,000 by 2040.

Table 71: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
County Service Area 48 (County Fire)	24,206	24,413	24,622	24,834	25,046	0.86%

Figure 58: CSA 48's Fire Station (5 and 10 Mile Drive Time)



County Service Area 48 (County Fire) Drive Time Analysis (Thursday at 5:00pm)



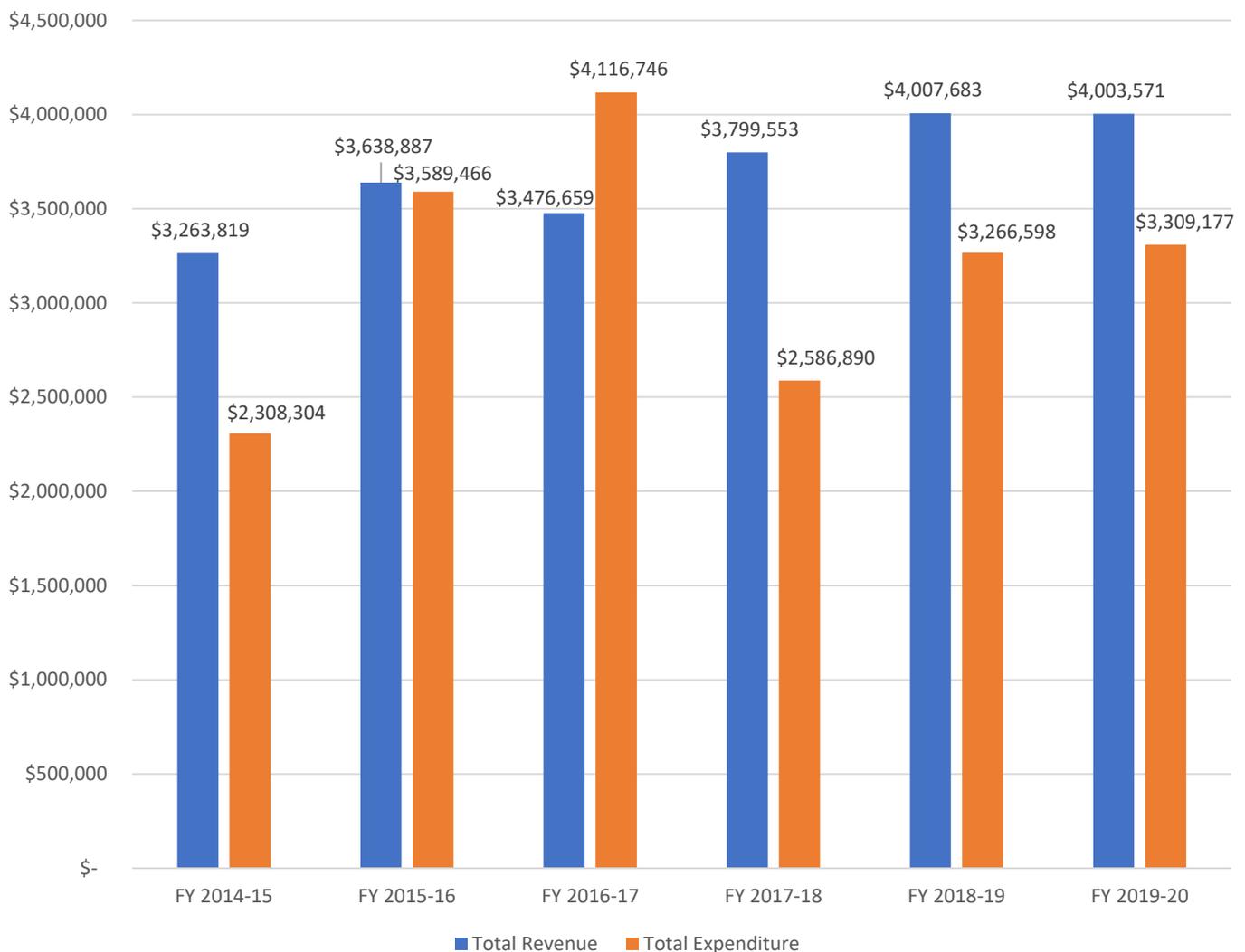
CSA 48 currently has 10 fire stations.
These stations are operated by CAL FIRE.

Finances

State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. However, no audits were readily available on the County’s website. For purposes of this section, LAFCO staff requested the necessary financial documents. This section will highlight the District’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated CSA 48’s financial health from FY 2014-15 to FY 2019-20.

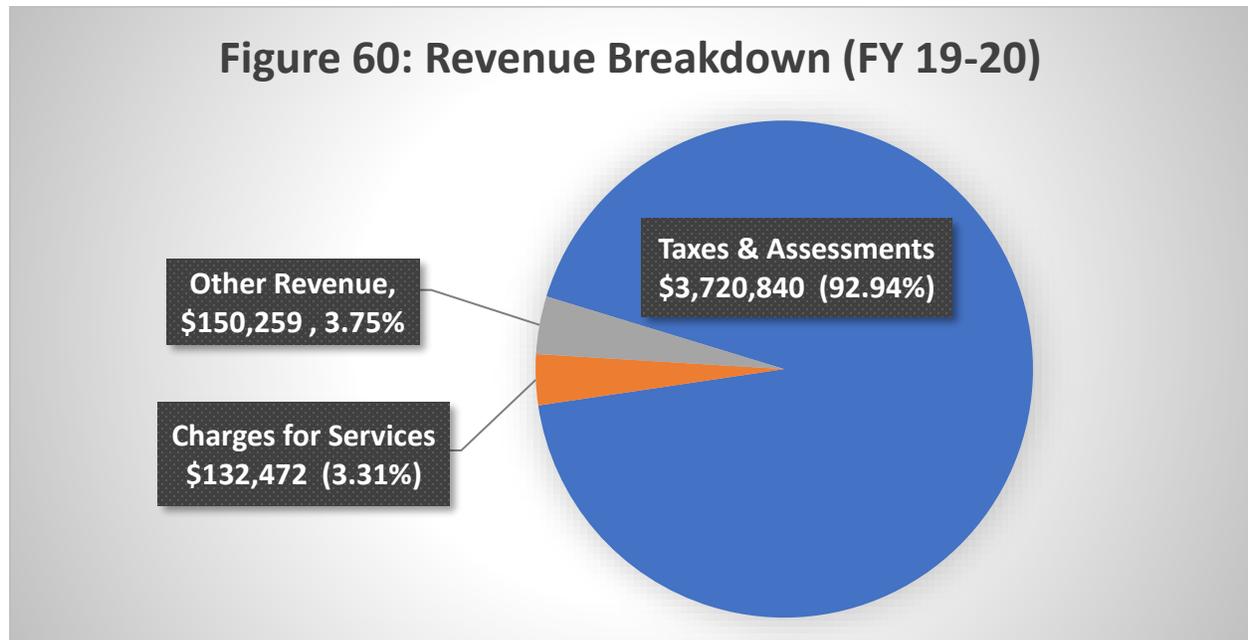
At the end of FY 2019-20, total revenue collected was approximately \$4 million, virtually the same from the previous year (\$4 million in FY 2018-19). Total expense for FY 2019-20 was approximately \$3.3 million, which increased from the previous year by 1% (\$3.26 million in FY 2018-19). The District has ended with an annual surplus each year since 2014, excluding FY 2016-17, as shown in **Figure 59**. LAFCO believes that this positive trend may continue going forward under the current strategic partnership with CAL FIRE.

Figure 59: Statement of Revenues & Expenditures



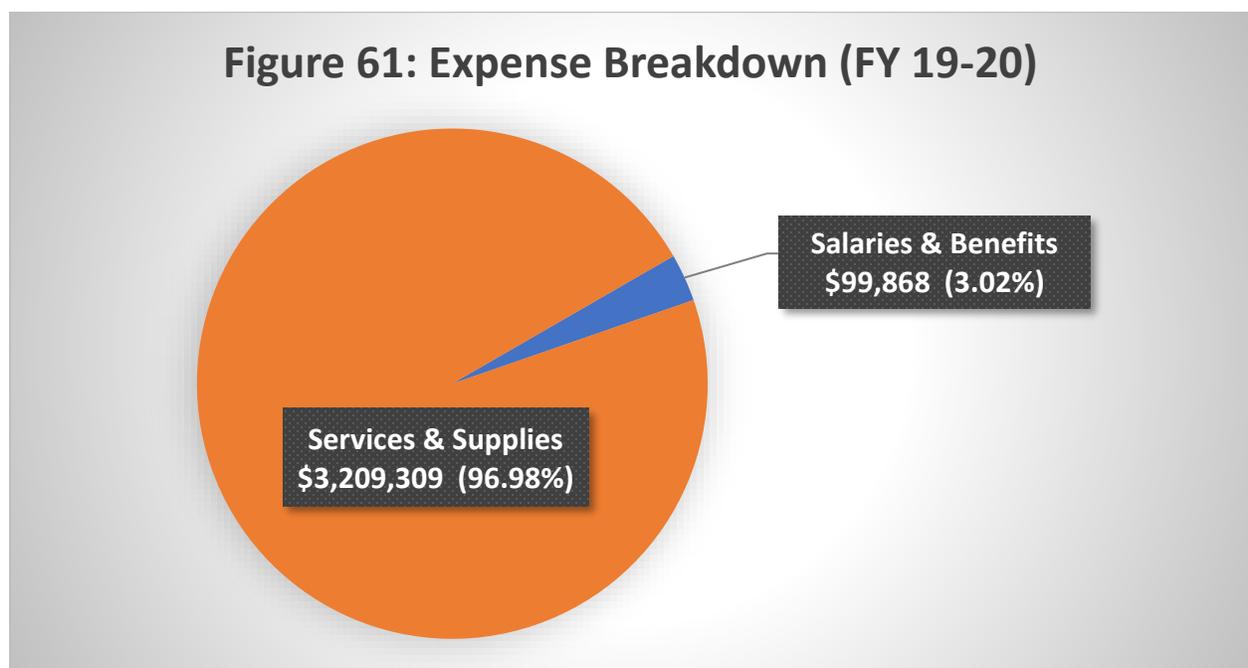
District Revenues

CSA 48's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. CSA 48's primary source of revenue is from Taxes & Assessments. This category includes Property Taxes. **Figure 60** highlights the revenue received during FY 2019-20.



District Expenditures

CSA 48's total expenditures can be categorized into two groups: Services & Supplies and Salaries & Benefits. **Figure 61** below distinguishes the cost and percentage per category. As shown below, Services & Supplies are the highest expenditure during FY 2019-20. This category is primarily the CAL FIRE contract that allows the State to provide fire protection services within the District's jurisdiction.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$6.2 million. The fund balance increased each year since 2014, with the exception of FY 2016-17, as shown in **Table 72**. The current balance represents 186% of the District's total expenditure from FY 2019-20. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of CSA 48 during the last five years can be found in **Table 73** below.

Table 72: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$4,100,874	\$4,150,150	\$3,510,063	\$4,722,726	\$5,463,811	\$6,158,205
Change in (\$) from previous year		\$49,276	\$(640,087)	\$1,212,663	\$741,085	\$694,394
Change in (%) from previous year		1.20%	-15.42%	34.55%	15.69%	12.71%

Table 73: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Benefit Assessment (Taxes)	\$ 2,878,962	\$ 3,095,688	\$ 3,290,640	\$ 3,401,641	\$ 3,605,850	\$ 3,720,840
Charges for Services	\$ 182,484	\$ 288,339	\$ 122,727	\$ 320,048	\$ 246,413	\$ 132,472
Other Revenue	\$ 202,373	\$ 254,860	\$ 63,292	\$ 77,864	\$ 155,420	\$ 150,259
Total Revenue	\$3,263,819	\$3,638,887	\$3,476,659	\$3,799,553	\$4,007,683	\$4,003,571
EXPENDITURE						
Salaries & Benefits	\$ 97,282	\$ 87,980	\$ 126,126	\$ 79,334	\$ 99,116	\$ 99,868
Services & Supplies	\$ 2,211,022	\$ 3,501,486	\$ 3,990,620	\$ 2,507,556	\$ 3,167,482	\$ 3,209,309
Total Expenditure	\$2,308,304	\$3,589,466	\$4,116,746	\$2,586,890	\$3,266,598	\$3,309,177
Surplus/(Deficit)	\$ 955,515	\$ 49,421	\$ (640,087)	\$1,212,663	\$ 741,085	\$ 694,394
FUND BALANCE						
Beginning Balance	\$ 3,145,359	\$ 4,100,729	\$ 4,150,150	\$ 3,510,063	\$ 4,722,726	\$ 5,463,811
Ending Balance	\$4,100,874	\$4,150,150	\$3,510,063	\$4,722,726	\$5,463,811	\$6,158,205

Governance

CSA 48 is a dependent special district governed by the County Board of Supervisors. All CSAs are formed and operate pursuant to the County Service Area Law (Government Code Section 25210 et seq.). County Supervisors receive no additional compensation for their CSA responsibilities. **Table 74** shows the current board members.

Table 74: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Manu Koenig	Supervisor, District 1	First Elected: 2020 Next Election: General 2024	1 year
Zach Friend	Supervisor, District 2	First Elected: 2012 Next Election: General 2024	9 years
Ryan Coonerty	Supervisor, District 3	First Elected: 2012 Next Election: General 2022	9 years
Greg Caput	Supervisor, District 4	First Elected: 2012 Next Election: General 2022	9 years
Bruce McPherson	Supervisor, District 5	First Elected: 2012 Next Election: General 2024	9 years

Public Meetings

The Board of Supervisors typically meets on scheduled Tuesdays of each month. The meeting dates are posted at the County Governmental Building and on the County's Website. Public meetings are typically held at 9:00am. Based on LAFCO staff's analysis, the County Board of Supervisors met 36 times in 2020. However, it is difficult to determine how many meetings were conducting on behalf of CSA 48 due to the County's extensive agenda and outdated website.

Opportunities & Challenges

Dependent special districts are tasked to operate in an efficient and transparent manner on a regular basis, similar to its independent counterparts. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. It outlines minimum website data requirements, including contact information, financial reports, and meeting agendas/minutes. While this new law does not apply to county service areas, the County should consider following the requirements outlined in the new law for the stand-alone website dedicated to CSA 48: <http://www.santacruzcountyfire.com/>.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Potential Reorganization

CAL FIRE provides fire protection services within CSAs 4 and 48 through an ongoing contractual agreement. The most recent agreement was approved in June 2020 and will continue for the next three years. Based on LAFCO's analysis and findings, it would be more efficient if CSA 4 was dissolved and subsequently annexed into CSA 48. The level of service and existing operations is not expected to be affected since the contract aligns with the fire stations already in place. The proposed reorganization may also include the creation of a "zone of benefit," which allows CSA 48 to retain the existing revenue and expenditures within the Pajaro Dunes community. In other words, it would allow the functionality of CSA 4 to continue without the additional layer of government.

LAFCO Staff Recommendation: *CSA 4 should be dissolved and concurrently annexed into CSA 48 in order to be more efficient in the delivery of fire protection.*

Transition from Dependent to Independent

CSA 48 is a dependent special district, meaning that its functions and operations are managed by the County. It may be beneficial for the County to consider transitioning CSA 48 into a stand-alone special district. Benefits include having its own board of directors, its own staff, better resident representation, and more local control by the affected communities. More importantly, it would allow the County to focus on more regional issues rather than certain municipal services, such as fire protection.

LAFCO Staff Recommendation: *The County should coordinate with LAFCO to determine the benefits and/or constraints associated with transitioning CSA 48 from a dependent to an independent special district.*

Formation of Zones

As previously mentioned, CSA 48 provides services to approximately 167,000 acres throughout the entire county. At present, all residents within CSA 48 pay the same benefit assessment to fund the District's services and operations. It may be beneficial to create zones within CSA 48 to more effectively charge residents based on the level of service by area. A zone of benefit is a geographic area within an existing special district. Unlike most boundary changes, formation of zones do not require LAFCO action. The Board of Supervisors may consider and approve the creation of zones within CSA 48. This type of action has already been accomplished within other CSAs under the County's purview, including but not limited to CSA 9 and its six zones. LAFCO strongly encourages the County to consider creating these zones for better representation and adequate charges to the affected residents.

LAFCO Staff Recommendation: *The County should strongly consider forming zones within CSA 48.*

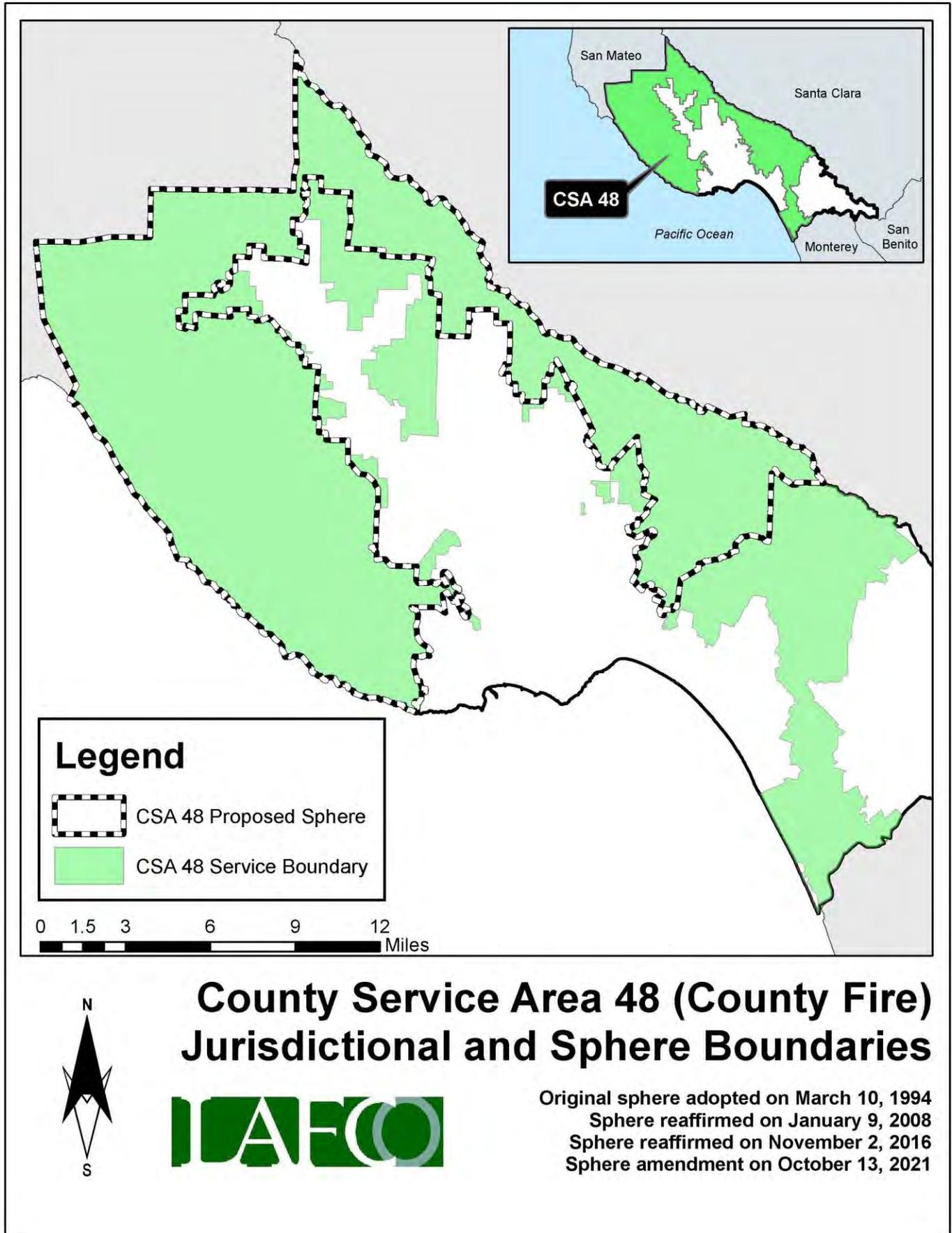
Sphere of Influence

LAFCO originally adopted a sphere of influence for the District on October 16, 1985 as part of its formation. The original sphere included areas beyond CSA 48's jurisdictional boundary. The 1985 resolution included language that stated, "Annexations to fire districts and cities with municipal fire departments shall be accompanied by detachments from this county service area." For the past 36 years, areas have been detached from CSA 48 and annexed into the other fire agencies. The last detachment occurred on June 2018 in which the "Upper Porter Gulch Reorganization" detached approximately 130 acres from CSA 48 and concurrently annexed the area into Central FPD.

Overlapping Sphere Boundaries

The purpose of spheres of influence is to identify the most logical service provider to communities throughout Santa Cruz County. Typically, areas are located within one sphere boundary. However, CSA 48's existing sphere of influence overlaps with other fire agencies – causing confusion on which entity is the most logical service provider. Therefore, staff is recommending that CSA 48's sphere be modified to remove all overlapping areas. If approved, this will allow the affected fire districts to consider annexation and may result in additional detachments from CSA 48 in the foreseeable future. The goal is to improve the level of service to unincorporated communities near fire districts and allow CSA 48 to focus on more rural or remote areas. **Figure 62** on page 156 depicts the proposed sphere boundary.

Figure 62: CSA 48's Proposed Sphere Map



District Summary

County Service Area 48 (County Fire)	
Formation	County Service Area Law (Government Code Section 25210 et. seq).
Board of Directors	5 members (Board of Supervisors), elected district-based to four-year terms
Contact Person	Ian Larkin, Fire Chief
Employees	8.9 Full-Time Employees, 24 Seasonal Employees, and 73 Volunteers
Facilities	10 Fire Stations
ISO Rating	4/4y
District Area	167,153 acres (261 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary <i>Proposed Designation: Sphere Amendment (Reduction)</i>
FY 2019-20 Audit	Total Revenue = \$1,231,653 Total Expenditure = \$1,231,653 Projected Net Position (Ending Balance) = \$13,023
Contact Information	Mailing Address: 6059 Highway 9 (P.O. Drawer F-2) Felton, CA Phone Number: (831) 722-6188 Email Address: ian.larkin@fire.ca.gov Website: http://www.santacruzcountyfire.com/
Public Meetings	The Board regularly meets on most Tuesdays in the Board of Supervisors' Chambers, 701 Ocean St, Rm. 525. Meetings generally begin at 9:00 am.
Mission Statement	The mission of the Santa Cruz County Fire Department is to protect the life, property, and natural resources of its citizens and visitors through effective emergency response, preparedness, education, and prevention.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of CSA 48 will be approximately 25,000 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

County Fire was created in 1948 when the County Board of Supervisors entered into a cooperative agreement with the California Department of Forestry & Fire Protection (CAL FIRE) to address fire protection and emergency services for the unincorporated areas of the county not encompassed in a local fire district. CSA 48 was formed in 1985 to assist in funding this department. CSA 4 is also part of County Fire and encompassed in the same contract with CAL FIRE.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in five of the last six fiscal years. The District's fund balance is approximately \$6.2 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District has a strategic partnership with CAL FIRE to provide fire protection services. This agreement was recently renewed until June 2023. The District also provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO recommends that CSA 4 be dissolved and concurrently annexed into CSA 48. Such reorganization would reflect the ongoing contract with CAL FIRE and maintain the same level of service while also removing a layer of government.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the area as primarily Mountain Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 4 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support (EMT) services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently operates 10 fire stations. Staffing within each station varies with a 3-person company consisting of 1 fire captain, 1 apparatus engineer and a minimum of 2 firefighters 24 hours a day, 7 days a week. The 5 volunteer stations are not staffed.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

FELTON FIRE PROTECTION DISTRICT

District Overview

Felton Fire Protection District (FFPD) was formed on October 23, 1946 and operates under the Fire Protection District Law of 1987. FFPD encompasses nearly 6 square miles of territory located in the San Lorenzo Valley. **Figure 63**, on page 161, is a vicinity map depicting FFPD’s current jurisdictional and sphere boundaries. **Figure 64**, on page 162, also shows the current land use designation under the County’s General Plan. At present, the lands within the District vary from agriculture to service commercial. The vast majority of the District is designated as Mountain Residential.

Services & Operations

FFPD currently provides fire protection services to the Felton community and its surrounding areas. It currently operates with 1 full-time employee, 1 part-time employee, and 28 volunteer firefighters. The following sections provide a detailed overview of FFPD’s services and operations.

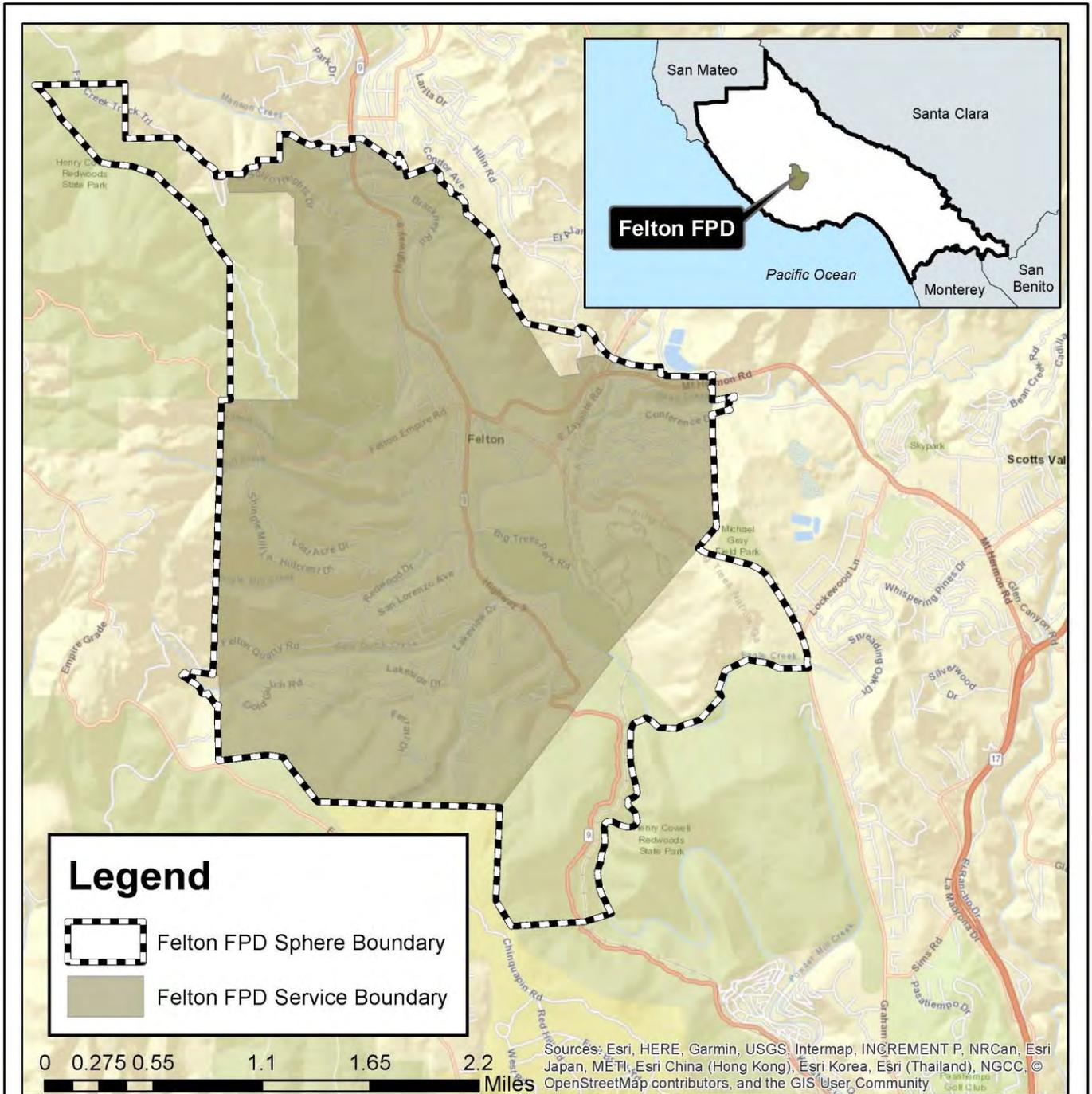
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, FFPD offers 89% of those services (16 out of 18). **Table 75** illustrates those services. FFPD offers the second highest amount of services when compared to the other 13 fire agencies in Santa Cruz County. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services. It is important to note that FFPD is one of only five agencies that provide advance life support services. The “Other Service” offered by the District involves mutual aid. If requested, the District may provide services outside its jurisdictional boundary.

Table 75: FFPD’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
Yes	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	Yes
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	Yes	Yes	Yes

Figure 63: FFPD's Vicinity Map

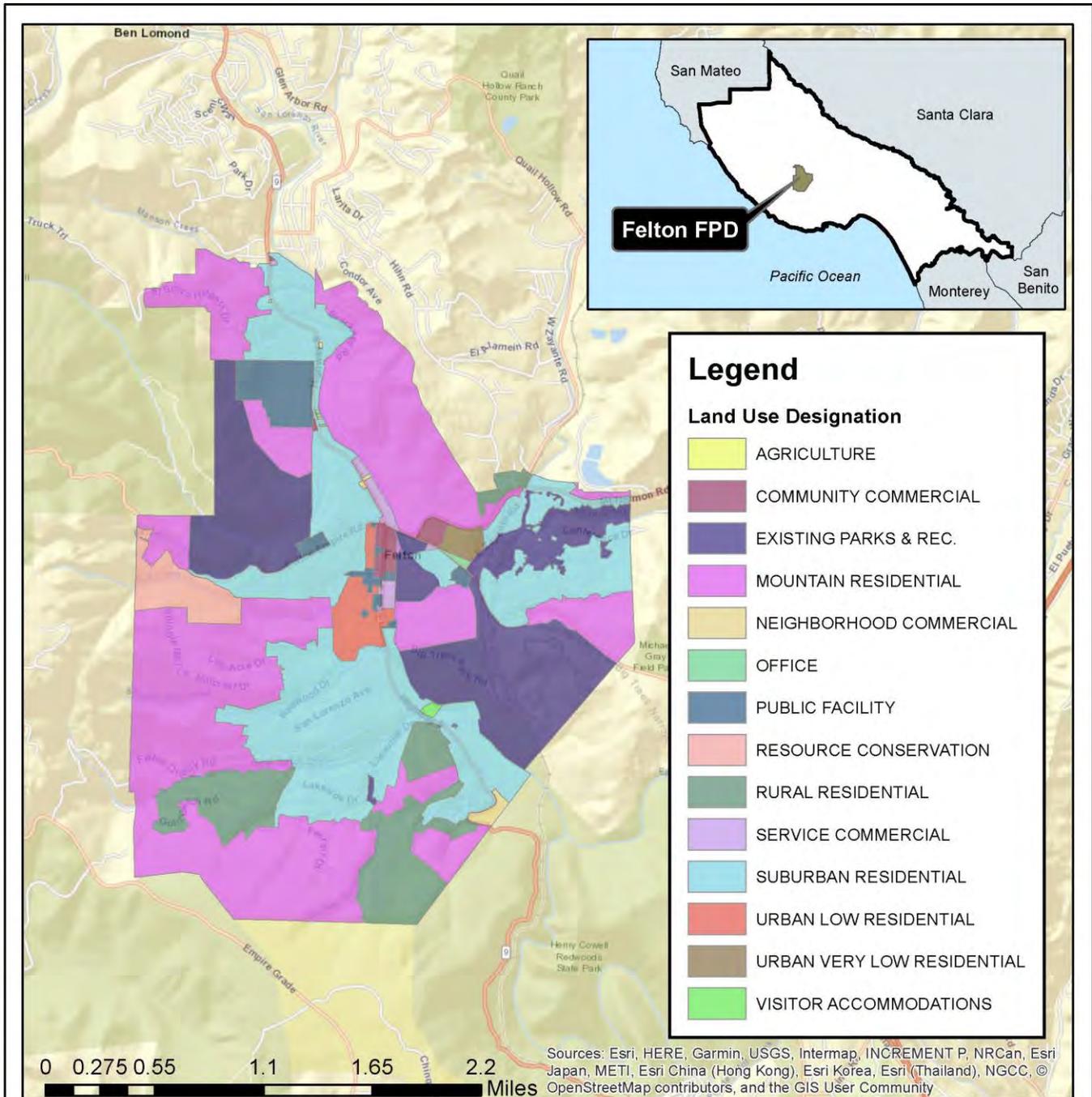


Felton Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Figure 64: FFPD's Land Use Map



Felton Fire Protection District Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within Felton FPD ranging from agriculture to service commercial.

The vast majority is designated as Mountain Residential.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, FFPD offers 82% of those training courses (14 out of 17). **Table 76** illustrates those training opportunities.

Table 76: FFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
Yes	Yes	Yes	Yes	Yes	14

Fire Stations

The District currently operates one fire station. The station was built in 1935 and is located at 131 Kirby Street in Felton. The station is staffed with 2 firefighters and the fire chief during regular business hours (Monday to Friday). At present, FFPD has 1 full-time firefighter, 1 rotating part-time firefighter, 1 part-time fire prevention inspector/EMT, 1 part-time HR/Payroll Admin, 1 volunteer Assistant Chief, 4 volunteer Captains, 3 volunteer Driver Operators, and 25 volunteer firefighters/EMTs. **Figure 65** on page 164 shows the location of the fire station.

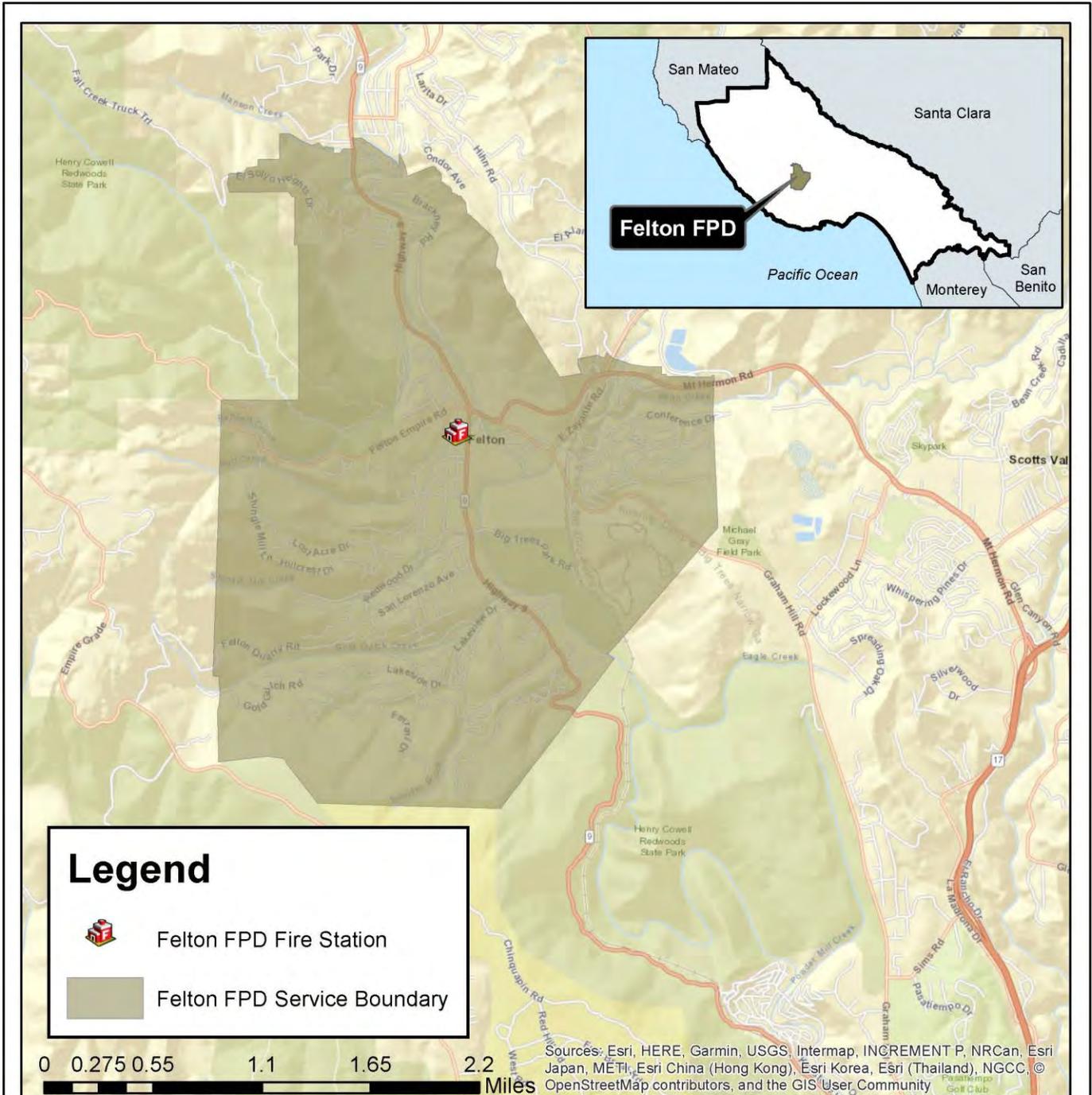
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, FFPD operates using 8 apparatuses. **Table 77** provides an overview of the District's inventory. The District is in the middle-range when compared to the other fire agencies. CSA 4 has the lowest with 5 vehicles and CSA 48 has the highest with 29 vehicles. It is important to note that FFPD shares a breathing air bottle truck with local agencies through a JPA agreement: the County, BCFPD, BLFPD, SVFPD, and ZFPD.

Table 77: FFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	1	1	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
2	-	1	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
1	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
-	-	-	1	1

Figure 65: FFPD's Fire Station



Felton Fire Protection District Jurisdictional and Sphere Boundaries



Felton FPD currently has one fire station. The station is staffed with 1 firefighter Mon - Fri from 9:00a.m to 4:00 p.m. Pre-COVID, the station was staffed with a Fire Chief and part-time Admin.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station's five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 4. The District provides fire protection and advance/basic life support services. **Figure 66** on page 166 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff's analysis, the District covers most of its jurisdiction and areas outside its limits.

Call Data

Based on staff's analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 78** indicates that FFPD responded to approximately 4,000 calls over the last six years. The annual call average is estimated to be 667 calls/year. The District's average response time was approximately 8 minutes.

Table 78: FFPD's Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	2,389	178	233	508
Haz Mat	Mutual Aid	Overpressure/Explosion/Overheat	Rescue Call	Service Call
308	-	3	-	258
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
5	3	-	11	3,996

Population & Growth

Based on staff's analysis, the population of FFPD in 2020 was approximately 6,000. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 79** shows the anticipated population within FFPD.

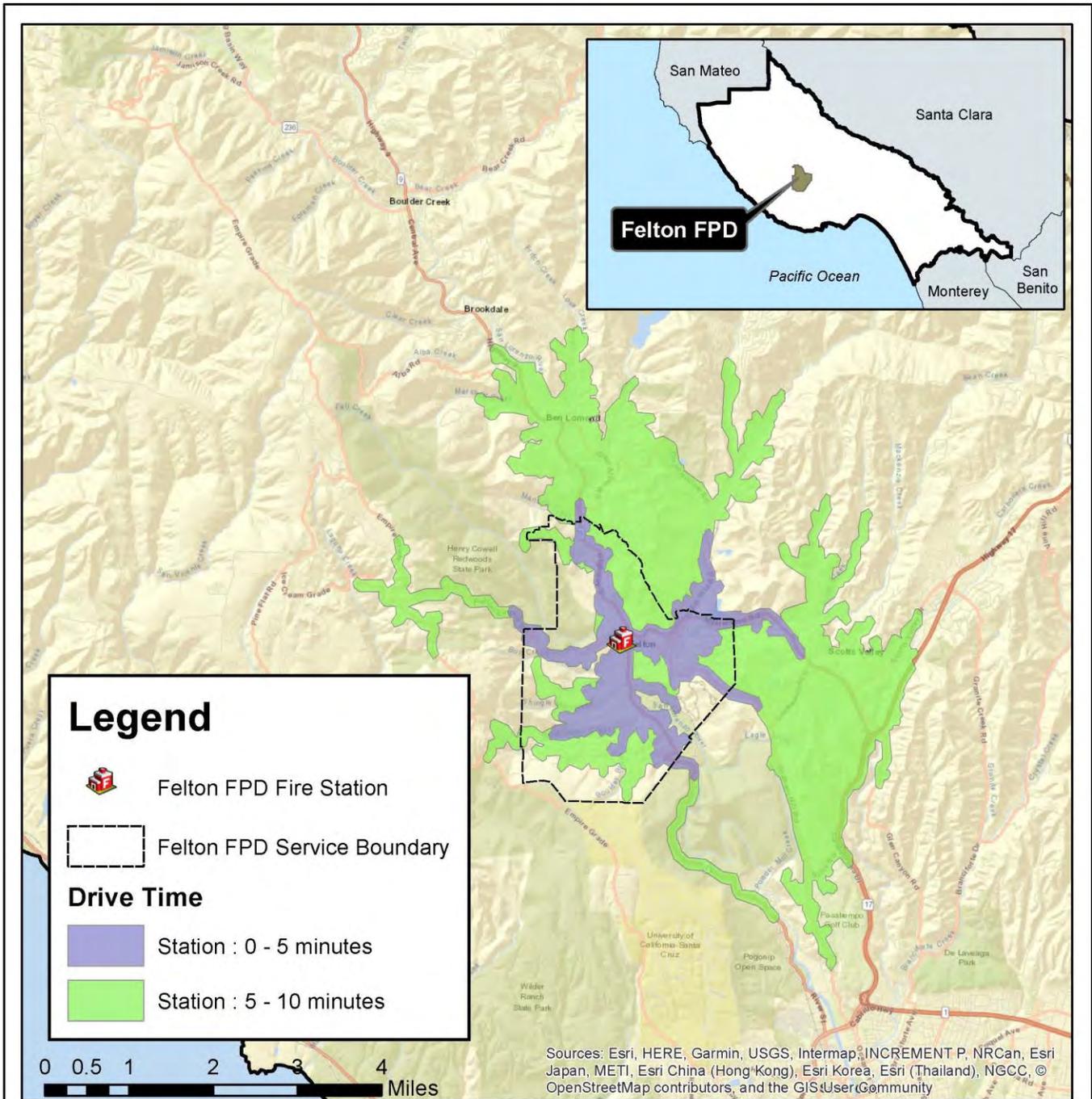
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for FFPD. LAFCO staff increased the District's 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of FFPD will be approximately 6,300 by 2040.

Table 79: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Felton Fire Protection District	6,051	6,103	6,156	6,208	6,262	0.86%

Figure 66: FFPD's Fire Station (5 and 10 Mile Drive Time)



Felton Fire Protection District Drive Time Analysis (Thursday at 5:00pm)

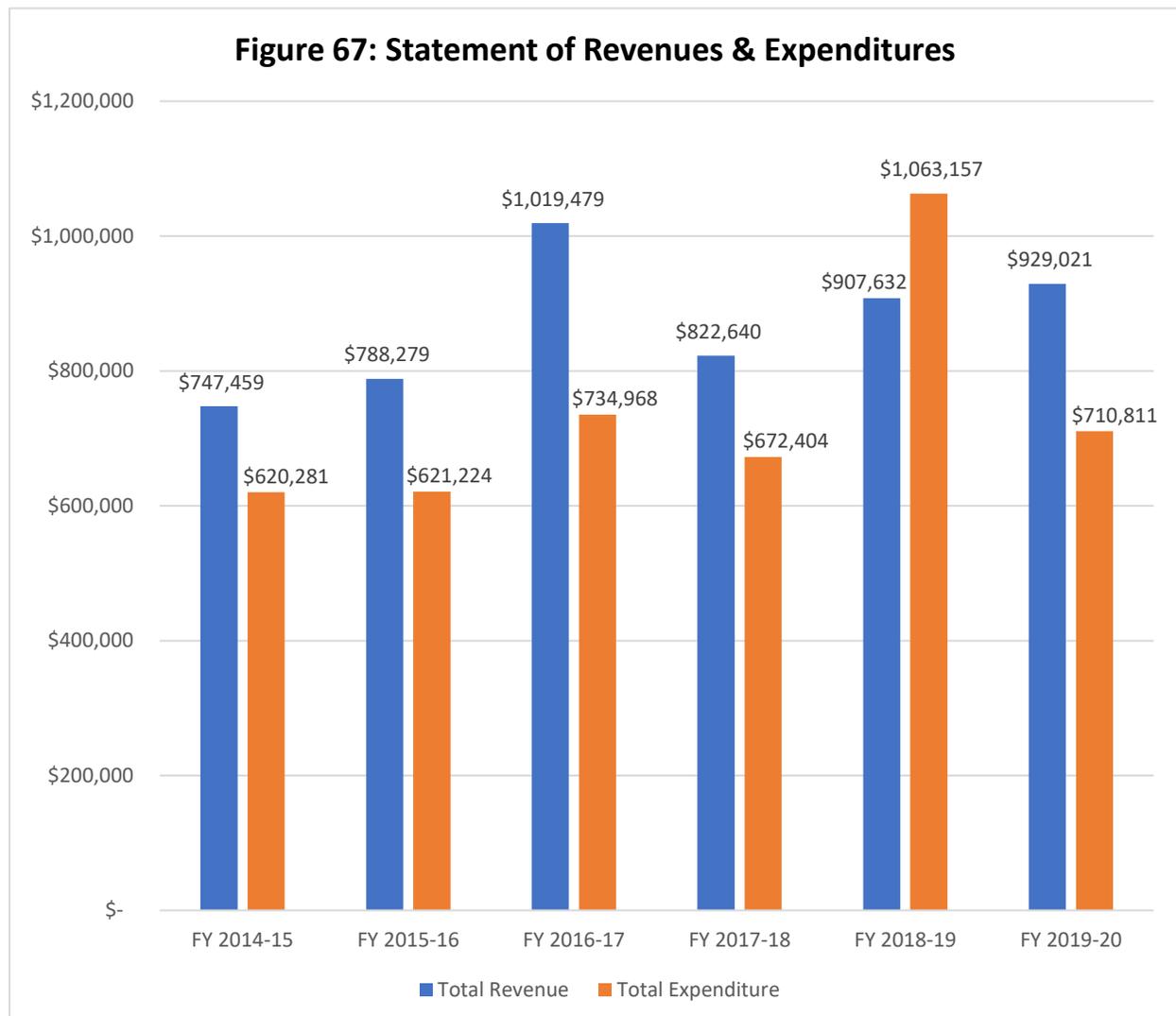


Felton FPD currently has one fire station. The station is staffed with 1 firefighter Mon - Fri from 9:00a.m to 4:00 p.m. Pre-COVID, the station was staffed with a Fire Chief and part-time Admin.

Finances

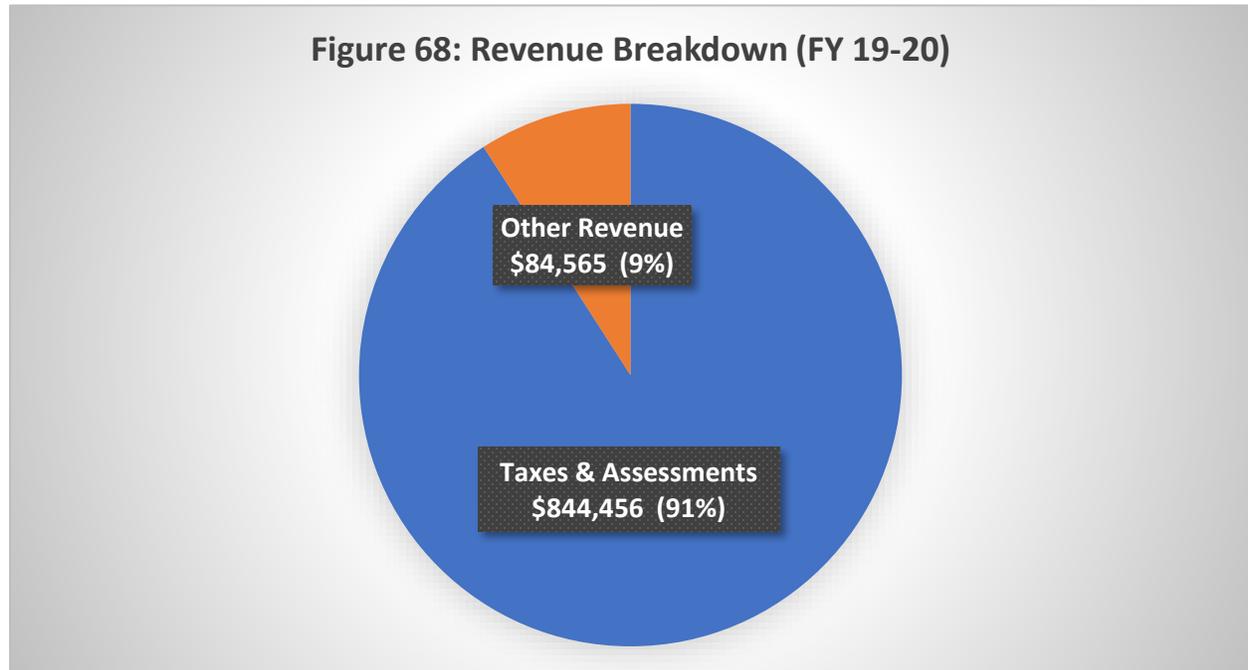
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller's Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. In addition, all recent audits were available on the District's website as statutorily required (Government Code Sections 6270.6 and 53087.8). This section will highlight the District's financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated FFPD's financial health from FY 2014-15 to FY 2019-20.

At the end of FY 2019-20, total revenue collected was approximately \$930,000, representing a 2% increase from the previous year (\$907,000 in FY 2018-19). Total expense for FY 2019-20 was approximately \$711,000, which increased from the previous year by 33% (\$1 million in FY 2018-19). The District has ended with an annual surplus in five of the last six years, as shown in **Figure 67**. The deficit experience in FY 2018-19 can be attributed to the District's purchase of equipment. LAFCO believes that this positive trend may continue going forward under the current management practices.



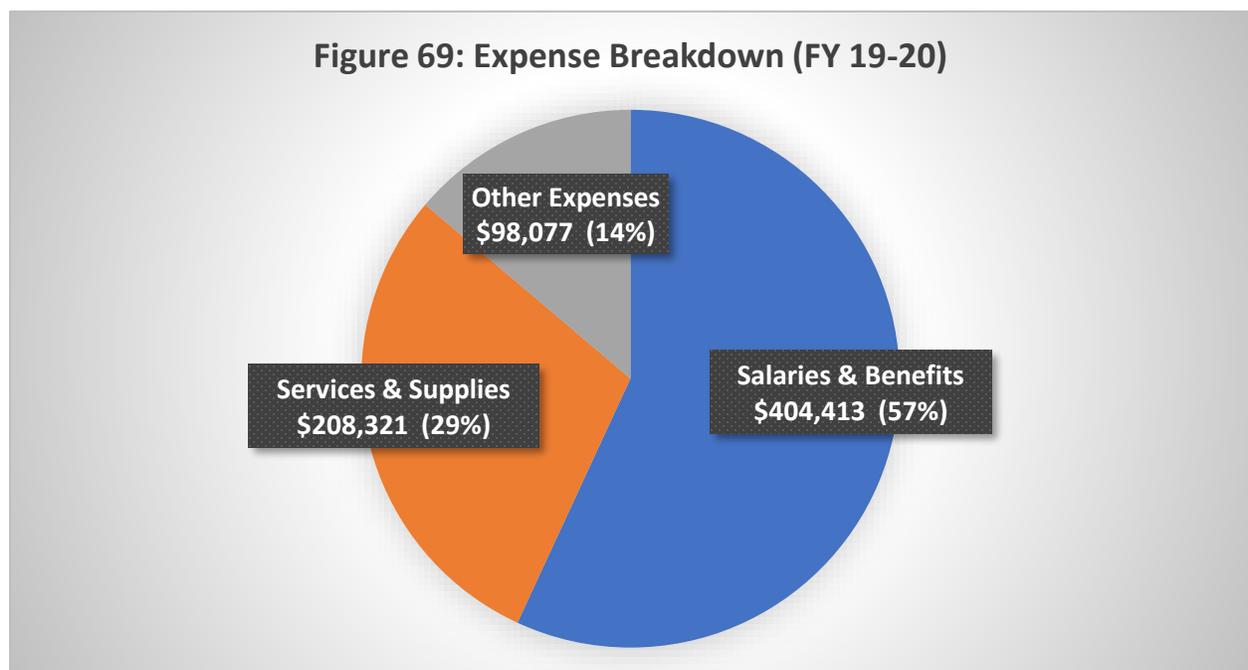
District Revenues

FFPD's revenue stream can be categorized into two groups: Taxes & Assessments and Other Revenue. FFPD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 68** highlights the revenue received during FY 2019-20.



District Expenditures

FFPD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Other Expenses. **Figure 69** below distinguishes the cost and percentage per category. As shown below, Salaries & Benefits are the highest expenditure during FY 2019-20, which represents 57% of the agency's total expense. FFPD's expenditures are well-balanced.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$2 million. The fund balance has increased over the years since 2014, as shown in **Table 80**. The current balance represents 272% of the District's total expenditure from FY 2019-20. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of FFPD during the last six years can be found in **Table 81** below.

Table 80: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$127,178	\$167,055	\$284,511	\$1,856,156	\$1,700,631	\$1,940,274
Change in (\$) from previous year		\$39,877	\$117,456	\$1,571,645	\$(155,525)	\$239,643
Change in (%) from previous year		31%	70%	552%	-8%	14%

Table 81: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Tax Revenue	\$ 618,169	\$ 684,079	\$ 724,753	\$ 764,255	\$ 814,118	\$ 844,456
Strike Team Reimbursements	\$ 42,747	\$ 54,868	\$ 237,712	\$ -	\$ -	\$ -
Charges for Service	\$ 35,035	\$ 575	\$ 2,150	\$ 700	\$ 1,050	\$ -
License & Permits	\$ -	\$ 8,233	\$ 33,099	\$ 20,908	\$ 37,019	\$ 38,055
Interest & Investment Earnings	\$ 37,889	\$ 33,099	\$ 11,674	\$ 36,391	\$ 32,589	\$ 33,941
Grants & Contributions	\$ 6,267	\$ 4,925	\$ 7,885	\$ -	\$ 15,312	\$ 5,919
Miscellaneous	\$ 7,352	\$ 2,500	\$ 2,206	\$ 386	\$ 7,544	\$ 6,650
Total Revenue	\$ 747,459	\$ 788,279	\$ 1,019,479	\$ 822,640	\$ 907,632	\$ 929,021
EXPENDITURE						
Salaries & Benefits	\$ 380,291	\$ 403,286	\$ 523,228	\$ 406,972	\$ 434,583	\$ 404,413
Services & Supplies	\$ 206,988	\$ 144,350	\$ 157,497	\$ 152,534	\$ 159,958	\$ 208,321
Repairs & Maintenance	\$ -	\$ 52,544	\$ 30,589	\$ 71,054	\$ 43,915	\$ 43,155
Insurance	\$ -	\$ 21,044	\$ 23,654	\$ 22,566	\$ 23,001	\$ 24,732
Capital Assets	\$ 33,002	\$ -	\$ -	\$ 19,278	\$ 401,700	\$ 30,191
Debt Service						
Principle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 620,281	\$ 621,224	\$ 734,968	\$ 672,404	\$ 1,063,157	\$ 710,811
Surplus/(Deficit)	\$ 127,178	\$ 167,055	\$ 284,511	\$ 150,236	\$(155,525)	\$ 218,210
FUND BALANCE						
Beginning Balance				\$ 1,705,920	\$ 1,856,156	\$ 1,722,064
Ending Balance	\$ 127,178	\$ 167,055	\$ 284,511	\$ 1,856,156	\$ 1,700,631	\$ 1,940,274

Governance

FFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 82** shows the current board members.

Table 82: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Jim Anderson	Board Member	First Appointed: 1999 Next Election: General 2022	22 years
Cyndi Foreman	Board Member	First Appointed: 2020 Next Election: General 2024	1 year
Robert Gelini	Board Member	First Elected: 1996 Next Election: General 2024	25 years
David Ladd	Board Member	First Appointed: 2016 Next Election: General 2024	5 years
Normand Crandell	Board Member	First Appointed: 2021 Next Election: General 2022	0 years

Public Meetings

The Board of Directors typically meets on the first Monday of each month. The meeting dates are posted at the fire station and on the District’s Website. Public meetings are typically held at 6:00pm. Based on LAFCO staff’s analysis, FFPD met 13 times in 2020. **Table 83** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 83: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
14	14	15	15	13

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff’s position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. For example, the District currently shares staffing for administrative services with BLFPD. This is a great example of shared services and strategic partnerships that other agencies can replicate. The following section explores other possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of FFPD as a special district, specifically the availability of financial documentations such as budgets and audits. FFPD should also consider including LAFCO's adopted service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Staffing Structure

FFPD relies heavily on volunteer firefighters to protect the Felton community. The District currently has 37 employees, 87% are volunteers (32 out of 37). At present, FFPD has two Firefighters and the fire chief staffed at the fire station during regular business hours (Monday to Friday from 9:00am to 4:00pm). This similar approach is conducted by other small fire districts surrounding FFPD. However, many organizations such as the National Fire Protection Association and the California Office of Emergency Services recommend a minimum of a four-person staffing on duty.

It may be beneficial to consider increasing the regular staffing to at least a 3-member crew, which is the minimum standard for other fire agencies in Santa Cruz County. Nationally, the average is fewer than four firefighters for fire engines and three for fire trucks. The National Fire Protection Association calls for four on fire engines and four on fire trucks. Increasing FFPD's minimum staffing will ensure adequate fire protection to the Felton community.

LAFCO Staff Recommendation: *The District should consider meeting the minimum staffing requirements outlined by the National Fire Protection Association as soon as possible.*

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance option.

Potential Annexations

Since 1994, FFPD's sphere of influence has included areas currently served by County Service Area 48, as shown in **Figure 70** on page 173. This sphere designation indicates that the District is the most logical provider of fire protection to these areas and should be annexed into FFPD. The sphere boundary has remained unchanged for almost 30 years. It may be beneficial for representatives from FFPD, CSA 48, and LAFCO to coordinate and determine whether annexation should occur in the foreseeable future. If no annexation is anticipated, then the District and LAFCO should consider reducing the sphere boundary to reflect the District's future service area.

LAFCO Staff Recommendation: *The District should consider coordinating with CSA 48 and LAFCO to determine FFPD's future service area. These discussions should occur by August 2022. LAFCO will consider amending the sphere boundaries based on these discussions no later than December 2022.*

District Best Practices

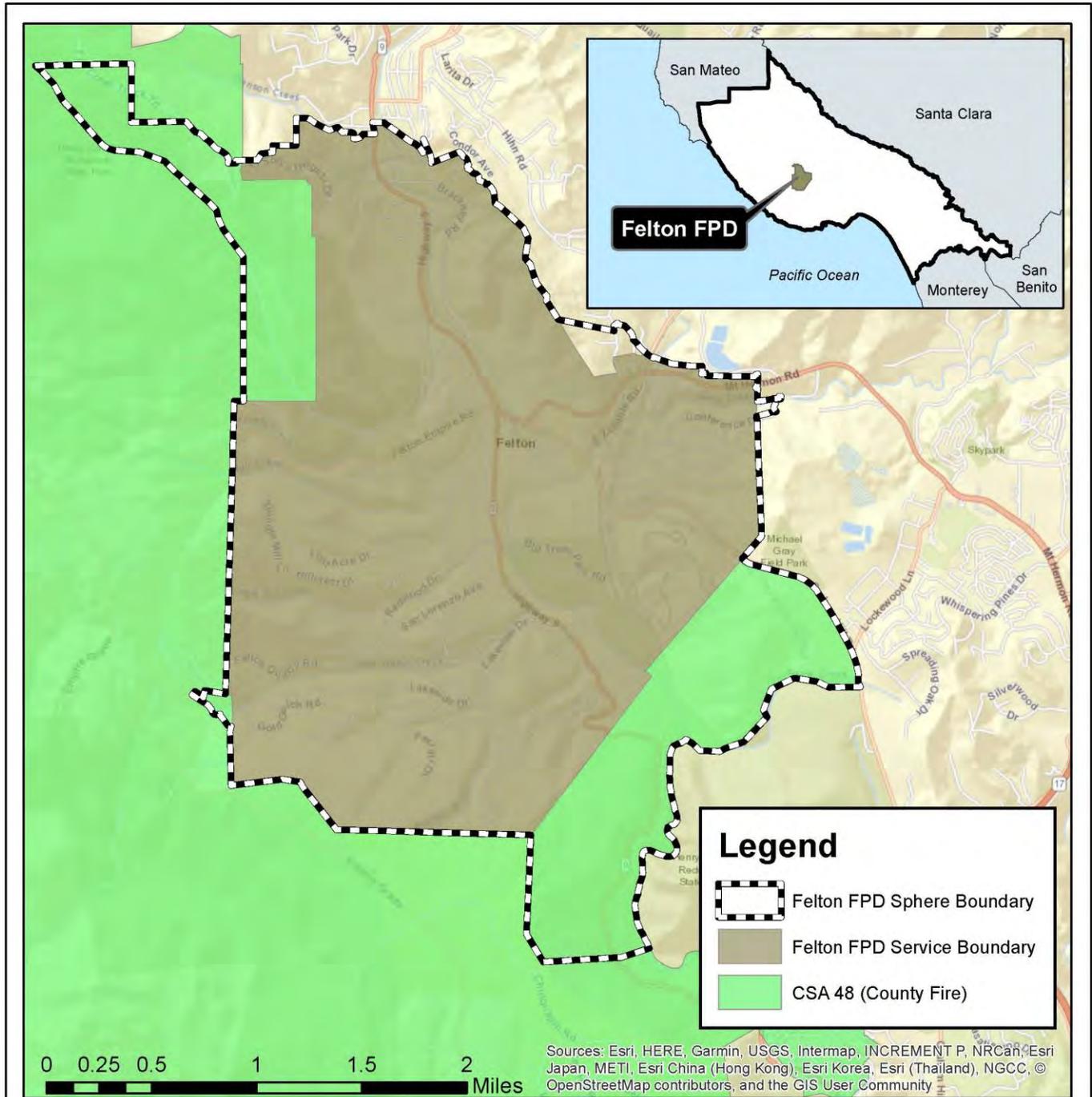
All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO's analysis, FFPD is a single-function special district. Nearly 85% of California's special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. FFPD was well-represented at the workshop with board members and employees in attendance.

LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Sphere of Influence

Santa Cruz LAFCO originally adopted a sphere of influence for FFPD on March 10, 1994. The sphere goes beyond FFPD's current jurisdictional boundary, indicating that these areas should be annexed into the District in the foreseeable future. Therefore, staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 71** on page 174 depicts the proposed sphere boundary.

Figure 70: FFPD's Potential Annexation Areas

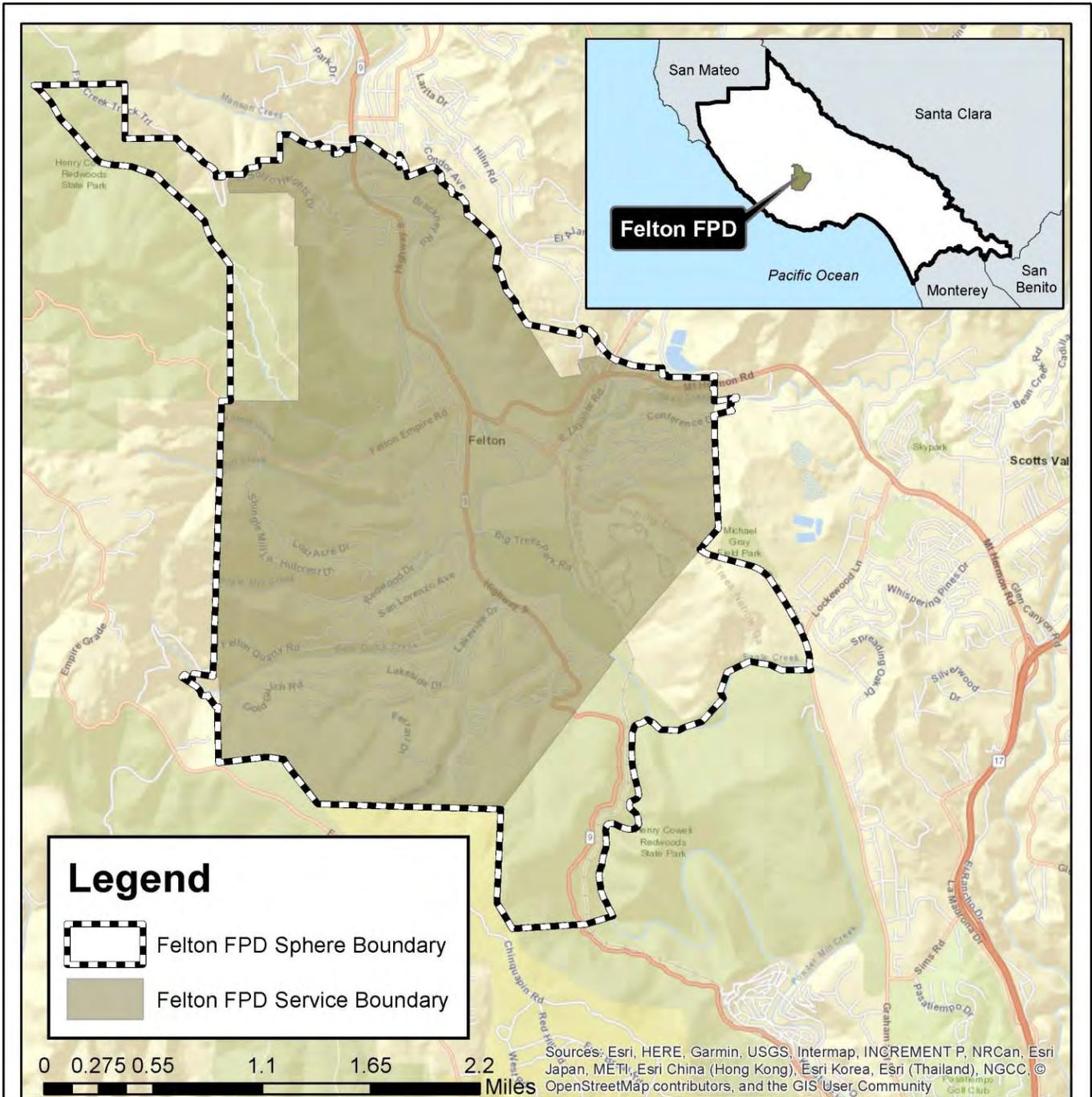


Felton Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Figure 71: FFPD's Proposed Sphere Map



Felton Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

District Summary

Felton Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Robert Gray, Fire Chief
Employees	2 Full-Time Employee (3 part-time and 32 volunteers)
Facilities	1 Fire Station
ISO Rating	4/4x
District Area	4,052 acres (6 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$929,021 Total Expenditure = \$710,811 Projected Net Position (Ending Balance) = \$1,940,274
Contact Information	Mailing Address: 131 Kirby Street Felton, CA 95018 Phone Number: (831) 335-4422 Email Address: rgray@feltonfire.com Website: www.feltonfire.com
Public Meetings	Meetings are typically held on the first Monday of each month.
Mission Statement	The Felton Fire Protection District's mission is to be an effective emergency service organization serving the residents, business and property owners, and visitors of Felton, with quality fire suppression, emergency medical services, rescue, fire prevention and public education. In carrying out this mission, the Felton Fire Protection District will: Provide priority to fire fighter safety Encourage the educational and personal development of fire district personnel Promote positive attitudes and teamwork to take full advantage of our skills, knowledge and creativity Communicate openly and honestly to our members and community to inspire trust and confidence Felton Fire is committed to providing the highest level of Professionalism, Service, and Honor.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of FFPD will be approximately 6,300 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1946. The District continues to provide fire protection services to the Felton community and its surrounding areas.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in five of the last six fiscal years. The District's fund balance is approximately \$2 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District provides assistance to surrounding agencies through mutual and automatic aid agreements. It is also LAFCO's understanding that the District shares its personnel staff with neighboring fire agencies.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the District consider the two governance options identified in the report including but not limited to increasing their staffing to meet the minimum requirements identified by the National Fire Protection Association.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the vast majority of the District as Mountain Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 4 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently has one fire station. The station is located at 131 Kirby Street in Felton. The station is staffed with one firefighter during regular business hours.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

PAJARO VALLEY FIRE PROTECTION DISTRICT

District Overview

Pajaro Valley Fire Protection District (PVFPD) was formed on November 1, 1995 as a result of a consolidation between Freedom and Salsipuedes FPDs and operates under the Fire Protection District Law of 1987. The District has been providing fire protection services to various populated communities through a contract with the California Department of Forestry and Fire Protection (CAL FIRE) for the past 24 years. PVFPD encompasses nearly 47 square miles of territory located in the southern portion of Santa Cruz County. **Figure 72**, on page 179, is a vicinity map depicting PVFPD’s current jurisdictional and sphere boundaries. **Figure 73**, on page 180, also shows the current land use designation under the County’s General Plan. At present, the lands within the District are primarily designated as Agriculture.

Services & Operations

PVFPD passed a resolution in 1997 to contract CAL FIRE whereby the PVFPD pays the State for fire protection services. Under the terms of the agreement either party may terminate the agreement with or without cause by giving a one-year written notice. The District also contracts with the Watsonville Fire Department to provide emergency services in what is known as the former Freedom Fire District. The contract is available as **Appendix F**. PVFPD is a full time paid department funded and staffed with 9 personnel including one Battalion Chief, two Captains, five Engineers, and one Fire Marshal. The Fire Engine staffing consists of three personnel every day, all year and provides the community with Basic Life Support emergency medical services, supplemented by Paramedics from AMR (outside private ALS provider).

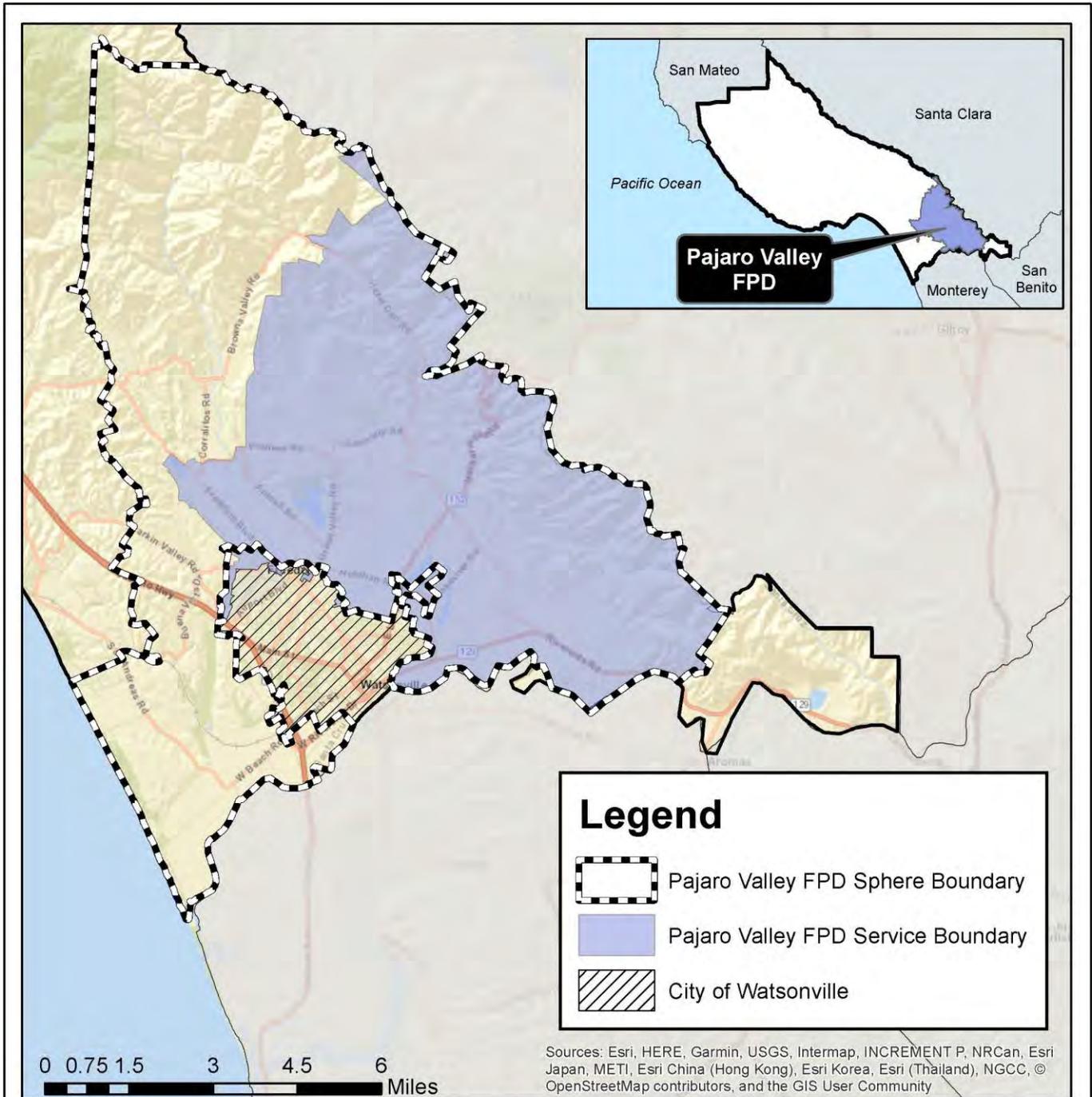
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, PVFPD offers 61% of those services (11 out of 18), as shown in **Table 84**. PVFPD is in the low-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services.

Table 84: PVFPD’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	-	-	-

Figure 72: PVFPD's Vicinity Map



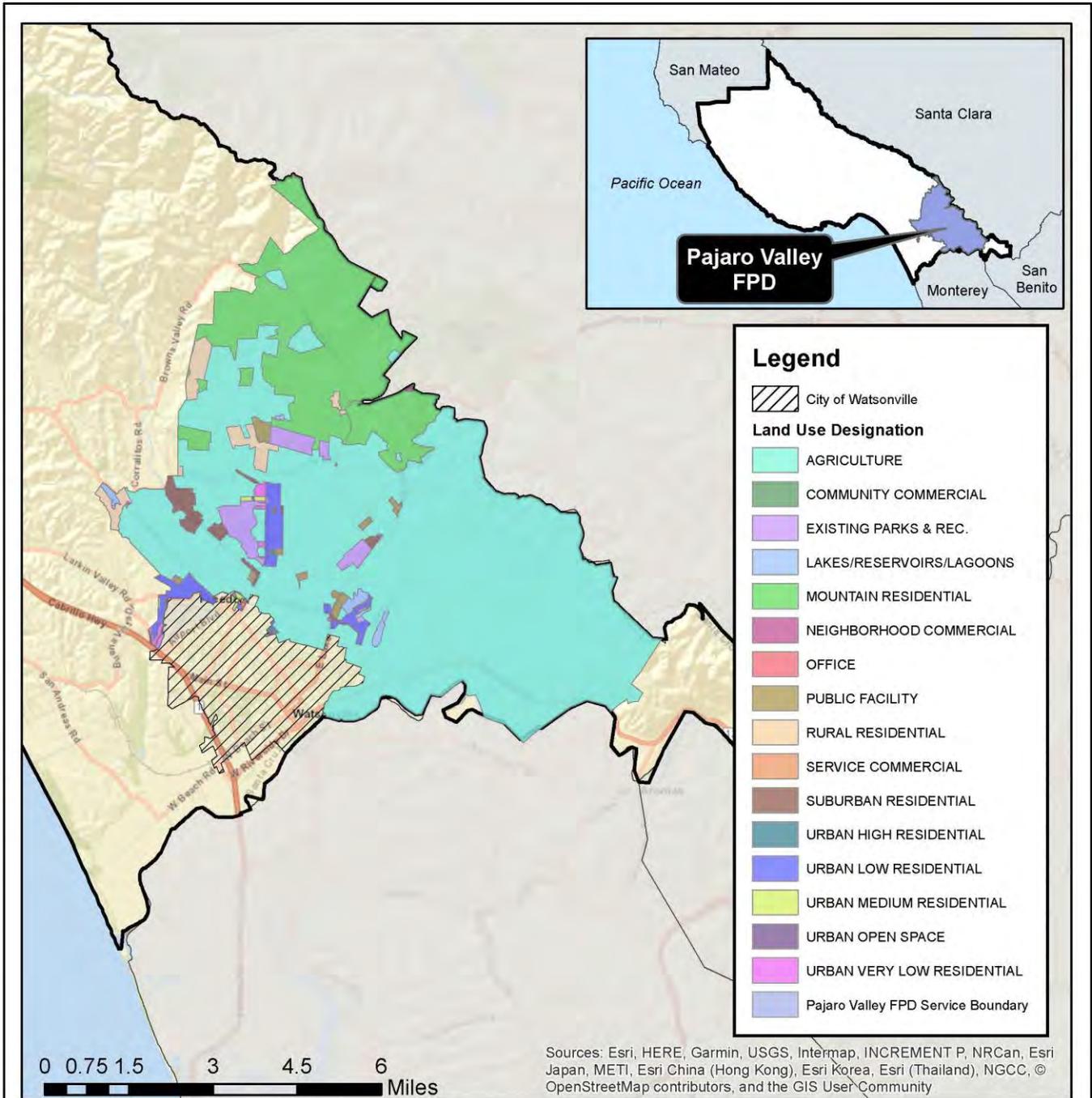
Pajaro Valley Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on June 7, 1995
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

In 1995, Freedom and Salsipuedes Fire Protection Districts consolidated to form a new fire district known as Pajaro Valley FPD.

Figure 73: PVFPD's Land Use Map



Pajaro Valley Fire Protection District Jurisdictional and Sphere Boundaries



Santa Cruz County's General Plan has multiple land use designations within Pajaro Valley FPD ranging from existing parks to urban residential.

The vast majority is designated as Agriculture.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, PVFPD offers 59% of those training courses (10 out of 17). **Table 85** illustrates those training opportunities.

Table 85: PVFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
-	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	Yes	-	-	10

Fire Station

The District currently operates one fire station. The station, which was built in 2005, is located at 562 Casserly Road in Watsonville. The station is staffed with a daily minimum of a 3-person company consisting of 1 fire captain, 1 battalion chief, and 2 fire apparatus engineers. **Figure 74** on page 182 shows the location of the fire station.

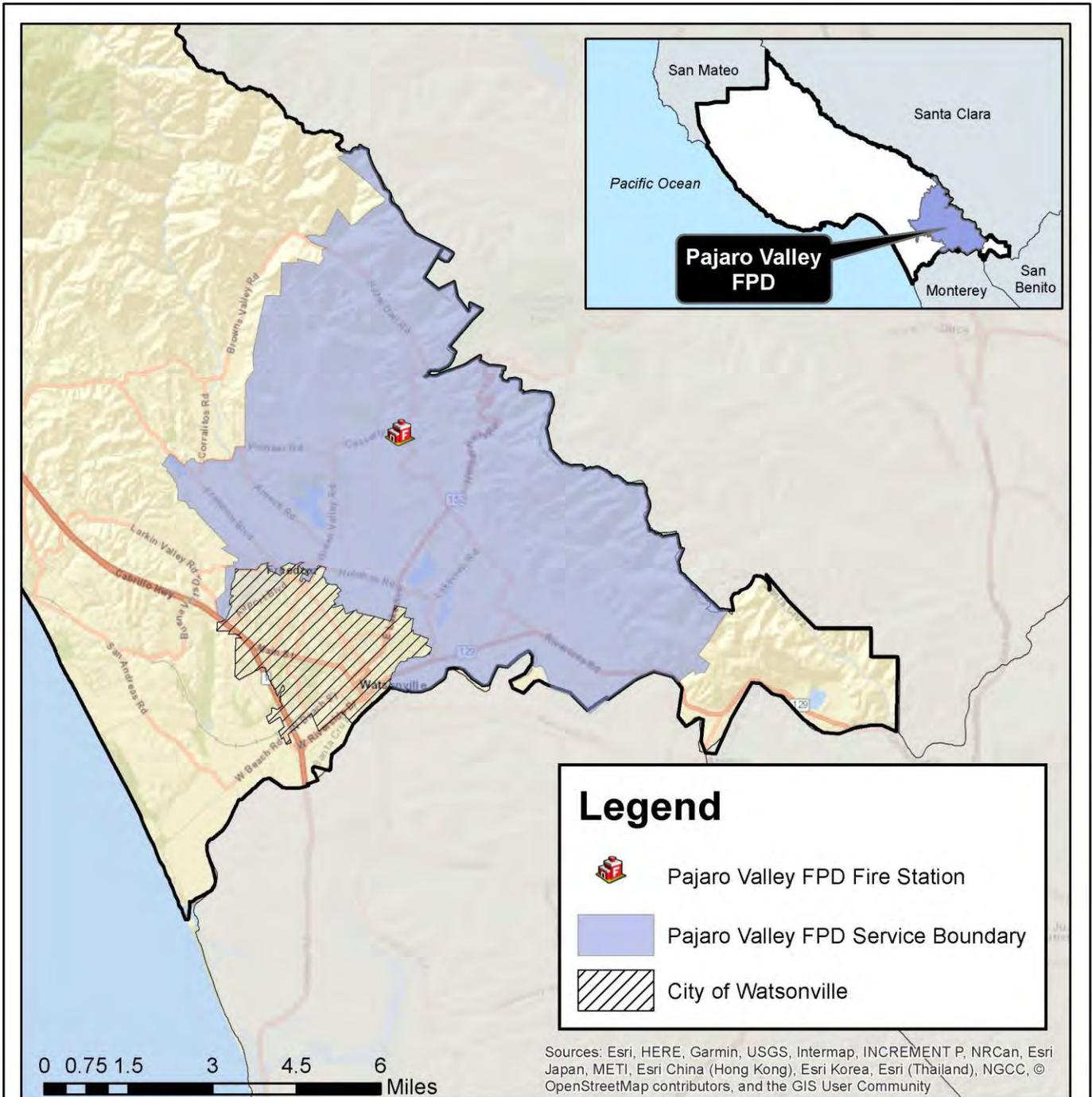
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, PVFPD operates using 6 apparatuses. **Table 86** provides an overview of the District's inventory. The other vehicle identified is a fire prevention vehicle. PVFPD has one of the lowest amounts when compared with the other fire agencies. CSA 4 has the lowest with 5 vehicles and CSA 48 has the highest with 29 vehicles.

Table 86: PVFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	-	-	1
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
2	-	-	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
1	-	-	1	1

Figure 74: PVFPD's Fire Station



Pajaro Valley Fire Protection District Jurisdictional and Sphere Boundaries



Pajaro Valley FPD currently has one fire station. The station was built in 2005 and is staffed with a 3-person engine company 24 hours per day.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 3. The District provides fire protection, technical rescue, and basic life support (EMT) services. **Figure 75** on page 184 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff’s analysis, it may require the District more than 10 minutes to arrive to certain areas.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 87** indicates that PVFPD responded to 6,000 calls over the last six years. The annual call average is estimated to be 921 calls/year. The average response time was 7 minutes.

Table 87: PVFPD’s Call Data

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
39	3,611	7	1,546	-
Haz Mat	Mutual Aid	Overpressure/Explosion/Overheat	Rescue Call	Service Call
-	-	-	15	175
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
28	105	-	-	5,526

Population & Growth

Based on staff’s analysis, the population of PVFPD in 2020 was approximately 18,000. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 88** shows the anticipated population.

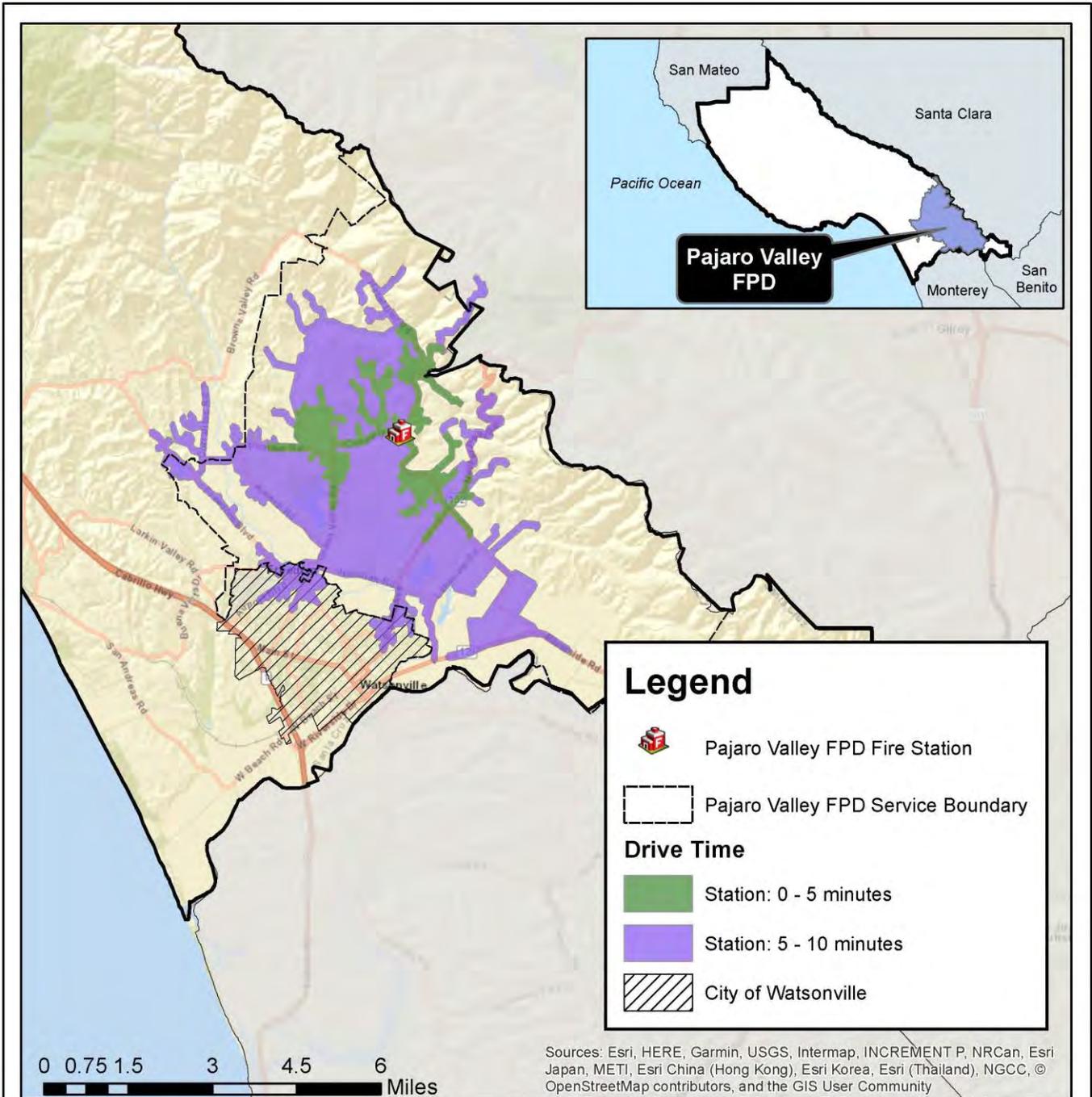
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for PVFPD. LAFCO staff increased the District’s 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of PVFPD will be approximately 19,000 by 2040.

Table 88: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Pajaro Valley Fire Protection District	18,154	18,310	18,467	18,625	18,785	0.86%

Figure 75: PVFPD's Fire Station (5 and 10 Mile Drive Time)



Pajaro Valley Fire Protection District Jurisdictional and Sphere Boundaries

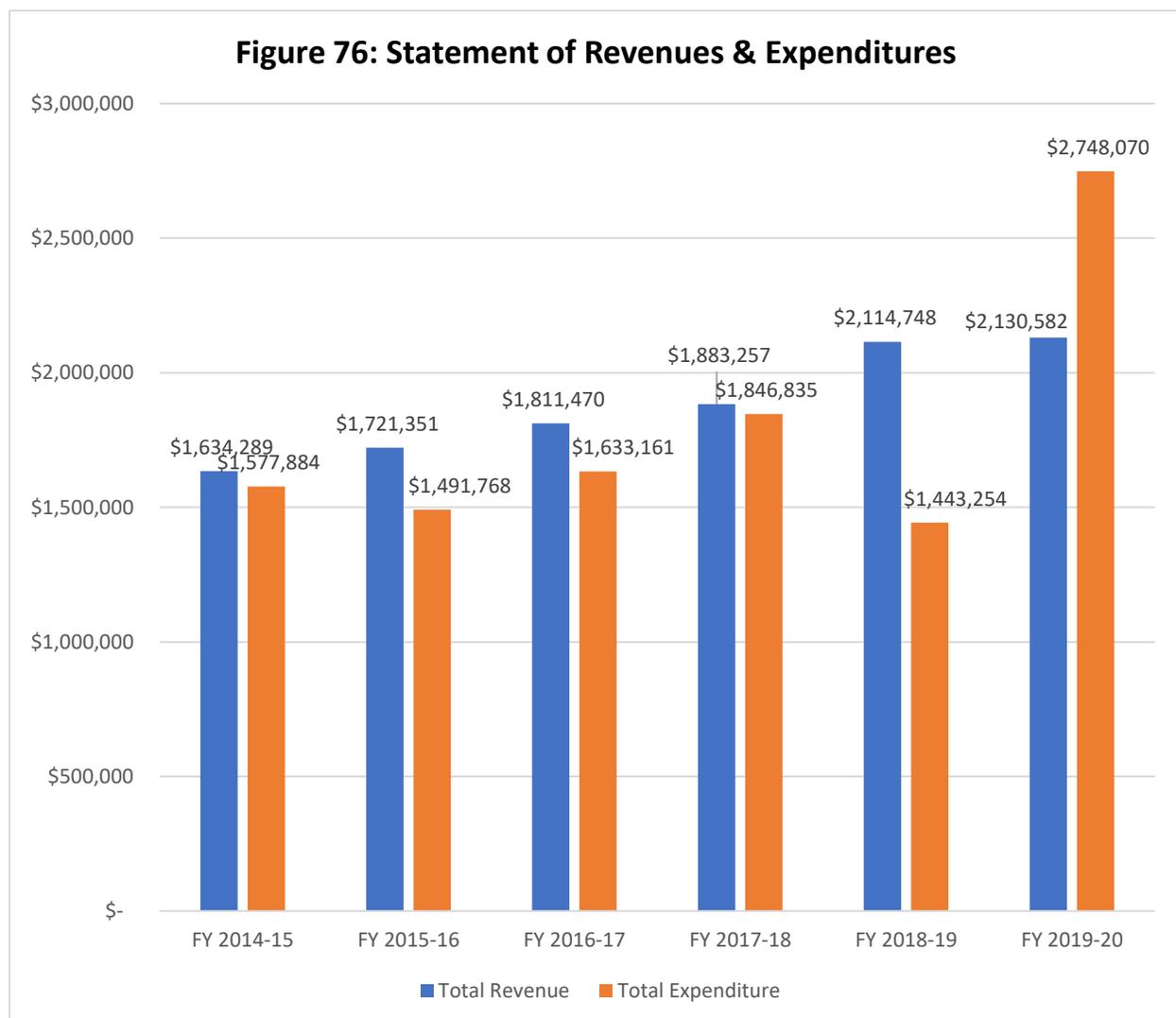


Pajaro Valley FPD currently has one fire station. The station was built in 2005 and is staffed with a 3-person engine company 24 hours per day.

Finances

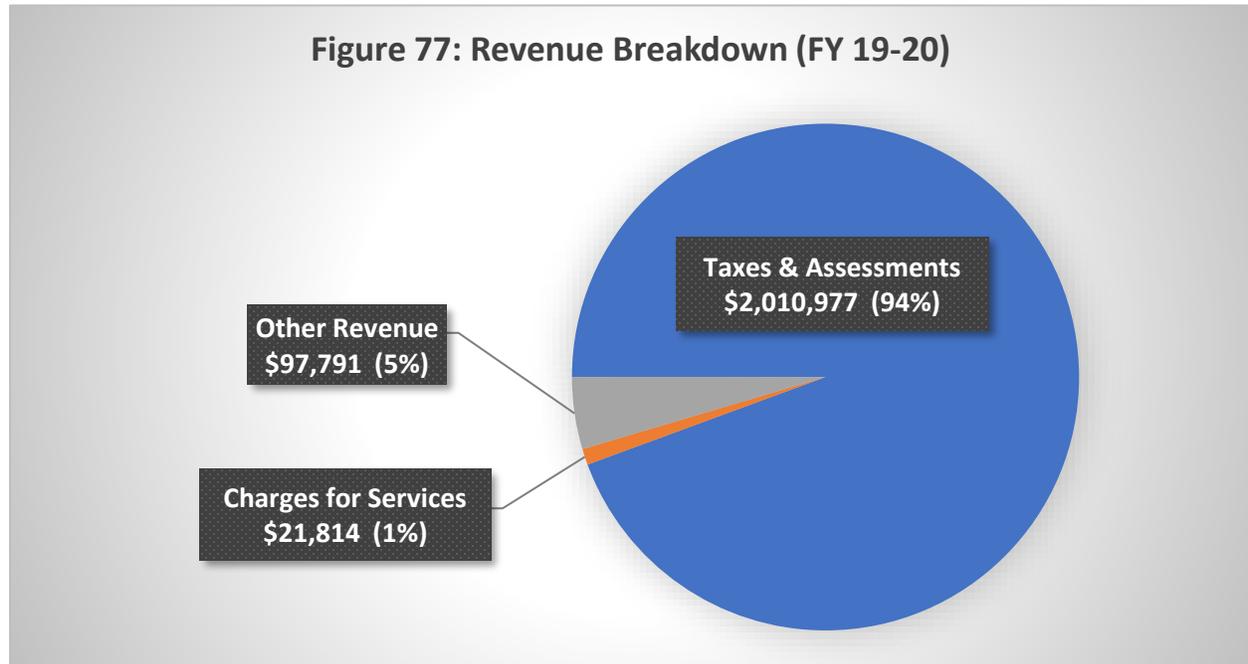
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. All recent audits were available on the District’s website as statutorily required (Government Code Sections 6270.6 and 53087.8). This section will highlight the District’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated PVFPD’s financial health from FY 2014-15 to FY 2019-20.

At the end of FY 2019-20, total revenue collected was approximately \$2.13 million, representing a 1% increase from the previous year (\$2.11 million in FY 2018-19). Total expense for FY 2019-20 was approximately \$2.75 million, which increased from the previous year by 90% (\$1.44 million in FY 2018-19). The District has ended with an annual surplus in five of the last six years, as shown in **Figure 76**. The deficit experienced in FY 2019-20 was a result of investments in a broad range of capital assets including structures and improvements, and equipment. LAFCO believes that the overall positive trend may continue going forward under the current strategic partnership with CAL FIRE.



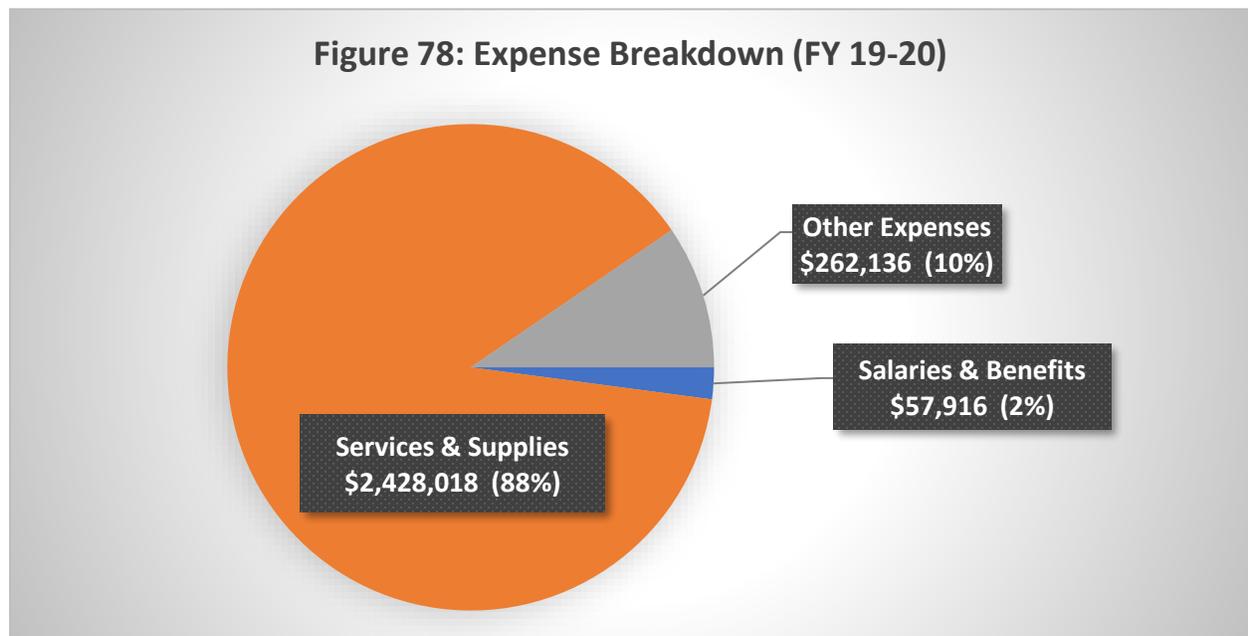
District Revenues

PVFPD's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. PVFPD's primary source of revenue is from Taxes & Assessments, specifically property taxes. **Figure 77** highlights the revenue received during FY 2019-20.



District Expenditures

PVFPD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies and Other Expenses. **Figure 78** below distinguishes the cost and percentage per category. As shown below, Services & Supplies are the highest expenditure during FY 2019-20. This category is primarily the CAL FIRE contract that allows the State to provide fire protection services within the District's jurisdiction.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$1.5 million. The fund balance has been increasing over the years since 2014, as shown in **Table 89**. The current balance represents 53% of the District's total expenditure from FY 2019-20. This amount would be sufficient to cover any unanticipated costs. The overall financial performance of PVFPD during the last six years can be found in **Table 90** below.

Table 89: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$963,286	\$1,201,064	\$1,379,373	\$1,415,795	\$2,087,289	\$1,469,801
Change in (\$) from previous year		\$237,778	\$178,309	\$36,422	\$671,494	\$(617,488)
Change in (%) from previous year		25%	15%	3%	47%	-30%

Table 90: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Property Taxes	\$ 1,430,978	\$ 1,513,316	\$ 1,608,083	\$ 1,684,563	\$ 1,808,597	\$ 1,870,270
Fire Suppression Benefit Assessment	\$ 141,886	\$ 141,962	\$ 141,882	\$ 141,436	\$ 140,982	\$ 140,707
Use of Money & Property (Interest)	\$ 4,822	\$ 8,005	\$ 11,070	\$ 20,380	\$ 36,307	\$ 35,225
Aid from Other Govt Agencies	\$ 10,587	\$ 10,462	\$ 10,355	\$ 10,093	\$ 10,142	\$ 10,105
Charges for Services	\$ 29,604	\$ 39,650	\$ 29,537	\$ 26,494	\$ 26,762	\$ 21,814
Other Revenue	\$ 16,412	\$ 7,956	\$ 10,543	\$ 291	\$ 91,958	\$ 52,461
Total Revenue	\$ 1,634,289	\$ 1,721,351	\$ 1,811,470	\$ 1,883,257	\$ 2,114,748	\$ 2,130,582
EXPENDITURE						
Salaries & Benefits	\$ 1,077	\$ 1,077	\$ 1,089	\$ 1,073	\$ 26,328	\$ 57,916
Services & Supplies	\$ 1,540,672	\$ 1,488,080	\$ 1,548,483	\$ 1,843,286	\$ 1,399,789	\$ 2,428,018
Fixed Assets	\$ 33,292	\$ -	\$ 81,553	\$ -	\$ 14,600	\$ 259,587
Other Charges	\$ 2,843	\$ 2,611	\$ 2,036	\$ 2,476	\$ 2,537	\$ 2,549
Total Expenditure	\$ 1,577,884	\$ 1,491,768	\$ 1,633,161	\$ 1,846,835	\$ 1,443,254	\$ 2,748,070
Other Financing Sources (Uses)						
Sale of Fixed Assets	\$ 6,500	\$ 8,195	\$ -	\$ -	\$ -	\$ -
Total Other Financing Sources	\$ 6,500	\$ 8,195	\$ -	\$ -	\$ -	\$ -
Surplus/(Deficit)	\$ 62,905	\$ 237,778	\$ 178,309	\$ 36,422	\$ 671,494	\$ (617,488)
FUND BALANCE						
Beginning Balance	\$ 900,381	\$ 963,286	\$ 1,201,064	\$ 1,379,373	\$ 1,415,795	\$ 2,087,289
Ending Balance	\$ 963,286	\$ 1,201,064	\$ 1,379,373	\$ 1,415,795	\$ 2,087,289	\$ 1,469,801

Governance

PVFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 91** shows the current board members.

Table 91: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Aerin Broaddus	Board Member	First Appointed: 2020 Next Election: General 2024	1 year
Robert Erbe	Board Member	First Appointed: 2019 Next Election: General 2024	2 years
Dave Martone	Board Member	First Elected: 2008 Next Election: General 2024	13 years
Dean Moules	Board Member	First Appointed: 2018 Next Election: General 2022	3 years
Kendel White	Board Member	First Appointed: 2012 Next Election: General 2022	9 years

Public Meetings

The Board of Directors typically meets every two months, typically on the third Thursday of each month. The meeting dates are posted at the fire station and on the District's Website. Public meetings are typically held at the Pajaro Valley Fire Station (562 Casserly Road in Watsonville) and commences at 5:00pm. Based on LAFCO staff's analysis, PVFPD met seven times in 2020. **Table 92** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 92: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
6	6	6	9	7

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of PVFPD as a special district. PVFPD should also consider including LAFCO's adopted service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance option.

Potential Annexations

Since 1995, PVFPD's sphere of influence has included areas currently served by CSAs 4 and 48, as shown in **Figure 79** on page 191. This sphere designation indicates that the

District is the most logical provider of fire protection to these areas and should be annexed into PVFPD. Additionally, PVFPD should consider annexing the areas substantially surrounded by the District but currently within Aromas Tri-County FPD.

The sphere boundary has remained unchanged for almost 30 years. It may be beneficial for representatives from PVFPD, Aromas Tri-County FPD, CSA 4, CSA 48, and LAFCO to coordinate and determine whether annexation should occur in the foreseeable future. If no annexation is anticipated, then the District and LAFCO should consider reducing the sphere boundary to reflect the District's future service area.

LAFCO Staff Recommendation: *The District should consider coordinating with Aromas Tri-County FPD, CSA 4, CSA 48 and LAFCO to determine PVFPD's future service area. These discussions should occur by August 2022. LAFCO will consider amending the sphere boundaries based on these discussions no later than December 2022.*

District Best Practices

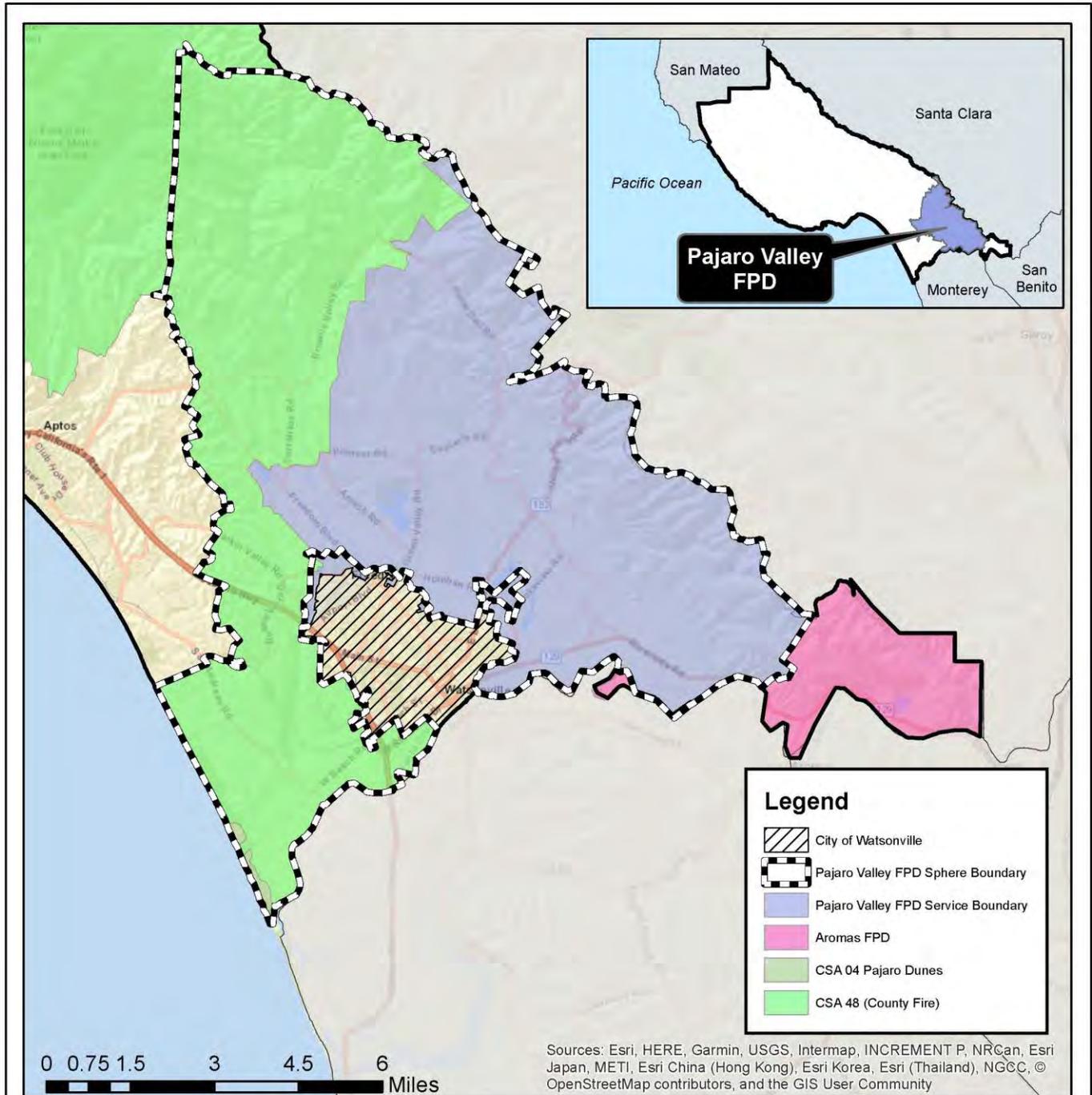
All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO's analysis, PVFPD is a single-function special district. Nearly 85% of California's special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. PVFPD was well-represented at the workshop with board members and employees in attendance.

LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Sphere of Influence

Santa Cruz LAFCO adopted PVFPD's sphere of influence on June 7, 1995 as a result of the consolidation involving Freedom and Salsipuedes FPDs. Staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 80** on page 192 depicts the proposed sphere boundary.

Figure 79: PVFPD's Potential Annexation Areas



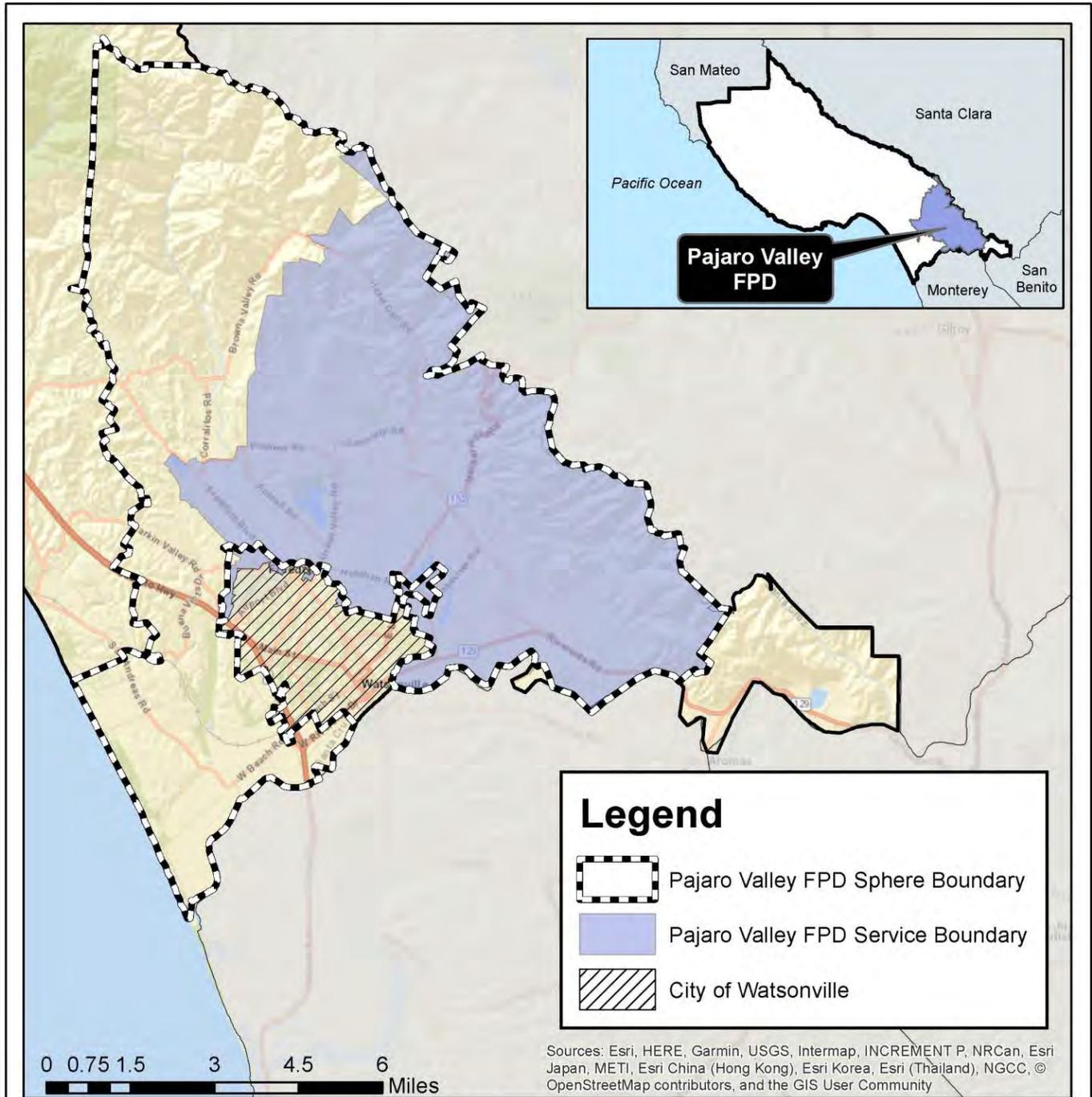
Pajaro Valley Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on June 7, 1995
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

In 1995, Freedom and Salsipuedes Fire Protection Districts consolidated to form a new fire district known as Pajaro Valley FPD.

Figure 80: PVFPD's Proposed Sphere Map



Pajaro Valley Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on June 7, 1995
 Sphere Reaffirmed on March 5, 2008
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 Sphere Reaffirmation on October 13, 2021

In 1995, Freedom and Salsipuedes Fire Protection Districts consolidated to form a new fire district known as Pajaro Valley FPD.

District Summary

Pajaro Valley Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Ian Larkin, Fire Chief
Employees	9 Full-Time Employees (1 part-time employee)
Facilities	1 Fire Station
ISO Rating	3/3x
District Area	30,268 acres (47 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2018-19 Audit	Total Revenue = \$2,130,582 Total Expenditure = \$2,748,070 Projected Net Position (Ending Balance) = \$1,469,801
Contact Information	Mailing Address: 562 Casserly Road Watsonville, CA 96076 Phone Number: (831) 722-6188 Email Address: Ian.Larkin@fire.ca.gov Website: https://www.pajarovalleyfire.com/
Public Meetings	Meetings are typically held on the third Thursday of each month. Meeting start time is 5:00pm.
Mission Statement	The Pajaro Valley Fire Protection District Firefighters protect life, property and the environment through their direct involvement in fire prevention, firefighting, emergency medical care, hazardous materials mitigation, disaster response, public education and community service.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of PVFPD will be approximately 19,000 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did identify a DUC within the District. It is LAFCO staff's understanding that PVFPD is, and continues to be, the primary service provider to those residents.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1995 as a result of a consolidation. The District has been providing fire protection services through a contract with the California Department of Forestry and Fire Protection (CAL FIRE) for the past 24 years.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in five of the last six fiscal years. The District's fund balance is approximately \$1.5 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District has a strategic partnership with CAL FIRE to provide fire protection services in three different counties. This agreement has been in place for 24 years. The District also provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff has identified various recommendations including but not limited to the potential annexation of areas located within the District's sphere of influence.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the area as Agriculture.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 3 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support (EMT) services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently operates one fire station. The station, which was built in 2005, is located in the Watsonville area. The station is staffed with a daily minimum of a 3-person company consisting of 1 battalion chief, 1 fire captain, and 1 apparatus engineer (24 hours a day).

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did identify a DUC within the District. It is LAFCO staff's understanding that PVFPD is, and continues to be, the primary service provider to those residents.

SANTA CRUZ CITY FIRE DEPARTMENT

District Overview

The City of Santa Cruz was incorporated in 1866 and now operates as a charter city. Santa Cruz provides a variety of municipal services, including fire protection under the City's Fire Department (SCCFD). SCCFD encompasses nearly 12 square miles of territory located in the coastal portion of Santa Cruz County. **Figure 81**, on page 197, is a vicinity map depicting SCCFD's current jurisdictional and sphere boundaries. A land use map was not produced for this report since the City already has a map available on its website: <https://www.cityofsantacruz.com/Home/ShowDocument?id=33418>.

Services & Operations

SCCFD currently provides fire protection services to the Santa Cruz community and its surrounding areas as part of mutual and automatic aid agreements. It currently operates with 61 employees with 60 seasonal employees (lifeguards), 2 temporary employees and no volunteer firefighters. The following sections provide a detailed overview of the SCCFD's services and operations.

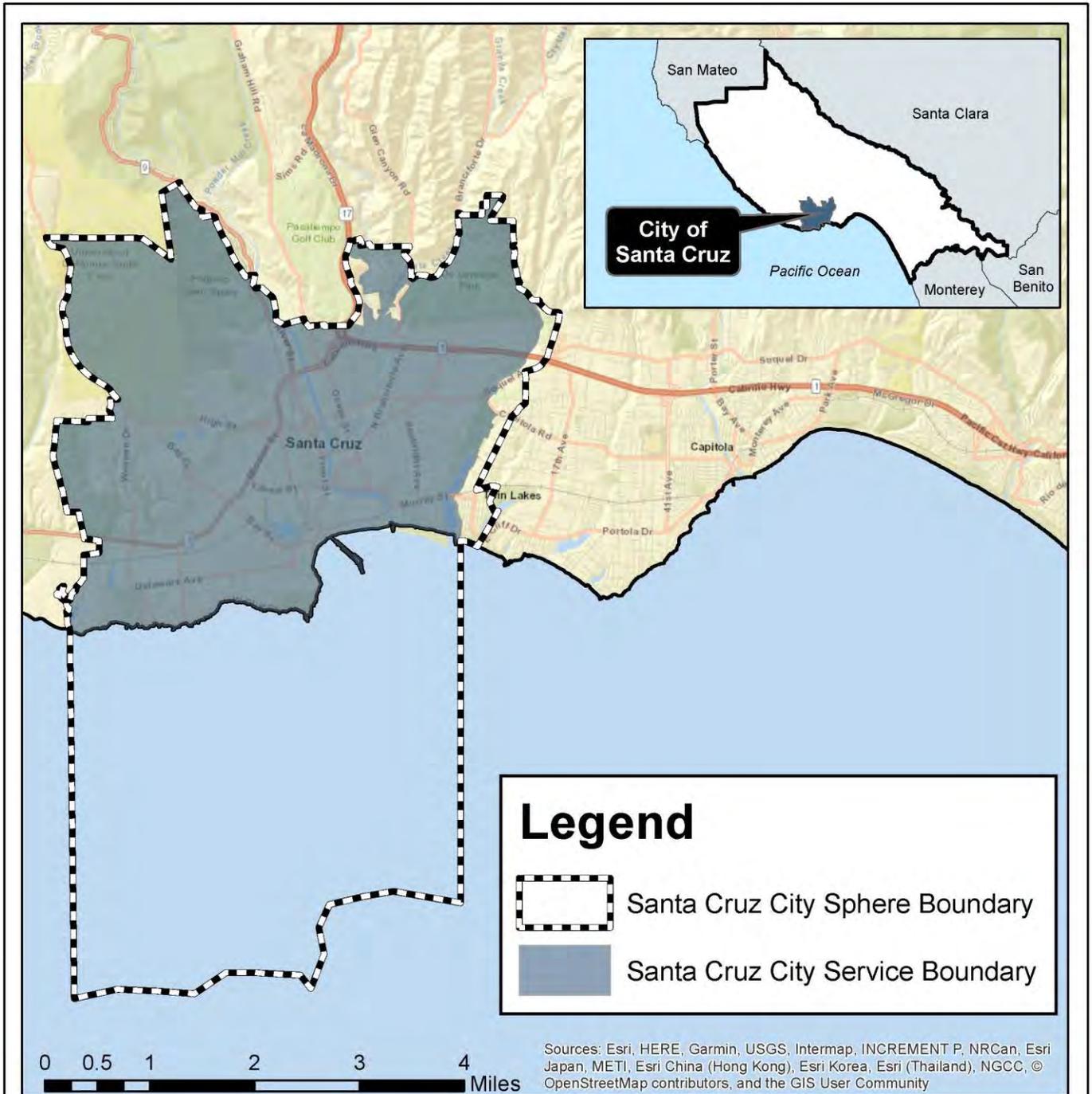
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, SCCFD offers 78% of those services (14 out of 18). **Table 93** illustrates those services. SCCFD is in the high-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services. It is important to note that SCCFD is one of only five agencies that provide advance life support services.

Table 93: SCCFD's Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
Yes	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	Yes	Yes	-

Figure 81: City's Vicinity Map



Legend

-  Santa Cruz City Sphere Boundary
-  Santa Cruz City Service Boundary

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, © OpenStreetMap contributors, and the GIS User Community

**City of Santa Cruz
Jurisdictional and Sphere Boundaries**

Original Sphere adopted on August 3, 1983
 Sphere Amendment on January 9, 2019
 Sphere Reaffirmation on October 13, 2021



In 2019, the City's sphere was extended 3 nautical miles to recognize the city limits out in the Bay of Monterey and the Pacific Ocean.

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, SCCFD offers 82% of those training courses (14 out of 17). **Table 94** illustrates those training opportunities.

Table 94: SCCFD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	Yes	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	Yes	Yes	Yes	Yes	Yes
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	-	Yes	-	14

Fire Stations

The City currently operates four fire stations and are all within the city limits. Station 1 was built in 1940 and is located at 711 Center Street. Station 2 was built in 1947 and is located at 1103 Soquel Avenue. Station 3 was built in 1954 and is located at 335 Younglove. Station 4 was built in 1975 and is located at 701 Chinquapin Road. The stations are staffed with a minimum of 3-person company. **Figure 82** on page 199 shows the location of the fire stations.

Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, SCCFD operates using 22 apparatuses. **Table 95** provides an overview of the District's inventory. SCCFD has the second highest amount of apparatuses compared to other fire agencies. CSA 4 has the lowest with 3 vehicles and CSA 48 has the highest with 29 vehicles. In addition to the standard apparatuses, the City also has an off-road vehicle in their inventory.

Table 95: SCCFD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	-	-	1
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
6	-	1	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
1	3	3	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
3	-	3	-	1

Figure 82: SCCFD's Fire Station



City of Santa Cruz Jurisdictional and Sphere Boundaries



The City of Santa Cruz currently has four fire stations.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. SCCFD has an ISO Public Protection Classification of 2. SCCFD provides fire protection, technical rescue, and advance/basic life support services. **Figure 83** on page 201 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff’s analysis, SCCFD can cover the majority of the City and areas outside its jurisdiction within the drive time scenario.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 96** indicates that SCCFD responded to approximately 51,000 calls over the last six years. The annual call average is estimated to be 8,536 calls/year. The District’s average response time was approximately 6 minutes.

Table 96: SCCFD’s Call Data (2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	4,107	434	206	-
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
201	80	-	-	-
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
-	-	-	2,720	7,748

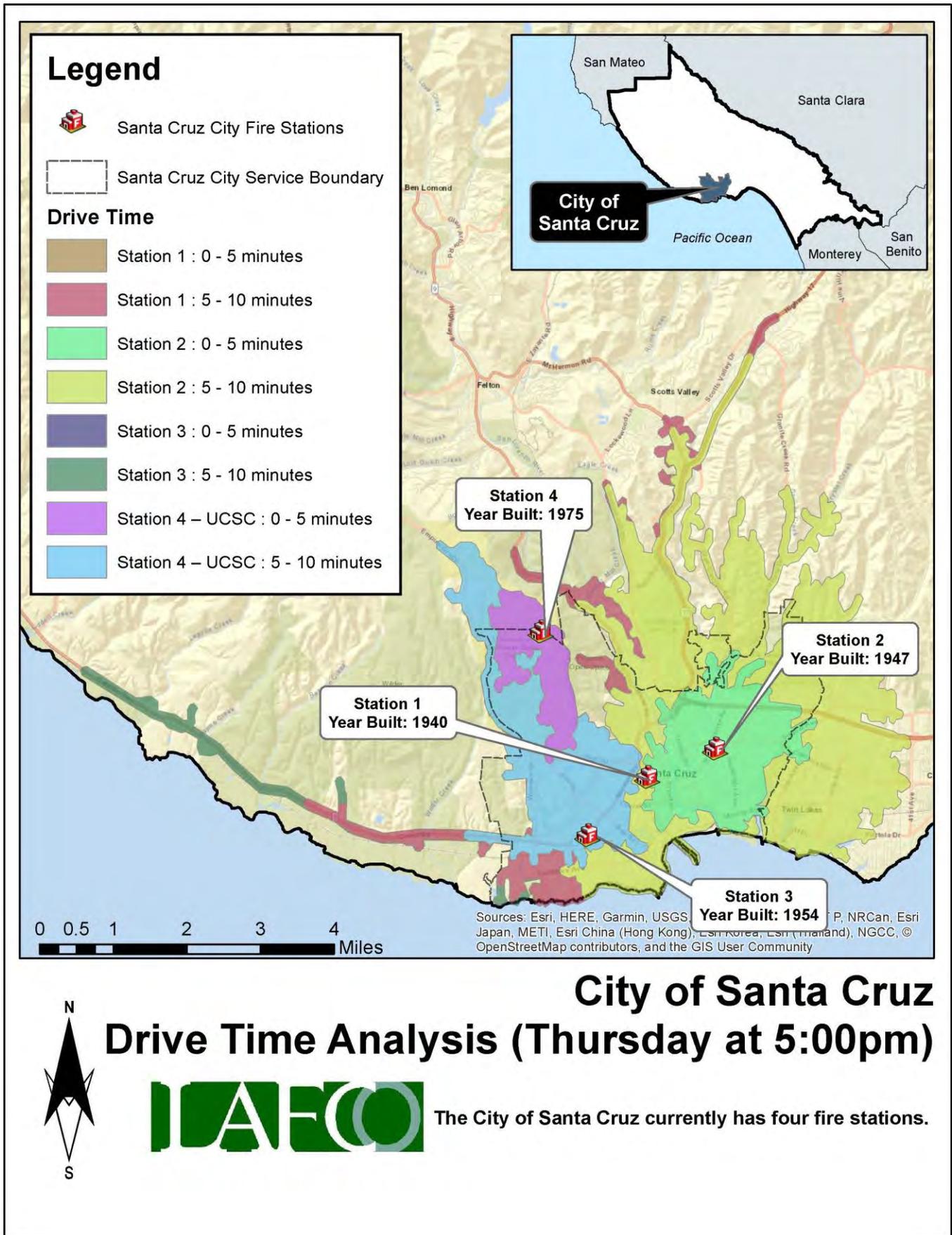
Population & Growth

Based on staff’s analysis, the population of SCCFD in 2020 was approximately 68,000. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. The City’s population is expected to increase by 4.73%. **Table 97** shows the anticipated population within SCCFD. Under this assumption, our projections indicate that the entire population of SCCFD will be approximately 82,000 by 2040.

Table 97: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
City of Santa Cruz	68,381	72,091	75,571	79,027	82,266	4.73%

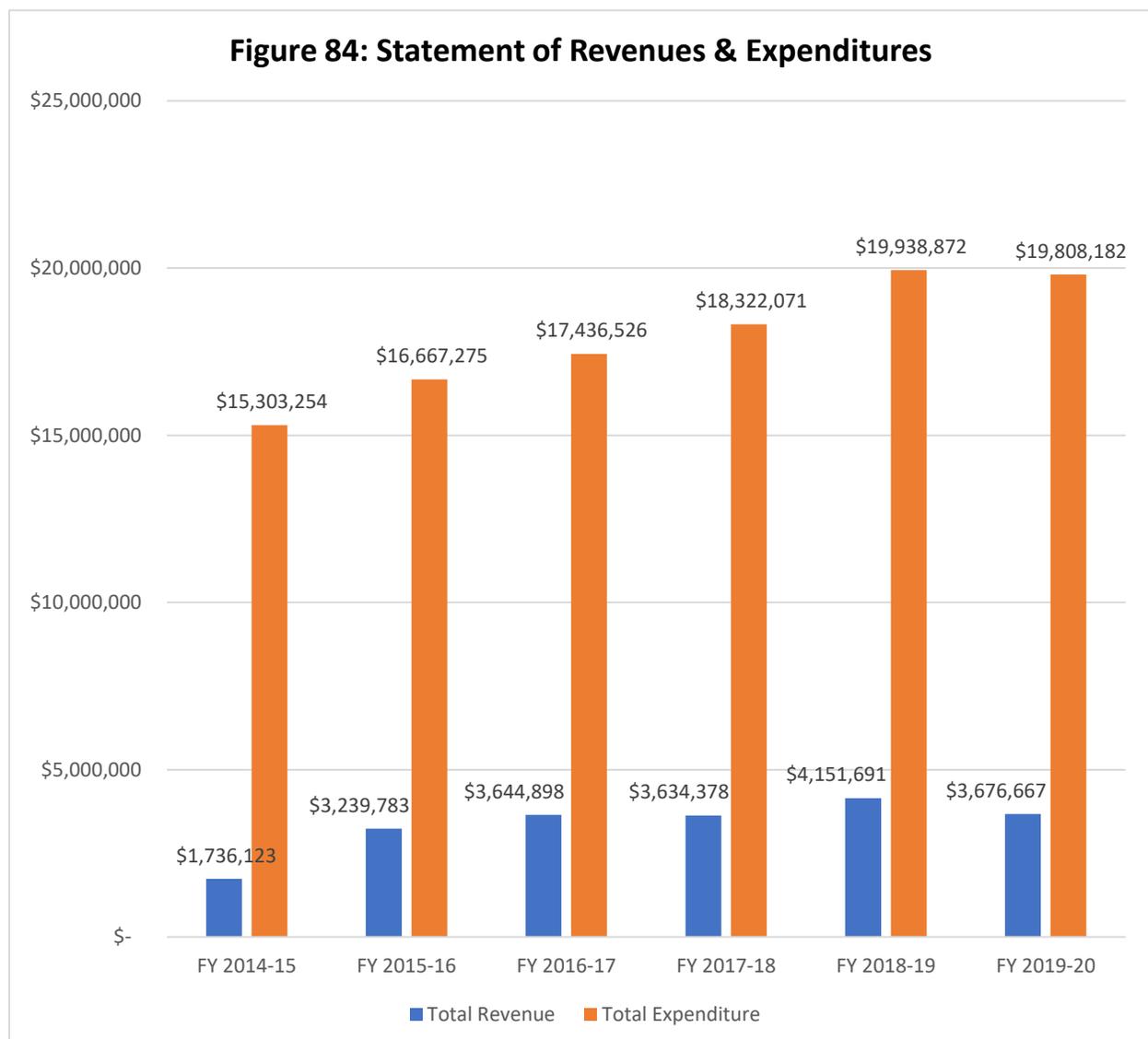
Figure 83: SCCFD's Fire Station (5 and 10 Mile Drive Time)



Finances

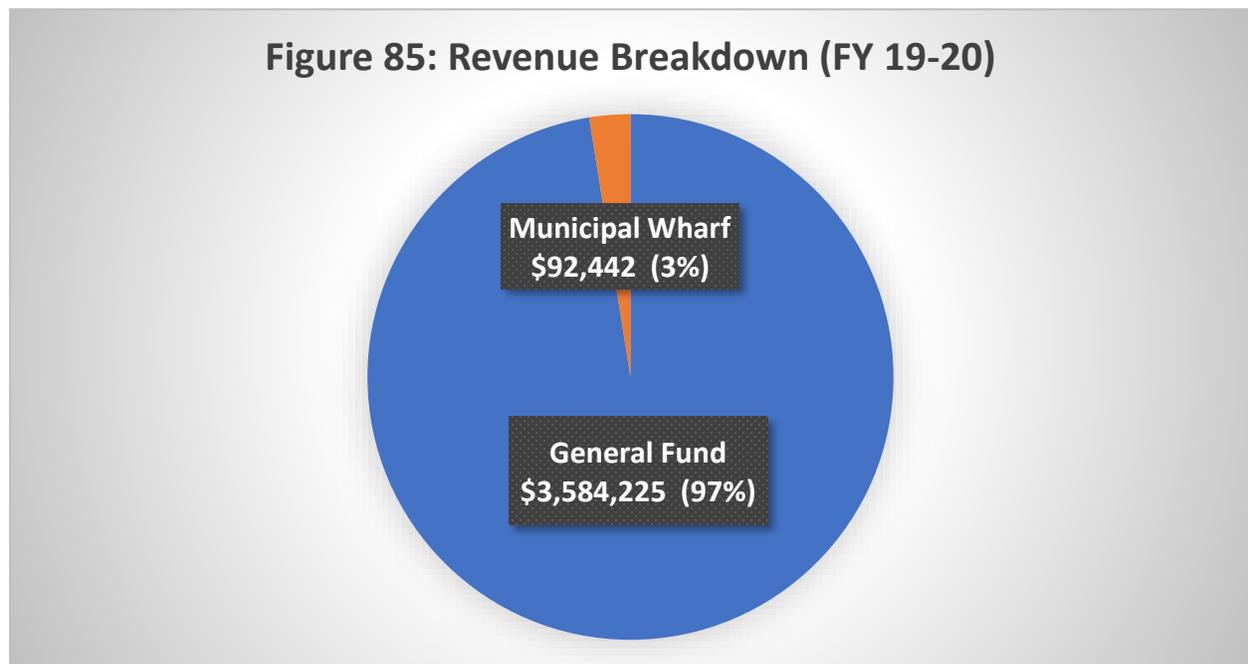
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the City provide financial documents covering the last six years. In addition, all recent audits were available on the City’s website as statutorily required (Government Code Sections 6270.6 and 53087.8). This section will highlight the SCCFD’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated SCCFD’s financial health from FY 2014-15 to FY 2019-20.

At the end of FY 2019-20, total revenue collected was approximately \$3.7 million, representing a 11% decrease from the previous year (\$4 million in FY 2018-19). Total expense for FY 2019-20 was approximately \$19.8 million, which decreased from the previous year by 1% (\$19.9 million in FY 2018-19). SCCFD has ended with an annual deficit during the last six years, as shown in **Figure 84**. LAFCO believes that this negative trend will continue unless total revenue is increased in order to cover annual costs.



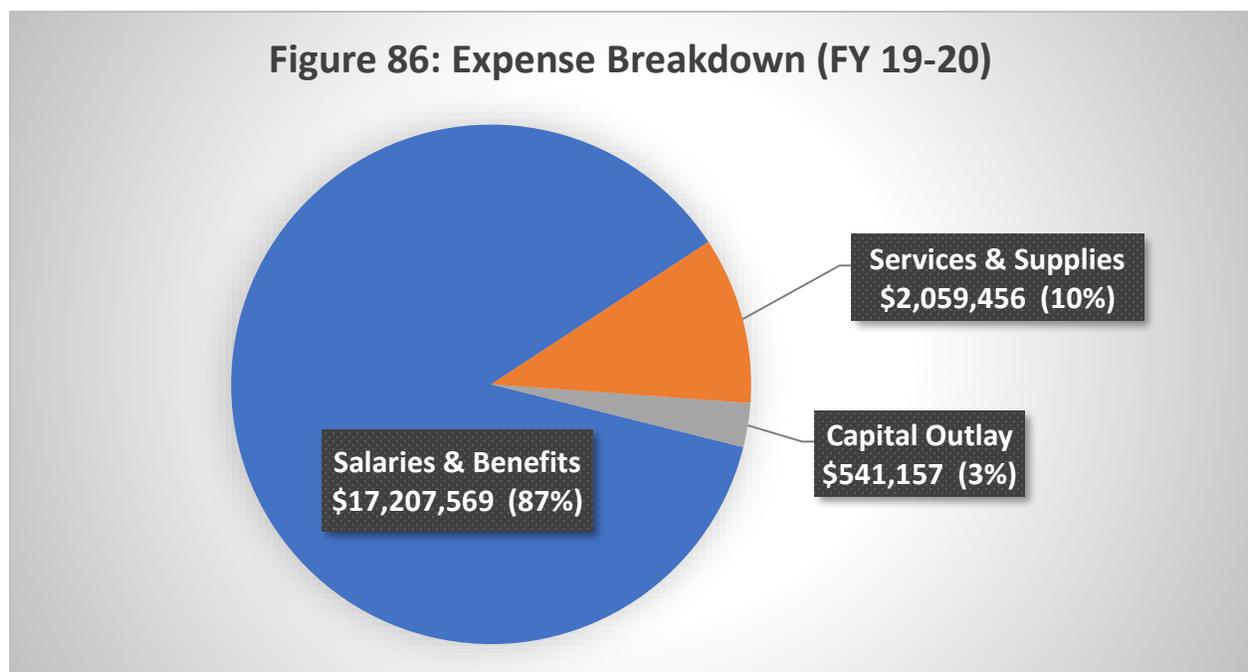
Fire Department's Revenues

SCCFD's revenue stream can be categorized into two groups: General Fund and Municipal Wharf. SCCFD's primary source of revenue is from the City's General Fund. **Figure 85** highlights the revenue received during FY 2019-20.



Fire Department's Expenditures

SCCFD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Capital Outlay. **Figure 86** below distinguishes the cost and percentage per category. As shown below, Salaries & Benefits are the highest expenditure during FY 2019-20, which represents 87% of the agency's total expense.



Fund Balance/Net Position

As of June 30, 2020, the City's total fund balance is approximately \$54 million. The fund balance has been fluctuating since 2017, as shown in **Table 98**. The current balance represents 273% of SCCFD's total expenditure from FY 2019-20. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of SCCFD during the last six years can be found in **Table 99** below.

Table 98: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	-	-	\$55,563,626	\$54,801,961	\$60,638,391	\$54,092,444
Change in (\$) from previous year				\$(761,665)	\$5,836,430	\$(6,545,947)
Change in (%) from previous year				-1%	11%	-11%

Table 99: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
General Fund	\$ 1,682,254	\$ 3,155,301	\$ 3,569,110	\$ 3,603,205	\$ 4,023,691	\$ 3,584,225
Municipal Wharf	\$ 53,869	\$ 84,482	\$ 75,788	\$ 31,173	\$ 128,000	\$ 92,442
Total Revenue	\$ 1,736,123	\$ 3,239,783	\$ 3,644,898	\$ 3,634,378	\$ 4,151,691	\$ 3,676,667
EXPENDITURE						
Salaries & Benefits	\$ 13,271,914	\$ 14,888,498	\$ 15,403,875	\$ 16,096,392	\$ 17,577,334	\$ 17,207,569
Services & Supplies	\$ 1,941,658	\$ 1,753,675	\$ 2,007,651	\$ 2,198,844	\$ 2,356,138	\$ 2,059,456
Capital Outlay	\$ 89,682	\$ 25,102	\$ 25,000	\$ 26,835	\$ 5,400	\$ 541,157
Total Expenditure	\$ 15,303,254	\$ 16,667,275	\$ 17,436,526	\$ 18,322,071	\$ 19,938,872	\$ 19,808,182
Surplus/(Deficit)	\$(13,567,131)	\$(13,427,492)	\$(13,791,628)	\$(14,687,693)	\$(15,787,181)	\$(16,131,515)
FUND BALANCE						
Beginning Balance	-	-	\$ 65,697,843	\$ 55,563,626	\$ 54,801,961	\$ 60,638,391
Ending Balance	-	-	\$ 55,563,626	\$ 54,801,961	\$ 60,638,391	\$ 54,092,444

Governance

The City of Santa Cruz is governed by a seven-member city council elected by zone-based. **Table 100** shows the current board members.

Table 100: City Council Members

Council Members	Title	Term of Office Expiration	Years in Office
Sonja Brunner	Vice Mayor	First Elected: 2020 Next Election: General 2024 Termed Out: 2028	1 year
Sandy Brown	Council Member	First Elected: 2016 Next Election: N/A Termed Out: 2026	5 years
Justin Cummings	Council Member	First Elected: 2018 Next Election: General 2022 Termed Out: 2026	3 years
Renee Goulder	Council Member	First Elected: 2020 Next Election: General 2022 Termed Out: 2030	1 year
Shebreh Kalaantari-Johnson	Council Member	First Elected: 2020 Next Election: General 2024 Termed Out: 2028	1 year
Donna Meyers	Mayor	First Elected: 2018 Next Election: General 2022 Termed Out: 2026	3 years
Martine Watkins	Mayor Pro Tempore	First Elected: 2016 Next Election: N/A Termed Out: 2024	5 years

Public Meetings

The City Council typically meets on the second and fourth Tuesday of each month. The meeting dates are posted at city hall and on the City's Website. Public meetings are typically held in the morning (8:30am to 10:30am). Based on LAFCO staff's analysis, the City met 21 times in 2020. **Table 101** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 101: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
19	21	20	21	21

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the City.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

While this new law does not apply to cities, the City of Santa Cruz should consider following the requirements outlined in the new law. The City should consider extracting financial data for SCCFD and placing it within the fire department's webpage. The webpage should also include LAFCO's adopted service and sphere reviews as another valuable resource.

LAFCO Staff Recommendation: *The City should include copies or links to LAFCO's adopted service and sphere reviews regarding the City and SCCFD.*

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance option.

Potential Boundary Changes

SCCFD currently provides fire protection services to the residents within the City of Santa Cruz. The fire department is also substantially surrounded by other fire districts. Due to the financial constraints identified in LAFCO's analysis, it may be beneficial for the City to consider transferring fire service responsibilities to a neighboring fire district.

LAFCO Staff Recommendation: *The City should coordinate with the LAFCO to determine the most logical service provider for Santa Cruz residents.*

Sphere of Influence

Santa Cruz LAFCO adopted the City's original sphere of influence on August 3, 1983. In January 2019, the Commission amended the City's sphere to include 3 nautical miles offshore to reflect the city's legal limits. Staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 87** on page 208 depicts the proposed sphere boundary.



Figure 87: City's Proposed Sphere Map



City of Santa Cruz Jurisdictional and Sphere Boundaries

Original Sphere adopted on August 3, 1983
 Sphere Amendment on January 9, 2019
 Sphere Reaffirmation on October 13, 2021

In 2019, the City's sphere was extended 3 nautical miles to recognize the city limits out in the Bay of Monterey and the Pacific Ocean.



Agency Summary

Santa Cruz City Fire Department	
Formation	California Charter City Law (Article XI, section 3(a) of the California Constitution)
City Council	7 members, elected by zone-based to four-year terms
Contact Person	Rob Oatey, Interim Fire Chief
Employees	61 Full-Time Employees (60 seasonal lifeguards and 2 temporary employees)
Facilities	4 Fire Stations
ISO Rating	2/2x
District Area	7,974 acres (12 square miles)
Sphere of Influence	Current sphere of influence is Larger than the City's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$3,676,667 Total Expenditure = \$19,808,182 Projected Net Position (Ending Balance) = \$54,092,444
Contact Information	Mailing Address: 230 Walnut Avenue Santa Cruz, CA 95060 Phone Number: (831) 420-5280 Email Address: jhajduk@cityofsantacruz.com Website: https://www.cityofsantacruz.com/government/city-departments/fire-department
Public Meetings	Meetings are typically held on the second and fourth Tuesday of each month.
Mission Statement	Serve our community with compassion, innovation, and responsiveness. Provide safety that improves the quality of life and wellness for all. Exude professionalism through knowledge, respect, and loyalty.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86% Under this assumption, LAFCO's projections indicate that the entire population of SCCFD will be approximately 82,000 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The City was formed in 1866. The City continues to provide fire protection services to the Santa Cruz community and the surrounding unincorporated areas.

4. Financial ability of agencies to provide services.

The City has ended with an annual deficit during the last six fiscal years. The City's fund balance is approximately \$54 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The City provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the City consider annexing areas within its sphere boundary.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

SCCFD is located within the Santa Cruz city limits. The City's General Plan has a variety of land use designations ranging from open space to urban residential.

2. The present and probable need for public facilities and services in the area.

SCCFD has an ISO Public Protection Classification of 2 within five road miles of a fire station where there is a credible water source for fighting fires. SCCFD provides fire protection, technical rescue, and basic life support services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

SCCFD currently has four fire stations.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

SCOTTS VALLEY FIRE PROTECTION DISTRICT

District Overview

Scotts Valley Fire Protection District (SVFPD) was formed on January 7, 1958 and operates under the Fire Protection District Law of 1987. SVFPD encompasses nearly 21 square miles of territory located in the center of Santa Cruz County and includes the City of Scotts Valley. **Figure 88**, on page 213, is a vicinity map depicting SVFPD’s current jurisdictional and sphere boundaries. **Figure 89**, on page 214, also shows the current land use designation under the County’s General Plan. At present, the lands within the District vary from agriculture to urban residential. The vast majority of the District, outside the City limits, is designated as Mountain Residential and Rural Residential.

Services & Operations

SVFPD currently provides fire protection services to the City of Scotts Valley and its surrounding areas including the Branciforte community. It currently operates with 22 full-time firefighters, 3 full-time Battalion Chiefs, 1 full-time Fire Chief, 2 full-time and 1-part time administrative personnel, with 15 volunteer firefighters. In addition to their internal operations, Scotts Valley FPD has been providing administrative and command services to BFPD under an existing contract since 2015. Under this agreement, SVFPD’s Fire Chief functions as the Fire Chief for BFPD. The contract, shown in **Appendix B**, is scheduled to sunset on September 30, 2021. The following sections provide a detailed overview of SVFPD’s services and operations.

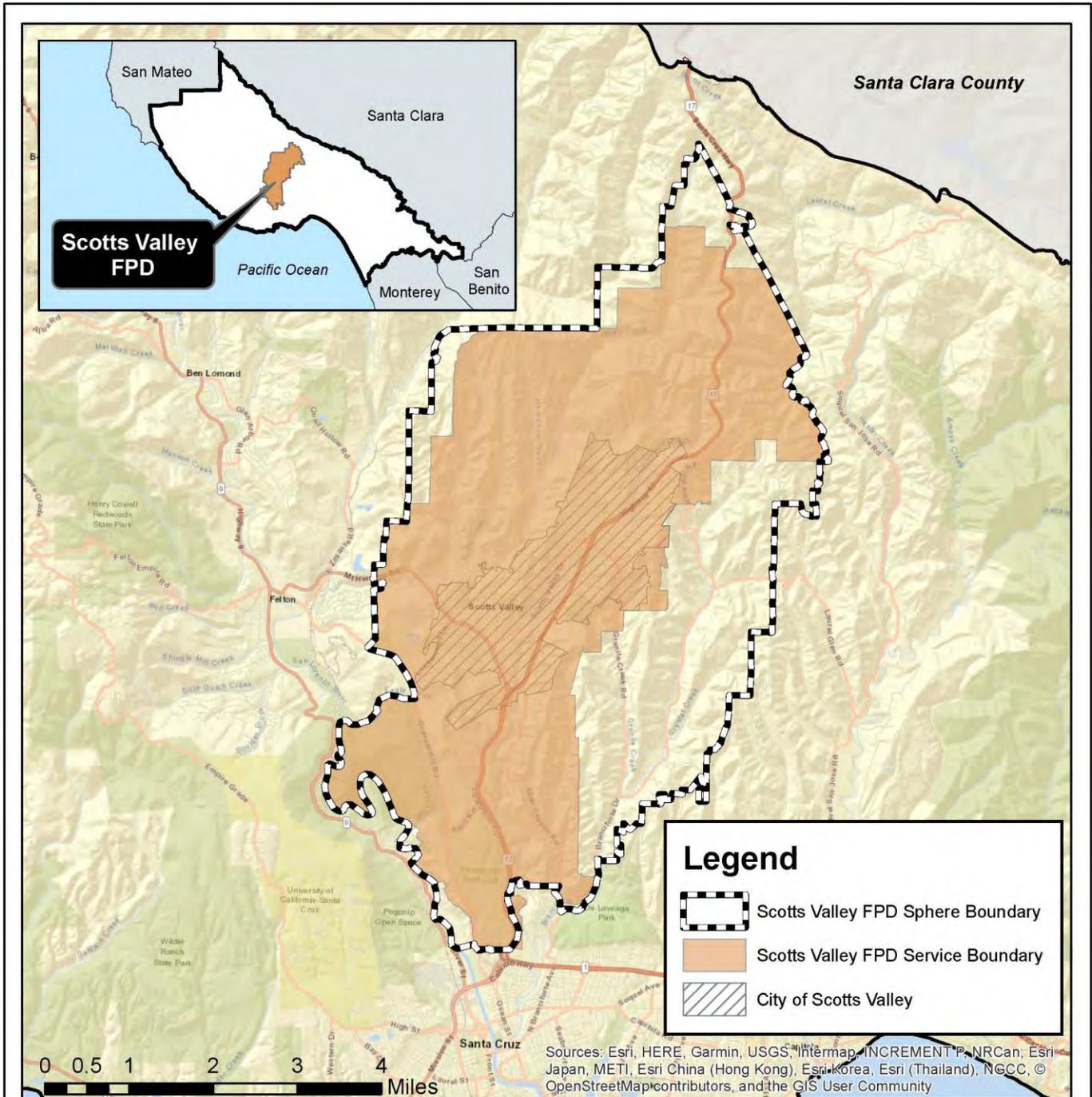
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, SVFPD offers 78% of those services (14 out of 18). **Table 102** illustrates those services. SVFPD is in the mid-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services. It is important to note that SVFPD is one of only five agencies that provide advance life support services.

Table 102: SVFPD’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
Yes	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	Yes
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	Yes	-	-

Figure 88: SVFPD's Vicinity Map



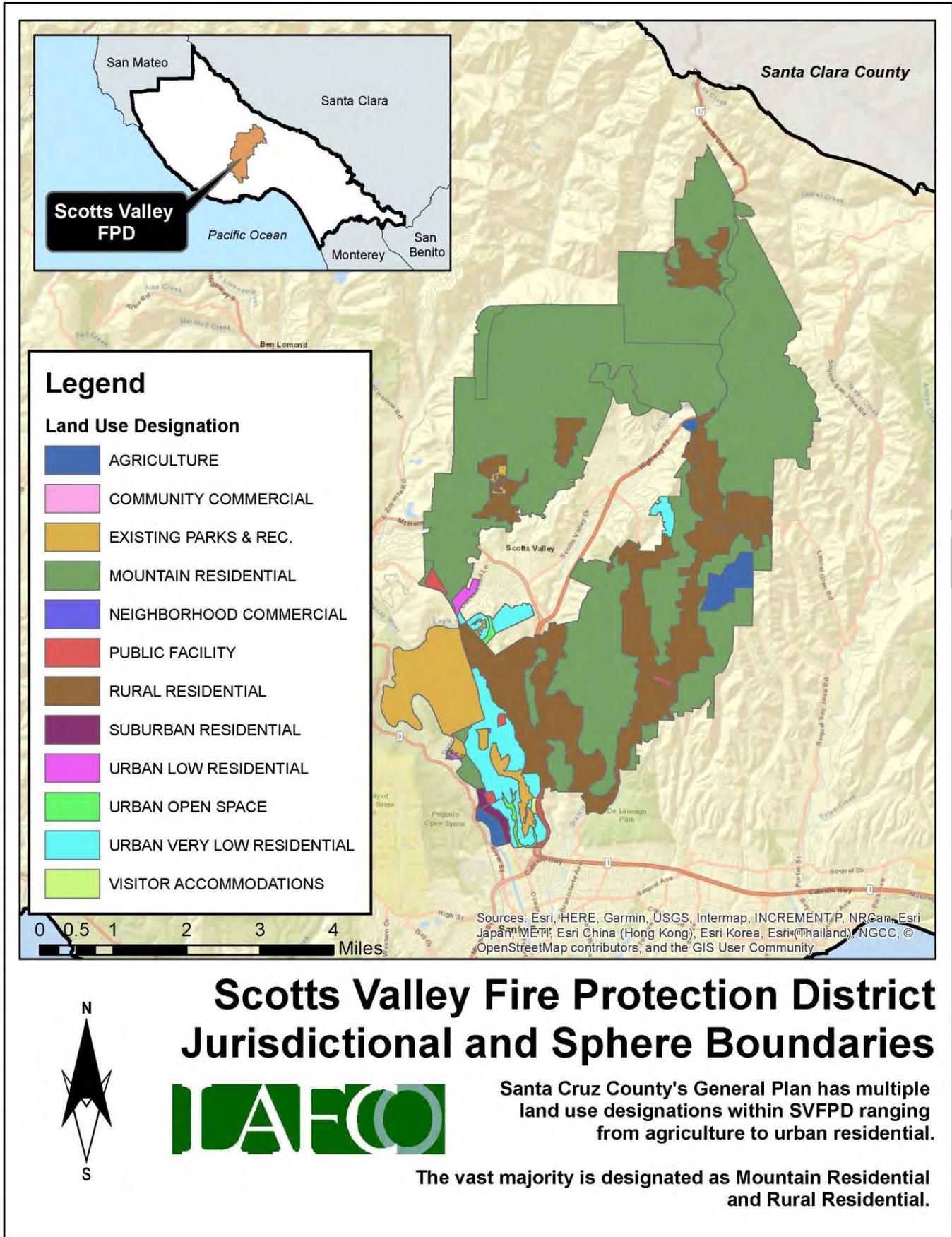
Scotts Valley Fire Protection District Jurisdictional and Sphere Boundaries



Combined Sphere adopted on March 10, 1994
 Sphere Reaffirmed on January 1, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

In 1994, Branciforte FPD was added to Scotts Valley FPD's sphere boundary as a precursor to consolidation.

Figure 89: SVFPD's Land Use Map



Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, SVFPD offers 71% of those training courses (12 out of 17). **Table 103** illustrates those training opportunities.

Table 103: SVFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	Yes	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	-	Yes	-	12

Fire Stations

The District currently operates two fire stations. Station 1 was built in 1964, remodeled in 1985, and is located at 7 Erba Lane Scotts Valley, CA. Station 2 was built in 2001 and is located at 251 Glenwood Drive Scotts Valley, CA. The District has indicated that Station 1 needs extensive seismic upgrading and remodeling. Station 1 is staffed with 4.5 administrative personnel during regular business hours and 5 firefighters 24 hours a day. Station 2 is staffed with 3 full-time firefighters. At present, SVFPD has 28 full-time employees, 1 part-time employee, and 15 volunteer firefighters. **Figure 90** on page 216 shows the location of the fire stations.

Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, SVFPD operates using 14 apparatuses. **Table 104** provides an overview of the District's inventory. SVFPD is in the middle-range when compared to the other fire agencies. CSA 4 has the lowest with 5 vehicles and CSA 48 has the highest with 29 vehicles.

Table 104: SVFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	1	1	3
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
3	-	2	-	1
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	-	-	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
2	-	-	1	-

Figure 90: SVFPD's Fire Station



Scotts Valley Fire Protection District Jurisdictional and Sphere Boundaries



Scotts Valley FPD currently has two fire stations. Station 1 is staffed with 4.5 Admin personnel during the work week. Daily FF staffing is 5 – 24 hour employees.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 2. The District provides fire protection, technical rescue, and advance/basic life support services. **Figure 91** on page 218 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff’s analysis, it may require the District more than 10 minutes to arrive to certain areas.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 105** indicates that SVFPD responded to approximately 13,000 calls over the last six years. The annual call average is estimated to be 2,122 calls/year. The District’s average response time was approximately 5 minutes.

Table 105: SVFPD’s Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	7,529	728	363	2,506
Haz Mat	Mutual Aid	Overpressure/Explosion/Overheat	Rescue Call	Service Call
505	-	6	-	1,078
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
10	6	-	-	12,731

Population & Growth

Based on staff’s analysis, the population of SVFPD in 2020 was approximately 20,200. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 106** shows the anticipated population.

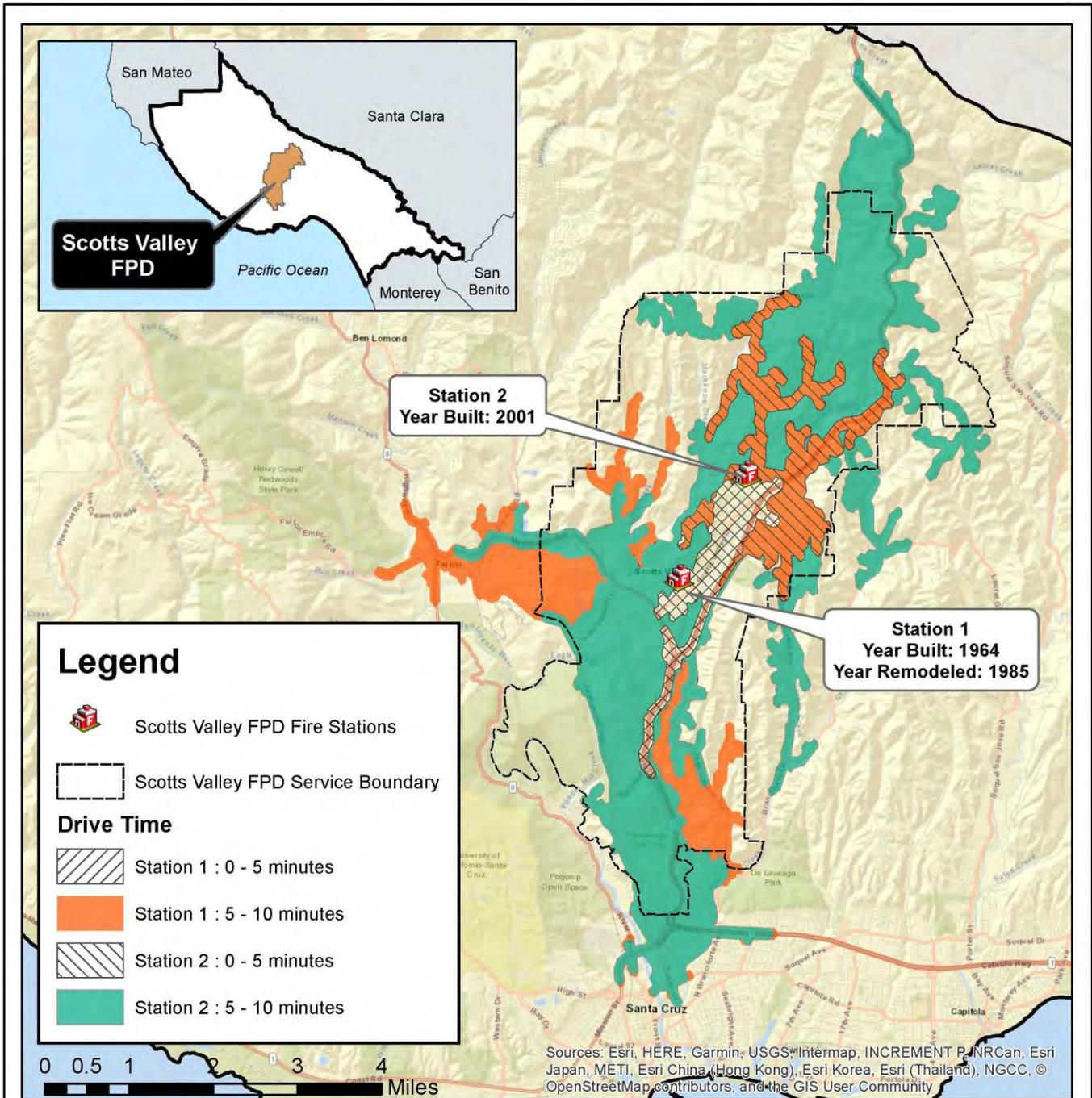
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for SVFPD. LAFCO staff increased the District’s 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of SVFPD will be approximately 21,000 by 2040.

Table 106: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Scotts Valley Fire Protection District	20,171	20,344	20,519	20,695	20,872	0.86%

Figure 91: SVFPD's Fire Station (5 and 10 Mile Drive Time)



Scotts Valley Fire Protection District Drive Time Analysis (Thursday at 5:00pm)

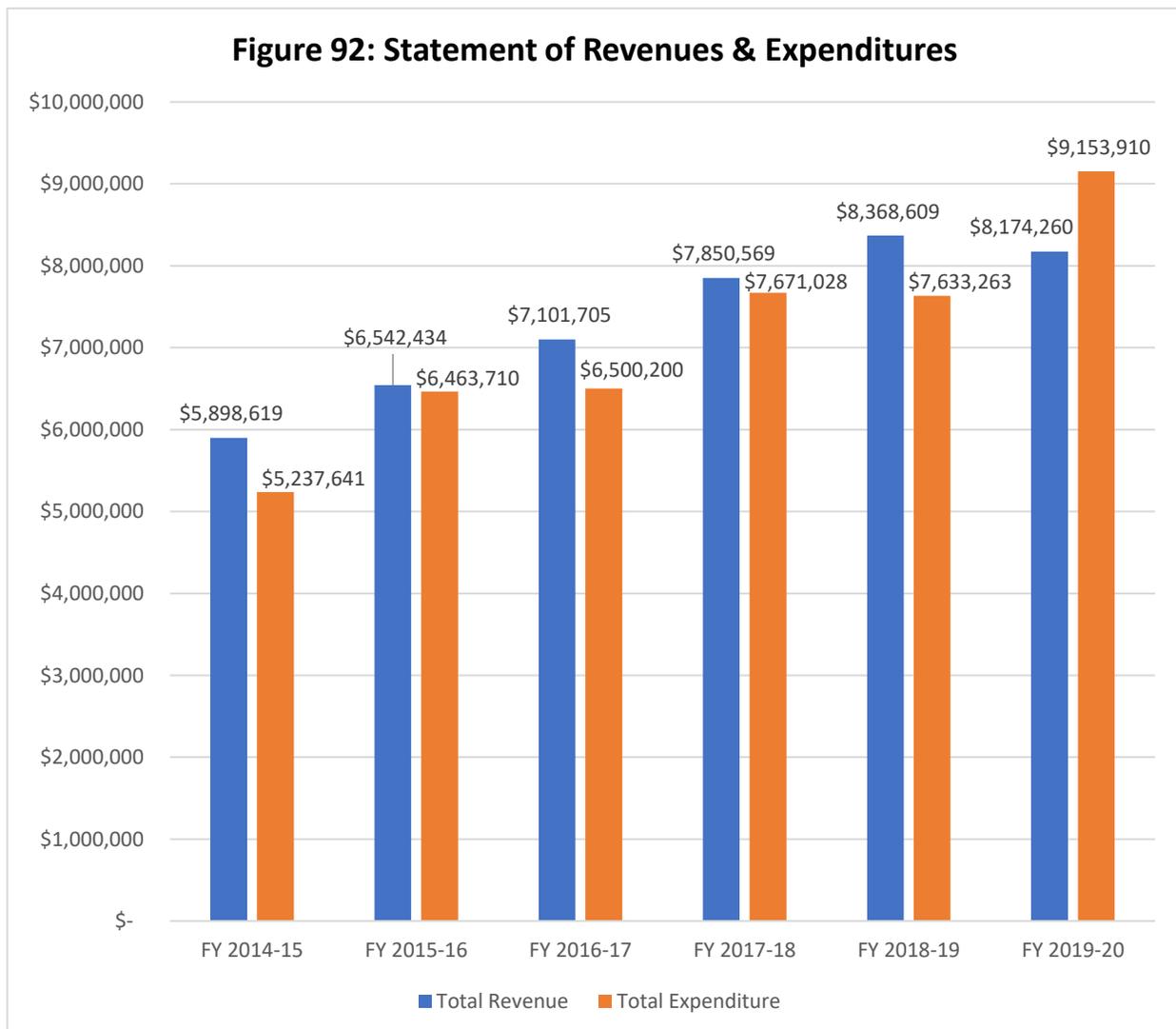


Scotts Valley FPD currently has two fire stations. Station 1 is staffed with 4.5 Admin personnel during the work week. Daily FF staffing is 5 – 24 hour employees.

Finances

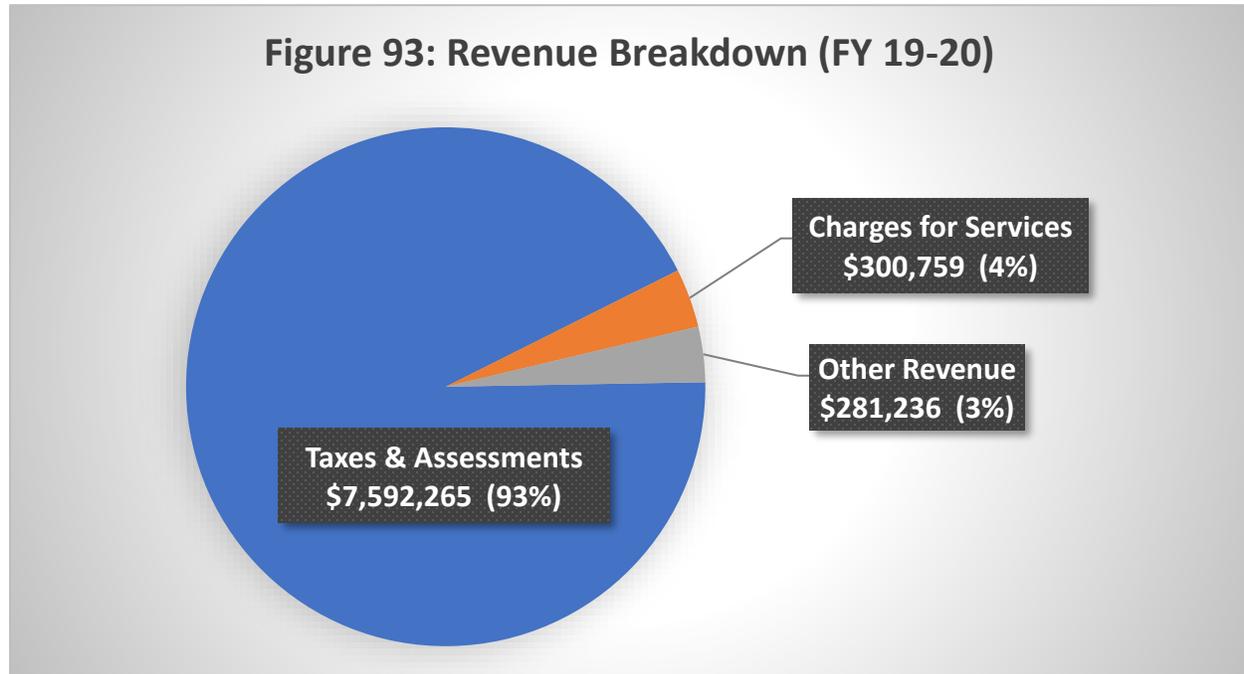
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller's Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. In addition, all recent audits were available on the District's website as statutorily required (Government Code Sections 6270.6 and 53087.8). This section will highlight the District's financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated SVFPD's financial health from FY 2014-15 to FY 2019-20.

At the end of FY 2019-20, total revenue collected was approximately \$8.2 million, representing a 2% decrease from the previous year (\$8.4 million in FY 2018-19). Total expense for FY 2019-20 was approximately \$9.1 million, which increased from the previous year by 20% (\$7.6 million in FY 2018-19). The District has ended with an annual surplus in five of the last six years, as shown in **Figure 92**. The deficit experience in FY 2019-20 can be attributed to the District's paying off a long-term debt in its entirety. LAFCO believes that this positive trend may continue going forward under the current management practices.



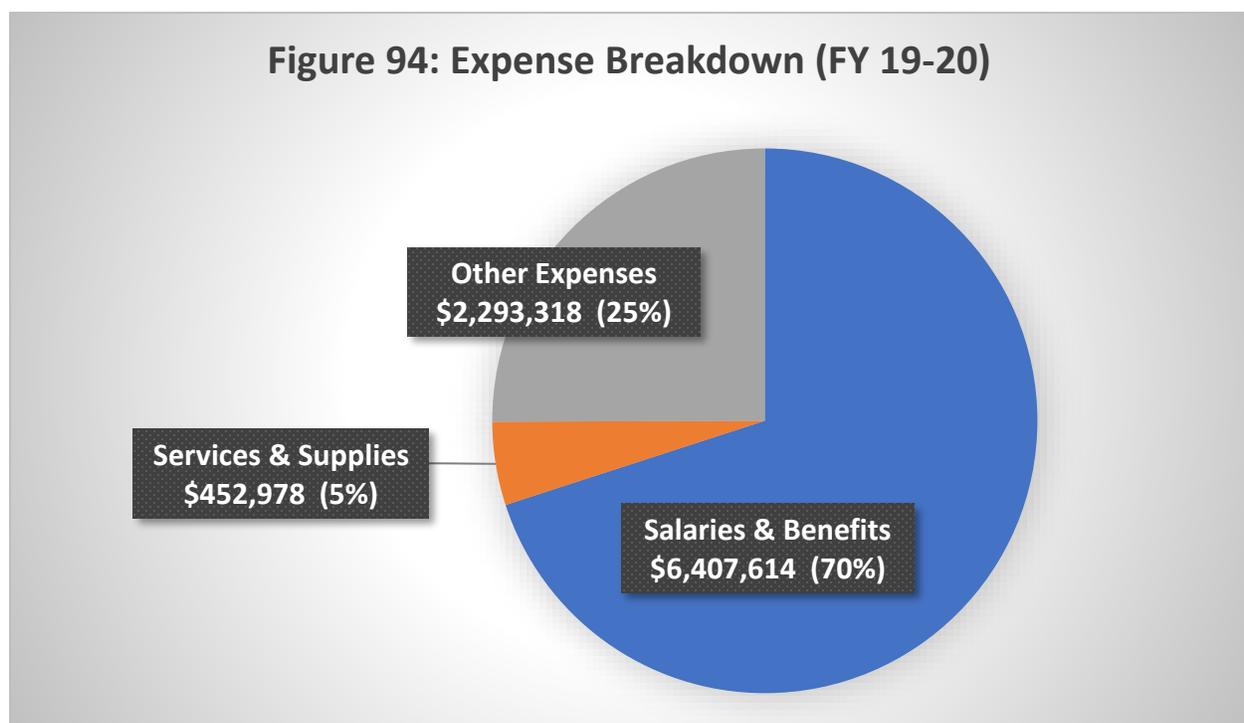
District Revenues

SVFPD's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. SVFPD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 93** highlights the revenue received during FY 2019-20.



District Expenditures

SVFPD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Other Expenses. **Figure 94** below distinguishes the cost and percentage per category. As shown below, Salaries & Benefits are the highest expenditure during FY 2019-20, which represents 70% of the agency's total expense.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$3 million. The fund balance has fluctuated over the years since 2014, as shown in **Table 107**. The current balance represents 33% of the District's total expenditure from FY 2019-20. This amount would be sufficient to cover any unanticipated costs. The overall financial performance of SVFPD during the last six years can be found in **Table 108** below.

Table 107: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$2,492,307	\$2,246,795	\$2,848,401	\$3,231,362	\$3,966,708	\$2,987,058
Change in (\$) from previous year		\$(245,512)	\$601,606	\$382,961	\$735,346	\$(979,650)
Change in (%) from previous year		-10%	27%	13%	23%	-25%

Table 108: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Tax Revenue	\$ 5,678,176	\$ 6,121,752	\$ 6,491,468	\$ 6,947,008	\$ 7,299,629	\$ 7,592,265
Charges for Service	\$ 54,571	\$ 35,835	\$ 500,689	\$ 601,257	\$ 814,643	\$ 300,759
Interest & Investment Earnings	\$ 6,402	\$ 9,426	\$ 12,917	\$ 25,185	\$ 47,791	\$ 40,008
License & Permits	\$ -	\$ -	\$ 81,507	\$ 54,679	\$ 44,347	\$ 18,170
Grants & Contributions	\$ 159,470	\$ 369,064	\$ -	\$ 144,138	\$ 149,651	\$ 182,412
Miscellaneous	\$ -	\$ 6,357	\$ 15,124	\$ 78,302	\$ 12,548	\$ 40,646
Total Revenue	\$5,898,619	\$6,542,434	\$7,101,705	\$7,850,569	\$8,368,609	\$ 8,174,260
EXPENDITURE						
Salaries & Benefits	\$ 4,783,751	\$ 5,142,071	\$ 5,559,176	\$ 6,068,988	\$ 6,314,347	\$ 6,407,614
Services & Supplies	\$ 255,401	\$ 242,589	\$ 305,694	\$ 401,449	\$ 497,016	\$ 452,978
Professional Fees	\$ 74,824	\$ 82,124	\$ 108,650	\$ 176,157	\$ 182,740	\$ 146,647
Repairs & Maintenance	\$ 100,685	\$ 106,270	\$ 120,724	\$ 144,033	\$ 166,056	\$ 152,743
Insurance	\$ -	\$ -	\$ 25,968	\$ 29,365	\$ 30,660	\$ 34,980
Other Charges	\$ -	\$ 324,236	\$ -	\$ -	\$ -	\$ -
Capital Assets	\$ 22,980	\$ 566,420	\$ 55,752	\$ 526,800	\$ 118,209	\$ 173,200
Debt Service						
Principle	\$ -	\$ -	\$ 193,492	\$ 204,529	\$ 216,195	\$ 1,705,748
Interest	\$ -	\$ -	\$ 130,744	\$ 119,707	\$ 108,040	\$ 80,000
Total Expenditure	\$5,237,641	\$6,463,710	\$6,500,200	\$7,671,028	\$7,633,263	\$ 9,153,910
Surplus/(Deficit)	\$ 660,978	\$ 78,724	\$ 601,505	\$ 179,541	\$ 735,346	\$ (979,650)
FUND BALANCE						
Beginning Balance	\$ 1,831,329	\$ 2,168,071	\$ 2,246,896	\$ 3,051,821	\$ 3,231,362	\$ 3,966,708
Ending Balance	\$2,492,307	\$2,246,795	\$2,848,401	\$3,231,362	\$3,966,708	\$ 2,987,058

Governance

SVFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 109** shows the current board members.

Table 109: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Robert Campbell	Board Member	First Elected: 2014 Next Election: General 2022	7 years
Edward Harmon	Vice-President	First Elected: 2018 Next Election: General 2022	3 years
Joseph Parker	President	First Appointed: 2019 Next Election: General 2024	2 years
Russ Patterson	Board Member	First Elected: 2016 Next Election: General 2024	5 years
Daron Pisciotta	Board Member	First Elected: 2014 Next Election: General 2024	7 years

Public Meetings

The Board of Directors typically meets on the second Wednesday of each month. The meeting dates are posted at the fire station and on the District's Website. Public meetings are typically held at 6:00pm. Based on LAFCO staff's analysis, SVFPD met 15 times in 2020. **Table 110** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 110: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
12	17	10	13	15

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the District.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section

32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of SVFPD as a special district, specifically the availability of financial documentations such as budgets and audits. SVFPD should also consider including LAFCO's adopted service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Governance Structure Options

State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance options.

Option 1: Reorganization with Branciforte Fire Protection District

The current contract has been in place since 2015 and reflects the combined sphere boundary between BFPD and Scotts Valley FPD, which was adopted back in 1994. A combined sphere boundary indicates that the two districts should be merged in the foreseeable future. It is LAFCO's perspective that both districts have been unofficially merged for the past six years – internally maximizing their staff and resources as one entity. Our analysis shows that the internal improvements, including but not limited to the financial health of BFPD, is a direct result of this multi-year collaboration. Unfortunately, LAFCO believes that the public has not been fully aware of this contractual agreement and its sunset date.

LAFCO is also deeply concerned about BFPD's future and level of service due to the lack of preparation by the District regarding this transition, even though Scotts Valley FPD informed BFPD about the sunset date as early as March 2021. Once the contract expires, all internal responsibilities revert back to BFPD. At the time of this report's distribution, BFPD does not have a Fire Chief or any other administrative staff in place to operate the agency in accordance with state law requirements. Despite the current circumstances,

LAFCO staff has identified a two-part approach to ensure that the Branciforte residents continue to receive adequate level of service now and in perpetuity.

- **Part 1 (Extraterritorial Service Agreement):** For immediate assistance, LAFCO staff is recommending that BFPD, Scotts Valley FPD, or the residents submit an application for an extraterritorial service agreement. This approach would allow Scotts Valley FPD to provide services outside its jurisdiction in accordance with Government Code Section 56133. State law streamlines the LAFCO process under this approach due to the impending health and safety issue. It is staff's position that this agreement can be completed within 30-60 days. If approved, the extraterritorial service agreement would have a condition that the Branciforte community be annexed into Scotts Valley FPD within a reasonable timeframe.
- **Part 2 (Reorganization):** The 2015 contract between BFPD and Scotts Valley FPD resulted in an unofficial merger of the two districts. A reorganization would make this strategic partnership official. LAFCO staff is proposing three primary actions under this reorganization: (1) dissolve Branciforte FPD, (2) annex the dissolved area into Scotts Valley FPD, and (3) create the "Branciforte Fire Zone." Unlike the extraterritorial service agreement process, this reorganization will require a multi-year effort. That is why LAFCO is recommending that community workshops be held to address any issues or concerns.

LAFCO Staff Recommendation: *The District should consider participating in community workshops with Branciforte FPD to evaluate this option.*

Option 2: Change of Reorganization (Multiple Agencies)

Fire agencies surrounding SVFPD rely heavily on volunteers to protect their residents. This is not the case for SVFPD. It may be beneficial for the District to champion a more effective, united fire agency by maximizing their existing personnel and resources through a reorganization involving the districts listed below (see **Table 111**). Such reorganization would require additional analysis to determine whether it is feasible and advantageous to all affected districts. It is LAFCO staff's position that a joint special study would determine whether the residents would receive a better level of service, potential cost-savings, and an increase in transparency through this proposed reorganization or a similar reorganization. It is also important to note that this analysis would be a multi-year effort.

Table 111: Potential Reorganization (Multiple Agencies)

Fire Districts	Full-Time Employees	Part-Time Employees	Volunteers	Fire Stations	FY 19-20 Revenue
Ben Lomond	1	1	1	1	\$1,025,804
Branciforte	3	0	13	2	\$1,035,012
Scotts Valley	28	1	15	2	\$8,174,260
Zayante	3	2	22	3	\$636,400
"Reorganized District"	35	4	51	8	\$10,871,476

Footnote: Proposed "Reorganized District" figures are for discussion purposes only; additional analysis is needed to determine specifics.

LAFCO Staff Recommendation: *The District should consider coordinating with the affected agencies and LAFCO to consider and evaluate this option.*

District Best Practices

All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO’s analysis, SVFPD is a single-function special district. Nearly 85% of California’s special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. SVFPD was well-represented at the workshop with board members and employees in attendance.

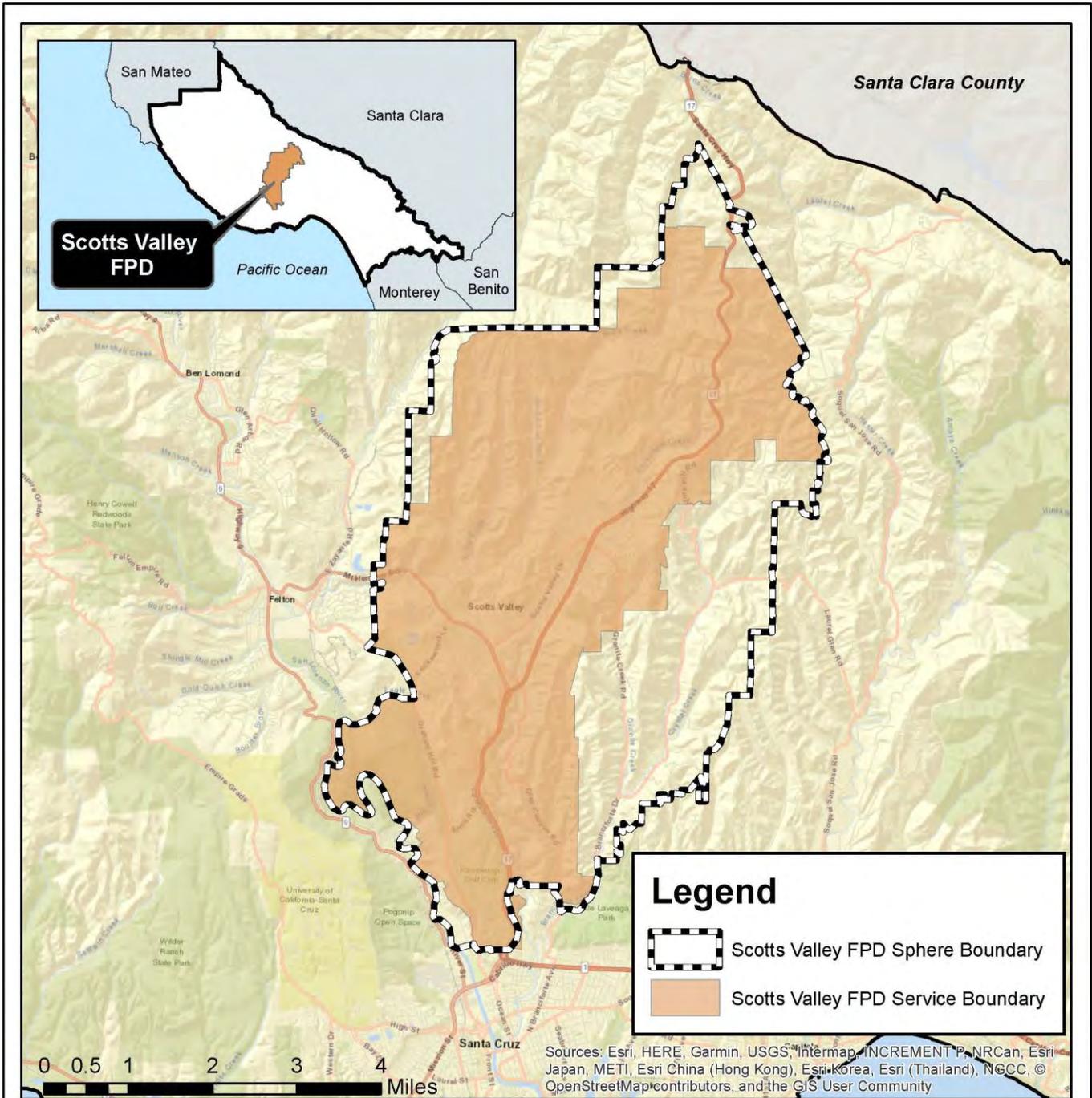
LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Sphere of Influence

Santa Cruz LAFCO adopted SVFPD’s combined sphere of influence on March 10, 1994, which included areas beyond the District’s jurisdictional boundary. This sphere determination indicated that BFPD and Scotts Valley FPD should be merged or consolidated in the foreseeable future. LAFCO staff believes that the merger concept should be considered by SVFPD. Therefore, staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 95** on page 226 depicts the proposed sphere boundary.



Figure 95: SVFPD's Proposed Sphere Map



Scotts Valley Fire Protection District Jurisdictional and Sphere Boundaries



Combined Sphere adopted on March 10, 1994
 Sphere Reaffirmed on January 1, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

In 1994, Branciforte FPD was added to Scotts Valley FPD's sphere boundary as a precursor to consolidation.

District Summary

Scotts Valley Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Ron Whittle, Fire Chief
Employees	28 Full-Time Employees (1 part-time and 15 volunteers)
Facilities	2 Fire Stations
ISO Rating	2/2x
District Area	13,465 acres (21 square miles)
Sphere of Influence	Current sphere of influence is Larger than the District's Jurisdictional Boundary (Combined Sphere with Branciforte FPD as a precursor to a merger or consolidation) <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$8,174,260 Total Expenditure = \$9,153,910 Projected Net Position (Ending Balance) = \$2,987,058
Contact Information	Mailing Address: 7 Erba Lane Scotts Valley, CA 95066 Phone Number: (831) 438-0211 Email Address: rwhittle@scottsvalleyfire.com Website: https://www.scottsvalleyfire.com/
Public Meetings	Meetings are typically held on the second Wednesday of each month.
Mission Statement	To Protect Lives, the Environment, and Property.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86% Under this assumption, LAFCO's projections indicate that the entire population of SVFPD will be approximately 21,000 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1958. The District continues to provide fire protection services to the City of Scotts Valley and the surrounding unincorporated areas.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in five of the last six fiscal years. The District's fund balance is approximately \$3 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The 2015 contract between BFPD and SVFPD resulted in an unofficial merger of the two districts. The contract also reflect the combined sphere boundary adopted in 1994 as a precursor to a merger or consolidation. The District also provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the District consider the two governance options identified in the report including but not limited to a reorganization with BFPD.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the vast majority of the District as Mountain Residential and Rural Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 2 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and advance/basic life support services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently has two fire stations. The main station, which was built in 1964, is located at 7 Erba Lane in Scotts Valley. The station is staffed with 4.5 administrative personnel during regular business hours and 5 firefighters 24 hours a day.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

WATSONVILLE CITY FIRE DEPARTMENT

District Overview

The City of Watsonville was incorporated in 1868 and now operates as a charter city. Watsonville provides a variety of municipal services, including fire protection under the City's Fire Department (WCFD). WCFD encompasses nearly 6 square miles of territory located in the southern portion of Santa Cruz County. **Figure 96**, on page 231, is a vicinity map depicting WCFD's current jurisdictional and sphere boundaries. A land use map was not produced for this report since the City of Watsonville already has a map available on its website: <https://www.cityofwatsonville.org/DocumentCenter/View/106/2005-General-Plan-Land-Use-Diagram->.

Services & Operations

WCFD currently provides fire protection services to the Watsonville community and its surrounding areas as part of mutual and automatic aid agreements. It currently operates with 38 employees with no volunteer firefighters. The following sections provide a detailed overview of the WCFD's services and operations.

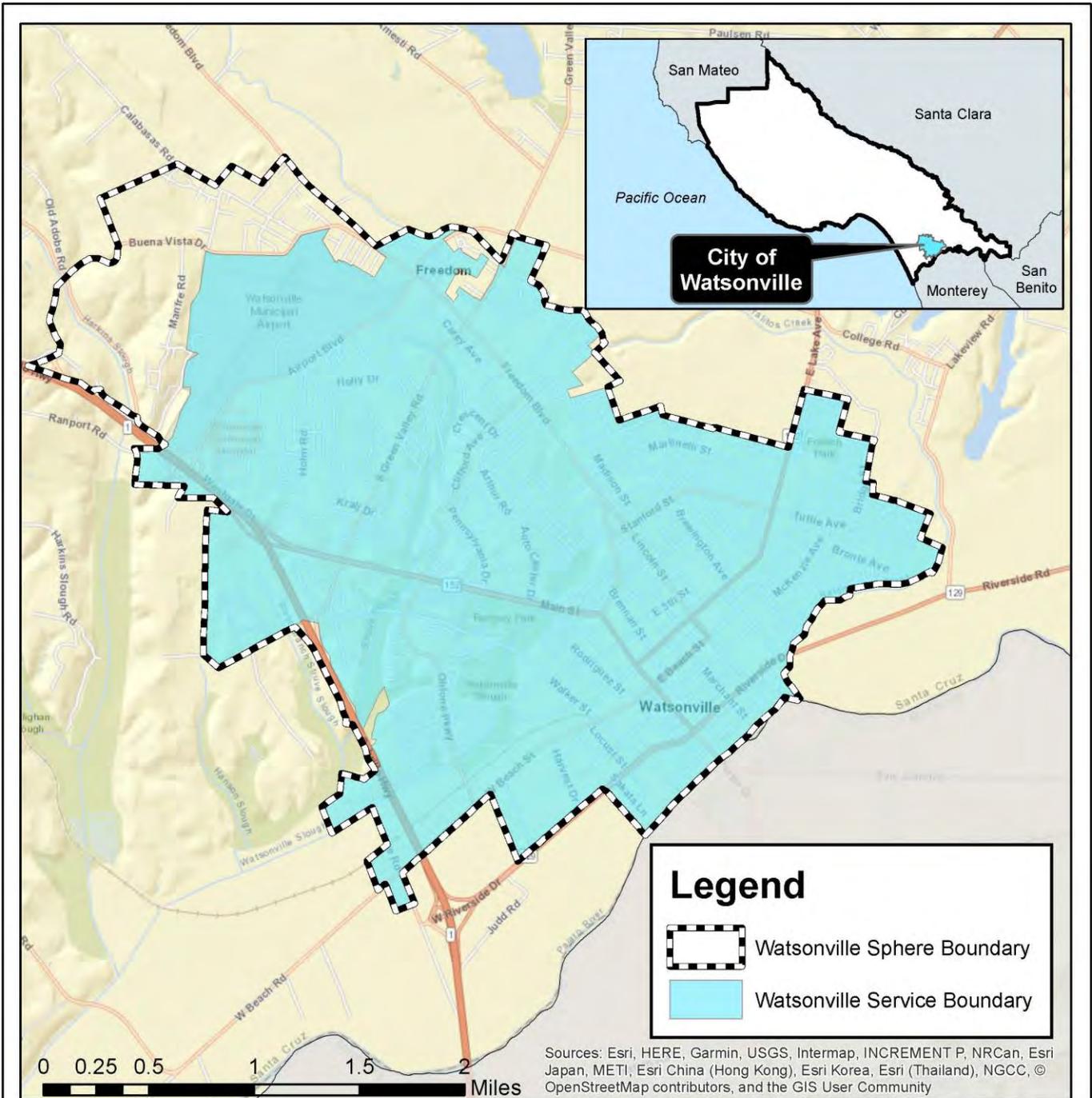
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, WCFD offers 83% of those services (15 out of 18). **Table 112** illustrates those services. WCFD is in the high-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services. It is important to note that WCFD provides ambulance services through a contract with the American Medical Response (AMR).

Table 112: WCFD's Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
Yes	Yes	Yes	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	Yes
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	-	-	-

Figure 96: City's Vicinity Map



City of Watsonville Jurisdictional and Sphere Boundaries



Original Sphere adopted on January 12, 1983
 Sphere Reaffirmed on February 2, 2008
 Sphere Reaffirmed on August 1, 2018
 Sphere Reaffirmation on October 13, 2021

Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, WCFD offers 76% of those training courses (13 out of 17), including other training, such as wildland. **Table 113** illustrates those training opportunities.

Table 113: WCFD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	Yes	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	-	Yes	Yes	13

Fire Stations

The City currently operates two fire stations. Station 1 was built 1981 and is located at 115 Second Street in Watsonville. Station 2 was built in 1978 and is located at 370 Airport Boulevard in Freedom. Station 1 is staffed by a minimum of 6 fire suppression personnel and one battalion chief. Station 2 is staffed by a minimum of 3 fire suppression personnel. Both stations are staffed 24 hours a day, 7 days a week. **Figure 97** on page 233 shows the location of the fire stations.

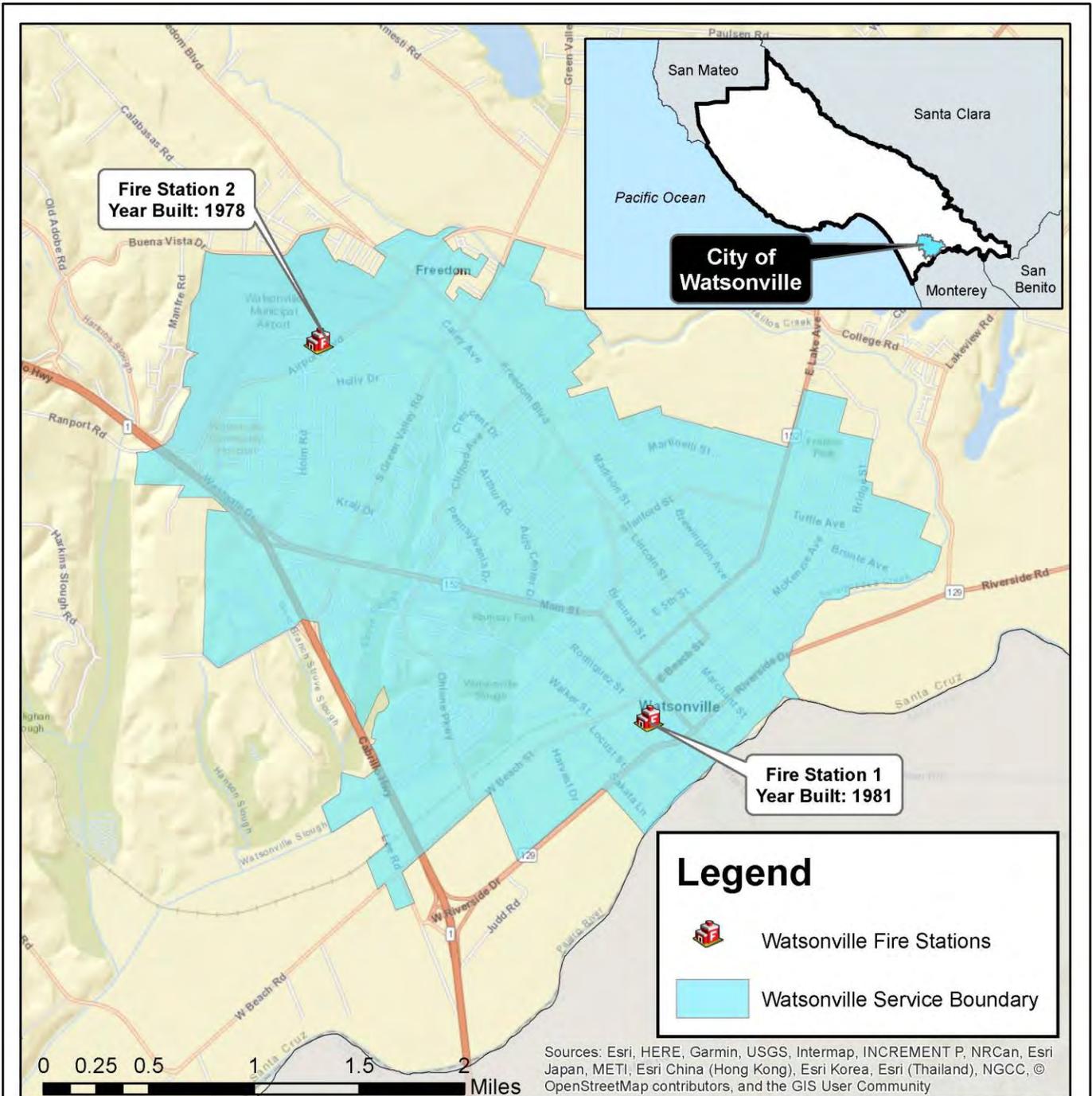
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, WCFD operates using 15 apparatuses and support vehicles. Specifically, the City has 8 apparatuses and 7 support vehicles in their inventory. **Table 114** provides an overview of the District's inventory. WCFD is in the middle-range when compared to the other fire agencies. CSA 4 has the lowest with 5 vehicles and CSA 48 has the highest with 29 vehicles.

Table 114: WCFD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	1	4	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
5	-	1	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	2	1	-	-
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
1	-	-	-	-

Figure 97: WCFD's Fire Stations



City of Watsonville Jurisdictional and Sphere Boundaries



The City of Watsonville currently has two fire stations. Fire Station 1 is staffed by a minimum of 6 fire suppression personnel and one battalion chief. Fire Station 2 is staffed by a minimum of 3 fire suppression personnel. Both are staffed 24 hours a day/7 days a week.

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station’s five road mile proximity to a credible water source for fighting fires. WFD has an ISO Public Protection Classification of 2. WCFD provides fire protection, technical rescue, and advance/basic life support services. **Figure 98** on page 235 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on staff’s analysis, WCFD covers the City’s entire jurisdictional boundary and areas outside the city limits.

Call Data

Based on staff’s analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 115** indicates that WCFD responded to approximately 35,612 calls over the last six years. The annual call average is estimated to be 5,935 calls/year. The City’s average response time was approximately 4 minutes.

Table 115: WCFD’s Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
532	24,766	2,812	900	-
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
441	229	-	196	2,697
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
-	-	2,172	867	35,612

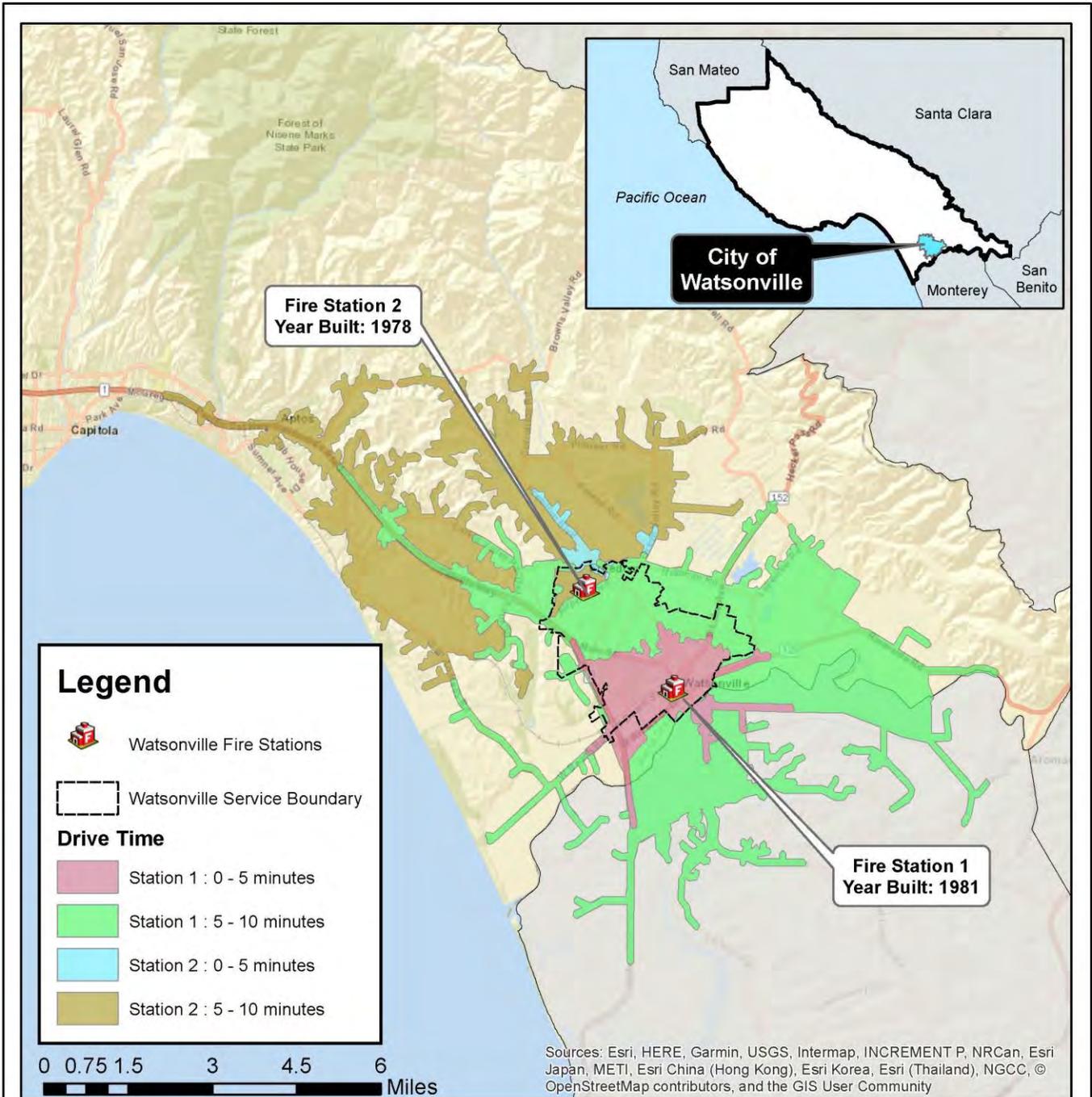
Population & Growth

Based on staff’s analysis, the population of WCFD in 2020 was approximately 54,000. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. The City’s population is expected to increase by 2.78%. **Table 116** shows the anticipated population within WCFD. Under this assumption, our projections indicate that the entire population of WCFD will be approximately 60,000 by 2040.

Table 116: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
City of Watsonville	53,536	55,187	56,829	58,332	59,743	2.78%

Figure 98: WCFD's Fire Station (5 and 10 Mile Drive Time)



City of Watsonville Drive Time Analysis (Thursday at 5:00pm)

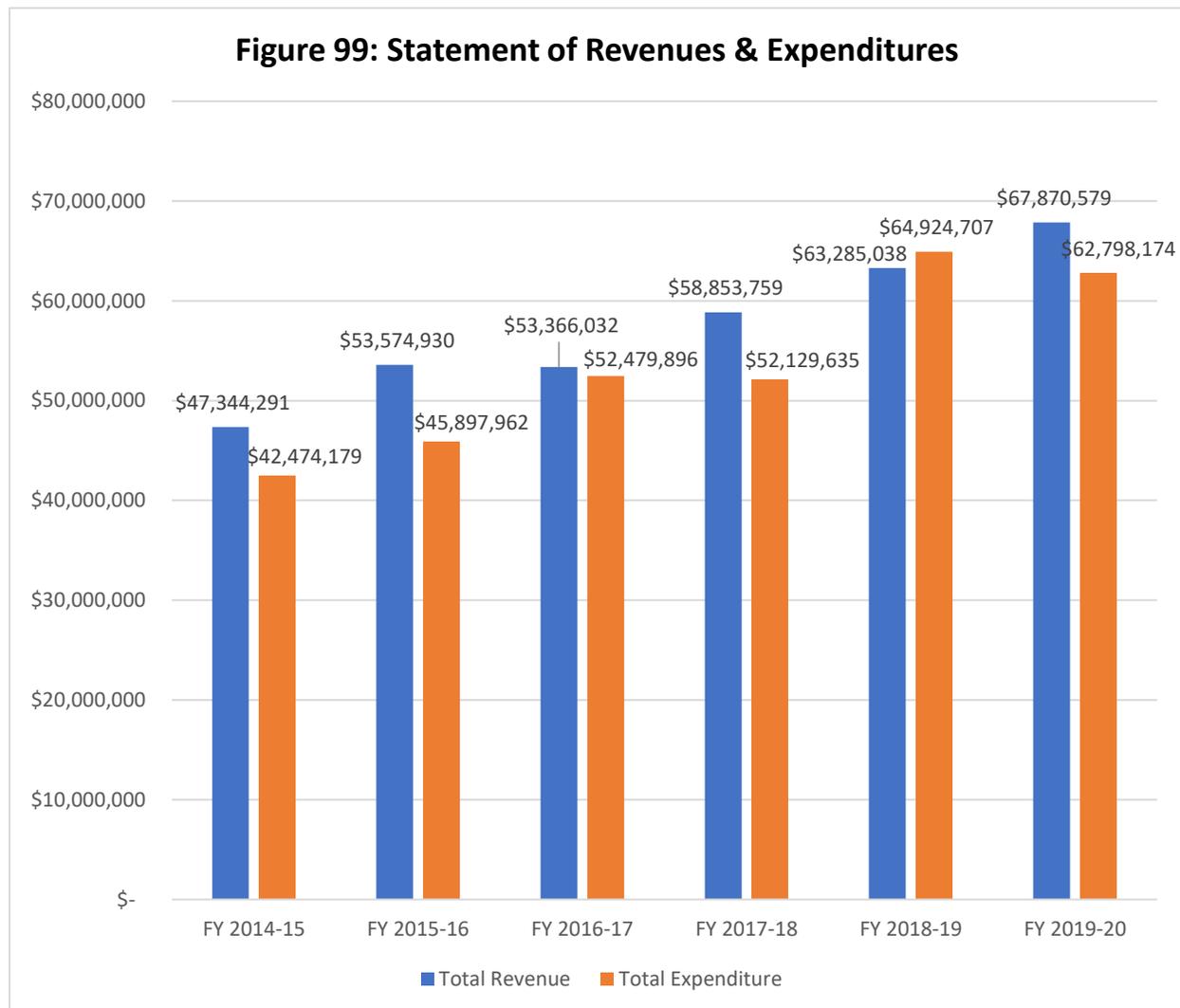


The City of Watsonville currently has two fire stations. Fire Station 1 is staffed by a minimum of 6 fire suppression personnel and one battalion chief. Fire Station 2 is staffed by a minimum of 3 fire suppression personnel. Both are staffed 24 hours a day/7 days a week.

Finances

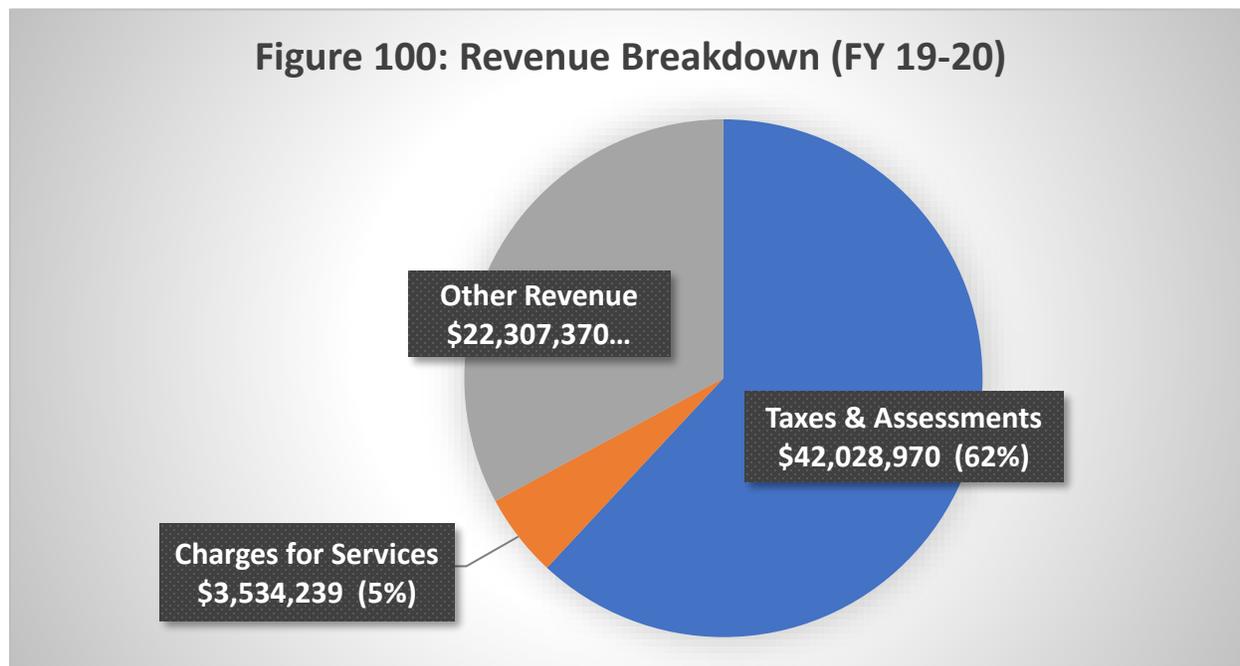
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller’s Office and LAFCO (Government Code Section 56036). For purposes of this report, the City provide financial documents covering the last six years. In addition, all recent audits were available on the City’s website as statutorily required (Government Code Sections 6270.6 and 53087.8). This section will highlight the City’s financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated City’s financial health from FY 2014-15 to FY 2019-20 since there are no audited financial statements specifically for the fire department.

At the end of FY 2019-20, total revenue collected was approximately \$68 million, representing a 7% increase from the previous year (\$63 million in FY 2018-19). Total expense for FY 2019-20 was approximately \$63 million, which decreased from the previous year by 3% (\$65 million in FY 2018-19). The City has ended with an annual surplus in five of the last six years, as shown in **Figure 99**. LAFCO believes that this positive trend may continue going forward under the current management practices.



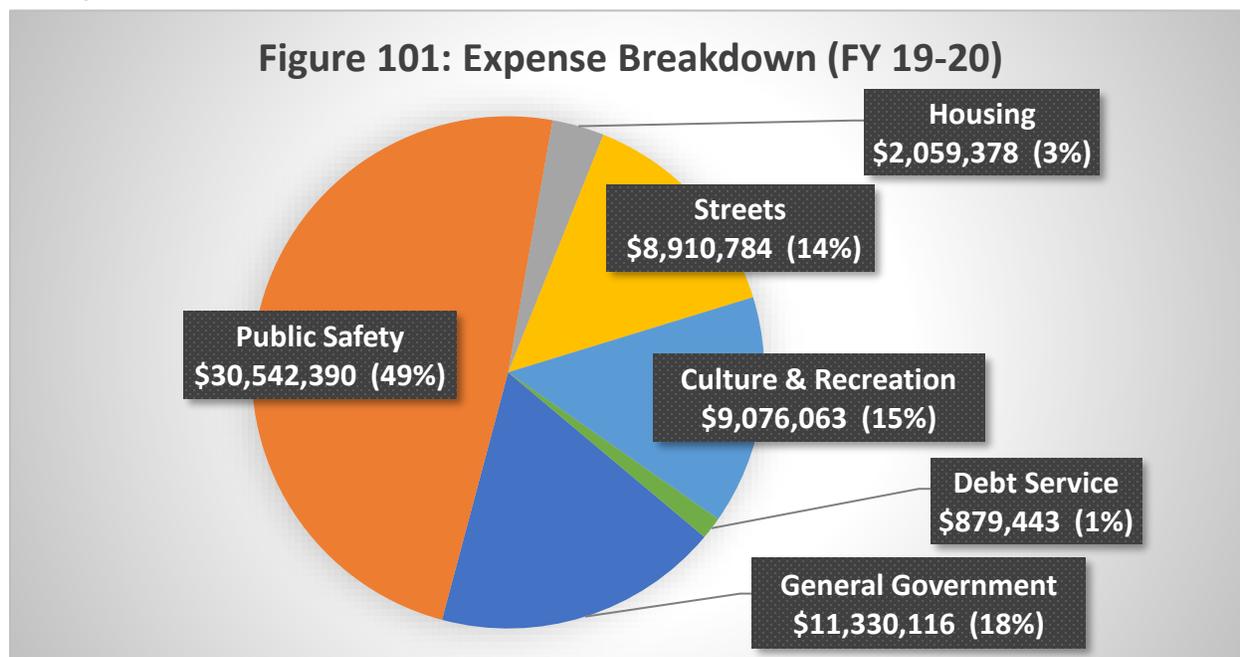
City Revenues

The City's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. WCFD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 100** highlights the revenue received during FY 2019-20.



City Expenditures

The City's total expenditures can be categorized into six groups: General Government, Public Safety, Housing, Streets, Culture & Recreation, and Debt Service. **Figure 101** below distinguishes the cost and percentage per category. As shown below, Public Safety are the highest expenditure during FY 2019-20, which represents 49% of the agency's total expense. It is also important to note that the Public Safety Expenditures are about 60% police and 40% fire.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$39 million. The fund balance has been steadily increasing since 2014, as shown in **Table 117**. The current balance represents 62% of the City's total expenditure from FY 2019-20. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of the City during the last six years can be found in **Table 118** below.

Table 117: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$18,198,654	\$25,164,305	\$26,293,045	\$33,251,326	\$33,387,975	\$38,819,862
Change in (\$) from previous year		\$6,965,651	\$1,128,740	\$6,958,281	\$136,649	\$5,431,887
Change in (%) from previous year		38.28%	4.49%	26.46%	0.41%	16.27%

Table 118: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Taxes	\$ 32,466,105	\$ 35,754,368	\$ 36,198,283	\$ 39,392,242	\$ 43,654,625	\$ 42,028,970
Licenses & Permits	\$ 5,248,078	\$ 5,794,572	\$ 5,884,884	\$ 6,642,191	\$ 5,971,342	\$ 5,315,258
Intergovernmental	\$ 2,457,701	\$ 3,335,735	\$ 3,410,260	\$ 3,454,841	\$ 3,417,561	\$ 9,167,514
Charges for Services	\$ 2,458,395	\$ 2,945,028	\$ 2,770,016	\$ 3,223,487	\$ 3,072,309	\$ 3,534,239
Fines & Forfeitures	\$ 552,094	\$ 690,068	\$ 736,828	\$ 723,257	\$ 707,697	\$ 671,565
Use of Money & Property (Interest)	\$ 2,075,496	\$ 2,168,000	\$ 2,434,754	\$ 2,868,875	\$ 3,404,693	\$ 3,279,811
Special Assessment	\$ 91,085	\$ 77,489	\$ 60,030	\$ 58,096	\$ 49,863	\$ 46,961
Other Revenues	\$ 1,995,337	\$ 2,809,670	\$ 1,870,977	\$ 2,490,770	\$ 3,006,948	\$ 3,826,261
Total Revenue	\$ 47,344,291	\$ 53,574,930	\$ 53,366,032	\$ 58,853,759	\$ 63,285,038	\$ 67,870,579
EXPENDITURE						
General Government	\$ 6,210,267	\$ 7,024,436	\$ 8,412,635	\$ 8,402,767	\$ 13,061,880	\$ 11,330,116
Public Safety	\$ 22,887,713	\$ 25,173,523	\$ 26,886,071	\$ 28,045,243	\$ 30,458,924	\$ 30,542,390
Housing	\$ 1,297,838	\$ 1,388,605	\$ 2,317,620	\$ 1,158,246	\$ 2,289,191	\$ 2,059,378
Streets	\$ 4,252,739	\$ 3,654,953	\$ 6,368,760	\$ 5,682,050	\$ 8,758,684	\$ 8,910,784
Culture & Recreation	\$ 7,172,183	\$ 8,044,632	\$ 7,843,520	\$ 8,217,217	\$ 9,405,943	\$ 9,076,063
Debt Service						
Principal	\$ 495,145	\$ 497,982	\$ 477,854	\$ 462,663	\$ 729,629	\$ 797,318
Interest & Fiscal Charges	\$ 158,294	\$ 113,831	\$ 173,436	\$ 161,449	\$ 220,456	\$ 82,125
Total Expenditure	\$ 42,474,179	\$ 45,897,962	\$ 52,479,896	\$ 52,129,635	\$ 64,924,707	\$ 62,798,174
OTHER FINANCING SOURCES (USES)						
Issurance of Debt	\$ -	\$ -	\$ -	\$ -	\$ 1,540,720	\$ 144,201
Transfers In	\$ 3,340,343	\$ 3,692,127	\$ 3,562,121	\$ 4,463,704	\$ 5,457,263	\$ 4,750,407
Transfers Out	\$ (3,150,176)	\$ (3,496,273)	\$ (3,289,949)	\$ (4,229,547)	\$ (5,221,665)	\$ (4,535,126)
Total Other Financing Sources (Uses)	\$ 190,167	\$ 195,854	\$ 272,172	\$ 234,157	\$ 1,776,318	\$ 359,482
Surplus/(Deficit)	\$ 5,060,279	\$ 7,872,822	\$ 1,158,308	\$ 6,958,281	\$ 136,649	\$ 5,431,887
FUND BALANCE						
Beginning Balance	\$ 13,138,375	\$ 17,291,483	\$ 25,134,737	\$ 26,293,045	\$ 33,251,326	\$ 33,387,975
Ending Balance	\$ 18,198,654	\$ 25,164,305	\$ 26,293,045	\$ 33,251,326	\$ 33,387,975	\$ 38,819,862

Governance

The City of Watsonville is governed by a seven-member city council elected by zone-based. **Table 119** shows the current board members.

Table 119: City Council Members

Council Members	Title	Term of Office Expiration	Years in Office
Jimmy Dutra	Mayor	First Elected: 2020 Next Election: General 2024 Termed Out: 2028	1 year
Francisco Estrada	Council Member	First Elected: 2018 Next Election: General 2022 Termed Out: 2026	3 years
Rebecca Garcia	Council Member	First Elected: 2014 Next Election: General 2022 Termed Out: 2022	7 years
Aurelio Gonzalez	Council Member	First Elected: 2018 Next Election: General 2024 Termed Out: 2028	3 years
Lowell Hurst	Council Member	First Elected: 2011 Next Election: General 2022 Termed Out: 2022	10 years
Eduardo Montesino	Council Member	First Elected: 2020 Next Election: General 2024 Termed Out: 2028	1 year
Ari Parker	Mayor Pro Tempore	First Elected: 2018 Next Election: General 2022 Termed Out: 2026	3 years

Public Meetings

The City Council typically meets on the second and fourth Tuesday of each month. The meeting dates are posted at city hall and on the City's Website. Public meetings are typically held at 4:00pm. Based on LAFCO staff's analysis, the City met 24 times in 2020. **Table 120** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 120: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
21	23	24	22	24

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. The following section explores possible actions that should be considered by the City.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

While this new law does not apply to cities, the City of Watsonville should consider following the requirements outlined in the new law. The City should consider extracting financial data for WCFD and placing it within the fire department's webpage. The webpage should also include LAFCO's adopted service and sphere reviews as another valuable resource.

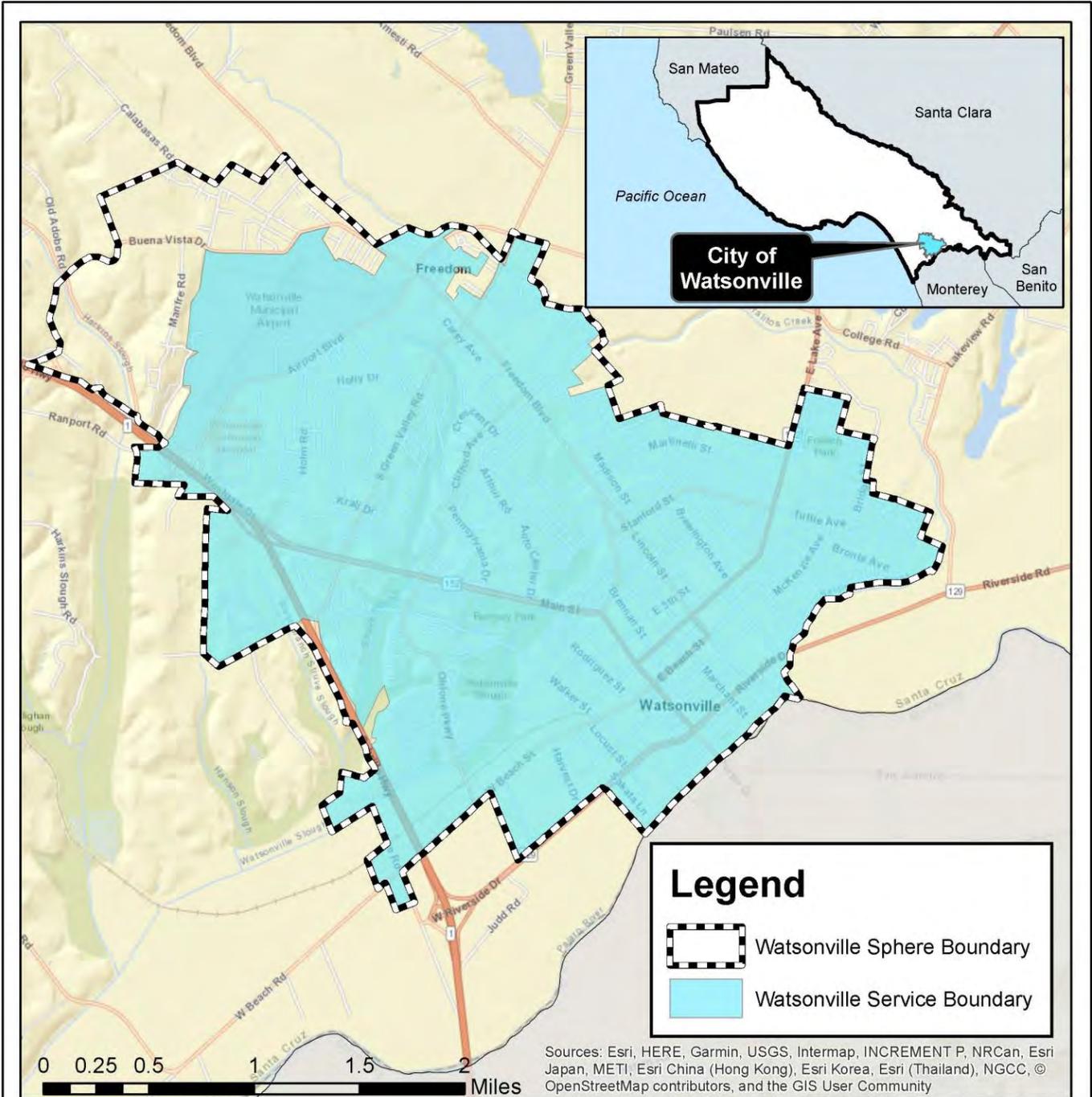
LAFCO Staff Recommendation: *The City should include copies or links to LAFCO's adopted service and sphere reviews regarding the City and WCFD.*

Sphere of Influence

Santa Cruz LAFCO adopted the City's original sphere of influence on January 12, 1983. The sphere has been amended to reflect the approved annexations that have occurred throughout the years. Staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 102** on page 242 depicts the proposed sphere boundary.



Figure 102: City's Proposed Sphere Map



City of Watsonville Jurisdictional and Sphere Boundaries



Original Sphere adopted on January 12, 1983
 Sphere Reaffirmed on February 2, 2008
 Sphere Reaffirmed on August 1, 2018
 Sphere Reaffirmation on October 13, 2021

Agency Summary

Watsonville City Fire Department	
Formation	California Charter City Law (Article XI, section 3(a) of the California Constitution)
City Council	7 members, elected by zone-based to four-year terms
Contact Person	Rudy Lopez, Fire Chief
Employees	38 Full-Time Employees
Facilities	2 Fire Stations
ISO Rating	2/2x
District Area	4,024 acres (6 square miles)
Sphere of Influence	Current sphere of influence is Larger than the City's Jurisdictional Boundary <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit (data refers to entire city)	Total Revenue = \$67,870,579 Total Expenditure = \$62,798,174 Projected Net Position (Ending Balance) = \$38,819,862
Contact Information	Mailing Address: 250 Main Street Watsonville, CA 95076 Phone Number: (831) 768-3201 Email Address: rudy.lopez.sr@cityofwatsonville.org Website: https://www.cityofwatsonville.org/430/Fire
Public Meetings	Meetings are typically held on the second and fourth Tuesday of each month.
Mission Statement	The Watsonville Fire Department serves and safeguards our community through the protection of life and property.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of WCFD will be approximately 60,000 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did identify a DUC adjacent to the City of Watsonville. Based on staff's analysis, the DUC continues to receive adequate fire protection from the Pajaro Valley Fire Protection District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The City was formed in 1868. The City continues to provide fire protection services to the Watsonville community and the surrounding unincorporated areas.

4. Financial ability of agencies to provide services.

The City has ended with an annual surplus in five of the last six fiscal years. The City's fund balance is approximately \$39 million as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The City provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the City consider annexing areas within its sphere boundary.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

WCFD is located within the Watsonville city limits. The City's General Plan has a variety of land use designations ranging from agriculture to urban residential.

2. The present and probable need for public facilities and services in the area.

WCFD has an ISO Public Protection Classification of 2 within five road miles of a fire station where there is a credible water source for fighting fires. WCFD provides fire protection, technical rescue, and advanced/basic life support services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

WCFD currently has two fire stations. Station 1 is staffed by a minimum of 6 fire suppression personnel and one battalion chief. Station 2 is staffed by a minimum of 3 fire suppression personnel. Both stations are staffed 24 hours a day, 7 days a week.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did identify a DUC adjacent to the City of Watsonville. Based on staff's analysis, the DUC continues to receive adequate fire protection from the Pajaro Valley Fire Protection District.

ZAYANTE FIRE PROTECTION DISTRICT

District Overview

Zayante Fire Protection District (ZFPD) was formed on January 22, 1957 and operates under the Fire Protection District Law of 1987. ZFPD encompasses nearly 18 square miles of territory located in the San Lorenzo Valley. **Figure 103**, on page 247, is a vicinity map depicting ZFPD’s current jurisdictional and sphere boundaries. **Figure 104**, on page 248, also shows the current land use designation under the County’s General Plan. At present, the lands within the District vary from existing parks to suburban residential. The vast majority of the District is designated as Mountain Residential.

Services & Operations

ZFPD currently provides fire protection services to the Zayante community and its surrounding areas. It currently operates with 3 full-time firefighters, 2 part-time employees, and 22 volunteer firefighters. The following sections provide a detailed overview of ZFPD’s services and operations.

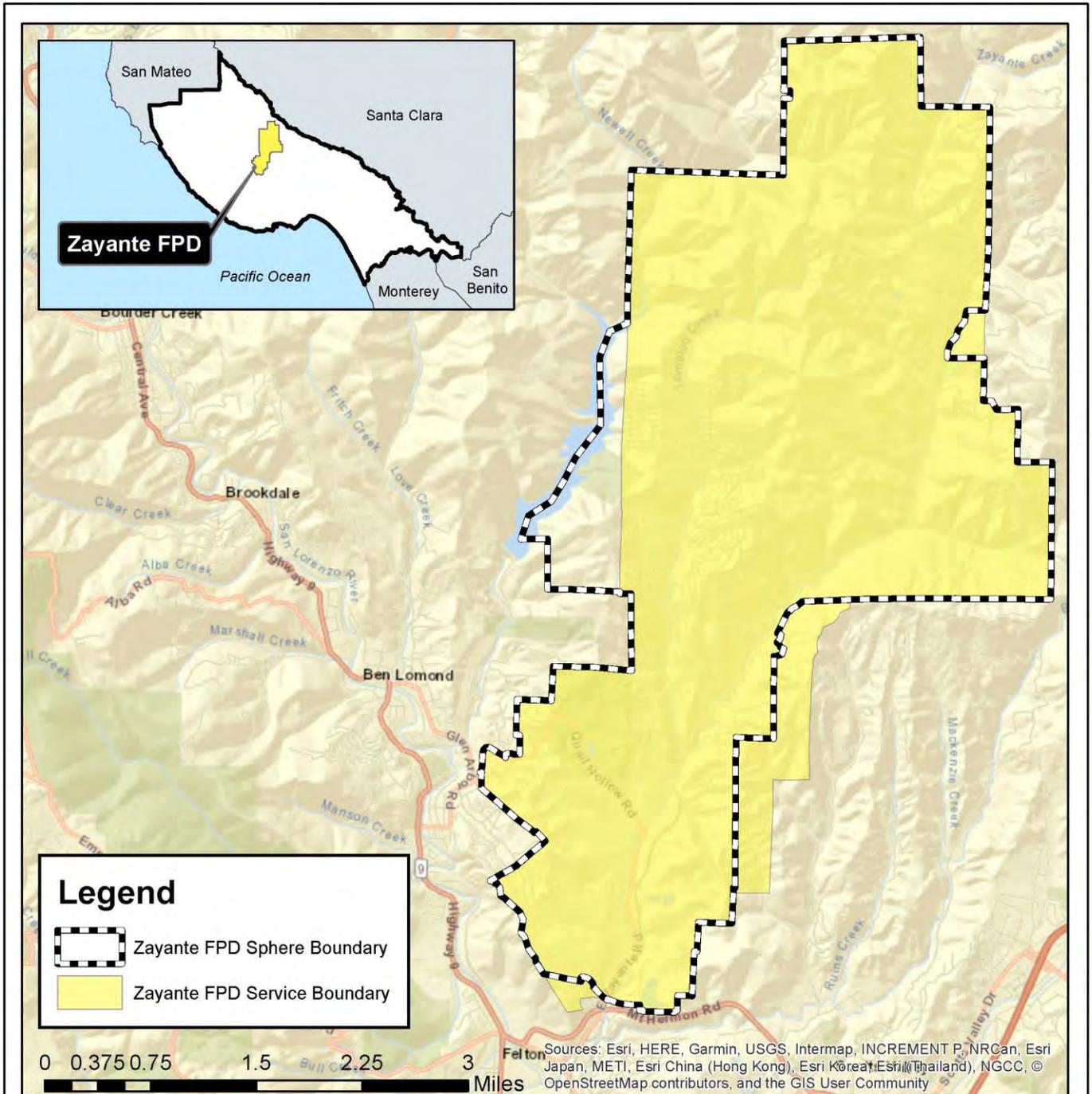
Types of Services

Fire protection covers a variety of services from basic life support to vegetation management. LAFCO staff has identified 18 different types of services provided by fire agencies. At present, ZFPD offers 67% of those services (12 out of 18). **Table 121** illustrates those services. ZFPD is in the mid-tier when compared to the other 13 fire agencies that provide similar services. The lowest is BFPD with 9 services and the highest is Ben Lomond FPD with 17 different services.

Table 121: ZFPD’s Type of Services

Advance Life Support	Ambulance Transportation	Ambulance Transportation (Non-Emergency)	Basic Life Support	Basic Rescue	Community Education
-	-	-	Yes	Yes	Yes
Construction Plan Check	Fire Code Enforcement	Fire Code Permitting	Fire Investigation	Fire Suppression	Haz Mat Administration
Yes	Yes	Yes	Yes	Yes	-
Haz Mat Response	Public Awareness	Technical Rescue	Vegetation Management	Water Rescue	Other Service
Yes	Yes	Yes	Yes	-	-

Figure 103: ZFPD's Vicinity Map

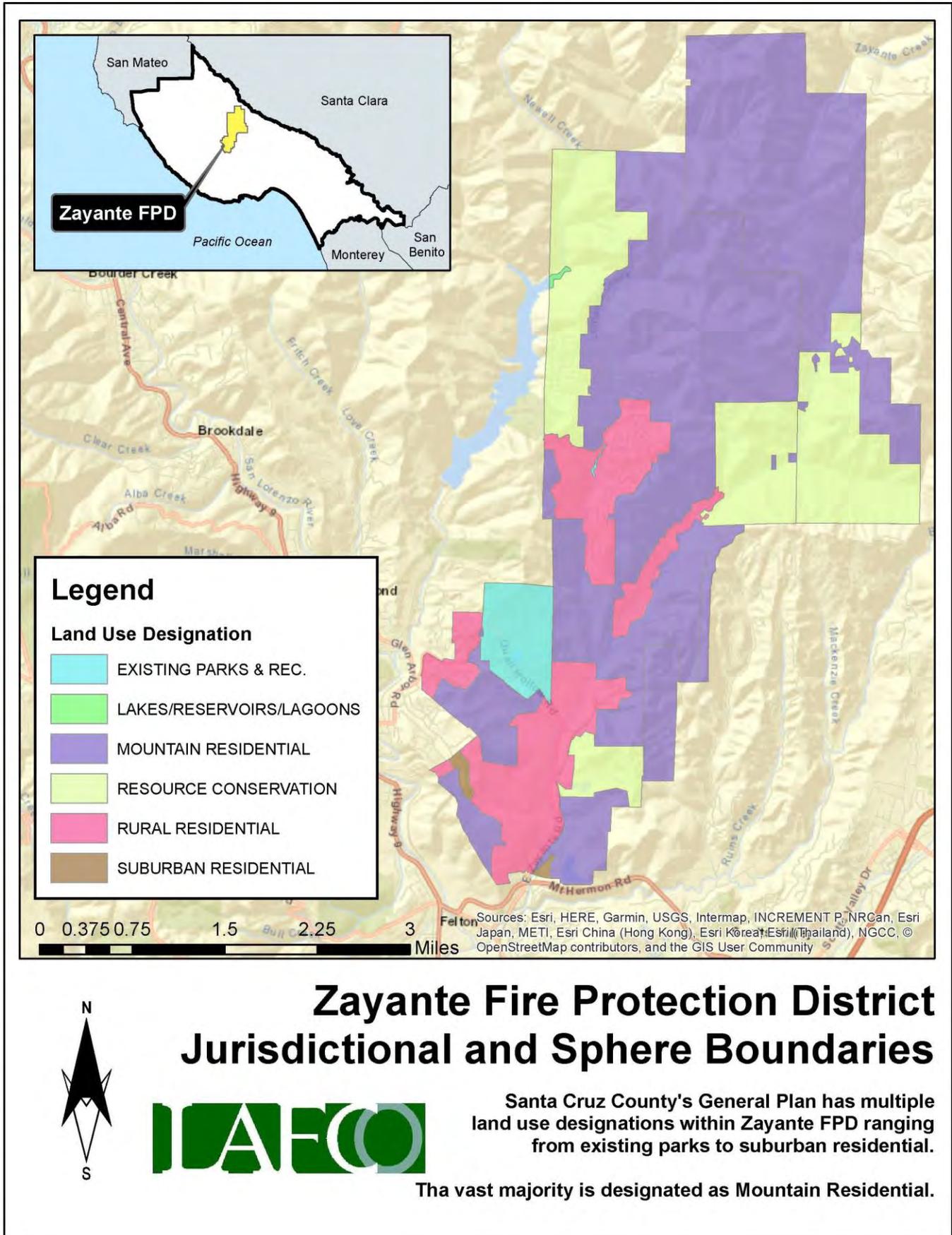


Zayante Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Figure 104: ZFPD's Land Use Map



Types of Training

Similar to services, fire protection covers a variety of training requirements from auto extrication to swift water rescue. LAFCO staff has identified 17 different types of training offered by fire agencies. At present, ZFPD offers 65% of those training courses (11 out of 17). **Table 122** illustrates those training opportunities.

Table 122: ZFPD's Type of Training

Administration	Advance Life Support	Auto Extrication	Basic Life Support	Confined Space Awareness	Fire Prevention & Inspection
Yes	-	Yes	Yes	Yes	Yes
Hazardous Materials	Ocean Rescue	Physical Fitness	Rapid Intervention	Rescue Systems	Surf Rescue
Yes	-	Yes	Yes	Yes	-
Swift Water Rescue	Technical Rescue	Transport	Truck Company Operations	Other Training	Total
-	Yes	Yes	-	-	11

Fire Stations

The District currently operates three fire stations. Station 1 is located at 7700 E. Zayante Road and is also the District's administrative office. Station 2 is located at 10580 Lompico Road and Station 3 is located at 15585 Upper Zayante Road. Station 1 is staffed with a 3-person crew at minimum during regular business hours (Monday to Friday from 8:00am to 5:00pm). At present, ZFPD has 3 full-time employees, 2 part-time employees, and 22 volunteer firefighters. **Figure 105** on page 250 shows the location of the fire stations.

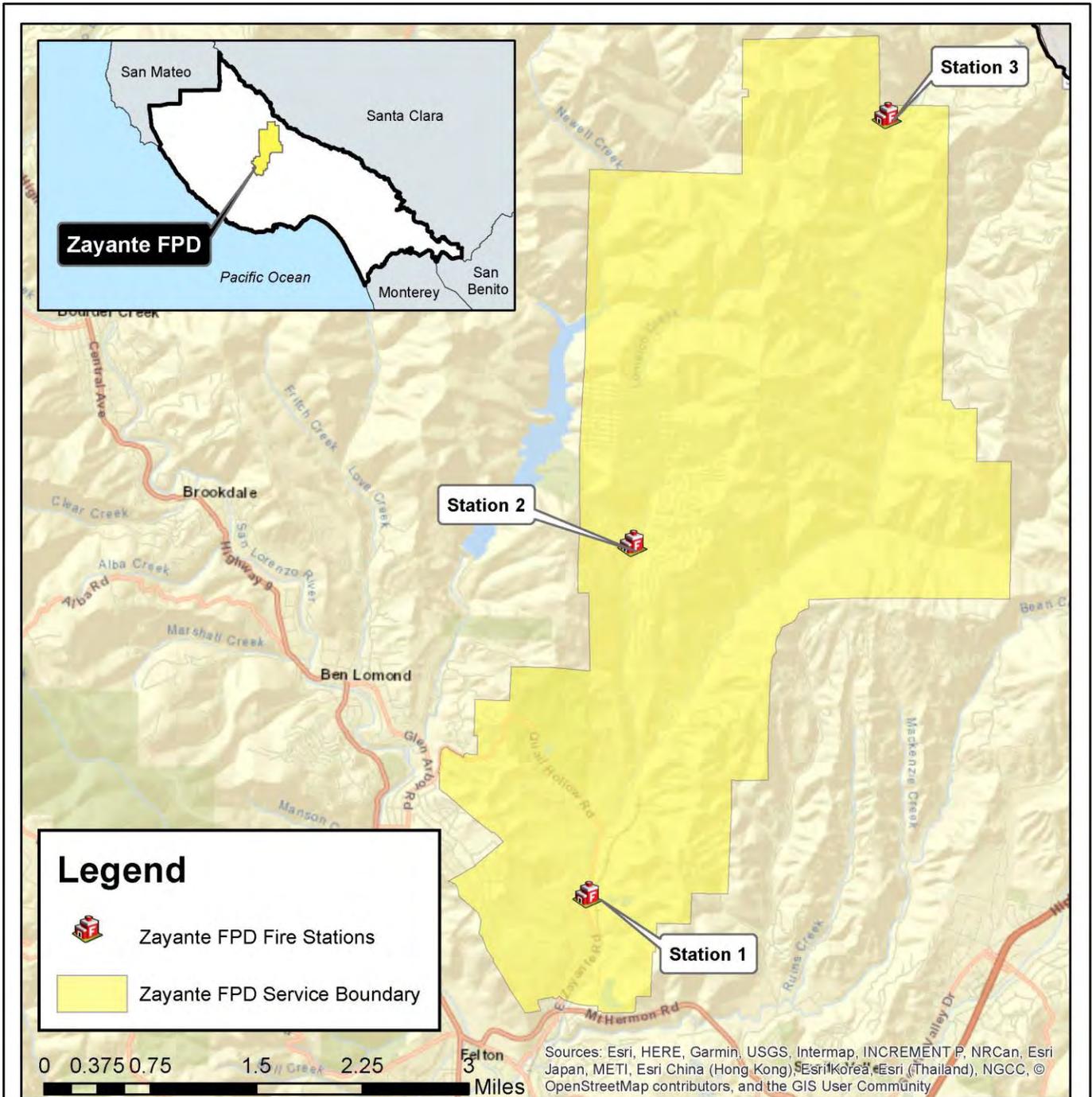
Apparatus & Inventory

In order to provide the necessary fire protection to its constituents, fire agencies are equipped with various apparatuses and vehicles. LAFCO staff has identified 20 different types of apparatuses carried by fire agencies. At present, ZFPD operates using 7 apparatuses. **Table 123** provides an overview of the District's inventory. ZFPD has one of the lowest amounts when compared with the other fire agencies. CSA 4 has the lowest with 5 vehicles and CSA 48 has the highest with 29 vehicles. ZFPD is in the process of purchasing a new Type 3 Engine. This will be replacing a 28 year old Type 1 engine, which will be better suited for the wildland interface environment.

Table 123: ZFPD's Inventory

Aircraft Rescue	Ambulance	Admin/Battalion SUV	Chief Officer SUV	Command Vehicle
-	-	-	-	-
Fire Engine (Type 1)	Fire Engine (Type 2)	Fire Engine (Type 3)	Fire Engine (Type 6)	Haz Mat
4	-	1	-	-
Truck (4x4)	Truck (Ladder)	Truck (Pick-Up)	Truck (Medic)	Truck (Rescue)
-	-	-	-	1
Utility Vehicle	Urban Search & Rescue	Water Craft	Water Tender	Other Vehicle
-	-	-	1	-

Figure 105: ZFPD's Fire Station



Zayante Fire Protection District Jurisdictional and Sphere Boundaries



Zayante FPD currently has three fire stations, all of which are in good condition. Station 1 is staffed with a minimum of 3 (Monday - Friday from 8-5pm).

Insurance Services Office (ISO) Rating

An ISO rating is based on a fire station's five road mile proximity to a credible water source for fighting fires. The District has an ISO Public Protection Classification of 4. The District provides fire protection and advance/basic life support services. **Figure 106** on page 252 shows the distance the fire station crew can reach within 5 and 10 minutes. Based on our analysis, it may require the District more than 10 minutes to arrive to certain areas.

Call Data

Based on staff's analysis, fire service providers attend to several types of emergency calls, beyond fire-related situations such as medical calls, mutual aid, and vehicle accidents. LAFCO staff has identified 14 different types of calls responded by fire agencies. **Table 124** indicates that ZFPD responded to approximately 861 calls over the last six years. The annual call average is estimated to be 144 calls/year. The District's average response time was approximately 11 minutes. The District is deploying an EMS vehicle to Station 2 in order to help reduce response times to medical calls in the Lompico area. Currently, medical calls are responded by ZFPD's EMS ambulance from Station 1.

Table 124: ZFPD's Call Data (2015 to 2020)

Auto Aid	EMS (Medical Call)	False Alarm	Fire	Good Intent Call
-	7,529	728	363	2,506
Haz Mat	Mutual Aid	Overpressure/ Explosion/Overheat	Rescue Call	Service Call
505	-	6	-	1,078
Severe Weather & Natural Disaster	Special Incident	Vehicle Accident	Other	Total
10	6	-	-	12,731

Population & Growth

Based on staff's analysis, the population of ZFPD in 2020 was approximately 5,000. The Association of Bay Area Governments (ABAG) and the Association of Monterey Bay Area Governments (AMBAG) provide population projections for cities and counties in the Coastal Region. Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. **Table 125** shows the anticipated population within ZFPD.

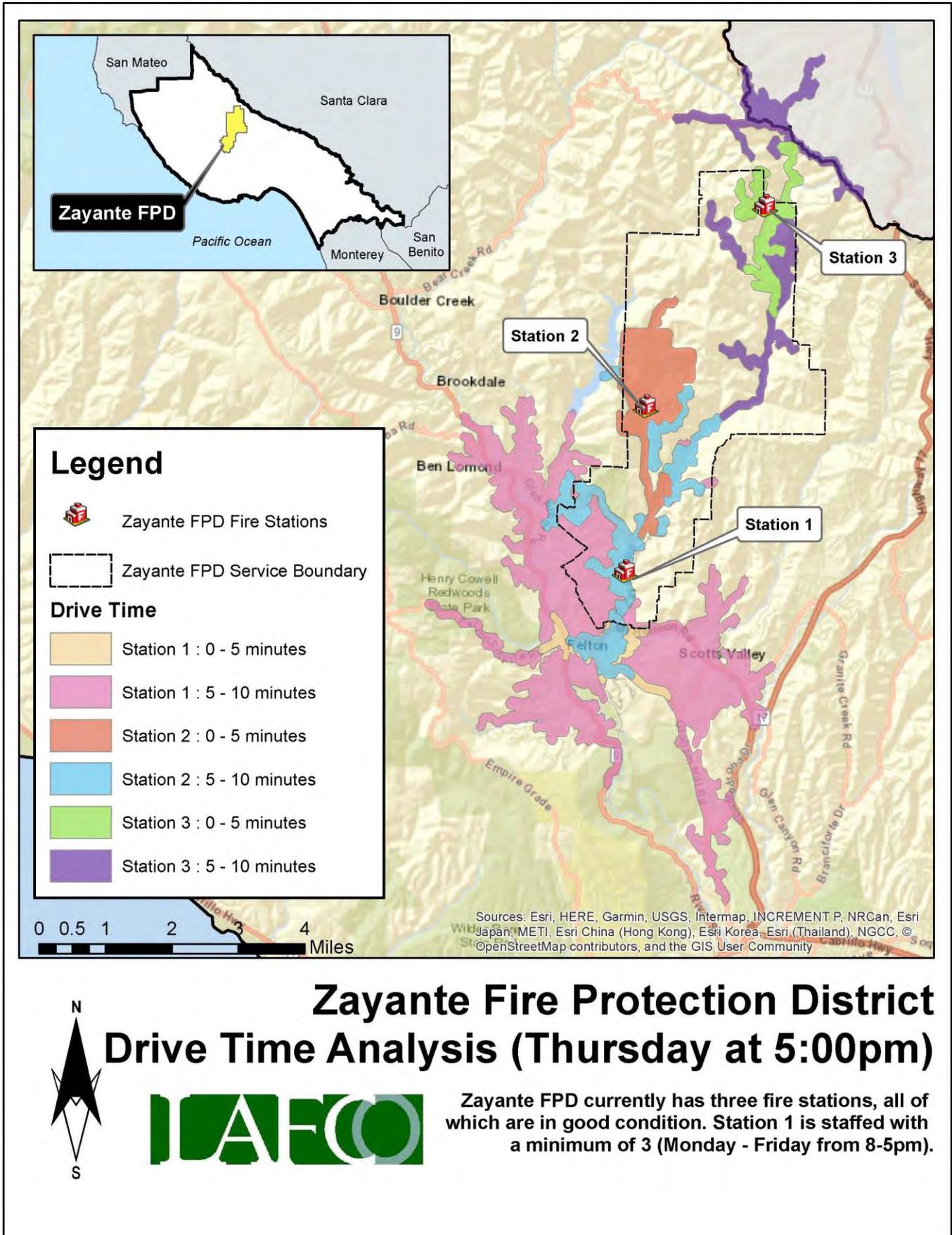
Population Projection

Based on the projections for Santa Cruz County, LAFCO was able to develop a population forecast for ZFPD. LAFCO staff increased the District's 2020 population amount by 0.86% each year. Under this assumption, our projections indicate that the entire population of ZFPD will be approximately 5,200 by 2040.

Table 125: Projected Population

	2020	2025	2030	2035	2040	Average Rate of Change
Santa Cruz County (unincorporated area)	136,891	137,896	139,105	140,356	141,645	0.86%
Zayante Fire Protection District	5,043	5,086	5,130	5,174	5,218	0.86%

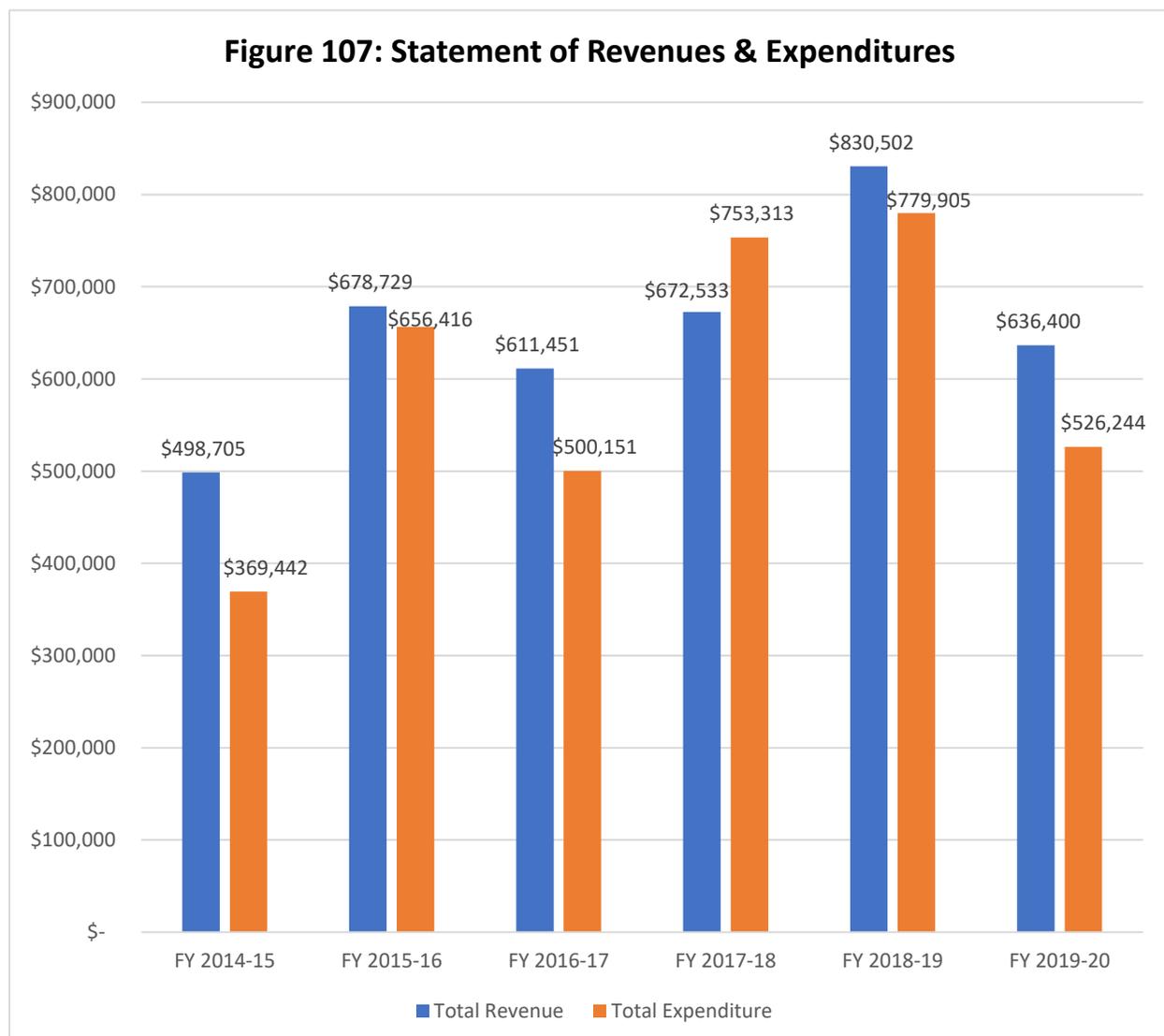
Figure 106: ZFPD's Fire Station (5 and 10 Mile Drive Time)



Finances

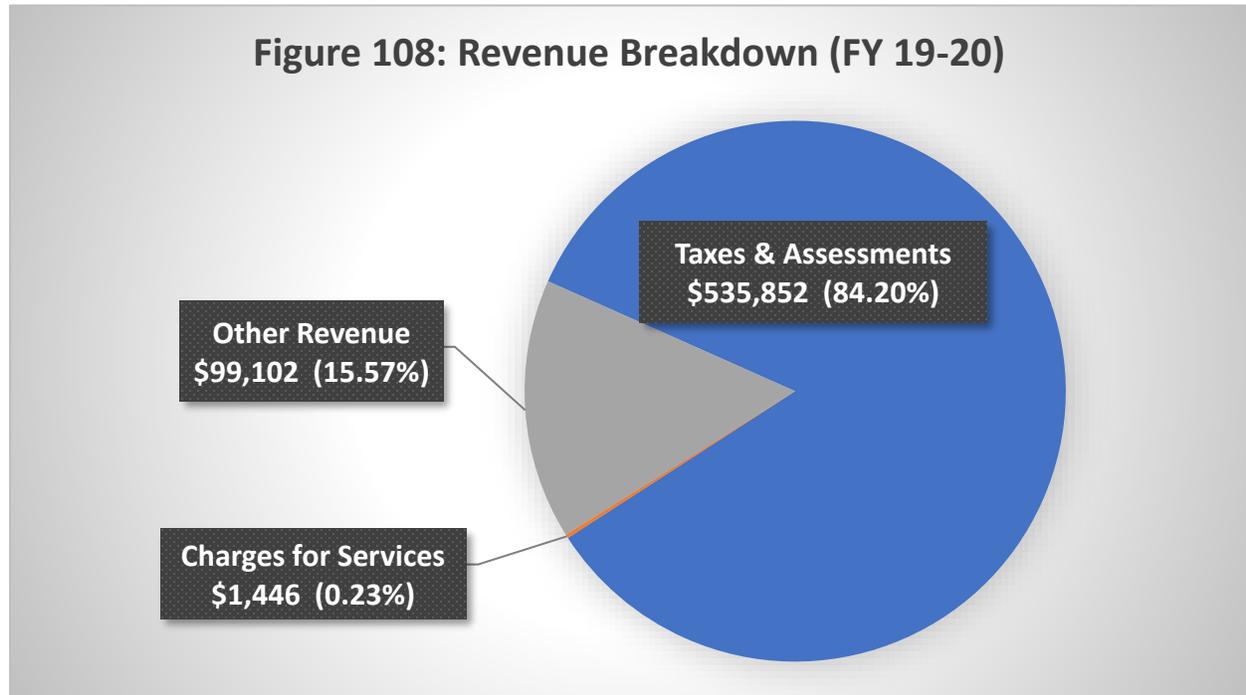
State law requires special districts to conduct an annual audit. The law also requires special districts to file a report of the completed audit to the State Controller's Office and LAFCO (Government Code Section 56036). For purposes of this report, the District provided financial documents covering the last six years. In addition, all recent audits were available on the District's website as statutorily required (Government Code Sections 6270.6 and 53087.8). This section will highlight the District's financial performance during the most recent fiscal years based on information retrieved. Specifically, LAFCO evaluated ZFPD's financial health from FY 2014-15 to FY 2019-20.

At the end of FY 2019-20, total revenue collected was approximately \$636,000, representing a 23% decrease from the previous year (\$831,000 in FY 2018-19). Total expense for FY 2019-20 was approximately \$526,000, which decreased from the previous year by 33% (\$780,000 in FY 2018-19). The District has ended with an annual surplus in five of the last six years, as shown in **Figure 107**. LAFCO believes that this positive trend may continue going forward under the current management practices.



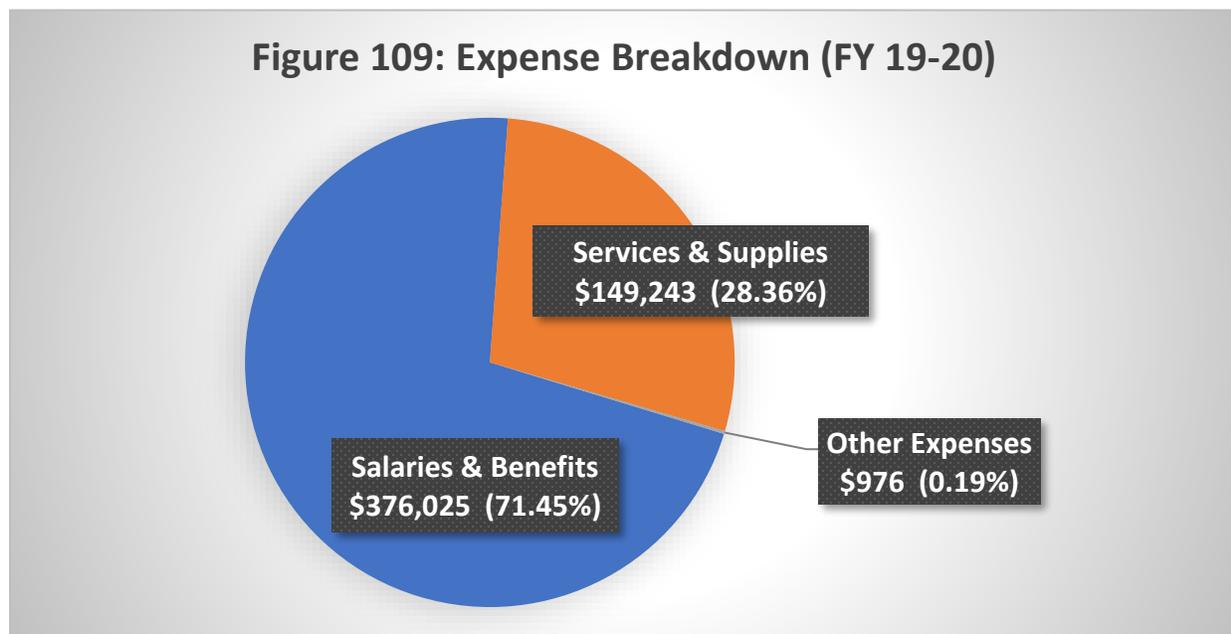
District Revenues

ZFPD's revenue stream can be categorized into three groups: Taxes & Assessments, Charges for Services, and Other Revenue. ZFPD's primary source of revenue is from Taxes & Assessments, specifically Property Taxes. **Figure 108** highlights the revenue received during FY 2019-20.



District Expenditures

ZFPD's total expenditures can be categorized into three groups: Salaries & Benefits, Services & Supplies, and Other Expenses. **Figure 109** below distinguishes the cost and percentage per category. As shown below, Salaries & Benefits are the highest expenditure during FY 2019-20, which represents 71% of the agency's total expense.



Fund Balance/Net Position

As of June 30, 2020, the total fund balance is approximately \$671,000. The fund balance has been steadily increasing since 2014, as shown in **Table 126**. The current balance represents 127% of the District's total expenditure from FY 2019-20. This amount would be more than sufficient to cover any unanticipated costs. The overall financial performance of ZFPD during the last six years can be found in **Table 127** below.

Table 126: Fund Balance/Net Position

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Net Position (Ending Balance)	\$457,438	\$479,751	\$550,907	\$510,271	\$560,868	\$671,024
Change in (\$) from previous year		\$22,313	\$71,156	\$(40,636)	\$50,597	\$110,156
Change in (%) from previous year		5%	15%	-7%	10%	20%

Table 127: Total Revenues & Expenditures

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
REVENUE						
Property Taxes	\$ 347,367	\$ 376,186	\$ 403,467	\$ 383,679	\$ 407,712	\$ 425,558
Other Taxes	\$ 68,092	\$ 66,882	\$ 65,645	\$ 108,514	\$ 108,159	\$ 110,294
Use of Money & Property	\$ 1,981	\$ 2,881	\$ 4,955	\$ 6,819	\$ 11,528	\$ 11,088
Aid from Other Govt Agencies	\$ 77,826	\$ 219,422	\$ 135,438	\$ 148,830	\$ 291,320	\$ 87,308
Other Revenue	\$ 2,194	\$ 12,568	\$ 1,125	\$ 20,526	\$ 10,432	\$ 706
Charges for Services	\$ 1,245	\$ 790	\$ 821	\$ 4,165	\$ 1,351	\$ 1,446
Total Revenue	\$ 498,705	\$ 678,729	\$ 611,451	\$ 672,533	\$ 830,502	\$ 636,400
EXPENDITURE						
Salaries & Benefits	\$ 235,917	\$ 334,044	\$ 307,320	\$ 421,964	\$ 533,944	\$ 376,025
Services & Supplies	\$ 88,047	\$ 112,383	\$ 150,915	\$ 175,631	\$ 195,557	\$ 149,243
Other Charges	\$ 45,478	\$ 43,961	\$ 2,776	\$ 2,057	\$ 2,098	\$ 976
Debt Service						
Principal	\$ -	\$ -	\$ 35,000	\$ 40,000	\$ -	\$ -
Interest	\$ -	\$ -	\$ 4,140	\$ 1,440	\$ -	\$ -
Fixed Assets	\$ -	\$ 166,028	\$ -	\$ 112,221	\$ 48,306	\$ -
Total Expenditure	\$ 369,442	\$ 656,416	\$ 500,151	\$ 753,313	\$ 779,905	\$ 526,244
Surplus/(Deficit)	\$ 129,263	\$ 22,313	\$ 111,300	\$ (80,780)	\$ 50,597	\$ 110,156
FUND BALANCE						
Beginning Balance	\$ 328,175	\$ 457,438	\$ 439,607	\$ 591,051	\$ 510,271	\$ 560,868
Ending Balance	\$ 457,438	\$ 479,751	\$ 550,907	\$ 510,271	\$ 560,868	\$ 671,024

Governance

ZFPD is an independent special district governed by a five-member Board of Directors elected at-large by the voters within the District. When candidates run unopposed, or when there is a vacancy, seats are appointed by the County Board of Supervisors in lieu of conducting the election. **Table 128** shows the current board members.

Table 128: Board of Directors

Board Member	Title	Term of Office Expiration	Years in Office
Mary Clark	Board Member	First Appointed: 2016 Next Election: General 2022	5 years
Garry Herceg	Board Member	First Appointed: 2002 Next Election: General 2024	19 years
Lyle Fleming	Chair	First Elected: 1996 Next Election: General 2024	25 years
Jeff Maxwell	Board Member	First Appointed: 2019 Next Election: General 2024	2 years
Priva Tarbet	Board Member	First Appointed: 2000 Next Election: General 2022	21 years

Public Meetings

The Board of Directors typically meets on the third Tuesday of each month. The meeting dates are posted at the fire station and on the District's Website. Public meetings are typically held at 7:00pm. Based on LAFCO staff's analysis, ZFPD met 12 times in 2020. **Table 129** provides an overview of the publicly-held meetings from 2016 to 2020.

Table 129: Public Meetings

2016 (Calendar Year)	2017 (Calendar Year)	2018 (Calendar Year)	2019 (Calendar Year)	2020 (Calendar Year)
13	12	6	12	12

Opportunities & Challenges

Independent special districts are tasked to operate in an efficient and transparent manner on a regular basis. It is LAFCO staff's position that public agencies should always prepare and consider future opportunities and potential challenges in order to properly provide services to their constituents. For example, ZFPD is working with the San Lorenzo Valley Water District to secure additional station/vehicle facilities next to the Lompico Station 2 in order to house an EMS vehicle to help reduce response times. The following section explores other possible actions that should be considered by the District to help improve internal and external efficiencies.

Website Requirements

Senate Bill 929 was signed into law in September 2018 and requires all independent special districts to have and maintain a website by January 1, 2020. SB 929 states that the Internet Web Site, maintained by the independent special district, shall conform with various laws in Government Code Sections 6270.5, 53893, 53908, 54954.2, and Section 32139 of the Health and Safety Code. In summary, the District's Internet Website is required to have the following:

- Access to past and current, agendas, staff reports, and minutes
- Adopted budgets;
- Contact information and list of current board members;
- Information regarding public meetings (Brown Act);
- Service Reviews adopted by LAFCO;
- Recipients of grant funding or assistance provided by the district, if any;
- Audits (pursuant to GCS 26909) and adopted annual policies; and
- Any other information the board deems relevant

The District currently has an operating website and fulfills most of the requirements listed above. However, there are still opportunities to include more information that would benefit the residents in understanding the governance of ZFPD as a special district, specifically the availability of financial documentations such as budgets and audits. ZFPD should also consider including LAFCO's adopted service and sphere reviews on their website as another valuable resource.

LAFCO Staff Recommendation: *The District should continue updating its website to fulfill the legal requirements under SB 929.*

Governance Structure Options

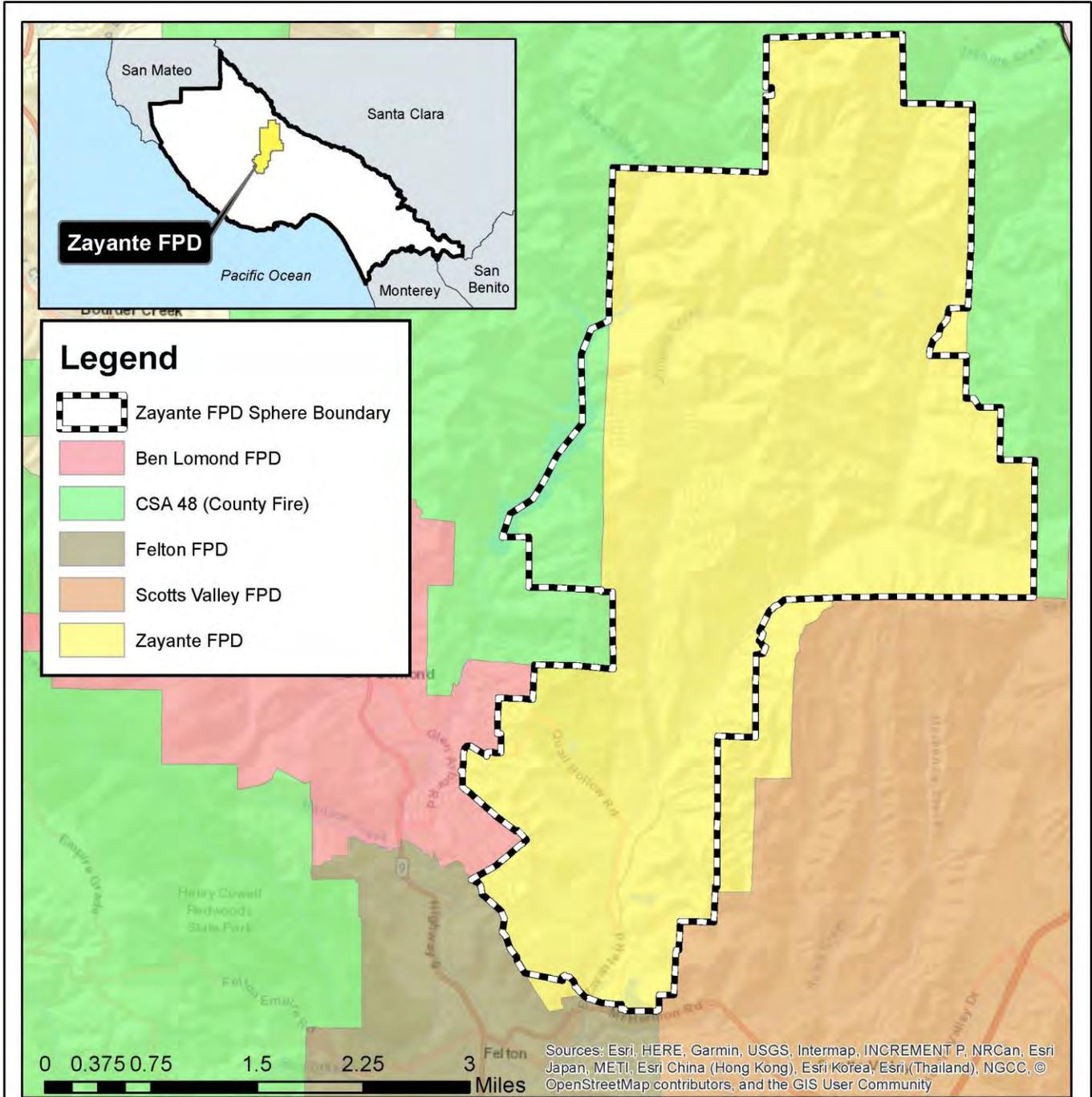
State law does not require LAFCO to initiate changes of organization based on this report's conclusions or findings; however, LAFCO, local agencies, and the public may subsequently use the determinations and related analysis to consider whether to pursue changes in service delivery, government organization, or spheres of influence. Therefore, LAFCO is encouraging the affected agency to consider the following governance options.

Option 1: Change of Reorganization (Based on Existing Sphere Boundary)

The District's sphere of influence has remained unchanged for over 27 years. The current sphere boundary indicates that a portion of CSA 48 should be detached and annexed into ZFPD. Additionally, the sphere indicates that certain portions of ZFPD should be detached and annexed into other districts, including but not limited to Felton and Scotts Valley FPDs. These areas are shown in **Figure 110** on page 258. It would be beneficial for representatives of these agencies to discuss with LAFCO on the future of their boundaries and determine whether there is interest to address these areas.

LAFCO Staff Recommendation: *The District should coordinate with CSA 48, Felton FPD, Scotts Valley FPD, and LAFCO to determine how to address these areas.*

Figure 110: ZFPD's Proposed Reorganization



Zayante Fire Protection District Jurisdictional and Sphere Boundaries



Original Sphere adopted on March 10, 1994
 Sphere Reaffirmed on March 5, 2008
 Sphere Reaffirmed on November 2, 2016
 Sphere Reaffirmation on October 13, 2021

Option 2: Change of Reorganization (Multiple Agencies)

Fire agencies surrounding ZFPD rely heavily on volunteers to protect their residents. This is not the case for ZFPD. It may be beneficial for the District to champion a more effective, united fire agency by maximizing their existing personnel and resources through a reorganization involving the districts listed below (see **Table 130**). Such reorganization would require additional analysis to determine whether it is feasible and advantageous to all affected districts. It is LAFCO staff's position that a joint special study would determine whether the residents would receive a better level of service, potential cost-savings, and an increase in transparency through this proposed reorganization or a similar reorganization. It is also important to note that this analysis would be a multi-year effort.

Table 130: Potential Reorganization (Multiple Agencies)

Fire Districts	Full-Time Employees	Part-Time Employees	Volunteers	Fire Stations	FY 19-20 Revenue
Ben Lomond	1	1	1	1	\$1,025,804
Branciforte	3	0	13	2	\$1,035,012
Scotts Valley	28	1	15	2	\$8,174,260
Zayante	3	2	22	3	\$636,400
"Reorganized District"	35	4	51	8	\$10,871,476

Footnote: Proposed "Reorganized District" figures are for discussion purposes only; additional analysis is needed to determine specifics.

LAFCO Staff Recommendation: *The District should consider coordinating with the affected agencies and LAFCO to consider and evaluate this option.*

District Best Practices

All fire districts are public agencies that must follow statutory requirements – regardless of its size or level of service. Based on LAFCO's analysis, ZFPD is a single-function special district. Nearly 85% of California's special districts perform a single function. In order to comply with statutory requirements, as well as adapt to current and future demands, LAFCO staff strongly recommends that the District conduct periodic updates to ensure its compliance with certain laws including but not limited to audits, public records requests, ethics training, policies and procedures, and meeting protocols. It may be beneficial for the District to also consider joining the California Special Districts Association (CSDA) to help keep track of all current and new laws. LAFCO co-hosted an online webinar with CSDA in August 2021 to discuss all the statutory requirements that must be fulfilled by all special districts. 14 out of the 22 independent special districts in Santa Cruz County attended the webinar. However, ZFPD did not attend.

LAFCO Staff Recommendation: *The District should strongly consider developing a strategic plan to ensure all statutory requirements are being fulfilled on a regular basis.*

Sphere of Influence

Santa Cruz LAFCO adopted ZFPD's original sphere of influence on March 10, 1994, which included areas beyond the District's jurisdictional boundary. The sphere also indicates that certain areas should be detached and annexed into surrounding agencies. It may be beneficial for ZFPD and LAFCO to discuss the current sphere and determine how to address these areas. In the interim, staff is recommending that the current sphere be reaffirmed as part of this report. **Figure 111** on page 260 depicts the proposed sphere boundary.

District Summary

Zayante Fire Protection District	
Formation	Fire Protection District Law of 1987 (Health & Safety Code Section 13800 et seq.)
Board of Directors	5 members, elected at-large to four-year terms
Contact Person	Dan Walters, Fire Chief
Employees	3 Full-Time Employees (2 part-time and 28 volunteers)
Facilities	3 Fire Stations
ISO Rating	4/4x
District Area	11,451 acres (18 square miles)
Sphere of Influence	Current sphere of influence is Different than the District's Jurisdictional Boundary (Expanded in some areas and Reduced in other areas) <i>Proposed Designation: Reaffirm Current Sphere Boundary</i>
FY 2019-20 Audit	Total Revenue = \$636,400 Total Expenditure = \$526,244 Projected Net Position (Ending Balance) = \$671,024
Contact Information	Mailing Address: 7700 E. Zayante Road Felton, CA 95018 Phone Number: (831) 335-5100 Email Address: dwalters@zayantefire.com Website: https://zayantefire.com/
Public Meetings	Meetings are typically held on the third Tuesday of each month.
Mission Statement	To protect life, the environment and property from the risks and consequences of fire, medical, rescue, hazardous material and natural disaster incidents.

Service and Sphere Review Determinations

The following service and sphere review determinations fulfill the requirements outlined in the Cortese-Knox-Hertzberg Act.

Service Provision Determinations

Government Code Section 56430 requires LAFCO to conduct a municipal service review before, or in conjunction with, an action to establish or update a sphere boundary. Written statements of determination must be prepared with respect to each of the following:

1. Growth and population projections for the affected area.

Official growth projections are not available for special districts. In general, the Coastal Region is anticipated to have a slow growth over the next twenty years. Based on this slow growth trend, the population for unincorporated lands is expected to increase by 0.86%. Under this assumption, LAFCO's projections indicate that the entire population of ZFPD will be approximately 5,200 by 2040.

2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

The District was formed in 1957. The District continues to provide fire protection services to Zayante community and the surrounding unincorporated areas.

4. Financial ability of agencies to provide services.

The District has ended with an annual surplus in five of the last six fiscal years. The District's fund balance is approximately \$671,000 as of June 30, 2020.

5. Status of, and opportunities for, shared facilities.

The District provides assistance to surrounding agencies through mutual and automatic aid agreements.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

LAFCO staff is recommending that the District consider the two governance options identified in the report including but not limited to potentially annexing areas within its sphere boundary and/or detaching areas outside its current sphere.

7. Any other matter related to effective or efficient service delivery, as required by commission policy.

No additional local LAFCO policies are specifically relevant to this service and sphere review.

Sphere of Influence Determinations

Government Code Section 56425 requires LAFCO to periodically review and update spheres of influence in concert with conducting municipal service reviews. Spheres are used as regional planning tools to discourage urban sprawl and encourage orderly growth. Written statements of determination must be prepared with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.

The District is located in unincorporated county territory. The County's General Plan designates the vast majority of the District as Mountain Residential.

2. The present and probable need for public facilities and services in the area.

The District has an ISO Public Protection Classification of 4 within five road miles of a fire station where there is a credible water source for fighting fires. The District provides fire protection, technical rescue, and basic life support services.

3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The District currently has three fire stations. Station 1 is staffed with a minimum of a 3-person crew during regular business hours.

4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

LAFCO staff is aware of various organizations that are relevant to this agency, including but not limited to the following: County of Santa Cruz (Office of Emergency Services), Fire Department Advisory Commission of Santa Cruz County, UC Santa Cruz (Office of Emergency Services), and the Fire Safe Councils of Bonny Doon, Santa Cruz County, and South Skyline.

5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, that occurs pursuant to subdivision (g) on or after July 1, 2012, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

LAFCO did not identify any DUCs within or contiguous to the District.

APPENDICES

Appendix A: Countywide Map (Fire Station Locations)

Appendix B: Contract between Branciforte and Scotts Valley FPDs

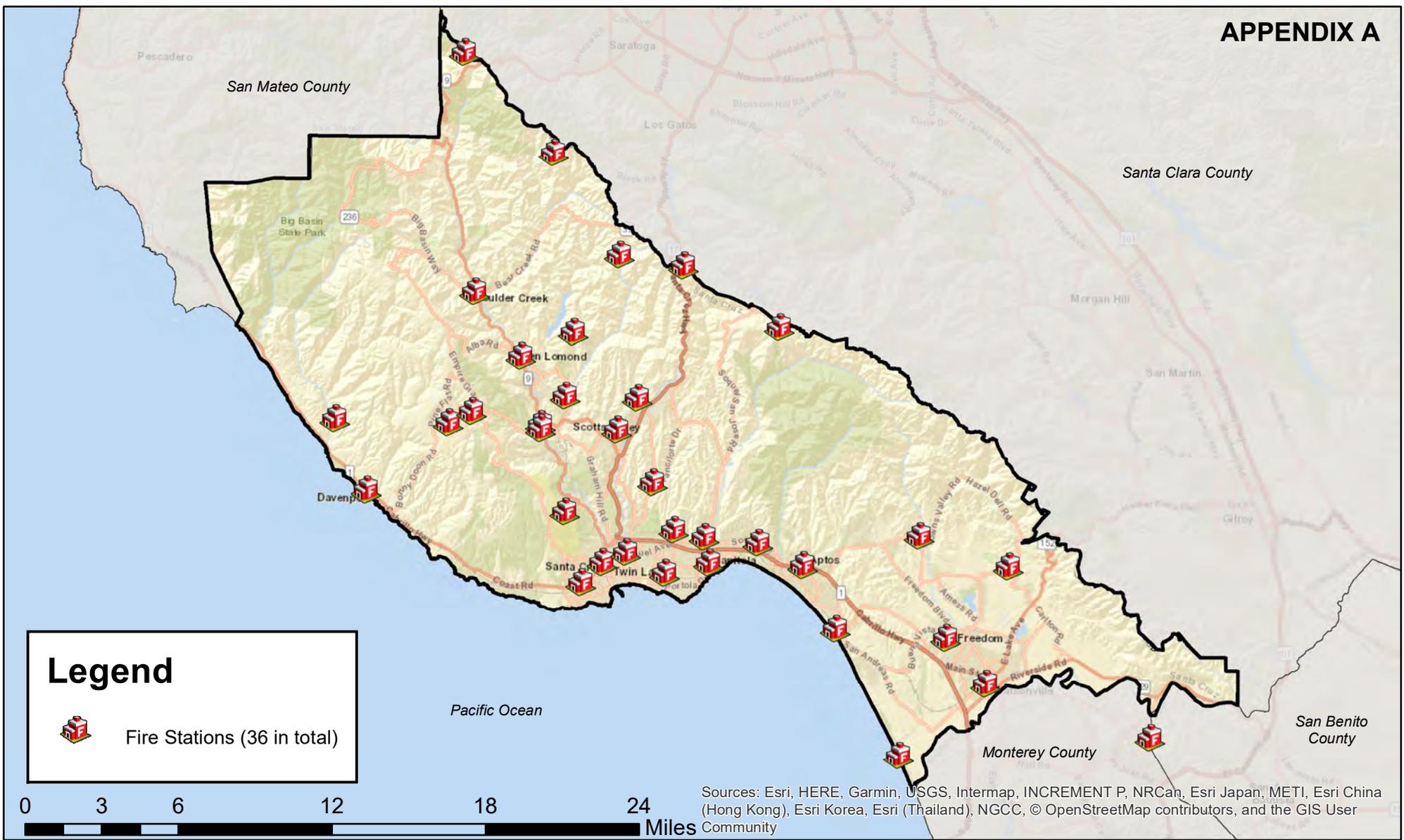
Appendix C: Strategic Plan Example for Branciforte FPD

Appendix D: Example of CFD's Intergovernmental Agreement

Appendix E: Contract between CAL FIRE and County regarding CSAs 4 and 48

Appendix F: Contract between CAL FIRE and Pajaro Valley FPD





Countywide Service and Sphere Review for Fire Protection Services (Fire Station Locations)

Vicinity map created on September 15, 2021



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5. BRN OBLIGATIONS:

- (a) BRN shall take all steps required to delegate full authority for administration of fire services for the BRN to the CHIEF and BC's during the entire term of this Agreement.
- (b) BRN shall furnish all equipment, supplies, records, reports and facilities necessary for the CHIEF and BC's to perform administration of fire services for BRN.
- (c) BRN shall reimburse SCO an hourly rate fee of \$110.00, for the CHIEF and each BC, which will be billed in increments of quarter hours, while providing administration of fire services for BRN. BRN will be invoiced monthly. Monthly invoices will become due 120 days from the invoice date. CHIEF and BC's Duty Chief Coverage and Emergency Responses will not be billed as part of this agreement unless such coverage or emergency response is reimbursable by existing Ordinances, Resolutions, Cooperative Agreements or State and Federal Disaster Declarations.
- (d) BRN shall maintain during the term of this Agreement comprehensive liability insurance coverage, at a level equal to or greater than its current limits, which names SCO as an additional insured and indemnifies SCO and its Fire Chief and Battalion Chiefs against and from any and all claims arising from errors and/or omissions which may occur in performing the duties and obligations expressed in this Agreement.

6. SCO OBLIGATIONS:

- (a) SCO agrees to provide its Fire Chief, (hereafter CHIEF), and its Battalion Chiefs, (hereafter BC's), to provide administration of fire services for BRN. The CHIEF shall be deemed to be the Fire Chief and the BC's shall be deemed to be the Assistant Chief for BRN for purposes required by law. The CHIEF and BC's will devote sufficient time, ability and attention to the business of BRN during the term of this Agreement.
- (b) The CHIEF and BC's shall be employees of SCO, shall retain all rights and privileges of employment thereof, and shall be governed by and operate under the rules, regulations, policies, procedures and employment agreements of SCO. The CHIEF will report directly to BRN's Board of Directors while performing administration of fire services for BRN and will be governed by and operate under the rules, regulations, policies and procedures of the BRN during that time. BC's will continue to report directly to the CHIEF.

- 1 (c) SCO shall be responsible for salaries and employee benefits provided to
2 its Fire Chief and Battalion Chiefs.
3
4 (d) SCO shall provide Workers' Compensation Insurance coverage for its Fire
5 Chief and Battalion Chiefs.
6
7 (e) SCO shall waive payment of each monthly invoice, while this agreement
8 is in effect, 90 days from the invoice date.
9

10 7. HOLD HARMLESS:
11

- 12 (a) BRN shall hold harmless, and shall indemnify SCO, its Fire Chief,
13 Battalion Chiefs, officers, employees and agents, from any and all costs,
14 damages, claims, fees (including attorney fees or other court related costs
15 or expenses) or other losses arising out of or in any way related to
16 incidents occurring prior to the effective date of this Agreement, or arising
17 out of or in any way related to acts or omissions of the BRN Board of
18 Directors or any other BRN employees during the term of this Agreement.
19 In the event of any such claims or lawsuits, BRN agrees to resist and
20 defend said claims or lawsuits by counsel reasonably satisfactory to SCO.
21
22 (b) BRN shall hold harmless, and shall indemnify SCO, its Fire Chief,
23 Battalion Chiefs, officers, employees and agents, from any and all costs,
24 damages, claims, fees (including attorney fees or other court related costs
25 or expenses) or other losses arising out of or in any way related to the acts
26 or omissions of the CHIEF and/or BC's in the performance of those duties
27 and functions of the Fire Chief and Assistant Chief of BRN as delegated
28 by the BRN Board of Directors, or arising out of or in any way related to
29 those acts or omissions connected with the administration of fire services
30 for BRN. In the event of any such claims or lawsuits, BRN agrees to
31 resist and defend said claims or lawsuits by counsel reasonably
32 satisfactory to SCO.
33
34 (c) SCO shall hold harmless, and indemnify BRN, its officers, agents and
35 employees from any and all costs, damages, claims, fees (including
36 attorney fees or other related costs or expenses) or other losses arising out
37 of or in any way related to acts or omissions of the SCO Board of
38 Directors or any SCO employee in the performance of their jobs or duties
39 on behalf of SCO or as directed by the SCO Board of Directors, except
40 those jobs and duties performed on behalf of BRN in accordance with this
41 Agreement or as directed by the BRN Board of Directors. SCO agrees to
42 resist and defend said claims or lawsuits against BRN by counsel
43 reasonably satisfactory to BRN.
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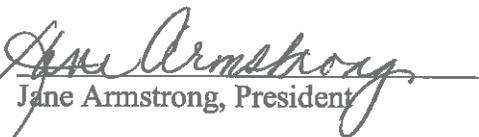
8. TERMINATION:
Either party may terminate this Agreement upon providing the party with sixty (60) days written notice of its intent to terminate.

9. SAVINGS CLAUSE:
In the event any part of this Agreement is declared invalid or unenforceable by a court of competent jurisdiction, the remainder of this Agreement shall be and remain in full force and effect unless the deletion of the invalid or unenforceable portion frustrates the purpose and intent of this Agreement.

THE PARTIES HERETO have executed this Agreement on the date specified.

BOARD OF DIRECTORS OF THE
SCOTTS VALLEY FIRE
PROTECTION DISTRICT

BOARD OF DIRECTORS OF THE
BRANCIFORTE FIRE
PROTECTION DISTRICT

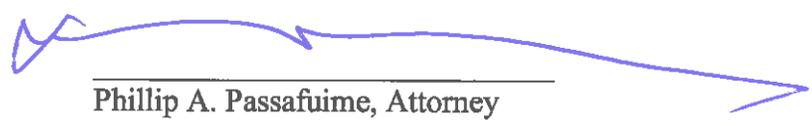

Jane Armstrong, President

Peter Vannerus, Chair

9-9-15
Date

Date

APPROVED AS TO FORM:



Phillip A. Passafuime, Attorney

Branciforte Fire Protection District Proposed Strategic Plan Outline

(This plan should be completed and sent to LAFCO by March 31, 2022)

Table of Content

- Identify the chapters and their respective pages

Introduction

- Explain the purpose of this detailed plan
 - Example – it will provide clear direction for the Board, staff, and constituents

History

- Provide an overview of the District (info available in LAFCO's Service & Sphere Review)
- Explain the reason why the District was formed and why it is still needed
- Explain the status of the fire station (building, apparatuses, equipment, staffing, etc.)

Level and Range of Services

- Identify what services are currently being provided to the residents
- Identify what additional services may be provided and when (please be sure it aligns with the statutory abilities outlined in the Principal Act)
 - Include projected timeframe

Financial Health

- **Budgets:** Explain how and when the District will adopt annual budgets and quarterly updates
 - Include projected timeframe (LAFCO suggests that a draft budget be adopted before March 31, 2022 and a final budget before June 30, 2022)
 - These annual budgets should include a capital improvement plan in order to earmark necessary funds for future expenses/projects
- **Revenues:** Identify current and future revenue streams and assets
 - If an additional benefit assessment is being considered, describe the process and projected timeframe
- **Expenses:** Identify current and future expenditures and liabilities
 - The financial health section should include a 5 and 10-year projection model showing the anticipated revenue and expenses as well as the projected fund balance

Management & Governance

- **Board Composition:** Explain and outline the role of the board through bylaws and policies
 - Include projected timeframe for bylaws and policies
 - Indicate how and when the board will conduct regular board meetings (ex. once a month, quarterly basis, etc.)
- **Staffing:** Explain how and when the District will have staff (either in-house or through contracts)
 - Include cost estimates and a projected timeframe (LAFCO suggests that staff, including but not limited to a full-time Fire Chief and legal counsel, be in place by January 1, 2022)
- **Admin Duties:** Explain how and when all administrative duties will be completed
 - List and describe each internal operations (ex. payroll, website, etc.)
 - Include cost estimates for each duty/responsibility if not done by District staff
 - Include projected timeframe (ex. hire consultant for payroll services by June 30, 2022)
- **County Partnership:** Explain how the District may consider contract with the County for grants, payroll, or other services
 - Include cost estimates
 - Include projected timeframe (ex. implement agreement by January 1, 2022)
- **Fire District Partnership:** Explain how the District may contract with neighboring fire districts to purchase equipment or provide/receive services
 - Include cost estimates
 - Include projected timeframe (ex. joint purchase agreement by June 30, 2022)
- **Strategic Memberships:** Explain how the District may utilize the resources offered by CSDA and LAFCO
 - LAFCO suggests that the District seriously consider becoming a member of the California Special Districts Association. CSDA was formed to help special districts not only fulfill and be up-to-date on all current and new laws but its goal is to help districts be successful.
- **Statutory Mandates:** Explain how the District will comply with all statutory requirements including but not limited to website, ethics training, sexual harassment prevention training, Form 700 requirements etc.
 - Include projected timeframe (LAFCO suggests that the District adopt policies & procedures to help fulfill these mandates. These policies should be created and adopted before June 30, 2022)
- **Distinguish Board/Staff Roles:** Explain the role of the board and its staff members
 - LAFCO suggests that the District adopt bylaws or policies clearly defining the roles and responsibilities of the board and its staff
 - Include projected timeframe (LAFCO suggests that the District adopt these bylaws/policies by June 30, 2022)

**INTERGOVERNMENTAL AGREEMENT
FOR MOTOR VEHICLE REPAIRS**

THIS AGREEMENT is made by and between Central Fire District of Santa Cruz County ("Central"), a California Special Fire Protection District, and _____ ("Owner"), a duly formed governmental entity under the laws of the State of California.

Central has vehicle repair facilities located at 410 Kennedy Drive, Capitola, California ("Service Facility"), and is willing and able to provide motor vehicle maintenance and repair services to other governmental agencies. Owner has need of motor vehicle maintenance and repair services on its vehicles and wishes to engage in Central's services.

IN CONSIDERATION of the mutual promises, performances, payments, and other things of value given, these Parties agree to the following:

1. Commencing on _____, Central shall mutually agree to provide Owner the following services to Owner's motor vehicles, as requested by Owner, at or out of the Service Facility:
 - a) Perform in-shop repairs of motor, drive train, pump, body, etc., which in the opinion of Central's Fleet Manager may be completed cost effectively at the Service Facility, subject to consultation with and prior consent of Owner's Representative;
 - b) Prepare and provide to Owner, estimates of the total cost of repairs; such estimation may be communicated orally to the Owner's Representative and such oral communication (date, time, manner of consent, telephone number called, and the name of the person giving consent) shall be noted on the invoice. If repairs are expected to exceed \$3000.00 then Central shall prepare and provide to Owner written estimates of the total cost of repairs.
 - c) Coordinate and perform preventative maintenance;
 - d) Obtain parts necessary for repairs and maintenance;
 - e) Arrange for and coordinate repairs through third-party facilities, subject to consultation with and prior consent of Owner's Representative;
 - f) Inspect and verify repairs performed by third-party facilities;
 - g) Provide to Owner after-hours repair response for out-of-service vehicles and, if necessary, arrange for towing services;
 - h) Prepare and provide to Owner work orders with description of work performed and parts provided;
 - i) Prepare and provide to Owner a monthly invoice for services and parts provided;
 - j) Prepare and provide to Owner quarterly reports, for each vehicle, of repairs and maintenance performed, status of preventative maintenance, pending mechanical problems, and down time for repair and maintenance.
 - k) This agreement applies to fire apparatus.

2. In addition, upon specific request, Central shall provide to Owner the following optional services:
 - a) Conduct annual aerial testing per the applicable NFPA Standard;
 - b) Conduct annual apparatus fire pump service tests per the applicable NFPA Standard ;
 - c) Provide consultation services for specification of new or refurbished equipment for an apparatus;
 - d) Provide annual CARB Diesel Emissions certification inspections.

3. Owner shall fulfill the following responsibilities:
 - a) Designate in writing, its Representative, through whom all communications between Central and the Owner, concerning vehicle maintenance and repair, shall be directed, and who will have Owner's authority to consent orally or in writing to repairs, as provided in this Agreement;
 - b) Shall arrange for necessary personnel and deliver vehicles to Central for service and repair at scheduled times;
 - c) Pay invoices, upon receipt, according to the attached schedule of charges (Appendix A).
 - d) Owner acknowledges responsibility for payment for all services rendered under this Agreement. Owner shall be responsible for payment of any warranty services rendered hereunder.
 - e) In the event Owner fails to pay an invoice within thirty (30) days of its date, then Owner shall pay interest on the unpaid balance at the rate of 18 per cent per annum from the date of invoice. In the event Owner fails to pay an invoice within (60) days of its date, then Central may, at its option, terminate this agreement without further notice, and/or file an action in the Santa Cruz County Courts for collection of same, together with all costs and attorney fees incurred.

4. This agreement may be terminated by either Party upon 90 days prior written notice of intent to terminate. Central's obligations to complete any service in progress and the Owner's obligations to provide written consents to such service and pay for any services provided or commenced prior to the effective date of termination shall survive termination.

5. As a precondition to bringing any action in a court of law for enforcement of this Agreement, all issues of dispute must first be presented to the Management Review Group for resolution; the membership of said Group shall consist of the chief executive officers or their delegates, one from each governmental entity which has entered into this Agreement for Motor Vehicle Repairs with Central, and Central's Fire Chief or his delegate; by consensus, the Group will seek resolution of the issue, within 10 working days of either party submitting written notice of dispute; but such resolution shall not be binding upon any Party to this Agreement, unless set forth in a written agreement, signed by the affected Parties; after such resolution process has attained a resolution or 10 days have expired, whichever first occurs, any Party may take the disputed issue to a court of law. Notwithstanding any provision to the contrary, either Party may seek emergency equitable relief in a proper case.

6. Owner shall have the option to seek alternative repair estimates and services, but Will be liable for any shop charges related to Owner's vehicle occupying Central's service space during the time Owner is soliciting alternative bids and service.

7. Owner shall be solely responsible for the actions of its agents, employees or invitees while on District's premises, and, to, the extent allowed by law, shall hold Central harmless from and indemnify Central from any liability for theft of or damage to Owner's equipment or apparatus, except as caused by Central's agents and employees, and for injury to persons caused by Owner's agents, employees, or invitees. Owner shall also be liable to Central for any damage to District property which occurs during use and possession by Owner, its agents, employees, or invitees. Central shall store Owner's vehicles within area appurtenant to Central's maintenance facility, which area is accessible through a public access during normal business hours.
8. Central shall be solely responsible for the actions of its agents, employees, or invitees while performing services under this Agreement, and shall hold Owner harmless from and, to the extent permitted by law, indemnify Owner from any liability for theft or damage to Central's equipment, vehicles, or apparatus, except as caused by Central's agents, employees, or invitees. Central shall be liable to Owner for any damage to Owner's vehicles which occurs during service, use or possession by Central, which is caused by Central's agents, employees, or invitees.
9. This agreement is the entire agreement of the parties and may not be amended except by a written document referencing this Agreement and signed by both Parties. All prior discussions, representations, and understandings of the Parties pertaining to this subject matter are hereby merged into this agreement.
10. These Parties represent that the individuals signing this Agreement on behalf of the Parties are fully authorized by their respective governing bodies, in compliance with the laws of the State of California, to enter into this Agreement.
11. This Agreement shall not be assigned by Central without the prior written consent of Owner.
12. This Agreement shall be governed by the law of the State of California.
13. Central shall, at its own expense, keep in full force and effect during the term of this Agreement, Statutory Worker's Compensation insurance.
14. It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to Owner and Central, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other third party on such Agreement. It is the express intention of Owner and Central that any person other than Owner or Central receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.
15. This agreement shall be reviewed to evaluate and assess changes or updates within the fiscal period on an annual basis by representatives of Central and Owner at a date and time mutually agreed upon by both parties.

CENTRAL FIRE DISTRICT OF SANTA CRUZ COUNTY

 Board Chair

Date: _____

 Fire Chief

Date: _____

Appendix A, Intergovernmental Agreement for Motor Vehicle Repairs Master Contract between Central Fire District of Santa Cruz County (“Central”), a California Special Fire Protection District, and _____ (“Owner”), a duly formed governmental entity under the laws of the State of California.

Mechanic Fleet Service Rates
Effective July 1, 2020

Charges / Rates:

Preventative Maintenance Service (Refer to Appendix B & C for list of services)

Rescue.....	\$375.00 + parts + EPA
Engine.....	\$500.00 + parts + EPA
Aerial	\$750.00 + parts + EPA
90 Day Inspection.....	\$125.00 + parts
Small Utility.....	\$105.00 + parts + EPA
Labor Rate for repairs beyond service.....	\$125.00/hr*
Labor Rate for Administrative / Office Fees.....	\$50.00/hr*
Labor Rate (after normal work hours).....	\$187.50/hr*
EPA Charge (each service / major repair).....	\$45.00
Parts.....	Parts
Operating Expense / Shop Supplies.....	20% of total labor charges

Road Service Charges:

During Work Hours.....	\$125/hr* + Travel
After Work Hours (2 hour minimum).....	\$187.50/hr*
Travel Charge- Over 50 miles	\$1.50 / mile

Annual Testing Charges:

Engine Fire Pump Service Testing.....	\$389.00
Annual NFPA Aerial Testing.....	\$499.00
Annual CARB Diesel Emissions Testing	\$125.00
DPF (Diesel Particulate Filter) Cleaning.....	\$375.00
Annual NFPA Load Bank Testing.....	\$250.00

Note:

1. No charge on returns due to warranty parts failure or additional services performed for the same or related problem within a reasonable time.
2. Repairs by third party agencies may be billed directly to the Owner. Coordination and review after repairs will be charged at the standard shop charge.
3. Owner’s specialty tools may be ‘loaned’ to Central Fire for use on specialized apparatus repairs. Tools will be used, maintained, and/or replaced by Central Fire. Specialty tools will remain Owner’s property and shall be returned in the event that the contract should be terminated.
4. Work performed on an overtime/holiday basis must be by prior agreement of both parties.

** Labor rates shall be increased annually on July 1st by the amount of the “San Francisco/Oakland/San Jose All Urban Consumers” Consumer Price Index (“CPI”) from June to June.*

APPENDIX B

Preventative maintenance, testing and repairs shall be performed on all fire apparatus to NFPA 1901, 1906, 1911, 1912, 1914 & 1915 standards in effect at the time of the apparatus construction.

APPENDIX C

Preventative Maintenance Checklist for Fire Apparatus

CAB

Check operation of instruments, indicator lamps, dash lights, hour meter, and engine warning systems
Check headlamps, tail lights, brake signal, hazard, and clearance lights
Check spot lights, warning lights, cargo lights and warning lights
Check operation of horns, sirens, windshield wipers, washer, heater, defroster, seats and seatbelts
Check air system build up time, governor operation and low pressure warning system
Check throttle and PTO operation
Check two-speed rear axle operation
Check steering wheel for excessive play
Check glass and mirrors
Check clutch free travel and adjust and lube hinge points as required

POWER TRAIN

Change engine oil and filter, lubricate chassis
Pressure test cooling system, radiator cap, and check thermostat operation
Check coolant level, radiator hoses, heater hoses, and connections for damage or leaks
Change coolant filter
Test antifreeze to -40 F and check coolant conditioner
Check all drive belts for condition—adjust as required
Check/clean battery cables
Load test battery, perform starter and charging system test
Check battery box, mount and hold down brackets
Change fuel system filters
Fuel system—check tank, lines and connections for chafing or leaks
Check air cleaner indicator operation—if restriction is high, reset and test under full load. Replace element as required
Check engine performance
Check exhaust system, engine, and radiator supports
Change internal and external automatic transmission filters and fluid
Check oil level in transmission, differential, pump transfer case, and clean air breather—check for leaks
Check turbo for noise, vibration, and leaks
Check drive shaft, U-joints, center bearing, yokes for looseness or wear
Check fire pump and relief valve / pressure governor operation

SUSPENSION

Check steering box, spindle, and retainer bolts for looseness
Check oil level in power steering system
Repack front wheel bearings if needed
Check kingpins, tie rod ends, and shocks for looseness and leaks
Check front and rear springs, U-bolts, hangers, and shackles for looseness and cracks

BRAKES

Inspect air brake system, hoses, and tubing for leaks and chafing—check air brake chambers for leaks and damage
Service air dryer
Check air dryer operation and drain water from air tanks
Check brake adjustment and parking brake operation—check slack adjusters for operations
Hydraulic brakes—check master cylinder fluid level, tubing and connections for leaks

TIRES AND WHEELS

Inspect tire condition and air pressure
Inspect axle and wheel nuts for looseness

SERVICE BODY

Check body for damage; lubricate locks, latches, and hinges as needed

APPENDIX C (continued) Preventative Maintenance Checklist for Aerial Apparatus

CAB

Check operation of instruments, indicator lamps, dash lights, hour meter, and engine warning systems
Check headlamps, tail lights, brake signal, hazard, and clearance lights
Check spot lights, warning lights, cargo lights and warning lights
Check operation of horns, sirens, windshield wipers, washer, heater, defroster, seats and seatbelts
Check air system build up time, governor operation and low pressure warning system
Check throttle and PTO operation
Check two-speed rear axle operation
Check steering wheel for excessive play
Check glass and mirrors
Check clutch free travel and adjust and lube hinge points as required

POWER TRAIN

Change engine oil and filter, lubricate chassis
Pressure test cooling system, radiator cap, and check thermostat operation
Check coolant level, radiator hoses, heater hoses, and connections for damage or leaks
Change coolant filter
Test antifreeze to -40 F and check coolant conditioner
Check all drive belts for condition—adjust as required
Check/clean battery cables
Load test battery, perform starter and charging system test
Check battery box, mount and hold down brackets
Change fuel system filters
Fuel system—check tank, lines and connections for chafing or leaks
Check air cleaner indicator operation—if restriction is high, reset and test under full load. Replace element as required
Check engine performance
Check exhaust system, engine, and radiator supports
Change internal and external automatic transmission filters and fluid
Check oil level in transmission, differential, pump transfer case, and clean air breather—check for leaks
Check turbo for noise, vibration, and leaks
Check drive shaft, U-joints, center bearing, yokes for looseness or wear
Check fire pump and relief valve / pressure governor operation

SUSPENSION

Check steering box, spindle, and retainer bolts for looseness
Check oil level in power steering system
Repack front wheel bearings if needed
Check kingpins, tie rod ends, and shocks for looseness and leaks
Check front and rear springs, U-bolts, hangers, and shackles for looseness and cracks

BRAKES

Inspect air brake system, hoses, and tubing for leaks and chafing—check air brake chambers for leaks and damage
Service air dryer
Check air dryer operation and drain water from air tanks
Check brake adjustment and parking brake operation—check slack adjusters for operations
Hydraulic brakes—check master cylinder fluid level, tubing and connections for leaks

APPENDIX C (continued)

AERIAL DEVICE

Check aerial device operation
Check all electrical and accessory items equipped on aerial device
Inspect aerial device, cables, hydraulic system and water delivery system
Change hydraulic system filters
Lubricate aerial device and components

TIRES AND WHEELS

Inspect tire condition and air pressure
Inspect axle and wheel nuts for looseness

SERVICE BODY

Check body for damage; lubricate locks, latches, and hinges as needed

Approved 06/02/2020
Board of Supervisors
DOC-2020-455

BEFORE THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA CRUZ, STATE OF CALIFORNIA
RESOLUTION NO. 124-2020

APPENDIX E

On the motion of Supervisor Leopold
Duly seconded by Supervisor Coonerty
The following resolution is adopted:

**RESOLUTION AUTHORIZING EXECUTION OF AN AGREEMENT WITH THE CALIFORNIA
DEPARTMENT OF FORESTRY AND FIRE PROTECTION AND THE COUNTY OF SANTA
CRUZ FOR FIRE PROTECTION SERVICES – 1CA04860
JULY 1, 2020 THROUGH JUNE 30, 2023**

WHEREAS, there has been presented to the Santa Cruz County Board of Supervisors for its consideration and acceptance an agreement whereby the California Department of Forestry and Fire Protection (CAL FIRE) agrees to provide fire protection services for the County in CSA 48 (County Fire) and CSA 4 (Pajaro Dunes).

NOW, THEREFORE, BE IT RESOLVED AND ORDERED by the Board of Supervisors of the County of Santa Cruz that said Board does hereby approve the Agreement with the California Department of Forestry and Fire Protection dated July 1, 2020. Under this agreement, CAL FIRE will provide fire protection, dispatching services, and fire code inspection and enforcement services during the State fiscal years 2020/21 through 2022/23 in exchange for the County's payment of \$18,469,174.00.

BE IT FURTHER RESOLVED that the Director of General Services be and hereby is authorized to sign and execute said Agreement of behalf of the County.

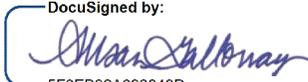
Attachment: Resolution (9003 : CAL FIRE Reimbursement Agreement for FY 2020/21 to FY 2022/23)

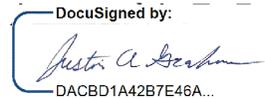
PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Cruz, State of California, this 2nd day of June 2020, by the following vote:

AYES: Supervisor Leopold, Friend, Coonerty, McPherson, Caput
NOES: Supervisor None
ABSENT: Supervisor None
ABSTAIN: Supervisor None

DocuSigned by:
Greg Caput
8FA3502FBE7F43C...

Greg Caput
Chairperson, Board of Supervisors

ATTEST: Susan Galloway 
Clerk of the Board
5F3EB32A693849D...

DocuSigned by: _____ m:

DACBD1A42B7E46A... 5/20/2020 (AMS# 9003)
County Counsel Date

DocuSigned by:

Clerk of the Board of Supervisors
F2707B2E5811438...

Distribution: County Counsel
CAL FIRE
General Services

Attachment: Resolution (9003 : CAL FIRE Reimbursement Agreement for FY 2020/21 to FY 2022/23)

Certificate Of Completion

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Status: Completed

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Signatures: 4

Envelope Originator:

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Initials: 0

Susan Galloway

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San Ramon, CA 94583

Time Zone: (UTC-08:00) Pacific Time (US & Canada)

susan.galloway@co.santa-cruz.ca.us

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Record Tracking

Status: Original

Holder: Susan Galloway

Location: DocuSign

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susan.galloway@co.santa-cruz.ca.us

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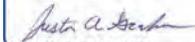
Justin Graham

Justin.Graham@co.santa-cruz.ca.us

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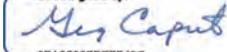
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Greg Caput

Greg.Caput@co.santa-cruz.ca.us

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Susan Galloway

Susan.Galloway@co.santa-cruz.ca.us

Chief Deputy, Clerk of the Board of Supervisors
 County of Santa Cruz

Security Level: Email, Account Authentication (None)

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CBD eSignature

CBD.eSignature@co.santa-cruz.ca.us

Clerk of the Board of Supervisors
 County of Santa Cruz

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**LOCAL OPERATIONAL PLAN BETWEEN
THE SAN MATEO- SANTA CRUZ UNIT OF
THE CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION
AND THE COUNTY OF SANTA CRUZ 2020/21 THROUGH 2020/23**

This operational plan between the San Mateo-Santa Cruz Unit of the California Department of Forestry and Fire Protection (CAL FIRE) and the County of Santa Cruz (County) for the period of July 1, 2020 through June 30, 2023 describes in detail the functions to be completed by CAL FIRE and County staff for fiscal years 2020/21 through 2022/23. This operational plan will be incorporated into the Santa Cruz County Fire Department Strategic Plan.

The County of Santa Cruz contracts with CAL FIRE to provide administrative and operational management of the Santa Cruz County Fire Department (County Fire). By resolution, the CAL FIRE Unit Chief is delegated the authority by the County Board of Supervisors to act as the County Fire Chief/County Fire Marshal. The responsibilities of the County Fire Chief/County Fire Marshal include delivery of fire protection emergency medical service, fire prevention service and other duties associated with a full-service fire department. This program is consistent with statutes and CAL FIRE statewide policies of developing cooperative fire protection programs with local government.

The operational plan identifies requirements for reporting on task/policy completion progress to the Fire Department Advisory Commission (FDAC). The tasks assigned will be related to the goals set forth in the development of the new County Fire Department Strategic Plan as follows:

GOALS

FINANCIAL: Continue to provide the highest level of service within the established fiscal parameters; balancing the use of available career and volunteer personnel to operate the County Fire Department in a cost effective and efficient manner. Management will provide fiscal reports to the Fire Department Advisory Commission to ensure that financial goals have been met.

MANAGEMENT: Provide a coordinated management team, including a Unit Chief, Operational Deputy Chief and an Administrative Assistant Chief, in order to effectively serve the needs of the entire County Fire Department. This management team is provided at no cost to the County.

VOLUNTEERS: Strengthen recruitment and retention of an effective force of volunteer firefighters through improved publicity, working relationships, and benefits. Focused recruitment will be initiated in areas of marginal volunteer participation. Retention incentives will be studied for feasibility.

JURISDICTION: Evaluate and make recommendations for alternative service models as needed.

FACILITIES: Maintain existing facilities in a serviceable condition and prepare a recommended minor and major capital outlay plan for all County-owned facilities.

VEHICLES & EQUIPMENT: Operate a comprehensive vehicle and equipment program addressing replacement, maintenance and future purchases within budget parameters.

FIRE PREVENTION: Provide a comprehensive fire prevention program that includes plan review, on-site residential and business inspections, educational training for the public and fire department personnel, and safety inspections for schools and care facilities.

TRAINING: Ensure that all personnel are provided with mandated training to safely carry out their duties and responsibilities and are afforded opportunities to develop skills and abilities beyond the minimum requirements of the department.

DISPATCH SERVICES: Provide enhanced service to both the public and our emergency responders by proficiently dispatching the emergency providers. Strive to process and dispatch 90% of highest priority calls within 90 seconds and provide pre-alerts for 90% of all fire and medical incidents.

FIRE SUPPRESSION: Manage the use of all fire suppression resources including State and County personnel/equipment as well as co-operating fire agencies in the County, to ensure that all fires are provided with an initial attack that is rapid, aggressive and effective.

EMERGENCY MEDICAL SERVICES: Provide a high level of pre-hospital emergency medical services.

DISASTER PREPAREDNESS: Ensure that the Department's abilities to respond to major emergencies and disasters are maintained at an effective level.

FINANCIAL

The combined annual County Fire expenditure budgets total for County Fire CSA #48 and CSA #4 is approximately 8.5 million dollars while annual revenue totals are approximately 7 million dollars. Departmental expenditures include all items contained in the current County Fire contract. County Fire is financed through the Fire Fund which is funded primarily through property taxes and County Service Area (CSA) 48 and CSA 4 fees. In response to increasing operational needs brought on by County Fire's long-term structural budget deficit, a new Prop 218 ballot measure for a separate CSA 48 fee was passed by CSA 48 voters in January of 2020, enabling restoration of 3-person engine staffing, one Fire Marshal Captain position, and the Mobile Equipment Replacement Plan. The need for an additional Research Data Analyst position and a Training Fire Captain dedicated to volunteer recruitment were also identified during several public education meetings held throughout Santa Cruz County 2019.

County Fire will strive to provide an acceptable level of service by operating the County Fire Department in a cost effective and efficient manner, with great reliance continuing to be placed on volunteers. County Fire will continue to identify short and long-term potential changes that could affect the Department's funding. County Fire will evaluate opportunities to increase revenues from other sources such as grants and reimbursement from the state for use of county vehicles.

MANAGEMENT

Santa Cruz County currently contracts with CAL FIRE for the administration of County Fire including operational oversight and supervision of all career and volunteer firefighters. CAL FIRE provides administration, access to state resources, training, vehicle and equipment maintenance, purchasing specifications and recommendations, structural maintenance and administration of volunteer firefighter benefits and worker's compensation programs. During the non-wildland fire season months (winter), CAL FIRE currently provides 24 hour/7days per week coverage by way of an "Amador" contract with the state in one county fire station and four state fire stations that would normally be closed.

County Fire staff is responsible for maintaining the Volunteer Handbook which sets forth department policy and procedures for volunteers. The handbook is an essential tool to ensure good communication and promote teamwork between paid CAL FIRE staff and the volunteer firefighters. Ongoing updates to the handbook are required to maintain a cooperative process to operate efficiently.

County Fire will provide a coordinated management program in order to effectively serve the needs of the entire County Fire Department. County Fire has established and will maintain an effective records management system for each component of the department's operations.

VOLUNTEERS

The County Fire Department could not provide an effective level of fire protection and emergency response without volunteer firefighters. The volunteer companies allow for a level of staffing and distribution of fire stations and equipment that could not otherwise be accomplished. Volunteer recruitment and retention support must be a priority in management of the County Fire Department. As previously mentioned, an additional Training Fire Captain is budgeted in the new 2020/21 contract and 50% of the position's duties will focus on recruitment and retention of County Fire volunteers. Staff will work with the FDAC and Volunteer Company Officers to continue exploring and implementing ways to increase benefit programs for volunteers.

JURISDICTION

As development occurs and infrastructure conditions improve within the County Fire's jurisdiction, developed areas may be annexed by adjacent fire agencies or form separate service areas in order to pursue a more urban level of service. It is recommended that the department continue to identify possible annexations and develop budgetary contingency plans that minimize overall operational impacts. County Fire will maintain appropriate auto aid and mutual aid agreement with our cooperators. County Fire will annually review potential annexations and development projects and their resulting effects on revenues and service demand. County Fire will develop contingency plans to maintain appropriate levels of service as needed.

FACILITIES

The County Fire Department has an adequate distribution of facilities, given its resources. The four full-time state fire stations and one county fire station are Big Creek, Fall Creek (county), Saratoga Summit, Burrell, and Corralitos, and are maintained by the state under the county contract with CAL FIRE. Fall Creek Station is the exception as it is funded by the county. The five volunteer stations are maintained with county funding.

Volunteer stations are located in Loma Prieta, Las Cumbres (privately owned), Davenport (leased to the county), and two reside in Bonny Doon (Martin and McDermott). They provide equipment, training and meeting space for County Fire volunteers.

County Fire Department will explore ways to enhance facilities where fiscally feasible, as well as a program to ensure routine facility inspections and maintenance.

FIRE PREVENTION

Fire prevention is a top priority of County Fire protection services. In 1995, the Office of the County Fire Marshall was consolidated into the County Fire Department

enhancing services to the public and coordination between County Fire, County departments and state and local agencies. Subsequently, through the cooperative agreement with CAL FIRE, the County Fire Department gained access to a full time law enforcement/fire investigation staff, further increasing the level of service to the community.

The County Fire Department addresses fire prevention through a number of effective programs and activities:

- Inspections and plan checks as part of the building permit process
- Response to fire hazard complaints
- Public education programs and Fire Safe Councils
- Mandatory fire safety inspection for required occupancies.

To reduce County Fire costs, one Deputy Fire Marshal position was eliminated in FY 2012/13. This position will be restored in 2020/21 due to the passing of the new CSA 48 ballot measure in January 2020.

TRAINING

An effective training program is critical to a successful fire department, particularly when that Department depends heavily on volunteer personnel. The fire and emergency response service has evolved into a very complex discipline with numerous training and certification requirements imposed by different regulatory entities.

Volunteer personnel are required to complete over 200 hours of training in their first year and at least two three-hour sessions per month thereafter. The Candidate Physical Ability Test (**CPAT**) and LiveScan (background check) must be completed prior to submitting an application. The strenuous nature of the training, coupled with the time commitment, present a challenge in the recruitment and retention of long-term volunteers.

In a cooperative effort with other Santa Cruz County fire agencies, County Fire installed a live structure fire simulator at the Santa Cruz County Regional Training Center. The simulator provides career and volunteer staff the opportunity to experience interior structure fire conditions in a controlled, non-polluting environment. County Fire will continue to develop the training center to provide additional courses.

County Fire will monitor the current training program to ensure maintenance of all County Fire personnel's compliance with Federal, State, and Cal/OSHA mandates. Ensure that all personnel are provided with sufficient training to keep up with advances in safety as well as to carry out all of their duties and responsibilities and, additionally, are afforded opportunities to develop skills and abilities beyond the minimum requirements of the department.

County Fire will participate in a coordinated effort with other agencies to provide an expanded training schedule to enable volunteers to fulfill training requirements.

DISPATCH SERVICES

The efficiency of the dispatch function is critical to the success of emergency response. It is recommended that specific performance standards are maintained and implemented to ensure that the public receives the highest possible level of service.

The current Computer-Aided Dispatch (CAD) system at the Felton Emergency Command Center produces statistics or other helpful management data, such as the number of responses by each station and the types of incidents.

County Fire will explore new technology that will enhance dispatching, communications and reporting.

FIRE SUPPRESSION

The County Fire Department continually seeks practical, low cost, service delivery programs. Additionally, regulations requiring a minimum of four personnel at a structure fire scene before firefighters can enter a burning building have increased the need for innovative and creative solutions to staffing challenges. The return of County Fire's three-person engine staffing will accomplish the following operational objectives:

1. Compliance with the CAL OSHA requirement to have a minimum of four personnel on the scene of a structure fire prior to beginning interior attack. Beginning in 2020/21, County Fire will be able to staff three firefighters on the career engine, instead of two firefighters, and a response of only one volunteer will be sufficient to begin to fight the fire effectively and be prepared to affect a rescue of the inhabitants.
2. Compliance with the Santa Cruz County Fire Agencies Mutual Aid Plan. This plan requires that fire engines responding to mutual aid requests be staffed with a minimum of three personnel. County Fire is a frequent user of mutual aid and it is important that the department is capable of providing comparable mutual aid in return.

Providing reliable and effective fire suppression and emergency response service is dependent upon response time (defined as the time between receipt of call and arrival on scene) and the capability of the response complement. In an effort to reduce response time, the County Fire Department has developed and implemented automatic response agreements with neighboring agencies to ensure that the closest appropriate resources are sent to incidents. County Fire works toward providing a

high level of structural fire suppression services within the resources available to the department.

County Fire has evaluated the structural fire potential within the jurisdiction and has developed and maintains a specific MCI, evacuation, and target hazard plan for those locations that pose a particular or unusual operational problem for the Department's fire suppression efforts.

EMERGENCY MEDICAL SERVICES

County Fire provides Basic Life Support (BLS) Expanded Scope and defibrillator services throughout its jurisdiction. Paid and volunteer staff are trained to a minimum level of Emergency Medical Services First Responder, and over 50% of the personnel are certified Emergency Medical Technicians (EMT I).

Due to County Fire's significant need for volunteer responders, a new Emergency Medical Responder (EMR) volunteer position was created in 2016. Typically, the extensive mandatory training hours required to become a Volunteer Firefighter can be an obstacle to those who are interested in serving in this type of role. The EMR position allows qualified individuals to complete a shorter training program which quickly qualifies them to serve this vital need in their community.

County Fire will strive to provide a highest level possible within budgetary constraints of pre-hospital emergency medical services by: exploring new technologies to improve emergency medical services delivery including the expanded scope EMT program implemented in 2014, examine equipment needs in relation to improving the effectiveness of emergency medical service delivery, and encourage all responders to become Emergency Medical Technicians.

MOBILE EQUIPMENT

The objective of this plan is to identify and replace mobile equipment that have met or exceeded their serviceable life and replace them with emergency response apparatus, which meet the following criteria:

- Maintains or improves the current level of service
- Cost effective to the citizens of Santa Cruz County
- Incorporates modern fire service technologies
- Safe to operate

County Fire's current fleet averages at 17.5 years in 2020 with half of the fleet ranging from 22 to 31 years old. The goal of a MERP is to maintain a fleet of first line engines that are no older than 20 years to meet NFPA requirements and maintain an average engine age of less than 10 years. The new CSA 48 ballot measure funds will allow this goal to be achieved. This plan will integrate the rotation of select apparatus over the life of the plan to maximize serviceable life.

In order to reduce costs, the Heavy Equipment Mechanic position was eliminated from the CAL FIRE contract in 2016 in lieu of a contract with Central Fire Protection District for vehicle maintenance and repair services. That contract will come up for renewal in 2021.

DISASTER PREPAREDNESS

The County Fire Department, like other fire agencies in the County and elsewhere, are "first response" organizations. As part of its mission, the department maintains a capability to respond to incidents independently or in concert with multiple agencies and jurisdictions, including coordination with local Community Emergency Response Teams (CERT).

As a member of the Santa Cruz County Fire Chiefs Association, the County Fire Department participates in an operations group to work on issues related to mutual aid, standardized fire service training, and standardized operations. The operations group also advises the County Fire Chiefs' Association and the Area Fire Coordinator, who is the CAL FIRE/County Fire Chief, regarding disaster planning and preparedness. The Area Fire Coordinator represents fire and rescue services at the County Emergency Operations Center (EOC) whenever the fire section is activated.

It is necessary that the Department continue to incorporate current information and directives from state and federal authorities regarding non-fire emergency response requirements, such as crisis and consequence management, into its planning and training programs. The Santa Cruz County Fire Chiefs Association recommended that County Fire continue to participate in this planning process and support solutions that maintain response capability.

The goal of the Department is to maintain our ability to respond to major emergencies and disasters at an effective level. County Fire participates in County-wide disaster drills involving tactical units and/or command and control function. Ensure law enforcement and other applicable public safety agencies are afforded the opportunity to participate in fire/rescue mutual aid training as necessary.

This plan is effective July 1, 2020 through June 30, 2023.

County of Santa Cruz
Director of General Services

CAL FIRE
Unit Chief

**COOPERATIVE FIRE PROGRAMS
FIRE PROTECTION REIMBURSEMENT AGREEMENT**

LG-1 REV. 01/2017

AGREEMENT NUMBER	1CA04860
REGISTRATION NUMBER:	

1. This Agreement is entered into between the State Agency and the Local Agency named below:

STATE AGENCY'S NAME

California Department of Forestry and Fire Protection – (CAL FIRE)

LOCAL AGENCY'S NAME

County of Santa Cruz

2. The term of this Agreement is: July 1, 2020 through June 30, 2023

3. The maximum amount of this Agreement is: \$ 18,469,174.00
Eighteen million, four hundred and sixty-nine thousand, one hundred and seventy-four dollars and zero cents

4. The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of the Agreement.

Exhibit A – Scope of Work – Includes page 2 (contact page) in count for Exhibit A	4	pages
Exhibit B – Budget Detail and Payment Provisions	2	pages
Exhibit C – General Terms and Conditions	7	pages
Exhibit D – Additional Provisions	15	pages
Exhibit E – Description of Other Services	1	pages

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

LOCAL AGENCY

**California Department of General
Services Use Only**

LOCAL AGENCY'S NAME
County of Santa Cruz

BY (Authorized Signature)

DATE SIGNED(Do not type)



PRINTED NAME AND TITLE OF PERSON SIGNING
Michael Beaton, Director of General Services

ADDRESS
701 Ocean St., Room 330, Santa Cruz, CA 95060

STATE OF CALIFORNIA

AGENCY NAME
California Department of Forestry and Fire Protection

BY (Authorized Signature)

DATE SIGNED(Do not type)



PRINTED NAME AND TITLE OF PERSON SIGNING
Don Gordon, Assistant Deputy Director, Cooperative Fire Protection, Training & Safety

ADDRESS P.O. Box 944246, Sacramento, CA 94244-2460

EXHIBIT A
COOPERATIVE FIRE PROGRAMS
FIRE PROTECTION REIMBURSEMENT AGREEMENT

The project representatives during the term of this agreement will be:

CAL FIRE Unit Chief:	San Mateo-Santa Cruz	Local Agency:	County of Santa Cruz
Name:	Ian Larkin	Name:	Michael Beaton
Phone:	(831) 335-6700	Phone:	(831) 454-2714
Fax:	(831) 335-4053	Fax:	(831) 454-2710

All required correspondence shall be sent through U.S. Postal Service by certified mail and directed to:

CAL FIRE Unit Chief:	Ian Larkin	Local Agency:	County of Santa Cruz
Section/Unit:	San Mateo-Santa Cruz	Section/Unit:	Dept. of General Services
Attention:	Ginny Petras	Attention:	Michael Beaton
Address:	6059 Highway 9 Felton, CA 95018	Address:	701 Ocean St. Room 330, Santa Cruz, CA 95060
Phone:	(831) 335-6725	Phone:	(831) 454-2714
Fax:	(831) 335-4053	Fax:	(831) 454-2710

Send an additional copy of all correspondence to:

CAL FIRE
Cooperative Fire Services
P.O. Box 944246
Sacramento, CA 94244-2460

AUTHORIZATION

As used herein, Director shall mean Director of CAL FIRE. This agreement, its terms and conditions are authorized under the Public Resources Code Sections 4141, 4142, 4143 and 4144, as applicable.

EXHIBIT A
SCOPE OF WORK

Under Public Resources Code Section 4114 and other provisions of law, STATE maintains fire prevention and fire suppression forces including the necessary equipment, personnel, and facilities required to prevent and extinguish forest fires.

The purpose of this agreement is to provide mutually advantageous fire and emergency services through an effective consolidated organization, wherein the STATE is primarily financially responsible for protecting natural resources from vegetation fires and the LOCAL AGENCY is primarily financially responsible for protecting life and property from fires and other emergencies. The LOCAL AGENCY shall have sole authority to establish the fire protection organization and structure needed to meet the determined level of service. This level of service may be based on the LOCAL AGENCY governing board's established fiscal parameters and assessment of risks and hazards. LOCAL AGENCY personnel providing services under this agreement may include any one or a combination of the following: regular employees, persons temporarily employed and commonly known as volunteers, paid-call firefighters, or others temporarily employed to perform any emergency work or emergency service including, but not limited to fire prevention, fire suppression and emergency medical response.

To comply with the STATE's mandate for full cost recovery of goods and services provided for others, the LOCAL AGENCY shall be responsible for all STATE costs, both direct and indirect, required to execute the terms of this agreement. These costs shall include, but not be limited to: required training and associated post coverage, employee uniform and Personal Protective Equipment (PPE) costs.

1. FIRE PROTECTION SERVICES TO BE PROVIDED BY THE STATE

STATE provides a modern, full service fire protection and emergency incident management agency that provides comprehensive fire protection and other emergency incident response. STATE designs regional fire protection solutions for urban and rural communities by efficiently utilizing all emergency protection resources. Regional solutions provide the most effective method of protecting the citizens of California at local, county and state levels.

Fire protection services to be provided by STATE under this agreement shall include the following: (check boxes below that apply)

1) Emergency Fire Protection, Medical and Rescue Response: services include commercial, residential, and wildland fire protection, prevention and investigation; hazardous materials incident response; emergency vehicle extrication; hazardous conditions response (flooding, downed power lines, earthquake, terrorist incident, etc.); emergency medical and rescue response; and public service assistance. Also included are management support services that include fire department administration, training and safety, personnel, finance and logistical support.

2) Basic Life Support Services: emergency medical technician (EMT) level emergency medical response providing first aid, basic life support (BLS), airway management, administration of oxygen, bleeding control, and life support system stabilization until patients are transported to the nearest emergency care facility.

3) Advanced Life Support Services: paramedic level emergency medical response providing early advanced airway management, intravenous drug therapy, and life support system stabilization until patients are transported to the nearest emergency care facility.

4) Dispatch Services: provide fire department 9-1-1 emergency dispatch by CAL FIRE Fire/Emergency Command Center (ECC). CAL FIRE will be responsible for fire/emergency

dispatching emergency resource units covered under this agreement. The CAL FIRE ECC is staffed with a Battalion Chief, three or more Fire Captains and Communications Operators to provide 24/7 year-round coverage. There is always an officer of Captain rank or higher to serve as the shift supervisor and command officer. CAL FIRE uses an integrated Computer Aided Dispatch (CAD) system using the latest technology, to direct the closest available resources to all emergency incidents.

5) Fire Code Inspection, Prevention and Enforcement Services: CAL FIRE has staff Fire Inspectors serving under the direction of the LOCAL AGENCY Fire Marshal to provide services to the area covered by this agreement. Fire Code Enforcement will normally be available five days per week, with emergency or scheduled enforcement inspections available seven days per week. Fire Prevention and Investigation services will be provided by CAL FIRE Prevention Officers trained in arson, commercial, and wildland fire investigation. Officers are available by appointment for site visits and consultations. Officers are trained at CAL FIRE's Peace Officer Standard Training (POST) certified law enforcement training academy and they cooperate effectively with all local, state and federal law enforcement agencies.

6) Land Use/ Pre-Fire Planning Services – CAL FIRE staff will provide community land use planning, administration of Pre-Fire project work, including community outreach, development of community education programs, project quality control, maintenance of project records and submittal of progress reports, completion of required environmental documentation, acquisition of required permits and completion of other associated administrative duties.

7) Disaster planning services (listed in Exhibit E, Description of Other Services, attached hereto and made a part of this agreement)

8) Specific service descriptions and staffing coverage, by station (listed in Exhibit E, Description of Other Services, attached hereto and made a part of this agreement)

9) Extended Fire Protection Service Availability (Amador)

2. ADMINISTRATION

Under the requirements of California Public Resources Code Section 4114 and other provisions of law, STATE maintains fire prevention and firefighting services as outlined in Exhibit D, Schedule B of this agreement.

- A. Director shall select and employ a Region Chief who shall, under the direction of the Director/Chief Deputy Director, manage all aspects of fire prevention and fire protection services and forestry-related programs.
- B. Director will select and employ a Unit Chief who shall, under the supervision and direction of Director/Region Chief or a lawful representative, have charge of the organization described in Exhibit D, Schedules A, B and C included hereto and made a part of this agreement.
- C. LOCAL AGENCY shall appoint the Unit Chief as the LOCAL AGENCY Fire Chief for all Emergency Fire Protection, Medical and Rescue Response Agreements, pursuant to applicable statutory authority. The Unit Chief may delegate this responsibility to qualified staff.
- D. The Unit Chief may dispatch personnel and equipment listed in Exhibit D, Schedules A, B and C from the assigned station or location under guidelines established by LOCAL AGENCY and approved by STATE. Personnel and/or equipment listed in Exhibit D, Schedule B may be dispatched at the sole discretion of STATE.

- E. The Unit Chief shall exercise professional judgment consistent with STATE policy and his or her employment by STATE in authorizing or making any assignments to emergencies and other responses, including assignments made in response to requests for mutual aid.
- F. Except as may be otherwise provided for in this agreement, STATE shall not incur any obligation on the part of LOCAL AGENCY to pay for any labor, materials, supplies or services beyond the total set forth in the respective Exhibit D, Schedules A and C, as to the services to be rendered pursuant to each Schedule.
- G. Nothing herein shall alter or amend or be construed to alter or amend any Collective Bargaining Agreement or Memorandum of Understanding between the State of California and its employees under the State Employer-Employee Relations Act.

3. SUPPRESSION COST RECOVERY

As provided in Health and Safety Code (H&SC) Section 13009, STATE may bring an action for collection of suppression costs of any fire caused by negligence, violation of law, or failure to correct noticed fire safety violations. When using LOCAL AGENCY equipment and personnel under the terms of this agreement, STATE may, at the request of LOCAL AGENCY, bring such an action for collection of costs incurred by LOCAL AGENCY. In such a case LOCAL AGENCY appoints and designates STATE as its agent in said collection proceedings. In the event of recovery, STATE shall deduct fees and litigation costs in a proportional percentage amount based on verifiable and justifiable suppression costs for the fire at issue. These recovery costs are for services provided which are beyond the scope of those covered by the local government administrative fee.

In all such instances, STATE shall give timely notice of the possible application of H&SC Section 13009 to the representative designated by LOCAL AGENCY.

4. MUTUAL AID

When rendering mutual aid or assistance as authorized in H&SC Sections 13050 and 13054, STATE may, at the request of LOCAL AGENCY, demand payment of charges and seek reimbursement of LOCAL AGENCY costs for personnel, equipment and operating expenses as funded herein, under authority given by H&SC Sections 13051 and 13054. STATE, in seeking said reimbursement pursuant to such request of LOCAL AGENCY, shall represent LOCAL AGENCY by following the procedures set forth in H&SC Section 13052. Any recovery of LOCAL AGENCY costs, less expenses, shall be paid or credited to LOCAL AGENCY, as directed by LOCAL AGENCY.

In all such instances, STATE shall give timely notice of the possible application of H&SC Sections 13051 and 13054 to the officer designated by LOCAL AGENCY.

5. PROPERTY PURCHASE AND ACCOUNTING

LOCAL AGENCY shall be responsible for all costs associated with property required by personnel to carry out this agreement. Employee uniform costs will be assessed to the LOCAL AGENCY through the agreement billing process. Personal Protective Equipment (PPE) costs shall be the responsibility of the LOCAL AGENCY. By mutual agreement, PPE meeting the minimum specifications established by the STATE may be purchased directly by the LOCAL AGENCY. Alternately, the STATE will supply all PPE and the LOCAL AGENCY will be billed for costs incurred.

All property provided by LOCAL AGENCY and by STATE for the purpose of providing fire protection services shall be marked and accounted for by the Unit Chief in such a manner as to conform to the regulations, if any, established by the parties for the segregation, care, and use of the respective properties.

EXHIBIT B
BUDGET DETAIL AND PAYMENT PROVISIONS

1. PAYMENT FOR SERVICES

- A. LOCAL AGENCY shall pay STATE actual cost for fire protection services pursuant to this agreement an amount not to exceed that set forth in Exhibit D, Schedule A for each fiscal year. STATE shall prepare an Exhibit D, Schedule A each year, which shall be the basis for payment for the entire fiscal year for which services are provided.
- B. Any other funds designated by LOCAL AGENCY to be expended under the supervision of or for use by a Unit Chief for fire protection services shall be set forth in Exhibit D, Schedule C. This clause shall not limit the right of LOCAL AGENCY to make additional expenditures, whether under Exhibit D, Schedule C or otherwise.
- C. STATE shall invoice LOCAL AGENCY for the cost of fire protection services on a quarterly basis as follows:
- 1) For actual services rendered by STATE during the period of July 1 through September 30, by an invoice filed with LOCAL AGENCY on or after December 10.
 - 2) For actual services rendered by STATE during the period October 1 through December 31, by an invoice filed with LOCAL AGENCY on or after December 31.
 - 3) For actual services rendered by STATE during the period January 1 through March 31, by an invoice filed with LOCAL AGENCY on or after March 31.
 - 4) For the estimated cost of services during the period April 1 through June 30, by an invoice filed in advance with LOCAL AGENCY on or after March 1.
 - 5) A final statement shall be filed with LOCAL AGENCY by October 1 following the close of the fiscal year, reconciling the payments made by LOCAL AGENCY with the cost of the actual services rendered by STATE and including any other costs as provided herein, giving credit for all payments made by LOCAL AGENCY and claiming the balance due to STATE, if any, or refunding to LOCAL AGENCY the amount of any overpayment.
 - 6) All payments by LOCAL AGENCY shall be made within thirty (30) days of receipt of invoice from STATE, or within thirty (30) days after the filing dates specified above, whichever is later.
 - 7) The STATE reserves the right to adjust the frequency of billing and payment to a monthly cycle with a thirty (30) day written notice to the LOCAL AGENCY when:
 - a. The Director predicts a cash flow shortage, or
 - b. When determined by the Region Chief, after consulting with the Unit Chief and the LOCAL AGENCY Contract Administrator, that the LOCAL AGENCY may not have the financial ability to support the contract at the contract level.
- D. Invoices shall include actual or estimated costs as provided herein of salaries and employee benefits for those personnel employed, charges for operating expenses and equipment and the administrative charge in accordance with Exhibit D, Schedule A. When "contractual rates" are indicated, the rate shall be based on an average salary plus all benefits. "Contractual rates" means an all-inclusive rate established in Exhibit D, Schedule A for total costs to STATE, per specified position, for 24-hour fire protection services during the period covered.

- E. STATE shall credit the LOCAL AGENCY, or cover behind at no cost, for the costs of Non-post (e.g. Fire Marshal, Training Officer, etc.) positions and equipment assigned to STATE responsibility fires or other STATE funded emergency incidents. The STATE shall notify the LOCAL AGENCY when this occurs.

2. COST OF OPERATING AND MAINTAINING EQUIPMENT AND PROPERTY

The cost of maintaining, operating, and replacing any and all property and equipment, real or personal, furnished by the parties hereto for fire protection purposes, shall be borne by the party owning or furnishing such property or equipment unless otherwise provided for herein or by separate written agreement.

3. BUDGET CONTINGENCY CLAUSE

- A. If the LOCAL AGENCY's governing authority does not appropriate sufficient funds for the current year or any subsequent years covered under this Agreement, which results in an inability to pay the STATE for the services specified in this Agreement, the LOCAL AGENCY shall promptly notify the STATE and this Agreement will terminate pursuant to the notice periods required herein.
- B. If funding for any fiscal year is reduced or deleted by the LOCAL AGENCY for purposes of this program, the LOCAL AGENCY shall promptly notify the STATE, and the STATE shall have the option to either cancel this Agreement with no liability occurring to the STATE, or offer an agreement amendment to LOCAL AGENCY to reflect the reduced amount, pursuant to the notice terms herein.
- C. If the STATE Budget Act does not appropriate sufficient funds to provide the services for the current year or any subsequent years covered under this Agreement, which results in an inability to provide the services specified in this Agreement to the LOCAL AGENCY, the STATE shall promptly notify the LOCAL AGENCY, and this Agreement will terminate pursuant to the notice periods required herein.
- D. If funding for any fiscal year is reduced or deleted by the STATE Budget Act for purposes of this program, the STATE shall promptly notify the LOCAL AGENCY, and the LOCAL AGENCY shall have the option to either cancel this Agreement with no liability occurring to the LOCAL AGENCY, or offer an agreement amendment to LOCAL AGENCY to reflect the reduced services, pursuant to the notice terms herein.
- E. Notwithstanding the foregoing provisions in paragraphs A and B above, the LOCAL AGENCY shall remain responsible for payment for all services actually rendered by the STATE under this Agreement regardless of LOCAL AGENCY funding being reduced, deleted or not otherwise appropriated for this program. The LOCAL AGENCY shall promptly notify the STATE in writing of any budgetary changes that would impact this Agreement.
- F. LOCAL AGENCY and STATE agree that this Budget Contingency Clause shall not relieve or excuse either party from its obligation(s) to provide timely notice as may be required elsewhere in this Agreement.

EXHIBIT C
GENERAL TERMS AND CONDITIONS

1. **APPROVAL**: This Agreement is of no force or effect until signed by both parties and approved by the Department of General Services, if required. STATE will not commence performance until such approval has been obtained.
2. **AMENDMENT**: This agreement may be amended by mutual consent of LOCAL AGENCY and STATE. No amendment or variation of the terms of this Agreement shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or Agreement not incorporated in the Agreement is binding on any of the parties.

If during the term of this agreement LOCAL AGENCY shall desire a reduction in STATE civil service employees assigned to the organization provided for in Exhibit D, Schedule A, LOCAL AGENCY shall provide 120 days written notice of the requested reduction. Notification shall include the following: (1) The total amount of reduction; (2) The firm effective date of the reduction; and (3) The number of employees, by classification, affected by a reduction. If such notice is not provided, LOCAL AGENCY shall reimburse STATE for relocation costs incurred by STATE as a result of the reduction. Personnel reductions resulting solely from an increase in STATE employee salaries or STATE expenses occurring after signing this agreement and set forth in Exhibit D, Schedule A to this agreement shall not be subject to relocation expense reimbursement by LOCAL AGENCY.

If during the term of this agreement costs to LOCAL AGENCY set forth in any Exhibit D, Schedule A to this agreement increase and LOCAL AGENCY, in its sole discretion, determines it cannot meet such increase without reducing services provided by STATE, LOCAL AGENCY shall within one hundred twenty (120) days of receipt of such Schedule notify STATE and designate which adjustments shall be made to bring costs to the necessary level. If such designation is not received by STATE within the period specified, STATE shall reduce services in its sole discretion to permit continued operation within available funds.

3. **ASSIGNMENT**: This Agreement is not assignable by the LOCAL AGENCY either in whole or in part, without the consent of the STATE in the form of a formal written amendment.
4. **EXTENSION OF AGREEMENT**:
 - A. One year prior to the date of expiration of this agreement, LOCAL AGENCY shall give STATE written notice of whether LOCAL AGENCY will extend or enter into a new agreement with STATE for fire protection services and, if so, whether LOCAL AGENCY intends to change the level of fire protection services from that provided by this agreement. If this agreement is executed with less than one year remaining on the term of the agreement, LOCAL AGENCY shall provide this written notice at the time it signs the agreement and the one year notice requirement shall not apply.
 - B. If LOCAL AGENCY fails to provide the notice, as defined above in (A), STATE shall have the option to extend this agreement for a period of up to one year from the original termination date and to continue providing services at the same or reduced level as STATE determines would be appropriate during the extended period of this agreement. Six months prior to the date of expiration of this agreement, or any extension hereof, STATE shall give written notice to LOCAL AGENCY of any extension of this agreement and any change in the level of fire protection services STATE will provide during the extended period of this agreement. Services provided and obligations incurred by STATE during an extended period shall be accepted by LOCAL AGENCY as services and obligations under the terms of this agreement.

- C. The cost of services provided by STATE during the extended period shall be based upon the amounts that would have been charged LOCAL AGENCY during the fiscal year in which the extended period falls had the agreement been extended pursuant hereto. Payment by LOCAL AGENCY for services rendered by STATE during the extended period shall be as provided in Exhibit B, Section 1, B of this agreement.
5. **AUDIT:** STATE, including the Department of General Services and the Bureau of State Audits, and LOCAL AGENCY agree that their designated representative shall have the right to review and to copy any records and supporting documentation of the other party hereto, pertaining to the performance of this agreement. STATE and LOCAL AGENCY agree to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated, and to allow the auditor(s) of the other party access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. STATE and LOCAL AGENCY agree to a similar right to audit records and interview staff in any subcontract related to performance of this Agreement. (Gov. Code §8546.7, Pub. Contract Code §10115 et seq., CCR Title 2, Section 1896).
6. **INDEMNIFICATION:** Each party, to the extent permitted by law, agrees to indemnify, defend and save harmless the other party, its officers, agents and employees from (1) any and all claims for economic losses accruing or resulting to any and all contractors, subcontractors, suppliers, laborers and any other person, firm, or corporation furnishing or supplying work services, materials or supplies to that party and (2) from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by that party, in the performance of any activities of that party under this agreement, except where such injury or damage arose from the sole negligence or willful misconduct attributable to the other party or from acts not within the scope of duties to be performed pursuant to this agreement; and (3) each party shall be responsible for any and all claims that may arise from the behavior and/or performance of its respective employees during and in the course of their employment to this cooperative agreement.
7. **DISPUTES:** LOCAL AGENCY shall select and appoint a "Contract Administrator" who shall, under the supervision and direction of LOCAL AGENCY, be available for contract resolution or policy intervention with the STATE's Region Chief when, upon determination by the designated STATE representative, the Unit Chief acting as LOCAL AGENCY's Fire Chief under this agreement faces a situation in which a decision to serve the interest of LOCAL AGENCY has the potential to conflict with STATE interest or policy. Any dispute concerning a question of fact arising under the terms of this agreement which is not disposed of within a reasonable period of time by the LOCAL AGENCY and STATE employees normally responsible for the administration of this agreement shall be brought to the attention of the CAL FIRE Director or designee and the Chief Executive Officer (or designated representative) of the LOCAL AGENCY for joint resolution. For purposes of this provision, a "reasonable period of time" shall be ten (10) calendar days or less. STATE and LOCAL AGENCY agree to continue with the responsibilities under this Agreement during any dispute.
8. **TERMINATION FOR CAUSE/CANCELLATION:**
- A. If LOCAL AGENCY fails to remit payments in accordance with any part of this agreement, STATE may terminate this agreement and all related services upon 60 days written notice to LOCAL AGENCY. Termination of this agreement does not relieve LOCAL AGENCY from providing STATE full compensation in accordance with terms of this agreement for services actually rendered by STATE pursuant to this agreement.

B. This agreement may be cancelled at the option of either STATE or LOCAL AGENCY at any time during its term, with or without cause, on giving one year's written notice to the other party. Either LOCAL AGENCY or STATE electing to cancel this agreement shall give one year's written notice to the other party prior to cancellation.

9. **INDEPENDENT CONTRACTOR**: Unless otherwise provided in this agreement LOCAL AGENCY and the agents and employees of LOCAL AGENCY, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees or agents of the STATE.

10. **NON-DISCRIMINATION CLAUSE**: During the performance of this agreement, LOCAL AGENCY shall be an equal opportunity employer and shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment because of sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS) mental disability, medical condition (e.g.cancer), age (over 40), marital status, denial of family care leave, veteran status, sexual orientation, and sexual identity. LOCAL AGENCY shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. LOCAL AGENCY shall comply with the provisions of the Fair Employment and Housing Act (Gov. Code §12990 (a-f) et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a-f), set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations, are incorporated into this Agreement by reference and made a part hereof as if set forth in full. LOCAL AGENCY shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other Agreement.

In addition, LOCAL AGENCY acknowledges that it has obligations relating to ethics, Equal Employment Opportunity (EEO), the Fire Fighter's Bill of Rights Act (FFBOR), and the Peace Officer's Bill of Rights Act (POBOR). LOCAL AGENCY shall ensure that its employees comply with all the legal obligations relating to these areas. LOCAL AGENCY shall ensure that its employees are provided appropriate training.

11. **TIMELINESS**: Time is of the essence in the performance of this agreement.

12. **COMPENSATION**: The consideration to be paid STATE, as provided herein, shall be in compensation for all of STATE's expenses incurred in the performance hereof, including travel, per Diem, and taxes, unless otherwise expressly so provided.

13. **GOVERNING LAW**: This agreement is governed by and shall be interpreted in accordance with the laws of the State of California.

14. **CHILD SUPPORT COMPLIANCE ACT**: "For any Agreement in excess of \$100,000, the LOCAL AGENCY acknowledges in accordance with Public Contract Code 7110, that:

A. The LOCAL AGENCY recognizes the importance of child and family support obligations and shall fully comply with all applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with section 5200) of Part 5 of Division 9 of the Family Code; and

B. The LOCAL AGENCY, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department."

15. **UNENFORCEABLE PROVISION:** In the event that any provision of this Agreement is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this Agreement have force and effect and shall not be affected thereby.

16. **COMPLIANCE WITH THE HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA)**

The STATE and LOCAL AGENCY have a responsibility to comply with the provisions of the 1996 Federal Health Insurance Portability and Accountability Act (HIPAA) and the 2001 State Health Insurance Portability and Accountability Implementation Act. HIPAA provisions become applicable once the association and relationships of the health care providers are determined by the LOCAL AGENCY. It is the LOCAL AGENCY'S responsibility to determine their status as a "covered entity" and the relationships of personnel as "health care providers", "health care clearinghouse", "hybrid entities", "business associates", or "trading partners". STATE personnel assigned to fill the LOCAL AGENCY'S positions within this Agreement, and their supervisors, may fall under the requirements of HIPAA based on the LOCAL AGENCY'S status. It is the LOCAL AGENCY'S responsibility to identify, notify, train, and provide all necessary policy and procedures to the STATE personnel that fall under HIPAA requirements so that they can comply with the required security and privacy standards of the act.

17. **LIABILITY INSURANCE**

The STATE and LOCAL AGENCY shall each provide proof of insurance in a form acceptable to the other party at no cost one to the other, to cover all services provided and use of local government facilities covered by this agreement. If LOCAL AGENCY is insured and/or self-insured in whole or in part for any losses, LOCAL AGENCY shall provide a completed Certification of Self Insurance (Exhibit D, Schedule E) or certificate of insurance, executed by a duly authorized officer of LOCAL AGENCY. Upon request of LOCAL AGENCY the STATE shall provide a letter from DGS, Office Risk and Insurance Management executed by a duly authorized officer of STATE. If commercially insured in whole or in part, a certificate of such coverage executed by the insurer or its authorized representative shall be provided.

Said commercial insurance or self-insurance coverage of the LOCAL AGENCY shall include the following:

- A. Fire protection and emergency services - Any commercial insurance shall provide at least general liability for \$5,000,000 combined single limit per occurrence.
- B. Dispatch services – Any commercial insurance shall provide at least general liability for \$1,000,000 combined single limit per occurrence.
- C. The CAL FIRE, State of California, its officers, agents, employees, and servants are included as additional insured's for purposes of this contract.
- D. The STATE shall receive thirty (30) days prior written notice of any cancellation or change to the policy at the addresses listed on page 2 of this agreement.

18. **WORKERS COMPENSATION:** (only applies where local government employees/volunteers are supervised by CAL FIRE, as listed in Exhibit D Schedule C. STATE contract employees' workers compensation is included as part of the contract personnel benefit rate).

- A. Workers' Compensation and related benefits for those persons, whose use or employment is contemplated herein, shall be provided in the manner prescribed by California Labor Codes, State Interagency Agreements and other related laws, rules, insurance policies, collective bargaining agreements, and memorandums of understanding.

- B. The STATE Unit Chief administering the organization provided for in this agreement shall not use, dispatch or direct any non STATE employees, on any work which is deemed to be the responsibility of LOCAL AGENCY, unless and until LOCAL AGENCY provides for Workers' Compensation benefits at no cost to STATE. In the event STATE is held liable, in whole or in part, for the payment of any Worker's Compensation claim or award arising from the injury or death of any such worker, LOCAL AGENCY agrees to compensate STATE for the full amount of such liability.
- C. The STATE /LOCAL AGENCY shall receive proof of Worker's Compensation coverage and shall be notified of any cancellation and change of coverage at the addresses listed in Section 1.

19. **CONFLICT OF INTEREST**: LOCAL AGENCY needs to be aware of the following provisions regarding current or former state employees. If LOCAL AGENCY has any questions on the status of any person rendering services or involved with the Agreement, the STATE must be contacted immediately for clarification.

Current State Employees (Public Contract Code §10410):

- 1) No officer or employee shall engage in any employment, activity or enterprise from which the officer or employee receives compensation or has a financial interest and which is sponsored or funded by any state agency, unless the employment, activity or enterprise is required as a condition of regular state employment.
- 2) No officer or employee shall contract on his or her own behalf as an independent contractor with any state agency to provide goods or services.

Former State Employees (Public Contract Code §10411):

- 1) For the two-year period from the date he or she left state employment, no former state officer or employee may enter into a contract in which he or she engaged in any of the negotiations, transactions, planning, arrangements or any part of the decision-making process relevant to the contract while employed in any capacity by any state agency.
- 2) For the twelve-month period from the date he or she left state employment, no former state officer or employee may enter into a contract with any state agency if he or she was employed by that state agency in a policy-making position in the same general subject area as the proposed contract within the 12-month period prior to his or her leaving state service.

If LOCAL AGENCY violates any provisions of above paragraphs, such action by LOCAL AGENCY shall render this Agreement void. (Public Contract Code §10420)

Members of boards and commissions are exempt from this section if they do not receive payment other than payment of each meeting of the board or commission, payment for preparatory time and payment for per diem. (Public Contract Code §10430 (e))

20. **LABOR CODE/WORKERS' COMPENSATION**: LOCAL AGENCY needs to be aware of the provisions which require every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions, and LOCAL AGENCY affirms to comply with such provisions before commencing the performance of the work of this Agreement. (Labor Code Section 3700)

21. **AMERICANS WITH DISABILITIES ACT**: LOCAL AGENCY assures the State that it complies with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis

of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. 12101 et seq.)

22. **LOCAL AGENCY NAME CHANGE**: An amendment is required to change the LOCAL AGENCY'S name as listed on this Agreement. Upon receipt of legal documentation of the name change the STATE will process the amendment. Payment of invoices presented with a new name cannot be paid prior to approval of said amendment.
23. **RESOLUTION**: A county, city, district, or other local public body must provide the STATE with a copy of a resolution, order, motion, or ordinance of the local governing body which by law has authority to enter into an agreement, authorizing execution of the agreement.
24. **AIR OR WATER POLLUTION VIOLATION**: Under the State laws, the LOCAL AGENCY shall not be: (1) in violation of any order or resolution not subject to review promulgated by the State Air Resources Board or an air pollution control district; (2) subject to cease and desist order not subject to review issued pursuant to Section 13301 of the Water Code for violation of waste discharge requirements or discharge prohibitions; or (3) finally determined to be in violation of provisions of federal law relating to air or water pollution.
25. **AFFIRMATIVE ACTION**. STATE certifies its compliance with applicable federal and State hiring requirements for persons with disabilities, and is deemed by LOCAL AGENCY to be in compliance with the provisions of LOCAL AGENCY'S Affirmative Action Program for Vendors.
26. **DRUG AND ALCOHOL-FREE WORKPLACE**. As a material condition of this Agreement, STATE agrees that it and its employees, while performing service for LOCAL AGENCY, on LOCAL AGENCY property, or while using LOCAL AGENCY equipment, shall comply with STATE's Employee Rules of Conduct as they relate to the possession, use, or consumption of drugs and alcohol.
27. **ZERO TOLERANCE FOR FRAUDULENT CONDUCT IN LOCAL AGENCY SERVICES**. STATE shall comply with any applicable "Zero Tolerance for Fraudulent Conduct in LOCAL AGENCY Services." There shall be "Zero Tolerance" for fraud committed by contractors in the administration of LOCAL AGENCY programs and the provision of LOCAL AGENCY services. Upon proven instances of fraud committed by the STATE in connection with performance under the Agreement, the Agreement may be terminated consistent with the termination for cause/cancellation term, Exhibit C, section 8, subsection B, of Cooperative Fire Programs Fire Protection Reimbursement Agreement, LG-1, between the California Department of Forestry and Fire Protection (CAL FIRE) and the LOCAL AGENCY.
28. **CONFIDENTIAL INFORMATION**. "Confidential information" means information designated by CAL FIRE and/or the LOCAL AGENCY disclosure of which is restricted, prohibited or privileged by State and federal law. Confidential Information includes, but is not limited to, information exempt from disclosure under the California Public Records Act (Government Code Sections 6250 et seq.) Confidential Information includes but is not limited to all records as defined in Government Code section 6252 as well as verbal communication of Confidential Information. Any exchange of Confidential Information between parties shall not constitute a "waiver" of any exemption pursuant to Government Code section 6254.5

CAL FIRE and LOCAL AGENCY personnel allowed access to information designated as Confidential Information shall be limited to those persons with a demonstrable business need for such access. CAL FIRE and LOCAL AGENCY agree to provide a list of authorized personnel in writing as required by Government Code section 6254.5(e). CAL FIRE and the LOCAL

AGENCY agree to take all necessary measures to protect Confidential Information and shall impose all the requirements of this Agreement on all of their respective officers, employees and agents with regards to access to the Confidential Information. A Party to this Contract who experiences a security breach involving Confidential Information covered by this Contract, agrees to promptly notify the other Party of such breach

29. **ENTIRE AGREEMENT**: This agreement contains the whole agreement between the Parties. It cancels and supersedes any previous agreement for the same or similar services.

EXHIBIT D
ADDITIONAL PROVISIONS

EXCISE TAX: State of California is exempt from federal excise taxes, and no payment will be made for any taxes levied on employees' wages. STATE will pay any applicable State of California or local sales or use taxes on the services rendered or equipment or parts supplied pursuant to this agreement. The STATE may pay any applicable sales and use tax imposed by another state.

Schedules

The following Schedules are included as part of this agreement (check boxes if they apply):

- A. Fiscal Display, PRC 4142 AND/OR PRC 4144** - STATE provided LOCAL AGENCY funded fire protection services. STATE-owned vehicles shall be operated and maintained in accordance with policies of STATE at rates listed in Exhibit D, Schedule A.
- B. STATE Funded Resource** - A listing of personnel, crews and major facilities of the STATE overlapping or adjacent to the local agency area that may form a reciprocal part of this agreement.
- C. LOCAL AGENCY Provided Local Funded Resources** - A listing of services, personnel, equipment and expenses, which are paid directly by the local agency, but which are under the supervision of the Unit Chief.
- D. LOCAL AGENCY Owned STATE Maintained Vehicles** - Vehicle information pertaining to maintenance responsibilities and procedures for local agency-owned vehicles that may be a part of the agreement.

LOCAL AGENCY-owned firefighting vehicles shall meet and be maintained to meet minimum safety standards set forth in Title 49, Code of Federal Regulations; and Titles 8 and 13, California Code of Regulations.

LOCAL AGENCY-owned vehicles that are furnished to the STATE shall be maintained and operated in accordance to LOCAL AGENCY policies. In the event LOCAL AGENCY does not have such policies, LOCAL AGENCY-owned vehicles shall be maintained and operated in accordance with STATE policies. The cost of said vehicle maintenance and operation shall be at actual cost or at rates listed in Exhibit D, Schedule D.

Exhibit D, Schedule D is incorporated into this section if LOCAL AGENCY-owned vehicles listed in Exhibit D, Schedule D are to be operated, maintained, and repaired by STATE.

LOCAL AGENCY assumes full responsibility for all liabilities associated therewith in accordance with California Vehicle Code Sections 17000, 17001 et seq. STATE employees operating LOCAL AGENCY-owned vehicles shall be deemed employees of LOCAL AGENCY, as defined in Vehicle Code Section 17000. Except where LOCAL AGENCY would have no duty to indemnify STATE under Exhibit C, Section 6 for all LOCAL AGENCY-owned vehicles operated or used by employees of STATE under this agreement.

LOCAL AGENCY employees, who are under the supervision of the Unit Chief and operating STATE-owned motor vehicles, as a part of the duties and in connection with fire protection and other emergency services, shall be deemed employees of STATE, as defined in Vehicle Code Section 17000 for acts or omissions in the use of such vehicles. Except where STATE would have no duty to indemnify LOCAL AGENCY under Exhibit C, Section 6.

- E. Certification of Insurance** - Provider Insurance Certification and/or proof of self-insurance.

Contractor Name: County of Santa Cruz

Contract No: 1CA04860

Page No.: 17

EXHIBIT D, SCHEDULE A

LOCAL FUNDED – STATE RESOURCES

FISCAL DISPLAY

PRC 4142

NAME OF LOCAL AGENCY: County of Santa Cruz

CONTRACT NUMBER: **1CA04860**

Index: 1700

PCA: 17720

Fiscal Year: 2020/21 to 2022/23

This is Schedule A of Cooperative Agreement originally dated July 1, 2020, by and between CAL FIRE of the State of California and LOCAL AGENCY.

(See Attached)

Unit: CZU

Contract Name: County of Santa Cruz

Agreement Total \$18,469,174

Contract No.: 1CA04860

Page No.: 18

Fiscal Year 20/21	
17720 PS Total	\$4,119,445
17720 OE Total	\$257,206
17721 PS Total	\$0
17721 OE Total	\$61,628
17770 PS Total	\$1,397,403
17770 OE Total	\$22,898

TOTAL \$5,858,580

Fiscal Year 21/22 (+5%)	
17720 PS Total	\$4,325,417
17720 OE Total	\$270,066
17721 PS Total	\$0
17721 OE Total	\$64,710
17770 PS Total	\$1,467,273
17770 OE Total	\$24,043

TOTAL \$6,151,509

Fiscal Year 22/23 (+5%)	
17720 PS Total	\$4,541,688
17720 OE Total	\$283,570
17721 PS Total	\$0
17721 OE Total	\$67,945
17770 PS Total	\$1,540,637
17770 OE Total	\$25,245

TOTAL \$6,459,085

Fiscal Year: 2020	Unit: CZU	Sub Total	\$3,688,285	Contract Name: County of Santa Cruz
Index: 1700		Admin	\$431,160	
PCA: 17720		Total	\$4,119,445	
PRC: 4142				
Comments		Overtime Total:	\$285,300	Contract No.: 1CA04860
				Page No.: 19

This is a Schedule A - 4142 of the Cooperative Agreement, dated July 1, 2020 between the County of Santa Cruz and The California Department of Forestry and Fire Protection (CAL FIRE)

CAL FIRE Unit Chief	Ian Larkin
CAL FIRE Region Chief	Mike Bradley

Number of Positions	Classification/ad-ons (Pick From List)	RET.	Period	Salary Months	Salary Rate	Total Salary	EDWC Rate	EDWC Periods	Total EDWC	Salary Benefits	FFI UI	EDWC Benefits	Total Salary & EDWC	Total Position Cost
24	Firefighter I	POF	7/1/20-6/30/21	7	\$4,137	\$695,016	\$2,255	7	\$378,840	\$648,450	\$58,103	\$213,325	\$1,993,734	\$1,993,734
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
3.5	Fire Captain, Range A	POF	7/1/20-6/30/21	12	\$5,720	\$240,240	\$3,155	12	\$132,510	\$224,144	\$0	\$74,616	\$671,510	\$710,106
3.5	Education Incentive Pay Differential	POF		12	\$75	\$3,150			\$0	\$2,939		\$0	\$6,089	
3.5	Longevity Pay Differential - 7%	POF		12	\$0	\$16,817			\$0	\$15,690		\$0	\$32,507	
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
1	Communications Operator, Range B	SAF	7/1/20-6/30/21	12	\$6,081	\$72,972	\$0	0	\$0	\$48,913	\$0	\$0	\$121,885	\$125,359
1	Night-Shift Pay Differential	SAF		12	\$173	\$2,080			\$0	\$1,394		\$0	\$3,474	
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
1	Fire Prevention Specialist II	MIS	7/1/20-6/30/21	12	\$4,982	\$59,784	\$0	0	\$0	\$48,802	\$0	\$0	\$108,586	\$120,084
1	Education Incentive Pay Differential	MIS		12	\$75	\$900			\$0	\$735		\$0	\$1,635	
1	Longevity Pay Differential - 7%	MIS		12	\$0	\$4,185			\$0	\$3,416		\$0	\$7,601	
1	Fire Mission Pay Differential - Fire Prevention Specialist II	MIS		5	\$249	\$1,246			\$0	\$1,017		\$0	\$2,262	
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
0.3	Administrative Officer II, Res. Agency	MIS	7/1/20-6/30/21	12	\$7,095	\$25,542	\$0	0	\$0	\$20,850	\$0	\$0	\$46,392	\$49,727
0.3	Health Care Differential	MIS		12	\$260	\$936			\$0	\$764		\$0	\$1,700	
0.3	Geographical Pay Diff-Santa Cruz	MIS		12	\$250	\$900			\$0	\$735		\$0	\$1,635	
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
0.8	Associate Governmental Program Analyst	MIS	7/1/20-6/30/21	12	\$6,607	\$63,427	\$0	0	\$0	\$51,776	\$0	\$0	\$115,203	\$124,095
0.8	Health Care Differential	MIS		12	\$260	\$2,496			\$0	\$2,037		\$0	\$4,533	
0.8	Geographical Pay Diff-Santa Cruz	MIS		12	\$250	\$2,400			\$0	\$1,959		\$0	\$4,359	
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
1.3	Executive Secretary I	MIS	7/1/20-6/30/21	12	\$4,537	\$70,777	\$0	0	\$0	\$57,775	\$0	\$0	\$128,553	\$143,003
1.3	Health Care Differential	MIS		12	\$260	\$4,056			\$0	\$3,311		\$0	\$7,367	
1.3	Geographical Pay Diff-Santa Cruz	MIS		12	\$250	\$3,900			\$0	\$3,184		\$0	\$7,084	
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0

Fiscal Year: 2020	Unit: CZU	Sub Total	\$3,688,285	Contract Name:	County of Santa Cruz
Index: 1700		Admin	\$431,160	Contract No.: 1CA04860	
PCA: 17720		Total	\$4,119,445	Page No.: 20	
PRC: 4142		Overtime Total: \$285,300			
Comments					

1	Resarch Data Analyst I	MIS	7/1/20-6/30/21	12	\$5,770	\$69,240	\$0	0	\$0	\$56,521	\$0	\$0	\$125,761	\$136,876
1	Health Care Differential	MIS		12	\$260	\$3,120			\$0	\$2,547		\$0	\$5,667	
1	Geographical Pay Diff-Santa Cruz	MIS		12	\$250	\$3,000			\$0	\$2,449		\$0	\$5,449	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0		0	\$0	\$0		\$0	\$0	\$263,770
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
1	Overtime	POF	7/1/20-6/30/21	12	\$260,000				\$0	\$3,770		\$0	\$263,770	
					\$0	\$0		0	\$0	\$0		\$0	\$0	\$21,530
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
1	Overtime	MIS	7/1/20-6/30/21	12	\$20,000				\$0	\$1,530		\$0	\$21,530	
					\$0	\$0		0	\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0		0	\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0		0	\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	\$0

Fiscal Year: 2020 Index: 1700 PCA: 17720 PRC: 4142	Uniform Benefits	\$572	Contract Name: County of Santa Cruz Contract No.: 1CA04860 Page No.: 21
	Sub Total	\$230,286	
	Admin	\$26,920	
	Total	\$257,206	

Comments
This is a Schedule A - 4142 of the Cooperative Agreement, dated July 1, 2020 between the County of Santa Cruz and The California Department of Forestry and Fire Protection (CAL FIRE)

Category (Pick from List)	Details	Number	Months	Rate	Sub-Total	1.45% Uniform Benefits	Total
UNIFORM ALLOWANCE FOR BU8	FFI	24.00	7.00	\$178	\$ 29,820	\$ 432	\$ 30,252
UNIFORM ALLOWANCE FOR BU8	FC & FPS II	4.50	12.00	\$178	\$ 9,612	\$ 139	\$ 9,751
UNIFORM ALLOWANCE FOR COMM OP	Uniform, once annually	1.00	1.00	\$1250	\$ 1,250		\$ 1,250
	Cleaning, once annually	1.00	12.00	\$25	\$ 300		\$ 300
COMMUNICATIONS	Big Creek FS Telephone	1.00	12.00	\$40	\$ 480		\$ 480
	Burrell FS Telephone	1.00	12.00	\$105	\$ 1,260		\$ 1,260
	Corralitos FS Telephone	1.00	12.00	\$90	\$ 1,080		\$ 1,080
	Fall Creek FS Telephone	1.00	12.00	\$100	\$ 1,200		\$ 1,200
	Felton HQ Telephone E-911	1.00	12.00	\$55	\$ 660		\$ 660
	Felton HQ Telephone CalNe	1.00	12.00	\$100	\$ 1,200		\$ 1,200
	Felton HQ Telephone Staff	1.00	12.00	\$395	\$ 4,740		\$ 4,740
	Saratoga Summit FS Telepho	1.00	12.00	\$100	\$ 1,200		\$ 1,200
	Deputy Chief Cell Phone	1.00	12.00	\$60	\$ 720		\$ 720
	Battalion Chiefs Cell Phone	3.00	12.00	\$60	\$ 2,160		\$ 2,160
	Prev/Plans Cell Phone	2.00	12.00	\$60	\$ 1,440		\$ 1,440
	AOII/AGPA/ESI Cell Phone	3.00	12.00	\$60	\$ 2,160		\$ 2,160
	Training FCs Cell Phone	2.00	12.00	\$60	\$ 1,440		\$ 1,440
	Radio Maintenance	1.00	1.00	\$8000	\$ 8,000		\$ 8,000
TRAINING	Equipment Repair/Rental	1.00	1.00	\$5000	\$ 5,000		\$ 5,000
	Station Supplies/Repairs	1.00	1.00	\$10000	\$ 10,000		\$ 10,000
	Small Tools/Office Equip.	1.00	1.00	\$15000	\$ 15,000		\$ 15,000
	Service Center Supplies	1.00	1.00	\$5000	\$ 5,000		\$ 5,000
PERSONAL CARE	Foodstuffs	1.00	1.00	\$5000	\$ 5,000		\$ 5,000
	Laundry/Cleaning	1.00	1.00	\$2000	\$ 2,000		\$ 2,000
PRINTING	Printing charges	1.00	1.00	\$1500	\$ 1,500		\$ 1,500
POSTAGE	Postage charges	1.00	1.00	\$1500	\$ 1,500		\$ 1,500
TRAVEL	Required Travel	1.00	1.00	\$5500	\$ 5,500		\$ 5,500
TRAINING	Classes/Conferences	1.00	1.00	\$15000	\$ 15,000		\$ 15,000

Contractor Name: County of Santa Cruz

Contract No: 1CA04860

Page No.: 22

EXHIBIT D, SCHEDULE A

LOCAL FUNDED – STATE RESOURCES

FISCAL DISPLAY

PRC 4144

NAME OF LOCAL AGENCY: County of Santa Cruz

CONTRACT NUMBER: **1CA04860**

Index: 1700

PCA: 17721

Fiscal Year: 2020/21 to 2022/23

This is Schedule A of Cooperative Agreement originally dated July 1, 2020, by and between CAL FIRE of the State of California and LOCAL AGENCY.

(See Attached)

Fiscal Year: 2020
 Index: 1700
 PCA: 17721
 PRC: 4144

Uniform Benefits	\$0
Sub Total	\$55,178
Admin	\$6,450
Total	\$61,628

Contract Name: County of Santa Cruz
 Contract No.: 1CA04860
 Page No.: 23

Comments

This is a Schedule A - 4142 of the Cooperative Agreement, dated July 1, 2020 between the County of Santa Cruz and The California Department of Forestry and Fire Protection (CAL FIRE)

Category (Pick from List)	Details	Number	Months	Rate	Sub-Total	1.45%	
						Uniform Benefits	Total
	11/1/2020-05/31/2021						
AMADOR - BATTALION CHIEF	Administrative	2.00	7.00	\$1107	\$ 15,498		\$ 15,498
AMADOR - FIRE CAPTAIN	ECC	2.00	7.00	\$935	\$ 13,090		\$ 13,090
AMADOR - FIRE CAPTAIN	Station Captains	1.00	7.00				
OTHER ITEMS OF EXPENSE	FLO Fire Miss.Pay w/Ben	1.00	7.00	\$416	\$ 2,912		\$ 2,912
COMMUNICATIONS	Mobile Radios	5.00	7.00	\$14	\$ 481		\$ 481
	Base Stations	5.00	7.00	\$66	\$ 2,321		\$ 2,321
	Handi-Talkie Radios	17.00	7.00	\$7	\$ 843		\$ 843
VEHICLE OPERATIONS	Engines	2.00	7.00	\$1431	\$ 20,034		\$ 20,034

Contractor Name: County of Santa Cruz

Contract No: 1CA04860

Page No.: 24

EXHIBIT D, SCHEDULE A

LOCAL FUNDED – STATE RESOURCES

FISCAL DISPLAY

PRC 4142

NAME OF LOCAL AGENCY: County of Santa Cruz

CONTRACT NUMBER: **1CA04860**

Index: 1700

PCA: 17700

Fiscal Year: 2020/21 to 2022/23

This is Schedule A of Cooperative Agreement originally dated July 1, 2020, by and between CAL FIRE of the State of California and LOCAL AGENCY.

(See Attached)

Fiscal Year: 2020
 Index: 1700
 PCA: 17700
 PRC: 4142

Unit: CZU

Sub Total	\$1,251,144
Admin	\$146,259
Total	\$1,397,403

Contract Name: County of Santa Cruz

Contract No.: 1CA04860

Page No.: 25

Comments

Overtime Total: \$60,932

This is a Schedule A - 4142 of the Cooperative Agreement, dated July 1, 2020 between the County of Santa Cruz and The California Department of Forestry and Fire Protection (CAL FIRE)

CAL FIRE Unit Chief	Ian Larkin
CAL FIRE Region Chief	Mike Bradley

Number of Positions	Classification/ad-ons (Pick From List)	RET.	Period	Salary Months	Salary Rate	Total Salary	EDWC Rate	EDWC Periods	Total EDWC	Salary Benefits	FFI UI	EDWC Benefits	Total Salary & EDWC	Total Position Cost
0.1	Battalion Chief (Nonsupervisory)	POF	7/1/20-6/30/21	12	\$6,639	\$7,967	\$3,656	12	\$4,387	\$7,433	\$0	\$2,470	\$22,257	\$23,509
0.1	Longevity Pay Differential - 7%	POF		12	\$0	\$558			\$0	\$520		\$0	\$1,078	
0.1	Education Incentive Pay Differential	POF		12	\$75	\$90			\$0	\$84		\$0	\$174	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	
2	Fire Captain, Range A	POF	7/1/20-6/30/21	12	\$5,720	\$137,280	\$3,155	12	\$75,720	\$128,082	\$0	\$42,638	\$383,720	\$405,775
2	Longevity Pay Differential - 7%	POF		12	\$0	\$9,610			\$0	\$8,966		\$0	\$18,575	
2	Education Incentive Pay Differential	POF		12	\$75	\$1,800			\$0	\$1,679		\$0	\$3,479	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	
4	Fire Apparatus Engineer	POF	7/1/20-6/30/21	12	\$5,098	\$244,704	\$2,817	12	\$135,216	\$228,309	\$0	\$76,140	\$684,369	\$691,328
4	Education Incentive Pay Differential	POF		12	\$75	\$3,600			\$0	\$3,359		\$0	\$6,959	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	
0.2	Associate Governmental Program Analyst	MIS	7/1/20-6/30/21	12	\$6,607	\$15,857	\$0	0	\$0	\$12,944	\$0	\$0	\$28,801	\$31,024
0.2	Geographical Pay Diff-Santa Cruz	MIS		12	\$250	\$600			\$0	\$490		\$0	\$1,090	
0.2	Health Care Differential	MIS		12	\$260	\$624			\$0	\$509		\$0	\$1,133	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	
0.2	Executive Secretary I	MIS	7/1/20-6/30/21	12	\$4,537	\$10,889	\$0	0	\$0	\$8,889	\$0	\$0	\$19,777	\$22,000
0.2	Geographical Pay Diff-Santa Cruz	MIS		12	\$250	\$600			\$0	\$490		\$0	\$1,090	
0.2	Health Care Differential	MIS		12	\$260	\$624			\$0	\$509		\$0	\$1,133	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
	Overtime				\$0	\$0			\$0	\$0		\$0	\$0	
0.1	Administrative Officer II, Res. Agency	MIS	7/1/20-6/30/21	12	\$7,095	\$8,514	\$0	0	\$0	\$6,950	\$0	\$0	\$15,464	\$17,652
0.1	Geographical Pay Diff-Santa Cruz	MIS		12	\$250	\$300			\$0	\$245		\$0	\$545	
0.1	Health Care Differential	MIS		12	\$260	\$312			\$0	\$255		\$0	\$567	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
1	Overtime	MIS	7/1/20-6/30/21	1		\$1,000			\$0	\$77		\$0	\$1,077	
					\$0	\$0			\$0	\$0		\$0	\$0	\$59,856
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
					\$0	\$0			\$0	\$0		\$0	\$0	
1	Overtime	POF	7/1/20-6/30/21	1		\$59,000			\$0	\$856		\$0	\$59,856	
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0
					\$0	\$0			\$0	\$0		\$0	\$0	\$0

Fiscal Year: 2020
 Index: 1700
 PCA: 17700
 PRC: 4142

Uniform Benefits	\$188
Sub Total	\$20,501
Admin	\$2,397
Total	\$22,898

Contract Name: County of Santa Cruz
 Contract No.: 1CA04860
 Page No.: 26

Comments

This is a Schedule A - 4142 of the Cooperative Agreement, dated July 1, 2020 between the County of Santa Cruz and The California Department of Forestry and Fire Protection (CAL FIRE)

Category (Pick from List)	Details	Number	Months	Rate	Sub-Total	1.45%	Total
UNIFORM ALLOWANCE FOR BU8	Safety PPE	6.10	12.00	\$178	\$ 12,993	\$ 188	\$ 13,181
COMMUNICATIONS	Cell Phone	1.00	12.00	\$60	\$ 720		\$ 720
FACILITIES OPERATIONS	General Expense	1.00	1.00	\$2000	\$ 2,000		\$ 2,000
	Service Center Supplies	1.00	1.00	\$2000	\$ 2,000		\$ 2,000
POSTAGE	Postage charges	1.00	1.00	\$100	\$ 100		\$ 100
TRAVEL	Required Travel	1.00	1.00	\$1000	\$ 1,000		\$ 1,000
VEHICLE OPERATIONS	County Owned actual exp.	1.00	1.00	\$1000	\$ 1,000		\$ 1,000
	Fuel for utility vehicle	1.00	1.00	\$500	\$ 500		\$ 500

EXHIBIT D, SCHEDULE C

**LOCAL FUNDED LOCAL RESOURCES
 ASSIGNED TO THE CAL FIRE UNIT**

NAME OF LOCAL AGENCY: County of Santa Cruz

This is Schedule c of Cooperative Agreement originally dated July 1, 2020, by and between CAL FIRE of the State of California and LOCAL AGENCY.

FISCAL YEAR: 2020/21 to 2022/23

Acct #	County Fire Budget Item Description	2020/21 Proposed Budget
40100	Property Tax-current-sec	2,432,561
40110	Property Tax-current-unsec	47,825
40130	Property Tax-prior unsec	4,100
40150	Supplemental prop tax cs	34,028
40160	Supp prop tax-prior secured	1,587
40161	Prior year nsec supp apport	747
40430	Interest	130,069
40830	St-Homeowners' prop. tax	13,741
40852	St-other tax relief subvent.	702
41095	FED-Other Misc Grants	20,000
41304	Inspection charges	50,150
41576	Permit Processing Fees	77,562
42022	Cost Recovery-other	60,000
42030	Fire Protection Services	2,814,035
	Fund Balance	711,333
TOTAL REVENUES		6,398,440

51010	Regular Pay - Extra Help	102,500
52010	OASDI - Social Security	0
54010	Workers Comp Ins	70,306
61110	Clothing	101,750
61215	Radio	9,500
61220	Telephone	0
61221	Telephone-non telecom	46,000
61425	Other Household Expenses	5,000
61535	Other Ins.	55,123
61720	Maint.-Mobile Equipment Services	175,000
61840	Facilities - Maint-Plumbing-Serv	0
61845	Maintenance - Structure	97,410
61920	Medical, Dental, Lab Supplies	64,000
62020	Memberships	2,825

Acct #	County Fire Budget Item Description Cont'd.	2020/21 Proposed Budget
62214	Duplicating Services	200
62219	PC Software	28,228
62221	Postage	50
62222	Subscriptions/Periodicals	50
62223	Supplies	8,000
62226	Inventoriable Items	215,826
62301	Acct/Auditing Fees	18,370
62325	ISD - Data Proc.	13,839
62349	GIS Services	0
62366	Medical Services	45,375
62376	Planning Services	0
62381	Professional Services	4,478,841
62420	Legal Notices	1,200
62715	Small Tools	207,800
62801	Advertising & Promotion	0
62855	Management	40,000
62856	Special Misc. Expense	46,250
62874	Refund of PY Revenue	0
62888	Special Dist. Expense	92,922
62890	Subscriptions	3,930
62914	Training	53,410
62920	Gas, Oil, Fuel	4,500
62926	Mileage	0
62928	Travel/Mileage	0
62935	Service Center Charges	7,500
62936	Replacement Reserve	600
62937	Depreciation	5,172
63070	Utilities	24,300
74850	Taxes and Licenses	10
75230	Contributions to other agcy	34,000
75315	County Overhead	53,731
86110	Buildings & Improvements	85,000
86204	Equipment	296,500
86209	Mobile Equipment	900,000
90000	Operating trans out	0
90040	Operating trans out to plant fund	0
95525	Intra-Fund TRF-Other	(1,196,578)
98700	Contingencies	200,000
TOTAL EXPENDITURES		6,398,440

Acct #	Pajaro Dunes Budget Item Description	2020/21 Proposed Budget
40100	Property Tax-current-sec	752,106
40110	Property Tax-current-unsec	14,837
40150	Supplemental prop tax cs	10,584
40430	Interest	25,000
40830	St-Homeowners' prop. tax	4,445
42030	Fire Protection Services	530,123
	Fund Balance Revenue	794,781
TOTAL REVENUE		2,131,876
51005	Overtime Pay - Permanent	
51010	Regular Pay - Extra Help	40,000
54010	Workers Comp Insurance	3,185
61110	Clothing	12,500
61215	Radio	500
61221	Non Telecom Phone	600
61425	Other Household Expense	1,500
61535	Other Insurance	9,200
61720	Maintenance - Mobile Equipment - Services	31,000
61845	Maintenance - Structure	70,000
61920	Medical, Dental, & Lab Supplies	4,000
62111	Misc. Exp.	1,000
62223	Supplies	500
62226	Inventoriable Assets	2,000
62301	Acct/Auditing Fees	6,026
62366	Medical Services	6,540
62381	Professional Services	1,438,177
62715	Small Tools	4,000
62855	Management	0
62856	Special Misc. Expense - Svc	1,000
62888	Special Dist. Expense -Svc	12,000
62890	Subscriptions	250
62914	Ed and Training	1,572
62920	Gas, Oil, Fuel	4,000
63070	Utilities	16,200
75315	County Overhead	6,446
86204	Equipment/Fixed Assets	5,100
86209	Mobile Equipment	575,000
95525	Intra-Fund TRF-Other	(220,420)
98700	Approp. For Contingencies	100,000
TOTAL EXPENDITURES		2,131,876

EXHIBIT E
DESCRIPTION OF OTHER SERVICES

Please reference the Santa Cruz County Fire Department Operational Plan.

2019-2020 Fire Protection Services Contract

RECITALS

This Fire Protection Services Contract is predicated upon the following facts and conditions:

- A. The City of Watsonville (CITY) is a charter city pursuant to the Constitution of the State of California and has the power to provide fire protection services to the City of Watsonville. The City Charter permits the Council of the CITY to enter into contracts on behalf of the CITY with governmental agencies, including special districts, for various purposes, including the providing of fire protection services.
- B. The Pajaro Valley Fire Protection District (DISTRICT) is a duly established and existing fire protection district and a legal entity existing and operating pursuant to the Bergeson Fire District Law also know as the Fire Protection District Law of 1987 (commencing with Health and Safety Code Section 13801). The DISTRICT has authority to enter into contracts with other governmental agencies, including charter cities, for purposes relating to providing fire protection services.
- C. The CITY and the DISTRICT desire to enter into a contract whereby the CITY will provide fire protection and related services as described in section 2 (with the exception of fire prevention services) to the Pajaro Valley Fire District.
- D. The CITY and DISTRICT both own equipment and either contract for or employ personnel for the purposes of providing fire protection services sufficient to carry out and accomplish the objectives and purposes of this CONTRACT.
- E. The purpose of this CONTRACT is to provide a level of fire protection that is consistent with the goals of the DISTRICT and CITY, and is in the best interest of the public, economy and general welfare.

1. Agreement

NOW, THEREFORE, based on the forgoing, the CITY and DISTRICT agree to the following:

1. DEFINITIONS

The following definitions and terms will be used in interpreting this CONTRACT

- (i) CONTRACT means this Fire Protection Services Contract.
- (ii) CITY means the City of Watsonville, a municipal corporation.
- (iii) DISTRICT means the Pajaro Valley Fire Protection District, an independent governmental entity created under the laws of the State of California.
- (iv) FIRE DEPARTMENT means the Watsonville Fire Department.
- (v) MUTUAL AID means the California Master Mutual Aid Agreement or assistance provided pursuant thereto.
- (vi) PARTY shall mean either the City of Watsonville or the Pajaro Valley Fire Protection District.

2. CONTRACT SERVICES

The CITY, through its FIRE DEPARTMENT, will furnish to the DISTRICT within the CONTRACT AREA the following contract services at a level equal to or greater than that which is currently being provided to the Citizens of the DISTRICT on the date this CONTRACT is executed. To this end, the Chief of the Watsonville FIRE DEPARTMENT shall utilize, to the best of his or her ability and judgment, the personnel and equipment at his or her disposal in order to provide this level of service. The CITY shall provide the following services, and no others, during the term of this CONTRACT:

- (A) Fire suppression as dispatched from the Santa Cruz County Regional 9-1-1 Center:
- (B) Emergency medical services ALS level) as dispatched from the Santa Cruz County Regional 9-1-1 Center: and/or
- (C) Emergency Public Services related to immediate threat to life or property as dispatched from the Santa Cruz County Regional 9-1-1 Center.

3. RETAINED SERVICE OBLIGATIONS

Except as specifically provided in Section 2 above (Contract Services), all other fire protection services provided will be the sole responsibility of DISTRICT or others as may from time to time be designated by DISTRICT.

4. APPARATUS STAFFING LEVELS

CITY will provide apparatus staffing levels in accordance with CITY staffing policies as of the date this CONTRACT is executed.

5. RESPONSE PROCEDURES

Response schedule shall be in accordance with the regional standards of fire protection. Said response schedule may be modified from time to time by the parties. Said schedules will be prepared without regard to political boundaries. CITY will provide initial fire suppression and rescue, respond to hazardous conditions and provide necessary related emergency services as dispatched.

The CITY will respond to all Code 3 calls within the contract area. The DISTRICT will respond to all Code 2 calls within the contract area. The DISTRICT will respond to all fires within the contract area.

Incident Reporting – Responding CITY Engine companies will forward incident details to District for their preparation on appropriate incident reports.

6. MANAGEMENT AND ADMINISTRATION

The CITY Fire Chief, or his/her designate, shall have authority and responsibility to prescribe the manner and method of providing the services delineated in this CONTRACT, including, but not limited to, the use of available apparatus and personnel resources, and the decision to invoke additional AUTOMATIC or

MUTUAL AID to supplement the CITY and DISTRICT forces. CITY shall retain exclusive and full administrative control of the firefighting resources of the CITY. In order to encourage an efficient level of mutual cooperation, DISTRICT and CITY will participate in quarterly joint training exercises.

7. REPORTING

The CITY Fire Chief, or his or her designate, shall be designated as the staff resource person to the DISTRICT Board. The CITY Fire Chief shall provide regular written reports to the DISTRICT Board of Directors describing the provision of services to the DISTRICT. The written report and invoice for contract services shall be forwarded to the DISTRICT annually.. CITY shall also, through its CITY Manager and/or Fire Chief, meet with the DISTRICT Board of Directors at the request of said Board, for policy direction and general discussions involving any matters pertaining to the administration of this CONTRACT.

8. RECORD KEEPING

CITY shall keep and maintain accurate records pertaining to services provided under this CONTRACT. Said records will be made available to DISTRICT or any authorized representatives thereof, upon reasonable request, and CITY shall retain such records for three (3) years unless permission to destroy them is granted by the DISTRICT.

9. EFFECTIVE DATE

This contract becomes effective when it has been approved by both the CITY and DISTRICT.

10. TERM

The term of this CONTRACT is one year except as otherwise provided herein. The contract shall automatically renew each year unless notification of termination is invoked as provided in #12 below..

11. SUCCESSORS IN INTEREST

This CONTRACT is hereby binding on the parties and their permitted successors in interest.

12. TERMINATION

Either PARTY shall have the right to terminate this CONTRACT with or without cause by giving written notice to the other PARTY. Said notice shall be mailed at least one hundred twenty (120) days before the effective date of termination.

13. PAYMENTS FOR FIRE PROTECTION SERVICES

Payment is due within thirty (30) days of the execution of this CONTRACT.

Thereafter, the total cost as described in #14 below will be paid in quarterly increments, commencing in July and then every subsequent 3 months.

14. PAYMENT FORMULA

The methodology for determining the annual fee shall be based upon:

Base rates:

- hourly rate costs for personnel One Fire Captain, One Engineer, One Paramedic Firefighter : \$150.41
- the hourly rate for apparatus: \$78.90
- Regional 9-1-1 services per call: \$50.00
- ALS capability costs per call: \$76.80

Times: the average five-year call volume from 2014-2018: 160

Plus: 5% administrative fee: \$2,848.88

Annual 2019 Cost: \$59,826.48

For each subsequent fiscal year, the total cost shall be increased or decreased by the San Francisco-Oakland All Urban Consumer Price Index (CPI) effective June 30th of the preceding fiscal year.

15. INSURANCE

CITY covenants that it is self-insured for liability to \$500,000 with coverage from \$500,000 to \$10,000,000 through PARSAC. In the event the CITY intends to change the nature, or amounts of said coverage, CITY shall give thirty (30) days written notice of said change to DISTRICT. The CITY will send a copy of its Memorandum of Coverage to the DISTRICT each year.

16. LIABILITY TO THIRD PARTIES

Nothing herein shall be construed or be deemed to create any liability of the CITY or DISTRICT, their officers or employees to any person for any damage that may accrue to persons or property as a result of any act or by reason or any act or omission in the discharge of this CONTRACT by the CITY, the DISTRICT, their officers and employees. Neither DISTRICT or CITY or any officer or employee thereof shall be responsible for any damage or liability occurring by reason of anything done or omitted to be done, the CITY or DISTRICT relating to or in connection with any work, activity, authority or jurisdiction delegated to CITY under this CONTRACT. The DISTRICT, its officers, agents and employees shall not be deemed to assume any liability for the acts or conduct of the CITY. The

CITY, its officers, agents and employees shall not be deemed to assume any liability for the acts or conduct of the DISTRICT. CITY and DISTRICT are independent contractors as provide below. It is understood and agreed that neither the CITY nor its employees in the performance of service herein agreed to is an agent of the DISTRICT but instead is an independent contractor.

It is understood that this CONTRACT is an agreement by and between independent contractors and is not intended to, and shall not be construed to, create the relationship of agent, servant, employer, partnership, joint venture or association, or any other relationship whatsoever other than that of independent contractor.

17. ASSIGNMENT

No assignment or other transfer of either the rights or obligations under this CONTRACT shall be made by either PARTY, and any attempt to so assign or transfer such rights or obligations shall be a breach of this CONTRACT, and shall be of no effect.

18. CHANGES TO CONTRACT

Any modification of this CONTRACT shall be in writing and only after agreement by both parties.

19. DISPUTE RESOLUTION

Any and all claims for interpretation or enforcement of this CONTRACT shall be resolved through binding arbitration conducted under the Commercial Arbitrations Rules of the American Arbitration Association and any decision resulting from such arbitration shall be enforceable in the Superior Court of the County of Santa Cruz.

20. CHOICE OF LAW

This CONTRACT shall be interpreted and construed under the laws of the State of California.

21. WAIVER BY ACCEPTING VARIED PERFORMANCE

No waiver of any provision or consent to any action shall constitute a waiver or any other provision or consent to any other action, whether or not similar. No waiver of consent shall constitute a continuing waiver of consent or commit the CITY or DISTRICT to provide a waiver in the future except to the extent specifically set forth in writing. Any waiver given by either CITY or DISTRICT

shall be null and void if the PARTY requesting such waiver has not provided a full and complete disclosure of all material facts relevant to the waiver requested of the other.

22. THIRD PARTY BENEFICIARIES/PARTIES IN INTEREST

This CONTRACT has been made and is solely for the benefit of the CITY and DISTRICT. Nothing in this CONTRACT is intended to confer any rights or remedies under or by reason of this CONTRACT on any person other than the CITY and DISTRICT.

23. CHARACTERIZATION OF RECITALS

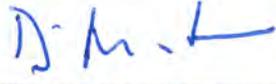
The recitals set forth at the beginning of this CONTRACT of any matters or facts shall be conclusive proof of the truthfulness thereof and the terms and conditions set forth in the recitals, if any, shall be deemed a part of the CONTRACT.

2019-2020 Fire Protection Services Contract

**CITY
CITY OF WATSONVILLE**

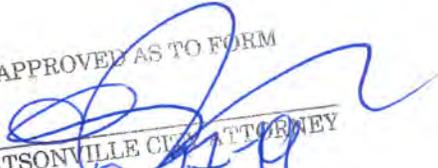
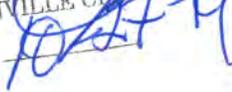
**PAJARO VALLEY FIRE PROTECTION
DISTRICT**

X 
Matt Huffaker
Watsonville City Manager

X 
Dave Martone
Chairperson

X 
Rudy Lopez Sr.
Watsonville Fire Chief

X 
Ian Larkin
PVFD Fire Chief

APPROVED AS TO FORM

WATSONVILLE CITY ATTORNEY
DATED: 

ATTEST:

CITY CLERK