

Analysis of Organizational  
Alternatives and Sphere of Influence  
Issues for the Capitola and Central  
Fire Protection Districts

**SANTA CRUZ COUNTY LAFCO**

Santa Cruz, California

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**I. SUMMARY OF STUDY RESULTS AND RECOMMENDATIONS**

## I. SUMMARY OF STUDY RESULTS AND RECOMMENDATIONS

Since June, the project team has been analyzing the fire services system in the Capitola and Central Fire Protection Districts. This analysis focused on alternative methods to organizing the delivery of fire services in the region and, if they remained separate agencies, on sphere of influence issues. The paragraphs, which follow, summarize key findings, conclusions and recommendations in this report.

### 1. WHILE THE CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS PROVIDE COMPARABLY HIGH LEVELS OF SERVICE, CAPITOLA RELIES HEAVILY ON THE RESPONSE OF OFF-DUTY PERSONNEL AND ON OUTSIDE AID.

The study team conducted a thorough analysis of service demand and resource utilization within the two fire protection districts. Profiles which summarize this part of the study are contained in Attachments A and B at the conclusion of this report. Part of this analysis involved going through incident reports and obtaining details pertaining to type of call, personnel responding, response and handling times, and the like. Results of this analysis showed that:

- . Both agencies' service levels, in terms of response times, are excellent. Emergency service requests in both districts generally receive the response of fire agency personnel within three minutes.
- . In terms of the fire agency resources sent to an emergency call, both districts have the capability of sending three or more engine companies to a major incident (equivalent to nine or more fire personnel). For major incidents, however, differences in response capabilities emerged:
  - In Central, a three-engine company response can be provided by on-duty personnel, when required.

- In Capitola, one engine company can be provided by on-duty personnel. Additional personnel are received through calling-back off-duty and volunteer personnel and through mutual/automatic aid from Central.

This finding led to an issue which ran through subsequent analysis of organizational alternatives. Since Capitola's service delivery system is predicated on relying on the use of off-duty personnel and automatic aid for incidents, major realignment of responsibility should only be considered if on-duty resources can be expanded in Capitola.

2. DIFFERENCES IN GROWTH PROSPECTS FOR THE TWO DISTRICTS SHOW THAT RELATIVE SERVICE CAPABILITIES WILL NOT CHANGE.

Next, the project team conducted an analysis of planning and revenue issues in Capitola and Central. Results of this analysis of current and projected population, development and property tax revenue are contained in Attachment C, at the conclusion of this report. Briefly, though, the conclusions arising from this analysis are clear. They include:

- . Capitola is essentially built-out and will grow little in the future. The ability of the district to support expanded fire service operations -- needed to provide in-house/stand-alone service -- is limited.
- . Central, on the other hand, is poised for major growth in the next few years. Not only will Central have the ability to keep pace with additional service demand due to growth in the property tax base, but also should have the potential to expand service capacity and service levels.

Our analysis of planning and revenue issues shows that current differences in service capabilities between Capitola and Central will continue in the future. In fact, service level differences will increase. The result of this critical difference in expected service capability is that sharing or joining resources becomes increasingly important.

3. CONSOLIDATION IS THE ONLY ALTERNATIVE WHICH HAS THE POTENTIAL TO IMPROVE THE FIRE SERVICE DELIVERY SYSTEM REGION-WIDE.

The study team examined several alternative ways to provide fire services to the area covered by the Capitola and Central Fire Protection Districts. These included the following:

- . Continued separate districts without boundary adjustments.
- . Continued separate districts with boundary adjustments.
- . Creation of a municipal fire department operated by the City of Capitola (Central remains separate).
- . Transfer of responsibility from an independent district board to the Capitola City Council as a subsidiary district (Central remains separate).
- . Consolidation of the two districts into a single regional fire agency.

After studying the service level, revenue and (for consolidation) the expenditure issues associated with each alternative, the study team concluded that the only alternative resulting in higher service levels to the entire region, while addressing service deficiencies and potentially greater control of costs is to consolidate Capitola Fire Protection District and Central Fire Protection District. This analysis is contained in Chapter II. However, briefly, the arguments include the following:

- . Retaining separate district identities does nothing to resolve service level issues especially in Capitola, but affecting the whole region. Even large boundary adjustments do not alter the conclusion that the revenue generated for the Capitola Fire Protection District is not sufficient to provide, in-house, the capability necessary to handle alone present or new service areas.
- . Creation of a Capitola municipal department is largely a local political issue. From a revenue perspective, however, creation of a municipal department would be associated with loss of

special district augmentation funds, currently \$300,000. If the community desired higher service levels in terms of on-duty resources, an additional engine company would cost Capitola a further \$300,000 in salaries and fringe benefits alone.

Consolidation, on the other hand, raises the potential to improve service levels regionally through the following:

- Four engine companies (twelve on-duty suppression personnel) would be available to respond, singly without regard to boundaries, or in total for major incidents. Total suppression resources sent to major incidents would increase with improved response times in many instances.
- Combination of staff would result in greater regional attention and staff time devoted to fire prevention activities (including plan checks, inspections, company inspections, and school educational activities).
- With greater manpower on-duty, the time devoted to training could be improved.
- Consolidation could result in greater control over regional fire suppression, based on the requirements to handle an incident, by day, by week, by month, and the like.

This enhancement of service level could be accomplished without additional costs -- in fact, there is the potential for small savings.

Consolidation would not result in closing or relocation of the Capitola Fire Station. This station currently handles over 1,000 calls per year, experiences traffic problems and has density levels and loss potential great enough so that a station will always need to be located in or near downtown.

Consolidation does not result in loss of "local control". The consolidated agency would still be a public agency and, as such, will hold local meetings and be represented by local people. The fire service requirements of Capitola, Soquel and Live Oak are regional issues and can best be solved through regional approaches. Furthermore, control is illusory for the fire

service function. Service levels, in terms of suppression resources, staffing, number of stations and the like, are not debatable in the sense that planning issues are. They are determined by the revenue and service characteristics of a community and by available revenue. The function of a governing fire agency board is to act as a guardian over use of public funds.

In this instance, autonomy arguments should be over-ridden by service capability arguments.

4. **IF CONSOLIDATION DOES NOT OCCUR, ONLY SMALL BOUNDARY ADJUSTMENTS ARE REQUIRED.**

Chapter III of this report contains an analysis of boundary issues not only between Central and Capitola, but also between Central and Branciforte Fire Protection District and the California Department of Forestry. Our analysis focused on service level, service capacity and revenue and development issues. While details pertaining to our recommendations are contained in that chapter, overall it should be stated here that when these criteria are applied to each boundary area, the result is that only a few minor boundary adjustments are required.

## 11. ANALYSIS OF ORGANIZATIONAL ALTERNATIVES

## II. ANALYSIS OF ORGANIZATIONAL ALTERNATIVES

The project team examined several alternative ways to organize the delivery of fire protection services to the area currently covered by the Capitola and Central Fire Protection Districts. Each alternative was evaluated from the perspectives of the service level and revenue impacts of changing service delivery systems. Analysis contained in this chapter draws heavily on the results of analysis provided in the attachments to this summary report.

### 1. LEAVING THE CURRENT SERVICE DELIVERY SYSTEM IN PLACE WILL RESULT IN LONG-TERM SERVICE LEVEL DIFFERENCES BETWEEN CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS.

The current service delivery system provided by the Capitola and Central Fire Protection Districts raises key issues that have long-term implications for the region. These include the following:

- The Capitola Fire Protection District and Central Fire Protection District, as shown in the profiles contained in the attachments, provide high levels of service to their respective communities in terms of manpower and apparatus responding to incidents. However, there is a crucial difference in the way these resources are provided:
  - Central Fire Protection District has three engine companies on-duty. For a major incident, these resources will respond in addition to off-duty and volunteer personnel.
  - Capitola Fire Protection District, on the other hand, has one engine company on-duty. Their level of service, though comparable to Central's, is predicated on the ability of off-duty personnel and volunteers to respond as well as automatic and mutual aid from Central. From the perspective of fire-related service demand, this difference is critical. Also, the ability to train effectively and provide other services is hampered by this staffing level. The key question arising from this is: Can the Capitola fire service delivery system continue to assure this level of participation above on-duty resources?

- . As the data contained in Exhibit I, which follows this page, demonstrates, the long-term revenue prospects for Capitola will not allow the District to enhance its on-duty service delivery capabilities. Capitola is essentially built-out. It is likely that the Capitola Fire Protection District will always be a single on-duty engine company fire jurisdiction. Ability to increase service levels can only occur to the extent that revenue increases from property turnover and resulting assessments outpace inflation.
- . Central Fire Protection District, on the other hand, could experience dramatic increases in property tax revenue due to major development which will occur in the District. Even if large portions of this development do not occur, or if our conservative assumptions are too high, revenue increases to Central will likely outpace inflationary increases in the future. Thus, Central has the potential to increase service levels.

The conclusion arising from this analysis is that the status quo has long-term implications on the fire service delivery system in the region. Service level differences between the two districts will increase over time resulting in Capitola relying, to an increasing degree, on Central and off-duty personnel to deliver adequate and required service levels. This is essentially a revenue question. As the next section demonstrates, no realistic boundary adjustment changes this conclusion.

2. NO REALISTIC BOUNDARY ADJUSTMENT WOULD RESULT IN CAPITOLA FIRE PROTECTION DISTRICT HAVING THE ABILITY TO SIGNIFICANTLY ENHANCE SERVICE DELIVERY CAPABILITIES.

The arguments made in the previous section raise the important question of -- can boundaries between Central and Capitola Fire Protection Districts be adjusted in order to enhance Capitola's ability to deliver adequate service levels? In Chapter III of this report is contained an analysis and resolution of spheres of influence issues between Capitola Fire Protection District and Central Fire Protection District. These boundary issues were examined from the perspectives of:

## EXHIBIT 1

## County of Santa Cruz LAFCO

PROPERTY TAX REVENUE WITH STATUS QUO --  
NO BOUNDARY ALTERATIONS

Area/Agency	1986			Projected at Build-Out		
	Property Tax Revenue	Sp. Dist. Augm. Fund	Total	Property Tax Revenue	Sp. Dist. Augm. Fund	Total
<u>CAPITOLA F.P.D.</u>						
I. City of Capitola/ Capitola F.D.	\$220,910	\$220,359	\$441,269	\$466,901	\$39,716	\$506,617
II. County/Capitola F.D.	<u>80,973</u>	<u>80,771</u>	<u>161,744</u>	<u>178,661</u>	<u>14,557</u>	<u>193,218</u>
<b>TOTAL</b>	<b><u>\$301,883</u></b>	<b><u>\$301,130</u></b>	<b><u>\$603,013</u></b>	<b><u>\$645,562</u></b>	<b><u>\$54,273</u></b>	<b><u>\$699,835</u></b>
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<u>CENTRAL F.P.D.</u>						
III. County/Central F.D.	\$1,072,185	\$669,243	\$1,741,428	\$4,782,383	\$98,565	\$4,880,948
IV. City of Capitola/ Central F.D.	<u>84,102</u>	<u>52,495</u>	<u>136,597</u>	<u>223,849</u>	<u>7,731</u>	<u>231,580</u>
<b>TOTAL</b>	<b><u>\$1,156,287</u></b>	<b><u>\$721,738</u></b>	<b><u>\$1,878,025</u></b>	<b><u>\$5,006,232</u></b>	<b><u>\$106,296</u></b>	<b><u>\$5,112,528</u></b>

- The ability of an agency to take on new service areas.
- Development and topographic compatibility.
- Financial Impacts associated with boundary adjustments.
- Service level comparisons.

The principal conclusions arising from this analysis of boundary, revenue and service level issues is that only relatively minor boundary adjustments are warranted. Large restructuring of the service area is not feasible because of major service level differences and because of major financial losses to one agency or another resulting from wholesale transfers of covered areas. For example, it would take Capitola Fire Protection District assuming responsibility for all unincorporated land between the cities of Capitola and Santa Cruz to generate sufficient revenue to add a second engine company. It is not a tenable alternative because even this may not result in sufficient personnel resources to cover existing and new service delivery areas. Furthermore, the loss to Central would be severe enough to eliminate this alternative from any serious consideration. Thus:

- In neither the current nor projected future environments is revenue availability to Capitola Fire Protection District sufficient to increase service levels to the point required by service demands in a stand-alone community. Boundary adjustments cannot be significant enough to alter this conclusion.
- Again, development in Central will allow this jurisdiction to have the opportunity to keep up with growth, and potentially to expand service levels in the future.

The revenue impacts of boundary adjustments on the two stand-alone agencies are summarized in Exhibit II, which follows this page. The next section examines the feasibility of the City of Capitola taking over responsibility for fire protection from the District and establishing a municipal fire department.

## County of Santa Cruz LAFCO

PROPERTY TAX REVENUE WITH STATUS QUO --  
BOUNDARY ALTERATIONS

Area/Agency	1986			Projected at Build-Out		
	Property Tax	Sp. Dist. Augm. Fund	Total	Property Tax	Sp. Dist. Augm. Fund	Total
<b>CAPITOLA F.P.D.</b>						
Capitola City/ Capitola F.P.D.	\$220,910	\$220,359	\$441,269	\$466,901	\$39,716	\$506,617
Opal Cliffs	58,650	58,504	117,154	130,913	10,544	141,457
Wilder Drive/Main Street	21,829	21,774	43,603	46,850	3,924	50,774
Derby & Trotter	4,155	2,593	6,748	6,366	382	6,748
Deane's Lane	<u>1,951</u>	<u>1,218</u>	<u>3,169</u>	<u>22,348</u>	<u>179</u>	<u>22,527</u>
<b>TOTAL</b>	<b><u>\$307,495</u></b>	<b><u>\$304,448</u></b>	<b><u>\$611,943</u></b>	<b><u>\$673,378</u></b>	<b><u>\$54,745</u></b>	<b><u>\$728,123</u></b>
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<b>CENTRAL F.P.D.</b>						
Lotman Drive	\$495	\$493	\$988	\$899	\$89	\$988
County/Central F.P.D.	1,072,185	669,243	1,741,428	4,782,383	98,565	4,880,948
Capitola Mall	75,444	47,091	122,535	175,160	6,935	182,095
38th & Brommer	<u>2,552</u>	<u>1,593</u>	<u>4,145</u>	<u>31,719</u>	<u>235</u>	<u>31,954</u>
<b>TOTAL</b>	<b><u>\$1,150,675</u></b>	<b><u>\$718,420</u></b>	<b><u>\$1,869,096</u></b>	<b><u>\$4,990,161</u></b>	<b><u>\$105,824</u></b>	<b><u>\$5,095,985</u></b>

3. IF THE CAPITOLA FIRE PROTECTION DISTRICT WAS DISSOLVED AND A MUNICIPAL DEPARTMENT WAS CREATED, THE CITY WOULD HAVE TO MAKE UP FOR THE SUBSTANTIAL LOSS OF SPECIAL DISTRICT AUGMENTATION FUNDS.

The Capitola Fire Protection District could be dissolved and taken over by the City of Capitola as a municipal fire department. This alternative squarely confronts the issue of maintaining a separate fire service identity for Capitola. It also opens the possibility that fire service revenue sources would not be limited to that available from property taxation/SDAF. This alternative assumes that the boundaries of a municipal department correspond to the City boundaries. The revenue impacts of this alternative are summarized in Exhibit III, which follows this page. These and other impacts can be summarized as follows:

- . For the City of Capitola, the financial impacts of this alternative are clear -- the City would have to make up for the loss of special district augmentation funds. This is currently approximately \$300,000 per year. While over time this will be a decreasing proportion of fire service revenue needs, it would for many years still represent a large shortfall to be made up by the City.
- . As noted earlier in this Chapter, this conclusion presupposes that currently available fire resources and service levels are adequate. If Capitola is unable to continue to assure the high level of response by off-duty and volunteer personnel, or if automatic and mutual aid cannot be assured, then the shortfall to be made up by the City would be even greater.
- . The short-term impacts on Central Fire Protection District are also significant. If territory currently served by Central, though in the City, were transferred to a municipal department, the revenue loss to Central would be approximately \$100,000 per year. This is the equivalent to more than two firefighters. Central, in the long-term, however, has the ability to make this loss up with the revenue from development in the District.

## County of Santa Cruz LAFCO

PROPERTY TAX REVENUE UNDER SCENARIO OF  
MUNICIPAL DEPARTMENT

Area/Agency	1986			Projected at Build-Out		
	Property Tax	Sp. Dist. Augm. Fund	Total	Property Tax	Sp. Dist. Augm. Fund	Total
<b>CAPITOLA MUNICIPAL F.D.</b>						
Area Currently served by Capitola F.P.D.	\$220,910	0*	\$220,910	\$466,901	0**	\$466,901
Area Currently served by Central F.P.D.	<u>84,102</u>		<u>84,102</u>	<u>223,849</u>	0	<u>223,849</u>
<b>TOTAL</b>	<b><u>\$305,012</u></b>		<b><u>\$305,012</u></b>	<b><u>\$690,750</u></b>		<b><u>\$690,750</u></b>
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<b>CENTRAL F.P.D.</b>						
Area Currently served by Capitola F.P.D.	\$80,973	\$80,771	\$161,744	\$178,661	\$14,557	\$193,218
Area Currently served by Central F.P.D.	<u>\$1,072,185</u>	<u>\$669,243</u>	<u>\$1,741,428</u>	<u>\$4,782,383</u>	<u>\$98,565</u>	<u>\$4,880,948</u>
<b>TOTAL</b>	<b><u>\$1,153,158</u></b>	<b><u>\$750,014</u></b>	<b><u>\$1,909,172</u></b>	<b><u>\$4,961,044</u></b>	<b><u>\$113,122</u></b>	<b><u>\$5,074,166</u></b>

\* As a municipal department, the agency would no longer receive special District Augmentation Funds. In the current year, this would be a \$272,854 loss.

\*\*At build-out, the lost SDAF funds would amount to \$47,447. Because of the falling Special District Augmentation Fund and the proportional increase in property tax allocation directly to fire services, the loss is substantially less than would currently be the case. It should be noted that this alternative assumes that 100% of the fire service's share of property tax is transferred. This requires the concurrence of the County Board of Supervisors.

If the City annexed the Opal Cliffs area -- an area currently served by the Capitola Fire Protection District -- the revenue shortfall to be made-up by the City in order to adequately address service level requirements would still be large. This is shown in Exhibit IV, which follows this page. A municipal department in Capitola again raises important revenue and service level questions. Local identity for a separate service provider, Capitola, has to be weighed against these considerations.

4. **A SUBSIDIARY DISTRICT IN CAPITOLA SHOULD BE VIEWED IN THE SAME CONTEXT AS PRESERVING THE CURRENT SERVICE DELIVERY SYSTEM.**

The revenue impacts associated with the loss of Special District Augmentation Funds could be avoided with transfer of responsibility for the Capitola Fire Protection District from an independent board to the City Council. A subsidiary fire district would still allow for the separate local service identity and would further consolidate political authority in Capitola for municipal services. Exhibit V, which follows Exhibit IV, summarizes the revenue implications of a subsidiary district with boundaries corresponding to the City's boundaries. The following may be noted:

- . Remaining a special district would continue SDAF funding.
- . Remaining a separate service provider would continue that separate identity.
- . However, service level issues remain with this alternative. These could only be resolved with:
  - The passage, by two-thirds vote of the electorate, of a special fee for service.
  - Or with funds transferred from the City to the District.

## EXHIBIT IV

## County of Santa Cruz LAFCO

PROPERTY TAX REVENUE UNDER SCENARIO OF MUNICIPAL  
DEPARTMENT WITH ANNEXATION OF OPAL CLIFFS AREA\*

Area/Agency	1986			Projected at Build-Out		
	Property Tax	Sp. Dist. Augm. Fund	Total	Property Tax	Sp. Dist. Augm. Fund	Total
<b>CAPITOLA MUNICIPAL F.D.</b>						
Area currently served by Capitola F.P.D.	\$220,910	0	\$220,910	\$466,901	0	\$466,901
Opal Cliffs	58,650	0	58,650	130,913	0	130,913
Area currently served by Central F.P.D.	<u>\$84,102</u>	0	<u>\$84,102</u>	<u>\$223,849</u>	0	<u>\$223,849</u>
<b>TOTAL</b>	<b><u>\$363,662</u></b>		<b><u>\$363,662</u></b>	<b><u>\$821,663</u></b>		<b><u>\$821,663</u></b>
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<b>CENTRAL F.P.D.</b>						
Area currently served by Capitola F.P.D. (excluding Opal Cliffs)	\$22,323	\$22,267	\$44,590	\$47,748	\$4,013	\$51,761
Area currently served by Central F.P.D.	<u>\$1,072,185</u>	<u>\$669,243</u>	<u>\$1,741,428</u>	<u>\$4,782,383</u>	<u>\$98,565</u>	<u>\$4,880,948</u>
<b>TOTAL</b>	<b><u>\$1,094,508</u></b>	<b><u>\$691,510</u></b>	<b><u>\$1,786,018</u></b>	<b><u>\$4,830,131</u></b>	<b><u>\$102,578</u></b>	<b><u>\$4,932,709</u></b>

\* Assumes 100% property tax transfer

EXHIBIT V

County of Santa Cruz LAFCO

PROPERTY TAX REVENUE UNDER SCENARIO OF  
A SUBSIDIARY DISTRICT WITH BOUNDARIES CORRESPONDING TO CITY

<u>Area/Agency</u>	<u>1986</u>			<u>Projected at Build-Out</u>		
	<u>Property Tax</u>	<u>Sp. Dist. Augm. Fund</u>	<u>Total</u>	<u>Property Tax</u>	<u>Sp. Dist. Augm. Fund</u>	<u>Total</u>
<u>CAPITOLA MUNICIPAL F.D.</u>						
Area currently served by Capitola F.P.D.	\$220,910	\$220,359	\$441,269	\$466,901	\$39,716	\$506,617
Area currently served by Central F.P.D.	<u>\$ 84,102</u>	<u>\$52,495</u>	<u>\$136,597</u>	<u>\$223,849</u>	<u>\$7,731</u>	<u>\$231,580</u>
<b>TOTAL</b>	<b><u>\$305,012</u></b>	<b><u>\$272,854</u></b>	<b><u>\$577,866</u></b>	<b><u>\$690,750</u></b>	<b><u>\$47,447</u></b>	<b><u>\$738,197</u></b>
-----						
<u>CENTRAL F.P.D.</u>						
Area currently served by Capitola F.P.D.	\$80,973	\$80,771	\$161,744	\$178,661	\$14,557	\$193,218
Area currently served by Central F.P.D.	<u>\$1,072,185</u>	<u>\$669,243</u>	<u>\$1,741,428</u>	<u>\$4,782,383</u>	<u>\$98,565</u>	<u>\$4,880,948</u>
<b>TOTAL</b>	<b><u>\$1,153,158</u></b>	<b><u>\$750,014</u></b>	<b><u>\$1,903,172</u></b>	<b><u>\$4,961,044</u></b>	<b><u>\$113,122</u></b>	<b><u>\$5,074,166</u></b>

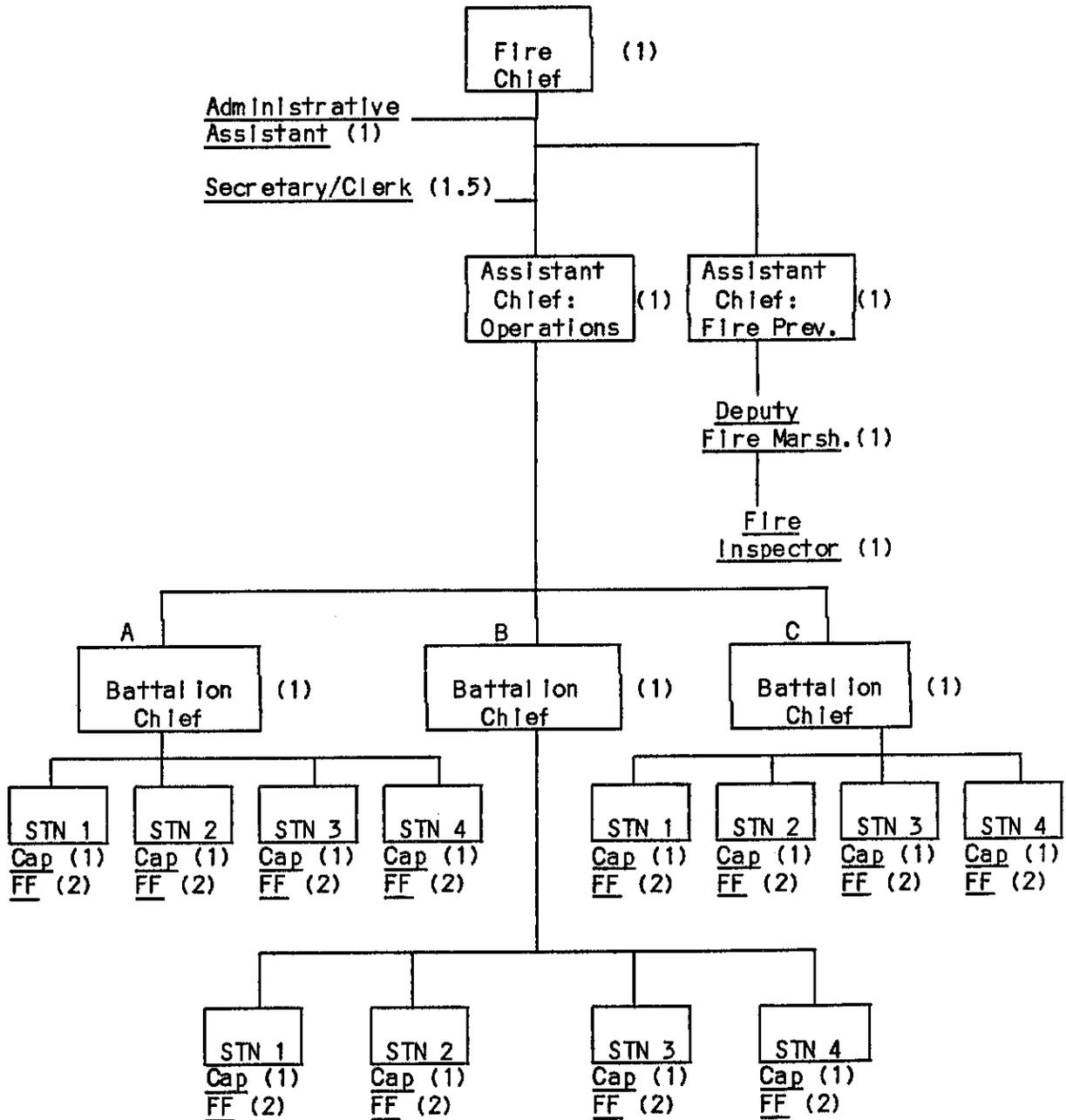
None of the alternatives discussed to this point address and easily resolve important issues associated with service level differences between Capitola and Central Fire Protection Districts. Capitola does not have and probably will not have, the ability to provide adequate response to a major incident in the District without the assistance of off-duty personnel or from the Central Fire Protection District. Consolidation appears to be the only alternative that enables Capitola to enhance service levels at comparable to current costs (that is, without special fees or revenue transfers).

5. CONSOLIDATION OFFERS CLEAR SERVICE LEVEL ADVANTAGES TO THE WHOLE REGION AT PRESENT COSTS.

The feasibility of a consolidated fire agency was analyzed by the project team. The organizational and staffing requirements were evaluated assuming the following:

- . All existing stations in Capitola and Central Fire Protection Districts would be operated. Each station would be staffed by a three-person engine company.
- . Administrative staffing would include:
  - One Fire Chief.
  - Two Assistant Fire Chiefs: one in charge of operations and one in charge of fire prevention.
  - One Deputy Fire Marshal and one Fire Inspector would assist in fire prevention activities.
  - Three Battalion Chiefs, working 56-hour weeks, would be in the management team as shift commanders.
  - One full-time Administrative Assistant and 1.5 clerical positions.
- . Overall, there would be no change in total departmental staffing. Exhibits VI and VII, which follow this page, portray our view of organization and staffing requirements for a consolidated fire agency.

EXHIBIT VI  
**Santa Cruz County LAFCO**  
 ORGANIZATION OF A  
 CONSOLIDATED FIRE AGENCY



## EXHIBIT VII

**Santa Cruz County LAFCO**  
COMPARATIVE STAFFING TABLE

<u>Position</u>	<u>Current Staff</u>	<u>Consolidated Staff</u>	<u>+ / (-)</u>
Fire Chief	2	1	-1
Assistant Fire Chief	2	2	0
Battalion Chief	2	3	+1
Deputy Fire Marshal	1	1	0
Captain	12	12	0
Firefighter	24	24	0
Fire Inspector	1	1	0
Administrative Assistant	1	1	0
Secretary	0.5	0.5	0
Clerk	<u>1</u>	<u>1</u>	<u>0</u>
<b>TOTAL</b>	<b><u>45.5</u></b>	<b><u>45.5</u></b>	<b><u>0</u></b>

An analysis of estimated consolidated agency costs reveals that expenditures would be roughly equivalent to total estimated current actual expenditures. These expenditure estimates are shown in Exhibit VIII, which follows this page. In fact, savings as much as \$41,700 may be possible.

The following steps made up this estimate:

- . On a staff-member-by-staff-member basis, costs were built-up in salary and fringe benefit categories. For Capitola Fire Protection District staff members, personnel were identified in the Central organization with equivalent experience, education, age, etc. Capitola compensation was tied to these corresponding staff.
- . For other operating costs, a review of Central and Capitola expenditures were made on a line-item-by-line-item basis. In some cases, costs was combined, for others, economies were estimated.

Overall, cost savings are not large and should be viewed as a "break-even" with the potential for longer-term costs savings. Central, the larger organization, has salary levels which are higher than Capitola's. Economies of scale resulting from consolidation are not great enough to raise cost savings significantly above new compensation levels. In the longer-term, greater cost savings may result. An organization of this size could have one Assistant Chief rather than two. When one of the top management positions becomes vacant, the Assistant Chief - Fire Prevention position could be reclassified to a Fire Marshal's position compensated at the level of a Battalion Chief. There are also opportunities to civilianize, in the future, the Deputy Fire Marshal and Fire Inspector positions. Finally, in a consolidated fire agency, control of costs can be furthered by not duplicating growth in clerical/support staff.

Consolidation of Central and Capitola Fire Protection Districts has several clear advantages over all other alternatives examined. These include:

## EXHIBIT VIII

## Santa Cruz County LAFCO

ESTIMATED EXPENDITURES OF A  
CONSOLIDATED FIRE AGENCY

<u>Expenditure Category</u>	<u>Estimated Expenditure</u>	<u>+ / (-) Current Est. Combined Expenditures</u>
<u>Salaries of Benefits</u>		
Salaries (F/T, Temp)	\$1,337,217	
Fringe Benefits	713,936	
Sub-Total	<u>\$2,051,153</u>	\$22,656
Overtime	\$140,000	
Call-Back/Volunteer Pay	25,000	
Sick Leave Reserve	25,000	
Director's Compensation	<u>5,000</u>	
All Salaries and Benefits	<u>\$2,246,153</u>	\$21,090
<u>Services &amp; Supplies</u>		
Memberships	\$2,000	
Office Expense	8,000	
Transportation & Travel	17,500	
Telephone	7,000	
Radio Service	30,000	
Insurance	53,000	
Publications	200	
Maintenance - Structures	10,000	
Utilities	18,000	
Maintenance - Office Equipment	2,500	
Maintenance - Mobile Equipment	32,000	
Maintenance - Other Equipment	3,700	
Rents & Leases	1,000	
Small Tools & Equipment	500	
Household Expense	7,000	
Food	1,500	
Clothing & Personal Supplies	25,000	
Medical and Lab Supplies	4,000	
Medical Services	12,000	
Inventoriable Items	20,000	
Professional Services	25,000	
Special District Expense	<u>25,000</u>	
All Services & Supplies	<u>\$304,900</u>	(\$62,800)
<b>Current Operating Costs</b>	<b><u>\$2,551,053</u></b>	<b><u>(\$41,710)</u></b>

- . All regional residents would receive higher levels of service in terms of:
  - Regional suppression personnel would function as a single unit, increasing the number of on-duty first response units for the new jurisdiction.
  - Fire prevention capabilities would be increased through greater resource allocation.
  - Training of personnel would be enhanced.
  - Response times could improve throughout the region because response would be dictated by proximity, not political boundaries.
- . In the long-term, there is the potential to better control costs associated with duplication of administrative staffing and other operating costs. It also would avoid the duplication of purchase of some equipment.
- . This alternative regionally spreads the benefits of major growth which will occur only in some parts.
- . It would eliminate the confusion brought about by artificial boundaries -- the consolidated agency would organize its response network on a more logical basis.

The only argument which could be made against this alternative relates to the perceived "loss of local control and identity". This could be addressed in the following manner:

- . As a public entity community input and control by law would continue.
- . This would not be a "takeover" by Central Fire Protection District -- it is a new agency with benefits to all. The new agency could be called anything.
- . The control issue is illusory. Unlike planning boards, for example, service levels are largely a function of available revenue. There are few options open to Boards of Directors to set service levels. Rather, their function is to act as local public guardians to ensure proper expenditure procedures, and the like. This would not change in consolidation.

For these reasons, the process of consolidating the Central and Capitola Fire Protection Districts should begin.

### **III. ANALYSIS OF SPHERE OF INFLUENCE ISSUES**

### III. ANALYSIS OF SPHERE OF INFLUENCE ISSUES

The project team evaluated potential boundary limit adjustments for the Capitola and Central Fire Protection Districts as well as involving surrounding fire agencies. Clearly, this analysis is pertinent only if the Capitola and Central fire agencies do not choose to consolidate. This analysis was based on several service and cost characteristics, including the following:

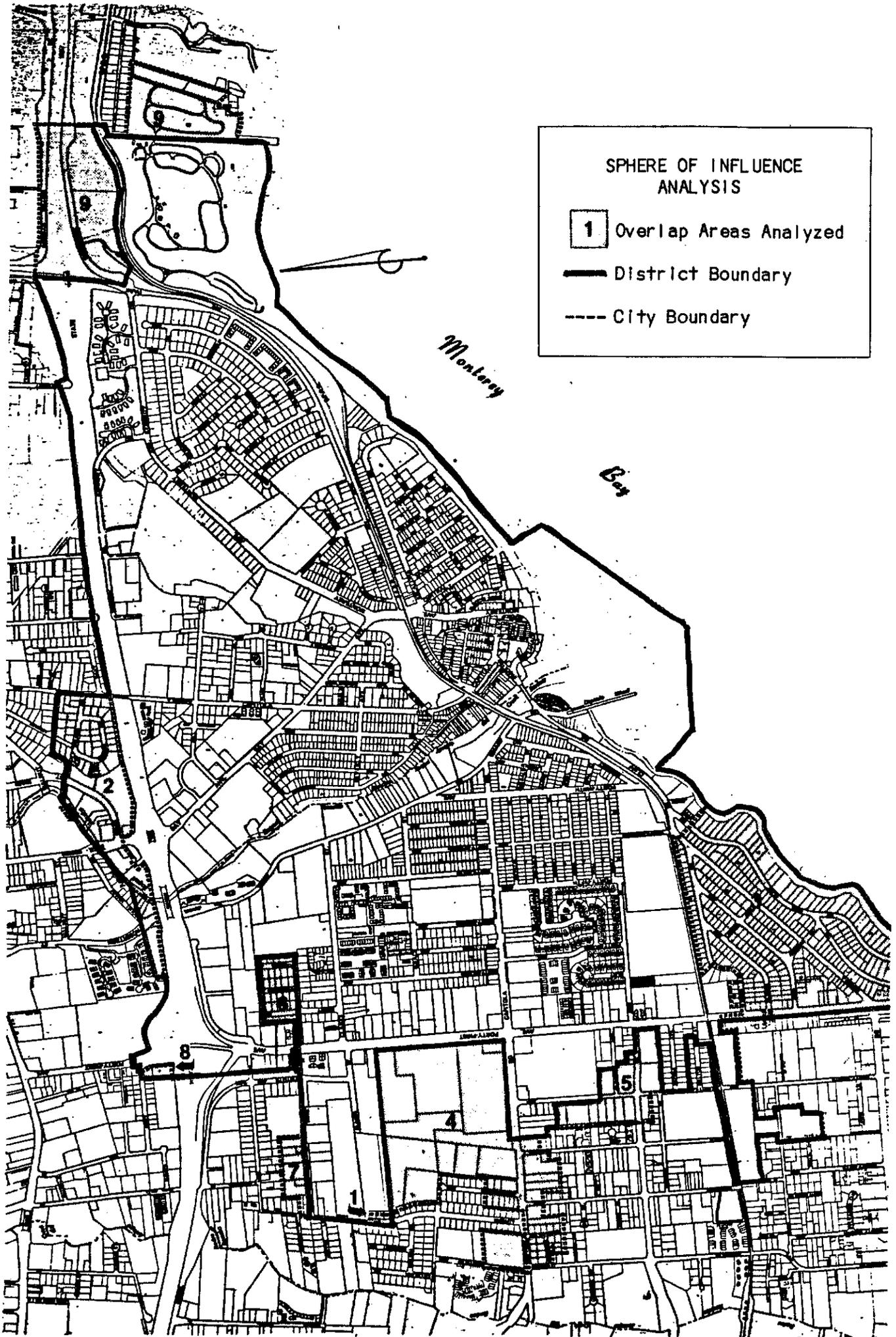
- . The potential ability of an agency to absorb additional area without major expansion of fire protection resources in terms of personnel, apparatus and facilities.
- . Consistency of adjacent areas in terms of such characteristics as:
  - Population and population densities -- both now and projected.
  - Number and type of structures -- the characteristics of prevailing area development.
  - Basic geographic, topographic and road network characteristics.
  - Logic of current boundary alignments in terms of "pockets", split lots, and the like.
  - Current and likely future land use compatibility.
- . The financial impacts associated with the loss of property tax and special district augmentation funds on the current service deliverer.
- . The potential to improve service levels to an area in terms of the following factors:
  - Response times.
  - Quality and age of apparatus.
  - Training, fire prevention and other resource programs.

Maps I and II, which follow this page, show the areas examined by the project team. Exhibit IX, which begins on page 26 following the maps,

provides a summary of our analysis of the service levels and impact issues to consider for each of these geographical areas. The exhibit also provides the recommended sphere of influence disposition for each area.

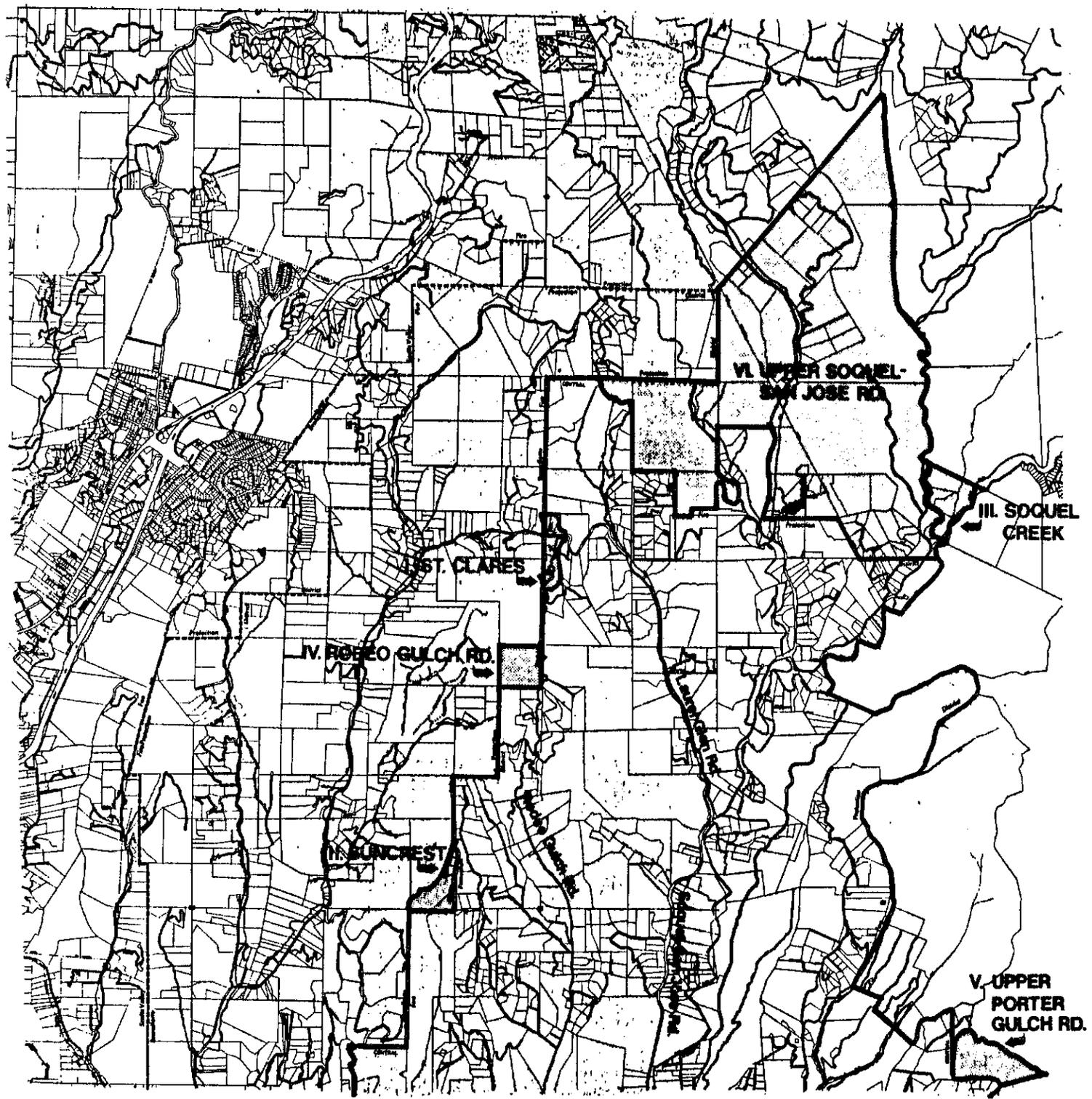
Principal conclusions which derive from this analysis include the following:

- . Only relatively minor boundary adjustments are required. Large-scale boundary realignments between Central and Capitola Fire Protection Districts, for example, would result either in major revenue impacts on one or the other's ability to provide service to remaining district territory or decline in levels of service to the affected area, if not on an even larger scale.
- . Boundary issues between the Central Fire Protection District and the Branciforte Fire Protection District and the California Department of Forestry, on the other hand, are relatively clear-cut. In each area examined, there are clear service level advantages (in terms of response times and resource availability) to residents. At the same time, revenue loss involved in ultimate property tax and special district augmentation fund transfer would not be major.
- . Between the Central and Capitola Fire Protection Districts' boundary alignment and sphere of influence issues take different forms. These include:
  - For most affected issue areas -- principally relating to areas in the City and not in the District or visa versa -- response time differences between Capitola and Central are minimal.
  - Service level considerations in terms of resource availability, on the other hand, played a key role in resolution of boundary issues. Transfer of the Capitola Mall, for example, to the Capitola Fire Protection District, should not be contemplated due to the manpower needs which would be generated in a major incident. These manpower needs should be on-duty, thus, outside the present and likely future capabilities of the Capitola Fire Protection District.
  - The financial impacts of certain boundary transfers between Capitola and Central also have to be kept in mind. This criteria impacts the feasibility of transferring area away from the Capitola Fire Protection District to the Central Fire Protection District.



SPHERE OF INFLUENCE ANALYSIS

- 1 Overlap Areas Analyzed
- District Boundary
- - - City Boundary



VI. UPPER SOQUEL -  
SAN JOSE RD.

III. SOQUEL  
CREEK

DIST. CLARES

IV. ROBELO GULCH RD.

III. SUNCREST

V. UPPER  
PORTER  
GULCH RD.

## Santa Cruz County LAFCO

## SUMMARY OF SPHERES OF INFLUENCE ANALYSIS

<u>Area</u>	<u>Current Responsibility</u>	<u>Issues</u>	<u>Recommended Responsibility</u>
1. Lotman Drive	Capitola	<ul style="list-style-type: none"> <li>. In Capitola District, not City.</li> <li>. Pocket in residential neighborhood surrounded by Central.</li> <li>. Neighborhood/lot divided by boundary.</li> <li>. No service level differences.</li> <li>. Minor property tax transfer impact (less than \$1,000).</li> </ul>	Transfer to Central
2. Wilder Drive/Main Street	Capitola, though in Central's interim sphere of influence	<ul style="list-style-type: none"> <li>. In Capitola District, not City.</li> <li>. Mix of residential, some commercial.</li> <li>. Slight response time advantage for Central.</li> <li>. On the other side of Highway 1; however, has three access routes from Capitola.</li> <li>. Minor growth anticipated (10 units).</li> <li>. Major loss of revenue impact on Capitola -- loss of \$43,603 in current revenue (equivalent to the loss of one firefighter).</li> </ul>	Keep in Capitola due to financial impact of transfer
3. Opal Cliffs	Capitola	<ul style="list-style-type: none"> <li>. Within one mile of Capitola station.</li> <li>. Adverse traffic impact for Capitola; but response time advantage for Capitola.</li> <li>. Within City's sphere of influence - potential annexation area.</li> </ul>	Keep in Capitola
4. Capitola Mall	Central	<ul style="list-style-type: none"> <li>. Within Capitola City, not District.</li> <li>. Equal response time; but on-duty resources to handle major incident in Central, not Capitola.</li> </ul>	Keep in Central

<u>Area</u>	<u>Responsibility</u>	<u>Issues</u>	<u>Responsibility</u>
		<ul style="list-style-type: none"> <li>Major revenue impact on Central if transferred -- equivalent to one engine company now (three firefighters); four firefighters lost with Mall expansion.</li> </ul>	
5. 38th & Brommer	Central	<ul style="list-style-type: none"> <li>In City, not Capitola F.P.D.</li> <li>Equal response times between Central/Capitola F.P.D.</li> <li>Major new development forecast -- 65 new multi-family dwelling units.</li> <li>Current revenue transfer small (\$4,145); growth could result in revenue of about \$32,000 per year (in current dollars).</li> </ul>	No compelling reason to change -- keep in Central
6. Derby/Trotter	Central	<ul style="list-style-type: none"> <li>In City, but Central F.P.D.</li> <li>Island virtually totally surrounded by the City of Capitola (and District).</li> <li>Neighborhood divided by boundary.</li> <li>Roughly equal service levels.</li> <li>Minor revenue implications -- \$6,748; no growth potential.</li> </ul>	Transfer to Capitola
7. Deane's Lane	Central	<ul style="list-style-type: none"> <li>In City, but Central F.P.D.</li> <li>Roughly equal service levels.</li> <li>Development will result in divided neighborhood if responsibility remains with Central.</li> <li>Revenue impact minor now (about \$3,169 per year); development could result in revenue of over \$22,500 per year in constant dollars.</li> <li>Transfer of Clares Road/41st Avenue area to Central would result in major loss to Capitola.</li> </ul>	If developed, transfer to Capitola

<u>Area</u>	<u>Responsibility</u>	<u>Issues</u>	<u>Responsibility</u>
8. Lots - 41st & Highway 1	Capitola	<ul style="list-style-type: none"> <li>. In Capitola District, not City. Other side of freeway; one access route.</li> <li>. Split of lot -- Central receives revenue from whole.</li> <li>. Service levels roughly equal.</li> <li>. Transfer results in revenue impacts.</li> </ul>	Transfer to Central
9. New Brighton Park/City Lots	Central	<ul style="list-style-type: none"> <li>. All in City; not in Capitola F.P.D.</li> <li>. New Brighton Park divided; Automatic Aid Area.</li> <li>. State and municipally owned land -- no revenue generated.</li> <li>. Marginal service level advantage for Capitola.</li> </ul>	No compelling reason to change; keep in Central
<hr/>			
I. St. Clares	C.D.F.	<ul style="list-style-type: none"> <li>. Split of property.</li> <li>. Central has response time advantage.</li> <li>. Small revenue impact (\$405 per year).</li> </ul>	Transfer to Central
II. Suncrest	Branciforte	<ul style="list-style-type: none"> <li>. Response time/service level advantage to Central.</li> <li>. Area isolated from other Branciforte development; continuation of development on road all within Central's responsibility.</li> <li>. Small property tax/SDAF impact (\$4,442 per year) plus loss of fire service fee (\$285 per year total).</li> </ul>	Transfer to Central
III. Soquel Creek	C.D.F.	<ul style="list-style-type: none"> <li>. Response time advantage for Central.</li> <li>. Small revenue impact (\$474 per year).</li> </ul>	Transfer to Central

## EXHIBIT IX (d)

<u>Area</u>	<u>Responsibility</u>	<u>Issues</u>	<u>Responsibility</u>
IV. Upper Rodeo Gulch Road	Branciforte	<ul style="list-style-type: none"> <li>. Response time advantage to Central.</li> <li>. Undeveloped lot.</li> <li>. Minor revenue impact: \$236 on property tax/SDAF, plus \$50 fire service fee.</li> </ul>	Transfer to Central
V. End of Porter Gulch Road	Interim sphere of Central F.P.D.	<ul style="list-style-type: none"> <li>. Response time/other service level advantages compared to C.D.F.</li> </ul>	Transfer to Central
VI. Upper Soquel-San Jose Road	Interim sphere of Central F.P.D.	<ul style="list-style-type: none"> <li>. Response time/other service level advantages compared to C.D.F.</li> </ul>	Transfer to Central

Table 1, below, summarizes the financial impacts of sphere of influence and ultimate boundary realignment and property tax/SDAF transfers.

**Table 1**

Summary of the Revenue Impacts of  
Boundary Realignments

<u>Area</u>	<u>Current Responsibility</u>	<u>Recommended Responsibility</u>	<u>Current Revenue*</u>	<u>Potential Future Revenue**</u>
Lotman Drive	Capitola	Central	\$988	\$988
Derby/Trotter	Central	Capitola	6,748	6,748
Deane's Lane	Central	Capitola	<u>3,169</u>	<u>22,527</u>
Net to Capitola			<u>\$8,929</u>	<u>\$28,287</u>
Branciforte to Central			\$4,678	
Fee Loss to B.F.P.D.			\$335	
C.D.F. to Central			\$879	

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\*Including both property tax and SDAF revenue.

**ATTACHMENTS**

**ATTACHMENT A**

**SUMMARY PROFILE OF THE CAPITOLA  
FIRE PROTECTION DISTRICT**

SUMMARY PROFILE OF THE CAPITOLA  
FIRE PROTECTION DISTRICT

The purpose of this summary profile is to provide a brief description of the results of site visits to the Capitola Fire Protection District. The site visits included interviews with departmental personnel, as well as examination of departmental records and analysis of call for service workload. Data contained within this descriptive summary was utilized to assess organizational alternatives in the Capitola-Soquel-Live Oak region.

I. OVERVIEW

- . The fire service in Capitola is organized as an independent, board governed, fire protection district. This District was established in 1937. Until 1954, there were no paid staff employed by the District. In that year, a fire chief was hired. Currently, the District employs a total paid staff of 15 in addition to up to 12 volunteers.
- . The District encompasses approximately 2.5 square miles -- the boundaries of which only approximate those of the City of Capitola. The map, which follows this page, shows boundary overlap between the City and the District. Altogether, the District takes in approximately 10,000 people.
- . The Fire Protection District can be characterized by the following:
  - Intensive development within a relatively narrow coastal valley.
  - For the most part, the District is built-out.
  - Development in the District is relatively dense -- particularly in the downtown area which includes a largely commercial, restaurant, and beach-oriented business trade.
  - The District does not include a major regional shopping center -- the Capitola Mall. This shopping center, which soon will double in size, is within the Central Fire Protection District. Except for the downtown area and 41st Avenue, which are intensively developed commercial areas, most of the development in the District can be characterized as primarily residential with some commercial and light industrial.

**CAPITOLA F.P.D.**

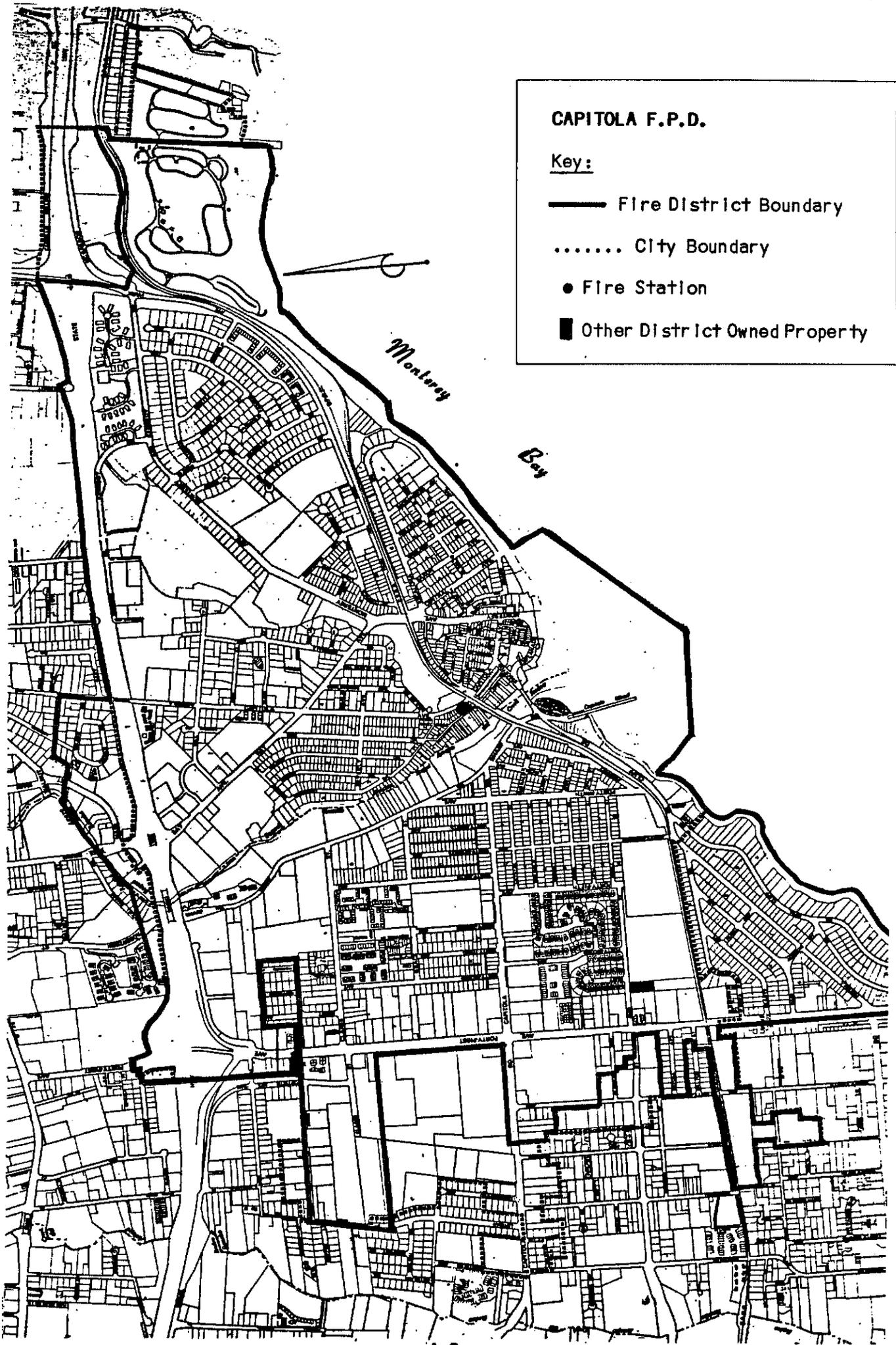
Key:

———— Fire District Boundary

..... City Boundary

● Fire Station

■ Other District Owned Property



- Topographically, the District has hilly terrain, with narrow and steep streets, some of which are one-way.

## II. ORGANIZATION

Exhibit I, which follows this page, portrays the organizational structure of the Capitola Fire Protection District. Key responsibilities of staff include the following:

- . Fire Chief -- Administrator of the Department and performs most plan checks for the District.
- . Assistant Fire Chief -- Assists in Departmental administration and performs inspections, particularly of institutional occupancies.
- . Captains -- One Captain acts as the commander of each shift and supervises suppression operations. In addition:
  - One Captain is responsible for organizing and developing the District's fire training program.
  - One Captain is responsible for maintenance of fire apparatus.
- . Firefighters -- Primarily responsible for suppression, fire fighters are also involved in the following:
  - All suppression personnel are involved in company inspection activities of commercial and other occupancies.
  - One firefighter assists with plan check activities and follow-up on plan checks.
- . Table I, below, summarizes current paid staff of the Capitola Fire Protection District. Authorized paid staffing levels have not changed in the last few fiscal years.

**Table 1**

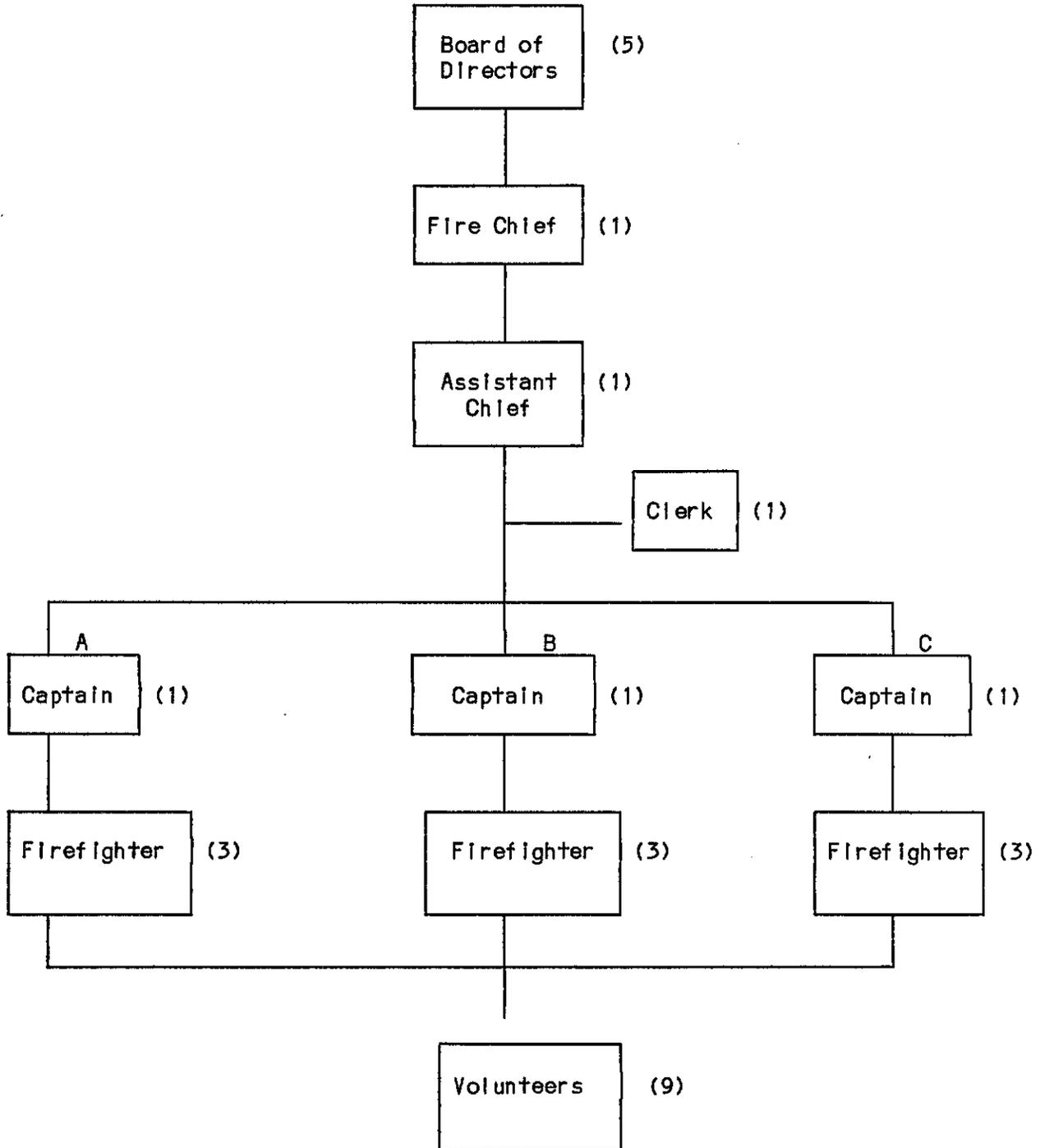
Staff of the Capitola  
Fire Protection District  
(Authorized, fiscal year 1986-87)

Fire Chief	1
Assistant Fire Chief	1
Captain	3
Firefighter	9
Clerk	<u>1</u>
<b>TOTAL</b>	<b><u>15</u></b>

EXHIBIT I

San Cruz County LAFCO

ORGANIZATION OF THE CAPITOLA  
FIRE PROTECTION DISTRICT



- **Volunteers** -- Up to 12 are authorized in the current budget; the District currently has 9 active volunteers. These volunteer personnel are utilized indistinguishably from paid personnel on calls. Volunteers also fill-in for paid fire personnel for entire shifts. Twice per month, volunteers train with paid staff.

### III. FIRE SERVICE COSTS

Exhibits II and III, which follows this page, show trends in fire district revenues and fire service costs of the Capitola Fire Protection District. The following may be noted:

• **Revenues:**

- The vast majority of revenues coming to the Capitola Fire Protection District include property taxation and Special District Augmentation Funds, which currently make-up equal proportions of revenue.
- However, as Table 2 (below) shows, the proportion of Special District Augmentation Funding in total District revenue has declined from approximately 55% in fiscal year 1982-83 to approximately 46% of revenue in the current fiscal year.

**Table 2**

Revenue Trends  
Capitola Fire Protection District

<u>Revenue Source</u>	<u>Percent of Total Budget by Fiscal Year</u>				
	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>	<u>1986-87</u>
Property Tax	38.1%	38.6%	43.5%	48.6%	51.6%
Special District Augmentation	54.5%	56.5%	51.0%	48.5%	46.4%
Other Revenue	<u>7.4%</u>	<u>4.9%</u>	<u>5.5%</u>	<u>2.9%</u>	<u>2.0%</u>
<b>TOTAL</b>	<b><u>100%</u></b>	<b><u>100%</u></b>	<b><u>100%</u></b>	<b><u>100%</u></b>	<b><u>100%</u></b>

- Correspondingly, property taxation has risen from approximately 38% of available revenue to approximately 52% in the same five-year period. This is an indication of relatively rapid turnover in the housing stock in the District as well as redevelopment of commercial structures.

## EXHIBIT 11

## Santa Cruz County LAFCO

REVENUE TRENDS -- CAPITOLA  
FIRE PROTECTION DISTRICT

CATEGORY	FISCAL YEAR					Average Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<b>Fund Balance</b>	<u>\$144,461</u>	<u>\$167,363</u>	<u>\$176,751</u>	<u>\$168,307</u>	<u>\$84,795</u>	N/A
<b>Revenue</b>						
Property Tax	<u>206,993</u>	<u>217,862</u>	<u>\$257,603</u>	<u>\$301,883</u>	<u>334,705</u>	+12.9%
Spec. Dist. Augmentation	<u>296,442</u>	<u>318,802</u>	<u>301,999</u>	<u>301,130</u>	<u>301,130</u>	+0.5%
<b>Other Sources</b>						
Interest	11,357	11,572	9,338	8,000	\$2,000	
Homeowners Property Tax Relief	9,086	8,620	9,119	9,979	10,994	
Business Inven. Prop. Tax Relief	8,257	8,316	-	-	-	
Documented Boat Value	135	(937)	-	-	-	
State Aid - BTR Replacement	-	-	4,169	-	-	
Other Tax Relief Subventions	135	74	75	-	-	
State Mandated Cost Reimb.	(1,029)	13	17	-	-	
Sale of Fixed Assets	-	50	4,500	200	-	
Other Revenue	1,019	72	4,949	101	-	
Member Contri- butions	500	-	20	-	-	
PERS Refund	<u>10,751</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Other Revenue Sources	<u>\$40,211</u>	<u>\$27,780</u>	<u>\$32,187</u>	<u>\$18,280</u>	<u>\$12,994</u>	N/A
<b>TOTAL REVENUE</b>	<u>\$543,646</u>	<u>\$564,444</u>	<u>\$591,789</u>	<u>\$621,293</u>	<u>\$648,829</u>	+4.5%

(1) Actual

(2) Approved/estimated

## EXHIBIT III (a)

## Santa Cruz County LAFCO

BUDGETS/EXPENDITURES FOR THE  
CAPITOLA FIRE PROTECTION DISTRICT

EXPENDITURE CATEGORY	FISCAL YEAR					Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<b>Salaries &amp; Benefits</b>						
Salaries, F/T	\$324,757	\$335,874	\$344,993	\$413,000	\$400,000	
Overtime	1,367	6,580	3,128	16,000	16,000	
Holiday Pay	25,640	26,255	27,449	34,000	31,000	
Call Back Pay	2,219	2,506	2,875	4,000	4,000	
Pay, Temp.						
Personnel	3,878	5,635	3,640	8,000	8,000	
Retirement						
System	49,181	62,925	105,399	129,500	130,000	
Group Ins.	20,343	24,848	30,376	35,000	48,000	
Workers Comp.	504	7,227	7,258	9,000	8,000	
Unemployment						
Insurance	2,367	2,656	2,138	3,000	2,500	
TOTAL SAL./ BENEFITS	<u>\$430,256</u>	<u>\$474,506</u>	<u>\$527,256</u>	<u>\$651,500</u>	<u>\$647,500</u>	<u>+11.1%</u>
<b>Services &amp; Supplies</b>						
Director's						
Expense	\$2,800	\$2,950	\$2,950	\$3,060	\$3,600	
Memberships	342	607	94	700	700	
Office Exp.	922	886	1,962	1,500	1,500	
Transp. &						
Travel	6,650	4,886	4,537	6,000	6,000	
Telephone	1,478	1,574	1,631	1,800	2,000	
Radio Ser.	444	4,123	4,370	5,500	7,500	
Insurance	8,655	5,941	6,301	10,000	15,000	
Publications	35	35	-	150	150	
Rents & Leases -						
Structures	-	-	-	500	100	
Maintenance -						
Structures	1,096	2,321	350	10,000	8,000	
Utilities	2,526	2,121	2,406	2,800	3,000	
Maintenance -						
Off. Equip.	625	245	286	500	800	
Maintenance -						
Mobile Equip.	3,453	4,349	3,042	7,000	10,000	
Maintenance -						
Other Equip.	824	1,904	2,799	1,000	1,200	

## EXHIBIT III (b)

EXPENDITURE CATEGORY	FISCAL YEAR					Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<b>Services &amp; Supplies</b>						
Rents & Leases -						
Equipment	\$140	\$56	-	\$150	\$150	
Small Tools & Instrm.	142	163	398	300	400	
Other Household Exp.	1,140	1,118	1,164	1,500	2,000	
Food	-	2	46	200	200	
Clothing & Pers. Supp.	7,000	6,945	7,195	18,000	12,000	
Medical, Dental & Lab Supplies	532	2,101	110	1,200	3,000	
Medical Ser. - Other	1,768	1,702	3,465	5,000	5,000	
Prof. & Spec. Services	1,132	3,336	1,776	5,000	5,000	
Special Dist. Expense	569	8,927	3,161	5,000	5,000	
Inventoriable Items	1,625	269	1,328	1,500	1,500	
TOTAL SER./SUPPLIES	\$43,868	\$56,581	\$49,371	\$88,900	\$93,800	+26.5%
TOTAL CURRENT OPER. BUD.	\$474,124	\$531,087	\$576,627	\$740,400	\$741,300	+12.3%
<b>Other</b>						
Prior Year Exp.	-	(\$2,000)	-	-	-	N/A
Contingencies	-	-	-	\$23,900	\$20,000	N/A
<b>Fixed Assets</b>						
Structures/Improvements	1,350	-	-	-	-	
Mobile Equip.	42,947	24,054	23,606	20,000	21,000	
Other Equip.	2,273	1,915	-	5,300	5,300	
TOTAL F/A	\$46,570	\$25,969	\$23,606	\$25,300	\$26,300	N/A
<b>TOTAL BUDGET</b>	<b>\$520,694</b>	<b>\$555,056</b>	<b>\$600,233</b>	<b>\$789,600</b>	<b>\$787,600</b>	<b>N/A</b>

(1) Actual

(2) Budgeted/estimated

- Overall, revenues have risen approximately 5% per year over the past five years -- or at about the same rate as inflation over the period.
- . In the current fiscal year, the District's fund balance has declined from prior levels.
- . Expenditures:
  - Expenditures related to current operations have risen approximately 12% per year in the past five fiscal years.
  - Significant among the increases in expenditures is enhancement in the District's retirement system, as well as other fringe benefits. Salaries have not risen nearly as fast as the percentage increase in fringe benefits over the period.
  - Expenditures and budgeted expenditures for services and supplies are up largely due to increases in insurance and maintenance costs.
  - Equipment purchase in recent years have been accomplished on a lease-purchase basis of \$20,000 per year over a seven year period.
  - On a per capita basis, current expenditures are approximately \$78.76. Expressed as a proportion of each \$100 of assessed valuation in the District, District expenditures currently run at \$0.22.
  - Overall, these expenditures are up approximately twice the rate of general inflation over the same period.

#### IV. FIRE AGENCY RESOURCES

Exhibit IV, which follows this page, portrays details regarding apparatus operated by the Capitola Fire Protection District. This and other details can be summarized as follows:

- . The Capitola Fire Protection District operates a single fire station located at 405 Capitola Avenue. This station was built in 1954. Comprising approximately 3,700 square feet on one-half acre, this station has two double bays in addition to administrative space and living quarters. The District owns a second (vacant) lot on Jade Street (approximately 25,000 square feet).
- . The Capitola F.P.D. operates two first-line engines and one reserve engine.
- . The District also operates a Rescue Unit.
- . The District also has and operates two pick-ups -- one assigned to the station and one assigned to the Assistant Chief.

## EXHIBIT IV

## Santa Cruz County LAFCO

CAPITOLA FIRE PROTECTION DISTRICT  
FIRE APPARATUS

<u>Designation</u>	<u>Purchased</u>	<u>Type</u>	<u>Manufacturer</u>	<u>Description</u>
3310	1974	Engine	Mack	1500 g. p. m.
3311	1982	Engine	Mack	1500 g. p. m.
3321	1950	Engine	Mack	750 g. p. m. /reserve
3361	1973	Rescue	Ford	-
3391	1972	Pick-up	Dodge	1/2-ton
3390	1983	Sedan	Ford LTD	Chief's vehicle
3392	1972	Pick-up	Dodge	Assistant Chief's vehicle - 1/2-ton

Exhibit V, which follows this page, portrays response policies to calls for services occurring in the Capitola Fire Protection District. These policies can be summarized as follows:

- . All fire calls require the response of at least one engine and entails calling-back off-duty personnel and paid volunteers. The following also may be noted:
  - Structure fire responses generally entail three engines.
  - Grass fire responses also generally entail three engines.
  - Appliance fires or small fires within a structure generally receive the response of two engines.
  - Car fires have a one-engine company response.
- . For miscellaneous public service as well as emergency medical calls, the District generally responds either with a rescue unit or an engine depending on the confirmed nature of the call. Call-back of off-duty personnel and paging of volunteers does not generally occur for these calls with the exception of auto accidents, rescues, and more serious medical aids.

The Capitola Fire Protection District has an automatic aid agreement with the Central Fire Protection District to cover everything within the Capitola Fire Protection District on 41st Avenue, plus all commercial structures in the District. Mutual aid agreements are in force with all regional fire agencies. A review of Capitola F.P.D. records indicates that automatic and mutual aid was given or received about once every month and one-half in 1985.

#### V. CALL VOLUME

Exhibit VI, which follows Exhibit V, shows details of current call volume experienced in the Capitola Fire Protection District. Data contained within the exhibit was derived from samples of approximately 35% of all calls for service experienced in the Capitola Fire Protection District over the past 12-month period. This analysis documented resources utilized by the District on these calls as well as service levels received in handling this call for service workload. The following should be noted:

## EXHIBIT V

## Santa Cruz County LAFCO

SUMMARY OF CAPITOLA FIRE PROTECTION  
DISTRICT RESPONSE POLICIES

<u>Type of Call</u>	<u>Type of Equipment</u>	<u>Page/Call-Back</u>
. Structure Fire	3 engines	Yes
. Alarm Sounding Air Crash	1 rescue and 3 engines	
. Appliance Fire Smoke In Building Large Truck Fire Trash Fire (Structure Threat) Natural Gas Leak Chemical Spill	2 engines	Yes
. Car Fire Trash Fire Odor Investigation	1 engine	Yes
. Fuel Leak	1 engine	Yes
. Fuel Spill Mutual Aid Automatic Aid Station Coverage	1 engine	Yes
. Grass Fire	3 engines	Yes
. Medical Aid Public Service Water Vac.	1 rescue	Yes
. Auto Accident Heart Attack Cliff Rescue Creek Rescue	1 engine and 1 rescue	Yes
. Smoke Detector	Available Unit	No

## Santa Cruz County LAFCO

RESPONSE CHARACTERISTICS OF CALLS IN  
THE CAPITOLA FIRE PROTECTION DISTRICT<sup>(1)</sup>

Type of Call	Annualized # Calls	%	Avg. Res- ponse Time (Mins.)	Avg. Hand- ling Time (Mins.)	Avg. Response By ...			Total Average Personnel	Avg. # Appar- atus
					On-Duty	Off-Duty	Volun- teers		
Major Fire in Structure(2)	3	0.3%	-	245	4.0	7.0	4.0	15.0	3.0
Minor Fire in Structure(3)	39	3.6	-	24	4.0	1.3	2.0	7.3	1.5
Grass/Wildland Fire	27	2.5	-	39	4.0	1.6	2.8	8.4	2.2
Vehicle Fire	24	2.2	-	20	4.0	0.6	2.0	6.6	1.2
Other Fires <sup>4</sup>	21	1.9	-	32	4.0	0.4	1.8	6.2	1.0
False Alarms <sup>4</sup>	51	4.7	-	17	3.9	0.3	1.1	5.3	1.1
Sub-Total	165	15.3%	Unknown	28.8	4.0	0.9	1.9	6.8	1.4
Traffic Accident	57	5.3%	2.3	24	4.0	1.0	2.2	7.2	1.2
Medical Call	519	48.1%	1.9	22	4.0	0.3	0.9	5.2	1.0
Miscellaneous Public Service	273	25.3%	2.0	19	4.0	0.1	0.2	4.3	1.0
False Alarms <sup>4</sup>	66	6.1%	Unknown	10	4.0	0.3	1.0	5.3	1.0
Sub-Total	915	84.7%	2.0	20.4	4.0	0.3	0.8	5.1	1.0
<b>TOTAL</b>	<b>1,080</b>	<b>100%</b>	<b>Unknown</b>	<b>21.6</b>	<b>4.0</b>	<b>0.4</b>	<b>0.9</b>	<b>5.3</b>	<b>1.0</b>

(1) Based on a sample of calls analyzed between September 1985 to June 1986.

(2) Involving the structure itself.

(3) Involving appliance, etc.

(4) Includes false alarms, smoke investigations, calls of unknown origin, gone on arrival, no service required, etc.

- . At current levels, the Capitola F.P.D. responds to approximately three calls per day. This level of call workload has grown moderately over the past three years -- up approximately 20% since 1984 (largely due to growth in emergency medical and public service calls).
- . Fire related calls (including those resulting in false alarms) occur approximately once every three days. At these levels, fire related workload comprises approximately 15% of total Capitola F.P.D. workload. Structure fires make up a relatively small proportion of this workload -- approximately 4% of total fire service workload.
- . Medical and public service related calls occur almost three times per day. At these levels, approximately 85% of fire service workload includes these categories (medical and traffic accident calls comprise approximately 55% of total fire service workload).
- . While response times were not measurable for many calls, for those in which information was available, service levels appear to be high -- most calls received a responding unit within approximately two minutes.
- . For a jurisdiction with only one on-duty engine company, incident reports indicate that there is a high level of response in manpower and apparatus.
  - For fires, including false/unknown alarms, an average of seven personnel respond per call -- for confirmed structure fires, an average of 15 personnel respond per call.
  - Even emergency medical and public service calls show a good response of off-duty personnel -- an average of five personnel respond per call (indicating that between one and two off-duty volunteer personnel respond to these calls).

As Exhibit VII, which follows this page shows, real structure fires are relatively rare occurrences. The exhibit portrays details of all calls experienced in 1985 in which at least \$1,000 damage resulted. Of these calls, only one was a working fire, the other two were out on arrival. However, corroborating evidence contained in Exhibit V, the use of call-back and volunteers in these calls resulted in the equivalent of a three-engine company response to these potentially very serious calls.

EXHIBIT VII

Santa Cruz County LAFCO

CASE HISTORIES OF CALLS IN CAPITOLA  
FIRE PROTECTION DISTRICT WITH DAMAGE  
EXCEEDING \$1,000 - 1985

<u>Date</u>	<u>Address</u>	<u>Details</u>	<u>Responding</u>			
			<u>Apparatus</u>	<u>On-Duty</u>	<u>Off-Duty</u>	<u>Vols.</u>
1-14-85	4345 Diamond St.	Apartment fire - confined to apartment of origin. Loss: \$25,000 structure; \$15,000 contents.	Engines (2)	4	8	2
5-17-85	5006 Wilder Dr.	Single family structure - candle fell over. Loss: \$1,000 structure; \$500 contents. Out on arrival.	Engine (1)	4	4	0
6-11-85	103 Lawn Way	Apartment fire - confined to apartment. Candle fell over. Loss: \$600 structure; \$600 contents. Out on arrival.	Engine (1) Engine (1) Mutual Aid	5	0	0

## VI. FIRE SERVICE PROGRAMS

The paragraphs which follow briefly describe Capitola F.P.D. involvement in several key areas of fire service operations:

- . Fire Prevention -- As noted earlier, responsibility for fire prevention is divided within the Department as follows:
  - The Fire Chief performs pre-fire plans, as well as major plan checks. For plan checks, the Chief must work with planning and building people both in the City of Capitola as well as Santa Cruz County.
  - The Assistant Chief assists in smaller plan checks and inspections (especially those of institutional occupancies).
  - One firefighter assists in plan checking activities.
  - One firefighter is assigned to the school safety program.
  - Engine companies perform inspections of all commercial occupancies.
- . Training -- One of the Captains organizes the fire training program in the District both for paid staff and for the District's volunteers. This Captain devises the plan and the schedule and shift Captains execute the training program.
- . Apparatus Maintenance -- One Captain has the responsibility for organizing the maintenance of fire apparatus and equipment. This Captain, and his shift, perform maintenance as well as repairs on this equipment.
- . Dispatch -- This is performed by County Communications - In the last financial year the Capitola F.P.D. paid approximately \$7,500 in dispatching costs.

\* \* \* \* \*

At the conclusion of this profile is a series of Appendices providing details pertaining to the following:

- . Salary ranges and exact salaries of position incumbents.
- . Description of fringe benefits.
- . Age and tenure of staff.
- . Latest ISO rating.

**APPENDICES**

## Santa Cruz County LAFCO

SUMMARY OF FRINGE BENEFITS:  
CAPITOLA FIRE PROTECTION DISTRICT

<u>Fringe Benefits</u>	<u>Details</u>
<u>Vacations</u>	56-Hour Personnel -- 0- 5 years - 144 hours per year 6-15 years - 216 hours per year 16+ years - 288 hours per year 40-Hour Personnel -- 0- 5 years - 120 hours per year 6-15 years - 168 hours per year 16+ years - 240 hours per year
<u>Holidays</u>	Twelve paid holidays for shift personnel; 40-hour personnel have twelve days off.
<u>Sick Leave</u>	56-Hour Personnel -- 180 hours per year plus twelve (after one year probation) hours for each additional month of service. 40-Hour Personnel -- 120 hours per year plus twelve (after one year probation) hours for each additional month of service.  Unlimited accrual for employees hired prior to 7/1/80; 1,800 hours maximum accrual for employees hired thereafter.
<u>Retirement</u>	2% at age 50 (safety personnel); 2% at age 60 (miscellaneous personnel). 1959 Survivor Benefits with sick leave credit.
<u>Health/Dental Insurance</u>	Employee and dependents covered - County Group Health and Dental plans.
<u>Life Insurance</u>	Paid by District \$4,500/\$9,000 for accidental death.
<u>Vision</u>	\$40 examination/\$70 prescription glasses -- every two years.
<u>Deferred Compensation</u>	Available; two plans -- Aetna or I.C.M.A.
<u>Uniform Allowance</u>	\$500 per year.
<u>Credit Union</u>	Available -- Santa Cruz County Credit Union.
<u>Educational Support</u>	After one year of service, District pays for tuition, books and parking for Fire Science courses.

APPENDIX 2

Santa Cruz County LAFCO

SALARY RANGES OF CAPITOLA FIRE  
PROTECTION DISTRICT PERSONNEL

Salary Ranges

<u>Position</u>	<u>Annual Salary</u>
Fire Chief	\$35,352
Assistant Fire Chief	32,700
Captain	25,500-26,832
Fireman II	24,816
Fireman	18,780-23,724
Clerk	14,784-18,180

## APPENDIX 3

## Santa Cruz County LAFCO

AGE AND STAFF TENURE OF CAPITOLA  
FIRE PROTECTION DISTRICT PERSONNEL

<u>Staff Member</u>	<u>Position</u>	<u>Age(1)</u>	<u>Tenure(1)</u>
J. Bowles	Fire Chief	43 years	18 years
J. Bertolucci	Assistant Chief	48 years	22 years
A. Parrish	Captain	43 years	22 years
C. Howard	Captain	52 years	18 years
S. Love	Captain	40 years	10 years
T. McManama	S-5	37 years	14 years
J. Tracey	S-5	38 years	14 years
T. Regan	FF-II	36 years	11 years
S. Howton	FF-II	34 years	9 years
G. Benson	FF-II	34 years	6 years
D. Martone	S-2	28 years	2 years
L. Achen	S-2	27 years	1 year
O. Miller	S-1	26 years	0 year
D. Weybright	S-1	23 years	0 year
S. Diaz	Clerk S-5	38 years	8 years

---

(1)As of 8/8/86

## Santa Cruz County LAFCO

## I.S.O. Rating for Capitola Fire Protection District

<u>Category</u>	<u>Deficiency Points</u>	<u>Total Possible</u>
Water	424	1,950
Fire Staffing	1,044	1,950
Communications	190	450
Safety Control	290	650
Cl imatic Conditions	100	-
Divergence	<u>55</u>	<u>-</u>
<b>TOTAL</b>	<b><u>2,103</u></b>	<b><u>5,000</u></b>

Class 5

**APPENDIX B**

**SUMMARY PROFILE OF THE CENTRAL  
FIRE PROTECTION DISTRICT**

**SUMMARY PROFILE OF THE CENTRAL  
FIRE PROTECTION DISTRICT**

The purpose of this profile is to provide a brief summary of the results of site visits to the Central Fire Protection District. These site visits included interviews with Departmental personnel as well as an examination of departmental records and analysis of calls for services workload. Data contained within this descriptive summary was utilized in assessments of organizational alternatives of the delivery of fire services in the Soquel-Live Oak-Capitola region.

**I. OVERVIEW**

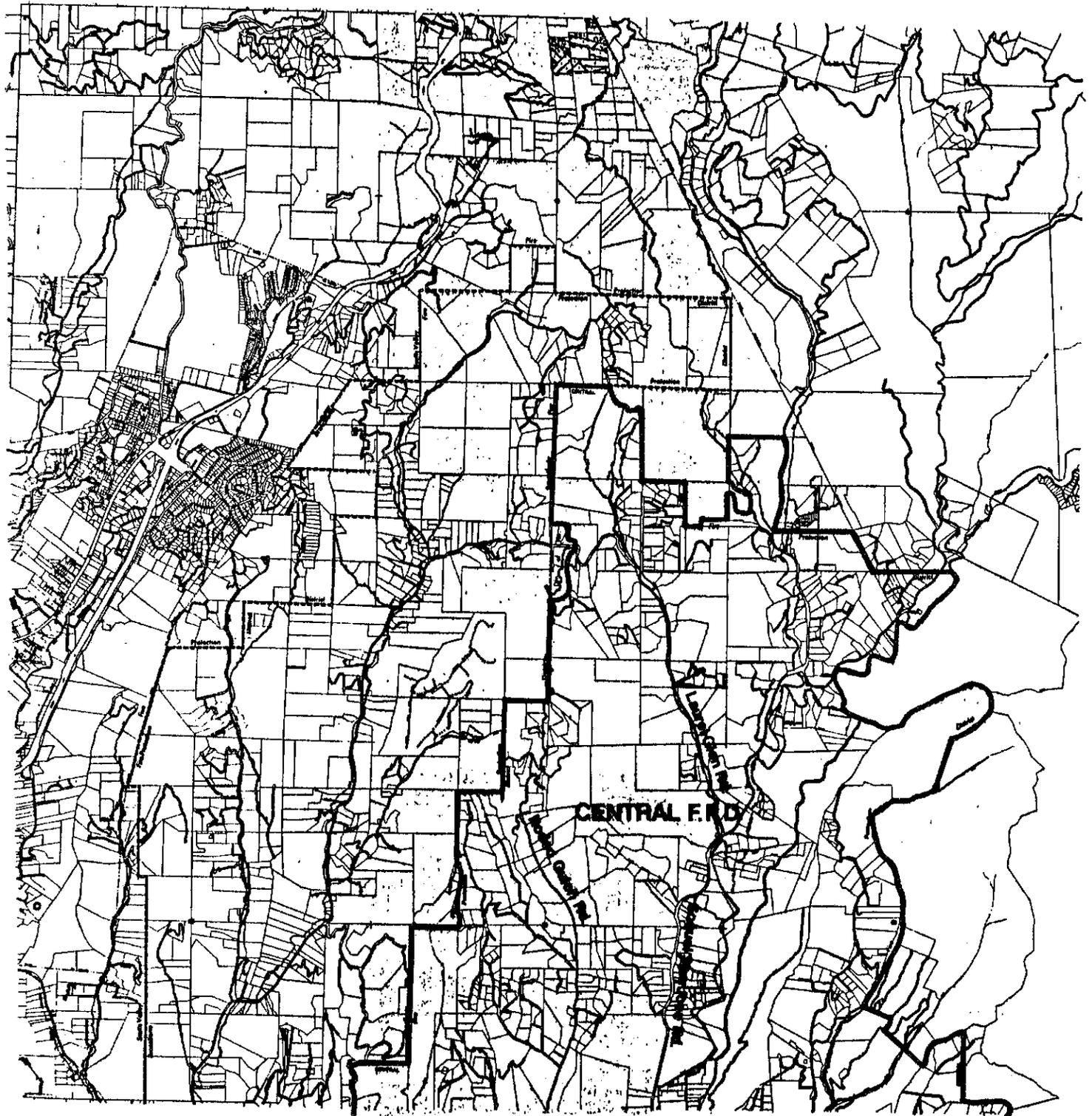
- . The Central Fire Protection District represents a recent consolidation of two fire protection districts: Soquel and Live Oak Fire Protection Districts. This consolidation was accomplished in fiscal year 1984-1985. In the prior two fiscal years (f.y. 1982-83 and 1983-84), fire operations within the area encompassed by these two districts was governed by a Joint Powers Authority.
- . At present, District personnel include both paid staff (30.5) and volunteers (27).
- . The Central Fire Protection District includes approximately 21 square miles of area and encompasses:
  - Parts of the City of Capitola (including the Capitola Mall, much of the commercial area on 41st Avenue, and some residential areas -- see Map 1 which follows this page).
  - The unincorporated community of Soquel which includes a downtown area and large, though less dense, residential areas in coastal valleys.
  - The unincorporated community of Live Oak with no real community center, though comprising much commercial and residential area.
- . Altogether, the Central Fire Protection District takes in approximately 30,000 people. Overall, the District can be characterized by a real diversity of development including both relatively dense as well as sparse developments; commercial and residential; single-family and multi-family occupancies; both flat and hilly terrain.



CENTRAL FIRE  
PROTECTION DISTRICT

- Fire Stations
- Station Response Boundaries

UPPER CENTRAL FIRE  
PROTECTION DISTRICT



## II. ORGANIZATION

Exhibit 1, which follows this page, shows the organization of the Central Fire Protection District. Key characteristics of this organization, as well as responsibilities of key staff, include the following:

- Fire Chief -- Departmental administrator.
- Assistant Fire Chief -- Primarily functions as the District's Operations' Officer, but also has responsibilities in the areas of Departmental training and fire prevention.
- Fire prevention activities are assisted by a Deputy Fire Marshal and a Fire Inspector will be added.
- Two Battalion Chiefs act as shift commanders for the Department. A third position is vacant. These positions work 4/10-hour shifts in addition to being on call for the remainder of each 24-hour period.
- Captains (9) are station commanders -- one at each station each shift.
- Firefighters are suppression personnel. The District has a minimum/constant manning philosophy of eight which includes three personnel at Stations 1 and 3 and two at the District's second station. These personnel are also involved in fire prevention activities through company inspections.
- Central F.P.D. staff also include a full-time Administrative Assistant who is responsible for statistical and other support activities; and a part-time Secretary.
- Since consolidation, suppression staffing levels have not changed. However, three Battalion Chiefs' positions have been created (one is currently vacant) and until recently, the District had two Assistant Chiefs. Table 1, below, shows current staff by position.

**Table 1**

Central Fire Protection District Staffing

<u>Position</u>	<u>Number of Staff*</u>
Chief	1
Assistant Chief	1
Battalion Chief	2
Deputy Fire Marshal	1
Captain	9
Firefighters**	15
Fire Inspector	1
Administrative Assistant	1
Secretary	0.5
	<u>31.5</u>

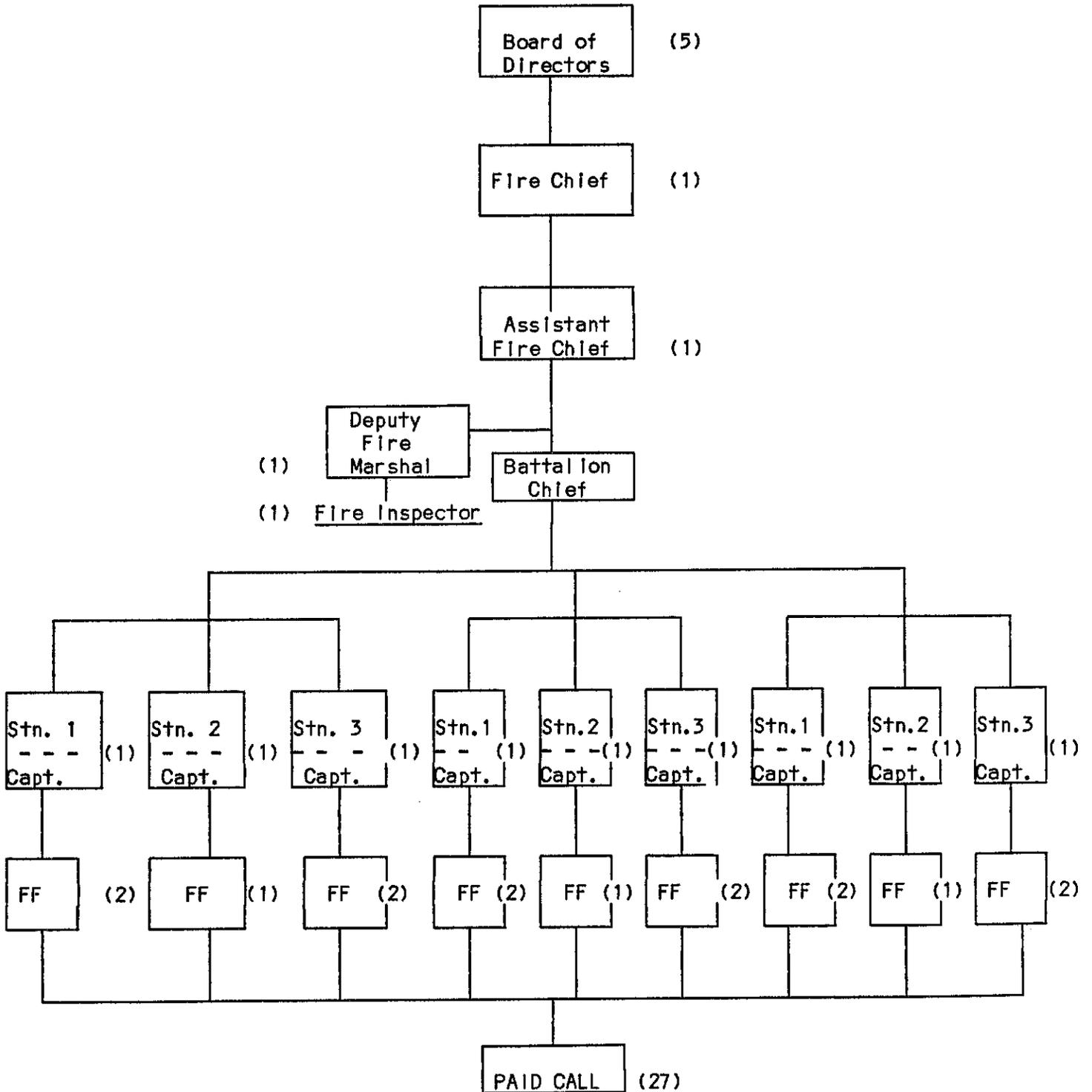
\*Current

\*\*Includes two temporary Firefighters; and one Firefighter-Mechanic.

EXHIBIT I

Santa Cruz County LAFCO

CURRENT ORGANIZATION OF THE CENTRAL  
FIRE PROTECTION DISTRICT



Volunteers -- Now numbering 27, volunteers are used indistinguishably on calls and train with paid staff.

### III. FIRE AGENCY COSTS

Exhibits II and III, which follow this page, show trends in revenues and costs of the Central Fire Protection District. The following paragraphs summarize key trends in characteristics:

Revenues:

- The majority of District revenues come from property taxation. Currently, property taxation represents approximately 63% of total revenues. This is up from approximately 44% in fiscal year 1982-1983. Table 2, below, summarizes revenue trends by source. This trend in rising property taxation reflects rapid development in the District as well as relatively high turnover in ownership. The increase in revenue available to the District from property taxation has been approximately 22% per year.

**Table 2**

Revenue Trends by Source  
Central Fire Protection District

Revenue Source	Proportion of Total Revenue by Source				
	1982-83	1983-84	1984-85	1985-86	1986-87
Property Taxation	44.0%	45.7%	51.5%	60.2%	62.7%
Special District Augmentation	50.7%	50.6%	41.3%	37.6%	35.1%
Other Revenue	5.3%	3.7%	7.2%	2.2%	2.2%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

- On the other hand, as the table shows, Special District Augmentation Funds share of total revenue has slipped from approximately 51% in fiscal year 1982-1983 to approximately 35% in the current fiscal year. In nominal dollar values, SDAF revenue is at approximately at the same level as it was five years ago.
- Overall, the average annual percentage change in District revenue is up approximately 11% over the past five years.
- The fund balance of the District has grown to approximately \$300,000 in the last two fiscal years.

## EXHIBIT 11

## Santa Cruz County LAFCO

REVENUE TRENDS -- CENTRAL  
FIRE PROTECTION DISTRICT

SOURCE	FISCAL YEAR					Average Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<b>Fund Balance</b>	\$92,491	\$135,067	\$191,421	\$295,510	\$282,671	+34.7%
<b>Revenue</b>						
Property Tax	594,686(5)	692,633(5)	903,467	1,156,287	1,288,656	+21.6%
Spec. Dist. Augmentation	685,381(5)	765,957(5)	723,738	721,738	721,738	+0.9%
<b>Other Sources</b>						
Interest	-	-	4,979	4,000	-	
Rents & Con- cessions	1,103	1,542	1,819	4,000	-	
Homeowners Property Tax Relief	-	-	32,409	39,408	-	
State Aid - BTR Replacement	-	-	10,802	-	-	
Other Tax Relief Subventions	-	-	268	-	-	
State Mandated Cost Reimb.	-	2	34	-	-	
Charges for Current Ser.	-	-	235	-	-	
Sale of Fixed Assets	-	1,750	410	-	-	
Other Revenue - Loan Proceeds	-	-	75,000	-	-	
Other Revenue	29,614(6)	55	22	-	-	
Member Contri- butions	126	300	1,000	-	-	
Fire Protec- tion Ser.	1,321,496 <sup>(3)</sup>	1,510,758 <sup>(3)</sup>	-	-	-	
Other Revenue Sources	N/A	N/A	\$126,978	\$43,408	\$43,417	
<b>TOTAL REVENUE</b>	<b>\$1,352,339</b>	<b>\$1,514,407</b>	<b>\$1,754,183</b>	<b>\$1,921,433</b>	<b>\$2,053,811</b>	<b>11.1%</b>

(1) Actual  
(2) Approved/estimated  
(3) Joint powers authority

(4) Consolidated districts  
(5) Not included in revenue totals  
(6) PERS refund

## EXHIBIT III (a)

## Santa Cruz County LAFCO

BUDGETS/EXPENDITURES FOR THE  
CENTRAL FIRE PROTECTION DISTRICT\*

EXPENDITURE CATEGORY	FISCAL YEAR					Average Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<b><u>Salaries &amp; Benefits</u></b>						
Salaries, F/T	\$752,194	\$755,863	\$817,364	\$874,082	\$1,027,642	
Overtime	6,083	87,339	119,419	127,052	184,894	
Holiday Pay	29,143	30,078	37,502	41,409	44,742	
Call Back Pay	5,267	5,681	8,883	10,300	21,672	
Pay, Temp.						
Personnel	23,985	19,866	17,507	20,000	22,000	
Retirement						
System	170,856	197,199	238,980	267,213	319,523	
Group Ins.	51,164	74,441	93,321	151,053	152,372	
Workers Comp.	826	17,314	16,719	18,000	18,000	
Unemployment						
Insurance	8,484	8,170	7,215	9,000	4,000	
Sick Leave						
Reserve	3,911	-	-	25,000	25,000	
TOTAL SAL./						
BENEFITS	<u>\$1,106,913</u>	<u>\$1,195,951</u>	<u>\$1,356,910</u>	<u>\$1,543,109</u>	<u>\$1,822,845</u>	<u>+13.4%</u>
<b><u>Services &amp; Supplies</u></b>						
Director's						
Expense	-	-	\$2,800	\$3,000	\$5,000	
Memberships	\$1,132	\$602	1,399	1,800	2,000	
Office Exp.	4,159	4,522	5,557	7,000	7,000	
Transp. &						
Travel	12,452	13,668	13,196	15,000	15,000	
Telephone	3,002	3,646	5,986	5,800	6,200	
Radio Ser.	3,004	19,756	1,430	32,000	23,000	
Insurance	12,245	18,738	29,604	35,000	45,000	
Publications	379	40	76	200	200	
Maintenance -						
Structures	11,194	3,976	4,923	6,000	6,000	
Utilities	12,137	10,856	14,408	15,000	15,000	
Maintenance -						
Off. Equip.	307	66	1,466	1,500	2,500	
Maintenance -						
Mobile Equip.	31,199	28,840	31,027	30,000	30,000	
Maintenance -						
Other Equip.	2,689	2,838	2,794	2,500	2,500	

## EXHIBIT (b)

EXPENDITURE CATEGORY	FISCAL YEAR					Average Annual % Change
	1982-83(1)	1983-84(1)	1984-85(1)	1985-86(2)	1986-87(2)	
<b>Sources of Supplies</b>						
Rents & Leases	-	\$92	\$31	\$500	\$2,500	
Small Tools & Equip.	\$151	590	489	500	500	
Household Expense	3,118	4,367	4,785	5,500	5,500	
Food	2,288	2,016	517	3,000	3,000	
Clothing & Pers. Supp.	21,041	9,328	13,162	15,000	18,000	
Medical, Den- tal & Lab Supplies	428	1,476	1,028	1,400	3,000	
Medical Ser.	5,252	1,578	3,088	10,000	10,000	
Inventoriable Items	-	-	-	10,000	20,000	
Prof. & Spec. Services	34,988	39,044	6,077	25,000	25,000	
Special Dist. Expense	22,782	13,029	13,458	20,000	27,000	
TOTAL SER./ SUPPLIES	<u>\$183,947</u>	<u>\$179,018</u>	<u>\$157,301</u>	<u>\$245,700</u>	<u>\$273,900</u>	<u>+13.2%</u>
TOTAL CURRENT OPER. EXP.	<u>\$1,290,860</u>	<u>\$1,374,969</u>	<u>\$1,514,211</u>	<u>\$1,788,809</u>	<u>\$2,096,745</u>	<u>+13.0%</u>
<b>Other</b>						
Prior Year Exp.	<u>\$12,246</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>N/A</u>
Princ./Int. on Loans	<u>-</u>	<u>-</u>	<u>-</u>	<u>\$21,750</u>	<u>\$20,400</u>	<u>N/A</u>
Contingencies	<u>-</u>	<u>-</u>	<u>-</u>	<u>200,000</u>	<u>20,000</u>	<u>N/A</u>
<b>Fixed Assets</b>						
Structures/ Improvements	-	\$14,313	\$7,283	\$53,800	\$31,000	
Equipment	1,246	62,704	129,636	100,000	95,000	
TOTAL F/A	<u>\$1,246</u>	<u>\$77,017</u>	<u>\$136,919</u>	<u>\$153,800</u>	<u>\$126,000</u>	<u>N/A</u>
<b>TOTAL BUDGET</b>	<u><b>\$1,304,352</b></u>	<u><b>\$1,451,986</b></u>	<u><b>\$1,651,130</b></u>	<u><b>\$2,164,359</b></u>	<u><b>\$2,263,145</b></u>	<u><b>+14.6%</b></u>

(1) Actual

(2) Budgeted/estimated

\*Does not include transitional expenditures of Live Oak and Sequel Fire Protection Districts during merger.

- . Expenditures:
  - Operating revenues are up approximately 13% per year in each of the last five fiscal years. This increase is approximately equal across the board, reflecting in large part, improvements in salaries and benefits, but also in many services and supply sections of the budget.
  - In the past three fiscal years, the Central F.P.D. has committed substantial resources to the purchase of major pieces of equipment which have averaged approximately \$108,000 per year.
  - Expressed on a per capita basis, current expenditures are approximately \$75.74. As a proportion of each \$100 of assessed valuation, Central Fire Protection District expenditures are approximately \$0.23.
- . Overall, both expenditures and revenues are up more than twice the rate of general inflation.

#### IV. FIRE AGENCY RESOURCES

Exhibit IV, which follows this page, portrays details regarding apparatus owned and operated by the Central Fire Protection District and housed at each of its three stations. These data can be summarized as follows:

- . At least two first-line engines are housed at each of the District's three stations.
  - Station #1 (17th Avenue) -- two engines.
  - Station #2 (Thurber Lane) -- two engines plus a mini-engine.
  - Station #3 (Soquel Drive)-- two engines.
- . The District also operates several pieces of relatively specialized apparatus:
  - Station #1 -- a 75-foot aerial ladder, and a Cascade Unit.
  - Station #3 -- houses a brush truck, rescue van, and a tanker.
- . Table 3, which follows Exhibit IV, shows details pertaining to each of the three stations of the Central Fire Protection District. Map 1, at the beginning of this profile, portrays the response districts of each of these stations.

## EXHIBIT IV

## Santa Cruz County LAFCO

APPARATUS INVENTORY -- CENTRAL  
FIRE PROTECTION DISTRICT

<u>Station #</u>	<u>Year</u>	<u>Make</u>	<u>Description</u>	<u>Designation</u>
1 (17th Avenue)	1974	Crown	Aerial Ladder - 75'	3470
	1966	Crown	Engine - 1,250 g.p.m.	3414
	1976	Van Pelt	Engine - 1,250 g.p.m.	3411
	1965	Ford	Cascade Unit	Reserve
	1962	Chevrolet	Cascade Pick-up	3461
	1979	Chevrolet	1/2-ton Pick-up	3492
	1979	Chevrolet	1/2-ton Pick-up	3493
	1980	Toyota	1/2 ton-Pickup	3491
	1980	Dodge	4-door Sedan	3490
2 (Thurber Lane)	1970	Crown	Engine - 1,250 g.p.m.	3412
	1974	Inter- national	Mini-engine - 350 g.p.m.	3450
	1976	Van Pelt	Engine - 1,250 g.p.m.	3415
3 (Soquel Drive)	1962	Ford Van Pelt	Engine - 1,000 g.p.m.	3416
	1964	Ford	Tanker - 1,800 gal.	3440
	1985	GMC/Beck	Engine - 1,000 g.p.m.	3413
	1967	Chevrolet	Brush Truck	3451
	1971	Dodge	Rescue Van	3460

**Table 3**

**Station Characteristics  
Central Fire Protection District**

<u>Station #</u>	<u>Location</u>	<u>Description</u>	<u>g. s. f.</u>
#1	930 - 17th Avenue	3 double bays + administrative space + shop + living quarters + hose tower. Built 1967.	6,815 s. f. (lot 20,827 s. f.)
#2	3445 Thurber Lane	3 single bays + living quarters. Built 1962.	2,880 s. f. (lot 18,000 s. f.)
#3	4747 Soquel Drive	2 double bays/2 single bays + small shop + hose tower + living quarters. Built 1957. Has adjacent rental unit.	3,800 s. f. (lot 23,773 s. f. includes rental) (Rental unit 800 s. f.)

- . As noted earlier, the Central Fire Protection District has a minimum/constant manning philosophy of eight on-duty personnel.

Exhibit V, which follows this page, portrays the response policies of the Central Fire Protection District to various types of calls for service. This can be summarized in general as follows:

- . Structure fires -- three engines plus a tanker in rural areas.
- . Wildland fires -- one to two engines plus the tanker plus the mini-engine.
- . Other fire/incidents -- one engine.

The Central Fire Protection District also has automatic aid agreements with the Santa Cruz Fire Department for the yacht harbor; Branciforte for the Rodeo Gulch/Paul Sweet Road; Capitola FPD for the 41st Avenue area including the mall and other commercial areas of the City; and Aptos FPD for the immediate border area. Mutual aid agreements are in force with all other regional agencies.

EXHIBIT V

Santa Cruz County LAFCO

RESPONSE POLICY SUMMARY - CENTRAL  
FIRE PROTECTION DISTRICT

<u>Type of Call</u>	<u>Station #1</u>	<u>Station #2</u>	<u>Station #3</u>
<u>Structure Fire</u>	Engines (3)	Engines (3) Tanker in rural areas	Engines (3) Tanker in rural areas
<u>Wildland Fire</u>	Engine (1) Mini-Engine	Engines (2) Tanker Mini-Engine (discretionary)	Engine (1) Tanker Mini-Engine
<u>All Other Incidents</u>	Engine (1)	Engine (1)	Engine (1)
<u>Automatic/ Mutual Aid</u>			
. Santa Cruz City FD	Engine (1) <u>OR</u>	Engine (1)	
. Capitola FPD	Engine (1) (area south of Capitola Rd. and Wharf Rd. or on 41st Ave. between Clares St. & Capitola Rd.)	<u>OR</u>	Engine (1) (area north of Capitola Rd. and Wharf Rd. or on 41st Ave. north of Clares St.)
. Aptos FPD			Engine (1)
. Branciforte FPD			Engine (1) (with off-duty and/or paid call fire fighters)
. North County areas	Engine (1) (with off-duty and/or paid call fire fighters)		

EXHIBIT V (2)

<u>Type of Call</u>	<u>Station #1</u>	<u>Station #2</u>	<u>Station #3</u>
. Old San Jose Rd. - Summit Rd. & South County areas			Engine (1) (with off-duty and/or paid call fire- fighters)

EXHIBIT VI

Santa Cruz County LAFCO

CALL TRENDS -- CENTRAL  
FIRE PROTECTION DISTRICT

Type of Call

	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>% 1985 vs. 1982</u>	<u>1985 Calls Per Day</u>
<b>Fire Calls</b>						
Structure Fire	100	101	129	146		0.4
Vehicle Fire	63	65	74	61		0.2
Wildland Fire	26	26	62	52		0.1
False Alarms - Fires	121	81	102	65		0.2
Sub-Total	<u>310</u>	<u>273</u>	<u>367</u>	<u>324</u>	<u>+4.5%</u>	<u>0.9</u>
<b>Other Calls</b>						
Vehicle						
Accidents	239	266	262	233		0.6
Medical Aid	767	754	821	1,008		2.8
Public Service/ Miscellaneous	524	517	507	500		1.4
Sub-Total	<u>1,530</u>	<u>1,537</u>	<u>1,590</u>	<u>1,741</u>	<u>+13.8%</u>	<u>4.8</u>
<b>TOTAL</b>	<u><b>1,840</b></u>	<u><b>1,810</b></u>	<u><b>1,957</b></u>	<u><b>2,065</b></u>	<u><b>+12.2%</b></u>	<u><b>5.7</b></u>

EXHIBIT VII

Santa Cruz County LAFCO

RESPONSE CHARACTERISTICS OF CALLS IN  
THE CENTRAL FIRE PROTECTION DISTRICT<sup>(1)</sup>

TYPE OF CALL	STATION #1				STATION #2				STATION #3				ALL CALLS			
	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)	# Calls	%	Response Time (Mins.)	Handling Time (Mins.)
Major Fire in Structure (2)	-	0.0%	-	-	-	0.0%	-	-	16	2.5%	-	-	16	0.8%	-	-
Minor Fire in Structure (3)	51	4.5%	<u>4.0</u>	<u>29.0</u>	9	2.5%	<u>3.0</u>	<u>22.0</u>	22	3.4%	<u>2.0</u>	<u>25.0</u>	82	3.9%	<u>3.1</u>	<u>25.9</u>
Grass/Wildland Fire	45	4.0%	4.0	31.0	9	2.5%	3.0	20.0	28	4.2%	5.0	42.0	82	3.9%	4.3	34.1
Vehicle Fire	12	1.1%	4.0	21.0	33	10.0%	2.0	10.0	16	2.5%	2.0	7.0	61	2.9%	2.8	13.7
Other Fires	-	0.0%	-	-	9	2.5%	-	-	16	2.5%	-	-	25	1.2%	-	-
False Alarms - Fires	39	3.4%	-	-	33	10.0%	-	-	49	7.6%	-	-	121	5.7%	-	-
SUB-TOTAL	147	13.0%	4.0	27.4	93	27.5%	2.7	18.4	147	22.7%	3.8	27.4	387	18.3%	3.2	24.6
Traffic Accident	109	9.6%	3.0	21.0	51	15.0%	2.0	30.0	121	18.7%	6.0	26.0	281	13.3%	4.0	24.8
Medical Call	557	49.1%	4.0	24.0	119	35.0%	3.0	28.0	225	34.8%	4.0	26.0	901	42.5%	3.9	25.0
Misc. Public Service	198	17.5%	5.4	20.0	60	17.5%	5.7	34.5	126	19.5%	5.4	50.6	384	18.1%	5.4	32.4
False Alarm - Other	120	10.7%	-	-	17	5.0%	-	-	28	4.2%	-	-	165	7.8%	-	-
SUB-TOTAL	984	86.8%	4.2	22.8	247	72.5%	3.4	29.0	500	77.3%	4.8	33.2	1,731	81.7%	4.3	26.9
<b>TOTAL</b>	<b>1,134</b>	<b>100%</b>	<b>4.2</b>	<b>23.4</b>	<b>340</b>	<b>100%</b>	<b>3.4</b>	<b>27.3</b>	<b>647</b>	<b>100%</b>	<b>4.4</b>	<b>31.8</b>	<b>2,118</b>	<b>100%</b>	<b>4.1</b>	<b>26.5</b>

B-15

(1) Based on call samples: (a) response/handling times all calls between 1/1/86; (b) proportional split of call 50% sample between 7/1/85 to 12/31/85.  
 (2) Involving the structure itself.  
 (3) Involving appliances, etc.

## EXHIBIT VIII

## Santa Cruz County LAFCO

FIRE RESOURCES UTILIZED BY THE  
CENTRAL FIRE PROTECTION DISTRICT

Type of Call	Average Response By ...				Average Responding Apparatus
	On-Duty	Off-Duty	Volunteers	All Personnel	
Major Fire in Structure	5.0	2.0	9.0	16.0	5.0
Minor Fire in Structure	4.0	1.6	4.0	9.6	2.4
Grass/Wildland Fire	4.0	2.2	3.2	9.4	2.3
Vehicle Fire	2.0	0.3	1.2	3.5	1.3
Other Fire	3.0	0.0	2.2	5.2	1.0
False Alarms -- Fires	<u>4.0</u>	<u>0.8</u>	<u>2.6</u>	<u>7.4</u>	<u>1.7</u>
Sub-Total	<u>3.7</u>	<u>1.2</u>	<u>3.1</u>	<u>8.0</u>	<u>2.1</u>
Traffic Accident	2.0	0.0	0.4	2.4	1.0
Medical Call	2.0	0.0	0.1	2.1	1.0
Misc. Public Service	3.0	0.0	0.2	3.2	1.0
False Alarm - Other	<u>3.0</u>	<u>0.0</u>	<u>0.3</u>	<u>3.3</u>	<u>1.0</u>
Sub-Total	<u>2.3</u>	<u>0.0</u>	<u>0.2</u>	<u>2.5</u>	<u>1.0</u>
<b>TOTAL</b>	<b><u>2.6</u></b>	<b><u>0.2</u></b>	<b><u>0.7</u></b>	<b><u>3.5</u></b>	<b><u>1.2</u></b>

## V. CALL VOLUME

Exhibit VI through VIII, which follow Exhibit V, portray details of current calls for service workload experienced in the Central Fire Protection District. This information is derived from a sample taken of calls for services experienced during the past 12-month period. This sample ranged from 25% of all calls for analysis of resources utilized at the scene to 75% of calls for definition of call type and response times. The following paragraphs summarize this analysis:

- . At current levels, the Central F.P.D. receives approximately six calls per service per day. This divides as follows:
  - Station #1 (17th Avenue), the heaviest, experiences approximately three calls per day.
  - Station #2 (Thurber Lane), the least active, experiences approximately one call per day.
  - Station #3 (Soquel Drive), receives approximately two calls for service per day.
- . Calls for service workload has not grown appreciably in the past four years. This workload is up approximately 12% overall. Most of this increase has been in medical and service calls.
- . Fire calls occur approximately once per day -- structural fire calls approximately once every other day.
- . Medical and public service calls occur with a frequency of approximately five per day.
- . An examination of response times shows that the District receives relatively high service levels -- an average of approximately four minutes per call. For defined emergency calls (fires/emergency medical calls), these calls generally receive a response time of around three minutes.
- . Examination of responding resources shows that the Central F.P.D. has the ability to field up to six engine companies for any serious fire.
  - For fires, our response data shows that an average of five engine companies or 16 people respond to confirmed structure fires; for fires, in general, the District fields an average of three engine companies. The ability to do this underlines the District's ability to expect response of off-duty and volunteers for such calls.

## Santa Cruz County LAFCO

CASE HISTORIES OF CALLS IN CENTRAL  
FIRE PROTECTION DISTRICT WITH DAMAGE  
EXCEEDING \$1,000 -- 1985

Date	Address	Details	Responding ...*			
			Apparatus	On Duty	Off Duty	Volts.
1-1-85	2065 Marciel Street	Fire in attached garage of single-family structure. Confined to garage. Loss: \$3,000 structure; \$3,000 contents. Response time - 3 minutes.	Engines (3)	5	5	2
1-28-85	5478 Golf Drive	Fire in second story of house. Working fire. Damage: \$40,000 structure; \$5,000 contents. Response time - 4 minutes.	Engines (3) Rescue	5	3	7
2-8-85	619 Cabrillo Avenue	Fire in single-family house. Small fire. Extinguished. Loss: \$3,000 structure; \$3,000 contents. Response time - 2 minutes.	Engines (3) Rescue	8	6	7
2-10-85	340 - 12th Avenue	Major fire in single-family house. Flames visible on approach. Extensive damage: \$40,000 structure; \$1,000 contents. Response time - 3 minutes.	Engines (6) Rescue	8	2	10
4-13-85	3846 Floral Court	Smoke visible; out on arrival. Kitchen stove fire; damage to stove/cabinets. Loss: \$1,000-\$50,000. Response time - 5 minutes.	Engines (3)	5	1	4
6-29-85	875 Hidden Valley Rd.	Master bedroom fully involved. Roof damage/smoke damage throughout to single-family home. Loss unknown, though great. Response time - 8 minutes.	Engines (2) Mini-Pumper Brush Rig	5	8	8
7-2-85	3035 Prather Lane	Fire at Rehabilitation Center; large fire, though loss unknown. Fire confined to building of origin. Response time - 4 minutes.	Engines (4) Air Cascade Auto Aid Engine from Capitola	5	4	10

Date	Address	Details	Responding ...			
			Apparatus	On Duty	Off Duty	Vols.
7-9-85	815 - 24th Avenue	Small fire in multi-family occupancy. Loss to drapes; smoke/fire damage to walls, etc. Loss: \$3,000/\$3,000. Response time - 3 minutes.	Engines (3) Air Cascade	7	1	5
7-18-85	2802 N. Rodeo Gulch Road	Home fully involved; took twenty minutes to contain. Kitchen origin. Loss: \$50,000 structure; \$2,000 contents. Response time - 8 minutes.	Engines (2) Tanker Mini-Engine Brush Rig Air Cascade	5	5	7
8-9-85	2 - 2921 E. Cliff Drive	Kitchen area fire - burned through to roof. Loss: \$6,000 structure; \$300 contents. Response time - 4 minutes.	Engines (2)	6	0	4
9-5-85	401 Old San Jose Rd. (Soquel High School)	Fire in trailer/temp. structure (started in water heater). Working fire. Loss unknown. Response time - 1 minute.	Engines (3) Brush Rig Air Cascade	5	3	8
9-10-85	3710 Rodeo Gulch Rd.	Reported as grass fire. On arrival, garage with vehicle inside fully involved. Cause: wood-burning stove. Took 20 minutes to contain. Response time - 8 minutes.	Engine (1) Tanker Mini-Engine Air Cascade	5	1	11
12-5-85	3361 Ashwood Drive	Small fire spread from fireplace. Used extinguisher. Loss: \$4,000 to floorboards. Response time - 6 minutes.	Engine (1)	3	0	0
12-11-85	560 - 30th Avenue, Space 40	Mobile home fire. Caused by air conditioner/short circuit. Loss: \$3,000 structure; \$2,000 contents. Response time - 5 minutes.	Engines (3)	8	2	7
12-18-85	207 Pau Hanna	Reported as fully involved structure fire. Cause - hot ashes. Extensive damage (amount not known).	Engines (5) Tanker Brush Rig Air Cascade	5	5	11

EXHIBIT IX (c)

<u>Date</u>	<u>Address</u>	<u>Details</u>	<u>Responding ...</u>			
			<u>Apparatus</u>	<u>On Duty</u>	<u>Off Duty</u>	<u>Vols.</u>
12-24-85	820 Capitola Road	Shed fully involved, extended to carport - damage to three vehicles. Arson. Loss: \$40,000 structure; \$5,000 contents. Response time - 5 minutes.	Engines (5)	9	2	11
12-31-85	280 Chirco	Kitchen fire - stove/overheated. No extension to walls, etc. Moderate smoke damage. Loss: \$5,000 structure; \$2,000 contents. Response time - 4 minutes.	Engines (5) Air Cascade	9	2	6

\* Actually responding to the scene.  
Does not include incident commanders nor standby personnel.

- Response data for emergency medical calls shows that off-duty volunteers are seldom paged to respond for these calls. For these calls, typically the first responding on-duty unit handles the incident.

As Exhibit IX, which follows this page, shows that working structure fires are relatively frequent in the Central Fire Protection District. This Exhibit shows that, for 1985, structure fires with a loss in excess of \$1,000 occur approximately one and one-half times per month. This exhibit also corroborates evidence showing the level of resources committed to such incidents.

Finally, Table 4, below, shows automatic and mutual aids responses involving the Central Fire Protection District. The table shows that for 1985, approximately five such incidents occurred per month. Most of these responses involved Central responding to other agencies -- approximately 77% of automatic and mutual aid responses fell outside of Central's area. Approximately one-half of these calls were to the City of Santa Cruz.

**Table 4**

Automatic/Mutual Aid  
Central Fire Protection District  
1985

	Number of Responses		
	Automatic Aid	Mutual Aid	Total
<b><u>Provided to ...</u></b>			
Capitola FPD	9	6	15
Aptos FPD	2	2	4
Santa Cruz FD	9	12	21
C.D.F./Other	0	7	7
<b>TOTAL</b>	<b>20</b>	<b>27</b>	<b>47</b>
<b><u>Provided by ...</u></b>			
Capitola FPD	0	3	3
Aptos FPD	5	0	5
Santa Cruz FD	0	1	1
C.D.F.	0	5	5
<b>TOTAL</b>	<b>5</b>	<b>9</b>	<b>14</b>
<b>All AA/MA INCIDENTS</b>	<b>25</b>	<b>36</b>	<b>61</b>

## VI. FIRE AGENCY PROGRAMS

The paragraphs below briefly describe CFPD involvement in several key areas in fire service operations. These include the following:

- . Fire Prevention -- As noted earlier, responsibility for fire prevention is divided within the Department. The Central Fire Protection District is a fast growing area. Significant developments are occurring or are planned as commercial and multi-family dwellings. Within the Department, fire prevention activities are divided as follows:
  - The Assistant Chief performs most advanced planning, he also performs or supervises major inspections.
  - The Deputy Fire Marshal and Fire Inspector perform most plan checks and fire inspections as well.
  - Engine companies have divided the district into nine inspection areas and perform company inspections most shifts.
  - The District also has a junior fire marshal program aimed at fourth and fifth grade levels which is the responsibility of two Captains.
- . Training -- This is also the responsibility of the Assistant Chief, though the development of the training programs falls heavily on Battalion Chiefs and is performed by Captains.
- . Apparatus Maintenance -- One shift is responsible for maintenance of apparatus.
- . Dispatch -- County Communications handles dispatching services for the Central Fire Protection District; the cost in this fiscal year is approximately \$18,000.

\* \* \* \* \*

At the conclusion of this profile is a series of appendices providing details pertaining to the following:

- . Salary ranges.
- . Description of fringe benefits.
- . Age and tenure of staff.

**APPENDICES**

APPENDIX 1

**Santa Cruz County LAFCO**

**SALARY SCALES\***  
**(CENTRAL FIRE PROTECTION DISTRICT)**

<u>Position</u>	<u>Annual Salary</u>
Fire Chief	\$42,456
Assistant Fire Chief	\$39,372
Battalion Chief	\$33,756-\$35,424
Deputy Fire Marshal	\$30,060-\$32,916
Captain	\$28,980-\$30,600
Firefighter	\$20,412-\$26,280
Firefighter - Mechanic	\$28,908
Administrative Assistant	\$20,352
Secretary	\$15,972-\$19,392

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\*Base pay

## Santa Cruz County LAFCO

DESCRIPTION OF FRINGE BENEFITS  
CENTRAL FIRE PROTECTION DISTRICT

<u>Fringe Benefit</u>	<u>Description</u>	
. <b>Holidays</b>	Seven/eight for Administrative personnel.	
. <b>Sick Leave</b>	Accrued at a rate of 24 hours per month for line employees and two days per month for Administrative employees. Unlimited accrual.	
	<u>Line</u>	<u>Administrative</u>
. <b>Vacation</b>	0-4 years -- 12 hrs. per mo.	6 hrs., 40 min. per mo.
	5-9 years -- 18 hrs. per mo.	10 hrs. per mo.
	10+ years 24 hrs. per mo.	13 hrs., 20 min. per mo.
. <b>Life and Disability Insurance</b>	District pays premiums with C.S.F.A. Plan II and C.S.F.A. Long-Term Disability Plan, Option I (maximum benefit of \$1,700 per month. Chief, Assistant Chief, Battalion Chiefs covered under County's Executive Life Insurance Plan -- \$50,000 (\$30,000 for Battalion Chiefs)	
. <b>Medical/Dental Insurance</b>	District pays premium for employee and dependents -- Santa Cruz County Employee plan.	
. <b>Overtime</b>	Time and one-half.	
. <b>Clothing/Uniform Allowance</b>	The District pays all uniform expenses.	
. <b>Retirement</b>	2% at 50. District pays employee share, with the exception of the Fire Chief who pays his own.	

## APPENDIX 4

## Santa Cruz County LAFCO

AGE AND TENURE OF STAFF  
(CENTRAL FIRE PROTECTION DISTRICT)

<u>Name</u>	<u>Position</u>	<u>Age</u>	<u>Tenure</u>
H. Rowe	Fire Chief	53 years	13 years
S. Negro	Assistant Chief	34 years	8 years
M. Mitchell	Battalion Chief	47 years	17 years
S. Van Den Heuvel	Battalion Chief	31 years	10 years
A. Arbogast	Captain	36 years	9 years
P. Cunningham	Captain	40 years	18 years
M. Fixter	Captain	39 years	17 years
C. Illidge	Captain	40 years	17 years
L. Negro	Captain	36 years	5 years
J. Orlando	Captain	36 years	9 years
J. Pererra	Captain	40 years	11 years
G. Slay	Captain	40 years	12 years
P. Virsaitis	Captain	40 years	13 years
F. Remick	Deputy Fire Marshal	39 years	1 year
B. Creed	Firefighter	40 years	11 years
J. Guillory	Firefighter	26 years	7 years
J. Hill	Firefighter	41 years	11 years
C. Jackson	Firefighter	45 years	15 years
J. Monday	Firefighter	32 years	4 years
B. Morden	Firefighter	34 years	4 years
J. Pini	Firefighter - Mechanic	37 years	16 years
J. Ritchey	Firefighter	27 years	4 years
G. Rowe	Firefighter	26 years	4 years
P. Sharp	Firefighter	29 years	5 years
R. Travis	Firefighter	44 years	21 years
J. Walls	Firefighter	26 years	7 years
R. Woottey	Firefighter	43 years	14 years
D. Burklo	Temporary Firefighter	26 years	7 years
E. White	Temporary Firefighter	34 years	3 years
K. Pini	Administrative Assistant	33 years	7 years
G. Porter	Secretary - Part-time	41 years	2 years

## Santa Cruz County LAFCO

I.S.O. RATING OF THE CENTRAL  
FIRE PROTECTION DISTRICT

<u>CATEGORY</u>	<u>GRADING CREDITS</u>	<u>MAXIMUM CREDITS</u>
Receiving and Handling Alarms	8.15%	10%
Fire Department	29.5%	50%
Water Supply	29.26%	40%
Divergence*	-2.83%	-20%
	<hr/>	<hr/>
TOTAL	<u>64.08%</u>	<u>100%</u>

CLASS = 4

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\*Divergence is a reduction in credit to reflect a difference  
in the relative credits for Fire Department and Water Supply.

**ATTACHMENT C**

**PLANNING AND REVENUE ASSUMPTIONS  
FOR THE CAPITOLA AND CENTRAL  
FIRE PROTECTION DISTRICTS**

**PLANNING AND REVENUE ASSUMPTIONS FOR THE  
CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS**

The purpose of this profile is to provide a summary of the results of our analysis of current and estimated future population and property tax revenue in the Capitola and Central Fire Protection Districts. Information and analysis contained in this summary was used to evaluate the feasibility of alternative fire service delivery systems in the region. It was also used in the analysis of boundary issues between the two districts. As a result, discussion focuses on areas of overlap between the City and the fire districts. Sphere of influence and boundary issues between Central F.P.D. and other fire jurisdictions are not be examined here.

**I. PLANNING ASSUMPTIONS**

A review of development and demographic trends is important in order to assess future fire service demands and tax revenues. The study team has gathered pertinent planning information for the Capitola and Central Fire Protection Districts from the City of Capitola and Santa Cruz County Planning Departments. The sections which follow provide the results of our analysis.

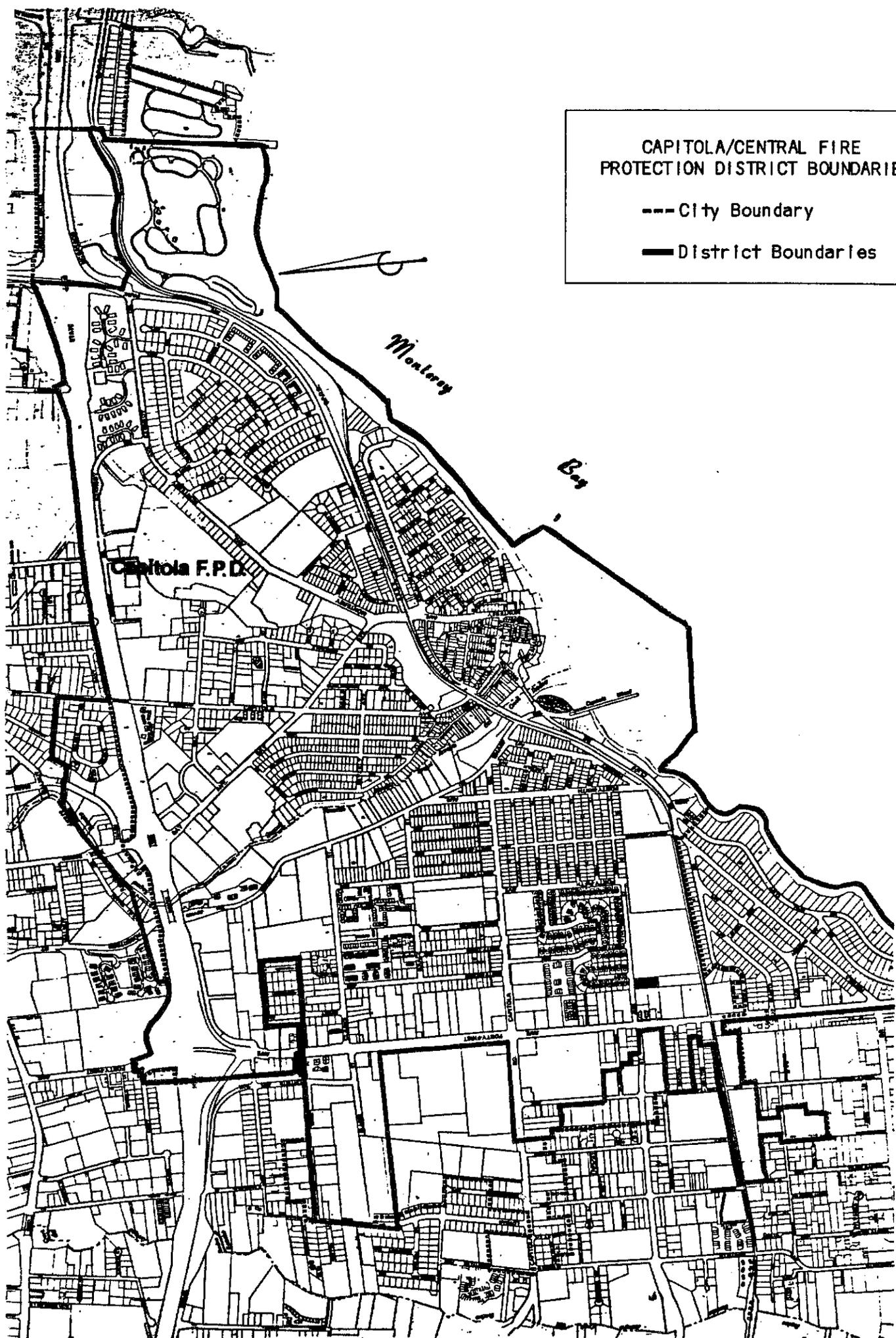
**1. BOTH THE CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS CONTAIN CITY OF CAPITOLA AND UNINCORPORATED COUNTY LAND.**

Exhibit 1, which follows this page, shows the border area between the two fire districts. While the vast majority of the City of Capitola lies in the Capitola Fire Protection District, small commercial, residential and parkland pockets are served by the Central Fire Protection District. Conversely, some unincorporated pockets adjacent to the City of Capitola are served by the Capitola Fire Protection District as opposed to the Central Fire Protection District.

CAPITOLA/CENTRAL FIRE  
PROTECTION DISTRICT BOUNDARIES

--- City Boundary

— District Boundaries



2. DEMOGRAPHIC DATA AND GROWTH PROJECTIONS WERE OBTAINED FROM THE CITY OF CAPITOLA AND SANTA CRUZ COUNTY PLANNING DEPARTMENTS.

Exhibit II, which follows this page, and Exhibit III which follows Exhibit II, show development projections provided by the City of Capitola and the County of Santa Cruz Planning Departments for the two fire protection districts. Exhibit IV, which follows Exhibit III, summarizes the current, projected additional, and total build-out residential development by areas. City/Central F.P.D. and County/Capitola F.P.D. overlap areas are broken-out by specific overlap area. The data for each of these areas was used to evaluate the revenue implications of various alternatives. The information is totaled for each fire protection district. Exhibit V, which follows Exhibit IV, shows commercial/office/industrial development projections in the same manner.

Planning assumptions for the fire protection districts are summarized in the following paragraphs and reference these exhibits.

(1) Capitola Fire Protection District.

Roughly 90% of the Capitola Fire Protection District is in the City of Capitola. Several unincorporated residential areas, adjacent to the city, are served by the District as well. These include the Opal Cliffs area and homes in the area of Wilder Drive, north of Highway 1.

The important planning characteristics regarding the District are:

- . The District covers roughly 2.5 square miles and a current population of 10,800 people.
- . The area is nearly fully developed (built-out). Only 320 additional dwelling units and 100,000 sq. ft. of additional commercial space are projected by planners. At build-out, there will be only 6.3% more residents than currently in the District.

## EXHIBIT II

## County of Santa Cruz LAFCO

RESIDENTIAL GROWTH PROJECTIONS  
FOR THE CENTRAL SANTA CRUZ COUNTY

<u>AREA</u>	<u>Current Dwelling Units</u>	<u>Potential New Units</u>	<u>Total</u>
<u>Unincorporated Areas of Capitola F.P.D.</u>			
Lotman Dr.	4	0	4
Main Street/Wilder Drive	55	10	65
Opal Cliffs	<u>505</u>	<u>34</u>	<u>539</u>
TOTAL	<u>564</u>	<u>44</u>	<u>608</u>
<u>Unincorporated Areas of Central F.P.D.</u>			
Live Oak (excl. Opal Cliffs)	10,231	4,238	14,469
Soquel (excl. Wilder Drive)	3,344	2,316	5,660
Mountain	<u>701</u>	<u>2,088</u>	<u>2,789</u>
TOTAL	<u>14,276</u>	<u>8,642</u>	<u>22,914</u>
TOTAL	<u>14,836</u>	<u>8,686</u>	<u>23,522</u>

Source: Santa Cruz County, Long Range Planning Office

## EXHIBIT III

## County of Santa Cruz LAFCO

RESIDENTIAL GROWTH PROJECTIONS  
FOR THE CITY OF CAPITOLA

<u>LOCATION</u>	<u>CURRENT DWELLING UNITS</u>	<u>POTENTIAL NEW DWELLING UNITS</u>	<u>PLANNING PERIOD</u>
<u>City Areas in Capitola F.P.D.</u>			
Monterey Ave.,	--	25 single family	5 years
El Salto Dr.	--	12 single family	10 years gradual
Depot Hill	--	11 single family	10 years gradual
Village/Fanner	--	9 single family	10 years gradual
Riverview Dr.	--	2 single family	10 years gradual
Sunset Dr.	--	2 single family	10 years gradual
Rosedale Ave.	--	21 multi family	10 years gradual
Wharf Rd.	--	50 multi family	5 years
40th Streets	--	10 single family	10 years gradual
Jewel Box	--	15 single family	5 years gradual
Deane's Lane	--	100 multi family	3 years
Capitola Road	--	19 single family	5 years gradual
TOTAL	<u>4,516</u>	<u>276</u>	
<u>City Areas in Central F.P.D.</u>			
West Capitola Rd. (Capitola Mall Area)	-	10 single family	10 years gradual
38th Ave. (38th & Brommer Area)	-	65 Multi family	10 years
Deane's Lane	-	19 single family	3 years
TOTAL	<u>234</u>	<u>94</u>	
TOTAL CITY	<u>4,750</u>	<u>370</u>	

Source: City of Capitola Planning Department

EXHIBIT IV

County of Santa Cruz LAFCO

RESIDENTIAL PLANNING ASSUMPTIONS

AREA	1986		BUILDOUT INCREMENT		BUILDOUT RESULT		
	DWELLING UNITS	POPULATION	DWELLING UNITS	POPULATION	DWELLING UNITS	POPULATION	
I. City of Capitola/ Capitola F.P.D.	<u>4,516</u>	<u>9,657</u>	<u>276</u>	<u>590</u>	<u>4,792</u>	<u>10,247</u>	
II. County/Capitola F.P.D.							
1. Lotman Dr.	4	9	0	0	4	9	
2. Wilder Drive	55	118	10(SF)	21	65	139	
3. Opal Cliffs	<u>505</u>	<u>1,080</u>	<u>34(SF)</u>	<u>73</u>	-	-	
Total County/ Capitola F.P.D.	<u>564</u>	<u>1,207</u>	<u>44</u>	<u>94</u>	<u>608</u>	<u>1,301</u>	
TOTAL Capitola F.P.D.	<u>5,080</u>	<u>10,864</u>	<u>320</u>	<u>684</u>	<u>5,371</u>	<u>11,548</u>	(6.3% increase)
III. County/Central F.P.D.	<u>14,272</u>	<u>30,519</u>	<u>8,642</u>	<u>18,480</u>	<u>22,914</u>	<u>48,999</u>	
IV. City of Capitola/ Central F.P.D.							
1. Capitola Mall	-	-	10(SF)	21	-	-	
2. 38th & Brommer	-	-	65(MF)	139	-	-	
3. Derby & Trotter	-	-	0	0	-	-	
4. Deane's Lane	-	-	<u>19(SF)</u>				
Total Capitola City/Central F.P.D.	<u>234</u>	<u>500</u>	<u>94</u>	<u>200</u>	<u>328</u>	<u>700</u>	
TOTAL Central F.P.D.	<u>14,506</u>	<u>31,019</u>	<u>8,736</u>	<u>18,680</u>	<u>23,242</u>	<u>49,699</u>	(60% increase)

## EXHIBIT V

## County of Santa Cruz LAFCO

COMMERCIAL/OFFICE/LIGHT INDUSTRIAL  
DEVELOPMENT PROJECTIONS

<u>AREA</u>	<u>LAND USE</u>	<u>ACRES</u>	<u>BUILDING SQUARE FEET</u>
I. City of Capitola F.P.D.	Commercial	6	100,000
II. County/ Capitola F.P.D.	-	-	-
TOTAL CAPITOLA F.P.D.	<u>Commercial</u>	<u>6</u>	<u>100,000</u>
III. County/ Capitola F.P.D.			
Live Oak Area	Commercial	40	692,000
	Light Industrial	20	432,500
Soquel/Moun- tain Area	Commercial	6	104,000
	Light Industrial	22	380,600
IV. Capitola City/Central F.P.D.	<u>Commercial</u>	<u>14</u>	<u>250,000</u>
TOTAL CENTRAL F.P.D.	Commercial	60	1,046,000
	Light Industrial	<u>42</u>	<u>813,100</u>

Sources: City of Capitola Planning Department  
County of Santa Cruz, Transportation Planning Office

- . The area may be described as coastal residential. The housing is dominated by detached single family residences.
- . The area has a neighborhood and beach-oriented commercial sector. Relatively dense pockets of restaurants and small businesses are located:
  - Downtown, at the mouth of the Soquel River and along Capitola Avenue;
  - Along Capitola Road; and
  - North of Opal Cliffs along 41st Avenue (but not including the Capitola Mall).
- . There is virtually no heavy industrial or manufacturing presence in the District.
- . Mobile home parks and rest homes, with predominately elderly residents, are located:
  - North of the Opal Cliffs area along Jade Street and Forty-Seventh Avenue;
  - Off of Monterey Avenue;
  - At Clares Street and Wharf Road.

**(2) Central Fire Protection District**

The Central Fire Protection District is the recent result of the consolidation of two fire protection districts: Soquel and Live Oak Fire Protection Districts. The District includes the unincorporated communities of Soquel and Live Oak, portions of the City of Capitola including the Capitola Mall and mountainous areas north of Soquel. 95% of the District is unincorporated. Important planning characteristics regarding the Central Fire Protection District are:

- . The District covers roughly 21 square miles and has a current population of 31,000 people.
- . The residential population of the District is expected to increase an additional 60% over the next 20 years.
- . The area is characterized by a wide diversity of development including:

- Dense development in the Live Oak and central Soquel areas contrasted with sparse development north of these areas.
- Relatively flat terrain in coastal locations contrasted with hilly and mountainous terrain inland.
- Commercial-residential mix in Live Oak and Soquel versus virtually no commercial presence in the less developed mountainous areas.
- A mix of single family, multi-family and mobile home development in the more developed areas.

**II. CALCULATION OF CURRENT PROPERTY TAX AND SPECIAL DISTRICT AUGMENTATION FUND REVENUE BY AREA.**

The analysis of alternative fire delivery service options must consider the implications of each alternative with regard to revenue. This point is underlined by the fact that 98% of the revenues of both Central and Capitola Fire Districts come from property taxes and special district augmentation funds, sources directly tied to the geographic boundaries of a public agency. This section discusses the computation of revenues from property taxes and Special District Augmentation Funds for both the Capitola and Central Fire Protection Districts.

**1. PROPERTY TAX REVENUES ARE THE PRODUCT OF ASSESSED VALUATION AND TAX RATE.**

Exhibit VI, which follows this page, builds-up and shows current property tax revenues and special district augmentation funds for fire services in the Central and Capitola Fire Districts. Current tax revenue is broken out for each of these overlap areas in Exhibit VI. This information is critical for the analysis of alternatives to fire current service organization and spheres of influence.

A Tax Rate Area is a specific land area throughout which public services are provided by the same combination of public agencies. The

EXHIBIT VI  
County of Santa Cruz LAFCO  
CURRENT PROPERTY TAX REVENUE

AREA	ASSESSED VALUATION	% REVENUE TO FIRE	\$ REVENUE TO FIRE	SP DIST. AUGM FUND	TOTAL
I. City of Capitola/ Capitola F.P.D.	<u>\$311,472,115.00</u>		<u>\$ 220,910.00</u>	<u>\$220,358.97</u>	<u>\$ 441,288.97</u>
	<u>311,472,115.00</u>		<u>\$ 220,910.00</u>	<u>\$220,358.97</u>	<u>\$ 441,288.97</u>
II. County/Capitola F.P.D.					
1. Lottman Dr. 82014	<u>\$ 283,783.00</u>	.17430607	<u>\$ 494.65</u>	<u>\$ 493.42</u>	<u>\$ 988.07</u>
	<u>\$ 283,783.00</u>		<u>\$ 494.65</u>	<u>\$ 493.42</u>	<u>\$ 988.07</u>
2. Wilder					
96005	\$ 195,405.00	.17932955	\$ 350.42	\$ 349.55	\$ 699.97
96014	\$ 4,450.00	.17932955	\$ 7.98	\$ 7.96	\$ 15.94
96063	<u>\$ 11,972,454.00</u>	.17932955	<u>\$ 21,470.15</u>	<u>\$ 21,416.60</u>	<u>\$ 42,886.75</u>
	<u>\$ 12,172,309.00</u>		<u>\$ 21,828.55</u>	<u>\$ 21,774.10</u>	<u>\$ 43,602.65</u>
3. Opal Cliffs					
96034	\$ 2,060.00	.18146051	\$ 3.74	\$ 3.73	\$ 7.47
96035	<u>\$ 32,809,537.00</u>	.17874725	<u>\$ 58,646.15</u>	<u>\$ 58,499.87</u>	<u>\$ 117,146.02</u>
	<u>\$ 32,811,597.00</u>		<u>\$ 58,649.88</u>	<u>\$ 58,503.59</u>	<u>\$ 117,153.57</u>
Total County/ Capitola F.P.D.	<u>\$ 45,267,689.00</u>		<u>\$ 80,973.08</u>	<u>\$ 80,771.11</u>	<u>\$ 161,744.19</u>
TOTAL CAPITOLA F.P.D.	<u>\$356,739,804.00</u>		<u>\$ 301,883.08</u>	<u>\$301,130.08</u>	<u>\$ 603,013.16</u>
III. County/Central F.P.D.	<u>\$960,993,174.00</u>		<u>\$1,072,185.15</u>	<u>\$669,242.81</u>	<u>\$1,741,427.96</u>
	<u>\$960,993,174.00</u>		<u>\$1,072,185.15</u>	<u>\$669,242.81</u>	<u>\$1,741,427.96</u>
IV. Capitola City/ Central F.P.D.					
1. Capitola Mall					
3001	\$ 1,301,519.00	.19898777	\$ 2,589.86	\$ 1,616.55	\$ 4,206.41
3002	\$ 2,573,453.00	.19898777	\$ 5,120.86	\$ 3,196.37	\$ 8,317.23
3025(1)	\$ 13,789,574.00	.19898777	\$ 27,439.57	\$ 17,127.39	\$ 44,566.96
3033	\$ 19,947,876.00	.19898777	\$ 39,693.83	\$ 24,776.33	\$ 64,470.16
3043	\$ 30,430.00	.19898777	\$ 60.55	\$ 37.79	\$ 98.34
3053	\$ 48,190.00	.29899837	\$ 144.09	\$ 89.94	\$ 234.03
3054	\$ 124,988.00	.29899837	\$ 373.71	\$ 233.26	\$ 606.97
3055	\$ 2,210.00	.29899837	\$ 6.61	\$ 4.13	\$ 10.74
3057	\$ 4,880.00	.29971969	\$ 14.63	\$ 9.13	\$ 23.76
	<u>\$ 37,823,120.00</u>		<u>\$ 75,443.71</u>	<u>\$ 47,090.90</u>	<u>\$ 122,534.61</u>
2. 38th & Brommer					
3003	\$ 598,310.00	.20395488	\$ 1,220.28	\$ 761.68	\$ 1,981.96
3013	\$ 5,960.00	.20395488	\$ 12.16	\$ 7.59	\$ 19.75
3025(2)	\$ 208,583.00	.19898777	\$ 415.05	\$ 259.07	\$ 674.12
3056	\$ 329,670.00	.27431395	\$ 904.33	\$ 564.47	\$ 1,468.80
	<u>\$ 1,142,523.00</u>		<u>\$ 2,551.82</u>	<u>\$ 1,592.81</u>	<u>\$ 4,144.63</u>
3. Derby & Trotter					
3019	\$ 2,248,203.00	.11796346	\$ 2,652.06	\$ 1,655.38	\$ 4,307.44
3029	\$ 1,273,992.00	.11796346	\$ 1,502.85	\$ 938.06	\$ 2,440.91
	<u>\$ 3,522,195.00</u>		<u>\$ 4,154.90</u>	<u>\$ 2,593.43</u>	<u>\$ 6,748.33</u>
4. Deane's Lane					
3058	\$ 7,220.00	.30224745	\$ 21.82	\$ 13.62	\$ 34.44
3059	\$ 638,349.00	.30224745	\$ 1,929.39	\$ 1,204.30	\$ 3,133.69
	<u>\$ 645,569.00</u>		<u>\$ 1,951.22</u>	<u>\$ 1,217.92</u>	<u>\$ 3,169.14</u>
Total Capitola City/Central F.P.D.	<u>\$ 43,133,407.00</u>		<u>\$ 84,101.65</u>	<u>\$ 52,495.06</u>	<u>\$ 136,596.71</u>
TOTAL CENTRAL F.P.D.	<u>\$1,004,126,581.00</u>		<u>\$1,156,286.80</u>	<u>\$721,737.88</u>	<u>\$1,878,024.68</u>

proportion of revenue allocated to fire services varies from one tax rate area to another depending on the particular combination of agencies serving the area. Property taxes for fire services were calculated for each tax rate area by multiplying the current assessed valuation of the area by the percent allocated to fire services for each tax rate area.

2. SPECIAL DISTRICT AUGMENTATION FUNDS ARE CURRENTLY A SIZABLE SOURCE OF REVENUE TO THE CAPITOLA AND CENTRAL FIRE DISTRICTS.

Special District Augmentation Funds are received by special districts, including the Capitola and Central Fire Districts. Originally a state subvention, these funds are now completely collected and distributed by counties. The amount of Special District Augmentation Funds received by a district is generally dependent upon the amount of funds available to the County for distribution and the amount of property tax revenue for a particular agency.

Property tax and Special District Augmentation Funds received in 1985-1986 by the Capitola and Central Fire Protection Districts are shown in Table 1 below.

Table 1

1985-1986 Property Tax and Special District Augmentation Funds

<u>Agency</u>	<u>Property Taxes</u>	<u>SDAF</u>	<u>TOTAL</u>	<u>% SDAF</u>
Capitola F.P.D.	\$ 301,883	\$301,130	\$ 603,013	49.9%
Central F.P.D.	\$1,156,287	\$721,738	\$1,878,025	38.5%

\* Subject to Board of Supervisors' approval, assumes 100% transfer.

Exhibit VI shows revenues from Special District Augmentation Funds (SDAF) by area. These figures represent the estimated current amount of SDAF that would transfer to another fire agency should responsibility for fire services be transferred.

**III. ESTIMATION OF BUILD-OUT PROPERTY TAX AND SPECIAL DISTRICT AUGMENTATION FUND REVENUE BY SUBJECT AREA.**

Revenue at build-out (20 years) from property taxes and Special District Augmentation Funds was estimated by the study team as follows:

- . Property tax revenues from new development were estimated based on planning data and current values.
- . Special District Augmentation fund revenues were estimated by projecting the trend of the County fund and its impact on the Districts.
- . Current and projected additional assessed valuations were totalled and multiplied by the tax rates of specific local areas to compute the estimated property tax revenue at build-out.
- . SDAF at build-out was estimated and added to the property tax revenue estimates.
- . Assessed value and revenue figures are in current dollars and do not include changes resulting from property turnover and resulting reassessment.
- . Property taxes do not include the annual "inflation" allowed by Proposition 13 for properties which maintain the same ownership.
- . Tax rates are assumed to be constant over the study period.

The sections which follow provide the results of this analytical process.

**1. SUBSTANTIAL ADDITIONAL PROPERTY TAX REVENUES FROM NEW DEVELOPMENT IN THE CENTRAL F.P.D. ARE ANTICIPATED OVER THE NEXT 20 YEARS.**

Exhibit VII, which follows this page, lists projected new development by area. The assessed valuation of this new development is then estimated based on current selling prices and values in the Capitola/Live Oak/Soquel area. These values are in current dollars without regard to date of construction.

Due to the potential quantity of new development in the Central Fire Protection District, the total assessed property value is likely to increase substantially. In contrast, the minimal growth likely in the Capitola Fire Protection District will result in little appreciable increase in total assessed property value.

## EXHIBIT VII

## County of Santa Cruz LAFCO

ESTIMATED ASSESSED VALUE  
OF NEW DEVELOPMENT

<u>AREA/CURRENT AGENCIES</u>	<u>NEW DEVELOPMENT VOLUME DWELLING UNITS/SQ.FT./ACRES</u>	<u>UNIT VALUE</u>	<u>ASSESSED VALUE</u>
I. City of Capitola/ Capitola F.P.D.	100,000 Sq.Ft. Retail 5 Acres Retail 96 Single Family Residences 180 Multi Family Residences	\$63/sq. ft. \$150,000/Acre \$220,000/Unit \$125,000/Unit	\$ 6,300,000 \$ 750,000 \$ 21,120,000 \$ 22,500,000
Total Capitola City/Capitola F.P.D.			<u>\$ 50,670,000</u>
II. County/Capitola F.P.D.			
1. Lotman Dr.	0		0
2. Wilder Drive	10 Single Family Residences	\$220,000/Unit	<u>\$ 2,200,000</u>
3. Opal Cliffs	34 Single Family Residences	\$220,000/Unit	<u>\$ 7,480,000</u>
Total County/ Capitola F.P.D.			<u>\$ 9,680,000</u>
III. County/Central F.P.D.			
	8,642 Dwelling Units	\$220,000/Unit	\$1,728,400,000
	796,000 Sq. Ft. Retail	\$63/Sq.Ft.	50,148,000
	46 Acres Retail	\$150,000/Acre	6,900,000
	813,000 Sq. Ft. Indust.	\$55/Sq.Ft.	44,715,000
	42 Acres Industrial	\$150,000/Acre	<u>\$ 6,300,000</u>
Total County/ Central F.P.D.			<u>\$1,836,463,000</u>
IV. City of Capitola/ Central F.P.D.			
1. Capitola Mall	250,000 Sq.Ft. Retail 14 Acres Retail 10 Single Family Residences	\$63/Sq.Ft. \$150,000/Acre \$220,000/Unit	\$ 15,750,000 2,100,000 2,200,000
			<u>\$ 19,487,500</u>
2. 38th & Brommer	65 Multi Family Residences	\$125,000/Unit	<u>\$ 8,125,000</u>
3. Derby & Trotter	0		<u>0</u>
4. Deane's Lane	19 Single Family Residences	\$220,000/Unit	<u>\$ 4,180,000</u>
Total Capitola/City Central F.P.D.			<u>\$ 31,792,500</u>

2. SPECIAL DISTRICT AUGMENTATION FUNDS CONTINUE TO DECLINE

Once a greater source of revenue to the fire protection districts in Santa Cruz County than property taxes, the proportion of Special District Augmentation funds (SDAF) has fallen over the last 5 years while remaining relatively constant in dollar terms. Exhibit VIII which follows this page, shows the recent and projected SDAF revenues as a percentage of property tax revenues (not including SDAF) for the Capitola and Central Fire Districts. Based on these projections, SDAF in 20 years may be only 10% of the amount received in property taxations for Capitola F.P.D. and 6% for Central F.P.D.

3. PROPERTY TAX REVENUE AT BUILD-OUT IS THE SUM OF CURRENT ASSESSED VALUATION AND NEW DEVELOPMENT ASSESSED VALUATION TIMES THE TAX RATE.

Exhibit IX, which follows Exhibit VIII shows projected property tax revenue at build-out by area. This was computed by totalling the current assessed valuation and that of potential development, and multiplying times the tax rate allocation to fire services for each tax rate area. These figures are in current dollars (i.e., no inflation) and do not consider assessed valuation or property tax changes from property turnover. It may be assumed that the effects of these factors will be virtually identical for all areas in the study area.

Projected SDAF for both districts was estimated and added to the property tax revenue estimates resulting in projected total property and SDAF revenues accruing from each area within the districts at build-out.

\* \* \* \* \*

Exhibit VIII

County of Santa Cruz LAFCO

PROJECTED TRENDS IN SDAF FUNDS TO CAPITOLA AND CENTRAL FIRE PROTECTION DISTRICTS

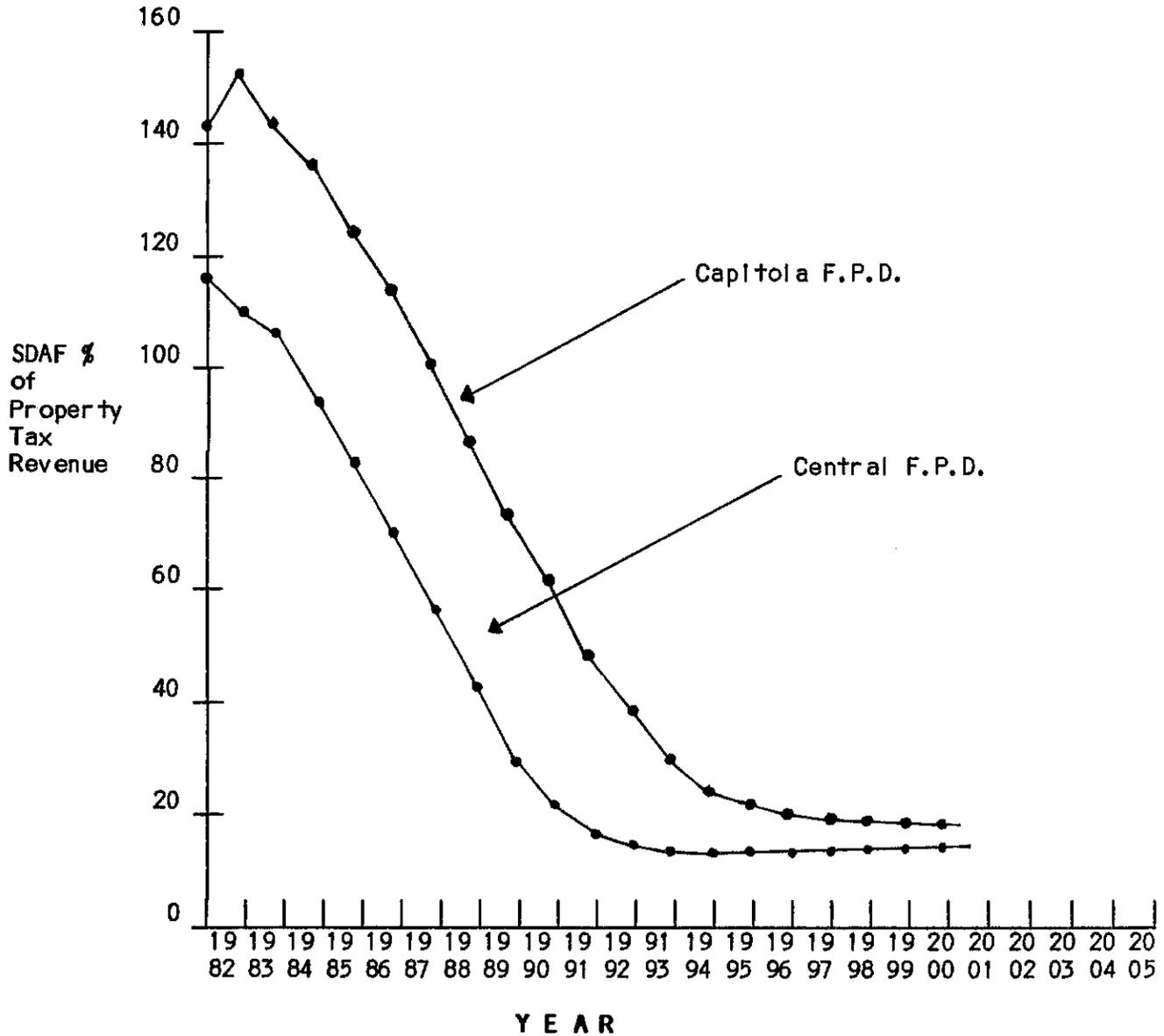


EXHIBIT IX

County of Santa Cruz LAFCO

BUILDOUT PROPERTY TAX REVENUE

	<u>CURRENT AV</u>	<u>NEW DEVPT AV</u>	<u>TOTAL BUILDOUT AV</u>	<u>PROPERTY TAX FROM EXIST-ING DEVPT</u>	<u>PROPERTY TAX FROM NEW DEVPT</u>	<u>SDAF AT BUILDOUT</u>	<u>TOTAL REVENUE AT BUILDOUT</u>
I. Capitola City/Capitola FPD	\$ 311,472,115	\$ 50,670,000	\$ 362,142,115	\$ 401,573	\$ 65,328	\$ 39,716	\$ 506,617
II. County/Capitola FPD							
1. Lotman Dr.	\$ 283,783	\$ 0	\$ 283,783	\$ 899	\$ 0	\$ 89	\$ 988
2. Wilder Drive	\$ 12,172,309	\$ 2,200,000	\$ 14,372,309	\$ 39,679	\$ 7,171	\$ 3,924	\$ 50,774
3. Opal Cliffs	\$ 32,811,597	\$ 7,480,000	\$ 40,291,597	\$ 106,609	\$ 24,304	\$ 10,544	\$ 141,457
Total Capitola City/Capitola FPD	\$ 45,267,689	\$ 9,680,000	\$ 54,947,689	\$ 147,187	\$ 31,474	\$ 14,557	\$ 193,218
TOTAL CAPITOLA FPD	\$ 356,739,804	\$ 60,350,000	\$ 417,089,804	\$ 548,760	\$ 96,802	\$ 54,273	\$ 699,835
III. County/Central FPD	\$ 960,993,174	\$1,836,463,000	\$2,797,456,174	\$1,642,863	\$3,139,520	\$ 98,565	\$4,880,948
IV. Capitola City/Central FPD							
1. Capitola Mall	\$ 37,823,120	\$ 19,487,500	\$ 57,310,620	\$ 115,600	\$ 59,560	\$ 6,935	\$ 182,095
2. 38th & Brommer	\$ 1,142,523	\$ 8,125,000	\$ 9,267,523	\$ 3,910	\$ 27,809	\$ 235	\$ 31,954
3. Derby & Trotter	\$ 3,522,195	\$ 0	\$ 2,248,203	\$ 6,366	\$ 0	\$ 382	\$ 6,748
4. Deane's Lane	\$ 645,569	\$ 4,180,000	\$ 4,825,569	\$ 2,990	\$ 19,358	\$ 179	\$ 22,527
Total Capitola City/Central FPD	\$ 43,133,407	\$ 31,792,500	\$ 73,651,915	\$ 128,866	\$ 94,983	\$ 7,731	\$ 231,580
TOTAL CENTRAL FPD	\$1,004,126,581	\$1,868,255,500	\$2,871,108,089	\$1,771,728	\$3,234,504	\$106,296	\$5,112,529

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**ATTACHMENT D**  
**CALLS FOR SERVICES PROJECTIONS**

## CALLS FOR SERVICES PROJECTIONS

### 1. Methodology for Projecting Calls for Services

- . Break-down current calls for services by station response area.
- . Break-down current population by station response area.
- . Develop ratio of current calls for service on a per capita basis.
- . Break-down projected population by station response area.
- . Based on the assumption that growth, while potentially significant in Central Fire Protection District, will not radically shift fire service rate of demand, project calls for each station response area utilizing current per capita relationship.

### 2. Conclusions

- . Calls for service growth in Capitola Fire Protection District will be small given the already largely built-out nature of the community. Average daily call volumes will remain at about three per day.
- . Calls for service growth in Central Fire Protection District, while significant, should not greatly exceed the capacity of a three-engine company system to handle.
  - Station #1's response area should not generate more calls than one engine company can handle without great risk of concurrent calls.
  - Stations #2 (Thurber Lane) and #3 (Soquel Drive) projected CFS may double, but expected frequencies will be between two and three calls per day.
  - Overall, Central Fire Protection District could generate approximately 10 calls per day - up from six per day, at present. If projected levels of development indeed occur (a fact not altogether certain), at most the addition of an engine company may ultimately be required. For service level considerations, this new engine company (two or perhaps three-man) could be placed in the hills.
- . For a total service area of this current and projected population size, calls for service rates are not comparatively high. Development in the districts, and the region as a whole, should not change this relationship.

CURRENT AND PROJECTED CALLS FOR  
SERVICE BY STATION RESPONSE AREA

<u>Station Response Area</u>	<u>Current Population</u>	<u>Current CFS</u>	<u>CFS Per Day</u>	<u>Current CFS Per 1,000 Pop.</u>	<u>Projected Population</u>	<u>Projected CFS</u>	<u>CFS Per Day</u>	<u>+ / (-) Percent</u>
<u>Central F.P.D.</u>								
Station #1 (17th Avenue)	19,801	1,134	3.1	57.27	29,561	1,693	4.6	
Station #2 (Thurber Lane)	2,979	340	0.9	114.13	5,866	669	1.8	
Station #3 (Soquel Drive)	<u>8,239</u>	<u>647</u>	<u>1.8</u>	78.53	<u>14,272</u>	<u>1,121</u>	<u>3.1</u>	
Sub-Total	<u>31,019</u>	<u>2,118</u>	<u>5.8</u>		<u>49,699</u>	<u>3,483</u>	<u>9.5</u>	<u>+64.4%</u>
<u>Capitola F.P.D.</u>	<u>10,150</u>	<u>1,080</u>	<u>3.0</u>	106.4	<u>11,000</u>	<u>1,170</u>	<u>3.2</u>	<u>+8.3%</u>
<b>TOTAL</b>	<b><u>41,169</u></b>	<b><u>3,198</u></b>	<b><u>8.8</u></b>		<b><u>60,699</u></b>	<b><u>4,653</u></b>	<b><u>12.8</u></b>	<b><u>+45.5%</u></b>