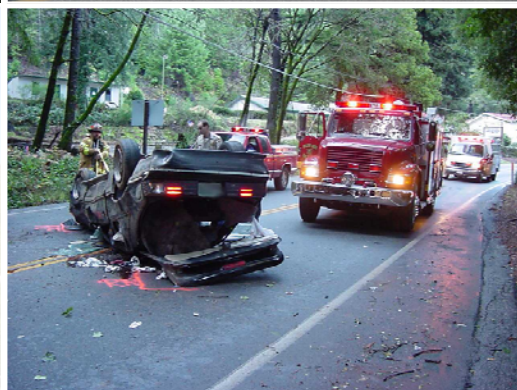


Revised Draft

# Review of Fire Districts Services and Spheres of Influence



October 2016



Local Agency  
Formation Commission  
of Santa Cruz County  
701 Ocean Street, Room 318D  
Santa Cruz CA 95060

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## PURPOSE OF SERVICE REVIEW

The purpose of a service review, sometimes called a “municipal service review” or “MSR”, is to provide a comprehensive inventory and analysis for improving efficiency, cost-effectiveness, accountability, and reliability of public services provided by cities, districts, and service areas. A service review evaluates the structure and operation of these agencies and discusses possible areas for improvement and coordination. A service review is used by LAFCO when updating a sphere of influence, and can be used by the subject agencies when considering changes in their operations. A written statement of determinations must be made in the following areas:

1. Growth and population projections for the affected area.
2. The location and characteristics of any disadvantaged communities within or contiguous to the agency’s sphere of influence.
3. The present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including need or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the agency’s sphere of influence.
4. The financial ability of agencies to provide services.
5. The status of, and opportunities for, shared facilities.
6. Accountability for community service needs, including governmental structure and operational efficiencies.
7. Any other matter related to effective or efficient service delivery, as required by commission policy.

The service review is organized, by agency, utilizing the above determinations as an outline.

## PURPOSE OF SPHERE OF INFLUENCE

A “sphere of influence” is defined in state law to be a plan for the probable physical boundaries and service area of a local agency, as determined by the LAFCO in county where the agency is based. The sphere of influence is adopted and amended by LAFCO following a public hearing. The sphere action includes a map, determinations, and a resolution, which may contain recommendations and implementation steps specific to the agency. State law requires LAFCO to make determinations upon the following subjects:

1. The present and planned land uses in the area, including agricultural and open-space lands.
2. The present and probable need for public facilities and services in the area.
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.
5. For a city or district that provides sewers, water, or structural fire protection, the present and probable need for those services in any disadvantaged unincorporated communities within the existing sphere of influence.

In this report, the sphere of influence analysis follows the service review analysis for each agency, and is organized using the above determinations as an outline. State law requires that all boundary changes (annexation, detachment, consolidation, dissolution, etc.) be consistent with LAFCO’s policies and the adopted spheres of influence of each affected agency.

## EXECUTIVE SUMMARY

LAFCO periodically performs municipal service reviews<sup>1</sup> and updates, as necessary, the sphere of influence<sup>2</sup> of each agency subject to LAFCO's boundary regulation. A "sphere of influence" is defined as a plan for the probable physical boundaries and service area of a local agency. This report has been prepared to analyze the fire protection districts wholly or partially in Santa Cruz County:

Aptos/La Selva Fire Protection District

Aromas Tri-County Fire Protection District

Ben Lomond Fire Protection District

Boulder Creek Fire Protection District

Branciforte Fire Protection District

Central Fire Protection District

County Service Area 4 Pajaro Dunes

County Service Area 48 County Fire

Felton Fire Protection District

Pajaro Valley Fire Protection District

Scotts Valley Fire Protection District

Zayante Fire Protection District

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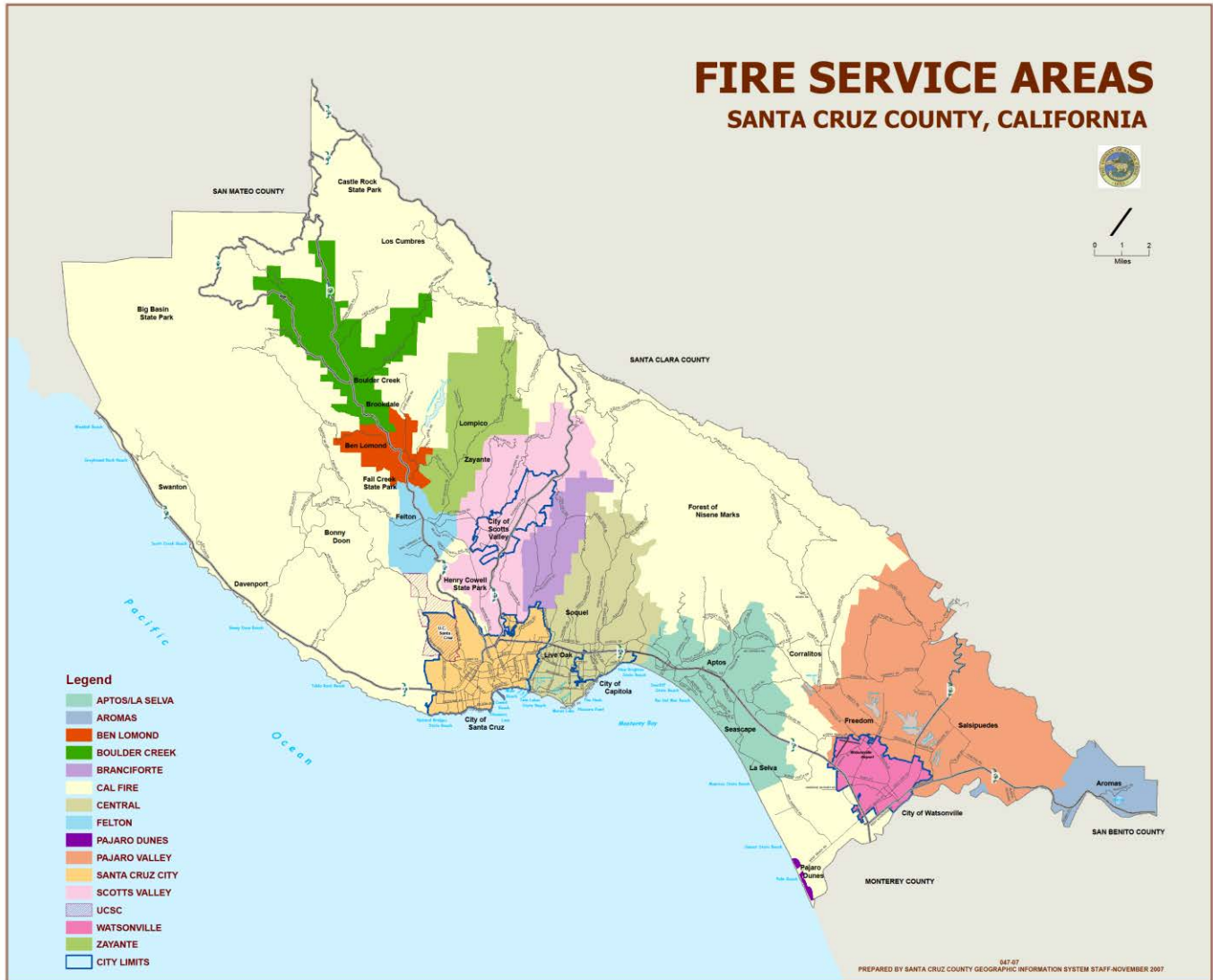
<sup>1</sup> Government Code Section 56430 (Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000). The last service reviews of all these fire agencies was prepared by LAFCO in 2005:  
<http://www.santacruzlafco.org/wp-content/uploads/2016/02/Whole-Public-Review-Draft.pdf>

<sup>2</sup> Government Code Section 56427

The main conclusions of this report are:

- 1) The agencies are generally providing the same levels of service that they were providing when the last comprehensive service review was performed in 2005-2007.
- 2) The principal organizational changes since 2005-2007 are:
  - CAL FIRE unstaffed its Felton Station in 2009 and reallocated those resources to establish its Fall Creek Station in Bonny Doon under the cooperative agreement between CAL FIRE and Santa Cruz County Fire (County Service Area 48). It is staffed with state personnel year round.
  - The Branciforte Fire Protection District has contracted with the Scotts Valley Fire Protection District to provide administrative services (chief, accounting, purchasing, incident command).
- 3) The call types remain constant with emergency medical calls in 2014 comprising the largest share of calls (67%).
- 4) Response times continue to be within standards for urban and rural companies.
- 5) Most agencies costs have gone up faster than their revenues. Some agencies have structural deficits that threaten maintenance of the current service levels.
- 6) While County Service Area 48 (CSA 48) was unsuccessful in 2007 in raising its fire suppression assessment, it is estimated that with continued careful fiscal management, the Fire Fund can sustain County Fire through fiscal year 2017-18.
- 7) The Central Fire Protection District does not have sufficient revenue to maintain current staffing levels and pay for salaries, increasing pension costs, post-retirement health insurance liabilities, and other operating costs.
- 8) The Aromas Tri-County Fire Protection District has reduced staffing from 3-person companies to 2-person companies in order to keep costs within available revenues.
- 9) The Branciforte Fire Protection District has a small revenue base, a low fund balance, an existing loan that was used to purchase an engine, and insufficient funds in its capital reserve to purchase a new engine.
- 10) The Boulder Creek Fire Protection District does not have sufficient reserves to pay for projected equipment costs, other capital needs, and a reserve for contingencies.

There are two municipal fire departments in the county: City of Santa Cruz and City of Watsonville. Those city fire departments will be addressed in the service and sphere reviews for both cities. For the purpose of comparison, some call volume and response time data for the city fire departments has been included in this report.

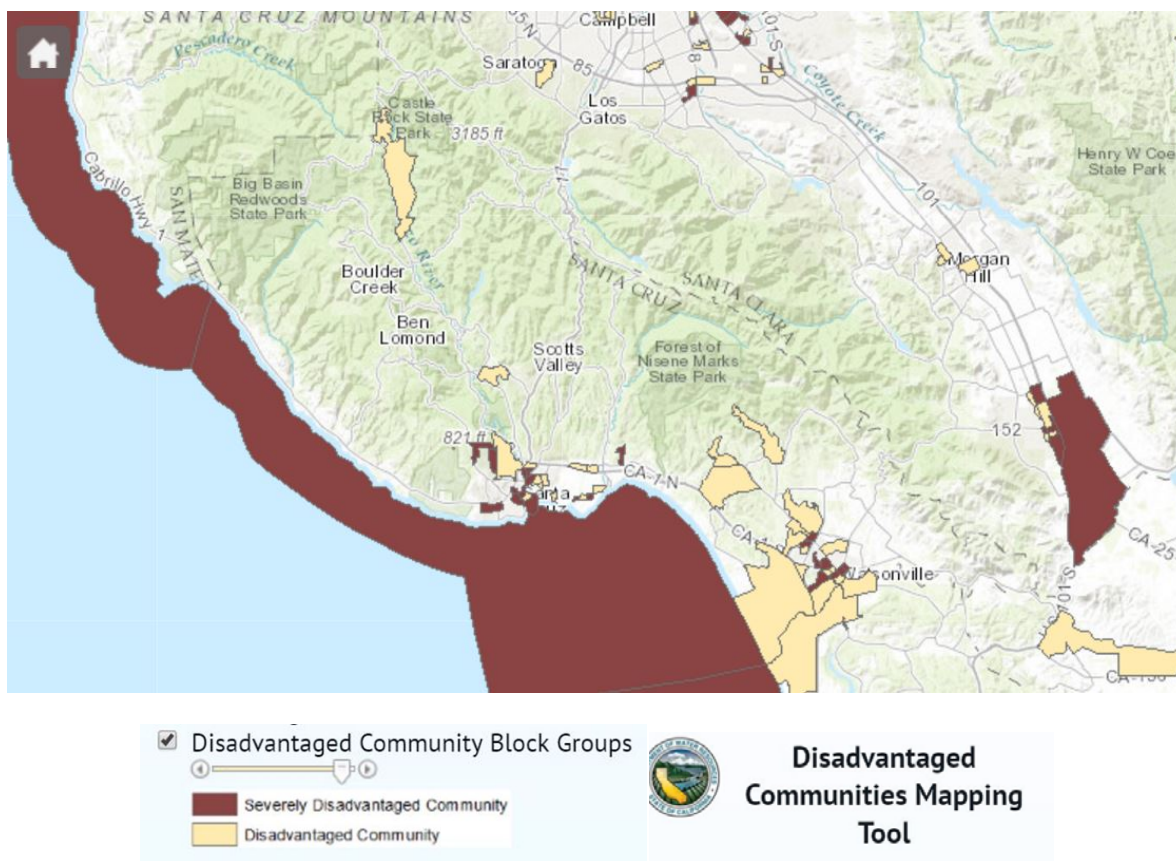




## DISADVANTAGED COMMUNITIES

During the preparation of service reviews, state law requires that the disadvantaged unincorporated communities within or contiguous to a sphere of influence be identified so that any public service or infrastructure needs in those communities can be addressed. A “disadvantaged community”, as defined in Water Code Section 79505.5, is a community with an annual median household income that is less than 80 percent of the statewide annual median household income. In 2014, the statewide annual median household income was \$61,489<sup>3</sup>, and 80% of that is \$49,191.

The following map shows the areas in Santa Cruz County that meet the definition of disadvantaged communities. The mapping unit is census block tracts. A table listing all census block groups in the County that meet the definition of disadvantaged is attached as Appendix A. The disadvantaged areas are located inside the cities of Watsonville, Santa Cruz, and Capitola and various unincorporated portions of Live Oak, Soquel, Aptos, South County, Mt. Hermon, and Boulder Creek. A generalized map of these areas is shown below.



Every square inch of Santa Cruz County is located within a fire agency. Neither the LAFCO staff nor the fire agencies have identified any disadvantaged areas that lack adequate fire protection. The disadvantaged areas receive the same level of fire protection as areas with higher median household incomes in the respective fire agencies.

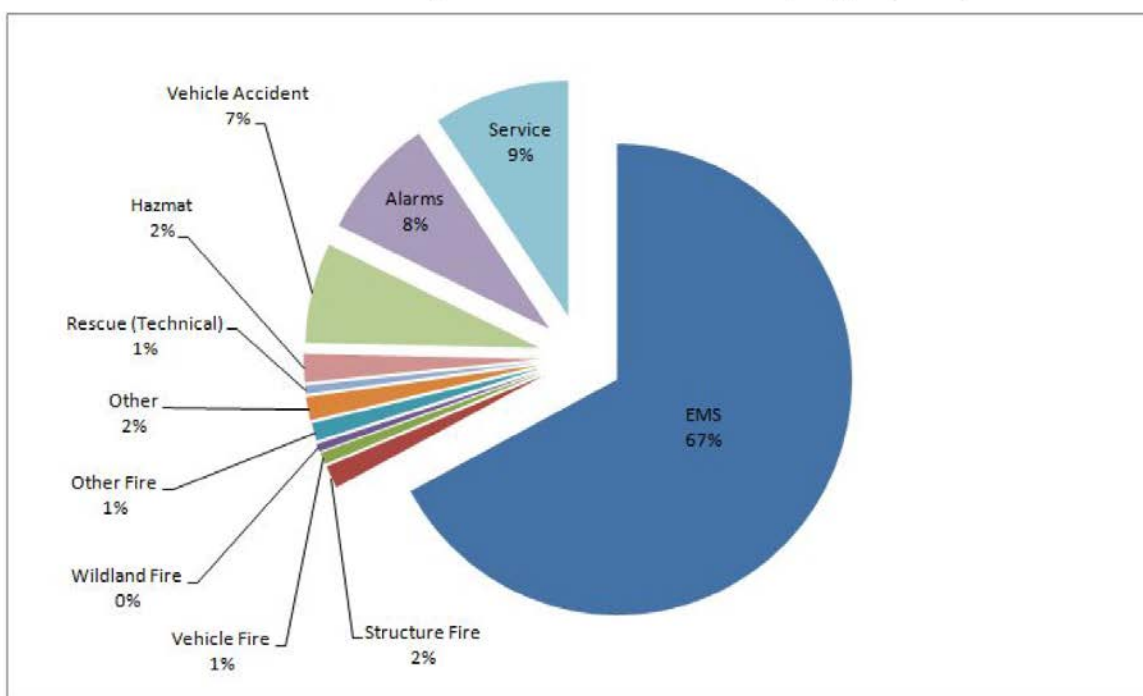
<sup>3</sup> California Disadvantaged Communities Mapping Tool, <https://giswater.ca.gov/app/dacs/>

## FIRE PROTECTION SERVICE LEVELS

The twelve fire agencies subject to this study are generally maintaining the same levels of service as reported in the Countywide Service Review prepared for LAFCO in 2005. The urban agencies (Scotts Valley, Central, and Aptos/La Selva) respond with 24-hour companies staffed with a paramedic (ALS). The rural agencies have a mix of staffed and paid-call companies responding with emergency medical technician (EMT). Since 2005, one station has been relocated. CAL FIRE Felton Station resources were reallocated to Bonny Doon as the CAL FIRE/County Fire Fall Creek Station is now staffed year-round under a cooperative agreement. The Branciforte Fire Protection District has contracted with the Scott Valley Fire Protection District for SVFPD to provide administrative services for BVPD, including fire chief.

As shown on the following chart, medical emergencies continue to be the most common incident.

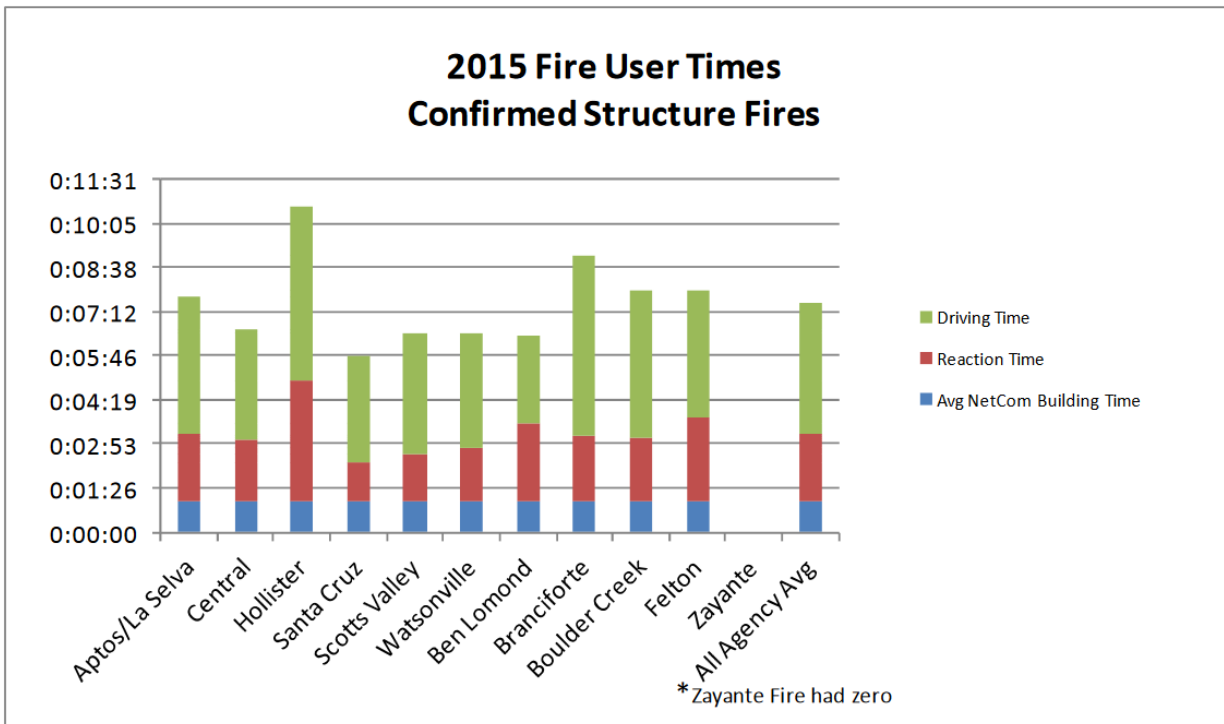
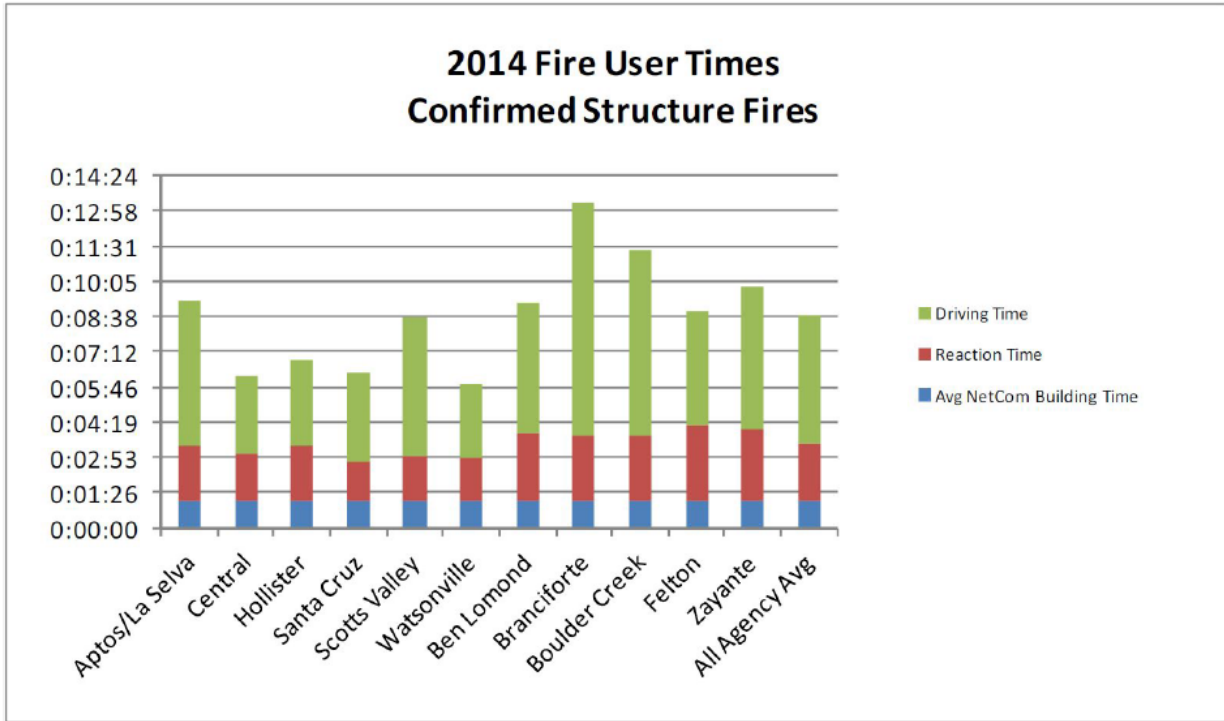
**Santa Cruz County Fire District 911 Calls by Type (2014)**



Source: 2014-15 Santa Cruz County Civil Grand Jury Report: Santa Cruz County Fire Protection Districts Response Times, Mutual Aid, and Consolidation

Regional 911 produces an annual report which principally addresses their dispatch goals and performance. It also includes some data regarding fire agency responses. For confirmed structural fires in 2014 and 2015, the total response times follow for the agencies dispatched by Regional 911. CAL FIRE/County Fire calls for service are dispatched separately utilizing CAL FIRE's Felton Emergency Command Center (ECC).





Source:

Definitions

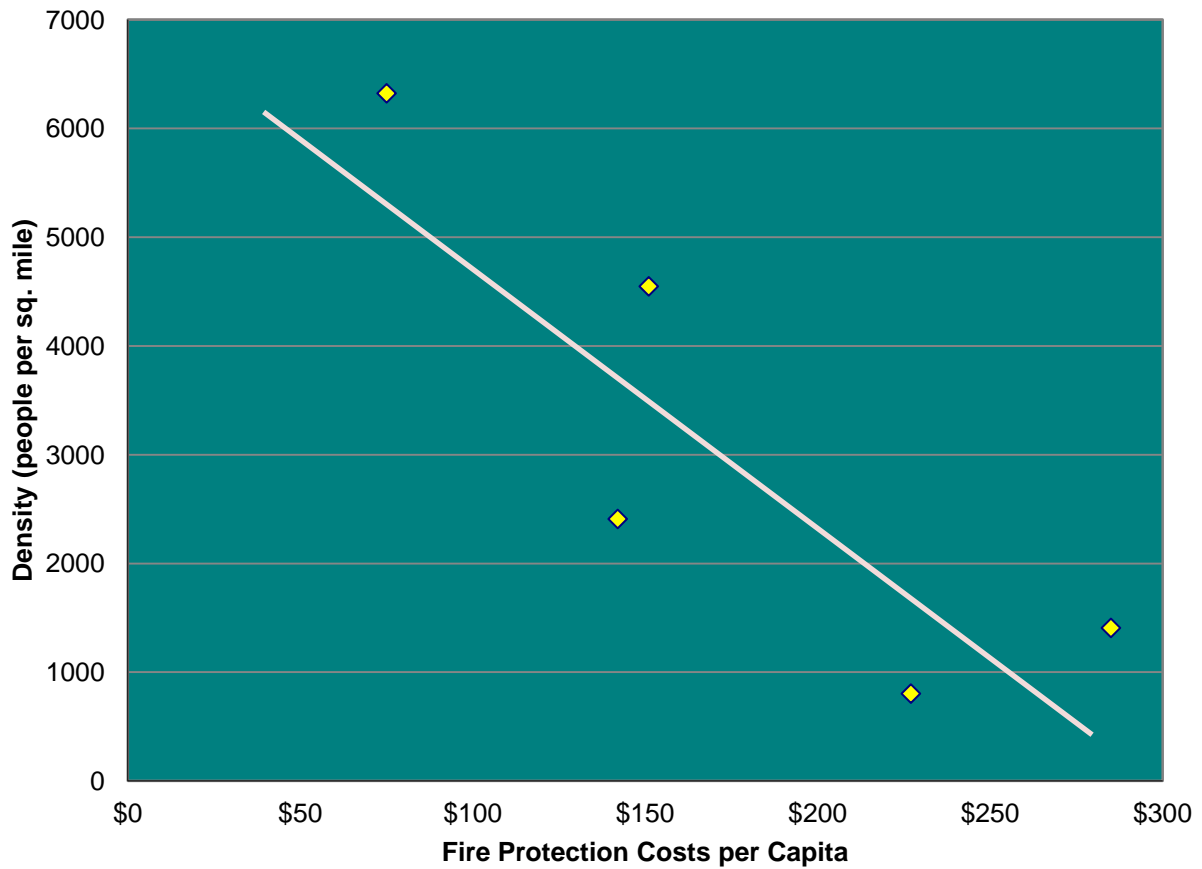
Driving Time: The time between the fire company's confirmed response and its arrival at the scene.

Reaction Time: The time between when the radio dispatch is made and the fire company confirms they are responding. Typically, the confirmation occurs right after the company leaves the station.

Avg NetCom Building Time: The time between when a 911 call is picked up at Regional 911 to the radio dispatch of the fire agency.

Using data from the Countywide Service Review, the following chart suggests that, for urban fire agencies in Santa Cruz County (Aptos/La Selva, Central, Santa Cruz, Scotts Valley, and Watsonville), the cost of fire protection per capita increases as residential density decreases.

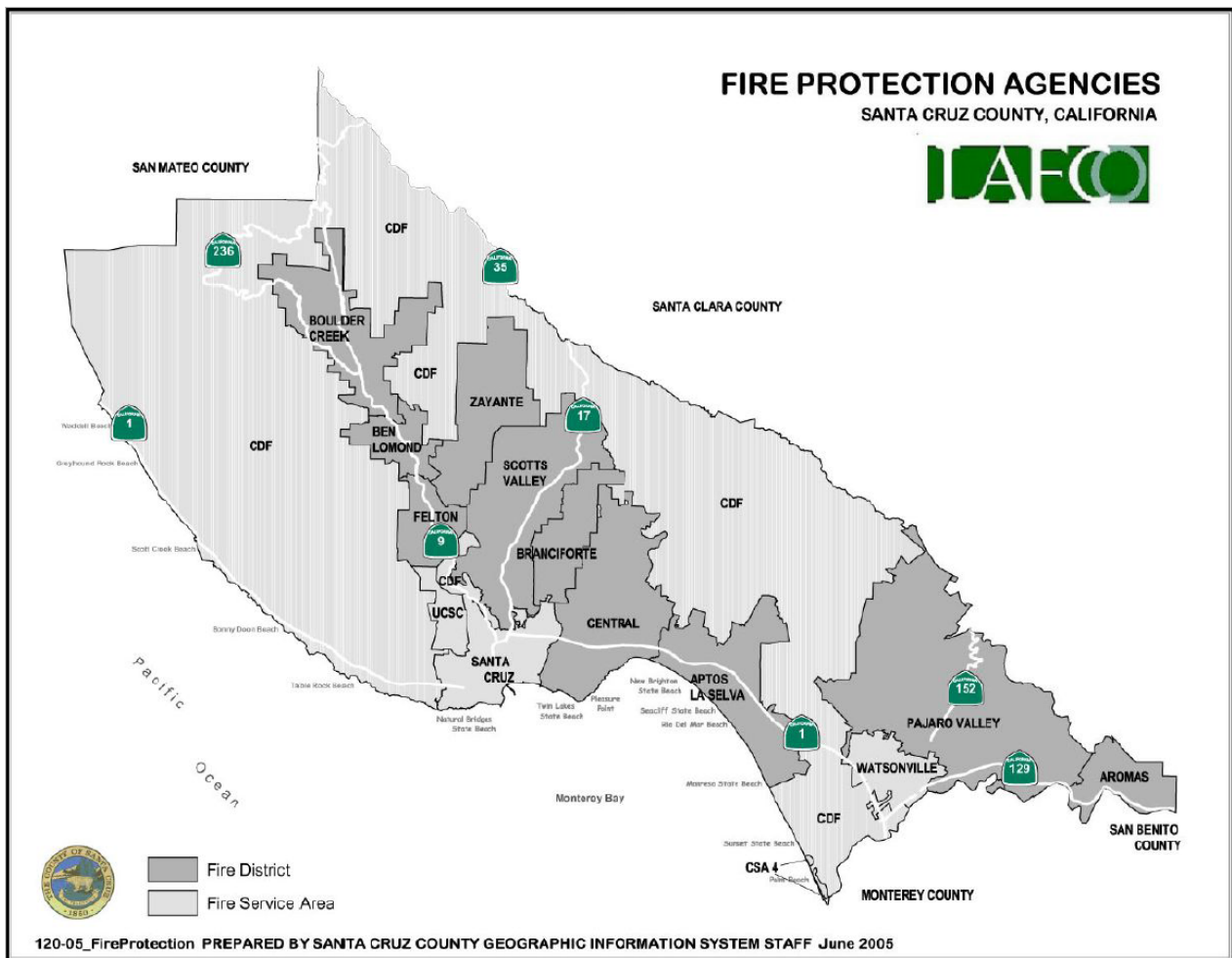
**2004**  
**Urban Fire Agencies in Santa Cruz County**  
**Population Density v. Fire Protection Costs**



POPULATION FORECAST

Source: 2014 Regional Growth Forecast; Association of Monterey Bay Area Governments; June 11, 2014

Public Agency	2010	2020	2025	2030	2035	Compound Annual Growth Rate
City of Capitola Central FPD	9,918	9,119	9,427	9,758	10,088	0.07%
City of Santa Cruz City Fire Department	59,946	66,860	70,058	73,337	76,692	0.99%
City of Scotts Valley Scotts Valley FPD	11,580	11,638	11,696	11,754	11,813	0.08%
City of Watsonville City Fire Department	51,199	59,446	61,452	63,607	65,762	1.01%
Santa Cruz County (unincorporated) All other Fire Districts CSA 48 CSA 4	129,739	132,318	134,879	139,601	144,227	0.42%
<b>Santa Cruz County Total</b>	<b>262,382</b>	<b>279,381</b>	<b>287,512</b>	<b>298,096</b>	<b>308,582</b>	<b>0.65%</b>
<b>AMBAG Region Total</b>	<b>732,708</b>	<b>800,000</b>	<b>827,000</b>	<b>856,000</b>	<b>885,000</b>	<b>0.76%</b>





**Project Name:** 2016 Service and Sphere Review for  
*APTOS / LA SELVA FIRE PROTECTION DISTRICT*

**Prepared By:** Name: Jon Jones  
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**Date:** 7/5/16

**Website:** [www.aptosfire.com](http://www.aptosfire.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Bob Spisak	Vice President	2008	2016
Jim Abendschan	Director	2010	2018
Joseph Foster	Director	2015	2016
Michael Weatherford	Director	1999	2016
Vincent Hurley	President	2000	2018

### AGENCY PROFILE

The Aptos/La Selva Fire Protection District was formed by a consolidation in 1986 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 27-square area of mid Santa Cruz County. The district's three stations are located at:

- Station 1            6934 Soquel Drive, Aptos
- Station 2            300 Bonita Drive, Aptos
- Station 3            312 Estrella Drive, La Selva Beach.

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |  |  |
|--|--|
| <input type="checkbox"/> 1. Growth and Population  | <input checked="" type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                           | <input type="checkbox"/> 6. Accountability             |
| <input checked="" type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                      |
| <input checked="" type="checkbox"/> 4. Financial Ability                                       |  |

**APTOS LA SELVA FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) and c) No sphere amendments are proposed at this time. This option may be studied in the future.			

**APTOS LA SELVA FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) The District will make this evaluation if the County or LAFCO identify a disadvantaged community near A/LSFPD.			

**APTOS LA SELVA FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



**APTOS LA SELVA FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Aptos / La Selva FPD Financial Summary**

<b>Finances</b>	<b>FY 03-04</b>	<b>FY 10-11</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	Actual	Actual	Actual	Budget
<b>Gen. Fund Balance, Start of Year</b>			<b>\$2,626,335</b>	<b>\$3,548,614</b>
<b>Revenue:</b>				
1% Property Tax	\$6,262,705	\$8,675,392	\$9,775,533	\$10,216,730
Interest	\$15,000	\$10,268	\$8,844	\$3,183
Intergovernmental		\$134,237	\$229,252	\$107,155
Charges for Services		\$129,758	\$286,349	\$272,331
Fire Protection Assessment	\$110,257			
EMS Revenue/EMP Medical Charges	\$68,715			
Other Miscellaneous Revenues	\$82,492	\$46,276	\$89,221	\$89,221
Other Financing Sources		\$3,875		
<b>Total Revenue</b>	<b>\$6,539,169</b>	<b>\$8,999,806</b>	<b>\$10,389,199</b>	<b>\$10,688,620</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$5,421,971	\$7,476,179	\$8,598,007	\$9,452,403
Services & Supplies	\$1,596,655	\$985,865	\$802,848	\$1,101,804
Other Charges		\$117,617	\$13,096	\$13,751
Fixed Assets		\$137,858	\$52,971	\$471,300
Appropriations for Contingencies				\$100,000
<b>Total Appropriations</b>	<b>\$7,018,626</b>	<b>\$8,717,519</b>	<b>\$9,466,922</b>	<b>\$11,139,258</b>
<b>Gen. Fund Balance, End of Year</b>	<b>\$2,055,345</b>	<b>\$2,743,660</b>	<b>\$3,548,614</b>	<b>\$4,607,934*</b>

Fund 76455

\* Actual 6/30/16 Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received. Within the General Fund, the District budgeted \$297,141 for equipment replacement in FY 2014-15.

The District maintains the following special-purpose fund: In Fiscal Year 2007-8, the District joined a post-retirement benefit trust in order to pre-fund retiree medical benefits. As of June 30, 2015, the District's balance of \$631,918 covers approximately half of the total liability.

<b>APTOS LA SELVA FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
a) Armanino prepared the District's last audit for the year ending June 30, 2015. The audit includes the new pension reporting required by GASB 68.			

## **APTOS LA SELVA FPD**

### **5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

In 2015, the Santa Cruz County Civil Grand Jury issued a report titled "Santa Cruz County Fire Protection Districts: Response Times, Mutual Aid, and Consolidation". The Grand Jury recommended that the Aptos/La Selva Fire Protection District and the Central Fire Protection District:

- 1) Work together to merge into a Mid-County Fire Protection District,
- 2) Adopt the three-year plan for the Cooperative Fire Prevention Program.

The two districts' responses were as follows:

#### **APTOS/LA SELVA**

- 1) Will not be implemented. The structure of the recommendation limits our answer to a timeframe of six months. We continue to be open to explore opportunities that are of mutual benefit to all fire districts which may or may not include consolidation. Consolidation, in different forms, has been talked about in Santa Cruz County since the mid 1970's several Grand Jury report and independent studies have addressed consolidations; however for a variety of reasons, consolidation has not occurred. Consolidation is a complex issue that requires political will, labor support and sound financial and contractual solutions. Aptos/La Selva will continue to endeavor to find increased areas of shared services.
- 2) Requires further analysis. Aptos/La Selva has approved a three year plan for the CPP MOU with the understanding that Central Fire Protection District has until December 10, 2015 to approve the MOU.

#### **CENTRAL**

- 1) Will not be implemented. The feasibility of merging, consolidating or other enhanced models of governance has been studied several times since the publishing of the 1973 Sierra Report. Most of the proposed efficiencies highlighted in the Sierra Report have been implemented. Additional studies such as the 1986 Hughes, Heiss Report; 1993 Ralph Anderson Report; 1994 – addendum to the Ralph Anderson Report and extensive joint exploration in 2000 by the Aptos and Central Boards have not resulted in a consolidation. In no era has consultant conclusions affected a governance determination suggesting the two Districts can provide enhanced services or significant savings as the product of a consolidation. Extensive study has consistently concluded that the greatest economic savings results from Fire Station closure. Station distribution and response times are in line with or exceed our Standards of Coverage response time policy. Modest savings may be recognized through shrinking Administrative Staff but as the Cooperative Prevention model has highlighted – agencies are running at minimal levels and combining staff would only allow status quo service levels. The concern for abdication of local control will inhibit further analysis until such time as system distress or as yet unrealized significant benefit is demonstrated by the dissolution of independent Districts established by law to serve their community. Lastly, in the 14'-15' Grand Jury report it was observed on Page 11 the “bigger is not automatically better” as well as “local leadership and community involvement and support are important factors which must be taken into consideration”. This sage advice is universal in its application.
- 2) Requires further analysis. The Board of Directors voted 4-2. This study has not been completed and requires ratification of a memorandum of understanding. Both agencies need agreement of financial term and further evaluation on integration of policy and practices is ongoing. This process will take a minimum of 3-6 months to complete.

**APTOS LA SELVA FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**APTOS LA SELVA FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**APTOS / LA SELVA FPD****MISSION STATEMENT**

To improve quality of life by protecting the community from the risks and consequences of fire, medical, rescue, hazardous material and natural disaster incidents.

**END OF SERVICE REVIEW**

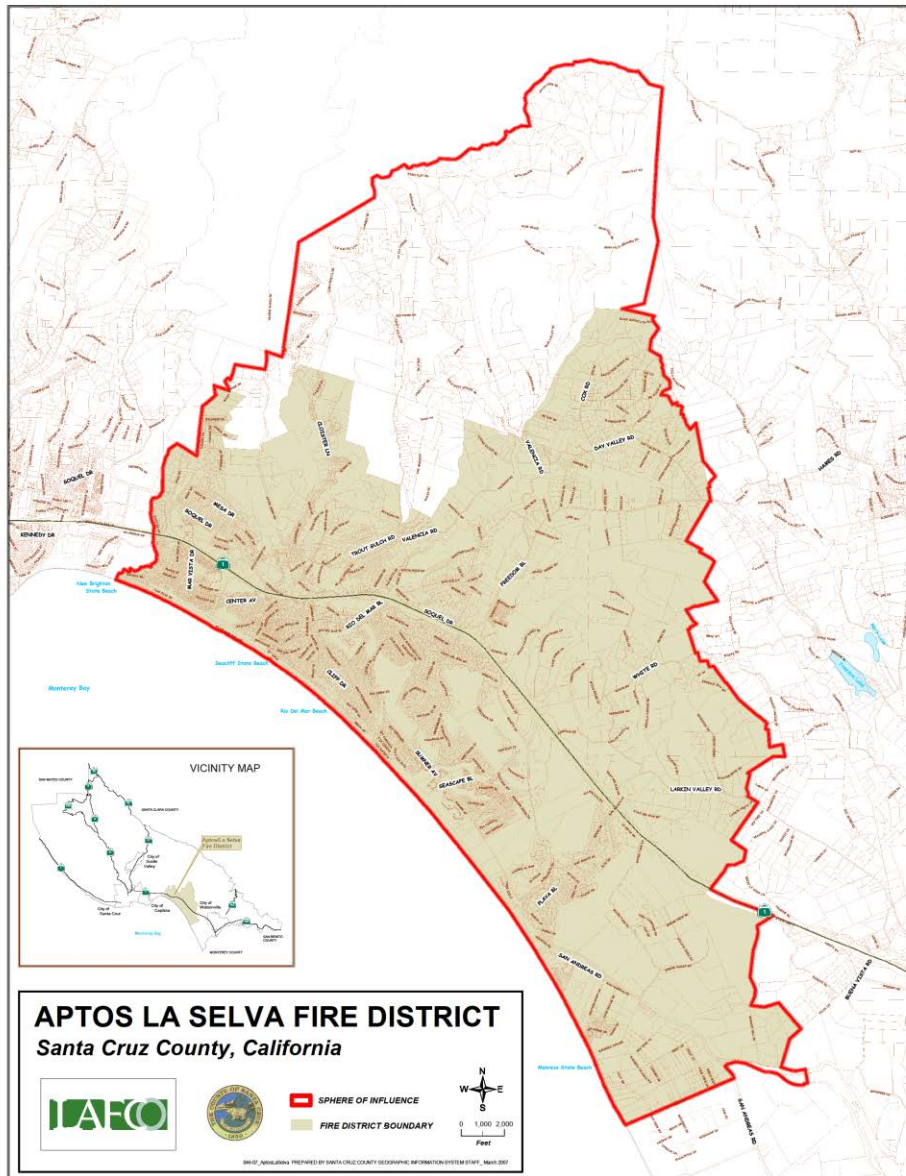
**APTOS LA SELVA FPD**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**APTOS / LA SELVA FPD**

**SPHERE OF INFLUENCE MAP**



**END OF SPHERE REVIEW**



**Project Name:** 2016 Service and Sphere Review for  
AROMAS TRI-COUNTY FIRE PROTECTION DISTRICT

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Email: [theresa.volland@fire.ca.gov](mailto:theresa.volland@fire.ca.gov)

**Date:** 6/24/16

**Website:** [www.atcfire.org](http://www.atcfire.org)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Ernest Brown	Director	2016	2016
George Mortan	Director	1993	2018
Kan Mahler	Director	1993	2018
Mike Miller	President	2014	2016
Ron Mesiroff	Vice President	2011	2018

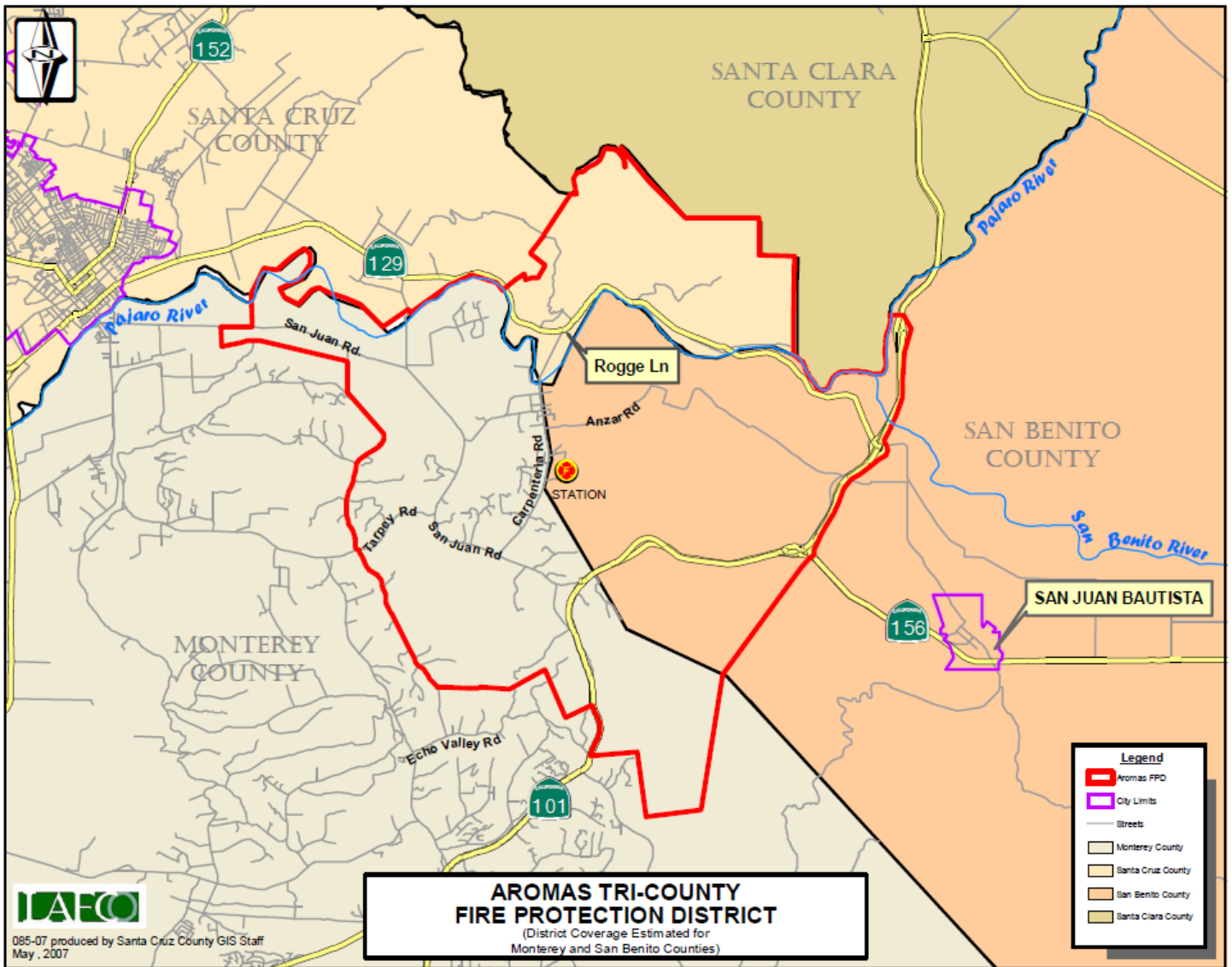
### AGENCY PROFILE

The Aromas Tri-County Fire Protection District was formed on October 29, 1951 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 63-square area of Monterey, San Benito, and Santa Cruz counties. The County of Monterey maintains custody of the district's cash. The district is staffed via a CAL Fire contract. The district's station is located at 492 Carpenteria Road, Aromas.



AROMAS TRI-COUNTY FPD

MAP



**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |   |   |
|---|---|
| <input type="checkbox"/> 1. Growth and Population                                   | <input type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                | <input type="checkbox"/> 6. Accountability  |
| <input type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other           |
| <input type="checkbox"/> 4. Financial Ability                                       |   |

**AROMAS TRI-COUNTY FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.

	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**AROMAS TRI-COUNTY FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**AROMAS TRI-COUNTY FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**AROMAS TRI-COUNTY FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

Finances	FY 10-11	FY 14-15	FY 15-16
	Actual	Actual	Budget
<b>Income</b>			
1% Property Tax	1,084,117	1,159,266	1,087,500
Interest	948	5,001	2,500
Intergovernmental	0	19,649	10,000
Proposition 172 Funds	100,848	65,068	49,000
Fire Recovery	10,642	15,880	5,000
Other Revenues	40,787	52,984	7,000
<b>Total Revenue</b>	<b>1,237,342</b>	<b>1,317,848</b>	<b>1,161,000</b>
<b>Expenses</b>			
Salaries and Employee Benefits	1,975	402	1,000
Services & Supplies	182,230	87,505	130,650
CALFIRE Schedule A Contract	1,203,194	912,323	1,064,880
Fixed Assets	5,118	115,849	140,000
Contingencies	0	0	5,000
<b>Total Expenses</b>	<b>1,392,517</b>	<b>1,116,079</b>	<b>1,341,530</b>
<b>Fund Balance, End of Year</b>		<b>990,695</b>	

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received. Within the General Fund, the District has set aside \$319,500 for equipment replacement and \$319,500 for building repairs.

<b>AROMAS TRI-COUNTY FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

The District's last audit was prepared by Armanino LLP for the fiscal year ending June 30, 2015. The audit identified no serious issues. The audit notes that the District has reduced staffing from a 3-person to a 2-person company due to budgetary limitations.

## **AROMAS TRI-COUNTY FPD**

### **5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**AROMAS TRI-COUNTY FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**AROMAS TRI-COUNTY FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**AROMAS TRI-COUNTY FPD****MISSION STATEMENT**

- To protect life, property, and the environment by providing response to fire, traffic collision, medical, and hazardous materials and emergency incidents;
- To promote fire safety and public awareness; and to provide these services within the boundaries and the ATCFPD and within other jurisdictions per mutual aid agreements.

**END OF SERVICE REVIEW**



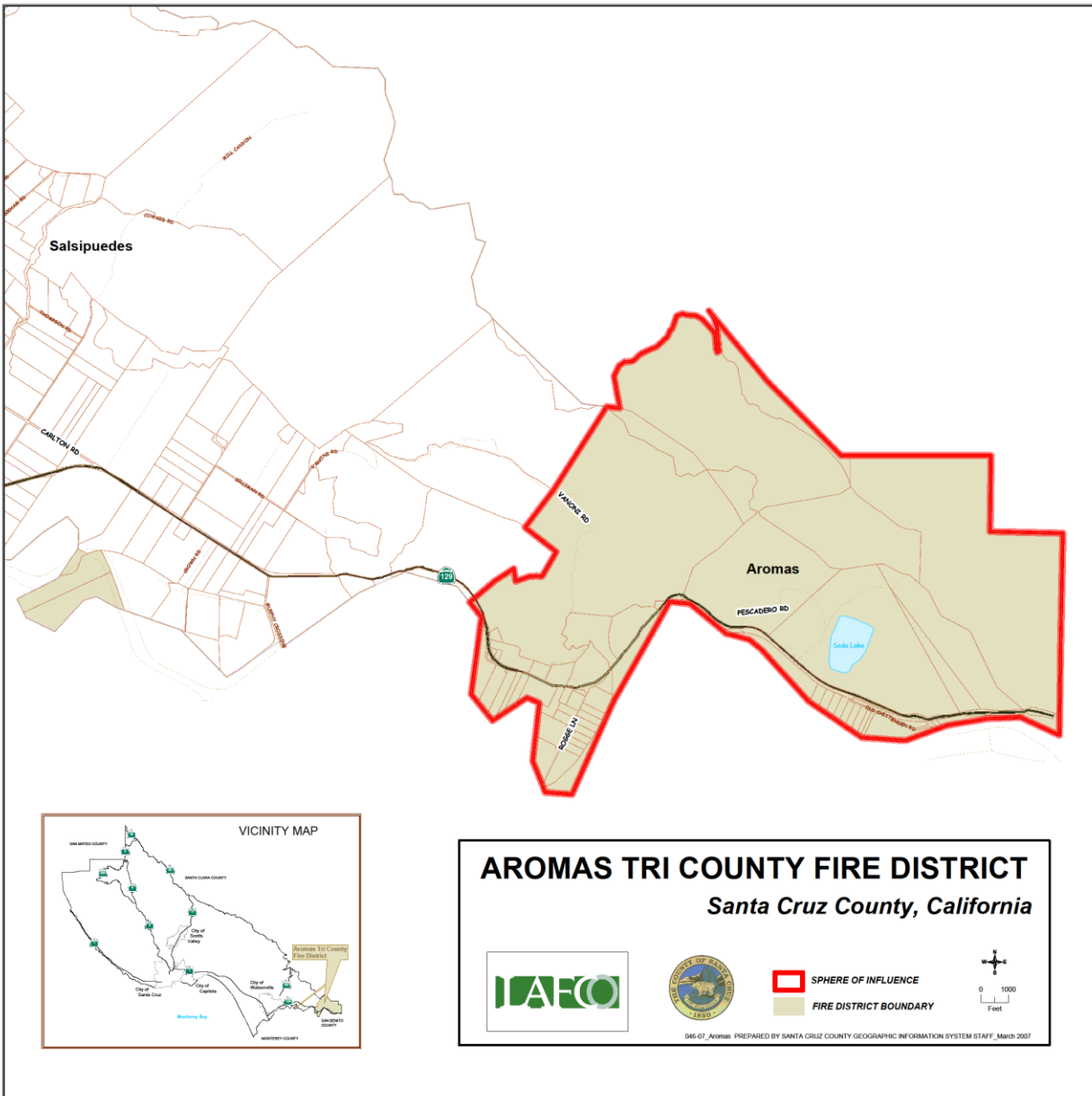
**AROMAS TRI-COUNTY FPD**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**AROMAS TRI-COUNTY FPD**

**SPHERE OF INFLUENCE MAP**



**END OF SPHERE REVIEW**



**Project Name:** 2016 Service and Sphere Review for  
*BEN LOMOND FIRE PROTECTION DISTRICT*

**Prepared By:** Name: Stacie Brownlee  
Title: Fire Chief  
Address: 9430 Highway 9, Ben Lomond CA 95005  
  
Phone: 831-336-5495  
Email: [blfdchief@benlomondfd.com](mailto:blfdchief@benlomondfd.com)

**Date:** 6/8/16

**Website:** [www.benlomondfd.com](http://www.benlomondfd.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Dave Bingham	Director	2004	2018
Lisa Hill	Director	2008	2016
Michael Ayers	Director	2008	2016
Sean Castagna	Director	2015	2016
Thomas Maxson	Chair	2011	2018

**BEN LOMOND FPD**

**AGENCY PROFILE**

The Ben Lomond Fire Protection District was formed on June 4, 1923 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 7-square area of the San Lorenzo Valley. The district’s station is located at 9430 Highway 9 in Ben Lomond.

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |  |   |
|--|---|
| <input type="checkbox"/> 1. Growth and Population  | <input type="checkbox"/> 5. Shared Services           |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                           | <input checked="" type="checkbox"/> 6. Accountability |
| <input checked="" type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                     |
| <input checked="" type="checkbox"/> 4. Financial Ability                                       |   |

**BEN LOMOND FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

No sphere amendments are proposed at this time. This option may be studied in the future.

**BEN LOMOND FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**BEN LOMOND FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**BEN LOMOND FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Ben Lomond FPD Financial Summary**

Finances	FY 03-04 Actual	FY 10-11 Actual	FY 14-15 Actual	FY 15-16 Budget
General Fund Balance, Start of Year			\$486,097	\$591,600
<b>Revenue:</b>				
1% Property Tax	\$494,604	\$634,270	\$684,998	\$691,216
Interest	\$10,357	\$32,623	\$49,859	\$40,500
Intergovernmental		\$5,328	\$5,094	\$5,002
Charges for Services		\$48	\$1,763	
Other Miscellaneous Revenues	\$10,342	\$250	\$23,945	
Other Financing Sources			\$612,167	
<b>Total Revenue</b>	<b>\$515,303</b>	<b>\$672,519</b>	<b>\$1,377,826</b>	<b>\$736,718</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$274,694	\$253,703	\$256,550	\$328,357
Services & Supplies	\$181,520	\$228,127	\$276,045	\$321,045
Other Charges		\$73,450	\$174,000	\$155,773
Fixed Assets	\$19,547		\$618,167	\$6,350
<b>Total Appropriations</b>	<b>\$475,761</b>	<b>\$555,280</b>	<b>\$1,324,762</b>	<b>\$811,525</b>
<b>General Fund Balance, End of Year</b>	<b>\$841,938</b>	<b>\$381,190</b>	<b>\$591,600</b>	<b>*\$553,860</b>

Fund 76465

\* Actual 6/30/16 Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received.

The District maintains the following special-purpose funds (as of June 30, 2015):

Building improvements	\$168,000
Mobile equipment replacement	\$407,611
Workers' compensation	\$320,389
CalPERS	\$69,239
Contingencies	\$69,239
<b>Total special-purpose funds:</b>	<b>\$1,034,479</b>

<b>BEN LOMOND FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

The District's last audit was prepared by Berger Lewis for the fiscal year ending June 30, 2013. The audit included a discussion of old station modernization costs as well as pension costs.

## **BEN LOMOND FPD**

### **5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**BEN LOMOND FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

- c) Ongoing normal volunteer turnover.  
g) Ben Lomond 95005 in other Districts, and vice versa.

**BEN LOMOND FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**BEN LOMOND FPD****MISSION STATEMENT**

It is the mission of the Ben Lomond Fire Protection District to provide life and property protection through fire control, pre-hospital care, fire prevention, code enforcement, public education and emergency management, consistent with prudent utilization of public funds.

**END OF SERVICE REVIEW**

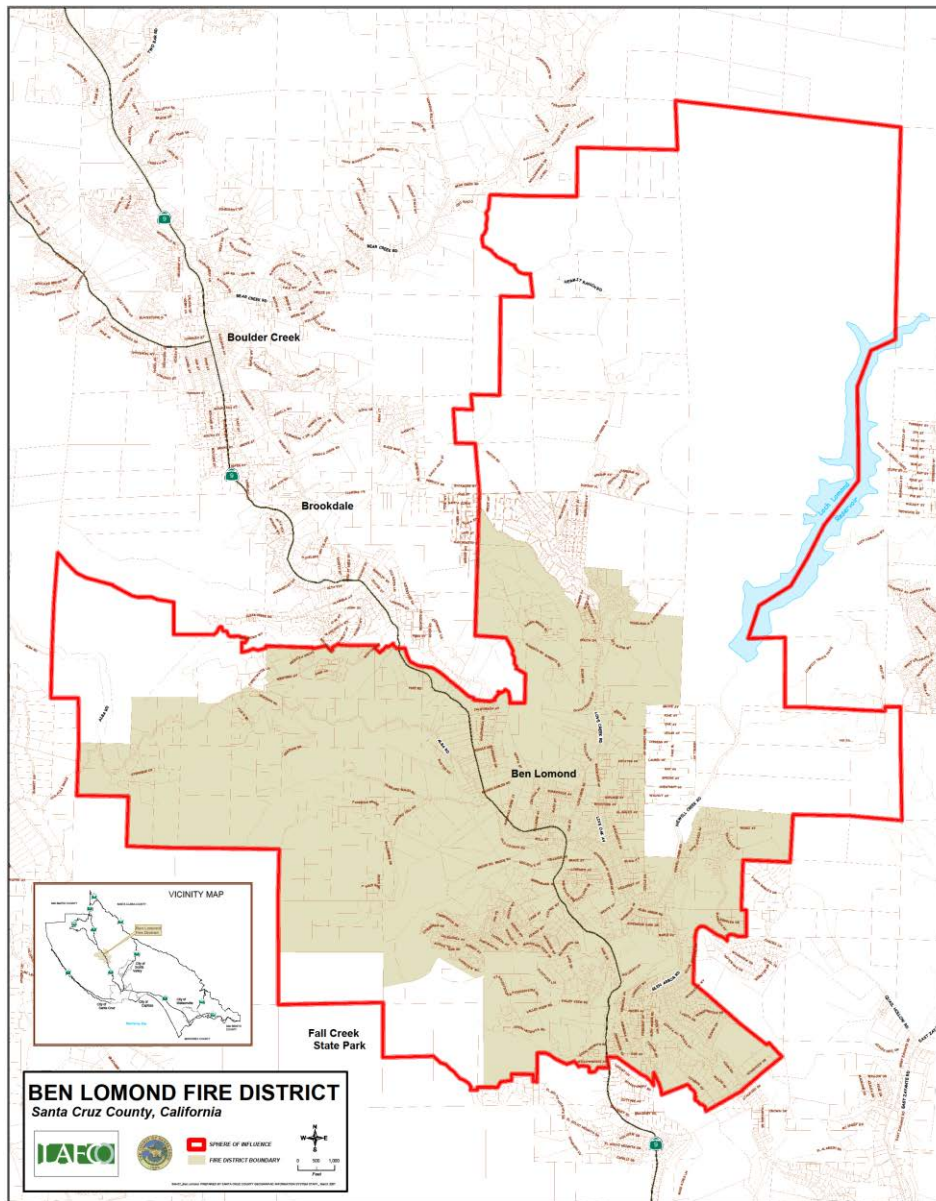
**BEN LOMOND FPD**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**BEN LOMOND FPD**

**SPHERE OF INFLUENCE MAP**



*END OF SPHERE REVIEW*





**Project Name:** 2016 Service and Sphere Review for  
*Boulder Creek Fire Protection District*

**Prepared By:** Name: Kevin McClish  
Title: Fire Chief  
Address: 13230 Central Ave., Boulder Creek CA 95006  
  
Phone: 831-338-7222  
Email: [kmclish@bcfd.com](mailto:kmclish@bcfd.com)

**Date:** 7/11/16

**Website:** [www.bcfd.com](http://www.bcfd.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Bob Locatelli	Director	2008	2016
Bob Presswood	Director	2008	2018
Chris Currier	Director	2015	2016
Rick Rogers	Director	1996	2016
Sam Robustelli	Director	2013	2018

### AGENCY PROFILE

The Boulder Creek Fire Protection District was formed on August 11, 1923 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 21-square area of the San Lorenzo Valley.

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |   |  |
|---|--|
| <input type="checkbox"/> 1. Growth and Population                                   | <input checked="" type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                | <input checked="" type="checkbox"/> 6. Accountability  |
| <input type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                      |
| <input checked="" type="checkbox"/> 4. Financial Ability                            |  |

**BOULDER CREEK FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.

	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**BOULDER CREEK FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**BOULDER CREEK FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

e) Diesel engine requirements.

**BOULDER CREEK FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Boulder Creek FPD Financial Summary**

<b>Finances</b>	<b>FY 03-04</b>	<b>FY 10-11</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	Actual	Actual	Actual	Budget
General Fund Balance, Start of Year			\$232,276	\$397,845
<b>Revenue:</b>				
1% Property Tax	\$561,112	\$714,725	\$748,317	\$755,000
Interest	\$13,153	\$10,751	\$6,730	\$5,000
Intergovernmental		\$6,011	\$7,496	\$5,470
Charges for Services		\$6,148	\$5,646	\$4,000
Inspection Fees	\$11,678			
Other Miscellaneous Revenues	\$4,073	\$7,252	\$55,040	\$30,000
<b>Total Revenue</b>	<b>\$590,016</b>	<b>\$744,887</b>	<b>\$823,229</b>	<b>\$799,470</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$265,773	\$396,263	\$446,060	\$455,553
Services & Supplies	\$131,874	\$222,362	\$253,441	\$281,354
Fixed Assets	\$13,235	\$34,455	\$25,047	\$539,100
Contingencies				\$8,039
<b>Total Appropriations</b>	<b>\$410,882</b>	<b>\$653,080</b>	<b>\$724,548</b>	<b>\$1,284,046</b>
<b>Fund Balance, End of Year</b>	<b>\$719,875</b>	<b>\$494,778</b>	<b>\$397,845</b>	<b>*\$39,066</b>

Fund 76470

\*Actual 6/30/16 Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received.

The District maintains the following special-purpose funds (as of June 30, 2015):

Workers' compensation claims	\$200,000
Building and improvements reserve	\$4,498
Replacement of mobile equipment	\$1,042,400
Clothing and personal reserve	\$34,630
<b>Total Reserve Funds</b>	<b>\$1,281,528</b>

<b>BOULDER CREEK FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District's last audit was prepared by Don Cole for the fiscal year ending June 30, 2015. The audit identified no serious issues.
- b) and d) The District does not have enough reserves or revenues to meet long-term capital needs or to respond to unexpected events. The District is studying the option to put a fire tax on the ballot.

**BOULDER CREEK FPD****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District is open to options that share costs or improve buying power.

**BOULDER CREEK FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

d) The current budget is not currently on the website but will be soon.

e) A second part-time secretary is being hired.

g) There are several areas within BCFD's sphere of influence which should be in Boulder Creek Fire's district. These areas are currently in Ben Lomond and County Fire's districts. \*\*pat, check that sphere is right.

**BOULDER CREEK FPD****7. OTHER ISSUES**

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

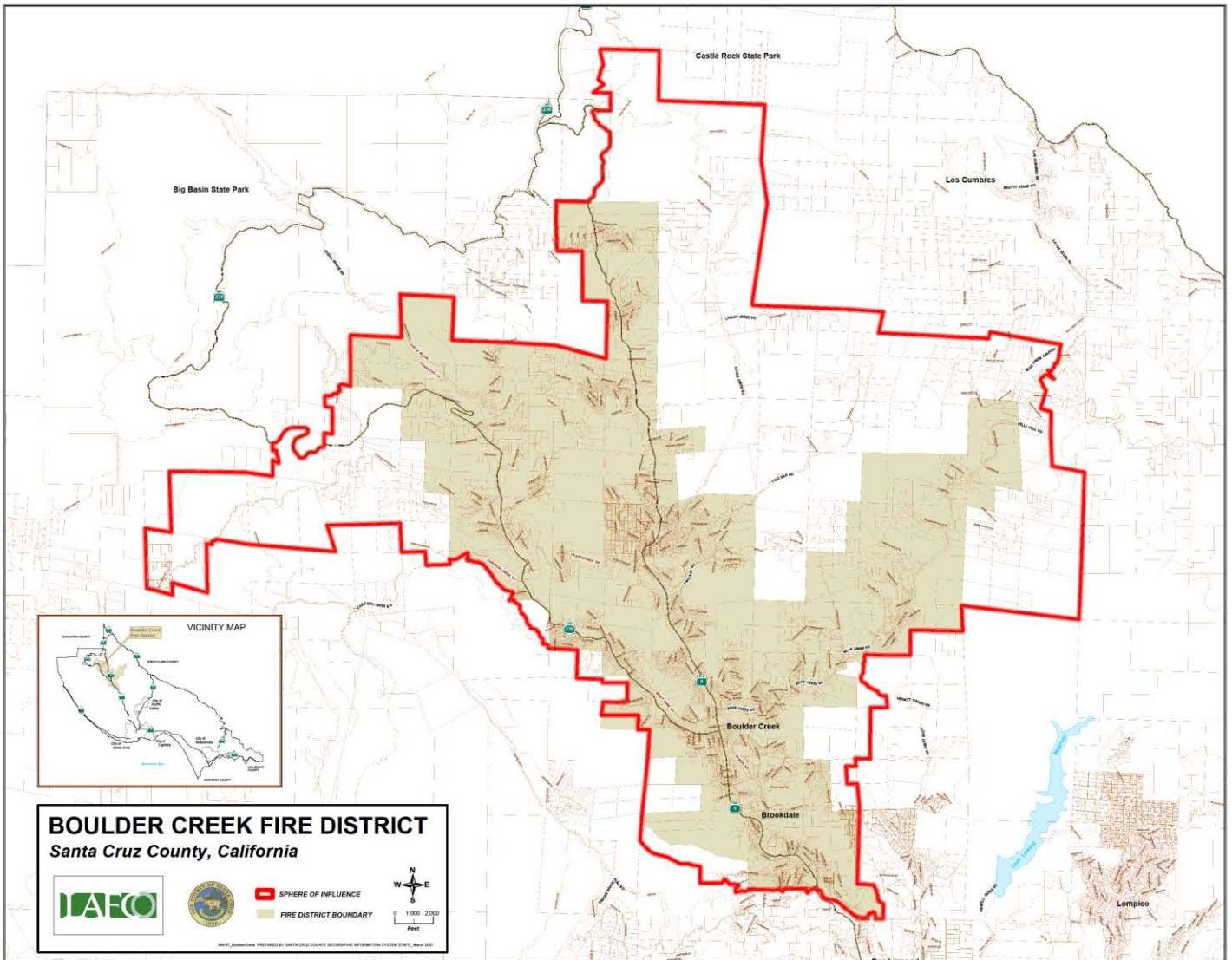
	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

END OF SERVICE REVIEW

**BOULDER CREEK FPD** **SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**BOULDER CREEK FPD** **SPHERE OF INFLUENCE MAP**



**END OF SPHERE REVIEW**



**Project Name:** 2016 Service and Sphere Review for  
*BRANCIFORTE FIRE PROTECTION DISTRICT*

**Prepared By:** Name: Daniel Grebil  
Title: Fire Chief / Board Secretary  
Address: 2711 Branciforte Drive, Santa Cruz CA 95065

Phone: 831-423-8856  
Email: [dgrebil@branciforte-fire.com](mailto:dgrebil@branciforte-fire.com)

**Date:** 7/22/16

**Website:** [www.branciforte-fire.com](http://www.branciforte-fire.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Benjamin Cahill	Director	1983	2016
Dick Landon	Director	2013	2016
Kurt Meyer	Director	2006	2018
Peter Vannerus	Director	2006	2018
Ryan Torchio	Director	2012	2016

### AGENCY PROFILE

The Branciforte Fire Protection District was formed on January 7, 1950 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 6-square area north of the City of Santa Cruz. The district's station is located at 2711 Branciforte Drive, Santa Cruz.



**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |  |  |
|--|--|
| <input type="checkbox"/> 1. Growth and Population  | <input checked="" type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                           | <input checked="" type="checkbox"/> 6. Accountability  |
| <input checked="" type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                      |
| <input checked="" type="checkbox"/> 4. Financial Ability                                       |  |

<b>BRANCIFORTE FPD</b>			
<b>1. GROWTH AND POPULATION</b>			
Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**BRANCIFORTE FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**BRANCIFORTE FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

d) Radio coverage in North area of district and completing construction of new apparatus bay and crew quarters.

**BRANCIFORTE FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Branciforte FPD Financial Summary**

<b>Finances</b>	<b>FY 03-04</b>	<b>FY 10-11</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	Actual	Actual	Actual	Budget
General Fund Balance, Start of Year			\$67,460	\$62,193
<b>Revenue:</b>				
1% Property Tax	\$411,084	\$632,559	\$683,916	\$717,150
Interest	(\$684)	\$384	\$47	(\$2,150)
Intergovernmental		\$44,137	\$4,496	\$132,616
Charges for Services		\$2,255	\$3,871	\$3,154
Fire Protection Assessment (Tax)	\$77,764			
Inspection Fees	\$3,389			
Other Miscellaneous Revenues	\$41,454	\$9,795	\$63,971	\$39,330
Other Financing Sources		\$2,182		
<b>Total Revenue</b>	<b>\$533,007</b>	<b>\$691,312</b>	<b>\$756,301</b>	<b>\$890,100</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$461,188	\$585,938	\$553,325	\$588,891
Services & Supplies	\$111,651	\$141,945	\$169,387	\$226,295
Other Charges	\$865	\$37,056	\$36,107	\$37,084
Fixed Assets	\$49,878	\$29,737	\$5,099	\$46,400
<b>Total Appropriations</b>	<b>\$623,582</b>	<b>\$794,676</b>	<b>\$763,918</b>	<b>\$898,670</b>
General Fund Balance, End of Year	\$16,414	\$57,044	\$62,193	*\$185,031

Fund 76485

\* Actual 6/30/16 Fund Balance

**RESERVES**

The District maintains the following special-purpose fund:

Capital Outlay \$22,290 (as of June 30, 2014)

As of June 30, 2014, the District had a loan balance for an engine in the amount of \$99,861.

<b>BRANCIFORTE FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- The District's last audit was prepared by Pehling & Pehling for the fiscal year ending June 30, 2014. The audit discussed decreasing fund balance. The new GASB 68 pension reporting requirements were not yet included in the audit.
- The BOD identified that there were inadequate reserves to protect against unexpected events or upcoming significant costs, such as workers compensation insurance and retirement.
- The BOD identified a need to increase the Fire Districts Special Tax rates. They will ask the voters to increase this tax rate at a Special Election on August 30, 2016.
- The Fire Districts Special Tax rate increase is needed to fund fire station maintenance and to replace the emergency apparatus fleet.

**BRANCIFORTE FPD****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

- Potential JPA fleet maintenance, Fire Marshall Plan Check, Inspection and Training
- Unknown if a consolidation or merger of fire districts would produce any economies of scale or reduce costs.
- Potential JPA fleet maintenance, Fire Marshall Plan Check, Inspection and Training

**BRANCIFORTE FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

- e) The BOD is currently evaluating the current management agreement with Scotts Valley FPD to determine what the proper structure should be for Branciforte FPD in order to maintain the current accountability and efficiency performed by Scotts Valley FPD.
- g) The current jurisdictional map causes one to wonder if the boundaries cause confusion, service inefficiencies, or whether they undermine good planning.

**BRANCIFORTE FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**BRANCIFORTE FPD**

**MISSION STATEMENT**

All members of the Branciforte Fire Department will strive to give excellent customer service, to always do the right thing, and to be nice.

**BRANCIFORTE FPD**

**MEETING RULES**

Board Policy

*END OF SERVICE REVIEW*

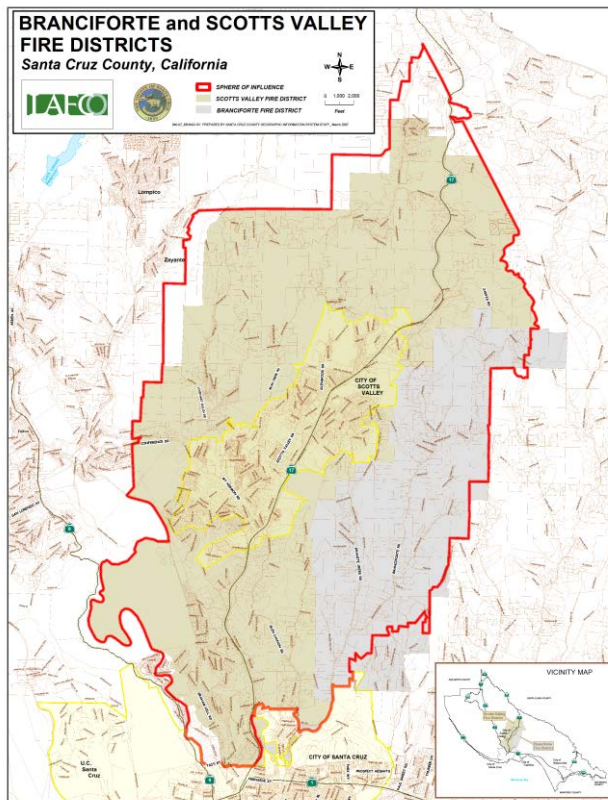
**BRANCIFORTE FPD**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**BRANCIFORTE FPD**

**SPHERE OF INFLUENCE MAP**



*END OF SPHERE REVIEW*



**Project Name:** 2016 Service and Sphere Review for  
*CENTRAL FIRE PROTECTION DISTRICT*

**Prepared By:** Name: Jeff Maxwell  
Title: Fire Chief  
Address: 930 17<sup>th</sup> Ave., Santa Cruz CA 95062

Phone: 831-479-6842  
Email: [jeffm@centralfpd.com](mailto:jeffm@centralfpd.com)

**Date:** 6/22/16

**Website:** [www.centralfpd.com](http://www.centralfpd.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Charles Howard	Director	1996	2016
Christopher Haas	Director	2013	2018
James Cupples	Director	2012	2018
Michael Mitchell	Director	1999	2016
Norman Bruce Bettencourt	Director	2011	2016
Richard Phillips	Director	2010	2016
Ron Pederson	Director	1980	2018

## AGENCY PROFILE

The Central Fire Protection District was formed in 1987 by the consolidation of the Live Oak, Soquel, and Capitola Fire Protection Districts and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 29-square urban and rural service area in the mid-county of Santa Cruz County. The district's four stations are located at:

Station 1	Live Oak	930 17 <sup>th</sup> Avenue, Santa Cruz
Station 2	Santa Cruz Gardens	3445 Thurber Lane, Santa Cruz
Station 3	Soquel	4747 Soquel Drive, Soquel
Station 4	Capitola	405 Capitola Avenue, Capitola

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- 1. Growth and Population
- 2. Disadvantaged Unincorporated Communities
- 3. Capacity, Adequacy & Infrastructure to Provide Services
- 4. Financial Ability
- 5. Shared Services
- 6. Accountability
- 7. Other

**CENTRAL FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- b) Demand for services is directly proportional to call volume and response time. If population increases, their demand will cause increasing response times.



**CENTRAL FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**CENTRAL FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

- d) Soquel Fire Station is more than 50 years old.  
e) Unknown

**CENTRAL FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Central FPD Financial Summary**

Finances	FY 03-04 Actual	FY 10-11 Actual	FY 14-15 Actual	FY 15-16 Budget
General Fund Balance, Start of Year			\$5,756,410	\$7,062,662
<b>Revenue:</b>				
1% Property Tax	\$8,745,898	\$11,944,558	\$13,709,569	\$13,882,271
Interest	(\$5,633)	\$61,066	\$33,685	\$28,500
Intergovernmental	\$1,041,200	\$602,481	\$447,654	\$525,091
Charges for Services		\$311,704	\$392,263	\$340,947
Emergency Response Recovery	\$40,495			
Homeland Security	\$87,934			
Other (Miscellaneous) Revenues	\$243,317	\$18,182	\$77,396	\$4,870
Other Financing Sources		\$6,965,432	\$617,420	\$731,163
<b>Total Revenue</b>	<b>\$10,153,211</b>	<b>\$19,903,423</b>	<b>\$15,277,987</b>	<b>\$15,512,842</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$7,860,989	\$10,512,281	\$10,630,758	\$11,577,945
Services & Supplies	\$962,764	\$1,304,149	\$1,708,577	\$2,050,435
Other Charges (Long Term Debt)	\$466,648	\$6,495,288	\$1,116,991	\$1,153,651
Fixed Assets	\$151,862	\$1,431,858	\$107,889	\$241,511
Other Financing Uses		\$250,000	\$611,920	\$731,163
Intrafund Transfers			(\$478,219)	(\$482,580)
<b>Total Appropriations</b>	<b>\$9,442,263</b>	<b>\$19,993,576</b>	<b>\$13,697,916</b>	<b>\$15,272,125</b>
<b>Fund Balance, End of Year</b>	<b>\$218,834</b>	<b>\$3,780,589</b>	<b>\$7,062,662</b>	<b>*\$8,339,087</b>

Fund 76495

\*Actual 6/30/16 Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received. It maintains the following special-purpose funds:

Vehicle Replacement Fund	\$1,648,667
Capital Outlay	\$876,171

The District separately accounts for its fleet maintenance operations since it provides maintenance services for other fire agencies:

Fleet Maintenance	\$208,344 (June 30, 2015 balance)
-------------------	-----------------------------------

Central FPD has recently joined a post-employment investment trust to pre-fund retiree medical benefits.

**CENTRAL FPD FINANCIAL ABILITY**

	YES	MAYBE	NO
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

- a) The District's last audit was prepared by Armanino LLP for the fiscal year ending June 30, 2015. The audit identified no serious audit issues. The audit included the new pension reporting as required by GASB 68. The audit noted that the District had cumulatively lost over \$14,000,000 in property tax revenues (approximately \$800,000 per year) due to the State's transfer of taxes to the Educational Revenue Augmentation Fund (ERAF).
- d) District does not have resources for replacement or expansion.
- f) Recent GASB 68 & 75 changes have reflected significant unfunded liabilities for pension and other post employment and benefit expenses. Net position is now -\$27 million.

**CENTRAL FPD****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	YES	MAYBE	NO
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

- a) and b) See section beginning on page 16 for a summary of the Grand Jury report and fire agency responses concerning shared services and possible consolidations.
- b) Studies since 1978 have reviewed opportunities for consolidation.
- c) The district currently allows access to its fleet maintenance facility to any in-county agency in need of repair services.

**CENTRAL FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**CENTRAL FPD****MISSION STATEMENT**

- To prevent fire by an aggressive program of fire prevention, education, engineering and enforcement
- To save life and property from fires
- To minimize the loss from fires and other destructive forces to the greatest degree possible
- To provide hazardous materials emergency response services in conjunction with the Santa Cruz Area Plan
- To provide emergency medical response

**END OF SERVICE REVIEW**

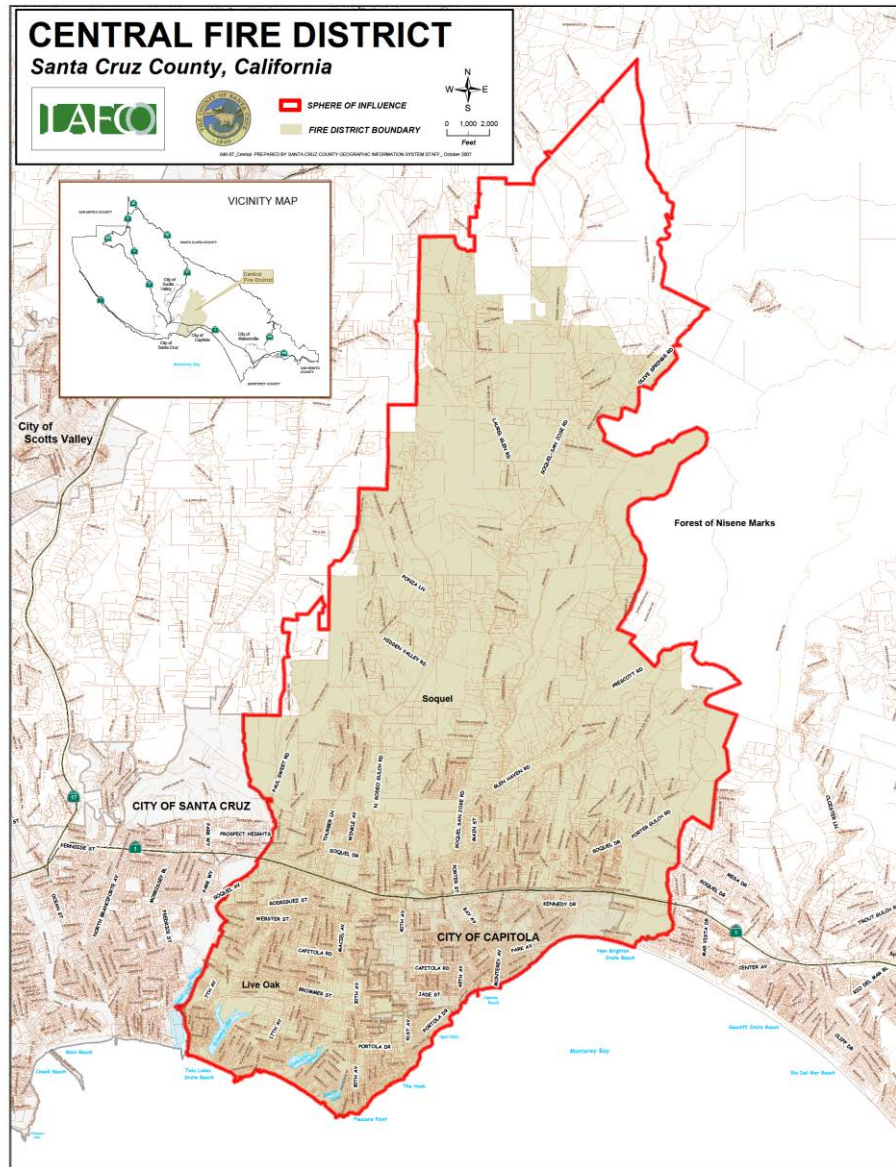
**CENTRAL FPD**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**CENTRAL FPD**

**SPHERE OF INFLUENCE MAP**



**END OF SPHERE REVIEW**



**Project Name:** 2016 Service and Sphere Review for  
*COUNTY SERVICE AREA 4 PAJARO DUNES*

**Prepared By:** Name: Ian Larkin  
Title: Fire Chief  
Address: 6059 Highway 9, Felton CA 95018

Phone: 831-335-5353  
Email: [ian.larkin@fire.ca.gov](mailto:ian.larkin@fire.ca.gov)

**Date:** 7/11/16

**Website:** [www.santacruzcountyfire.com](http://www.santacruzcountyfire.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
John Leopold	1 <sup>st</sup> District Supervisor	2008	2020
Zach Friend	2 <sup>nd</sup> District Supervisor	2012	2020
Ryan Coonerty	3 <sup>rd</sup> District Supervisor	2014	2018
Greg Caput	4 <sup>th</sup> District Supervisor	2010	2018
Bruce McPherson	5 <sup>th</sup> District Supervisor	2012	2020

## AGENCY PROFILE

The County Service Area 4, Pajaro Dunes, was formed on January 4, 1966 and operates under the authority of the California Government Code Section 25210.1 et seq. (County Service Area Law). The district operates in a 0.2-square area of Pajaro Dunes in south coastal Santa Cruz County.

The district is staffed via a CAL Fire contract. The district's station is located at 2661 Beach Road, Watsonville.

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> 1. Growth and Population                        | <input checked="" type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                | <input type="checkbox"/> 6. Accountability             |
| <input type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                      |
| <input type="checkbox"/> 4. Financial Ability                                       |  |

**CSA 4 PAJARO DUNES**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**CSA 4 PAJARO DUNES****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**CSA 4 PAJARO DUNES****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



**CSA 4 PAJARO DUNES****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**CSA 4 Pajaro Dunes FPD Financial Summary**

<b>Finances</b>	<b>FY 03-04</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
General Fund Balance, Start of Year		\$592,380	\$358,235	\$531,579
<b>Revenue:</b>				
1% Property Tax	\$438,404	\$534,570	\$614,526	\$587,645
Interest	\$6,447	\$2,601	\$4,730	\$4,800
Intergovernmental		\$12,631	\$14,518	\$4,600
Fire Protection Assessment (Tax)	\$151,625	\$414,811	\$436,146	\$448,360
Operating Transfer In		\$27,500		\$5,792
<b>Total Revenue</b>	<b>\$596,476</b>	<b>\$1,001,114</b>	<b>\$1,069,920</b>	<b>\$1,051,197</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$28,688	\$43,047	\$38,526	\$55,120
Services & Supplies	\$600,954	\$919,802	\$854,995	\$1,223,70
Principal & Interest - Lease Purchases	\$15,198			
Other Charges		\$10,591	\$10,431	\$10,194
Fixed Assets	\$11,777		\$7,110	\$15,000
Contingencies				\$100,000
<b>Total Appropriations</b>	<b>\$656,617</b>	<b>\$973,440</b>	<b>\$911,062</b>	<b>\$1,404,016</b>
General Fund Balance, End of Year	\$62,445	\$358,235	\$531,579	*\$560,250

Fund 22250

\*Actual 6/30/16 Fund Balance

**RESERVES**

Pajaro Dunes CSA 4 utilizes its reserves to balance its budget each year. Funding is primarily based on property tax revenues and CSA 4 fees. Pajaro Dunes CSA 4 designates a portion of its reserves as a Fire Engine Purchase Assignment and maintains a Building Maintenance Fund resulting from excess funds remaining after construction of the Pajaro Dunes Fire Station.

<b>CSA 4 PAJARO DUNES FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District's last audit information was prepared by Brown Armstrong for County's Comprehensive Annual Financial Report for June 30, 2015. The audit identified no serious issues.

**CSA 4 PAJARO DUNES**

**5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- b) Grants and training.

**CSA 4 PAJARO DUNES****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**CSA 4 PAJARO DUNES****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**CSA 4 PAJARO DUNES****MISSION STATEMENT****CSA 4 PAJARO DUNES****MEETING RULES**

Board Meeting rules can be found at:

[www.codepublishing.com/CA/SantaCruzCounty/?SantaCruzCounty02/SantaCruzCounty0202.html](http://www.codepublishing.com/CA/SantaCruzCounty/?SantaCruzCounty02/SantaCruzCounty0202.html)**END OF SERVICE REVIEW**

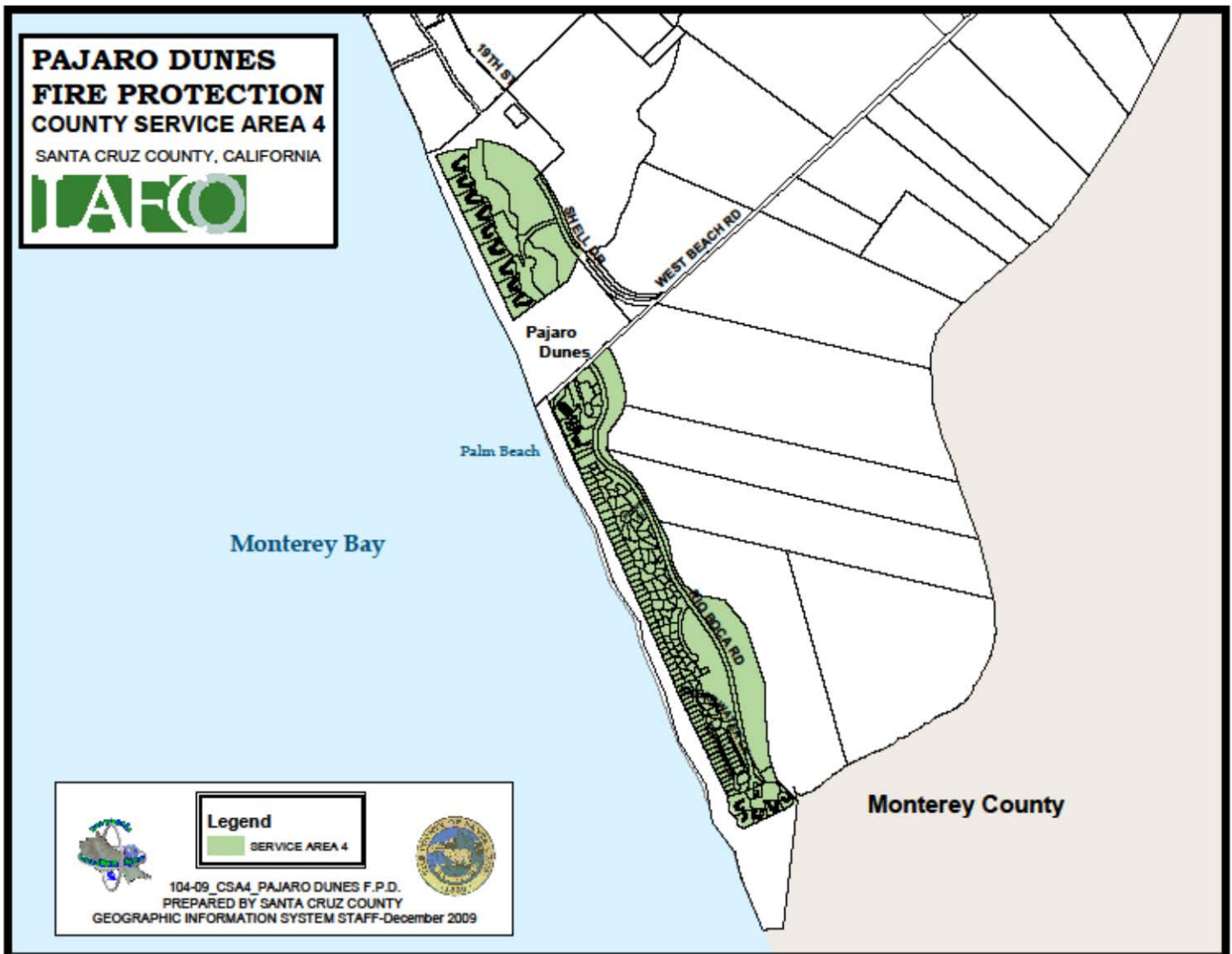
**CSA 4 PAJARO DUNES**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**CSA 4 PAJARO DUNES**

**SPHERE OF INFLUENCE MAP**



*END OF SPHERE REVIEW*



**Project Name:** 2016 Service and Sphere Review for  
*COUNTY SERVICE AREA 48 COUNTY FIRE*

**Prepared By:** Name: Ian Larkin  
Title: Fire Chief  
Address: 6059 Highway 9, Felton CA 95018  
  
Phone: 831-335-5353  
Email: [ian.larkin@fire.ca.gov](mailto:ian.larkin@fire.ca.gov)

**Date:** 7/11/16

**Website:** [www.santacruzcountyfire.com](http://www.santacruzcountyfire.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
John Leopold	1 <sup>st</sup> District Supervisor	2008	2020
Zach Friend	2 <sup>nd</sup> District Supervisor	2012	2020
Ryan Coonerty	3 <sup>rd</sup> District Supervisor	2014	2018
Greg Caput	4 <sup>th</sup> District Supervisor	2010	2018
Bruce McPherson	5 <sup>th</sup> District Supervisor	2012	2020

### AGENCY PROFILE

The County Service Area 48 (County Fire) was formed on December 30, 1985 and operates under the authority of the California Government Code Section 25210.1 et seq. (County Service Area Law). The district operates in a 286-square mile area of rural Santa Cruz County. The irregularly shaped service area is the portion of Santa Cruz County located outside cities, fire protection districts, and CSA 4 (Pajaro Dunes). County Fire is staffed via a contract with Cal Fire.

County Fire's stations are located at:

<b>CAL FIRE / COUNTY FIRE STATIONS</b>		
<b>NAME</b>	<b>ADDRESS</b>	<b>STAFFING</b>
Big Creek Station	25 Swanton Road, Davenport	CAL FIRE Year round
Burrell Station	20250 Highland Way, Los Gatos	CAL FIRE Year round
Corralitos Station	120 Eureka Canyon Rd., Watsonville	CAL FIRE Year round & Volunteer
Fall Creek Station (County owned)	7272 Empire Grade, Santa Cruz	CAL FIRE Year round
Saratoga Summit Station	12900 Skyline Blvd., Los Gatos	CAL FIRE Year round
<b>COUNTY FIRE VOLUNTEER FIRE STATIONS</b>		
<b>NAME</b>	<b>ADDRESS</b>	<b>STAFFING</b>
Davenport Station	75 Marine View Avenue, Davenport	Volunteer
Martin Station	975 Martin Road, Santa Cruz	Volunteer
McDermott Station	7276 Empire Grade, Santa Cruz	Volunteer
Las Cumbres Station	18271 Las Cumbres Road, Los Gatos	Volunteer
Loma Prieta Station	17445 Old Summit Road, Los Gatos	Volunteer
<b>COUNTY FIRE VOLUNTEER FIRE COMPANIES</b>		
<b>COMPANY NUMBER</b>	<b>NAME</b>	
Company 29	South Skyline Volunteers	
Company 32	Bonny Doon Volunteers	
Company 36	Loma Prieta Volunteers	
Company 37	Davenport Volunteers	
Company 41	Corralitos Volunteers	

CSA 48 COUNTY FIRE

SERVICE REVIEW

### **SUMMARY OF POTENTIALLY SIGNIFICANT SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by "yes" or "maybe" answers to the key policy questions in the checklist and corresponding discussion on the following pages.

#### **SUMMARY**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> 1. Growth and Population                                   | <input checked="" type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                           | <input type="checkbox"/> 6. Accountability             |
| <input checked="" type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                      |
| <input checked="" type="checkbox"/> 4. Financial Ability                                       |  |

**CSA 48 COUNTY FIRE****1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency's territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency's service needs and demands?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Will projected growth require a change in the agency's sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**CSA 48 COUNTY FIRE****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**CSA 48 COUNTY FIRE****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

- e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?

**Discussion:**

- b) Ongoing structural budget deficit has resulted in reduced staffing with a heavy reliance on volunteers.  
d) Significant infrastructure needs are: station maintenance, station repairs, station relocation, as well as ongoing maintenance and repairs/replacement of aging equipment and vehicles.

Santa Cruz LAFCO acknowledges that County Fire/CSA 48 has a large, rural service area that spans a variety of rural communities. County Fire has a structural budget deficit and has been unsuccessful in passing a fire assessment increase or otherwise finding a supplemental revenues to increase its level of service. Parts of CSA 48 are located within Spheres of Influence of cities and fire protection districts. When reviewing any potential detachment from CSA 48, Santa Cruz LAFCO will examine the individual proposal's impacts and the cumulative impacts of all CSA 48 detachments upon the revenue and service area loss. If there are significant impacts, either financial mitigations will be included in the conditions of detachment, or the detachment will be denied.

**CSA 48 COUNTY FIRE****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**County Fire/County Service Area 48 Financial Summary**

Finances	FY 11-12 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget
General Fund Balance, Start of Year	\$1,768,781	2,162,287	2,599,233	3,154,360	4,117,835
<b>Revenue:</b>					
1% Property Tax	\$1,660,768	1,737,215	1,860,088	1,994,346	2,055,162
Interest	13,113	12,128	20,073	30,610	26,300
Intergovernmental	14,817	(3,260)	327,688	298,734	101,646
CSA 48 Fire Suppression Assessment	855,640	1,074,547	1,003,926	1,085,300	1,154,585
Other Charges for Service	140,364	156,128	258,168	348,398	189,000
Miscellaneous Revenues	7,200	6,883	9,616		
<b>Total Revenues</b>	<b>\$2,691,902</b>	<b>2,983,641</b>	<b>3,479,559</b>	<b>3,757,388</b>	<b>3,526,693</b>
<b>Expenditures:</b>					
Salaries and Employee Benefits	93,612	125,530	97,282	87,981	30,278
Services & Supplies	2,384,496	1,655,546	2,071,469	2,439,609	4,016,819
Other Charges	122,794	180,190	259,233	118,416	174,736
Fixed Assets	206,712	5,889	88,100	1,088,758	606,000
Operating Transfers Out		29,413			
<b>Total Expenditures</b>	<b>\$2,807,614</b>	<b>1,996,569</b>	<b>2,516,083</b>	<b>3,734,765</b>	<b>5,140,409</b>
<b>Fund Balance, End of Year</b>	<b>\$1,861,712</b>	<b>2,599,233</b>	<b>3,154,360</b>	<b>4,117,835</b>	<b>*4,167,082</b>

Fund 26105

\*Actual 6/30/16 Fund Balance



**RESERVES**

County Fire utilizes its reserves to balance its budget each year. Funding is primarily based on property tax revenues and CSA 48 fees.

County Fire oversees a pass-through account for distributing Proposition 172 funds to the Fire Chiefs Association. These funds provide for special teams (70%), long range training facility needs (15%), cooperative fire protection programs (10%), and fire prevention materials and projects (5%).

County Fire oversees a separate fund for the Santa Cruz County Hazardous Materials Team. Funding from Environmental Health, the Office of Emergency Services, and the County Fire Department are combined in this account to provide funding for the costs of the County providing emergency response to hazardous materials releases. The service is provided by a regional team under the administration of the Scotts Valley Fire Protection District.

<b>CSA 48 COUNTY FIRE FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District's last audit was prepared by Brown Armstrong for the County Comprehensive Annual Financial Report for June 30, 2015. The audit identified no serious issues.
- c) An ongoing structural budget deficit has resulted in position and service cuts. The County staff estimates that the fund balance and forecasted revenues can maintain the current service levels through the end of the 2017-18 fiscal year. The County is considering a special tax (2/3rds vote) to increase County Fire's emergency response revenues. The existence of the overlying State Fire Prevention Fee ([www.firepreventionfee.org](http://www.firepreventionfee.org)) of \$117.33 per habitable structure may make it difficult to obtain the 2/3rds vote necessary to pass a local measure.
- d) County Fire's mobile equipment replacement plan has been deferred for several years. Only necessary facility maintenance is completed.

**CSA 48 COUNTY FIRE****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	YES	MAYBE	NO
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- b) Countywide grants and multi-agency training opportunities could increase buying power in order to reduce costs.

**CSA 48 COUNTY FIRE****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- b) The County Board of Supervisors appoints a Fire Department Advisory Commission <http://www.santacruzcountyfire.com/fdac.html> to advise it on County Fire Department matters.

**CSA 48 COUNTY FIRE**

**7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**CSA 48 COUNTY FIRE**

**MISSION STATEMENT**

**CSA 48 COUNTY FIRE**

**MEETING RULES**

Board meeting rules are available at:

[www.codepublishing.com/CA/SantaCruzCounty/?SantaCruzCounty02/SantaCruzCounty0202.html](http://www.codepublishing.com/CA/SantaCruzCounty/?SantaCruzCounty02/SantaCruzCounty0202.html)

*END OF SERVICE REVIEW*

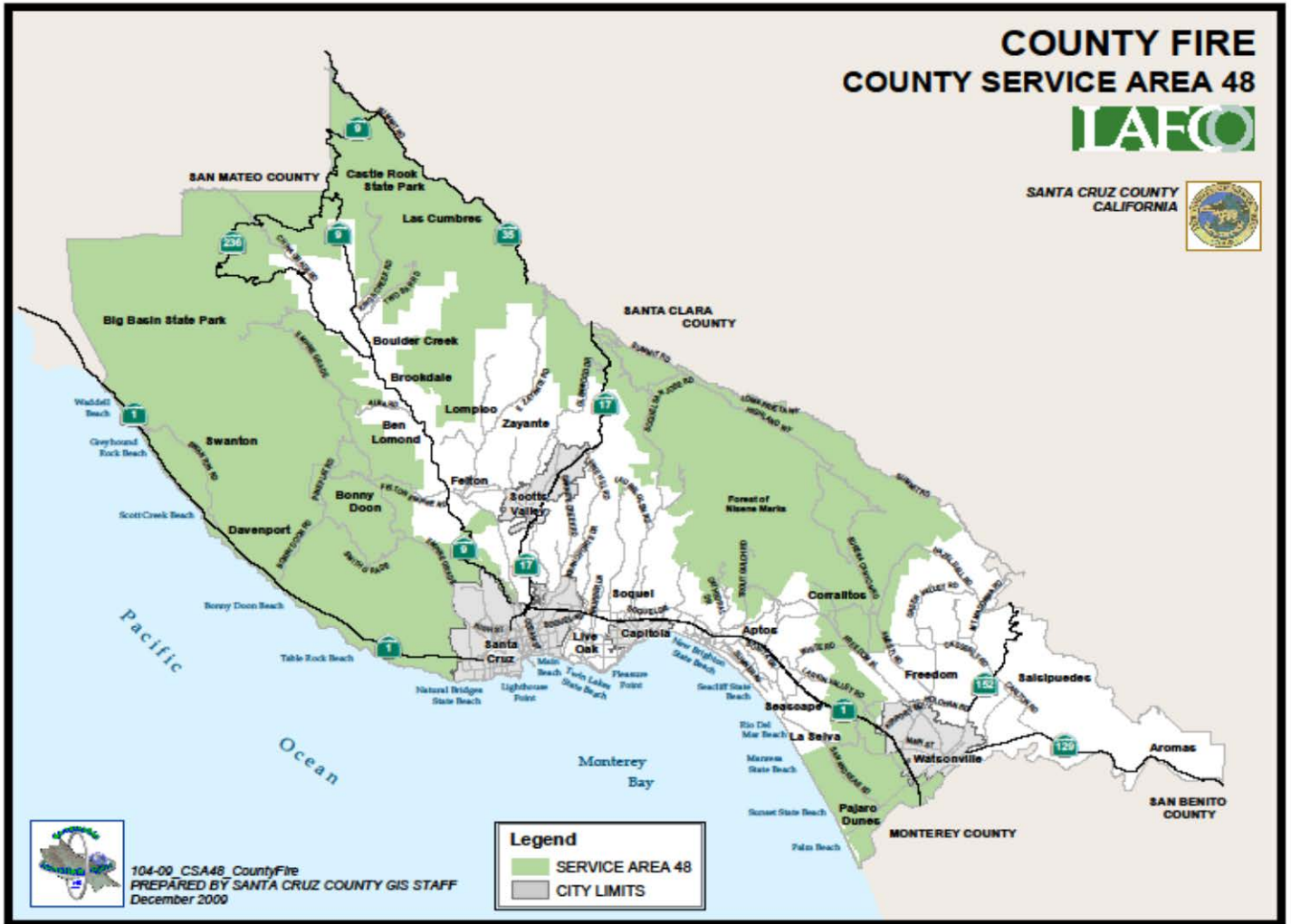
**CSA 48 COUNTY FIRE**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

CSA 48 COUNTY FIRE

SPHERE OF INFLUENCE MAP



END OF SPHERE REVIEW



**Project Name:** 2016 Service and Sphere Review for  
*FELTON FIRE PROTECTION DISTRICT*

**Prepared By:** Name: Ron Rickabaugh  
Title: Fire Chief  
Address: 131 Kirby St., Felton CA 95018  
  
Phone: 831-335-4422  
Email: [rickabaugh@feltonfire.com](mailto:rickabaugh@feltonfire.com)

**Date:** 6/8/16

**Website:** [www.feltonfire.com](http://www.feltonfire.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Bob Geline	Director	1996	2016
David Ladd	Appointed Director	2016	2016
Jim Anderson	Director	1999	2018
Mark Lilley	Chair	2004	2018
Steve Richmond	Director	1988	2016

**AGENCY PROFILE**

The Felton Fire Protection District was formed on October 23, 1946 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 7-square mile area of the San Lorenzo Valley. The district’s station is located at 131 Kirby Street in Felton.

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- 1. Growth and Population
- 2. Disadvantaged Unincorporated Communities
- 3. Capacity, Adequacy & Infrastructure to Provide Services
- 4. Financial Ability
- 5. Shared Services
- 6. Accountability
- 7. Other

**FELTON FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**FELTON FPD**

**2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency’s sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency’s sphere of influence that is considered “disadvantaged” (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**FELTON FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**FELTON FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

<b>Felton FPD Financial Summary</b>				
<b>Finances</b>	<b>FY 03-04</b>	<b>FY 10-11</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	Actual	Actual	Actual	Budget
<b>General Fund Balance, Start of Year</b>			<b>\$1,148,576</b>	<b>\$1,266,648</b>
<b>Revenue:</b>				
1% Property Tax	\$466,307	\$575,362	\$618,168	\$623,779
Interest	\$3,162	\$20,914	\$37,889	\$34,600
Intergovernmental		\$6,071	\$6,267	\$4,499
Charges for Services			\$2,625	\$1,500
Rents & Concessions	\$10,434			
Other Miscellaneous Revenues	\$12,179	\$1,611	\$1,219	\$2,500
Other Financing Sources			\$7,352	
Fines, Forfeitures & Assessments		\$1,054		
<b>Total Revenue</b>	<b>\$492,082</b>	<b>\$605,012</b>	<b>\$673,520</b>	<b>\$666,878</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$197,681	\$568,569	\$349,877	\$407,620
Services & Supplies	\$125,570	\$172,394	\$172,622	\$314,002
Fixed Assets	\$25,037	\$5,310	\$33,002	\$607,500
Contingencies				\$600,000
<b>Total Appropriations</b>	<b>\$348,288</b>	<b>\$746,273</b>	<b>\$555,501</b>	<b>\$1,929,122</b>
<b>General Fund Balance, End of Year</b>	<b>\$383,369</b>	<b>\$1,475,283</b>	<b>\$1,266,648</b>	<b>*\$1,32,474</b>

Fund 76515

\*Actual 6/30/16 Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received. It funds non-recurring costs through its general fund. It has no other types of funds.

Felton FPD maintains a trust account for the San Lorenzo District Fire Council. The Fire Council members share a demonstration trailer, breathing apparatus maintenance equipment, and some hoses.



<b>FELTON FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District's last audit was prepared by Armanino LLP for the fiscal year ending June 30, 2015. The audit identified no serious issues. The audit included the GASB 68 pension liability reporting.
- c) Felton Fire has one of the lowest tax rates of any local fire districts.
- f) No debt.

**FELTON FPD****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- b) Currently, there is a grant application pending that includes most fire agencies in the County.

**FELTON FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The Santa Cruz County Grand Jury issued a report on June 21, 2016 that was critical of the District's process to dispose of surplus real estate:  
[www.co.santa-cruz.ca.us/Portals/0/County/GrandJury/GJ2016\\_final/FeltonFireSurplusLandSale.pdf](http://www.co.santa-cruz.ca.us/Portals/0/County/GrandJury/GJ2016_final/FeltonFireSurplusLandSale.pdf).  
 The District's response has not yet been posted on the Grand Jury's website.
- e) Redesign of the web page is in progress and posting the budget will be addressed then. Posting on the web page may prove helpful.

**FELTON FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**FELTON FPD**

**MISSION STATEMENT**

The Felton Fire Protection District’s mission is to be an effective emergency service organization serving the residents, business and property owners, and visitors of Felton, with quality fire suppression, emergency medical services, rescue, fire prevention, and public education. In carrying out this mission, the Felton Fire Protection District will:

- Provide priority to fire fighter safety,
- Encourage the educational and personal development of the fire district personnel,
- Promote positive attitudes and teamwork to take full advantage of our skills, knowledge and creativity,
- Communicate openly and honestly to our members and community to inspire trust and confidence.

**FELTON FPD**

**MEETING RULES**

The Board follows the Brown Act.

*END OF SERVICE REVIEW*

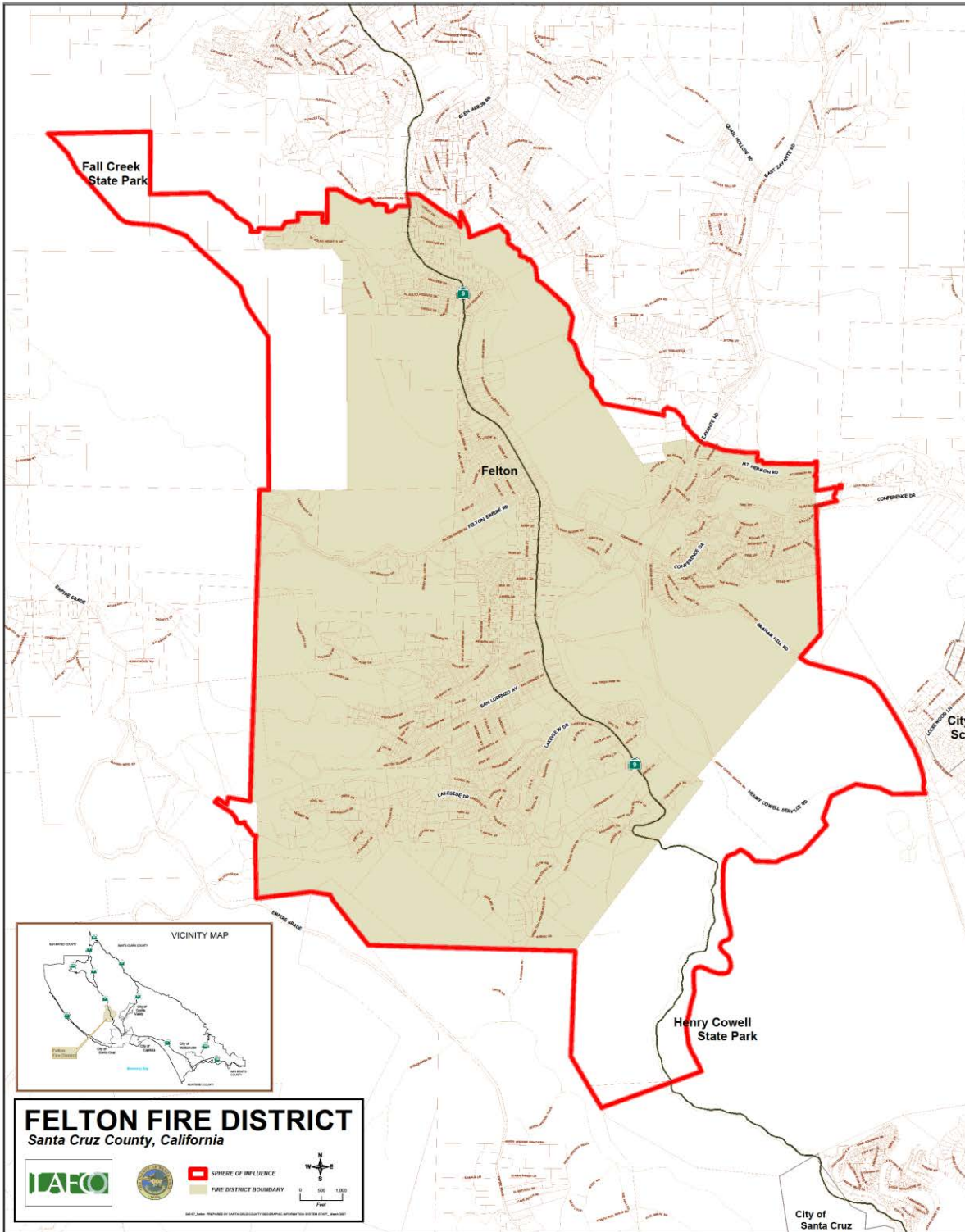
**FELTON FPD**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

FELTON FPD

SPHERE OF INFLUENCE MAP



END OF SPHERE REVIEW



**Project Name:** 2016 Service and Sphere Review for  
*PAJARO VALLEY FIRE PROTECTION DISTRICT*

**Prepared By:** Name: Greg Estrada  
Title: Battalion Chief  
Address: 562 Casserly Road, Watsonville CA 95076

Phone: 831-728-8290  
Email: [greg.estrada@fire.ca.gov](mailto:greg.estrada@fire.ca.gov)

**Date:** 6/28/16

**Website:** [www.pajarovalleyfire.com](http://www.pajarovalleyfire.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Celeste Tabriz-Freedman	Director	2010	2018
Dave Martone	President	2008	2016
Jake Retz	Director	2014	2016
Kendel White	Director	2012	2018
Sarah Chauvet	Vice President	2012	2016

## AGENCY PROFILE

The Pajaro Valley Fire Protection District was formed via a consolidation of the Freedom and Salsipuedes Fire Protection Districts on November 1, 1995. It operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 47-square mile area of the south county. The district's station is located at 562 Casserly Road in the rural Salsipuedes area of Watsonville. The district contracts with CALFire to staff their station. The district also contracts with the City of Watsonville Fire Department for the city to respond to the portions of the Freedom area that are closer to Watsonville Station 2 on Airport Blvd. than the district's station on Casserly Road.

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |   |   |
|---|---|
| <input type="checkbox"/> 1. Growth and Population                                   | <input type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                | <input type="checkbox"/> 6. Accountability  |
| <input type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other           |
| <input type="checkbox"/> 4. Financial Ability                                       |   |

**PAJARO VALLEY FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**PAJARO VALLEY FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**PAJARO VALLEY FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Pajaro FPD Financial Summary**

<b>Finances</b>	<b>FY 03-04</b>	<b>FY 10-11</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	Actual	Actual	Actual	Budget
General Fund Balance, Start of Year			\$394,403	\$372,003
<b>Revenue:</b>				
1% Property Tax	\$999,831	\$1,402,857	\$1,570,119	\$1,593,900
Interest	\$7,709	\$5,850	\$4,821	\$2,000
Intergovernmental		\$10,553	\$10,587	\$10,000
Charges for Services		\$378,678	\$29,604	\$26,500
Fire Protection Assessment (Tax)	\$140,311			
Dispatch Services	\$60,000			
Plan Check Fees	\$70,192			
Other (Miscellaneous) Revenues	\$5,969	\$603	\$21,192	
Other Financing Sources		\$9,995	\$116,700	\$115,800
<b>Total Revenue</b>	<b>\$1,284,012</b>	<b>\$1,808,536</b>	<b>\$1,753,023</b>	<b>\$1,748,200</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$34,654	\$1,164	\$1,077	\$1,400
Services & Supplies	\$942,442	\$1,630,741	\$1,547,249	\$1,797,600
Other Charges (Long Term Debt)	\$2,460	\$69,595	\$2,844	\$3,300
Fixed Assets	\$23,993	\$4,778	\$30,935	\$704,400
Contingencies				\$100,000
Other Financing Uses			\$110,200	\$108,200
Operating Transfers Out	\$276,951			
<b>Total Appropriations</b>	<b>\$1,280,500</b>	<b>\$1,706,278</b>	<b>\$1,692,305</b>	<b>\$2,714,900</b>
General Fund Balance, End of Year	\$361,571	\$376,613	\$372,003	*\$531,481

Fund 76546

\* Actual 6/30/16 Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received.

The District maintains the following special-purpose fund: Capital Outlay \$595,768 (as of June 30, 2015)  
This can be used for station improvements, engines, and equipment.



<b>PAJARO VALLEY FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District's last audit was prepared by Armanino LLP for the fiscal year ending June 30, 2015. The audit identified a material weakness in that the smallness of the District did not allow sufficient staffing to prepare detailed financial disclosures. The audit also noted that the District's fund balance is decreasing.

**PAJARO VALLEY FPD****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**PAJARO VALLEY FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

d) The budget is available at:

<http://www.pajarovalleyfire.com/financials/Resolution%202015-06%20Final%20Budget%20Fy%2015-16.pdf>

**PAJARO VALLEY FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**PAJARO VALLEY FPD****MISSION STATEMENT**

The Pajaro Valley Fire Protection District shall protect the lives and property of the residents and visitors with highly trained and committed fire prevention and suppression personnel. We will operate in a safe and fiscally responsible manner and continuously tailor ourselves to the needs of the community.

**END OF SERVICE REVIEW**

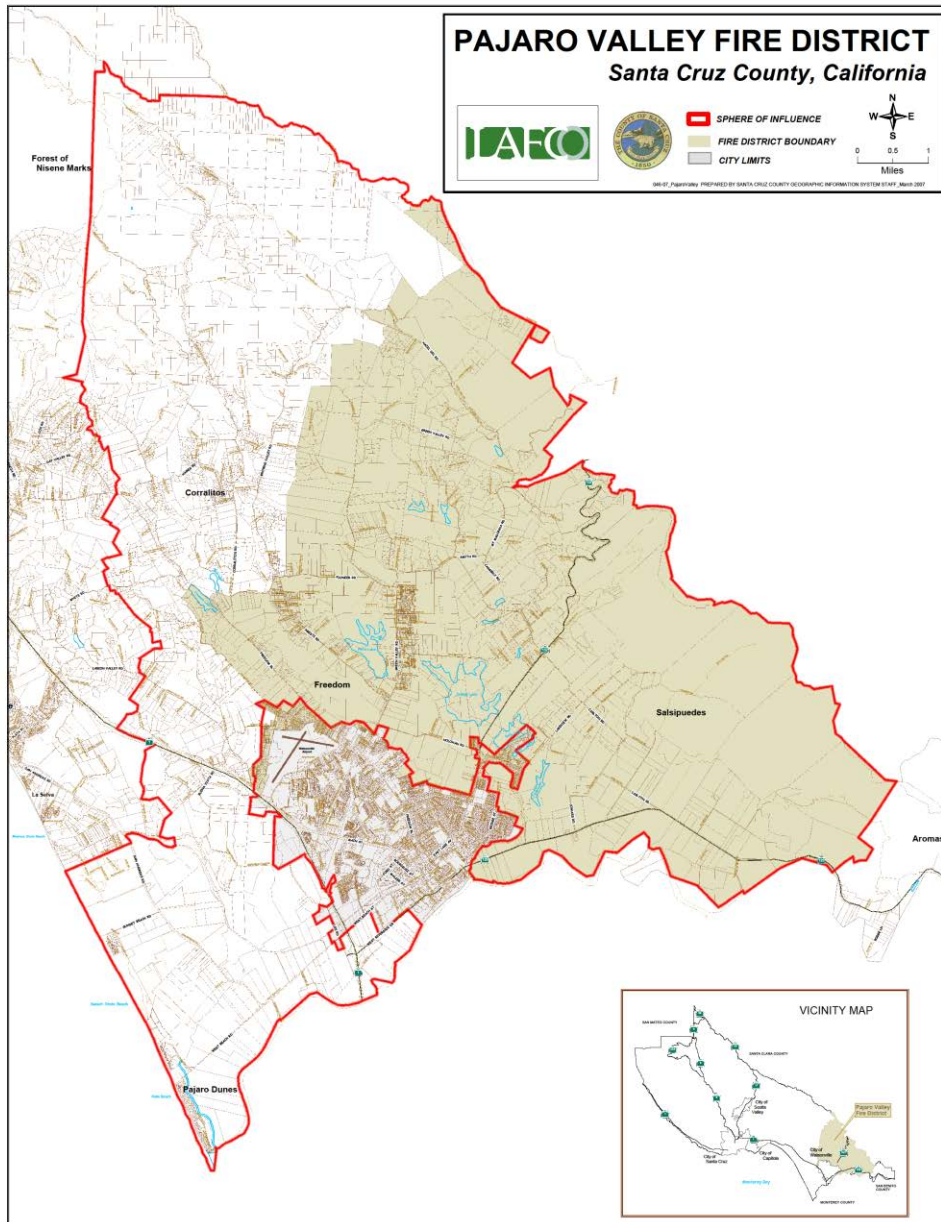
**PAJARO VALLEY FPD**

**SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**PAJARO VALLEY FPD**

**SPHERE OF INFLUENCE MAP**



**END OF SPHERE REVIEW**



**Project Name:** 2016 Service and Sphere Review for  
*SCOTTS VALLEY FIRE PROTECTION DISTRICT*

**Prepared By:** Name: Daniel Grebil  
Title: Fire Chief & Board Secretary  
Address: 7 Erba Lane, Scotts Valley CA 95066

Phone: 831-438-0211  
Email: [dgrebil@scottsvalleyfire.com](mailto:dgrebil@scottsvalleyfire.com)

**Date:** 6/21/16

**Website:** [www.scottsvalleyfire.com](http://www.scottsvalleyfire.com)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Alan Smith	Director	2003	2016
Art Smith	Director	2004	2016
Jane Armstrong	Director	2002	2016
Joshua Warren	Director	2010	2018
Robert Campbell	Director	2014	2018

**SCOTTS VALLEY FPD**

**AGENCY PROFILE**

The Scotts Valley Fire Protection District was formed on July 3, 1956 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 22-square mile area of urban and rural Scotts Valley and Pasatiempo. The district's two stations are located:

- Station 1 7 Erba Lane, Scotts Valley
- Station 2 251 Glenwood Drive, Scotts Valley

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |   |  |
|---|--|
| <input type="checkbox"/> 1. Growth and Population                                   | <input checked="" type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                | <input checked="" type="checkbox"/> 6. Accountability  |
| <input type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                      |
| <input type="checkbox"/> 4. Financial Ability                                       |  |

**SCOTTS VALLEY FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**SCOTTS VALLEY FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence. See page 6 for location and discussion of disadvantaged communities.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SCOTTS VALLEY FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**SCOTTS VALLEY FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Scotts Valley FPD Financial Summary**

<b>Finances</b>	<b>FY 03-04</b>	<b>FY 10-11</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	Actual	Actual	Actual	Budget
<b>General Fund Balance, Start of Year</b>			<b>\$534,149</b>	<b>\$755,880</b>
<b>Revenue:</b>				
1% Property Tax	\$4,075,367	\$5,167,124	\$5,575,301	\$5,635,636
Interest	\$1,171	\$12,462	\$7,876	\$4,650
Licenses, Permits & Franchises	\$48,371	\$26,885	\$40,071	\$30,000
Intergovernmental	\$30,334	\$285,350	\$396,702	\$460,726
Charges for Services		\$87,972	\$37,770	\$32,400
Other Revenue – State	\$99,206			
Other (Miscellaneous) Revenues	\$66,310	\$26,730	\$16,801	\$10,000
Other Financing Sources		\$3,202,158	\$50,000	\$100,000
<b>Total Revenue</b>	<b>\$4,320,759</b>	<b>\$8,808,681</b>	<b>\$6,124,521</b>	<b>\$6,273,412</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$3,801,450	\$4,929,333	\$4,784,189	\$4,831,294
Services & Supplies	\$370,008	\$619,349	\$457,888	\$414,317
Other Charges (Long Term Debt)	\$76,349	\$3,467,717	\$433,442	\$432,596
Fixed Assets		\$42,379	\$29,490	\$566,319
Other Financing Uses			\$50,000	\$70,000
<b>Total Appropriations</b>	<b>\$8,634,876</b>	<b>\$9,058,778</b>	<b>\$5,755,009</b>	<b>\$6,314,526</b>
<b>General Fund Balance, End of Year</b>	<b>\$481,217</b>	<b>\$399,343</b>	<b>\$755,880</b>	<b>*\$1,172,186</b>
<b>Fund Balance, End of Year (Zone A)</b>	<b>\$323,263</b>	<b>\$884,709</b>	<b>\$682,136</b>	<b>\$775,765</b>

General Fund 76585

Zone A Fund 76590

\*Actual 6/30/16 General Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received.

The District maintains the following reserve funds:

Capital Reserve \$635,873

<b>SCOTTS VALLEY FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District's last audit was prepared by Pehling & Pehling for the fiscal year ending June 30, 2015. The audit identified no serious issues. The audit included the GASB 68 pension liability recently required in audits.

**SCOTTS VALLEY FPD****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Discussion:**

- a) Fleet maintenance &/or Training Facilities?  
 b) Shared Services Agreements?  
 c) Fleet maintenance &/or Training Facilities?

In 2015, the Scotts Valley Fire Protection District entered a contract with the Branciforte Fire Protection District to provide administrative and command services to BFPD. The SVFPD Chief also functions as the chief of BFPD and that agreement is available at:

<http://www.branciforte-fire.com/wp-content/uploads/2015/09/Adiministrative-Services-Agreement-Sep-9-15.pdf>



**SCOTTS VALLEY FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**SCOTTS VALLEY FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**SCOTTS VALLEY FPD** **MISSION STATEMENT**

The Scotts Valley Fire Protection District’s Mission Statement is to protect lives, the environment and property. A further exposition is available at: [www.scottsvallyfire.com/Policies/New%20Scanned/Policy%20300.pdf](http://www.scottsvallyfire.com/Policies/New%20Scanned/Policy%20300.pdf) .

**SCOTTS VALLEY FPD** **MEETING RULES**

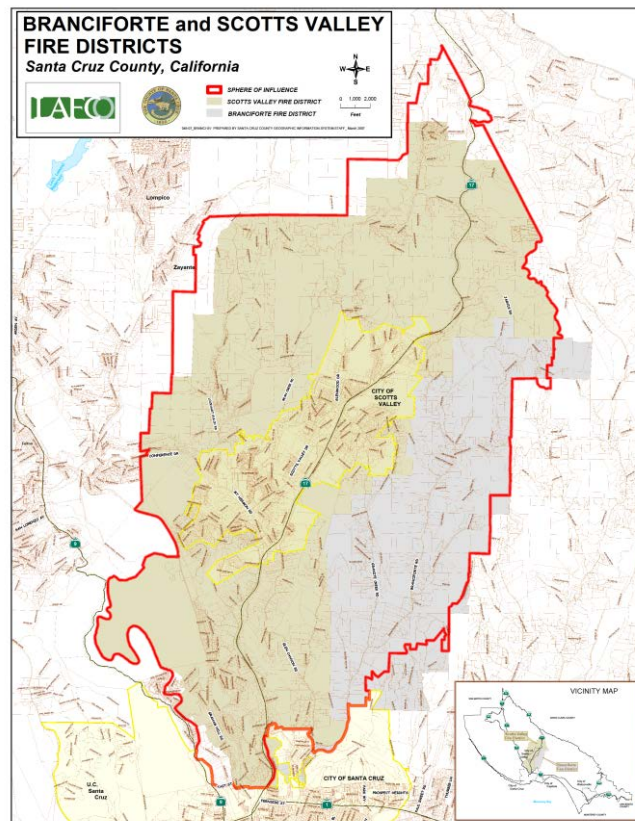
The Scotts Valley Fire Protection District’s meeting rules are available at:  
[www.scottsvallyfire.com/Policies/New%20Format/Policy%202102%20Revised%209-12-12.pdf](http://www.scottsvallyfire.com/Policies/New%20Format/Policy%202102%20Revised%209-12-12.pdf) .

*END OF SERVICE REVIEW*

**SCOTTS VALLEY FPD** **SPHERE OF INFLUENCE STUDY**

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

**SCOTTS VALLEY FPD** **SPHERE OF INFLUENCE MAP**





**Project Name:** 2016 Service and Sphere Review for  
*ZAYANTE FIRE PROTECTION DISTRICT*

**Prepared By:** Name: John Stipes  
Title: Fire Chief  
Address: 7700 East Zayante Road, Felton CA 95018

Phone: 831-335-5100  
Email: [jstipes@zayantefire.org](mailto:jstipes@zayantefire.org)

**Date:** 7/8/16

**Website:** [www.zayantefire.org](http://www.zayantefire.org)

Board of Directors Names	Title	Year of First Service on the Board	Date of Term Expiration
Byron "Lyle" Fleming	Chair	2000	2016
Garry "Tick" Herceg	Director	2001	2016
Ken Boynton	Director	2002	2016
Mary Clark	Director	2016	2018
Priva Tarbet	Director	2001	2018

## AGENCY PROFILE

The Zayante Fire Protection District was formed on January 22, 1957 and operates under the authority of the California Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). The district operates in a 15-square mile area of the San Lorenzo Valley. The district's main station is located at 7770 East Zayante Road, Felton. It has equipment stationed at two un-staffed locations:

Station 2    Lompico            10580 Lompico Road, Felton  
Station 3    Upper Zayante    15585 Upper Zayante Road (at White Rock Road), Los Gatos.

**SUMMARY OF POTENTIALLY SIGNIFICANT  
SERVICE REVIEW DETERMINATIONS**

The service review determinations below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages.

**SUMMARY**

- |   |  |
|---|--|
| <input type="checkbox"/> 1. Growth and Population                                   | <input checked="" type="checkbox"/> 5. Shared Services |
| <input type="checkbox"/> 2. Disadvantaged Unincorporated Communities                | <input checked="" type="checkbox"/> 6. Accountability  |
| <input type="checkbox"/> 3. Capacity, Adequacy & Infrastructure to Provide Services | <input type="checkbox"/> 7. Other                      |
| <input type="checkbox"/> 4. Financial Ability                                       |  |

**ZAYANTE FPD**

**1. GROWTH AND POPULATION**

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on your agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s sphere of influence boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**ZAYANTE FPD****2. DISADVANTAGED UNINCORPORATED COMMUNITIES**

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to your agency's sphere of influence.

	YES	MAYBE	NO
a) Does your agency provide water or sanitary sewer service? If no, skip questions b) and c).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency aware of any area(s) within or adjacent to your agency's sphere of influence that is considered "disadvantaged" (80% or less of the statewide median household income) that does not already have access to public water or sanitary sewer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Is it is feasible for your agency to extend service to the disadvantaged unincorporated community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ZAYANTE FPD****3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES**

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

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding your agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- d) The 2016 merger of the Lompico County Water District and the San Lorenzo Valley Water District is resolving fire flow concerns in the Lompico area of the Zayante Fire Protection District.

**ZAYANTE FPD****4. FINANCIAL ABILITY**

Financial ability of agencies to provide services.

**Zayante FPD Financial Summary**

<b>Finances</b>	<b>FY 03-04</b>	<b>FY 10-11</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
	Actual	Actual	Actual	Budget
<b>Fund Balance, Start of Year (General Fund)</b>			<b>\$310,284</b>	<b>\$435,586</b>
<b>Revenue:</b>				
1% Property Tax	\$276,955	\$353,719	\$371,537	\$370,682
Interest	\$1,353	\$2,510	\$1,890	\$1,800
Intergovernmental		\$29,008	\$76,457	\$218,846
Charges for Services		\$5,159	\$1,245	\$1,200
Fire Protection Assessment (Tax)	\$72,935			
Inspection Fees	\$7,522			
Other (Miscellaneous) Revenues	\$17,222	\$29,785	\$2,194	\$7,559
<b>Total Revenue</b>	<b>\$375,987</b>	<b>\$420,181</b>	<b>\$453,323</b>	<b>\$600,087</b>
<b>Appropriations:</b>				
Salaries and Employee Benefits	\$136,941	\$229,132	\$242,444	\$473,168
Services & Supplies	\$89,396	\$129,085	\$84,975	\$260,153
Other Charges (Long Term Debt)	\$68,606	\$83,034	\$603	\$1,500
Fixed Assets	\$28,106	\$4,744		\$165,000
Contingencies				\$107,179
<b>Total Appropriations</b>	<b>\$323,049</b>	<b>\$445,995</b>	<b>\$328,022</b>	<b>\$1,007,000</b>
<b>Fund Balance, End of Year (General Fund)</b>	<b>\$196,105</b>	<b>\$380,367</b>	<b>\$435,586</b>	<b>*\$469,632</b>

Fund 76645

\* Actual 6/30/16 Fund Balance

**RESERVES**

The District uses its General Fund balance to help cover the dry-period operating costs each year until the property tax revenues are received.

The District maintains a special-purpose fund (Fund 35125) to pay off debt service for fire station improvements. In FY 2015-16, the District collected and budgeted approximately \$43,000 for the debt payments.

<b>ZAYANTE FPD FINANCIAL ABILITY</b>	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) In the last five years, has your agency failed to obtain an independent audit, or adopted its budget late?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Is your agency lacking adequate reserves to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is your agency's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Is improvement needed in the organization's financial policies to ensure its continued financial accountability and stability?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Is the organization's debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) The District's last audit was prepared by Berger Lewis LLP for the fiscal year ending June 30, 2013. The audit identified no serious issues. The audit discussed fire engine loans and fire station bonds. An audit for June 30, 2015 is under preparation.

**ZAYANTE FPD****5. SHARED SERVICES AND FACILITIES**

Status of, and opportunities for, shared facilities.

	<b>YES</b>	<b>MAYBE</b>	<b>NO</b>
a) Are there any opportunities for your agency to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- a) & b) As a small district, the Zayante FPD remains open to additional opportunities to share services and facilities with neighboring agencies.

**ZAYANTE FPD****6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES**

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

	YES	MAYBE	NO
a) Are there any issues with your agency's meetings being accessible and well publicized? Are there any issues with your agency failing to comply with financial disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is your agency's budget unavailable to the public via the internet?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Are there any recommended changes to your agency's structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Discussion:**

- d) The Zayante Fire Protection District maintains a website (<http://www.zayantefire.org/>) and should consider posting its budget on the website.

**ZAYANTE FPD****7. OTHER ISSUES**

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

	YES	MAYBE	NO
a) Are there any other service delivery issues that the agency wants addressed in the service and sphere review process?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**ZAYANTE FPD****MISSION STATEMENT**

The purpose of the Zayante Fire Protection District is:

- Fire prevention
- Fire detection and suppression
- To provide emergency and medical care to the sick and injured
- To provide public service as needed



ZAYANTE FPD

MEETING RULES

The District's meeting rules are posted on its website:  
<http://www.zyantefire.org/zfpd/index.php?id=84>

END OF SERVICE REVIEW

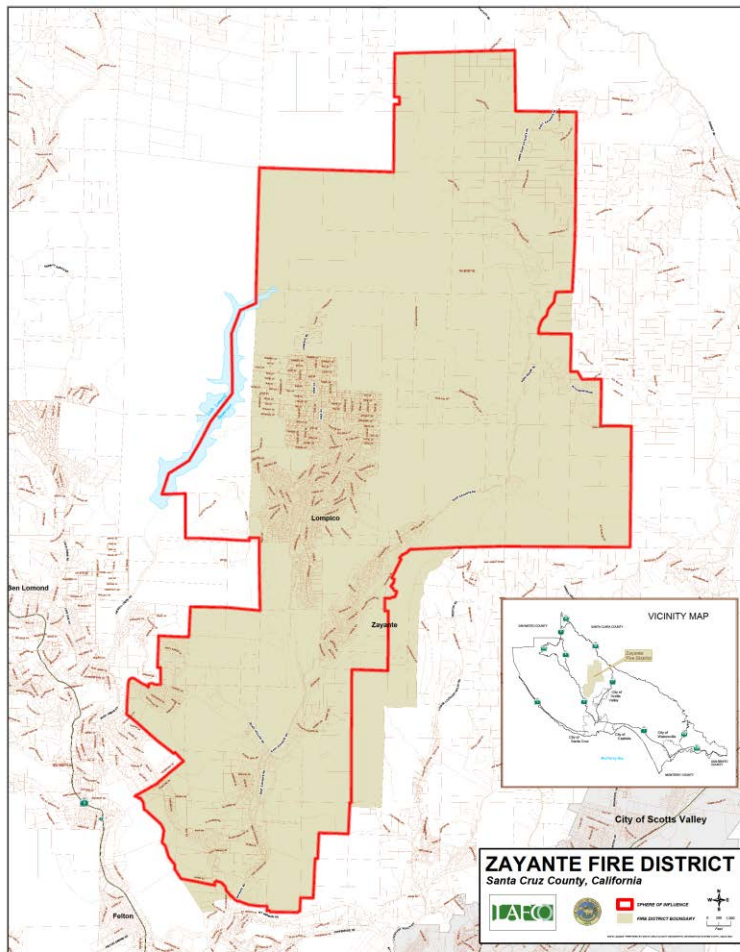
ZAYANTE FPD

SPHERE OF INFLUENCE STUDY

- The agency is not proposing any changes in the currently adopted Sphere of Influence Map, and LAFCO staff has not identified any changes to recommend.
- The agency is proposing changes in the adopted sphere of influence map.
- The LAFCO staff is proposing changes in the adopted sphere of influence map.

ZAYANTE FPD

SPHERE OF INFLUENCE MAP



END OF SPHERE REVIEW

## Bibliography

2014-15 Santa Cruz County Civil Grand Jury Report: Santa Cruz County Fire Protection Districts  
Response Times, Mutual Aid, and Consolidation

South County Fire Service Study, Prepared by Dudek Engineering + Environmental for Santa Cruz LAFCO, May 2007

Countywide Service Reviews, Prepared by Dudek Engineering + Environmental for Santa Cruz LAFCO, May 2007

Santa Cruz Regional 9-1-1 Reports for 2014 and 2015

California Disadvantaged Communities Mapping Tool, <https://giswater.ca.gov/app/dacs/>, accessed on June 22, 2016.

## Audits

<u>Agency</u>	<u>Audit Date(s)</u>	<u>CPA</u>
Aptos/La Selva	June 30, 2015	Armanino
Aromas Tri-County	June 30, 2014 and 2015	Armanino
Ben Lomond	June 30, 2012 and 2013	Berger Lewis
Boulder Creek	June 30, 2015	Don Cole
Branciforte	June 30, 2013 and 2014	Pehling & Pehling
Central	June 30, 2014 and 2015	Armanino
CSA 4	June 30, 2105 CAFR	Brown Armstrong
CSA 48	June 30, 2015 CAFR	Brown Armstrong
Felton	June 30, 2014 and 2015	Armanino
Pajaro Valley	June 30, 2015	Armanino
Scotts Valley	June 30, 2015	Pehling & Pehling
Zayante	June 30, 2012 and 2013	Berger Lewis

## Appendix A Disadvantaged Block Groups

Block Group ID Number	Area	Population	Median Household Income	Fire Agency	Deficiency
60871002005	Santa Cruz Grant Berry	1,531	\$39,600	Santa Cruz	No
60871002006	Santa Cruz N. Ocean	1,436	\$33,077	Santa Cruz	No
60871002007	Santa Cruz Emeline	366	\$31,464	Santa Cruz	No
60871003001	Santa Cruz River Hwy 9	1,416	\$48,750	Santa Cruz	No
60871004002	UCSC Cowell Stevenson	1,170	\$0	Santa Cruz	No
60871004003	UCSC Kresge Oakes Crown	5,202	\$27,857	Santa Cruz	No
60871008001	Santa Cruz Soq. Seabright	1,285	\$47,396	Santa Cruz	No
60871008003	Santa Cruz Water Ocean	968	\$27,295	Santa Cruz	No
60871008006	Santa Cruz Pine St.	576	\$48,042	Santa Cruz	No
60871009002	Santa Cruz Frederick	1,525	\$40,703	Santa Cruz	No
60871010001	Santa Cruz Downtown	2,090	\$30,208	Santa Cruz	No
60871010003	Santa Cruz Laurel	611	\$23,083	Santa Cruz	No
60871010004	Santa Cruz Beach Flats	433	\$24,667	Santa Cruz	No
60871010006	Santa Cruz California Bay	2,262	\$35,784	Santa Cruz	No
60871010007	Santa Cruz Beach Hill	1,588	\$38,225	Santa Cruz	No
60871012001	Santa Cruz Delaware	664	\$33,036	Santa Cruz	No
60871101002	Watsonville East Beach	1,281	\$24,286	Watsonville	No
60871101001	Watsonville E. Riverside	2,993	\$42,978	Watsonville	No
60871101002	Watsonville Hushbeck Argos	1,281	\$24,286	Watsonville	No
60871102001	Watsonville Atkinson	1,506	\$48,068	Watsonville/Pajaro Valley	No
60871103001	Watsonville E. Fifth	1,360	\$38,269	Watsonville	No
60871103002	Watsonville Downtown	1,531	\$23,214	Watsonville	No
60871103003	Watsonville St. Patricks	1,635	\$43,993	Watsonville	No
60871104001	Watsonville W. Beach	2,253	\$33,377	Watsonville	No
60871104002	Watsonville Riverside	1,370	\$37,788	Watsonville	No
60871104003	Watsonville S. Green Valley	1,286	\$45,484	Watsonville	No
60871105001	Watsonville Freedom Blvd. Marin	2,696	\$28,073	Watsonville	No
60871105012	Watsonville Hammer Dr.	1,962	\$31,108	Watsonville	No
60871105011	Watsonville Callahan	2,696	\$28,073	Watsonville	No
60871106003	Watsonville Airport Rd.	1,042	\$32,234	Watsonville	No
60871106005	Watsonville Ross Lawrence	840	\$44,135	Watsonville	No
60871107001	Freedom Blvd. Bowker	1,635	\$45,156	Pajaro Valley	No
60871107003	Freedom Airport	970	\$45,060	Pajaro Valley	No
60871109004	Watsonville Freedom Stewart	2,338	\$23,438	Watsonville/Pajaro Valley	No
60871205004	North Boulder Creek	974	\$39,519	Boulder Creek	No
60871207001	Mt. Hermon	1,030	\$48,549	Felton	No
60871213004	Live Oak Soquel Dr.	895	\$39,048	Central	No
60871215005	Live Oak Portola Corcoran	1,429	\$23,896	Central	No
60871216001	Live Oak 30th	861	\$43,980	Central	No
60871216005	Capitola 38th	951	\$30,440	Central	No
60871217004	Capitola Jade 45th 47th	1,688	\$42,039	Central	No
60871220014	Soquel Cliffwood	512	\$34,000	Central	No
60871220035	Soquel 41st	686	\$41,944	Central	No
60871222014	Aptos Freedom Blvd. North	903	\$40,446	Aptos La Selva	No
60871223001	San Andreas	842	\$42,000	Pajaro Valley/CSA 4 Pajaro Dunes	No
60871224006	Aptos Freedom Blvd. South	707	\$45,461	Aptos La Selva	No
60871224004	Corralitos	790	\$44,630	CSA 48 County Fire	No
60871231001	Amesti	1,406	\$49,185	Pajaro Valley	No
TOTAL		67,472			