



Agenda Item 6d (Consent/Information)

TO: Local Agency Formation Commission

PREPARED BY: Dawn Mittleman Longoria, Assistant Executive Officer DML

MEETING DATE: June 5, 2023

SUBJECT: CALAFCO Staff Workshop, April 2023

Workshop Session: Fire Consolidations – What could go wrong or right?

Session: *Learn from experienced professionals about avoiding pitfalls and achieving successful outcomes.*

Two recent fire district reorganizations/consolidations will be discussed by a panel of professionals. Each of the panelist has been involved in the creation and/or implementation of these projects. Learn the keys to developing a sound plan for initiating and implementing the project. Learn what worked and what didn't work and why. Learn the best way to set your LAFCO up for success.

Panel Members: Leader – Dawn Mittleman Longoria, Napa LAFCO

Panelists – Patrick McCormick, Santa Cruz LAFCO, retired
Chief Jason Nee, Central Fire, Santa Cruz
Chief Mark Duerr, South Placer Fire

Background:

The Workshop planning committee chose two examples of previous fire consolidations. The purpose was to analyze post-consolidation realities, with a focus on the specific details that affect the outcome of a reorganization/consolidation. Specifically, what LAFCO can do to set the stage for success.

The Santa Cruz fire consolidation was chosen as the success story. Prior to coming to Napa LAFCO, your Assistant Executive Officer served as the Project Manager for this MSR/consolidation study. Therefore, the planning committee requested that she serve as leader of the panel.

The South Placer Fire consolidation was chosen as an example with numerous issues. Chief Duerr was not involved in the original project but inherited the situation.

Summary: Fire Agencies Need LAFCO's Help to Achieve Successful Consolidations

1. How LAFCO can help

- a. Provide sample resolutions
- b. Establish detailed timelines
- c. Facilitate stakeholder meetings
- d. Utilize contacts throughout the state (i.e., CalPERS, elected officials)
- e. Establish working relationships with districts
- f. Assist with feasibility study (all participants should pay some)
- g. EO involved early on

2. Ideas unite-details divide

- a. Emotional issues are hard to manage, common sense and logic are not always appreciated
- b. Trust and respect take time to develop
- c. Mechanics of consolidation versus people and emotion

3. Consolidation is the future

- a. LAFCOs are the experts
- b. Fire agencies want to deliver world class service, they recognize the need to consolidate, but can't do it without LAFCO

4. Understand fire service culture

- a. The two things fire service hates: change and the way things are
- b. Fire service is unique

5. Important aspects of successful fire studies

- a. MSR process is crucial
- b. Develop relationships early
- c. Maintain transparency
- d. Involve stakeholders in development of the study
- e. Include representatives of governance, administration, union, volunteers, and community
- f. Study fire service regionally, coordination among agencies is essential
- g. Understand fire service: operations, procedures, standards of coverage, prevention, suppression, training, education, facilities, equipment, funding, long-range planning, succession planning, risk analysis, service capabilities, service area and more

ATTACHMENTS

None