

ROSS VALLEY FIRE DEPARTMENT STAFF REPORT



For the meeting of: April 18, 2018

To: Board of Directors

From: Roger Meagor, Acting Fire Chief
Jason Weber, Marin County Fire Chief

Subject: Discussion/consideration of Summary Report on Executive Management
Shared Services

RECOMMENDATIONS:

Discuss and consider the Report and provide direction to staff, as appropriate.

BACKGROUND

Since September, Ross Valley Fire has been exploring options to fill the vacant Fire Chief position. The options include conducting a traditional Fire Chief recruitment or entering into an agreement with another fire agency to provide a Fire Chief and administrative services. In November, the Department held a public workshop to receive input from the Board, Department staff, and public members. At the December Board meeting, Marin County Fire Chief Jason Weber gave a presentation outlining the basic concept of a shared service option. Following the presentation, in consideration of the discussions to date, the Board directed staff to continue to explore both options, traditional fire chief recruitment and a shared service agreement with the Marin County Fire Department.

DISCUSSION:

Staff has prepared the following executive summary for a contract for service with the Marin County Fire Department to provide a Fire Chief and administrative services. The executive summary, including the Marin County Fire Department proposal, was reviewed by Citygate Associates, Principal Stewart Gary.

With the current Fire Chief vacancy and the recognition of the increasing complexity involved to manage and provide the necessary leadership for a modern and effective fire service agency, the following service delivery model uses Marin County Fire Department's administrative structure and staff to provide the executive management and administrative support for the Ross Valley Fire Department.

An agreement with the County would include clearly established scope of services, performance measures, cost formula, billing terms, termination and dispute clauses; plus legal and liability sections. This executive summary addresses scope of services, cost formula, general contract terms, and Marin County Fire Department's approach for providing the required services.

Scope of Services:

Within the current structure, the Ross Valley Fire Chief directs, leads, manages, and oversees the activities and operations of the Department including general administration, finance, fire prevention, suppression, investigation, emergency medical services and public education. The Fire Chief coordinates all assignments and activities for all personnel, as well as coordination with other Town, County, and State agencies.

Additionally, the Fire Chief, with limited administrative staff, is intimately involved with many of the administrative functions, including finance, human resources, and general administration. The Fire Chief also serves as the Department's Fire Marshal.

In addition to the Fire Chief, the Battalion Chiefs have assumed an increased role in the Department's administration and program management, including human resources and finance, as well as program management for fire prevention and EMS.

Through a contract for service with the Marin County Fire Department, the Department is seeking services currently provided by the Fire Chief and other Department personnel that are traditionally undertaken by administrative staff.

Ross Valley Fire Department Scope of Services by Function:

Fire Chief – The Marin County Fire Department Fire Chief will serve as the Fire Chief for the Ross Valley Fire Department. The Fire Chief working under general direction of the Executive Officer, Management Committee and the Board of Directors will direct, lead, manage, and oversee the activities and operations of the Department including general administration, finance, fire prevention, suppression, training, fire investigation, emergency medical services and public education. Responsibilities require on-call duty on a regular, routine basis for consultation and actual response beyond the normal business hours. The Fire Chief represents the Department at meetings with elected officials and outside agencies; explains and interprets Department programs, policies, activities, budget, and operations.

Finance: Provide management and oversight for financial services and administration, including preparing the annual operating budget, controlling expenditures, conducting long-term financial planning, establishing financial policies, purchasing, and contract administration. Ross Valley Fire currently has an agreement with the Town of San Anselmo to provide basic financial services which include accounts receivable/payable, financial reports, and payroll processing. These services would continue to be provided by the Town of San Anselmo.

Human Resources: Manage human resource functions including benefit administration, performance management, labor law requirements, employee hiring and development, workers compensation, and health and wellness.

Community Risk Reduction: Provide management and general oversight of the department's community risk reduction programs, including fire prevention and public education. Provide Department Fire Marshal. Ross Valley Fire will provide two full-time fire inspector positions.

Emergency Medical Services (EMS): Provide management and general oversight of the Department's EMS program.

Training – Provide general coordination of the Department's training program. Ensure compliance with State and Federal requirements.

Marin County Fire Department Delivery Model:

Marin County Fire Department will use a team approach to fill the role of Fire Chief and requested administrative support functions, utilizing journey level chief officers and civilian staff to ensure both depth and expertise in all areas of fire administration and operations.

The Fire Chief will provide the leadership, vision, and overall management under the policy direction of the Ross Valley Fire Department Management Committee and Board of Directors. The Fire Chief will ensure the activities of subordinates are carried out as directed by policy makers. The Fire Chief will maintain a presence both in the Department, as well as the communities served ensuring a cohesive and collaborative approach to community risk reduction. The Fire Chief will serve each municipality without compromise.

Physical presence is an important part of successful leadership. As part of the shared services model and to ensure success, MCFD is committed to having a Senior Chief Officer present daily to manage administrative and operational needs of RVFD.

In addition to the Fire Chief, Marin County Fire Department will use the following chief officers and civilian staff to provide the necessary executive management and administrative support services.

Deputy Fire Chief – Operations: Second level in a two level executive management series and acts under the general direction of the Fire Chief. As second in charge, the Deputy Chief has the responsibility for assisting the Fire Chief in organizing and directing all emergency and non-emergency operational aspects of the Fire Department.

The Deputy Fire Chief will confer with, and direct the day-to-day activities of the Department through the Ross Valley Fire Battalion Chiefs. These activities include, but are not limited to, directing their training and development, providing

support and oversight of program or project responsibilities, working with them to develop personal performance plans and evaluating their overall performance. Evaluates community needs; recommends modification of departmental operations to meet existing, changing, or new needs.

Deputy Fire Chief – Administration: Directs administrative functions for finance, human resources and general administration as outlined in the scope of services; responsible for management of all administrative support and business functions for the Fire Department; responsible for the annual budget planning, developing, organizing, directing, administering, and managing the Fire Department's budget; serves as a member of the Fire Department's executive management team tasked with overseeing the alignment of resources to accomplish the Fire Department's strategic initiatives, Strategic Plan, the development of accounting and fiscal policies and procedures, implementation of technology & Capital Project Plans, and other system-wide goals & objectives.

Fire Marshal: Supervise the fire prevention activities and personnel assigned to the fire prevention bureau. The Fire Marshal will develop and enforce fire codes and ordinances within the scope of the Department, Towns and Fire District; interprets and applies laws, regulations, ordinances and codes for specific applicable situations; develops, establishes policies and procedures for and implements a comprehensive fire prevention program. Ross Valley Fire will provide two (2) FTE fire inspectors to function within the fire prevention bureau.

Battalion Chief – Wildfire Protection: Plan, organize, analyze and coordinate data and information for the development and updating of the Departments Community Wildfire Protection Plan (CWPP), fire perimeter ignition history and data for the Fire Department. Plan, supervise, review and evaluate the work of fire personnel assigned to the Vegetation Management Program (VMP); oversees the work of contractors providing services for the VMP. Review code and ordinance revisions and recommend policy or procedural changes accordingly; drafts proposed law and ordinance changes relative to fire safety and prevention, including vegetation management. Act as the Fire Department's staff specialist regarding Vegetation Management legislation and policy. Ensures department and program compliance with environmental laws and ordinances.

Battalion Chief – Training: Provide general coordination of the Department's training program. Ensure compliance with State and Federal requirements. Maintain records, write reports as required, ensures that subordinates complete reports as required and participate in administrative operations. Short and long-term program goals, measure outcomes through developed metrics, provide regular updates and communication to supervisors, peers and subordinates.

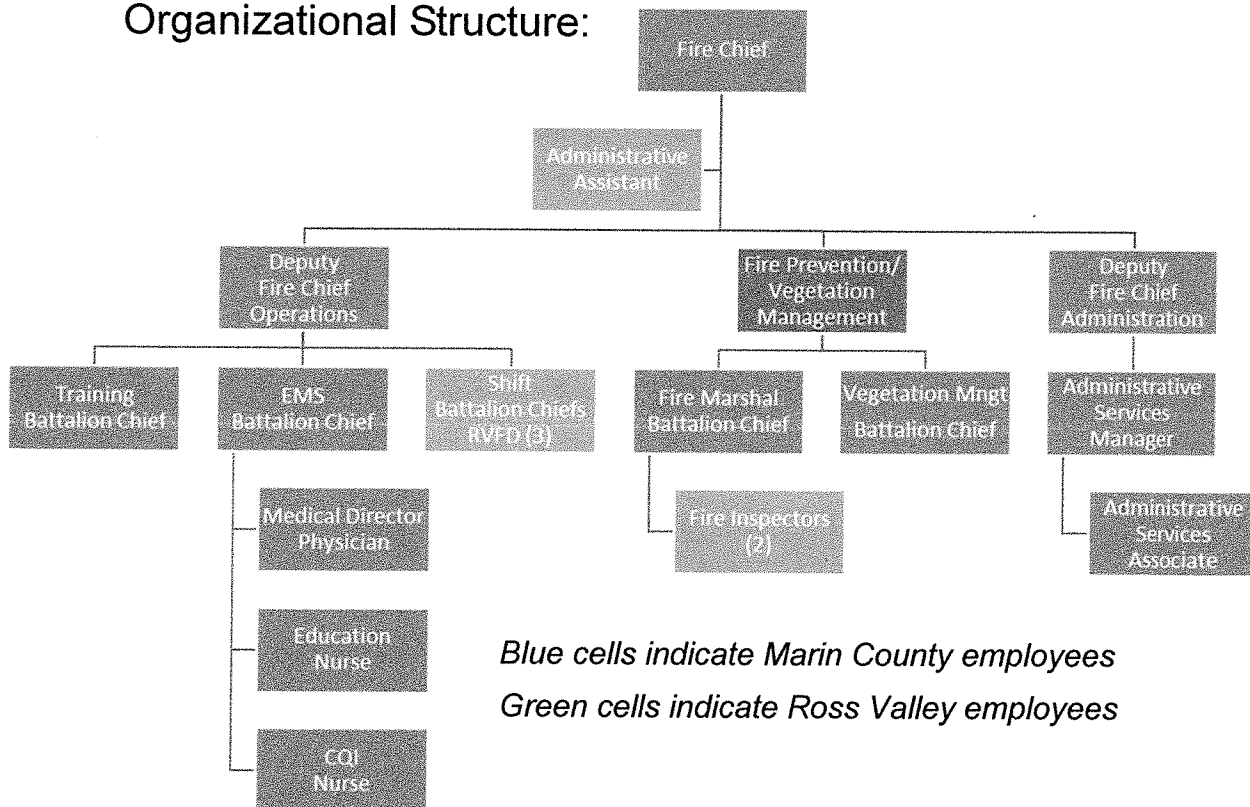
Administrative Services Manager: Oversight of payroll and personnel management of all full-time and contingent employees including position control (position creation, conversion, and deletion) salary savings, and step increases. Oversee the compliance of HR policies and bargaining agreements; employee personnel pay discrepancy, employee's benefits entitlement (Fringe allowance,

FMLA, and Workers Compensation), and Worker's Compensation pay integration process. Provide technical support to the executive level management of the Department. Assist with strategic planning development and tracking of initiatives. Assist with the development of reports and data analysis.

Administrative Services Associate: Assist with personnel transactions including hiring, separation, promotion, and step increases. Assist with recruitments, promotional exams including advertising, material development and postings. Ensure compliance with State and federal regulations, policies and procedures, related to employment law. Technical specialist related to the use and integration of payroll software including TeleStaff. Compliance with Labor Code 4850 and general workers compensation law and modified duty best practices.

Ross Valley Fire Department Staff: The Administrative Assistant will continue to support finance, human resources, public information (PIO), fire prevention and other general administrative functions. A Ross Valley Battalion Chief will continue to serve as the Department Training Officer. The two fulltime fire inspector positions will meet the routine day to day fire prevention needs of the Department. Other Department staff will continue to serve as program managers for specific Departmental programs. The agreement with the Town of San Anselmo for financial services will continue to provide basic financial services which include accounts receivable/payable and payroll processing.

Organizational Structure:



Blue cells indicate Marin County employees

Green cells indicate Ross Valley employees

Cost Formula:

The cost formula was established based on an evaluation and professional judgment of the scope of services utilizing journey level staff and chief officers to accomplish the overall goal of managing and leading the Ross Valley Fire Department. It should be understood that percentages of time on task will be higher within the first several years to accommodate the assessment of Ross Valley Fire Department needs and working to create program alignment, ultimately improving efficiency. As part of the annual performance evaluation of the Fire Chief, and subsequently the agreement, mutually agreed upon adjustments may be made to reflect actual time on task percentages based on experiences. The following chart provides a cost breakdown by position:

Position	Salary	Full Cost	RVFD %	Year 1
Fire Chief	\$ 214,968	\$ 395,541	30%	\$ 118,662
Deputy Chief Ops	\$ 189,987	\$ 349,576	10%	\$ 34,958
Deputy Chief Admin	\$ 178,000	\$ 281,240	15%	\$ 42,186
Fire Marshal	\$ 178,443	\$ 328,335	10%	\$ 32,834
Veg Mngt / WF Protection BC	\$ 178,443	\$ 328,335	10%	\$ 32,834
EMS	\$ 178,443	\$ 328,335	5%	\$ 16,417
Training	\$ 178,443	\$ 328,335	5%	\$ 8,922
Administrative Services Assoc.	\$ 82,875	\$ 130,943	10%	\$ 8,288
Administrative Services Manager	\$ 111,904	\$ 176,808	5%	\$ 5,595
Total			100%	\$ 300,695

In contrast to the costs for the services provided by Marin County Fire, the fully burdened cost for the Ross Valley Fire Chief position is \$295,514, which includes salary, benefits, and vehicle expenses. However, it does not include unfunded pension liability, which is currently equal to 15 percent of payroll. If it were included, the fully burdened cost is \$324,368. Additionally, the Fire Chief position has the potential for other financial liability related to hiring and separation expenses and the potential for workers compensation injury and pension exposure.

General Contract Terms:

- 5 year agreement, with terms to extend.
- Agreement may be canceled by either party with a one (1) year notice.
- Contract fee amount will be adjusted annually subject to the increase/decrease in Marin County Fire Department labor costs associated with the identified positions. Maximum increase of 3% annually during the term of the agreement.
- As part of the annual performance evaluation of the Fire Chief, and subsequently the agreement, mutually agreed upon adjustments may be made to reflect actual time on task percentages based on experiences.

Executive Management and Administrative Transition:

The items below have been identified as key activities in the first-year of the agreement to implement the executive management and administrative transition and begin to address the current priorities of the Department. It is recommended that a detailed transition plan and a list of deliverables be developed.

- Ensure the Department will continue to respond to the needs of the community's citizens and visitors and to deliver the best possible public service attainable.
- Review and gain an understanding of the Department's administrative functions, programs, policies, procedures, etc.
- Develop and maintain relationships with the communities, community leaders and elected officials ensuring the Department is well represented to stakeholders and constituents.
- Develop and maintain strong working relationships with Department Heads within the three towns.
- Conduct a review of the Department's current policies and procedures and implement the Lexipol policy management software.
- Complete the integration of the finance agreement with the Town of San Anselmo, to include best practice cross checks and audit trail information.
- Implement employee performance management system.
- Evaluate the Departments infrastructure and capital assets needs.

Two to five-year deliverables:

- Develop a 5-year Strategic Plan
- Update RVFD Standards of Cover
- Complete policy and procedure update
- Develop a long-term financial plan
- Work with Towns to develop a capital facility (fire stations) master plan for long term major rehab, code compliance and if needed eventual replacement.

Next Steps:

The Board to determine whether Ross Valley Fire Department should proceed further to fully develop a draft contract for shared executive management and administrative services provided by Marin County Fire Department.

If the Board determines to proceed, Ross Valley Fire and Marin County Fire staff, working with Citygate Associates and legal counsel's, will develop a draft agreement for the Board's consideration.