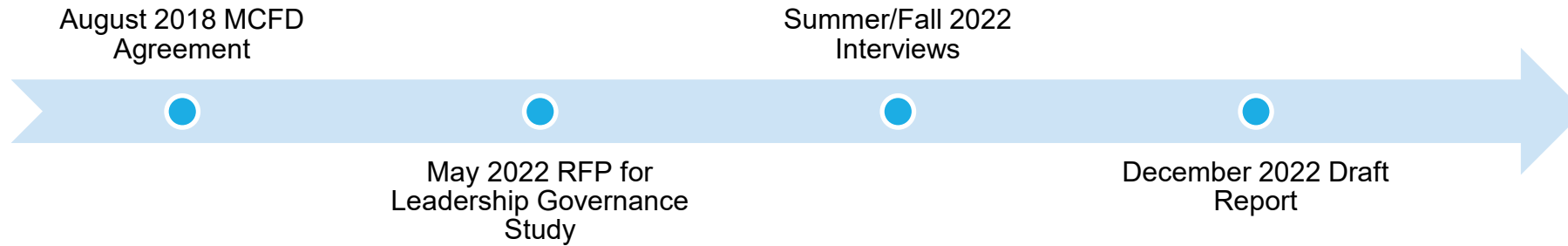
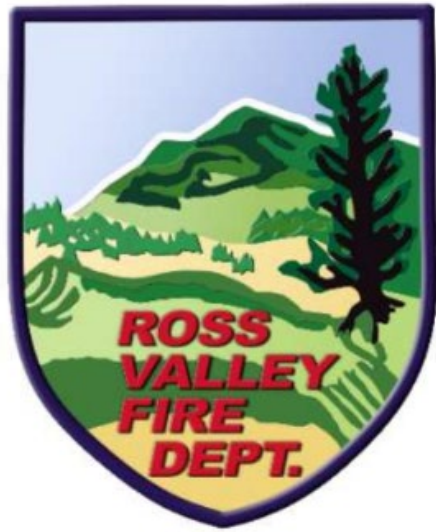


Background



- ▶ LMS retained to provide options for leadership and governance with high level overview including pro's / con's
- ▶ Feedback received to date
 - ▶ Narrowing discussion to leadership
 - ▶ Stand alone Fire Chief
 - ▶ Shared Services Model with Central Marin
- ▶ Direction from Fire Board in March to staff
 - ▶ developing detail on single option.
- ▶ Return to the Fire Board with details in April/May for policy direction
- ▶ Intent of today's Council presentation

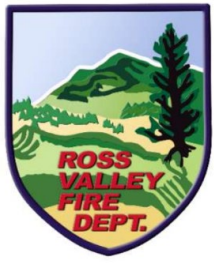


LMS

Local Motion Solutions

Ross Valley Fire Department Future Governance Leadership Project Update

Updated: March 8th, 2023



Two Different Decisions

Governance vs Leadership/Management

Governance

How is it funded and managed politically?

Independent District

Dependent District

Joint Powers Authority (current agencies)

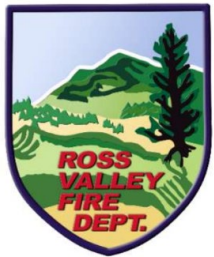
Joint Powers Authority (additional agencies)

Leadership/Management

How is it managed, led, and organized?

Contract for Service

- ➔ Joint Powers Agreement (shared services)
- ➔ Joint Powers Authority (additional agencies)
- ➔ Stand Alone Fire Agency



Stand Alone Fire Agency

The fire service has become more complex with greater demands placed on fire service managers.

Most modern fire agencies of Ross Valley's size have separate managers assigned to the three basic functions – Operations, Prevention, & Administration.

Operations

Fire Response
EMS/Paramedic Service
HazMat Response
Technical Rescue
Training
OSHA/NIOSH Compliance

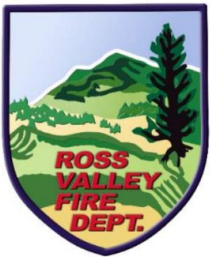
Prevention

Fire Prevention
Wildland Hazard Mitigation
Disaster Preparedness
Code Enforcement
Code Development
Community Education

Administration

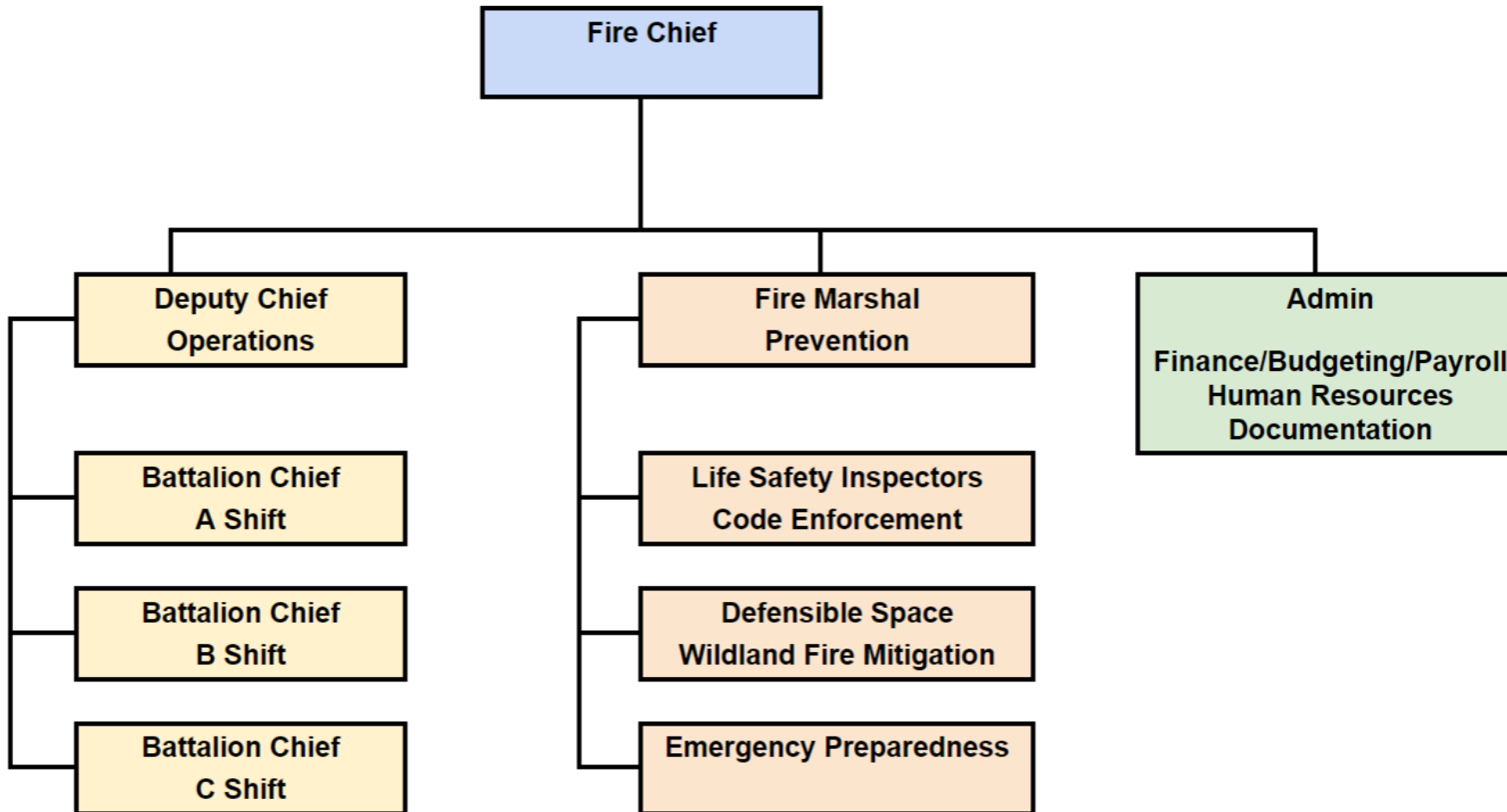
Budgeting/Finance
Personnel Management
Visioning/Planning
Career Development
Mentorship
Community Engagement

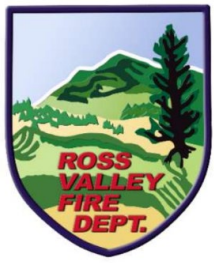
Ross Valley would likely have to not only hire/promote a Fire Chief, but likely a Deputy chief and possibly a Fire Marshal.



Stand Alone Fire Agency

Model Organization: Stand Alone Fire Department

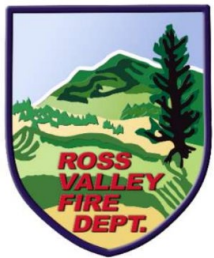




Stand Alone Fire Management vs Current Cost

Current Cost with Marin County	\$332,653
Projected Cost - Stand Alone RVFD	
Fire Chief	\$349,829
Deputy Chief	\$318,059
Fire Marshal	\$276,553
Total	\$944,441
Projected Increase	\$611,788

Costs reflect fully benefitted positions including, salaries, retirement, medical/health insurance, life insurance, workers compensation, and other post-employment benefits
– Provided by Jeff Zuba, San Anselmo Finance Director



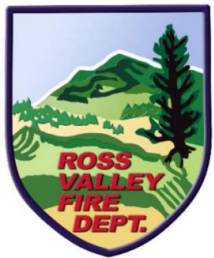
How do the other Town Council's feel about the various options?

Answer:

Ross Council did not take a formal vote, but there was interest to move forward and gather more information on the Joint Powers Agreement option.

Fairfax Council voted unanimously to support the RVFD Board exploring the Joint Powers Agreement option.

San Anselmo Council voted unanimously to support the RVFD Board exploring the Joint Powers Agreement option.

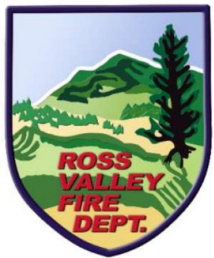


Have you met with the Corte Madera and Larkspur Council members?

Answer:

Neither LMS or RVFD Staff have met with any elected officials outside of the RVFD.

We would need direction from the RVFD Board to do so.

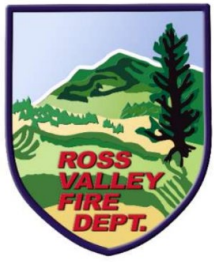


Can we get additional financial details regarding a Joint Powers Agreement?

Answer:

At this point the management structure is hypothetical.

If the Board chooses to explore the Joint Powers Agreement option with the Central Marin Fire Authority, it will take time to meet with Central Marin's Staff to confirm the management structure and identify the various expenses either party could incur as part of the preliminary discussions.

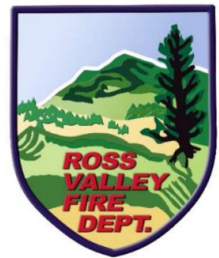


Do we need to hire a Fire Marshal? Can these duties be absorbed by an existing staff position or can it be staff with a Building Inspector or non-sworn Safety Officer?

Answer:

You don't have to hire a Fire Marshal, but best practice and as illustrated in the fire agency comparison, most Fire Departments have a Fire Marshal.

It is worth noting RVFD currently has six people assigned in the prevention, wildland hazard reduction, and disaster preparedness realm. The MCFD Fire Marshal has been acting as the ad hoc supervisor. With termination of the MCFD contract, that will end.

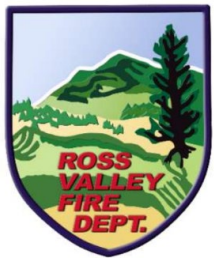


We need the Backup information and data related to a “typical” fire department management structure.

Answer:

Attached are two comparison tables with information related to Marin Fire Agencies and numerous other Bay Area Departments.

The document includes various data points including budget, population, square miles, staffing levels, and much more.



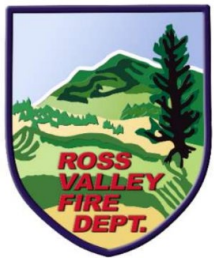
Marin Fire Agencies

Management Organization Comparison

Agency	Type	Population (≅ 500)	Area (Sq Miles)	Budget (Millions)	Stations	Personnel	Safety Personnel	Chief Officers	FP Rank	FP Safety
Ross Valley	JPA	24,500	9.6	12.0	4	38	30	4	Inspector	No
Kentfield	District	6,500	2.8	7.2	1	12	11	3*	FM	Yes
Central Marin	JPA	21,000	5.9	10.6	4	42	37	4*	Inspector	No
Tiburon (Belvedere)	District	10,500	4.7	10.3	2	29	26	5	FM	Yes
San Rafael (Marinwood)	City	70,000	27.1	34.9	7	88	76	6	Dep FM	No
Marin County*	County	15,000	375	35.7	6	110	96	7	B/C-FM	Yes
Southern Marin (Mill Valley)	District	40,000	25.4	31.8	5	84	70	8	D/C-FM	Yes
Novato	District	62,000	72	32.9	5	75	66	8	B/C-FM	Yes

*Central Marin and Kentfield share shift battalion chiefs

**Marin County fire operates M18 in Ross and four fire crews

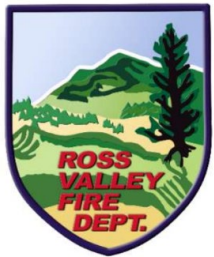


Bay Area Fire Agencies

Management Organization Comparison

Agency	Type	Population (≈ 500)	Area (Sq Miles)	Budget (Millions)	Stations	Personnel	Safety Personnel	Chief Officers	FP Rank	FP Safety
Piedmont	City	11,000	1.7	8.0	1	24	23	1	Capt-FM*	Yes
Rancho Adobe	District	28,000	89	7.2	3	29	28	4	B/C-FM*	Yes
El Cerrito	City/JPA	31,000	4.6	13.3	3	37	35	5	B/C-FM	Yes
Dixon	District	25,000	320	6.4	1	22	20	5	A/C-FM	Yes
Davis	City	68,700	133	15.3	3	45	44	5	Div/C-FM	Yes
Woodland	City	61,000	15.3	13.8	3	50	47	5	FM	Yes
Sonoma Valley	District	48,000	78	16.6	4	62	59	6	B/C-FM	Yes
Goldridge Fire/North Bay	District	40,000	240	9.0	3	32	30	6	Div/C-FM	yes
Petaluma	City	59,800	14.5	20.2	3	67	59	6	FM	Yes
Central County (San Mateo)	JPA	66,000	14.9	32.7	7	88	74	8	FM	Yes
Sonoma County Fire	District	75,000	195	34.3	9	107	98	9	BC-FM	Yes
Menlo park	District	90,000	30.1	75.1	7	151	123	12	Div/C-FM	Yes

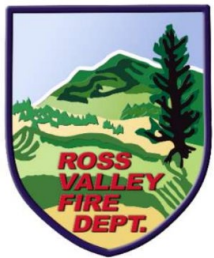
* Piedmont and Rancho Adobe use an on-shift fire marshal



Would there be a savings if we hired a Non-safety Fire Marshal?

Answer:

Yes, there are savings in both retirement and worker's compensation costs between safety and non-safety positions. We estimate the saving to be between \$20,000 and \$30,000.



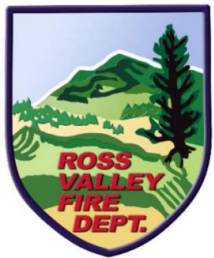
What are the potential cost savings from safety vs non-safety?

	Classic	PEPRA
Retirement Cost Difference (safety vs non-safety)	10.16%	6.82%
Workers Compensation Difference (safety vs non-safety)	6.50%	6.50%
Total Difference	16.66%	13.32%
Base Salary	\$150,000	\$150,000
Approximate Savings from Non-Safety	\$24,990	\$19,980

Rates for Fiscal year 23/24

Classic: Employees hired prior to 1/1/2013

PEPRA: Employees hired 1/1/2013 or later



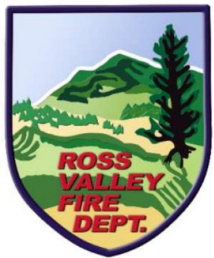
Recommend that Staff look into the impacts of Prop 13 and the property tax shift as it relates to the Fire District option. How will this affect the town's budget?

Answer:

Although Prop 13 set the tax rates for each of the three towns and the SHFPD, it would not really influence a potential property tax shift.

The amount of tax shifted is based on the funds needed for the successor district to provide service to the given area.

The shift of property tax would likely be similar to the expense the Towns are paying today for their share of the RVFD.



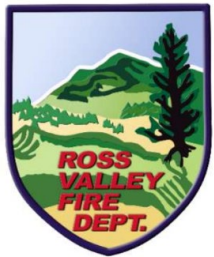
Joint Powers Agreement

Central Marin Fire

Central Marin fire has expressed interest in a joint powers agreement as a potential bridge to a joint powers authority. No other agency expressed an interest.

A joint powers agreement or authority with Central Marin Fire presents the only opportunity which is either cost neutral or possibly presents an opportunity for savings.

Central Marin Fire and Ross Valley Fire are similar agencies, both agencies are joint powers authorities serving small municipalities. Each agency has four stations and a similar management structure.

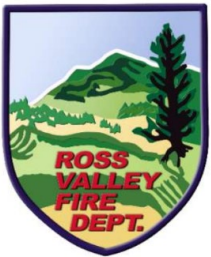


Joint Powers Agreement

Potential Central Marin Fire / Ross Valley Fire JPA

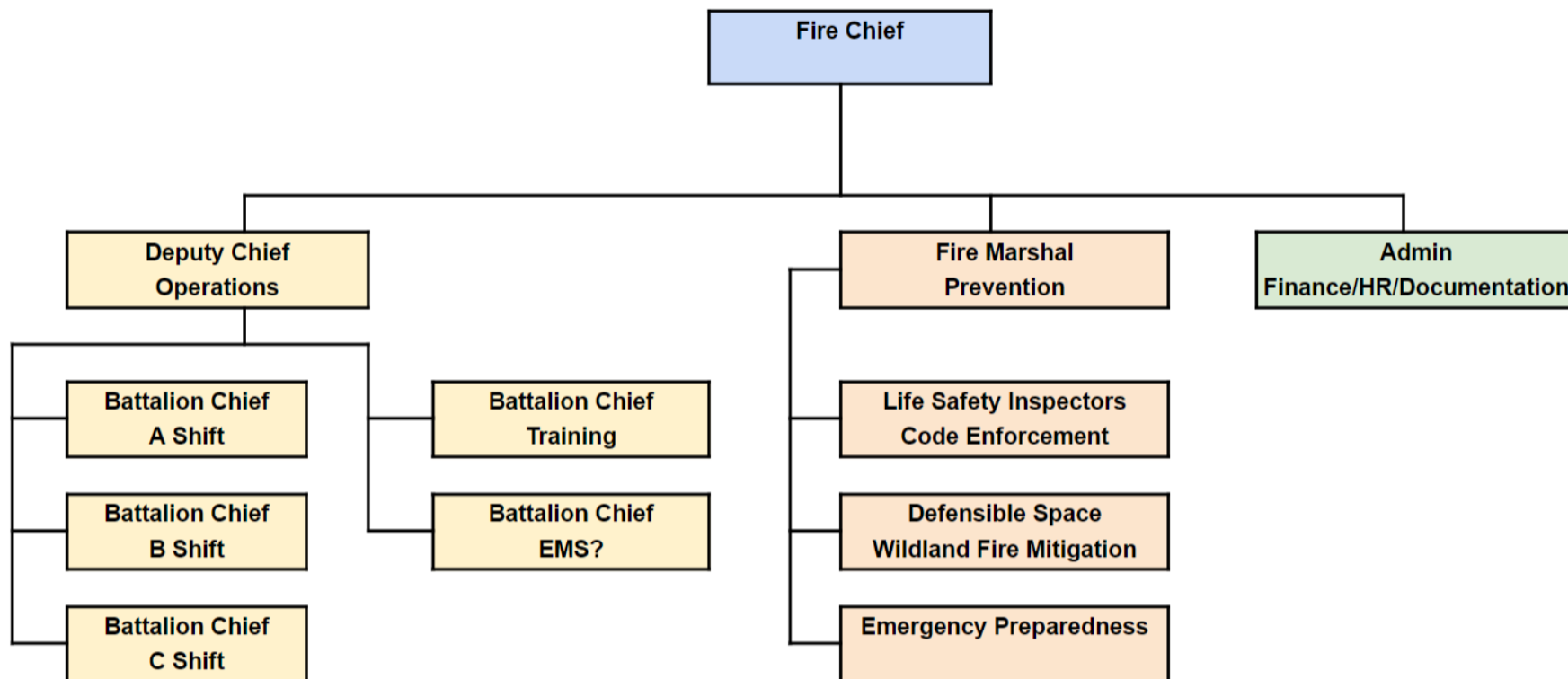
We have worked with the management staff of Ross Valley Fire and Central Marin Fire to create a possible organizational structure and potential cost for the structure.

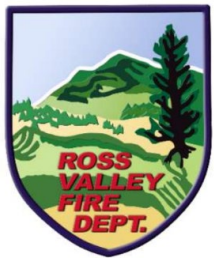
It should be noted, that this is a hypothetical structure and costs represent a high level look at potential costs.



Joint Powers Agreement

Model Organization: Small to Mid-sized Fire Department





Joint Powers Agreement

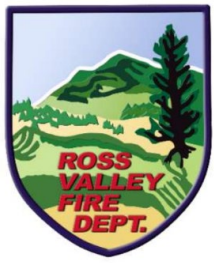
Potential Central Marin Fire / Ross Valley Fire JPA

Position	CMFD	RVFD	Combined	Combined Agency
Fire Chief	1		1	1
Dep Chief		1	1	1
Batt Chief (Shift)	2	2	4	3
Batt Chief (Admin)	1		1	2
Total Chief Officers	4	3	7	7

The restructuring of the chief officers could create an organizational structure to adequately support the Departments Operations, Prevention, and Administrative functions.

This could be accomplished by reassigning chief officers without an increase in the number of management personnel.

RVFD currently has 1 Battalion Chief serving as Deputy Chief temporarily
CMFD currently has 1 shift Battalion Chief covered by Kentfield Fire.



Next Steps:

Provide Feedback, Ask Questions, Seek Clarification

Opportunity to clarify any of the information presented

Provide Direction on any additional information you would like included in the Final Report

Consider long term sustainable option for leadership of RVFD

Staff requesting direction to pursue and develop detail on Boards preferred leadership option

