

LOCAL AGENCY FORMATION COMMISSION OF YOLO COUNTY

Regular Meeting AGENDA

April 28, 2016 - 9:00 a.m.

BOARD OF SUPERVISORS CHAMBERS

625 COURT STREET, ROOM 206
WOODLAND, CALIFORNIA 95695

COMMISSIONERS

OLIN WOODS, CHAIR (PUBLIC MEMBER)
MATT REXROAD, VICE CHAIR (COUNTY MEMBER)
BILL KRISTOFF (CITY MEMBER)
DON SAYLOR (COUNTY MEMBER)
CECILIA AGUIAR-CURRY (CITY MEMBER)

ALTERNATE COMMISSIONERS

ROBERT RAMMING (PUBLIC MEMBER)
JIM PROVENZA (COUNTY MEMBER)
ROBB DAVIS (CITY MEMBER)

CHRISTINE CRAWFORD
EXECUTIVE OFFICER

ERIC MAY
COMMISSION COUNSEL

This agenda has been posted at least five (5) calendar days prior to the meeting in a location freely accessible to members of the public, in accordance with the Brown Act and the Cortese Knox Hertzberg Act. The public may subscribe to receive emailed agendas, notices and other updates at www.yololafo.org/lafco-meetings.

All persons are invited to testify and submit written comments to the Commission. If you challenge a LAFCo action in court, you may be limited to issues raised at the public hearing or submitted as written comments prior to the close of the public hearing. All written materials received by staff 72 hours before the hearing will be distributed to the Commission. If you wish to submit written material at the hearing, please supply 10 copies.

All participants on a matter to be heard by the Commission that have made campaign contributions totaling \$250 or more to any Commissioner in the past 12 months must disclose this fact, either orally or in writing, for the official record as required by Government Code Section 84308.

Any person, or combination of persons, who make expenditures for political purposes of \$1,000 or more in support of, or in opposition to, a matter heard by the Commission must disclose this fact in accordance with the Political Reform Act.

CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call

3. Public Comment: Opportunity for members of the public to address the Yolo County Local Agency Formation Commission (LAFCo) on subjects not otherwise on the agenda relating to LAFCo business. The Commission reserves the right to impose a reasonable limit on time afforded to any topic or to any individual speaker.

CONSENT AGENDA

4. Approve LAFCo Meeting Minutes of March 24, 2016
5. Ratify Resolution 2016-02 commending City of West Sacramento Councilmember William "Bill" Kristoff for his tenure with the Yolo LAFCo
6. Review and file Fiscal Year 2015/16 Third Quarter Financial Update
7. Correspondence

PUBLIC HEARINGS

8. Consider approval of Resolution 2016-03 adopting the Municipal Service Review (MSR) and Sphere of Influence (SOI) update for the 15 Fire Protection Districts in Yolo County (LAFCo No. S-045) and find that the MSR/SOI is exempt from the California Environmental Quality Act
9. Consider and adopt the proposed LAFCo budget for fiscal year 2016/17 and set May 26, 2016 as the public hearing date to approve the final budget

REGULAR AGENDA

10. Consider and adopt an update to the Yolo LAFCo Shared Services Strategic Plan to add new FY 16/17 priorities from the workshop to its list of shared service areas and remove other miscellaneous items that are no longer applicable
11. Continued item to consider an amendment to the Yolo LAFCo Administrative Policies and Procedures to amend the "Reimbursement of Commissioner Expenses" policy to provide for paying Commission meeting stipends
12. Continued item to consider a request from the City of Davis to change regular LAFCo meeting times from daytime meetings to nighttime meetings

EXECUTIVE OFFICER'S REPORT

13. Opportunity for any Commissioner to comment on issues not listed on the agenda. No action will be taken on off-agenda items unless authorized by law.
- CALAFCO Staff Workshop Update
 - Cap to Cap Update
 - Yolo Leaders Forum Update
 - EO Activity Report - April 25 through May 20, 2016

COMMISSIONER REPORTS

14. Opportunity for any Commissioner to report on activities since the last meeting., No action will be taken on off-agenda items unless authorized by law.
- a. Present Resolution 2016-02 honoring West Sacramento Council Member Bill Kristoff for his tenure on the Yolo LAFCo

ADJOURNMENT

15. The next meeting scheduled is May 26, 2016

I declare under penalty of perjury that the foregoing agenda was posted by 5:00 p.m. on April 22, 2016 at the following places:

- On the bulletin board at the east entrance of the Erwin W. Meier Administration Building, 625 Court Street, Woodland, California; and
- On the bulletin board outside the Board of Supervisors Chambers, Room 206 in the Erwin W. Meier Administration Building, 625 Court Street, Woodland, California.
- On the LAFCo website at: www.yololafco.org.

Terri Tuck, Clerk
Yolo County LAFCo

NOTICE

If requested, this agenda can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Commission Clerk for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting should telephone or otherwise contact the Commission Clerk as soon as possible and at least 24 hours prior to the meeting. The Commission Clerk may be reached at (530) 666-8048 or at the following address:

Yolo County LAFCo
625 Court Street, Room 203
Woodland, CA 95695

Note: Audio for LAFCo meetings will be available the next day following conclusion of the meeting at www.yololafco.org.



Consent 4.

LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Approve LAFCo Meeting Minutes of March 24, 2016

RECOMMENDED ACTION

Approve LAFCo Meeting Minutes of March 24, 2016.

Attachments

[LAFCo Minutes 03/24/16](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 04/20/2016

Started On: 04/20/2016 10:43 AM

LOCAL AGENCY FORMATION COMMISSION of YOLO COUNTY

MEETING MINUTES

March 24, 2016

The Local Agency Formation Commission of Yolo County met on the 24th day of March 2016, at 9:00 a.m. in the Yolo County Board of Supervisors Chambers, 625 Court Street, Room 206, Woodland CA. Voting Members present were Vice Chair and County Member Matt Rexroad, City Members Bill Kristoff and Alternate (A) Robb Davis, and Alternate (A) Public Member Robert Ramming. Members absent were County Member Don Saylor, Public Member Olin Woods, and City Member Cecilia Aguiar-Curry. Others present were Executive Officer Christine Crawford, Clerk Terri Tuck, and Counsel Eric May.

Items № 1 and 2 Call To Order, Pledge Of Allegiance And Roll Call

Vice Chair Rexroad called the Meeting to order at 9:00 a.m.

Commissioner Davis led the Pledge of Allegiance.

PRESENT: Davis (A), Kristoff, Ramming (A), Rexroad; ABSENT: Saylor

Item № 3 Public Comments

None

CONSENT

Item № 4 Approve LAFCo Meeting Minutes Of January 28, 2016

Item № 5 Review And File Fiscal Year 15/16 Second Quarter Financial Update

Item № 6 Correspondence

Minute Order 2016-06: All recommended actions on Consent were approved.

Approved by the following vote:

MOTION: Davis (A) SECOND: Ramming (A)

AYES: Davis (A), Kristoff, Ramming (A), Rexroad

NOES: None

ABSTAIN: None

ABSENT: Saylor

REGULAR

Item № 7 Consider Approval Of The Draft Audit Prepared By Richardson & Company Of The Yolo Local Agency Formation Commission's Financial Statements For The Fiscal Years Ending 2013, 2014, And 2015

Minute Order 2016-07: The recommended action was approved.

Approved by the following vote:

MOTION: Davis
SECOND: Ramming
AYES: Davis (A), Kristoff, Ramming (A), Rexroad
NOES: None
ABSTAIN: None
ABSENT: Saylor

Item № 8 **Consider And Adopt The LAFCo Annual Work Plan For Fiscal Year 2016/17, Determining That An MSR/SOI Update For The City Of Winters Is Not Warranted, And Direct Staff To Prepare A Draft Fiscal Year 2016/17 Budget And Update To The Shared Services Strategic Plan For The April Meeting To Reflect These Priorities**

Minute Order 2016-08: The recommended actions were approved. Additionally, staff was directed to get official communication from Commissioner Aguiar-Curry and the Winters City Council regarding not undertaking the City of Winters MSR/SOI update at this time and waiting until the next 5-year cycle.

Approved by the following vote:

MOTION: Kristoff
SECOND: None
AYES: Davis (A), Kristoff, Ramming (A), Rexroad
NOES: None
ABSTAIN: None
ABSENT: Saylor

Item № 9 **Consider Various Amendments To The Yolo LAFCo Administrative Policies And Procedures To: (1) Amend The “Reimbursement Of Commissioner Expenses” Policy To Provide For Paying Commission Meeting Stipends; (2) Amend The “Motions And Roll Call” Policy To Note The Use Of Rosenberg’s Rules Of Order And Clarify Abstentions And Recusals; and (3) Amend The “Reimbursement Policies” To Clarify Allowable Mileage Claims**

Minute Order 2016-09: Recommended action items (2) and (3) were approved and item (1) was continued for discussion to the next regular meeting.

Approved by the following vote:

MOTION: Ramming (A)
SECOND: Davis (A)
AYES: Davis (A), Kristoff, Ramming (A), Rexroad
NOES: None
ABSTAIN: None
ABSENT: Saylor

Item № 10 **Consider A Request From The City Of Davis To Change Regular LAFCo Meeting Times From Daytime Meetings To Nighttime Meetings**

Minute Order 2016-10: A motion was made to move the LAFCo meeting day to Thursdays and the time to no earlier than 4:00 p.m.

Motion failed by the following vote:

MOTION: Davis (A) SECOND: Ramming (A)
AYES: Davis (A)
NOES: Kristoff, Ramming (A), Rexroad
ABSTAIN: None
ABSENT: Saylor

Minute Order 2016-11: The item was continued for discussion to the next regular meeting.

Approved by the following vote:

MOTION: Ramming (A) SECOND: Rexroad
AYES: Davis (A), Kristoff, Ramming (A), Rexroad
NOES: None
ABSTAIN: None
ABSENT: Saylor

Item № 11 Executive Officer’s Report

The Commission was given written reports of the Executive Officer’s activities for the period of January 25 through March 18, 2016, and was verbally updated on recent events relevant to the Commission.

Staff notified the Commission that the City Selection Committee met last month and selected Angel Barajas from the City of Woodland as the incoming alternate city member to the Commission. After the April meeting the City of West Sacramento (Kristoff) will be moving off the Commission for two years and the City of Davis (Davis) will move up as a regular member with the City of Winters (Aguiar-Curry).

The Executive Officer indicated that the first City of Davis Broadband Advisory Task Force meeting got underway last night where she was elected as the vice chair.

The Commission was notified that staff would be out of the office most of next week attending the CALAFCO Staff Workshop in University City.

Additionally, staff noted that the Executive Officer would be attending this year’s Cap to Cap from April 9-13, 2016.

Staff indicated that the upcoming Yolo Leaders Forum on “Families and Poverty” will be held in West Sacramento on April 27, 2016.

Item № 12 Commissioner Comments

Commissioner Davis asked staff if I was attending an upcoming forum regarding forming a Groundwater Sustainability Agency (GSA) for Yolo County. Staff responded that LAFCo was not planning to attend, but is tracking this effort because forming the GSA as a water district would require LAFCo action while forming it as a Joint Powers Authority would not.

Item № 13 **Adjournment**

Minute Order 2016-12: By order of the Vice Chair, the meeting was adjourned at 9:51 a.m. to the next Regular LAFCo Meeting on April 28, 2016

Olin Woods, Chair
Local Agency Formation Commission
County of Yolo, State of California

ATTEST:

Terri Tuck
Clerk to the Commission



Consent 5.

LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Ratify Resolution 2016-02 commending City of West Sacramento Councilmember William "Bill" Kristoff for his tenure with the Yolo LAFCo

RECOMMENDED ACTION

Ratify Resolution 2016-02 commending City of West Sacramento Councilmember William "Bill" Kristoff for his tenure with the Yolo LAFCo.

Attachments

[ATT-Kristoff Resolution 2016-02](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 04/20/2016

Started On: 04/20/2016 10:50 AM

LOCAL AGENCY FORMATION COMMISSION OF YOLO COUNTY

Resolution of Commendation William "Bill" Kristoff

RESOLUTION № 2016 - 02

WHEREAS, even preceding his membership on the Commission, Bill participated as a grass roots volunteer in the Yolo LAFCo process to incorporate the City of West Sacramento in 1987; and,

WHEREAS, William "Bill" Kristoff was elected to the foundational West Sacramento city council in 1987 where he has served 3 terms as its mayor from 1990 to 1991, 1996 to 1997 and from 2001 to 2002; and,

WHEREAS, Mr. Kristoff has served as a city representative on the Local Agency Formation Commission of Yolo County intermittently from 1988 to the present; and,

WHEREAS, Kristoff served as a regular city member on the Yolo LAFCo from 1988 until 1992, an alternate city member from 1994 to 1996 and returned to the regular seat from 1996 to 1998. He resumed his duties in 2003 as an alternate by filling a vacant seat, returned to a regular seat from 2004 to 2008, resumed as an alternate from 2010 to 2012 and has continued as a regular member from 2012 to the present; and,

WHEREAS, Commissioner Kristoff is always prepared to discuss the issues of the day, ask strategically important questions, maintain a focus on budgeting matters, and to provide strong representation of the City perspective on the Commission; and,

WHEREAS, during his 19 years as a Commissioner, Kristoff considered and deliberated on a range of municipal service reviews and sphere of influence studies and approximately 54 proposals which consisted of one failed incorporation, 4 formations, one dissolution, 25 reorganizations, 14 annexations, and 8 out of agency agreements; and

WHEREAS, Commissioner Kristoff worked on diverse projects ranging from the Yolo LAFCo Agricultural Conservation Policy to the formation of four special districts, and in his most recent service on the Commission Mr. Kristoff was integral to discussions implementing and adopting the Yolo LAFCo Shared Services Strategic Plan, a county-wide Shared Services Initiative led by LAFCo in conjunction with the County and its four (4) cities; and,

WHEREAS, on a personal level, Bill is approachable, practical, a pleasure to work with, a West Sacramentan to the core, and on top of all his civic responsibilities, he is a World Series caliber softball player.

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Yolo County Local Agency Formation Commission commends William "Bill" Kristoff for his steadfast efforts and valuable contribution as a Yolo LAFCo Commissioner and warmly wishes him the best in all his future endeavors.

PASSED AND ADOPTED this 28th day of April 2016, by the following vote:

AYES: Aguiar-Curry, Kristoff, Rexroad, Saylor, Woods

Olin Woods, Chair
Yolo Local Agency Formation Commission



LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Review and file Fiscal Year 2015/16 Third Quarter Financial Update

RECOMMENDED ACTION

Review and file Fiscal Year 2015/16 Third Quarter Financial Update.

FISCAL IMPACT

None

REASONS FOR RECOMMENDED ACTION

The intent of the quarterly financial report is to provide the Commission with an update on how LAFCo performed financially in the previous quarter as compared to the adopted budget and to discuss any issues as appropriate. The practice was recommended during a previous audit as an additional safeguard to ensure sound financial management, given the small size of the LAFCo staff.

BACKGROUND

As was mentioned last month, the attached financial reports have changed somewhat since the County moved over to INFOR, its new financial system software, in November 2015. The Income Statement (attachment 1) will show you the amount expended for the period or quarter, the year to date amount and budget, and the percentage of budget used. The General Ledger Report (attachment 2) will show a running balance of all transactions, including both revenue and expenditure amounts.

The LAFCo FY 2015/16 budget was adopted on May 28, 2015. At the end of the third quarter LAFCo had received 100 percent of its expected revenue for FY 2015/16.

During the first three quarters of FY 2015/16 LAFCo remained generally on target with regards to expenditures. Overall, LAFCo has expended 75.2 percent of its budgeted costs in the first three quarters of FY 2015/16.

LAFCo has expended 75.7 percent of its Salary and Benefits appropriation and currently remains on track moving toward fiscal year end.

LAFCo has expended 90.4 percent of the Services and Supplies appropriation. However, in particular, during the third quarter of FY 2015/16, the "Office Expense", "Professional and Special Services" and "Transportation and Travel" accounts have gone over budget. Office expense costs are over budget this quarter because staff had the office space painted and purchased wall art for the conference room. LAFCo inherited its current office space, including its pink walls, from the Department of General Services (DGS) in May 2010. Prior to that, the office had been remodeled by DGS in 2007. Staff felt the office was a little tired looking and wanted to rejuvenate the space. The professional and special services costs continue to be over budget because both of the Municipal Service Reviews (MSRs) for the Fire Protection Districts and the City of Davis and Associated County Service Areas were contracted out and spanned over two fiscal years with the bulk of the payments to be expended during this fiscal year. These two MSRs will be wrapping up in the next couple of months, April and June, respectively. We have the funds to pay these costs, staff just did not appropriate enough for that account. The transportation and travel costs are over budget because the Department of Financial Services (DFS) has changed the description of its uses for both the "Training" and "Transportation and Travel" accounts. DFG now requires that all travel costs such as transportation to and from staff workshops and conferences be under the "Transportation and Travel" account where, before, if the bulk of the expense went toward registration, etc., then the entire trip was covered under "Training". We have the funds to pay these costs by moving the bulk of the "Training" appropriation to the "Transportation and Travel" account.

Staff is not recommending any adjustments to the adopted budget at this time, but may need to come back to the Commission to authorize some transfers between accounts in the fourth quarter.

Attachments

- [ATT 1-3rd QTR Income Statement](#)
 - [ATT 2-3rd QTR General Ledger Report](#)
-
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Form Review

| Inbox | Reviewed By | Date |
|---------------------------------|--------------------|---------------------------------|
| Christine Crawford | Christine Crawford | 04/19/2016 04:40 PM |
| Form Started By: Terri Tuck | | Started On: 04/19/2016 11:15 AM |
| Final Approval Date: 04/20/2016 | | |

Income Statement

GL293 Date 04/18/16
Time 14:04

Company 1000 - YOLO COUNTY
Income Statement
For Period 7 Through 9 Ending March 31, 2016

USD

Item 6-Attachment 1 Page 1

Fiscal Year 2016 Budget 1

6940-2981-06991

694029816991

LOCAL AGENCY FORMATION COMM

| Account Nbr | Description | Period Amount | Period Budget | Pct Of Budget | Year To Date Amount | Year To Date Budget | Pct Of Budget |
|--------------|--------------------------------|---------------|---------------|---------------|---------------------|---------------------|---------------|
| NETFUND/POST | NET FUND BALANCE | | | | | | |
| REVENUES | REVENUES | | | | | | |
| REVUSEMONEY | REVENUE FROM USE OF MONEY AND | | | | | | |
| 400700-0000 | INVESTMENT EARNINGS-POOL | 0.00 | 0.00 | 0.00 | 1,464.00- | 1,500.00- | 97.60 |
| | Total REVENUE FROM USE OF MONE | 0.00 | 0.00 | 0.00 | 1,464.00- | 1,500.00- | 97.60 |
| INTGOVREVENU | INTERGOVERNMENTAL REVENUES | | | | | | |
| OTHRGOVAGNCY | OTHER GOVERNMENTAL AGENCIES | | | | | | |
| 402010-0001 | OTHR GOVT AGENCY-OTH CO-CITYS | 0.00 | 0.00 | 0.00 | 184,944.00- | 184,944.00- | 100.00 |
| 402030-0001 | OTHR GOVT AGENCY-WEST SAC | 0.00 | 0.00 | 0.00 | 63,610.00- | 63,610.00- | 100.00 |
| 402040-0001 | OTHR GOVT AGCY-WOODLAND | 0.00 | 0.00 | 0.00 | 53,232.00- | 53,232.00- | 100.00 |
| 402050-0001 | OTHR GOVT AGCY-WINTERS | 0.00 | 0.00 | 0.00 | 5,857.00- | 5,857.00- | 100.00 |
| 402060-0001 | OTHR GOVT AGCY-DAVIS | 0.00 | 0.00 | 0.00 | 62,245.00- | 62,245.00- | 100.00 |
| | Total OTHER GOVERNMENTAL AGENC | 0.00 | 0.00 | 0.00 | 369,888.00- | 369,888.00- | 100.00 |
| | Total INTERGOVERNMENTAL REVENU | 0.00 | 0.00 | 0.00 | 369,888.00- | 369,888.00- | 100.00 |
| MISCREVENUES | MISCELLANEOUS REVENUES | | | | | | |
| 404190-0000 | OTHER MISC INCOME | 0.00 | 0.00 | 0.00 | 335.01- | 0.00 | 0.00 |
| | Total MISCELLANEOUS REVENUES | 0.00 | 0.00 | 0.00 | 335.01- | 0.00 | 0.00 |
| | Total REVENUES | 0.00 | 0.00 | 0.00 | 371,687.01- | 371,388.00- | 100.08 |
| EXPENDITURES | EXPENDITURES | | | | | | |
| SALARY&BEN | SALARIES AND EMPLOYEE BENEFITS | | | | | | |
| SALARY&WAGES | SALARY AND WAGES | | | | | | |
| 500100-0000 | REGULAR EMPLOYEES | 49,353.44 | 0.00 | 0.00 | 162,823.73 | 205,020.00 | 79.42 |
| | Total SALARY AND WAGES | 49,353.44 | 0.00 | 0.00 | 162,823.73 | 205,020.00 | 79.42 |
| EMPBENEFITS | EMPLOYEE BENEFITS | | | | | | |
| 500310-0000 | RETIREMENT | 10,745.54 | 0.00 | 0.00 | 35,344.53 | 44,774.00 | 78.94 |
| 500320-0000 | OASDI | 3,470.34 | 0.00 | 0.00 | 11,262.07 | 14,182.00 | 79.41 |
| 500330-0000 | FICA/MEDICARE | 811.61 | 0.00 | 0.00 | 2,791.66 | 3,566.00 | 78.29 |
| 500360-0000 | OPEB - RETIREE HEALTH INSURANC | 0.00 | 0.00 | 0.00 | 0.00 | 14,351.00 | 0.00 |
| 500380-0000 | UNEMPLOYMENT INSURANCE | 0.00 | 0.00 | 0.00 | 0.00 | 850.00 | 0.00 |
| 500390-0000 | WORKERS' COMPENSATION INSURANC | 0.00 | 0.00 | 0.00 | 500.00 | 1,500.00 | 33.33 |
| 500400-0000 | OTHER EMPLOYEE BENEFITS | 15,790.50 | 0.00 | 0.00 | 49,028.25 | 61,362.00 | 79.90 |
| | Total EMPLOYEE BENEFITS | 30,817.99 | 0.00 | 0.00 | 98,926.51 | 140,585.00 | 70.37 |
| | Total SALARIES AND EMPLOYEE BE | 80,171.43 | 0.00 | 0.00 | 261,750.24 | 345,605.00 | 75.74 |
| SERVSUPPLIES | SERVICES AND SUPPLIES | | | | | | |
| 501020-0000 | COMMUNICATIONS | 538.45 | 0.00 | 0.00 | 1,076.90 | 2,500.00 | 43.08 |
| 501030-0000 | FOOD | 0.00 | 0.00 | 0.00 | 116.35 | 350.00 | 33.24 |
| 501051-0000 | INSURANCE-PUBLIC LIABILITY | 0.00 | 0.00 | 0.00 | 500.00 | 500.00 | 100.00 |
| 501070-0000 | MAINTENANCE-EQUIPMENT | 61.18 | 0.00 | 0.00 | 222.44 | 750.00 | 29.66 |
| 501090-0000 | MEMBERSHIPS | 0.00 | 0.00 | 0.00 | 2,381.00 | 3,100.00 | 76.81 |
| 501100-0000 | MISCELLANEOUS EXPENSE | 0.00 | 0.00 | 0.00 | 0.00 | 250.00 | 0.00 |
| 501110-0000 | OFFICE EXPENSE | 937.73 | 0.00 | 0.00 | 1,248.49 | 750.00 | 166.47 |
| 501111-0000 | OFFICE EXP-POSTAGE | 0.00 | 0.00 | 0.00 | 126.85 | 500.00 | 25.37 |
| 501112-0000 | OFFICE EXP-PRINTING | 0.00 | 0.00 | 0.00 | 102.76 | 1,000.00 | 10.28 |
| 501125-0000 | IT SERVICE-DPT SYS MAINT | 0.00 | 0.00 | 0.00 | 0.00 | 1,146.00 | 0.00 |
| 501126-0000 | IT SERVICE-ERP | 0.00 | 0.00 | 0.00 | 0.00 | 2,777.00 | 0.00 |
| 501127-0000 | IT SERVICE-CONNECTIVITY | 0.00 | 0.00 | 0.00 | 0.00 | 2,751.00 | 0.00 |
| 501151-0000 | PROF & SPEC SVC-AUDITG & ACCTG | 10,995.00 | 0.00 | 0.00 | 10,995.00 | 20,000.00 | 54.98 |
| 501152-0000 | PROF & SPEC SVC-INFO TECH SVC | 0.00 | 0.00 | 0.00 | 0.00 | 400.00 | 0.00 |

Income Statement

GL293 Date 04/18/16
Time 14:04

Company 1000 - YOLO COUNTY
Income Statement
For Period 7 Through 9 Ending March 31, 2016

USD

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Fiscal Year 2016 Budget

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6940-2981-06991

694029816991

LOCAL AGENCY FORMATION COMM

| Account Nbr | Description | Period Amount | Period Budget | Pct Of Budget | Year To Date Amount | Year To Date Budget | Pct Of Budget |
|--------------|--------------------------------|---------------|---------------|---------------|---------------------|---------------------|---------------|
| 501156-0000 | PROF & SPEC SVC-LEGAL SVC | 0.00 | 0.00 | 0.00 | 992.56 | 5,000.00 | 19.85 |
| 501165-0000 | PROF & SPEC SVC-OTHER | 24,657.50 | 0.00 | 0.00 | 71,729.19 | 55,000.00 | 130.42 |
| 501180-0000 | PUBLICATIONS AND LEGAL NOTICES | 0.00 | 0.00 | 0.00 | 2,719.90 | 1,500.00 | 181.33 |
| 501190-0000 | RENTS AND LEASES - EQUIPMENT | 20.00 | 0.00 | 0.00 | 48.10 | 1,500.00 | 3.21 |
| 501192-0000 | RENTS & LEASES-RECRDS STRGE | 0.00 | 0.00 | 0.00 | 0.00 | 483.00 | 0.00 |
| 501205-0000 | TRAINING | 1,695.00 | 0.00 | 0.00 | 6,760.91 | 12,000.00 | 56.34 |
| 501250-0000 | TRANSPORTATION AND TRAVEL | 4,256.50 | 0.00 | 0.00 | 4,290.25 | 2,000.00 | 214.51 |
| | Total SERVICES AND SUPPLIES | 43,161.36 | 0.00 | 0.00 | 103,310.70 | 114,257.00 | 90.42 |
| OTHERCHARGES | OTHER CHARGES | | | | | | |
| 502201-0000 | PAYMENTS TO OTH GOV INSTITUTN | 50.00 | 0.00 | 0.00 | 50.00 | 1,000.00 | 5.00 |
| | Total OTHER CHARGES | 50.00 | 0.00 | 0.00 | 50.00 | 1,000.00 | 5.00 |
| OTHRFINANUSE | OTHER FINANCING USES | | | | | | |
| 503110-0000 | TRANSFERS OUT-EQUIP PRE FUND | 0.00 | 0.00 | 0.00 | 0.00 | 1,200.00 | 0.00 |
| | Total OTHER FINANCING USES | 0.00 | 0.00 | 0.00 | 0.00 | 1,200.00 | 0.00 |
| CONTINGENCY | APPROPRIATION FOR CONTINGENCIE | | | | | | |
| 503300-0000 | APPROP FOR CONTINGENCY | 0.00 | 0.00 | 0.00 | 0.00 | 23,750.00 | 0.00 |
| | Total APPROPRIATION FOR CONTIN | 0.00 | 0.00 | 0.00 | 0.00 | 23,750.00 | 0.00 |
| | Total EXPENDITURES | 123,382.79 | 0.00 | 0.00 | 365,110.94 | 485,812.00 | 75.15 |
| | Total NET FUND BALANCE | 123,382.79 | 0.00 | 0.00 | 6,576.07- | 114,424.00 | 5.75- |

Income Statement

GL293 Date 04/18/16
Time 14:04

Company 1000 - YOLO COUNTY
Income Statement
For Period 7 Through 9 Ending March 31, 2016

USD

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Fiscal Year 2016 Budget

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6940-2981-06992

694029816992

LAFCO SHARED SRVCS

| Account Nbr | Description | Period Amount | Period Budget | Pct Of Budget | Year To Date Amount | Year To Date Budget | Pct Of Budget |
|--------------|-----------------------------|------------------|------------------|------------------|------------------------|------------------------|------------------|
| NETFUND/POST | NET FUND BALANCE | | | | | | |
| EXPENDITURES | EXPENDITURES | | | | | | |
| SERVSUPPLIES | SERVICES AND SUPPLIES | | | | | | |
| 501165-0000 | PROF & SPEC SVC-OTHER | 0.00 | 0.00 | 0.00 | 0.00 | 10,000.00 | 0.00 |
| | Total SERVICES AND SUPPLIES | 0.00 | 0.00 | 0.00 | 0.00 | 10,000.00 | 0.00 |
| | Total EXPENDITURES | 0.00 | 0.00 | 0.00 | 0.00 | 10,000.00 | 0.00 |
| | Total NET FUND BALANCE | 0.00 | 0.00 | 0.00 | 0.00 | 10,000.00 | 0.00 |

General Ledger Report

GL290 Date 04/19/16
Time 09:48

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Sort Variable Level, Account
Type Amounts
Activity Beg Bal and Activity

Accounting Unit 694000000000 LOC AGENCY FORM BAL SHEET USE Resp Level 6940-0001-00001

| Posting | Sy | Pd | Journal/Seq | Inco | Transaction Desc | Activity | Catg | Debit | Credit | Balance |
|------------------------|----|------|-------------|-------------|----------------------|----------|------|-------|---------------|------------|
| | | | Account | 100000-0000 | CASH IN TREASURY | | | | Begin Balance | 353,830.31 |
| 01/05/16 | AP | 07 N | 5-00 | 1000 | Auto Offset From Zon | | | | 11.20 | 353,819.11 |
| 01/07/16 | AP | 07 N | 25-00 | 1000 | Auto Offset From Zon | | | | 247.02 | 353,572.09 |
| 01/08/16 | GL | 07 N | 83-00 | 1000 | Auto Offset From Zon | | | | 127.26 | 353,444.83 |
| 01/11/16 | AP | 07 N | 27-00 | 1000 | Auto Offset From Zon | | | | 85.36 | 353,359.47 |
| 01/14/16 | GL | 07 N | 192-00 | 1000 | Auto Offset From Zon | | | | 8.50 | 353,350.97 |
| 01/15/16 | PR | 07 N | 3-00 | 1000 | Auto Offset From Zon | | | | 13,281.11 | 340,069.86 |
| 01/20/16 | GL | 07 N | 284-00 | 1000 | Auto Offset From Zon | | | | 124.59 | 339,945.27 |
| 01/26/16 | AP | 07 N | 86-00 | 1000 | Auto Offset From Zon | | | | 8,463.75 | 331,481.52 |
| 01/29/16 | PR | 07 N | 4-00 | 1000 | Auto Offset From Zon | | | | 13,281.18 | 318,200.34 |
| 01/29/16 | AP | 07 N | 102-00 | 1000 | Auto Offset From Zon | | | | 8.10 | 318,192.24 |
| 01/29/16 | AP | 07 N | 124-00 | 1000 | Auto Offset From Zon | | | | 1,695.00 | 316,497.24 |
| 02/03/16 | GL | 08 N | 85-00 | 1000 | Auto Offset From Zon | | | | 8.50 | 316,488.74 |
| 02/08/16 | GL | 08 N | 190-00 | 1000 | Auto Offset From Zon | | | | 127.30 | 316,361.44 |
| 02/12/16 | PR | 08 N | 2-00 | 1000 | Auto Offset From Zon | | | | 13,496.49 | 302,864.95 |
| 02/19/16 | AP | 08 N | 92-00 | 1000 | Auto Offset From Zon | | | | 1,038.68 | 301,826.27 |
| 02/19/16 | AP | 08 N | 109-00 | 1000 | Auto Offset From Zon | | | | 56.65 | 301,769.62 |
| 02/22/16 | AP | 08 N | 110-00 | 1000 | Auto Offset From Zon | | | | 14,638.75 | 287,130.87 |
| 02/26/16 | PR | 08 N | 4-00 | 1000 | Auto Offset From Zon | | | | 13,550.28 | 273,580.59 |
| 02/29/16 | GL | 08 N | 609-00 | 1000 | LAFCO PC REPLACEMENT | | | | 1,200.00 | 272,380.59 |
| 02/29/16 | GL | 08 N | 5-00 | 1000 | Auto Offset From Zon | | | | 50.00 | 272,330.59 |
| 02/29/16 | GL | 08 N | 10-00 | 1000 | Auto Offset From Zon | | | | 200.20 | 272,130.39 |
| 02/29/16 | AP | 08 N | 133-00 | 1000 | Auto Offset From Zon | | | | 8.10 | 272,122.29 |
| 02/29/16 | GL | 08 N | 493-00 | 1000 | Auto Offset From Zon | | | | 8.50 | 272,113.79 |
| 03/03/16 | GL | 09 N | 72-00 | 1000 | Auto Offset From Zon | | | | 125.30 | 271,988.49 |
| 03/07/16 | AP | 09 N | 11-00 | 1000 | Auto Offset From Zon | | | | 577.50 | 271,410.99 |
| 03/11/16 | PR | 09 N | 3-00 | 1000 | Auto Offset From Zon | | | | 13,281.19 | 258,129.80 |
| 03/14/16 | AP | 09 N | 39-00 | 1000 | Auto Offset From Zon | | | | 39.97 | 258,089.83 |
| 03/24/16 | AP | 09 N | 104-00 | 1000 | Auto Offset From Zon | | | | 10,995.00 | 247,094.83 |
| 03/25/16 | PR | 09 N | 4-00 | 1000 | Auto Offset From Zon | | | | 13,281.18 | 233,813.65 |
| 03/28/16 | AP | 09 N | 99-00 | 1000 | Auto Offset From Zon | | | | 11.20 | 233,802.45 |
| 03/31/16 | GL | 09 N | 934-00 | 1000 | NOV 2015 INT APPORTI | | | 39.07 | | 233,841.52 |
| 03/31/16 | GL | 09 N | 934-00 | 1000 | NOV 2015 INT APPORTI | | | 1.86 | | 233,843.38 |
| 03/31/16 | GL | 09 N | 12-00 | 1000 | Auto Offset From Zon | | | | 403.96 | 233,439.42 |
| 03/31/16 | GL | 09 N | 711-00 | 1000 | Auto offset from zon | | | | 475.00 | 232,964.42 |
| 03/31/16 | GL | 09 N | 735-00 | 1000 | Auto Offset From Zon | | | | 8.50 | 232,955.92 |
| 03/31/16 | GL | 09 N | 868-01 | 1000 | Auto Offset From Zon | | | | 3,667.47 | 229,288.45 |
| 03/31/16 | GL | 09 N | 931-00 | 1000 | Auto Offset From Zon | | | | 358.58 | 228,929.87 |
| Total Activity Account | | | | | | | | 40.93 | 124,941.37 | |
| | | | Account | 100000-0000 | CASH IN TREASURY | | | | End Balance | 228,929.87 |
| | | | Account | 101000-0143 | RC-LAFCO OPEB | | | | Begin Balance | 50,302.45 |
| 03/31/16 | GL | 09 N | 934-00 | 1000 | NOV 2015 INT APPORTI | | | | 39.07 | 50,263.38 |
| Total Activity Account | | | | | | | | | 39.07 | |
| | | | Account | 101000-0143 | RC-LAFCO OPEB | | | | End Balance | 50,263.38 |

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| Accounting Unit | 694000000000 | LOC AGENCY FORM BAL SHEET USE | Resp | Level | 6940-0001-00001 | | | | | |
|-----------------|--------------|-------------------------------|-------------|--------|--------------------------------|--------------------------------|------|----------|---------------|-------------|
| Posting | Sy | Pd | Journal/Seq | Inco | Transaction Desc | Activity | Catg | Debit | Credit | Balance |
| Account | 101000-0144 | | | | RC-LAFCO PC REPL | | | | Begin Balance | 2,400.00 |
| 02/29/16 | GL | 08 | N | 609-00 | 1000 LAFCO PC REPLACEMENT | | | 1,200.00 | | 3,600.00 |
| 03/31/16 | GL | 09 | N | 934-00 | 1000 NOV 2015 INT APPORTI | | | | 1.86 | 3,598.14 |
| | | | | | Total Activity | Account | | 1,200.00 | 1.86 | |
| | | | | | 101000-0144 | RC-LAFCO PC REPL | | | End Balance | 3,598.14 |
| Account | 190200-0000 | | | | FUTURE LONG TERM DEBT REQUIRE | | | | Begin Balance | 8,489.00 |
| | 190200-0000 | | | | FUTURE LONG TERM DEBT REQUIRE | | | | End Balance | 8,489.00 |
| Account | 230000-0000 | | | | COMPENSATED ABSENSES (S/T) | | | | Begin Balance | 8,489.00- |
| | 230000-0000 | | | | COMPENSATED ABSENSES (S/T) | | | | End Balance | 8,489.00- |
| Account | 300500-0001 | | | | FUND BAL-COMMITTED-OPEB | | | | Begin Balance | 50,272.95- |
| | 300500-0001 | | | | FUND BAL-COMMITTED-OPEB | | | | End Balance | 50,272.95- |
| Account | 300600-0000 | | | | FD BAL-ASSIGNED | | | | Begin Balance | 67,357.50- |
| | 300600-0000 | | | | FD BAL-ASSIGNED | | | | End Balance | 67,357.50- |
| Account | 300600-0001 | | | | FD BAL-ASSIGNED-CAP ASSET REPL | | | | Begin Balance | 2,400.00- |
| 02/29/16 | GL | 08 | N | 609-00 | 1000 LAFCO PC REPLACEMENT | | | | 1,200.00 | 3,600.00- |
| | | | | | Total Activity | Account | | | 1,200.00 | |
| | | | | | 300600-0001 | FD BAL-ASSIGNED-CAP ASSET REPL | | | End Balance | 3,600.00- |
| Account | 300999-0000 | | | | UNASSIGNED | | | | Begin Balance | 156,543.45- |
| 02/29/16 | GL | 08 | N | 609-00 | 1000 LAFCO PC REPLACEMENT | | | 1,200.00 | | 155,343.45- |
| | | | | | Total Activity | Account | | 1,200.00 | | |
| | | | | | 300999-0000 | UNASSIGNED | | | End Balance | 155,343.45- |
| | | | | | 694000000000 | LOC AGENCY FORM BAL SHEET USE | | | End Balance | 6,217.49 |

| Accounting Unit | 694029816991 | LOCAL AGENCY FORMATION COMM | Resp | Level | 6940-2981-06991 | | | | | |
|-----------------|--------------|-----------------------------|-------------|--------|--|--------------------------|------|--------|---------------|-------------|
| Posting | Sy | Pd | Journal/Seq | Inco | Transaction Desc | Activity | Catg | Debit | Credit | Balance |
| Account | 400700-0000 | | | | INVESTMENT EARNINGS-POOL | | | | Begin Balance | 1,464.00- |
| 03/31/16 | GL | 09 | N | 931-00 | 1000 NOV 2015 INTEREST AP 8800000000009900 10000 | | | 317.65 | | 1,146.35- |
| 03/31/16 | GL | 09 | N | 931-00 | 1000 NOV 2015 INTEREST AP 8800000000009900 10000 | | | 39.07 | | 1,107.28- |
| 03/31/16 | GL | 09 | N | 931-00 | 1000 NOV 2015 INTEREST AP 8800000000009900 10000 | | | 1.86 | | 1,105.42- |
| | | | | | Total Activity | Account | | 358.58 | | |
| | | | | | 400700-0000 | INVESTMENT EARNINGS-POOL | | | End Balance | 1,105.42- |
| Account | 402010-0001 | | | | OTHR GOVT AGENCY-OTH CO-CITYS | | | | Begin Balance | 184,944.00- |
| | 402010-0001 | | | | OTHR GOVT AGENCY-OTH CO-CITYS | | | | End Balance | 184,944.00- |

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Accounting Unit 694029816991 LOCAL AGENCY FORMATION COMM Resp Level 6940-2981-06991

| Posting | Sy | Pd | Journal/Seq | Inco | Transaction Desc | Activity | Catg | Debit | Credit | Balance |
|----------|----|----|-------------|------|---------------------------|----------|------|---------------|--------|------------|
| Account | | | 402030-0001 | | OTHR GOVT AGENCY-WEST SAC | | | Begin Balance | | 63,610.00- |
| | | | 402030-0001 | | OTHR GOVT AGENCY-WEST SAC | | | End Balance | | 63,610.00- |
| Account | | | 402040-0001 | | OTHR GOVT AGCY-WOODLAND | | | Begin Balance | | 53,232.00- |
| | | | 402040-0001 | | OTHR GOVT AGCY-WOODLAND | | | End Balance | | 53,232.00- |
| Account | | | 402050-0001 | | OTHR GOVT AGCY-WINTERS | | | Begin Balance | | 5,857.00- |
| | | | 402050-0001 | | OTHR GOVT AGCY-WINTERS | | | End Balance | | 5,857.00- |
| Account | | | 402060-0001 | | OTHR GOVT AGCY-DAVIS | | | Begin Balance | | 62,245.00- |
| | | | 402060-0001 | | OTHR GOVT AGCY-DAVIS | | | End Balance | | 62,245.00- |
| Account | | | 404190-0000 | | OTHER MISC INCOME | | | Begin Balance | | 335.01- |
| | | | 404190-0000 | | OTHER MISC INCOME | | | End Balance | | 335.01- |
| Account | | | 500100-0000 | | REGULAR EMPLOYEES | | | Begin Balance | | 113,470.29 |
| 01/15/16 | PR | 07 | N | 3-00 | 1000 Summarized transacti | | | 8,225.53 | | 121,695.82 |
| 01/29/16 | PR | 07 | N | 4-00 | 1000 Summarized transacti | | | 8,225.58 | | 129,921.40 |
| 02/12/16 | PR | 08 | N | 2-00 | 1000 Summarized transacti | | | 8,225.59 | | 138,146.99 |
| 02/26/16 | PR | 08 | N | 4-00 | 1000 Summarized transacti | | | 8,225.56 | | 146,372.55 |
| 03/11/16 | PR | 09 | N | 3-00 | 1000 Summarized transacti | | | 8,225.59 | | 154,598.14 |
| 03/25/16 | PR | 09 | N | 4-00 | 1000 Summarized transacti | | | 8,225.59 | | 162,823.73 |
| | | | | | Total Activity | Account | | 49,353.44 | | |
| | | | 500100-0000 | | REGULAR EMPLOYEES | | | End Balance | | 162,823.73 |
| Account | | | 500310-0000 | | RETIREMENT | | | Begin Balance | | 24,598.99 |
| 01/15/16 | PR | 07 | N | 3-00 | 1000 Summarized transacti | | | 1,790.91 | | 26,389.90 |
| 01/29/16 | PR | 07 | N | 4-00 | 1000 Summarized transacti | | | 1,790.93 | | 28,180.83 |
| 02/12/16 | PR | 08 | N | 2-00 | 1000 Summarized transacti | | | 1,790.93 | | 29,971.76 |
| 02/26/16 | PR | 08 | N | 4-00 | 1000 Summarized transacti | | | 1,790.91 | | 31,762.67 |
| 03/11/16 | PR | 09 | N | 3-00 | 1000 Summarized transacti | | | 1,790.93 | | 33,553.60 |
| 03/25/16 | PR | 09 | N | 4-00 | 1000 Summarized transacti | | | 1,790.93 | | 35,344.53 |
| | | | | | Total Activity | Account | | 10,745.54 | | |
| | | | 500310-0000 | | RETIREMENT | | | End Balance | | 35,344.53 |
| Account | | | 500320-0000 | | OASDI | | | Begin Balance | | 7,791.73 |
| 01/15/16 | PR | 07 | N | 3-00 | 1000 Summarized transacti | | | 573.74 | | 8,365.47 |
| 01/29/16 | PR | 07 | N | 4-00 | 1000 Summarized transacti | | | 573.74 | | 8,939.21 |
| 02/12/16 | PR | 08 | N | 2-00 | 1000 Summarized transacti | | | 586.14 | | 9,525.35 |
| 02/26/16 | PR | 08 | N | 4-00 | 1000 Summarized transacti | | | 589.25 | | 10,114.60 |
| 03/11/16 | PR | 09 | N | 3-00 | 1000 Summarized transacti | | | 573.73 | | 10,688.33 |
| 03/25/16 | PR | 09 | N | 4-00 | 1000 Summarized transacti | | | 573.74 | | 11,262.07 |
| | | | | | Total Activity | Account | | 3,470.34 | | |
| | | | 500320-0000 | | OASDI | | | End Balance | | 11,262.07 |

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Activity Beg Bal and Activity

Accounting Unit 694029816991 LOCAL AGENCY FORMATION COMM Resp Level 6940-2981-06991

| Posting | Sy | Pd | Journal/Seq | Inco | Transaction Desc | Activity | Catg | Debit | Credit | Balance |
|------------------------|----|----|-------------|-------------|--------------------------------|--------------------------------------|-------|-----------|---------------|-----------|
| | | | Account | 500330-0000 | FICA/MEDICARE | | | | Begin Balance | 1,980.05 |
| 01/15/16 | PR | 07 | N | 3-00 | 1000 | Summarized transacti | | 134.18 | | 2,114.23 |
| 01/29/16 | PR | 07 | N | 4-00 | 1000 | Summarized transacti | | 134.18 | | 2,248.41 |
| 02/12/16 | PR | 08 | N | 2-00 | 1000 | Summarized transacti | | 137.08 | | 2,385.49 |
| 02/26/16 | PR | 08 | N | 4-00 | 1000 | Summarized transacti | | 137.81 | | 2,523.30 |
| 03/11/16 | PR | 09 | N | 3-00 | 1000 | Summarized transacti | | 134.19 | | 2,657.49 |
| 03/25/16 | PR | 09 | N | 4-00 | 1000 | Summarized transacti | | 134.17 | | 2,791.66 |
| Total Activity Account | | | | | | | | 811.61 | | |
| | | | Account | 500330-0000 | FICA/MEDICARE | | | | End Balance | 2,791.66 |
| | | | Account | 500390-0000 | WORKERS' COMPENSATION INSURANC | | | | Begin Balance | 500.00 |
| | | | Account | 500390-0000 | WORKERS' COMPENSATION INSURANC | | | | End Balance | 500.00 |
| | | | Account | 500400-0000 | OTHER EMPLOYEE BENEFITS | | | | Begin Balance | 33,237.75 |
| 01/15/16 | PR | 07 | N | 3-00 | 1000 | Summarized transacti | | 2,556.75 | | 35,794.50 |
| 01/29/16 | PR | 07 | N | 4-00 | 1000 | Summarized transacti | | 2,556.75 | | 38,351.25 |
| 02/12/16 | PR | 08 | N | 2-00 | 1000 | Expense accrual | | 200.00 | | 38,551.25 |
| 02/12/16 | PR | 08 | N | 2-00 | 1000 | Summarized transacti | | 2,556.75 | | 41,108.00 |
| 02/26/16 | PR | 08 | N | 4-00 | 1000 | Expense accrual | | 250.00 | | 41,358.00 |
| 02/26/16 | PR | 08 | N | 4-00 | 1000 | Summarized transacti | | 2,556.75 | | 43,914.75 |
| 03/11/16 | PR | 09 | N | 3-00 | 1000 | Summarized transacti | | 2,556.75 | | 46,471.50 |
| 03/25/16 | PR | 09 | N | 4-00 | 1000 | Summarized transacti | | 2,556.75 | | 49,028.25 |
| Total Activity Account | | | | | | | | 15,790.50 | | |
| | | | Account | 500400-0000 | OTHER EMPLOYEE BENEFITS | | | | End Balance | 49,028.25 |
| | | | Account | 501020-0000 | COMMUNICATIONS | | | | Begin Balance | 538.45 |
| 01/08/16 | GL | 07 | N | 83-00 | 1000 | 185-1 11/15 INTERNAL 850400000002000 | 53200 | 127.26 | | 665.71 |
| 01/14/16 | GL | 07 | N | 192-00 | 1000 | 185-1 11/15 INTERNAL 850400000002000 | 53200 | 8.50 | | 674.21 |
| 01/20/16 | GL | 07 | N | 284-00 | 1000 | 185-1 12/15 INTERNAL 850400000002000 | 53200 | 124.59 | | 798.80 |
| 02/03/16 | GL | 08 | N | 85-00 | 1000 | 185-1 12/15 INTERNAL 850400000002000 | 53200 | 8.50 | | 807.30 |
| 02/08/16 | GL | 08 | N | 190-00 | 1000 | 185-1 01/16 INTERNAL 850400000002000 | 53200 | 127.30 | | 934.60 |
| 02/29/16 | GL | 08 | N | 493-00 | 1000 | 185-1 01/16 INTERNAL 850400000002000 | 53200 | 8.50 | | 943.10 |
| 03/03/16 | GL | 09 | N | 72-00 | 1000 | 185-1 02/16 INTERNAL 850400000002000 | 53200 | 125.30 | | 1,068.40 |
| 03/31/16 | GL | 09 | N | 735-00 | 1000 | 185-1 02/16 INTERNAL 850400000002000 | 53200 | 8.50 | | 1,076.90 |
| Total Activity Account | | | | | | | | 538.45 | | |
| | | | Account | 501020-0000 | COMMUNICATIONS | | | | End Balance | 1,076.90 |
| | | | Account | 501030-0000 | FOOD | | | | Begin Balance | 116.35 |
| | | | Account | 501030-0000 | FOOD | | | | End Balance | 116.35 |
| | | | Account | 501051-0000 | INSURANCE-PUBLIC LIABILITY | | | | Begin Balance | 500.00 |
| | | | Account | 501051-0000 | INSURANCE-PUBLIC LIABILITY | | | | End Balance | 500.00 |

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Accounting Unit 694029816991 LOCAL AGENCY FORMATION COMM Resp Level 6940-2981-06991

| Posting | Sy | Pd | Journal/Seq | Inco | Transaction Desc | Activity | Catg | Debit | Credit | Balance |
|------------------------|----|------|-------------|-------------|--------------------------------|-----------------|-------|-----------|---------------|-----------|
| | | | Account | 501070-0000 | MAINTENANCE-EQUIPMENT | | | | Begin Balance | 161.26 |
| 02/19/16 | AP | 08 N | 92-00 | 1000 | 13078INLAND BUSI | 850400000002000 | 53700 | 61.18 | | 222.44 |
| Total Activity Account | | | | | | | | 61.18 | | |
| | | | Account | 501070-0000 | MAINTENANCE-EQUIPMENT | | | | End Balance | 222.44 |
| | | | Account | 501090-0000 | MEMBERSHIPS | | | | Begin Balance | 2,381.00 |
| | | | Account | 501090-0000 | MEMBERSHIPS | | | | End Balance | 2,381.00 |
| | | | Account | 501110-0000 | OFFICE EXPENSE | | | | Begin Balance | 310.76 |
| 01/05/16 | AP | 07 N | 5-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 54200 | 6.20 | | 316.96 |
| 01/11/16 | AP | 07 N | 27-00 | 1000 | 10058STAPLES ADV | 850400000002000 | 54200 | 85.36 | | 402.32 |
| 01/29/16 | AP | 07 N | 102-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 54200 | 3.10 | | 405.42 |
| 02/19/16 | AP | 08 N | 109-00 | 1000 | 10058STAPLES ADV | 850400000006000 | 54200 | 56.65 | | 462.07 |
| 02/29/16 | AP | 08 N | 133-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 54200 | 3.10 | | 465.17 |
| 02/29/16 | GL | 08 N | 10-00 | 1000 | 01/16 CALCARD-CCRAWF | 850400000006000 | 54200 | 200.20 | | 665.37 |
| 03/14/16 | AP | 09 N | 39-00 | 1000 | 10058STAPLES ADV | 850400000006000 | 54200 | 39.97 | | 705.34 |
| 03/28/16 | AP | 09 N | 99-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 54200 | 6.20 | | 711.54 |
| 03/31/16 | GL | 09 N | 711-00 | 1000 | LAFCO Facility Fees | 850400000006000 | 54200 | 475.00 | | 1,186.54 |
| 03/31/16 | GL | 09 N | 868-01 | 1000 | 01/16 CALCARD-TTUCK- | 850400000006000 | 54200 | 61.95 | | 1,248.49 |
| Total Activity Account | | | | | | | | 937.73 | | |
| | | | Account | 501110-0000 | OFFICE EXPENSE | | | | End Balance | 1,248.49 |
| | | | Account | 501111-0000 | OFFICE EXP-POSTAGE | | | | Begin Balance | 126.85 |
| | | | Account | 501111-0000 | OFFICE EXP-POSTAGE | | | | End Balance | 126.85 |
| | | | Account | 501112-0000 | OFFICE EXP-PRINTING | | | | Begin Balance | 102.76 |
| | | | Account | 501112-0000 | OFFICE EXP-PRINTING | | | | End Balance | 102.76 |
| | | | Account | 501151-0000 | PROF & SPEC SVC-AUDITG & ACCTG | | | | Begin Balance | 0.00 |
| 03/24/16 | AP | 09 N | 104-00 | 1000 | 10815RICHARDSON | 850400000003000 | 54700 | 10,995.00 | | 10,995.00 |
| Total Activity Account | | | | | | | | 10,995.00 | | |
| | | | Account | 501151-0000 | PROF & SPEC SVC-AUDITG & ACCTG | | | | End Balance | 10,995.00 |
| | | | Account | 501156-0000 | PROF & SPEC SVC-LEGAL SVC | | | | Begin Balance | 992.56 |
| | | | Account | 501156-0000 | PROF & SPEC SVC-LEGAL SVC | | | | End Balance | 992.56 |
| | | | Account | 501165-0000 | PROF & SPEC SVC-OTHER | | | | Begin Balance | 47,071.69 |
| 01/26/16 | AP | 07 N | 86-00 | 1000 | 10213POLICY CONS | 850200004409014 | 55500 | 8,463.75 | | 55,535.44 |
| 02/19/16 | AP | 08 N | 92-00 | 1000 | 10778MARCUS NEUV | 850400000002000 | 55500 | 977.50 | | 56,512.94 |
| 02/22/16 | AP | 08 N | 110-00 | 1000 | 10213POLICY CONS | 850200004409014 | 55500 | 14,638.75 | | 71,151.69 |
| 03/07/16 | AP | 09 N | 11-00 | 1000 | 10778MARCUS NEUV | 850400000002000 | 55500 | 577.50 | | 71,729.19 |
| Total Activity Account | | | | | | | | 24,657.50 | | |
| | | | Account | 501165-0000 | PROF & SPEC SVC-OTHER | | | | End Balance | 71,729.19 |

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Page 6
Sort Variable Level, Account
Type Amounts
Activity Beg Bal and Activity

Accounting Unit 694029816991 LOCAL AGENCY FORMATION COMM Resp Level 6940-2981-06991

| Posting | Sy | Pd | Journal/Seq | Inco | Transaction Desc | Activity | Catg | Debit | Credit | Balance |
|------------------------|----|----|--------------|--------------------------------|------------------|----------------------|-----------------|---------------|----------|-----------|
| ----- | | | | | | | | | | |
| Account | | | 501180-0000 | PUBLICATIONS AND LEGAL NOTICES | | | | Begin Balance | | 2,719.90 |
| | | | 501180-0000 | PUBLICATIONS AND LEGAL NOTICES | | | | End Balance | | 2,719.90 |
| ----- | | | | | | | | | | |
| Account | | | 501190-0000 | RENTS AND LEASES - EQUIPMENT | | | | Begin Balance | | 28.10 |
| 01/05/16 | AP | 07 | N | 5-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 55800 | 5.00 | 33.10 |
| 01/29/16 | AP | 07 | N | 102-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 55800 | 5.00 | 38.10 |
| 02/29/16 | AP | 08 | N | 133-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 55800 | 5.00 | 43.10 |
| 03/28/16 | AP | 09 | N | 99-00 | 1000 | 10246DSW HOLDING | 850400000002000 | 55800 | 5.00 | 48.10 |
| Total Activity Account | | | | | | | | 20.00 | | |
| | | | 501190-0000 | RENTS AND LEASES - EQUIPMENT | | | | End Balance | | 48.10 |
| ----- | | | | | | | | | | |
| Account | | | 501205-0000 | TRAINING | | | | Begin Balance | | 5,065.91 |
| 01/29/16 | AP | 07 | N | 124-00 | 1000 | 10796INTERNATION | 850500000004000 | 56900 | 1,695.00 | 6,760.91 |
| Total Activity Account | | | | | | | | 1,695.00 | | |
| | | | 501205-0000 | TRAINING | | | | End Balance | | 6,760.91 |
| ----- | | | | | | | | | | |
| Account | | | 501250-0000 | TRANSPORTATION AND TRAVEL | | | | Begin Balance | | 33.75 |
| 01/07/16 | AP | 07 | N | 25-00 | 1000 | 12674CHRISTINE C | 850400000002000 | 57300 | 247.02 | 280.77 |
| 03/31/16 | GL | 09 | N | 12-00 | 1000 | 02/16 CALCARD-CCRAWF | 850500000004000 | 56900 | 403.96 | 684.73 |
| 03/31/16 | GL | 09 | N | 868-01 | 1000 | 01/16 CALCARD-TTUCK- | 850500000004000 | 56900 | 3,605.52 | 4,290.25 |
| Total Activity Account | | | | | | | | 4,256.50 | | |
| | | | 501250-0000 | TRANSPORTATION AND TRAVEL | | | | End Balance | | 4,290.25 |
| ----- | | | | | | | | | | |
| Account | | | 502201-0000 | PAYMENTS TO OTH GOV INSTITUTN | | | | Begin Balance | | 0.00 |
| 02/29/16 | GL | 08 | N | 5-00 | 1000 | NOE-917 Watts OOA-Wi | 850100091709015 | 59520 | 50.00 | 50.00 |
| Total Activity Account | | | | | | | | 50.00 | | |
| | | | 502201-0000 | PAYMENTS TO OTH GOV INSTITUTN | | | | End Balance | | 50.00 |
| | | | 694029816991 | LOCAL AGENCY FORMATION COMM | | | | End Balance | | 6,217.49- |

Company 1000 Totals:

| | |
|-------------------------|------------|
| Debit Transactions | 126,182.30 |
| Credit Transactions | 126,182.30 |
| Debit Balances | 656,391.33 |
| Credit Balances | 656,391.33 |
| P/L Debit Transactions | 123,741.37 |
| P/L Credit Transactions | |
| Net Loss | 123,741.37 |

General Ledger Report

GL290 Date: 04/19/16
Time: 09:48

JOB SUBMISSION PARAMETERS

User Name: YLLSFPD\TTuck
Job Name: GL290TT
Step Nbr: 1

Company: 1000 YOLO COUNTY USD
or Company Group:
Reports: RUNNING BAL TRANS

Year Code: or Posting Dates: -
or Year: 2016
Periods: 7 - 9

Accounting Unit: 6940 LOCAL AGENCY FORMATION COMM
Accounts: -
Subaccounts: -
Report Currency: B Base



Consent 7.

LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Correspondence

RECOMMENDED ACTION

Receive and file the following correspondence:

- A. CALAFCO Thank You
 - B. Assembly Bill 2910 Omnibus Bill - Support Letter
 - C. CALAFCO Legislative Update - April 1, 2016
 - D. Letter from City of Winters regarding next scheduled MSR/SOI
-

Attachments

[ATT A - CALAFCO Thank You](#)

[ATT B - AB 2910 Support Letter](#)

[ATT C - CALAFCO Legislative Update](#)

[ATT D - City of Winters Letter](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 04/20/2016

Started On: 04/20/2016 12:30 PM

RECEIVED

APR 11 2016

YOLO LAFCO

April 7, 2016

Yolo LAFCo
625 Court St., Suite 203
Woodland, CA 95695

Dear Yolo LAFCo Commission:

On behalf of the California Association of Local Agency Formation Commissions (CALAFCO), I would like to thank your commission for allowing your staff the opportunity to attend the CALAFCO 2016 annual staff workshop, held in Universal City, Los Angeles, March 30 through April 1.

We know how lean budgets and resources continue to be, and understand that prioritizing expenditures can be difficult. Ensuring your staff has access to ongoing professional development and specialized educational opportunities allows them the opportunity to better serve your commission and fulfill the mission of LAFCo. The sharing of information and resources among the LAFCo staff statewide serves to strengthen their network and creates opportunities for rich and value-added learning that is applied within each LAFCo.

Thank you again for supporting your staff's participation in the CALAFCO 2016 staff workshop. We truly appreciate your membership and value your involvement in CALAFCO.

Yours sincerely,



Pamela Miller
Executive Director

LOCAL
AGENCY
FORMATION
COMMISSION OF
YOLO COUNTY



April 11, 2016

Honorable Susan Talamantes Eggman, Chair
Assembly Local Government Committee
California State Assembly
State Capitol, Room 3173
Sacramento, CA 95814

RE: **Support of AB 2910: Local Government Committee Omnibus Bill**

Dear Chair Eggman:

The Yolo Local Agency Formation Commission (LAFCo) is pleased to support the Assembly Local Government Committee Bill **AB 2910** which makes technical, non-substantive changes to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (the Act).

This annual bill includes technical changes to the Act which governs the work of local agency formation commissions. These changes are necessary as commissions implement the Act and small inconsistencies are found or clarifications are needed to make the law as unambiguous as possible. **AB 2910** makes several minor technical changes, corrects obsolete and incorrect code references, and corrects typographical errors. The California Association of Local Agency Formation Commissions (CALAFCO) and the Yolo LAFCo are grateful to the members of our Legislative Committee and to your Committee and staff, all of whom worked diligently on this language to ensure there are no substantive changes while creating a significant increase in the clarity of the Act for all stakeholders.

This legislation helps insure the Cortese-Knox-Hertzberg Act remains a vital and practical law that is consistently applied around the state. We appreciate your Committee's authorship and support of this bill, and your support of the mission of local agency formation commissions.

Yours sincerely,

Olin Woods
Yolo LAFCo Chair

cc: Members, Assembly Local Government Committee
Misa Lennox, Associate Consultant, Assembly Local Government Committee
William Weber, Consultant, Assembly Republican Caucus
Pamela Miller, Executive Director, CALAFCO

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OLIN WOODS
Public Member

VICE CHAIR
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Supervisor – 4th District

ALTERNATES
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City of Davis

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**CALAFCO Legislative Update
April 1, 2016
CALAFCO 2016 Staff Workshop
Hot bills being tracked**

**Priority 1
CALAFCO Sponsored**

AB 2910 – Omnibus bill

This year CALAFCO limited the total number of items submitted as part of the Omnibus bill to seven (7). The Assembly Local Government Committee (ALGC) added several items to ours, making for a total of nine (9) items submitted. Due to negative feedback from the League and CSDA on one of the items and an inability to come to agreement on language, one of the items was recently removed, which is item 56150 noted at the end of the list. The bill will be amended to remove this section prior to the ALGC hearing in April.

Government Code 56301 specifies that one of the purposes of LAFCO is to efficiently provide government services. This proposal makes changes to more accurately reflect one of the purposes of LAFCO which is to ensure that government services provided by local agencies are done so efficiently.

Government Code 56331. The composition of LAFCOs includes the appointment of a public member and an alternate public member. This proposal would include the current practice of LAFCOs to require that public members are a resident of the affected county into law. Current law places one restriction on the selection of public members that no officer or employee of a county, city, or district within the county may be appointed as a public member or alternate public member. This proposal would require that a public member and alternate public member be residents of the affected county and includes references to LAFCOs that have the composition of their commission established separately in a stand-alone section.

Government Code 56700.4 requires the filing of a Notice of Intent to Circulate Petition (NOI) prior to the circulation of any petition to initiate a change of organization. The required contents of the NOI are limited to basic information about the proponent, the type of change, and the reasons for the proposed change. The NOI must be signed by the proponent or a representative of the proponent. Once the NOI is filed with the executive officer, the petition requesting the boundary change may be circulated for signature. Many proposals submitted to LAFCOs are initiated by the sole landowner of the affected territory. This requirement serves no purpose when there is only a single landowner involved and that sole landowner must file this notice before they can sign their own petition.

Government Code 56816 This proposal corrects a typo in a section of law enacted by AB 851 (Mayes), Chapter 304, Statutes of 2015, which made changes to the city disincorporation process in CKH.

Government Code 56881 This proposal corrects a typo in current law and will provide greater clarity by using the correct term 'change of organization'.

Government Code 57130 requires the elections official to cause notice of each change of organization or reorganization election by publication, posting, and mailing as provided in Chapter 1(commencing with Section 57025) of Part 4. This proposal corrects the reference to Chapter 1 and replaces it with the correct cross reference of Chapter2 which contains Section 57025.

Government Code 56134 This proposal contains technical changes to a provision in law enacted by SB 239 (Hertzberg), Chapter763, Statutes of 2015, to provide consistency in the law – SB 239 only replaced some references to "current service area" with "jurisdictional boundaries" so this proposal would replace those remaining. Additionally, this proposal makes it clear that the fiscal analysis required by SB 239 is not a "comprehensive fiscal analysis."

REMOVED: Government Code 56150 Current law authorizes LAFCOs to comply with notice requirements for public hearings by mailing the notice or by electronic mail. This proposal would provide more options for LAFCOs in providing notifications by electronic mail or hand-delivery for all notice requirements in CHK.

SB 1266 (McGuire) – Joint power authorities reports

After a great deal of work and change in scope, the intent of the bill is that all stand-alone JPAs, as defined in GC Section 56047.7, which includes a member that is a public agency as defined in GC Section 56054, and are formed for the purposes of delivering municipal services, shall file a copy of their agreement (and a copy of any amendments to that agreement) with the LAFCo in each county within which all or any part a local agency member's territory is located. The JPA can file this information with the LAFCo in any format (electronic, hard copy) as it is not specified in the bill. The LAFCo may then use this information to inform their service reviews and other studies. This bill opens up a direct line of communication between the LAFCo and the municipal service providing JPA. This bill is not intended to give LAFCo any authority of JPAs.

Amendments on the bill are expected to be in print the week of March 28 and the hearing is set for April 6 in SG&FC. To CALAFCO's knowledge there is currently no opposition to the bill by stakeholders as we have been working extensively to mitigate concerns (the result being the narrowing of the scope of the bill).

The legislative committee has approved several additional amendments should they be necessary in the future (although we are hoping not to have to use some of them). The first is a potential need, based on stakeholder pushback, to define "municipal services". The second is a desired tie-in to CKH, Section 56430(a)(6). Finally the pending amended language needs grammatical clean-up. Any future amendments will be done after the SG&FC hearing.

**Priority 1
Other Bills**

AB 2032 (Linder) Disincorporation

CALAFCO OPPOSE

This bill is sponsored by the County Auditor's Association. According to the Sponsor, LA and Riverside Counties (mostly LA County) have lingering concerns over some of the language adopted in AB 851 (Mayes, 2015). As amended, the bill makes substantial changes to the disincorporation statutes that were updated in 2015 through AB 851. CALAFCO has reviewed the proposed amendments and provided specific feedback to the author and sponsor. The vast majority of the amendments currently being proposed were also on the table last June, with the majority of those having been addressed to LA County by CALAFCO. There are four proposed amendments that are acceptable, only with the condition that all of the other stakeholders CALAFCO worked with last year also agree to them. The remaining proposed amendments are not acceptable either because they are adequately covered elsewhere within the statute or because they do not make sense. In addition, there were two proposed amendments for which we requested additional clarification.

CALAFCO has been working with the sponsor's representative and other stakeholders pushing against the bill. We have also asked Assm. Mayes to request the author back away. With enough pressure the hope is the bill will die.

SB 1318 (Wolk) Drinking water and wastewater

CALAFCO OPPOSE

As introduced, this bill amends GC Sections 56133, 56425 and 56430. To begin, the bill would prohibit a LAFCo commission from authorizing a city or a district to extend drinking water or wastewater infrastructure or services until it has extended those services to all disadvantaged communities within or adjacent to its sphere of influence, as specified, or has entered into an agreement to extend those services to those disadvantaged communities, unless specified conditions are met. Further, it prohibits the commission from approving a sphere of influence (SOI) update where there exists a disadvantaged unincorporated community (DUC) within or adjacent to the city or special districts' SOI that lacks safe drinking water or wastewater infrastructure or services unless specified conditions are met. This bill would prohibit commissions from authorizing a city or a district to extend drinking water or wastewater infrastructure or services until it has extended services to all disadvantaged communities within or adjacent to its sphere of influence, as specified, or has entered into an

agreement to extend those services to those disadvantaged communities.

The bill would additionally prohibit a commission from approving an annexation to a city or qualified special district of any territory greater than 10 acres, or as determined by commission policy, where there exists a DUC within or adjacent to the SOI of a city or special district that lacks safe drinking water or wastewater infrastructure or services, unless the city or special district has entered into an enforceable agreement to extend those services into the DUC as specified. The bill would define "qualified special district" to mean a special district with more than 500 service connections.

The bill changes, when determining a SOI, the assessment of the feasibility of a reorg of agencies and recommendations of reorg of those agencies when it is found to be feasible, to a mandate (changes 56425 (h) from "may" to "shall"). Further, it adds (k), prohibiting a commission from approving a SOI update that removes a disadvantaged community from a city's sphere of influence unless a majority of the voters in the disadvantaged community approve of the proposed SOI.

The bill adds several requirements in GC Section 56430 relating to Municipal Service Reviews. First, it changes (b) to mandate the commission to assess various alternatives relating to the efficiency and affordability of infrastructure and delivery of services; and changes (c) to mandate the commission to include a review whether the agency being reviewed is in compliance with the CA Safe Drinking Water Act.

Under pressure of tremendous opposition, the hearing before the Senate Governance & Finance Committee, set for March 30, has been rescheduled to April 6.

SB 1262 (Pavley) Land use planning and water

CALAFCO WATCH WITH CONCERNS

As introduced, this complicated bill makes a number of changes to GC Section 66473.7 and Section 10910 of the Water Code. In 66473.7, in the definitions section, the bill adds definitions pertaining to the use of groundwater by a proposed subdivision as the source of water. It adds an adopted groundwater sustainability plan as optional substantial evidence that the water system has sufficient water supply to meet the demands of the subdivision project. The bill adds that a groundwater basin identified by the State Water Resources Control Board (SWRCB) as a probationary basin is not considered a viable water supply.

In Water Code section 10910, the bill makes the following changes: If no water system that is within or adjacent to the service area of the project site is identified as a viable source of water for the project, the city or county shall prepare a technical report that includes five factors. Based on this report, if the city or county determines that it is feasible for a water system to provide water to the project, the city or county shall submit the technical report to the local LAFCo with jurisdiction over the project. If the LAFCo denies the annexation or extension of service then the city or county shall develop a water supply assessment as outlined in 10910.

CALAFCO's primary concerns are: (1) Divestiture of LAFCo authority as a result of late timing of the water supply assessment; (2) The size of a project; and (3) Addressing phased development. To that end, we have recommended: (1) Change the sequence of timing so that the water supply assessment is done prior to the LAFCo reviewing the application; and (2) Consider how much of the demand associated with new development they want to capture in the water supply assessments and written verifications and then determine a dwelling unit threshold that would likely yield the desired result.

AB 2471 (Quirk) Healthcare Districts

CALAFCO OPPOSE UNLESS AMENDED

As introduced, this bill amends CKH 57103 and Health & Safety Code by adding Section 32495. These changes require a LAFCo to order the dissolution of a health care district without an election, providing the health care district: (1) does not currently receive a property tax allocation; (2) has substantial net assets; and (3) does not provide a direct health care service (defined as the ownership or operation of a hospital, medical clinic, wellness center or ambulance service).

CALAFCO was not contacted by the author prior to the bill's introduction. According to the author's office, the bill was originally sponsored by Alameda County although that may not be the case today, and focuses on a local issue with the Eden Health Care District. However, the bill is not written exclusively to address that issue, but rather all health care districts that meet the noted criteria.

CALAFCO is proposing amendments that will either delete GCS 57103 (which requires the confirmation of a dissolution of a healthcare district to be subject to the voters), or to modify GCS 57077.1(c) to add 57103.

AB 2277 (Melendez) Local Government Finance

CALAFCO SUPPORT

As introduced, this bill is identical to SB 817 (Roth, 2016) except that it does not incorporate changes to the R&T Code Section 97.70 related to AB 448 (Brown, 2015). The bill calls for reinstatement of the VLF through ERAF for cities that incorporated between January 1, 2004 and January 1, 2012. There are no provisions for back payments for lost revenue, but the bill does reinstate future payments beginning in the 2016/17 year for cities that incorporated between 1-1-2004 and 1-1-2012.

SB 817 (Roth) Local Government Finance

CALAFCO SUPPORT

As amended, this bill is identical to SB 25 (Roth, 2015) and SB 69 (Roth, 2014). The bill calls for reinstatement of the VLF through ERAF for cities that incorporated between January 1, 2004 and January 1, 2012. There are no provisions for back payments for lost revenue, but the bill does reinstate future payments beginning in the 2016/17 year for cities that incorporated between 1-1-2004 and 1-1-2012.

Priority 2 Bills

AB 2414 (Garcia) Desert Healthcare District

CALAFCO OPPOSE

This bill requires the approval of the expansion of the territory within the Desert Healthcare District. It requires Riverside LAFCo to process, without the authority to deny, an application by the County of Riverside to expand the district. It further requires the Riverside LAFCo to consult with and complete a fiscal analysis with the District's Board, County Auditor-Controller, affected local entities and all interested stakeholders. The County Board of Supervisors is required to submit the application to LAFCo no more than 15 days after the enactment of the legislation, and Riverside LAFCo is required to complete the review on or before August 1, 2016. The bill eliminates the protest provisions for the purposes of this application. The bill further requires that a sufficient funding source to expand the district is identified, the expansion will be subject to a vote of the registered voters within the proposed expanded district.

This bill is reminiscent of AB 3 (Williams, 2015) in that it strips the local LAFCo of their authority. Additionally, the timelines proposed within this bill for the LAFCo are unrealistic.

Priority 3 Bills

AB 1707 (Linder) Public Records: Response to Request

CALAFCO OPPOSE

As introduced, this bill would require public agencies, including LAFCos, when responding to a Public Records Request for which a determination has been made to deny the request, to include in the written response the title (or other identification) of each record that was requested and not provided, and the specific exemption that applies to that record.

AB 2801 (Gallagher) Civil procedure: validation actions

CALAFCO OPPOSE

This bill will remove the 60 day statute of limitations on bringing a validation action to court for any public agency, including LAFCo.

SB 1292 (Stone) Grand Jury reports

CALAFCO WATCH

Sponsored by CSDA, there are amendments pending to this bill. Those amendments would require the Grand Jury to conduct an exit interview with report subjects to discuss and share findings. They may also provide a copy of the subject's report. The subject will have no less than 5 working days to provide written comments back to the Grand Jury for their consideration before the report is public. Once the Grand Jury report is approved by a judge, the Grand Jury is required to provide a copy of the section pertaining to the subject to that entity no later than 6 working days prior to the reports public release. The subject entity can submit a preliminary response to the report to the Grand Jury, who is then required to make those prelim comments public at the time the report is made public.

This will allow LAFCoS, when they are the subject of a Grand Jury report, to meet with the Grand Jury and hear their findings, and for the LAFCo to respond to those findings and offer additional information or corrections. Further, it allows the LAFCo to provide preliminary comments that are required to be posted with the report when it is made public.

CALAFCO legislative committee has a number of questions regarding the proposed amendments which have been provided to CSDA and we are awaiting response before considering a position on the bill.

*You can find all of the CALAFCO tracked bills and all CALAFCO issued letters of position on the CALAFCO website at www.calafco.org in the Legislation section of the website.
Access to Capitol Track Daily reports is only via your member login.*



April 19, 2016

Christine Crawford
Yolo LAFCO
625 Court Street
Woodland, CA 95695

Dear Christine,

Thank you and the LAFCO directors for confirming with the City of Winters that the City would like to forgo doing an MSR at this time. We appreciate you following up with us.

Sincerely,

Cecilia Aguiar-Curry
Mayor

John W. Donlevy, Jr.
City Manager

318 First Street
Winters, CA 95694
Phone.530.795.4910
Fax. 530.795.4935

COUNCIL MEMBERS

Harold Anderson
Wade Cowan
Pierre Neu

MAYOR

Cecilia Aguiar-Curry

MAYOR PRO TEM

Woody Fridae

CITY CLERK

Nanci Mills

TREASURER

Michael Sebastian

CITY MANAGER

John W. Donlevy, Jr.



LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Consider approval of Resolution 2016-03 adopting the Municipal Service Review (MSR) and Sphere of Influence (SOI) update for the 15 Fire Protection Districts in Yolo County (LAFCo No. S-045) and find that the MSR/SOI is exempt from the California Environmental Quality Act

RECOMMENDED ACTION

1. Receive staff presentation on the Fire Protection Districts MSR/SOI.
2. Open the Public Hearing for public comments on this item.
3. Close the Public Hearing.
4. Consider the information presented in the staff report and during the Public Hearing. Discuss and direct staff to make any necessary changes.
5. Find that the project is exempt from environmental review pursuant to Section 15061(b)(3).
6. Approve Resolution 2016-03 adopting the Municipal Service Review (MSR) and Sphere of Influence (SOI) update for the 15 Fire Protection Districts in Yolo County.

FISCAL IMPACT

No fiscal impact. The LAFCo FY 2014/15 and 2015/16 budgets included costs for Citygate Associates to prepare the MSR/SOI study.

REASONS FOR RECOMMENDED ACTION

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act), is LAFCo's governing law and outlines the requirements for preparing periodic Municipal Service Reviews (MSRs) and Sphere of Influence (SOI) updates. MSRs and SOIs are tools created to empower LAFCo to satisfy its legislative charge of "discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing government services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances".

An MSR is conducted prior to, or in conjunction with, the update of an SOI. LAFCos are required to review an agency's Sphere of Influence every five years. An MSR evaluates the structure and operations of district services and includes a discussion of the capability and capacity of the district to ensure the provision of municipal services to the existing service area and any future growth of the district's boundaries. The SOI indicates the probable future physical boundaries and service area of a district and lays the groundwork for potential future annexations.

Yolo LAFCo staff utilizes a checklist format for MSRs that allows staff to streamline the assessment of each district's municipal services. Based on the findings of the MSR checklist staff can recommend whether a SOI update is warranted. Staff conducted an MSR for the 15 separate Fire Protection Districts in Yolo County (attached), and recommends that the Commission adopt the revised SOI maps for Knights Landing, Yolo and Zamora FPDs as described below and in the MSR/SOI.

BACKGROUND

District Profile and Background

Yolo County encompasses 1,024 square miles with an unincorporated population of 24,628. Fifteen fire districts provide fire protection services to unincorporated Yolo County. East Davis, No Man's Land, and Springlake Fire Protection Districts contract for services with the City of Davis and/or Woodland. Winters Fire Protection District contracts with the City of Winters. The remaining 11 districts provide direct services with volunteer staff or a combination of paid and volunteer staff. Detailed profiles of each Fire Protection District (FPDs) are provided in Section 2 of the MSR.

The 15 FPDs were formed between 1927 and 1974, with most forming in the 1930s and 1940s. There appears to be confusion

regarding the districts "dependent" versus "independent" district status and several County departments are not consistent in this regard. In 1966, all the FPDs (except No Man's Land which was not formed until 1974) were reorganized under new California Health and Safety Code provisions and there was action taken by the Board of Supervisors that might have made this distinction clear, but unfortunately this box of records is missing at County Archives. Therefore, LAFCo has been unable to make a definitive call regarding FPD independent versus dependent status with the records available, and the matter will likely need to be resolved by County Counsel's Office. The district status doesn't have an immediate impact on LAFCo's MSR/SOI, but it would be helpful in the future to determine if the FPDs or the County BOS have ultimate decision making authority and for consistency's sake in how they are treated by different County departments.

Municipal Service Overview/Determinations

The CKH Act requires that MSRs make written determinations on seven topics which are listed below. A more in-depth discussion on each topic can be found in the attached MSR.

1. Growth and Population

Yolo County encompasses 1,024 square miles with an unincorporated population of 24,628. The unincorporated population is projected to increase by a very modest 1.4 percent over the next 20 years, with a corresponding modest increase in housing units. Employment is also projected to grow 1.2 percent countywide over the same period, with only 0.6 percent growth in the unincorporated areas.

2. Disadvantaged Unincorporated Communities

For the purposes of SB 244, the entire county is blanketed with fire protection services from one of the 15 Fire Protection Districts and County Service Area #9. There are no disadvantaged unincorporated communities that are being passed by for structural fire protection services. While a select few of the 21 unincorporated communities are considered "disadvantaged" per census data regarding income levels, SB 244 is not triggered by this MSR/SOI because all 21 of these communities lie within an existing fire protection district and have structural fire protection. Therefore, no changes or extensions in service are needed to comply with the provisions of SB 244.

3. Capacity and Adequacy of Public Facilities and Services

All 15 of the rural fire districts provide fire protection services meeting nationally recognized best practice response performance for rural service demand areas. Considering the continual challenge of maintaining an adequate volunteer roster to meet both service demand needs and training requirements, the fire protection services provided by each of the rural fire districts meet reasonable expectations for both capacity and adequacy of service as measured by service demand, population density, number of volunteers, turnout time, response time, incident staffing, missed calls, and fire apparatus and facilities.

Infrastructure deficiencies include a need for additional facility space in Elkhorn and Madison Fire Protection Districts to provide secure storage for existing fire apparatus, and replacement or renewal of fire apparatus more than 25 years old in eight of the 11 districts providing direct fire protection services. None of the 11 districts providing direct fire protection services currently share any facilities; however, all of them except Knights Landing, Madison, Yolo, and Zamora have automatic aid agreements with one or more of their neighboring fire agencies. Service reliability could be enhanced in these communities by utilizing automatic aid agreement(s) with one or more of their neighboring fire agencies.

The Yolo County Fire Chiefs Association's "No Response" policy currently calls for re-dispatch and notification of the next closest department if a district does not respond within three minutes. Service reliability could be improved by amending the policy to require acknowledgement of a dispatch and the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.

Services could be further enhanced across all districts through the creation of a cooperative countywide regional fire service framework. Under this concept, the framework agency could provide numerous services and opportunities with potential to benefit most, if not all, of the districts without loss of local control as discussed in detail in Section 6 of the MSR.

Recommendations:

- The Yolo County Fire Chiefs Association "No Response" policy could be improved by requiring acknowledgement of a dispatch and the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.
- Within available funding, fire apparatus should be considered for replacement after not more than 25 years of service life.
- Knights Landing, Madison, Yolo, and Zamora should consider an automatic aid agreement with Dunnigan and/or Willow Oak for immediate response to missed calls in those districts when on-duty staffing is available in Dunnigan and/or Willow Oak.

4. Financial Ability

Despite all of the districts having established some level of fiscal reserve and responsible fiscal management, many of the districts are not fiscally sustainable over a 20-year projection of current revenue and expenditure trends, particularly when replacement of capital infrastructure is considered. Citygate's fiscal analysis concluded that each of the districts falls into one of three categories relative to its overall fiscal health and long-term fiscal sustainability as follows:

Contract Districts - East Davis, No Man's Land, Springlake, and Winters Fire Protection Districts are fiscally healthy and sustainable over the next 20 years given current revenue and expenditure trends; Springlake may require a minor adjustment of expenditures to maintain a positive reserve fund balance depending on actual revenues received.

Districts With Full or Partial Fiscal Capacity to Replace Capital Infrastructure - Capay Valley, Willow Oak, and Zamora are fiscally sound and sustainable over the next 20 years with fiscal capacity to replace their capital equipment infrastructure

on a 25-year service life interval. Clarksburg is nearly fiscally sustainable with a small negative fund balance in year 10 and again in years 15-19 that could be overcome with revenues in excess of current projections, a minor reduction in annual expenditures, additional revenue, or a combination of these measures. Esparto is not fiscally sustainable with its current fire apparatus inventory; however, it could be fiscally healthy and sustainable with a smaller inventory. West Plainfield is also not fiscally sustainable due to the size of its existing capital apparatus inventory; however, the District could achieve long-term fiscal sustainability with a smaller standardized fire apparatus inventory, a reduction in annual operating expenditures, additional revenue, or a combination of these measures.

Districts Needing Assistance to Achieve Fiscal Sustainability - Dunnigan is not fiscally sustainable even without considering capital fire apparatus replacement, and will likely need to reduce its operating costs significantly to achieve long-term fiscal viability. Elkhorn, Knights Landing, Madison, and Yolo are not fiscally sustainable with capital infrastructure replacement, and will require substantial additional fiscal resources, financial assistance, or a combination of both to ensure long-term fiscal sustainability including ongoing replacement of capital infrastructure.

Recommendations:

- The 11 districts that provide direct fire protection services should consider adopting a standardized fire apparatus inventory with common design specifications and equipment when purchasing new apparatus.
- All of the districts (except Clarksburg, Dunnigan, West Plainfield, and Yolo FPDs with existing fiscal policies and/or capital renewal/replacement plans) should develop and adopt written fiscal policies addressing budgeting, procurement, reserve funds, fiscal audits, and capital renewal/replacement planning in conformance with recognized industry best fiscal practices.
- Dunnigan should consider reducing its annual operating costs significantly in order to achieve long-term fiscal sustainability.
- Elkhorn should consider a contract for service with Woodland and/or West Sacramento to achieve long-term fiscal sustainability and continuity of services.
- Clarksburg and West Plainfield should consider reducing annual expenditures, seeking additional revenues, or a combination of both to achieve long-term fiscal sustainability.
- Esparto should consider reducing the size of its fire apparatus inventory to facilitate long-term fiscal sustainability.
- Dunnigan, Knights Landing, and Madison should consider seeking a benefit assessment to facilitate long-term fiscal viability.
- Elkhorn, Knights Landing, Madison, and Yolo should consider seeking grant funding for apparatus replacement to facilitate long-term fiscal viability.

5. Shared Services and Facilities

Due to the large geographic area of unincorporated Yolo County and the locations of existing district and city fire facilities, Citygate did not identify any immediate opportunities to enhance service delivery through sharing of existing facilities, except to alleviate the apparatus storage problem in Elkhorn and Madison by exploring opportunities to store reserve or infrequently needed apparatus in neighboring facilities that may have excess indoor storage space. Planning for new fire facilities, however, should include an evaluation of opportunities for shared or co-located facilities and/or services. Automatic aid agreement(s) with one or more neighboring fire agencies would also enhance existing services in Clarksburg and Zamora Fire Protection Districts.

Also, since Dunnigan and Willow Oak have on-duty paid staff during at least normal weekday work hours, that presents an opportunity for adjacent or nearby districts, including Knights Landing, Madison, Yolo, and Zamora, to consider an automatic aid agreement with either of the staffed districts for immediate response to missed calls.

Recommendation:

- Knights Landing, Madison, Yolo, and Zamora should consider an automatic aid agreement with Dunnigan and/or Willow Oak for immediate response to missed calls in those districts when on-duty staffing is available in Dunnigan and/or Willow Oak.

6. Accountability, Structure and Efficiencies

All 15 of the rural fire districts' governing boards are currently filled, with the exception of Knights Landing, which has had a vacancy on its Board of Commissioners for the past four years. All of the districts conduct open public business meetings as required by state law, and all districts appear to comply with the Ralph M. Brown Act and Americans with Disabilities Act with regard to meeting access. In addition, all of the districts appear to comply with the provisions of the California Public Records Act relative to public access to public agency information and records.

East Davis, No Man's Lands, Springlake, and Winters Fire Protection Districts contract for services with an adjacent or nearby career-staffed city fire department. The remaining 11 districts provide direct fire services to their respective jurisdiction. These districts are minimally staffed with volunteer personnel, or a combination of paid and volunteer personnel, and meet nationally recognized best practice response performance for rural service demand areas except for a relatively low percentage of missed calls. Despite a continual challenge to maintain a sufficient roster of volunteer firefighters able to respond to emergencies and meet training requirements, the services provided by these districts also meet reasonable expectations for both capacity and adequacy of service as measured by service demand, population density, number of volunteers, turnout time, response time, incident staffing, missed calls, fire apparatus types, and facilities.

Due to the large geographic service areas of the districts and fire station facility siting, there are no immediate opportunities to enhance service effectiveness or efficiency through consolidation. Citygate Associates indicated that the stations are located where they need to be (i.e. no stations could be closed) and there is little paid staff among the FPDs that would result in cost savings if consolidated. Service effectiveness and efficiency could be enhanced in Zamora by utilizing automatic aid agreement(s) with one or more of their neighboring fire agencies. There is also potential to enhance service delivery in Knights Landing, Madison, Yolo, and Zamora through an automatic aid agreement with Dunnigan or Willow Oak for immediate response to any missed calls when on-duty staffing is available.

Previous MSR/SOI studies have recommended consolidation of Knights Landing, Yolo, and Zamora, and boundary adjustments for Capay Valley and Esparto; however, none of the respective districts has demonstrated interest or pursued these recommendations to date. Currently, Citygate Associates does not recommend that this consolidation would result in significant cost savings. Consolidation of Esparto and Madison could provide enhanced fiscal and operational efficiencies considering their current level of operational integration.

Recommendation:

- Esparto and Madison should consider consolidating into a single district to enhance operational and fiscal efficiencies.

7. Other Issues

With regard to the challenge of long-term fiscal sustainability facing some of the rural fire districts, particularly as it relates to maintaining capital equipment infrastructure, creation of a cooperative countywide regional fire service framework could provide a structure that, in addition to providing financial assistance for capital infrastructure replacement, could also provide other operational and support benefits to participating districts without loss of local control, such as:

- Training oversight;
- Common training and performance standards;
- Standardization of fire apparatus design specifications;
- Cooperative purchasing, including debt funding or lease purchasing of fire apparatus and other capital equipment;
- Shared reserve apparatus;
- Shared volunteer firefighters;
- Weekday staffing of selected districts with stipended firefighters to provide regional on-duty response coverage.

Under this concept, the County could establish a Community Services District (CSD), County Service Area CSA, Joint Powers Agreement (JPA) agency, or expand the authority and powers of the existing West Valley Fire Training Consortium, funded by an overarching benefit assessment, fees, grants, donations, or a combination of these funding sources. Creation of a cooperative countywide regional fire service framework could provide a structure that, in addition to potentially providing funding to support capital infrastructure replacement, could also provide other operational and support benefits to rural fire districts without loss of local control.

Recommendation:

- The rural fire districts should consider exploring feasibility and support to expand the authority and powers of the West Valley Regional Fire Training Consortium to provide a cooperative countywide regional fire service framework.

Sphere of Influence Overview/Determinations

Spheres of Influence are intended to indicate the probable physical boundaries and service area of a district, as well as to define any areas where future annexations may occur. Previous MSR/SOI studies recommended consolidation of the the Knights Landing, Yolo and Zamora FPDs, and added each others' district boundaries to their respective SOIs perhaps as some signal of this intent. However, SOIs are not needed for consolidation and use of them in this manner is potentially confusing to the public. Therefore, the proposed SOI update seeks to clean this issue up and remove the FPDs from each other's SOIs accordingly. Notwithstanding, there is a proposal between Capay Valley and Esparto FPDs to swap some territory, which is an appropriate use of an SOI boundary and therefore the SOIs for Capay Valley and Esparto FPDs are proposed to remain as is.

1. Present and Planned Land Uses

No significant changes are anticipated to present or planned land uses within any of the 15 rural fire districts over the next 10 years.

2. Need for Public Facilities and Services

No significant changes are anticipated to existing or planned need for public facilities and services within any of the 15 rural fire districts over the next 10 years.

3. Capacity and Adequacy of Provided Services

No significant changes are anticipated to the current capacity of public facilities that the 15 rural fire districts provide or are authorized to provide over the next 10 years.

4. Social or Economic Opportunities of Interest

No significant changes are anticipated to the existence of any social or economic communities of interest within any of the 15 rural fire districts over the next 10 years.

5. Disadvantaged Unincorporated Communities

While a select few of the 21 unincorporated communities in Yolo County are considered “disadvantaged” per census data regarding income levels, SB 244 is not triggered by this MSR/SOI because all 21 of these communities lie within an existing fire protection district and have structural fire protection.

Recommendation:

- Remove Yolo and Zamora from the Knights Landing Sphere of Influence.
- Remove Knights Landing and Zamora from the Yolo Sphere of Influence.
- Remove Knights Landing and Yolo from the Zamora Sphere of Influence.

Public/Agency Involvement

LAFCo staff has taken several steps to allow for public and stakeholder involvement in the MSR/SOI process for the Countywide Fire Protection Districts. While researching the MSR, Citygate Associates met onsite with each FPD Chief and along with LAFCo staff attended multiple monthly Yolo Fire Chiefs meetings. LAFCo staff also met with County CAO staff. Each FPD fire chief reviewed and commented on our administrative draft MSR/SOI prior to its release to the public.

On March 18, 2016 a "Notice of Availability of Draft MSR/SOI and Public Hearing" was released by LAFCo and published in the Daily Democrat, Winters Express and the Davis Enterprise, which requested written comments from the public and stakeholders. In addition, notices were sent to every "affected agency", meaning all other agencies and schools with overlapping service areas, which is effectively every school district and local agency countywide.

Most of the concerns staff is hearing about from the FPD chiefs relate to the "missed calls" table presented in the study and claims that the information is not accurate. Citygate Associates obtained the data directly from the Yolo Emergency Communications Agency (YECA). Incidents with a dispatch time without corresponding "enroute" or "arrival" times were used to establish the number of missed calls in Table 37 of the report. For the latest version of the MSR, Citygate revised this section of the report to make it clear that there could be other legitimate reasons for no response or arrival times in the data. This issue is considered a very minor service capacity/adequacy issue and the report's recommendations do not rely on this data. The MSR generally found that the FPDs are providing good service considering their rural status. However, the FPD chiefs generally seem to remain concerned regarding this data and its use in the report.

As of the date this staff report was published, one comment letter was received from the Dunnigan Fire Protection District, which is attached for Commission review. The letter indicates several actions already taken to address some of the issues raised in the MSR/SOI. LAFCo also received an explicit "no comment" from the Springlake Fire Protection District. LAFCo staff also met with Chief Bellini (City of Woodland) and Chief Heilman (City of West Sacramento) regarding next steps on the recommendation that the Elkhorn FPD consider contracting with these cities.

Staff also received several emails from Ed Short, Yolo County Chief Building Official, expressing concern that the MSR did not address fire prevention services related to the fire plan check process for building permits. Although LAFCo staff did talk to Mr. Short in early 2015 about including plan check issues in the scope of our study, staff understood from an August 20, 2015 meeting with all the fire chiefs that these issues had been resolved to the County's satisfaction with the hiring of a fire plan check consultant. Correspondingly, these issues were not included in the study and it would take additional time and budget to include it at this point. Staff is aware of recent meetings between the County and the FPD chiefs regarding this issue, however, LAFCo has not been included. Staff recommends these issues need to be resolved separately from the MSR process.

Although staff heard back from every FPD chief during the administrative draft review period, comments have been sparse on this next round of review. Any subsequent correspondence will be provided to the Commission in a supplemental packet.

CEQA

Adopting an SOI could potentially be considered a discretionary action subject to CEQA. However, in this case LAFCo is considering adoption of a revised SOI as a clean up item, and no substantive changes are being recommended. In fact, the current SOIs for three FPDs are being scaled back significantly. Therefore, staff recommends that this project is exempt under the general rule that indicates where it can be seen with certainty that there is no possibility that the activity in question may have a significant adverse environmental effect that the project is exempt per CEQA Guidelines Section 15061(b)(3).

Attachments

[ATT A-MSR/SOI Resolution 2016-03 w/SOI Maps](#)

[ATT A Exhibit A-MSR/SOI](#)

[ATT A Exhibit A-MSR/SOI Map Atlas](#)

[ATT B-Public Review Correspondence](#)

Form Review

Inbox

Christine Crawford (Originator)
Form Started By: Christine Crawford
Final Approval Date: 04/21/2016

Reviewed By

Christine Crawford

Date

04/21/2016 12:48 PM
Started On: 04/18/2016 01:52 PM

LOCAL AGENCY FORMATION COMMISSION OF YOLO COUNTY

Resolution № 2016-03

**A Resolution Approving the
Municipal Service Review (MSR) and Sphere of Influence (SOI) Update
for the 15 Fire Protection Districts in Yolo County and
Finding that the MSR/SOI is Exempt from the California Environmental Quality Act
LAFCo Proceeding S-045**

WHEREAS, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“Cortese-Knox-Hertzberg”), set forth in Government Code Sections 56000 et seq., governs the organization and reorganization of cities and special districts by local agency formation commissions established in each county, as defined and specified in Cortese-Knox-Hertzberg; and,

WHEREAS, Government Code Section 56425 provides that the local agency formation commission in each county shall develop and determine the sphere of influence of each local governmental agency within the county, and enact policies designed to promote the logical and orderly development of areas within the spheres of influence, as more fully specified in Sections 56425 et seq.; and,

WHEREAS, Government Code Section 56430 requires that local agency formation commissions conduct a municipal service review (MSR) prior to, or in conjunction with, consideration of actions to establish or update a sphere of influence (SOI) in accordance with Sections 56076 and 56425; and,

WHEREAS, in Fiscal Years 2014/15 and 2015/16, the Yolo County Local Agency Formation Commission (LAFCo) conducted a review of the municipal services and SOI of the 15 Fire Protection Districts (FPDs) countywide; and,

WHEREAS, based on the results of the MSR, staff has determined that an SOI update for the Knights Landing, Yolo and Zamora FPDs is warranted to remove previous SOI areas for a consolidation of these three districts that is no longer recommended; and

WHEREAS, staff has reviewed the MSR/SOI pursuant to the California Environmental Quality Act (CEQA) and determined that the MSR/SOI is exempt from environmental review per CEQA Guidelines Section 15061(b)(3), which indicates that where it can be seen with certainty that there is no possibility that the activity in question may have a significant adverse environmental effect, that the project can be found exempt from CEQA; and, based thereon, the Executive Officer prepared a Notice of Exemption; and,

WHEREAS, the Executive Officer set a public hearing for April 28, 2016 for consideration of the environmental review and the draft MSR/SOI and caused notice thereof to be posted, published and mailed at the times and in the manner required by law at least twenty-one (21) days in advance of the date; and,

WHEREAS, on April 28, 2016, the draft MSR/SOI came on regularly for hearing before LAFCo, at the time and place specified in the Notice of Public Hearing; and

WHEREAS, at said hearing, LAFCo reviewed and considered the CEQA exemption, the draft MSR and SOI Update, and the Executive Officer's Report and Recommendations; each of the policies, priorities and factors set forth in Government Code Sections 56430 et seq.; LAFCo's Guidelines and Methodology for the Preparation and Determination of Municipal Service Reviews and Spheres of Influence; and all other matters presented as prescribed by law; and

WHEREAS, at that time, an opportunity was given to all interested persons, organizations, and agencies to present oral or written testimony and other information concerning the proposal and all related matters; and

WHEREAS, LAFCo received, heard, discussed, and considered all oral and written testimony related to the SOI update, including but not limited to protests and objections, the Executive Officer's report and recommendations, the environmental determinations and the service review.

NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED that the Yolo County Local Agency Formation Commission hereby:

1. Determines that the project is exempt from CEQA pursuant to CEQA Guidelines Section 15061(b)(3), which indicates that where it can be seen with certainty that there is no possibility that the activity in question may have a significant adverse environmental effect, that the project can be found exempt from CEQA; and directs the Executive Officer to file a Notice of Exemption with the County Recorder.
2. Adopts Resolution 2016-03 approving the MSR/SOI Volumes I and II for the 15 FPDs within Yolo County (Exhibit A), and adopts the following updated SOI maps, subject to the following findings and recommendations:
 - Knights Landing FPD (Map 1) to remove Yolo and Zamora from the Knights Landing Sphere of Influence,
 - Yolo FPD (Map 2) to remove Knights Landing and Zamora from the Yolo Sphere of Influence; and
 - Zamora FPD (Map 3) to remove Knights Landing and Yolo from the Zamora Sphere of Influence.

FINDINGS

1. Finding: The MSR/SOI is exempt from CEQA per CEQA Guidelines Section 15061(b)(3), which indicates that where it can be seen with certainty that there is no possibility that the activity in question may have a significant adverse environmental effect, that the project can be found exempt from CEQA. Approval

of the Resolution will have no environmental impacts. A Notice of Exemption will be filed with the County Recorder.

Evidence: The project includes adoption of a MSR and updated SOI maps for 3 of the 15 FPDs that are characterized as a cleanup item. The revised SOIs actually reduce the SOI area significantly so that it has less potential impact than the existing condition. This study is simply a review of municipal fire protection services, the adoption of which will not commit the districts, County, or LAFCo to changes in land use, construction, or other improvements.

2. Finding: Approval of the Municipal Service Review and Sphere of Influence Update is necessary is consistent with all applicable state laws and local LAFCo policies.

Evidence: The project was prepared consistent with the requirements in Cortese-Knox-Hertzberg for a MSR/SOI and all applicable Yolo LAFCo policies and adopted Standards for Evaluation. The MSR/SOI includes written determinations as required by Section 56430 of Cortese-Knox-Hertzberg.

LAFCo RECOMMENDATIONS to FPDs

1. The Yolo County Fire Chiefs Association “No Response” policy could be improved by requiring acknowledgement of a dispatch within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.
2. Within available funding, fire apparatus should be considered for replacement after not more than 25 years of service life.
3. Knights Landing, Madison, Yolo, and Zamora FPDs should consider an automatic aid agreement with Dunnigan and/or Willow Oak FPDs for immediate response to missed calls in those districts when on-duty staffing is available in Dunnigan and/or Willow Oak.
4. The 11 districts that provide direct fire protection services should consider adopting a standardized fire apparatus inventory with common design specifications and equipment when purchasing new apparatus.
5. All of the districts (except Clarksburg, Dunnigan, West Plainfield, and Yolo FPDs with existing fiscal policies and/or capital renewal/replacement plans) should develop and adopt written fiscal policies addressing budgeting, procurement, reserve funds, fiscal audits, and capital renewal/replacement planning in conformance with recognized industry best fiscal practices.
6. Dunnigan FPD should consider reducing its annual operating costs significantly in order to achieve long-term fiscal sustainability.
7. Elkhorn FPD should consider a contract for service with the City of Woodland and/or the City of West Sacramento to achieve long-term fiscal sustainability and continuity of services.

8. Clarksburg and West Plainfield FPDs should consider reducing annual expenditures, seeking additional revenues, or a combination of both to achieve long-term fiscal sustainability.
9. Esparto FPD should consider reducing the size of its fire apparatus inventory to facilitate long-term fiscal sustainability.
10. Dunnigan, Knights Landing, and Madison FPDs should consider seeking a benefit assessment to facilitate long-term fiscal viability.
11. Elkhorn, Knights Landing, Madison, and Yolo FPDs should consider seeking grant funding for apparatus replacement to facilitate long-term fiscal viability.
12. Knights Landing, Madison, Yolo, and Zamora FPDs should consider an automatic aid agreement with Dunnigan and/or Willow Oak for immediate response to missed calls in those districts when on-duty staffing is available in Dunnigan and/or Willow Oak.
13. Esparto and Madison FPDs should consider consolidating into a single district to enhance operational and fiscal efficiencies.
14. The rural fire districts should consider exploring feasibility and support to expand the authority and powers of the West Valley Regional Fire Training Consortium to provide a cooperative countywide regional fire service framework.

PASSED AND ADOPTED by the Local Agency Formation Commission, County of Yolo, State of California, this 28th day of April, 2016, by the following vote:

Ayes:
Noes:
Abstentions:
Absent:

Olin Woods, Chair
Yolo County Local Agency Formation Commission

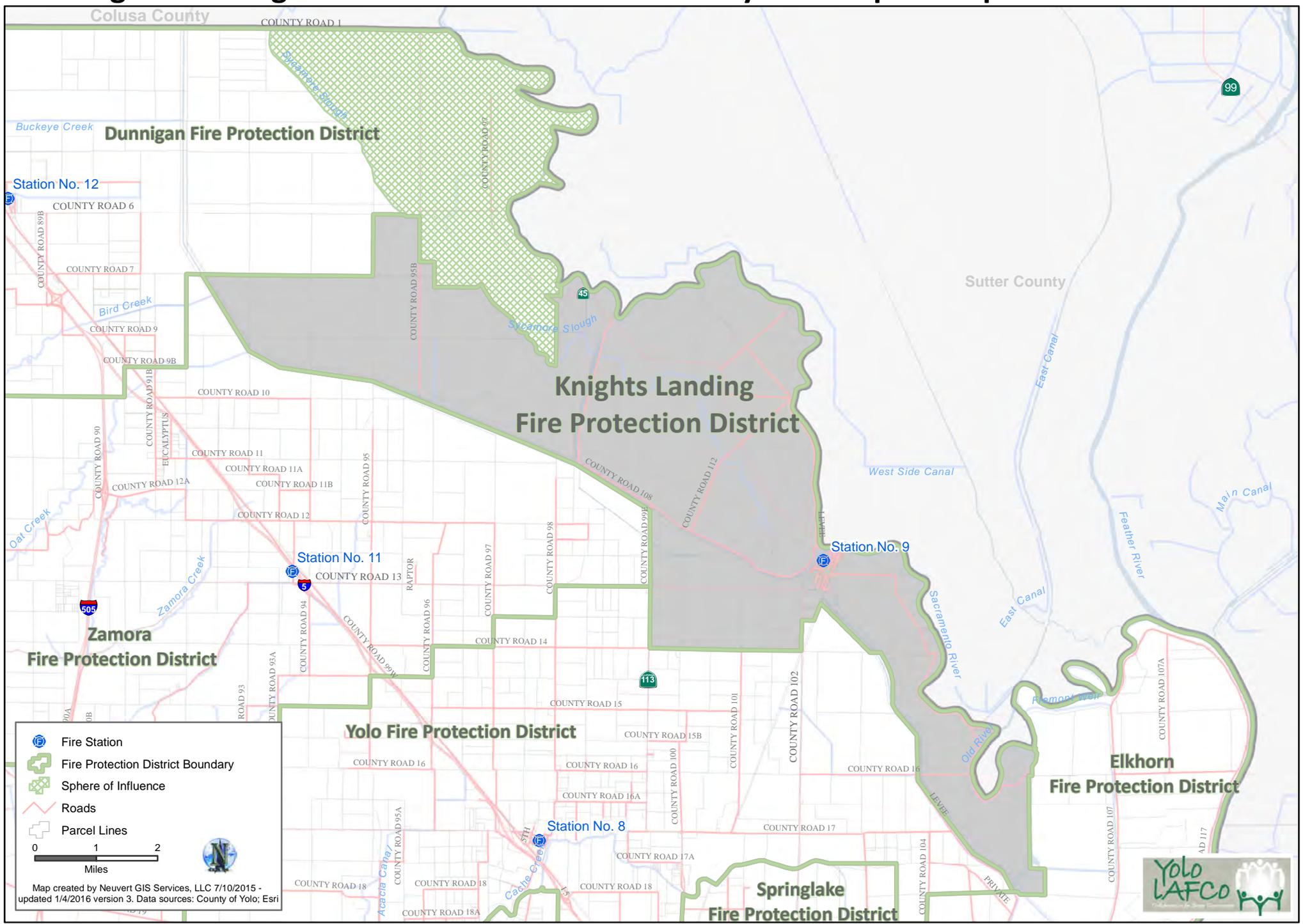
Attest:

Christine Crawford, Executive Officer
Yolo County Local Agency Formation Commission

Approved as to form:

By: _____
Eric May, Commission Counsel

Knights Landing Fire Protection District Boundary and Proposed Sphere of Influence



- Fire Station
- Fire Protection District Boundary
- Sphere of Influence
- Roads
- Parcel Lines

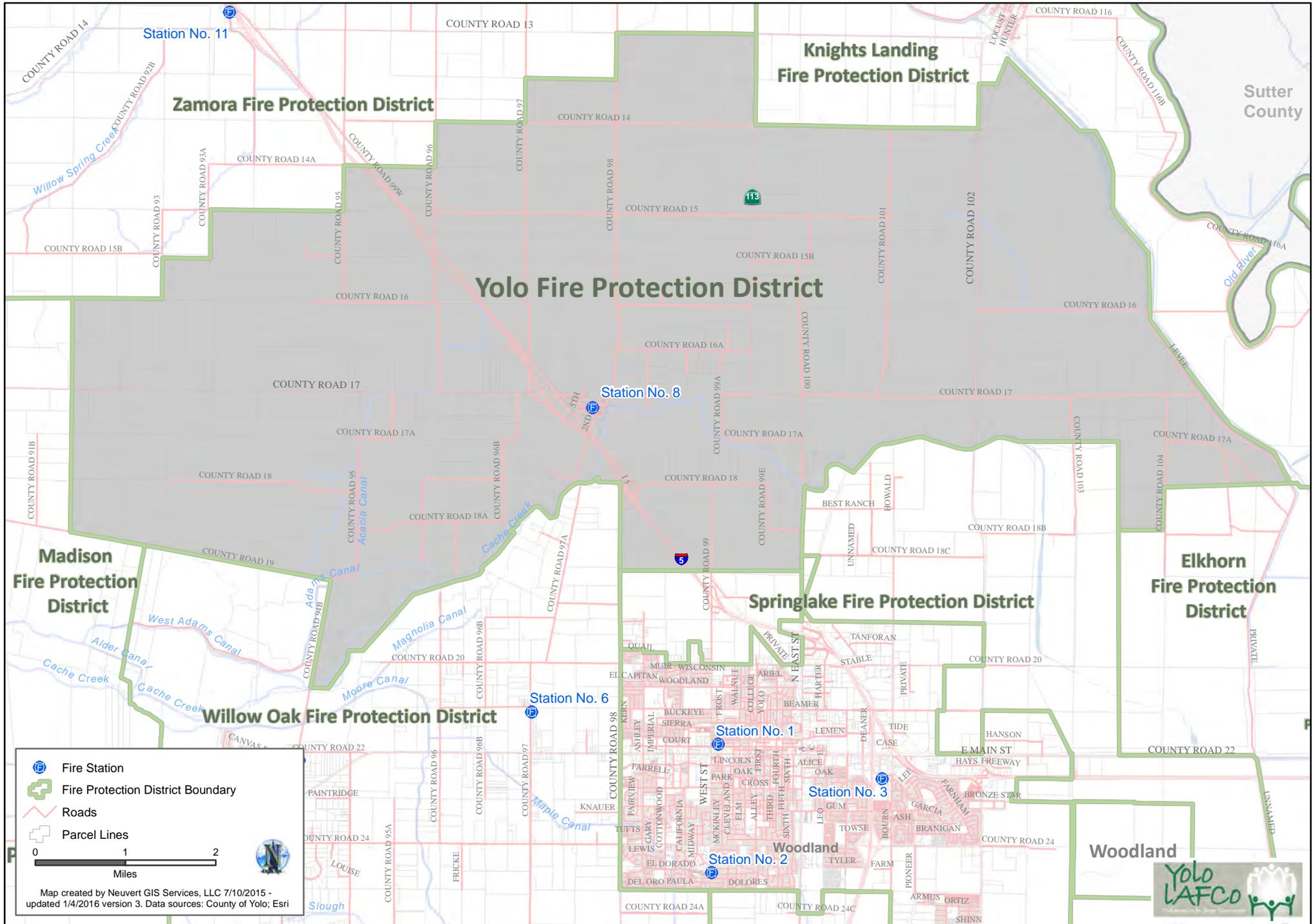
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Miles

Map created by Neuvirt GIS Services, LLC 7/10/2015 - updated 1/4/2016 version 3. Data sources: County of Yolo; Esri



Adopted by Yolo LAFCO

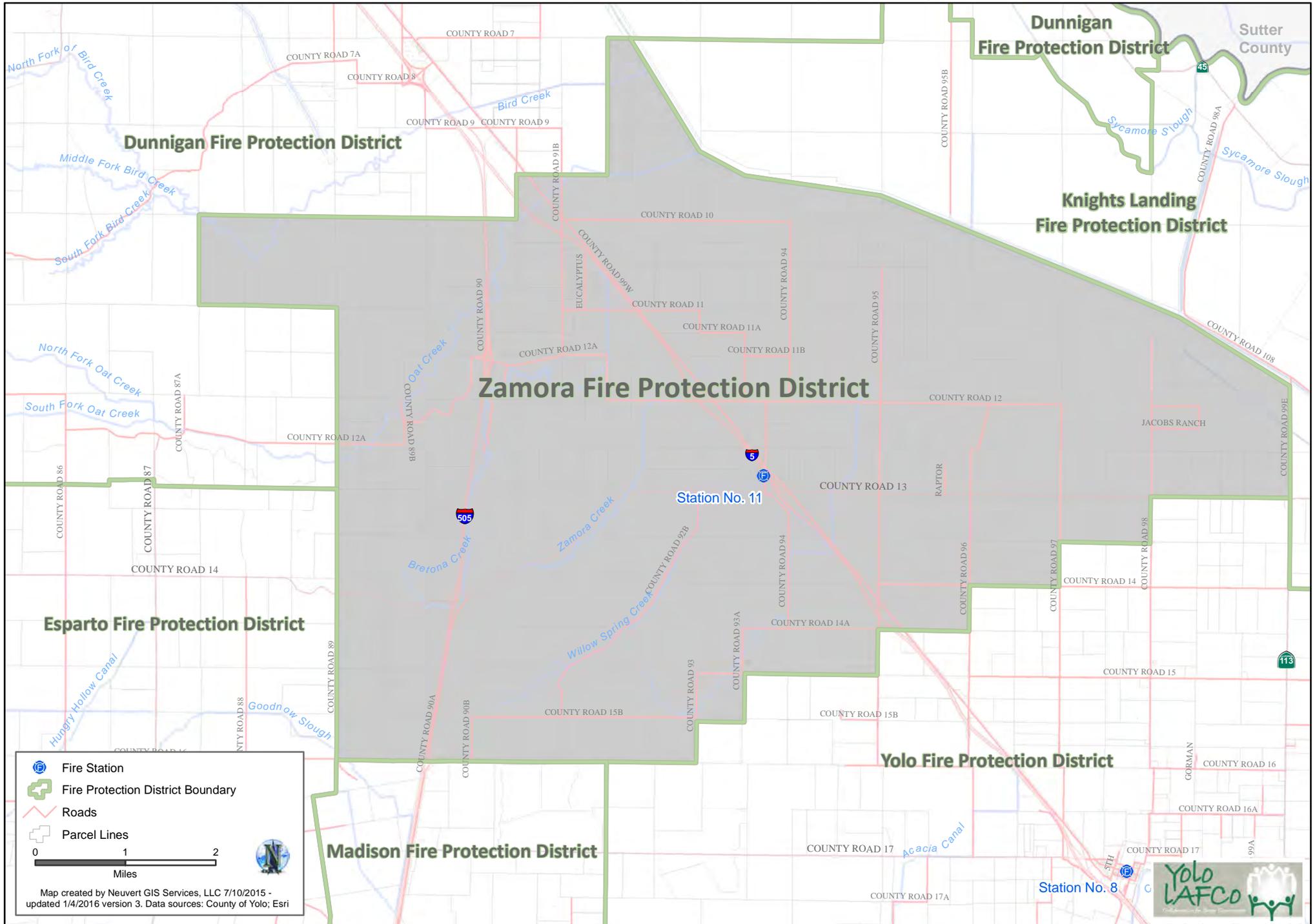
Yolo Fire Protection District Boundary and Proposed Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

Adopted by Yolo LAFCo

Zamora Fire Protection District Boundary and Proposed Sphere of Influence*



Fire Station
 Fire Protection District Boundary
 Roads
 Parcel Lines

0 1 2
 Miles

Map created by Neuvort GIS Services, LLC 7/10/2015 -
 updated 1/4/2016 version 3. Data sources: County of Yolo; Esri



* Note: Sphere of Influence is coterminous with boundary

Adopted by Yolo LAFCo

Public Review Draft



MUNICIPAL SERVICES REVIEW AND SPHERE OF INFLUENCE STUDY

YOLO LOCAL AGENCY FORMATION COMMISSION

VOLUME 1 OF 2 – MAIN REPORT

March 15, 2016



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Yolo Local Agency Formation Commission
Fire Protection Districts Municipal Services Review and Sphere of Influence Study

PUBLIC REVIEW DRAFT

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Yolo Local Agency Formation Commission
Fire Protection Districts Municipal Services Review and Sphere of Influence Study

PUBLIC REVIEW DRAFT

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SECTION 1—EXECUTIVE SUMMARY

The Yolo Local Agency Formation Commission (LAFCo) retained Citygate Associates, LLC to conduct a Municipal Services Review (MSR) and Sphere of Influence (SOI) study of the 15 rural unincorporated fire protection districts in Yolo County.

The Cortese-Knox-Hertzberg Act (Government Code §56425 et seq.) requires LAFCo to review and update the sphere of influence of every city and special district every five years as necessary. In addition, the act requires LAFCo to complete an MSR to develop baseline information for the SOI update, and the MSR must be completed before or in conjunction with the SOI. The statute further sets forth the form and content of the MSR, which must include the following seven elements:

1. Growth and population projections;
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence;
3. Capacity of public facilities, adequacy of public services and infrastructure needs or deficiencies;
4. Financial ability of agencies to provide services;
5. Status of, and opportunities for, shared services;
6. Accountability for community service needs, including governmental structure and operational efficiencies;
7. Any other matter related to effective or efficient service delivery.

This comprehensive study is presented in several parts including: this Executive Summary outlining the most important findings and recommendations; general MSR information; service capacity and adequacy analysis; fiscal analysis; and spheres of influence analysis. The final section on page 94 integrates all of the findings and recommendations presented throughout the report. Overall, there are 46 key findings and 17 specific action item recommendations.

1.1 POLICY CHOICES FRAMEWORK

There are no mandatory federal or state regulations directing the level of fire service staffing, response times, or outcomes. Thus, communities “purchase” the level of fire services that they can afford, which may not always be what they desire. However, the body of regulations on the

fire service provides that if fire services are provided at all, they must be done so with the safety of the firefighters and citizens in mind.

1.2 GENERAL DISTRICTS PROFILE SUMMARY

Yolo County encompasses 1,024 square miles with an unincorporated population of 24,628.¹ The unincorporated population is projected to increase by a very modest 1.4 percent over the next 20 years,² with a corresponding modest increase in housing units. Employment is also projected to grow 1.2 percent³ countywide over the same period, with only 0.6 percent growth in the unincorporated areas.

Fifteen fire districts provide fire protection services to unincorporated Yolo County. East Davis, No Man's Land, and Springlake Fire Protection Districts contract for services with the City of Davis and/or Woodland. Winters Fire Protection District contracts with the City of Winters. The remaining 11 districts provide direct services with volunteer staff or a combination of paid and volunteer staff.

1.3 SERVICE CAPACITY AND ADEQUACY ANALYSIS SUMMARY

All 15 of the rural fire districts provide fire protection services meeting nationally recognized best practice response performance for rural service demand areas. Considering the continual challenge of maintaining an adequate volunteer roster to meet both service demand needs and training requirements, the fire protection services provided by each of the rural fire districts meet reasonable expectations for both capacity and adequacy of service as measured by service demand, population density, number of volunteers, turnout time, response time, incident staffing, missed calls, and fire apparatus and facilities.

Infrastructure deficiencies include a need for additional facility space in Elkhorn and Madison Fire Protection Districts to provide secure storage for existing fire apparatus, and replacement or renewal of fire apparatus more than 25 years old in eight of the 11 districts providing direct fire protection services.

None of the 11 districts providing direct fire protection services currently share any facilities; however, all of them except Clarksburg and Zamora have automatic aid agreements with one or more of their neighboring fire agencies. Service reliability could be enhanced in both Clarksburg

¹ U.S. Census Bureau, 2014 estimated population

² Sacramento Area Council of Governments (SACOG) projection

and Zamora by utilizing automatic aid agreement(s) with one or more of their neighboring fire agencies.

The Yolo County Fire Chiefs Association’s “No Response” policy currently calls for re-dispatch and notification of the next closest department if a district does not respond within three minutes. Service reliability could be improved by amending the policy to require acknowledgement of a dispatch and the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.

Services could be further enhanced across all districts through the creation of a cooperative countywide regional fire service framework. Under this concept, the framework agency could provide numerous services and opportunities with potential to benefit most, if not all, of the districts without loss of local control as discussed in detail in Section 6.

1.4 FISCAL ANALYSIS SUMMARY

Despite all of the districts having established some level of fiscal reserve and responsible fiscal management, many of the districts are not fiscally sustainable over the long term given current revenue and expenditure trends, particularly when replacement of capital infrastructure is considered. Citygate’s fiscal analysis concluded that each of the districts falls into one of three categories relative to its overall fiscal health and long-term fiscal sustainability as follows:

1. Contract Districts

East Davis, No Man’s Land, Springlake, and Winters Fire Protection Districts are *fiscally healthy and sustainable* over the next 20 years given current revenue and expenditure trends; Springlake may require a minor adjustment of expenditures to maintain a positive reserve fund balance depending on actual revenues received.

2. Districts With Full or Partial Fiscal Capacity to Replace Capital Infrastructure

Capay Valley, Willow Oak, and Zamora are *fiscally sound and sustainable* over the next 20 years with fiscal capacity to replace their capital equipment infrastructure on a 25-year service life interval. Clarksburg is *nearly fiscally sustainable* with a small negative fund balance in year 10 and again in years 15-19 that could be overcome with revenues in excess of current projections, a minor reduction in annual expenditures, additional revenue, or a combination of these measures. Esparto is *not fiscally sustainable* with its current fire apparatus inventory; however, it could be fiscally healthy and sustainable with a smaller inventory. West Plainfield is also not fiscally sustainable due to the size of its existing capital apparatus inventory; however, the District could achieve *long-*

term fiscal sustainability with a smaller standardized fire apparatus inventory, a reduction in annual operating expenditures, additional revenue, or a combination of these measures.

3. Districts Needing Assistance to Achieve Fiscally Sustainability

Dunnigan is *not fiscally sustainable* even without considering capital fire apparatus replacement, and will likely need to reduce its operating costs significantly to achieve long-term fiscal viability.

Elkhorn, Knights Landing, Madison, and Yolo are *not fiscally sustainable* with capital infrastructure replacement, and will require substantial additional fiscal resources, financial assistance, or a combination of both to ensure long-term fiscal sustainability including ongoing replacement of capital infrastructure.

1.5 ACCOUNTABILITY, STRUCTURE, AND EFFICIENCY ANALYSIS SUMMARY

All 15 of the rural fire districts' governing boards are currently filled, with the exception of Knights Landing, which has had a vacancy on its Board of Commissioners for the past four years.

All of the districts conduct open public business meetings as required by state law, and all districts appear to comply with the Ralph M. Brown Act and Americans with Disabilities Act with regard to meeting access. In addition, all of the districts appear to comply with the provisions of the California Public Records Act relative to public access to public agency information and records.

East Davis, No Man's Lands, Springlake, and Winters Fire Protection Districts contract for services with an adjacent or nearby career-staffed city fire department. The remaining 11 districts provide direct fire services to their respective jurisdiction. These districts are minimally staffed with volunteer personnel, or a combination of paid and volunteer personnel, and meet nationally recognized best practice response performance for rural service demand areas except for a relatively low percentage of missed calls. Despite a continual challenge to maintain a sufficient roster of volunteer firefighters able to respond to emergencies and meet training requirements, the services provided by these districts also meet reasonable expectations for both capacity and adequacy of service as measured by service demand, population density, number of volunteers, turnout time, response time, incident staffing, missed calls, fire apparatus types, and facilities.

Due to the large geographic service areas of the districts and fire station facility siting, there are no immediate opportunities to enhance service effectiveness or efficiency through shared facilities. Service effectiveness and efficiency could be enhanced in both Clarksburg and Zamora

by utilizing automatic aid agreement(s) with one or more of their neighboring fire agencies. There is also potential to enhance service delivery in Knights Landing, Madison, Yolo, and Zamora through an automatic aid agreement with Dunnigan or Willow Oak for immediate response to any missed calls when on-duty staffing is available.

Previous MSR/SOI studies have recommended consolidation of Knights Landing, Yolo, and Zamora, and boundary adjustments for Capay Valley and Esparto; however, none of the respective districts has demonstrated interest or pursued these recommendations to date. Consolidation of Esparto and Madison could provide enhanced fiscal and operational efficiencies considering their current level of operational integration.

1.6 SPHERES OF INFLUENCE ANALYSIS SUMMARY

Pursuant to the findings and recommendations from *Section 4—Fiscal Analysis*, and *Section 5—Accountability, Structure, and Efficiency Analysis*, the following Sphere of Influence changes are recommended:

1. Remove Yolo FPD and Zamora FPD from the Knights Landing Sphere of Influence.
2. Remove Knights Landing and Zamora from the Yolo Sphere of Influence.
3. Remove Knights Landing and Yolo from the Zamora Sphere of Influence.

1.7 KEY FINDINGS AND RECOMMENDATIONS

This study makes findings and recommendations as the various MSR/SOI elements are reviewed and analyzed. In this summary, Citygate’s key findings and recommendations are presented first for service capacity and adequacy; then for fiscal capacity/sustainability; then for accountability, structure, and efficiency; then for spheres of influence; and finally other issues. For reference purposes, the finding and recommendation numbers in this section refer to the sequential numbers in the main body of the report. Note that not all findings and recommendations that appear in the full report are listed in this Executive Summary, only those that are the most significant, in Citygate’s opinion. A comprehensive list of all findings and recommendations is provided at the end of the report.

1.7.1 Service Capacity and Adequacy

Finding #2: Service demand for all 15 districts is typical, both in volume and type, of other similar California rural, sparsely populated agricultural-based jurisdictions.

- Finding #4:** Despite a continual recruitment effort, most Yolo County Fire Protection Districts struggle to maintain an adequate roster of volunteer firefighters able to devote the time to maintain training requirements and also be available to regularly respond to emergency incidents.
- Finding #7:** Response times for all 15 districts *meet* nationally recognized best practice criteria for rural service demand zones of 14:00 minutes or less with 80 percent or better reliability.
- Finding #9:** The Yolo County Fire Chiefs Association “No Response” policy is a viable solution to missed calls.
- Finding #10:** Of the districts’ aggregate inventory of 71 fire apparatus/vehicles, 53 percent are over 15 years of age, 37 percent are over 20 years of age, and 29 percent are over 25 years of age; all of the districts have one or more fire apparatus over 20 years of age.
- Finding #14:** There are no immediate opportunities to enhance fire service delivery in Yolo County through sharing of existing facilities; however, planning for future new fire facilities should include an evaluation of opportunities for shared services and/or facilities.
- Finding #16:** Services could be enhanced across all of the districts by creating a cooperative countywide regional fire service framework.
- Recommendation #1:** The Yolo County Fire Chiefs Association “No Response” policy could be improved by requiring acknowledgement of a dispatch and the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.
- Recommendation #2:** Within available funding, fire apparatus should be considered for replacement after not more than 25 years of service life.

1.7.2 Fiscal Capacity and Sustainability

- Finding #19:** There is wide variation in annual revenues among the 15 districts depending on district size, land use, assessed valuation, and whether a district has adopted a benefit assessment and/or development impact fee ordinance.

- Finding #20:** There is wide variation in annual operating expenditures among the 15 districts depending on whether a district provides direct fire protection services or contracts for those services from another agency, has paid staff, number of facilities and apparatus, and other factors.
- Finding #21:** All of the Yolo County Fire Protection Districts have established some level of fiscal reserve; reserve fund balances vary widely.
- Finding #27:** A standardized district fire apparatus inventory with common design specifications and equipment could provide both fiscal and operational benefits to most districts.
- Finding #31:** East Davis, No Man’s Land, Springlake, and Winters Fire Protection Districts are *fiscally healthy and sustainable* over the next 20 years based on current revenue and expenditure projections.
- Finding #32:** Capay Valley, Willow Oak, and Zamora are *fiscally sound and sustainable* over the next 20 years with fiscal capacity to replace capital equipment infrastructure on a 25-year service life interval.
- Finding #33:** Clarksburg *could be fiscally sustainable* over the next 20 years, including fiscal capacity to replace capital equipment on a 25-year service life cycle, with some reduction of annual expenditures, additional revenues, or a combination of both.
- Finding #34:** Given current revenue and expenditure projections, Esparto is *not fiscally sustainable* over the next 20 years with its current apparatus inventory; however, the District could become fiscally sustainable with a smaller capital fire apparatus inventory.
- Finding #35:** West Plainfield is not fiscally sustainable given current revenue and expenditure projections; however, the District *could become fiscally sustainable* with a smaller capital fire apparatus inventory, a reduction in annual expenditures, additional revenue, or a combination of these measures.
- Finding #36:** Dunnigan is *not fiscally sustainable* given current revenue and expenditure projections even without capital fire apparatus replacement.
- Finding #37:** Dunnigan will require a significant reduction of annual operating expenditures, significant additional fiscal resources, or a combination of both to achieve long-term fiscal health and sustainability.

Finding #38: Elkhorn, Knights Landing, Madison, and Yolo are *not fiscally sustainable* without financial assistance or additional revenue to maintain capital infrastructure.

Finding #39: Elkhorn could potentially achieve long-term fiscal sustainability by contracting for services with Woodland, West Sacramento, or both.

Recommendation #6: All of the districts (except Clarksburg, Dunnigan, West Plainfield, and Yolo FPDs with existing fiscal policies and/or capital renewal/replacement plans) should develop and adopt written fiscal policies addressing budgeting, procurement, reserve funds, fiscal audits, and capital renewal/replacement planning in conformance with recognized industry best fiscal practices.

Recommendation #7: Dunnigan should consider reducing its annual operating costs significantly in order to achieve long-term fiscal sustainability.

Recommendation #8: Elkhorn should consider a contract for service with Woodland and/or West Sacramento to achieve long-term fiscal sustainability and continuity of services.

1.7.3 Accountability, Structure, and Efficiency

Finding #40: No action has been taken to date on consolidations or boundary adjustment recommendations from previous MSR/SOI studies.

Finding #41: Consolidation of Esparto and Madison may be both fiscally and operationally practical.

Recommendation #13: Esparto and Madison should consider consolidating into a single district to enhance operational and fiscal efficiencies.

1.7.4 Other Issues

Finding #42: Creation of a cooperative countywide regional fire service framework could provide a structure that, in addition to providing financial assistance for capital infrastructure replacement, could also provide other operational and support benefits to participating districts without loss of local control.

Recommendation #14: The rural fire districts should consider exploring feasibility and support to expand the authority and powers of the West Valley

Regional Fire Training Consortium to provide a cooperative countywide regional fire service framework.

1.7.5 Spheres of Influence

Finding #43: No significant changes are anticipated to present or planned land uses within any of the 15 rural fire districts over the next 10 years.

Finding #44: No significant changes are anticipated to existing or planned need for public facilities and services within any of the 15 rural fire districts over the next 10 years.

Finding #45: No significant changes are anticipated to the current capacity of public facilities that the 15 rural fire districts provide or are authorized to provide over the next 10 years.

Finding #46: No significant changes are anticipated to the existence of any social or economic communities of interest within any of the 15 rural fire districts over the next 10 years.

Recommendation #15: Remove Yolo and Zamora from the Knights Landing Sphere of Influence..

Recommendation #16: Remove Knights Landing and Zamora from the Yolo Sphere of Influence.

Recommendation #17: Remove Knights Landing and Yolo from the Zamora Sphere of Influence.

SECTION 2—GENERAL STUDY INFORMATION

2.1 ROLE AND RESPONSIBILITY OF LAFCO

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, as amended (“CKH Act”) (California Government Code §56000 et seq.), is LAFCo’s governing law and outlines the requirements for preparing Municipal Service Reviews (MSRs) for periodic Sphere of Influence (SOI) updates. MSRs and SOIs are tools created to empower LAFCo to satisfy its legislative charge of “discouraging urban sprawl, preserving open-space and prime agricultural lands, efficiently providing government services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances” (§56301). CKH Act Section 56301 further establishes that “one of the objects of the commission is to make studies and to obtain and furnish information which will contribute to the logical and reasonable development of local agencies in each county and to shape the development of local agencies so as to advantageously provide for the present and future needs of each county and its communities.”

Based on that legislative charge, LAFCo serves as an arm of the State; preparing and reviewing studies and analyzing independent data to make informed, quasi-legislative decisions that guide the physical and economic development of the state (including agricultural uses) and the efficient, cost-effective, and reliable delivery of services to residents, landowners, and businesses. While SOIs are required to be updated every five years, they are not time-bound as planning tools by the statute, but are meant to address the “probable physical boundaries and service area of a local agency” (§56076). SOIs therefore guide both the near-term and long-term physical and economic development of local agencies their broader county area, and MSRs provide the near-term and long-term time-relevant data to inform LAFCo’s SOI determinations.

2.2 PURPOSE OF A MUNICIPAL SERVICES REVIEW

As described above, MSRs are designed to equip LAFCo with relevant information and data necessary for the Commission to make informed decisions on SOIs. The CKH Act, however, gives LAFCo broad discretion in deciding how to conduct MSRs, including geographic focus, scope of study, and the identification of alternatives for improving the efficiency, cost-effectiveness, accountability, and reliability of public services. The purpose of a Municipal Services Review (MSR) in general is to provide a comprehensive inventory and analysis of the services provided by local municipalities, service areas, and special districts. A MSR evaluates the structure and operation of the local municipalities, service areas, and special districts and discusses possible areas for improvement and coordination. The MSR is intended to provide

information and analysis to support a sphere of influence update. A written statement of the study's determinations must be made in the following areas:

- ◆ Growth and population projections for the affected area;
- ◆ The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence;
- ◆ 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;
- ◆ Financial ability of agencies to provide services;
- ◆ Status of, and opportunities for, shared facilities;
- ◆ Accountability for community service needs, including governmental structure and operational efficiencies; and
- ◆ Any other matter related to effective or efficient service delivery, as required by commission policy.

The MSR is organized according to these determinations listed above. Information regarding each of the above issue areas is provided in this document.

2.3 PURPOSE OF A SPHERE OF INFLUENCE

In 1972, LAFCoS were given the power to establish SOIs for all local agencies under their jurisdiction. As defined by the CKH Act, “‘sphere of influence’ means a plan for the probable physical boundaries and service area of a local agency, as determined by the commission” (§56076). SOIs are designed to both proactively guide and respond to the need for the extension of infrastructure and delivery of municipal services to areas of emerging growth and development. Likewise, they are also designed to discourage urban sprawl and the premature conversion of agricultural and open space resources to urbanized uses.

The role of SOIs in guiding the State's growth and development was validated and strengthened in 2000 when the Legislature passed Assembly Bill (“AB”) 2838 (Chapter 761, Statutes of 2000), which was the result of two years of labor by the Commission on Local Governance for the 21st Century, which traveled up and down the State taking testimony from a variety of local government stakeholders and assembled an extensive set of recommendations to the Legislature to strengthen the powers and tools of LAFCoS to promote logical and orderly growth and

development, and the efficient, cost-effective, and reliable delivery of public services to California’s residents, businesses, landowners, and visitors. The requirement for LAFCOs to conduct MSRs was established by AB 2838 as an acknowledgment of the importance of SOIs and recognition that regular periodic updates of SOIs should be conducted on a five-year basis (§56425(g)) with the benefit of better information and data through MSRs (§56430(a)).

Pursuant to Yolo County LAFCo policy, an SOI includes an area adjacent to a jurisdiction where development might be reasonably expected to occur in the next 20 years. A MSR is conducted prior to, or in conjunction with, the update of a SOI and provides the foundation for updating it.

LAFCo is required to make five written determinations when establishing, amending, or updating an SOI for any local agency that address the following (§56425(c)):

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 an update of an SOI of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

2.4 DISADVANTAGED UNINCORPORATED COMMUNITIES

SB 244 (Chapter 513, Statutes of 2011) made changes to the CKH Act related to “disadvantaged unincorporated communities,” including the addition of SOI determination #5 listed above. Disadvantaged unincorporated communities, or “DUCs,” are inhabited territories (containing 12 or more registered voters) where the annual median household income is less than 80 percent of the statewide annual median household income.

In March 2012, LAFCo adopted a “Policy for the Definition of ‘Inhabited Territory’ for the implementation of SB 244 regarding Disadvantaged Unincorporated Communities.” This policy identified 21 unincorporated communities within Yolo County as “Inhabited Territories,” but not necessarily disadvantaged communities for the purposes of implementing SB 244.

CKH Act Section 56375(a)(8)(A) prohibits LAFCo from approving a city annexation of more than 10 acres if a DUC is contiguous to the annexation territory but not included in the proposal, unless an application to annex the DUC has been filed with LAFCo. The legislative intent is to prohibit “cherry picking” by cities of tax-generating land uses while leaving out under-served, inhabited areas with infrastructure deficiencies and lack of access to reliable potable water, wastewater services, and structural fire protection. DUCs are recognized as social and economic communities of interest for purposes of recommending SOI determinations pursuant to Section 56425(c). While a select few of the 21 unincorporated communities are considered “disadvantaged” per census data regarding income levels, SB 244 is not triggered by this MSR/SOI because all 21 of these communities lie within an existing fire protection district and have structural fire protection.

2.5 ORGANIZATION OF THIS STUDY

This report has been organized in a checklist format to focus the information and discussion on key issues that may be particularly relevant to the subject agency while providing required LAFCo MSR and SOI determinations. The checklist questions are based on the Cortese-Knox-Hertzberg Act, the LAFCo MSR Guidelines prepared by the Governor’s Office of Planning and Research, and adopted Yolo LAFCo local policies and procedures. This report:

- ◆ Provides a description of the subject agency;
- ◆ Provides any new information since the last MSR and a determination regarding the need to update the SOI;
- ◆ Provides MSR and SOI draft determinations for public and Commission review; and
- ◆ Identifies any other issues that the Commission should consider in the MSR/SOI.

2.6 POPULATION AND PROJECTED GROWTH

Located just west of Sacramento, Yolo County encompasses 1,024 square miles with an unincorporated population of 24,628.³ The unincorporated population is projected to increase by a very modest 1.4 percent over the next 20 years,⁴ with a corresponding modest increase in

³ U.S. Census Bureau, 2014 estimated population

⁴ Sacramento Area Council of Governments (SACOG) projection

housing units. Employment is also projected to grow 1.2 percent³ countywide over the same period, with only 0.6 percent growth in the unincorporated areas.

The Yolo County General Plan⁵ emphasizes continued dedication to protecting and enhancing its rich agricultural-based economy and open spaces by directing residential growth to the established cities of Davis, Woodland, West Sacramento, and Winters, and smaller rural communities including Clarksburg, Dunnigan-Knight's Landing, and Esparto-Capay.

2.7 DISTRICT PROFILES

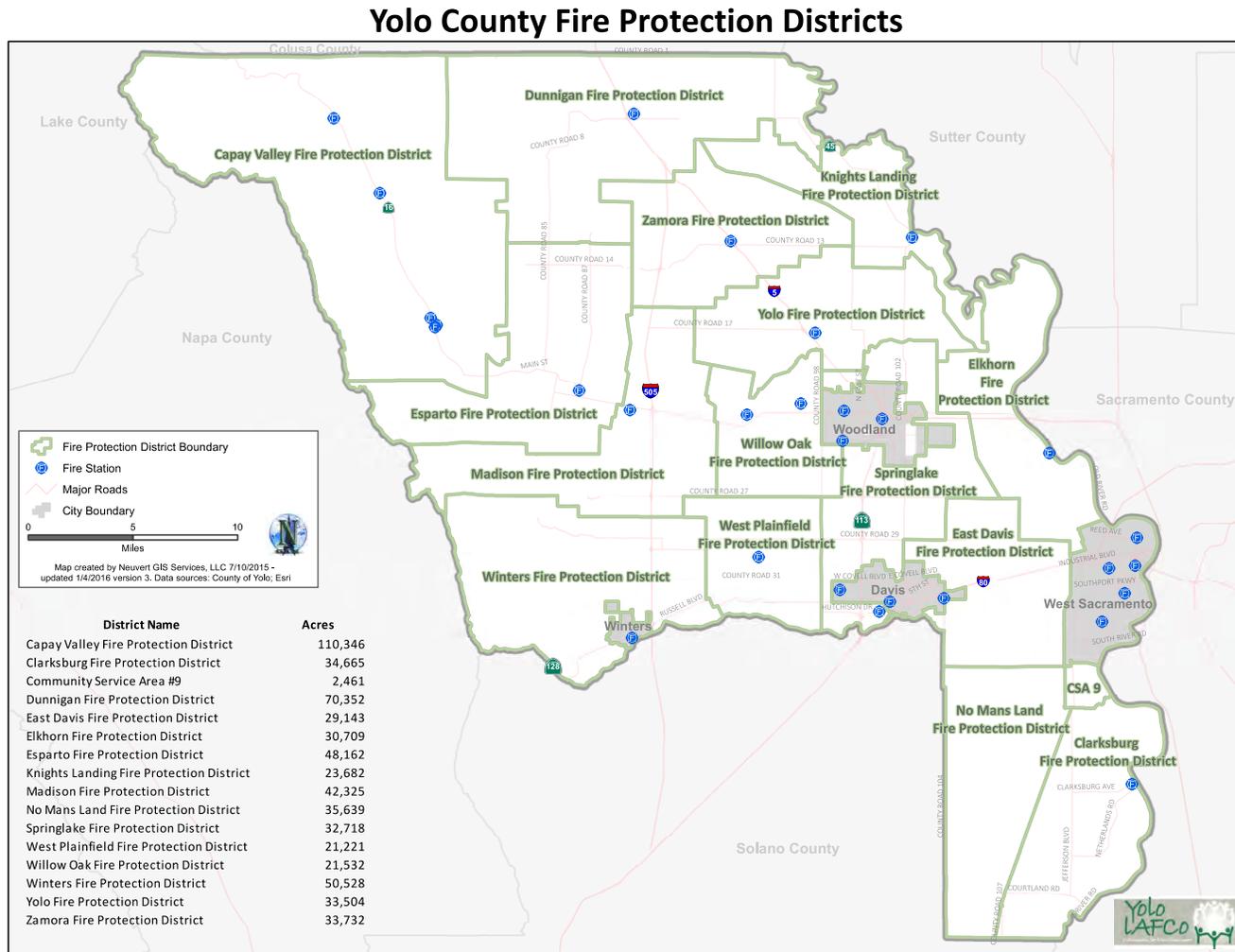
This section describes the location, population, projected growth, history, and services provided by the 15 Fire Protection Districts within Yolo County as follows:

1. Capay Valley Fire Protection District
2. Clarksburg Fire Protection District
3. Dunnigan Fire Protection District
4. East Davis Fire Protection District
5. Elkhorn Fire Protection District
6. Esparto Fire Protection District
7. Knights Landing Fire Protection District
8. Madison Fire Protection District
9. No Man's Land Fire Protection District
10. Springlake Fire Protection District
11. West Plainfield Fire Protection District
12. Willow Oak Fire Protection District
13. Winters Fire Protection District
14. Yolo Fire Protection District
15. Zamora Fire Protection District

Figure 1, provided by Yolo LAFCo, illustrates the general location and boundaries of each of the 15 rural fire districts in Yolo County.

⁵ County of Yolo 2030 Countywide General Plan (November, 2009)

Figure 1—Yolo County Fire Protection Districts



2.7.1 Capay Valley Fire Protection District

Located in the northwest corner of Yolo County, the Capay Valley Fire Protection District was formed on January 18, 1927 under the provisions of General Law Statutes 123, Chapter 191 to serve a largely rural area in the northwest corner of Yolo County as shown on the District map in the Map Atlas. The District was subsequently reorganized in 1966 under Section 13812.5 et seq. of the California Health and Safety code (Fire Protection District Law).

The primary transportation route within the District is State Highway 16, running in a generally northwest/southeast direction through the Capay Valley. All towns within the Fire Protection District lie along this highway, meaning that most of the residents are concentrated along this narrow band. The populated areas are Brooks, Guinda, Rumsey, the area around County Road 79 (historically known as Cadenasso), and a Native American reservation located on two separate sites. The unincorporated communities of Guinda and Rumsey are located within the District.

Land use within the Capay Valley is primarily agricultural, and most of the land within the District is under Williamson Act contracts. Of the permanent population within the District, estimated to be approximately 1,250, the majority lives mainly on farms or in the small towns along Highway 16. Some of the towns in the District are little more than loose groups of houses and commercial buildings, while others are typical of rural communities with small businesses, houses, and schools lining Highway 16. Nevertheless, the District lacks any significant land development beyond areas immediately adjacent to the highway. The District is also within State Responsibility Area (SRA) for wildland fires, where the California Department of Forestry and Fire Protection (CAL FIRE) has statutory and fiscal responsibility for the prevention and suppression of wildland fires. The topography of the District is gently sloping to mountainous with elevations ranging from approximately 200 feet to 2,500 feet.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services (EMS) to a current service area encompassing approximately 172 square miles with a staff of 17 Volunteer Firefighters operating from three fire stations as shown in Table 1:

Table 1—Capay Valley FPD Facilities

| Station Number | Location | Year Built |
|----------------|------------------------------|------------|
| 21 | 13647 Highway 16, Brooks, CA | 1970 |
| 22 | 7447 Highway 16, Guinda, CA | 1940 |
| 23 | 3794 Highway 16, Rumsey, CA | 2003 |

Table 2 summarizes the District’s vehicle/apparatus inventory.

Table 2—Capay Valley FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|----------------------|----------------|------------------|
| Engine 21 | 2005 | Chevrolet / Westates | 1250 GPM | 21 |
| Engine 22 | 2013 | HME | 1000 GPM | 22 |
| Engine 23 | 1995 | Ford / Becker | 1000 GPM | 23 |
| Brush 23 | 2003 | Becker | 1000 GPM | 23 |
| Water 21 | 2000 | Ford / Valve | 750 GPM | 21 |
| Water 22 | 2006 | Freightliner / PTI | 750 GPM | 22 |

Source: Capay Valley Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with adjacent Esparto Fire Protection District and Yocha Dehe Fire Department, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.2 Clarksburg Fire Protection District

The Clarksburg Fire Protection District was formed on December 17, 1946 pursuant to California Health and Safety Code Sections 14001 - 14594, and subsequently reorganized in 1966 as required under Health and Safety Code Section 13812.5 et seq. Located in the southeast corner of Yolo County with boundaries that have been adjusted four times since its inception, the District currently serves an area encompassing approximately 54 square miles and a population of approximately 1,350 residents as shown on the District map in the Map Atlas.

Land use within the District is predominantly agricultural with approximately 95 percent of district land under Williamson Act contracts. Clarksburg is the only town within the district, and there are approximately 70 mostly agriculture-related commercial and industrial businesses within the district. The topography of the District is generally flat. Clarksburg is also a designated inhabited unincorporated community.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of approximately 20 Volunteer Firefighters operating from a single fire station as shown in Table 3:

Table 3—Clarksburg FPD Facilities

| Station Number | Location | Year Built |
|----------------|---------------------------------------|------------|
| 40 | 52902 Clarksburg Ave., Clarksburg, CA | 1947 |

Table 4 summarizes the District’s vehicle/apparatus inventory.

Table 4—Clarksburg FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|---------------|----------------|------------------|
| Engine 40 | 2003 | Westates | 1500 GPM | 40 |
| Engine 240 | 2010 | Fox Ahrens | 1500 GPM | 40 |
| Grass 40 | 1998 | Westates | 750 GPM | 40 |
| Squad 40 | 1990 | Ford | N/A | 40 |
| Water 40 | 1995 | International | N/A | 40 |

Source: Clarksburg Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has mutual aid agreements with adjacent West Sacramento City and Courtland Fire Protection District, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.3 Dunnigan Fire Protection District

Located on the north/central border of Yolo County, the Dunnigan Fire Protection District was formed on July 19, 1927 and subsequently reorganized in 1966 as required under Health and Safety Code Section 13812.5 et seq. The District boundaries have not changed since its inception, and the District currently serves an area encompassing approximately 110 square miles and a population of approximately 1,400 residents as shown on the District map in the Map Atlas.

Land use within the District is predominantly agriculture-based with approximately 80 percent of District land under Williamson Act contracts. Dunnigan is the only town within the District, and includes most of the District’s commercial development. Dunnigan is also a designated inhabited

unincorporated community. Primary transportation routes through the District include Interstate 5 that bisects the District and runs in a northwest/southeast direction, Interstate 505 that runs in a north/east direction and intersects I-5 at the south end of the town of Dunnigan, and Highway 45 that runs north/south and is situated in the eastern portion of the District. The topography of the District ranges from flat to 30-50 percent slope in the western portion of the District.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of one paid full-time and 28 Volunteer Firefighters operating from a single fire station as shown in Table 5:

Table 5—Dunnigan FPD Facilities

| Station Number | Location | Year Built |
|----------------|------------------------------|------------|
| 12 | 29145 Main St., Dunnigan, CA | 1970s |

Table 6 summarizes the District’s vehicle/apparatus inventory.

Table 6—Dunnigan FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|--------------|----------------|------------------|
| Engine 12 | 2004 | Westates | 1000 GPM | 12 |
| Engine 212 | 2007 | Westates | 1250 GPM | 12 |
| Brush 12 | 2007 | Westates | 180 GPM | 12 |
| Squad 12 | 2004 | Westates | 200 GPM | 12 |
| Water 12 | 1998 | Freightliner | 750 GPM | 12 |
| Chief 1200 | 2009 | Dodge | N/A | 12 |
| Grass 12 | 1988 | Ford | Unknown | 12 |

Source: Dunnigan Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with adjacent Capay Valley Fire Protection District and the California Department of Forestry and Fire Protection (CAL FIRE) stations, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.4 East Davis Fire Protection District

The East Davis Fire Protection District was created on January 23, 1953 and subsequently reorganized in 1966 as required under Health and Safety Code Section 13812.5 et seq. Located in the southeast quadrant of Yolo County east of the City of Davis; there have been 36 detachments and 2 annexations since the District was formed. The District currently encompasses an area of 45.5 square miles with a population of approximately 1,650 residents as shown on the District map in the Map Atlas.

Land use within the District is mostly agricultural, with approximately 35 percent of District lands subject to Williamson Act contracts. There are four residential communities within the district, including one golf course. El Macero and Willowbank are designated inhabited unincorporated communities within the District. Primary transportation routes within the District are Interstate 80 running in an east/west direction, and Mace Boulevard that runs in a north/south direction. The topography of the District is flat.

As a special district governed by an appointed five-member policy Board, the District has contracted with the City of Davis for all-risk fire protection and pre-hospital EMS services since January 1966. Since January 2014, the City of Davis and UC Davis have shared a joint Fire Department management staff. The City of Davis provides services to East Davis FPD from three stations with a minimum daily on-duty staff of 12 full-time career personnel as shown in Table 7.

Table 7—City of Davis Fire Facilities

| Station Number | Location | Year Built | Minimum Daily Staffing |
|----------------|------------------------------------|------------|------------------------|
| 31 | 530 5 th St., Davis, CA | 1965 | 6 |
| 32 | 1350 Arlington Blvd., Davis, CA | 1985 | 3 |
| 33 | 425 Mace Blvd., Davis, CA | 1964 | 3 |

Table 8 summarizes the City of Davis vehicle/apparatus inventory.

Table 8—City of Davis Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|-----------------|----------------|------------------|
| Engine 31 | 2011 | Spartan Hi-Tech | 1500 GPM | 31 |
| Engine 32 | 2003 | Spartan Hi-Tech | 1500 GPM | 32 |
| Engine 33 | 2012 | Spartan Hi-Tech | 1500 GPM | 33 |

Source: Davis Fire Department

The Davis Police Department provides dispatch services for the City of Davis Fire Department. Davis has automatic aid agreements with UC Davis, Woodland, West Sacramento, and Dixon, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.5 Elkhorn Fire Protection District

Located on the east/central border of Yolo County adjacent to the Sacramento River, the Elkhorn Fire Protection District was formed on May 24, 1965 pursuant to California Health and Safety Code Section 13801 (Fire Protection District Law of 1961). Since its formation, the District has recorded three detachments and currently serves an area encompassing approximately 48 square miles and a population of approximately 370 residents as shown on the District map in the Map Atlas.

Land use within the District is predominantly agricultural, with approximately 90 percent of District land subject to Williamson Act contracts. There are no established towns or residential communities within the district, and the few buildings are scattered throughout the District mostly on farms. The primary transportation routes within the District are Interstate 5 that runs in an east/west direction through the center of the District and Old River Road that runs in a generally north/south direction along the district's eastern boundary. The topography of the District is flat.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of approximately 6 Volunteer Firefighters operating from a single fire station as shown in Table 9:

Table 9—Elkhorn FPD Facilities

| Station Number | Location | Year Built |
|----------------|--|------------|
| 47 | 19756 Old River Rd., West Sacramento, CA | 1980s |

Table 10 summarizes the District’s vehicle/apparatus inventory.

Table 10—Elkhorn FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|-----------------|----------------|------------------|
| Engine 47 | 1981 | Seagrave | 1250 GPM | 47 |
| Engine 247 | 1976 | GMC | 1000 GPM | 47 |
| Grass 47 | 1983 | Ford / Westates | 250 GPM | 47 |
| Squad 47 | 1989 | GMC / Westates | 150 GPM | 47 |
| Squad 247 | 1986 | Ford | N/A | 47 |
| Water 47 | 1978 | Ford | N/A | 47 |

Source: Elkhorn Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with the cities of West Sacramento, Woodland, and Sacramento, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.6 Esparto Fire Protection District

Organized on April 21, 1931 under general law statutes and subsequently reorganized in 1966 as required under Health and Safety Code Section 13812.5 et seq., the Esparto Fire Protection District provides fire protection and BLS pre-hospital EMS services to a 75 square mile service area with a population of approximately 2,800 as shown on the District map in the Map Atlas.

Land use within the District is primarily agricultural with most of the land under Williamson Act contracts. Primary transportation routes in the District are State Highway 16 that runs in an east/west direction and Highway E4 that runs in a north/south direction. Located on State Highway 16, Capay and Esparto are the two largest towns within the district, and they are also designated inhabited unincorporated communities containing the majority of the district’s population. There is minimal commercial or industrial development within the district. District topography is generally flat with the exception of the westernmost tip of the District that contains the Jackson Bluffs and the Blue and Rocky Ridges.

As a special district governed by an appointed five-member policy Board, the District provides services with a staff of one full-time Chief and 23 Volunteer Firefighters operating from a single fire station as shown in Table 11:

Table 11—Esparto FPD Facilities

| Station Number | Location | Year Built |
|----------------|------------------------------|------------|
| 19 | 16960 Yolo Ave., Esparto, CA | 1952 |

Table 12 summarizes the District’s vehicle/apparatus inventory.

Table 12—Esparto FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|---------------|----------------|------------------|
| Engine 19 | 2004 | HME | N/A | 19 |
| Engine 219 | 2014 | International | N/A | 19 |
| Engine 319 | 1995 | Ford | N/A | 19 |
| Grass 19 | 1982 | International | N/A | 19 |
| Squad 19 | 1999 | Ford | N/A | 19 |
| Water 19 | 1995 | GMC | N/A | 19 |
| Water 219 | 1977 | Freightliner | N/A | 19 |
| Utility 19 | 2006 | Ford | N/A | 19 |

Source: Esparto Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with adjacent Madison Fire Protection District and Yocha Dehe Fire Department, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.7 Knights Landing Fire Protection District

Located on the northeast border of Yolo County, the Knights Landing Fire Protection District was formed on May 11, 1942 and subsequently reorganized in 1966 as required under Health and Safety Code Section 13812.5 et seq. Since its formation, the District has had several annexations and currently serves an area of 37 square miles with a population of approximately 1,050 as shown on the District map in the Map Atlas.

Land use within the District is primarily agricultural with approximately 67 percent under Williamson Act contracts. Knights Landing is the only town within the district, including most of the District’s commercial development. Knights Landing is also a designated Disadvantaged Unincorporated Community. There are also a few agriculture-related industrial operations within the District. Primary District travel routes include State Highway 45 that runs in a northwest/southeast direction, County Road 13 (east/west direction), County Road 98A (southwest/northeast direction), and State Highway 113 and County Road 102 (north/south direction). The topography of the District is flat.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of 15 Volunteer Firefighters operating from a single fire station as shown in Table 13:

Table 13—Knights Landing FPD Facilities

| Station Number | Location | Year Built |
|----------------|--|------------|
| 9 | 42115 6 th St., Knights Landing, CA | N/A |

Table 14 summarizes the District’s vehicle/apparatus inventory.

Table 14—Knights Landing FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|-------------------------|----------------|------------------|
| Engine 9 | 1997 | Freightliner / Westates | 1250 GPM | 9 |
| Engine 209 | 2009 | Freightliner / HME | 1250 GPM | 9 |
| Grass 9 | 1980 | Chevrolet / Westates | 750 GPM | 9 |
| Utility 9 | 1988 | Chevrolet | N/A | 9 |
| Water 9 | 1974 | Peterbuilt | 750 GPM | 9 |
| Boat 9 | 1980 | Aeroweld | N/A | 9 |

Source: Knights Landing Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with adjacent Yolo and Sutter Basin Fire Protection Districts, as well as the Robbins Volunteer Fire Department. The District is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.8 Madison Fire Protection District

The Madison Fire Protection District was established in March 1930 and subsequently reorganized in 1961 under Health and Safety Code Section 13822.5. The District serves an area encompassing 66 square miles and a population of approximately 1,390 residents as shown on the District map in the Map Atlas.

Like most of the other rural districts, land use within Madison FPD is primarily agricultural with most of the land under Williamson Act contracts. The town of Madison is located in the northeast section of the district, just south of Highway 16 and less than one mile west of the intersection of Highway 16 and Interstate 505. Approximately half of the District residents live in the town of Madison, and the remainder lives on farms disbursed throughout the district. Madison is also a designated Disadvantaged Unincorporated Community. Other small population congregations are composed mostly of single-family residences and a few businesses that provide goods and services to support either the residents or the farming community. There is minimal commercial or industrial development within the district. Major roads in the area are Highway 16, which runs east/west through the middle of the eastern section of the district; and Interstate/Highway 505, which runs north/south through the entire eastern section of the district. The district's topography ranges from flat, agricultural land in the east, to hilly land just west of Road 87, then to mountainous land at or near the Yolo-Napa County border in the westernmost tip of the district.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of 15 Volunteer Firefighters operating from a single fire station as shown in Table 15:

Table 15—Madison FPD Facilities

| Station Number | Location | Year Built |
|----------------|---------------------------------|------------|
| 17 | 17880 Stephens St., Madison, CA | 1940 |

Table 16 summarizes the District’s vehicle/apparatus inventory.

Table 16—Madison FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|----------------------------------|----------------|------------------|
| Engine 17 | 2003 | Freightliner / American LaFrance | 1250 GPM | 17 |
| Engine 217 | 2008 | International / Ferrara | 1000 GPM | 17 |
| Grass 17 | 1982 | International / Westates | 500 GPM | 17 |
| Water 17 | 1986 | Ford | 250 GPM | 17 |
| Water 217 | 1982 | Ford | 500 GPM | 17 |
| Utility 17 | 2004 | GMC | N/A | 17 |
| Chief 1700 | 2010 | Chevrolet | N/A | 17 |

Source: Madison Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with adjacent Esparto Fire Protection District and Yocha Dehe (Cache Creek Resort) Fire Department, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.9 No Man’s Land Fire Protection District

The No Man’s Land Fire Protection District was created on August 5, 1974 pursuant to California Health and Safety Code Sections 14001-14594 in response to notice from adjacent fire agencies that they would no longer respond to calls in this unprotected area.⁶ Initially, the City of Dixon provided fire protection services to the District for a fixed annual fee until September 1994 when the Dixon City Council voted to stop providing such services due to the District’s inability to pay for the services within the terms of the contract. The City of Davis then began providing temporary contractual fire services to the District, with a permanent 10-year contract implemented in July 1997, and subsequently renewed to date. Located in the southeast quadrant of Yolo County east of the City of Davis, the District currently encompasses an area of 55.6 square miles with a population of approximately 300 as shown on the District map in the Map Atlas.

⁶ East Davis / No Man’s Land Fire Protection Districts MSR/SOI, December 10, 2007

Land use within the District is predominantly agricultural. There are no towns or other community centers within the district, and the district’s population is scattered on farms disbursed throughout the district. The district’s topography is flat, and the major travel route is County Road 104 (north/south direction) on the western edge of the district.

As a special district governed by an appointed five-member policy Board, the District continues to contract with the City of Davis for all-risk fire protection and pre-hospital EMS service. Since January 2014, the City of Davis and UC Davis have shared a joint Fire Department management staff. The City of Davis provides services to the District from 3 stations with a minimum daily on-duty staff of 12 full-time career personnel as shown in Table 17.

Table 17—City of Davis Fire Facilities

| Station Number | Location | Year Built | Minimum Daily Staffing |
|----------------|------------------------------------|------------|------------------------|
| 31 | 530 5 th St., Davis, CA | 1965 | 6 |
| 32 | 1350 Arlington Blvd., Davis, CA | 1985 | 3 |
| 33 | 425 Mace Blvd., Davis, CA | 1964 | 3 |

Table 18 summarizes the City of Davis fire apparatus inventory.

Table 18—City of Davis Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|-----------------|----------------|------------------|
| Engine 31 | 2011 | Spartan Hi-Tech | 1500 GPM | 31 |
| Engine 32 | 2003 | Spartan Hi-Tech | 1500 GPM | 32 |
| Engine 33 | 2012 | Spartan Hi-Tech | 1500 GPM | 33 |

Source: Davis Fire Department

The Davis Police Department provides dispatch services for the City of Davis Fire Department. The City and UC Davis have reciprocal automatic aid agreements, and Davis City also has automatic aid agreements with Woodland, West Sacramento, and Dixon. Both agencies are also signatories to the 2007 Yolo County Mutual Aid Agreement.

2.7.10 Springlake Fire Protection District

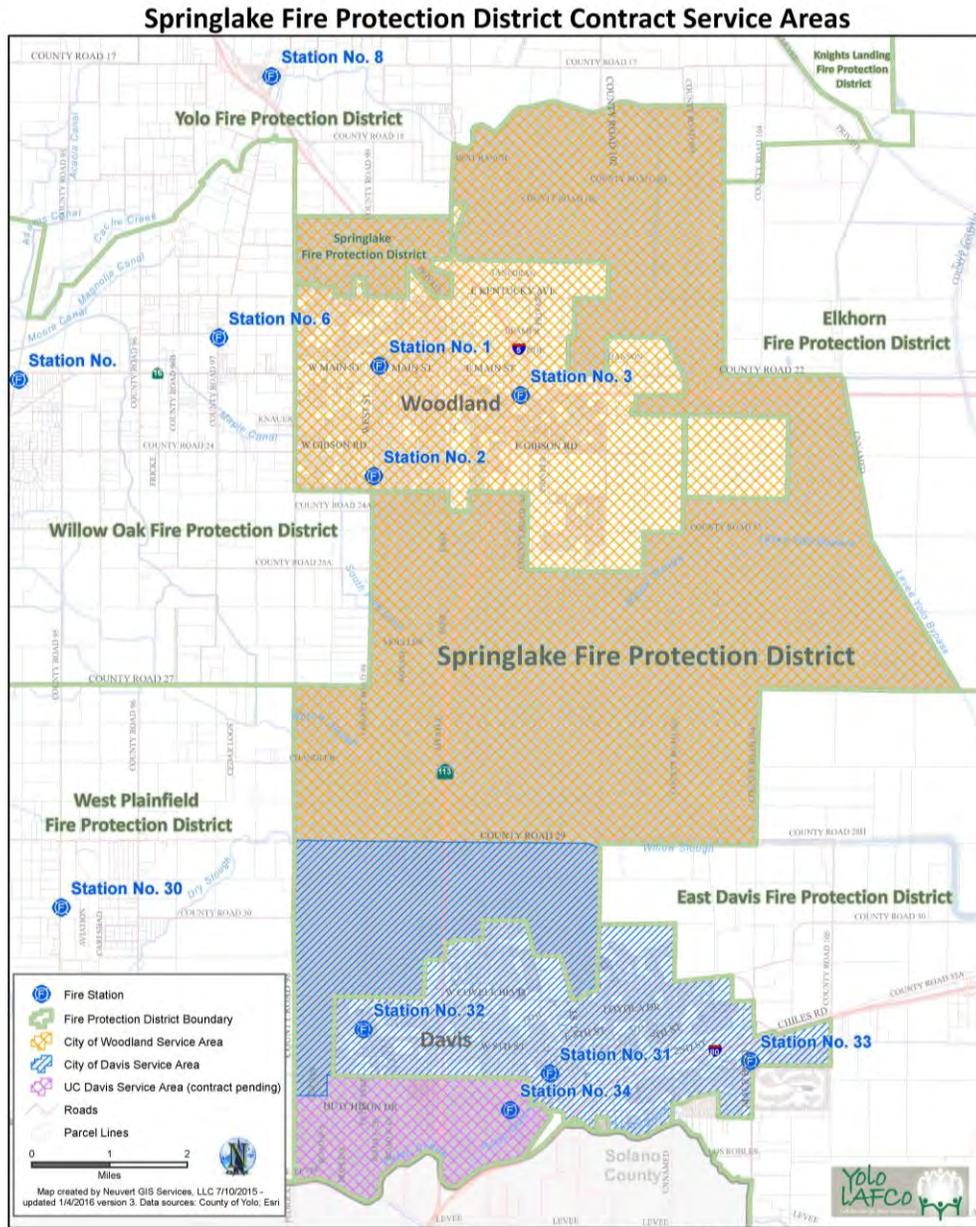
The Springlake Fire Protection District was formed on July 21, 1942 by a vote of District residents, and subsequently reorganized under the County Fire Protection District in 1961.

Located in central Yolo County generally between the cities of Davis and Woodland, the District has undergone numerous annexations and detachments since its formation, and currently provides fire protection and EMS services to a 51-square mile service area with a population of approximately 4,500 as shown on the District map in the Map Atlas.

Land use within the District includes a mix of residential, commercial, and industrial uses in the areas adjacent to Woodland and Davis, with the remainder of the District including predominantly agricultural uses. Binning Farms, North Davis Meadows, and West Kentucky are designated inhabited unincorporated communities within the district. District topography is flat, and primary transportation routes are State Highway 113 that runs north/south through the district, and Interstate 5 that bisects the District in an east/west direction.

As a special district governed by an appointed five-member policy Board, the District executed a functional consolidation with the City of Woodland Fire Department in April 1982 where the City assumed ownership of the District's capital assets in exchange for contractual fire protection services from the City. In November 1985 this agreement was modified to include service only to the area of the District north of County Road 29 (Area A), and the District then contracted with the City of Davis for fire protection services to the area of the District south of County Road 29 (Area B), which is more proximal to Davis. In addition, the University of California Davis owns land within the southern portion of the District as shown in Figure 2, and UC Davis provides its own fire protection services from its campus Fire Department.

Figure 2—UC Davis Property Within Springlake FPD



UC Davis is in the process of developing homes in its West Village area, which will generate property tax revenue. Consequently, UC Davis, Yolo County, and the Springlake Fire Protection District are working on a pass-through agreement which would pass these property tax revenues back to UC Davis so that the revenues are directed to the fire service provider and future residents will not have to pay additional fees for service.

Services for the remainder of the District are provided from the three Davis City fire stations and the three Woodland City stations as shown in Table 19:

Table 19—Cities of Davis and Woodland Fire Facilities

| Station Number | Location | Year Built | Minimum Daily Staffing |
|----------------|------------------------------------|------------|------------------------|
| 1 | 101 Court St., Woodland, CA | 2007 | 3 |
| 2 | 1619 West St., Woodland, CA | 2005 | 3 |
| 3 | 1550 Springlake Ct., Woodland, CA | 1995 | 7 |
| 31 | 530 5 th St., Davis, CA | 1965 | 6 |
| 32 | 1350 Arlington Blvd., Davis, CA | 1985 | 3 |
| 33 | 425 Mace Blvd., Davis, CA | 1964 | 3 |

Table 20 describes the fire apparatus used to provide services to the District by the Cities of Davis and Woodland.

Table 20—Cities of Davis and Woodland Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|------------------------|----------------|------------------|
| Engine 1 | 2013 | Pierce | 2000 GPM | 1 |
| Engine 201 | 1997 | HME/Westates | 1500 GPM | 1 |
| Engine 2 | 2015 | Pierce | 2000 GPM | 2 |
| Grass 2 | 1994 | Freightliner/Westates | 500 GPM | 2 |
| Engine 3 | 2015 | Pierce | 2000 GPM | 3 |
| Brush 3 | 2015 | Freightliner/Pierce | 1000 GPM | 3 |
| Truck 3 | 2013 | Pierce | N/A | 3 |
| Rescue 3 | 2002 | HME | N/A | 3 |
| Water 3 | 1999 | International/Westates | 750 GPM | 3 |
| Engine 31 | 2011 | Spartan Hi-Tech | 1500 GPM | 31 |
| Engine 32 | 2003 | Spartan Hi-Tech | 1500 GPM | 32 |
| Engine 33 | 2012 | Spartan Hi-Tech | 1500 GPM | 33 |

Source: Davis and Woodland Fire Departments

The City of Davis has automatic aid agreements with UC Davis, Woodland, West Sacramento, and Dixon, and the City of Woodland has automatic aid agreements with Davis, UC Davis, and Elkhorn Fire Protection District. Both cities are also signatories to the 2007 Yolo County Mutual Aid Agreement.

2.7.11 West Plainfield Fire Protection District

Located on the south/central border of Yolo County, the West Plainfield Fire Protection District was first organized on January 6, 1930 under the provisions of General Law statutes, and reorganized in 1966 pursuant to Health and Safety Code Section 13812.5 et seq. The District serves an area encompassing approximately 33 square miles and a population of approximately 900 residents as shown on the District map in the Map Atlas.

Land use within West Plainfield is primarily agricultural with approximately 75 percent of the land under Williamson Act contracts. The Yolo County Airport is located within the District along with several general aviation-related businesses, a parachute club, and a shooting club. There is also one elementary school and one place of worship within the District. The topography of the District is flat, and the primary transportation routes through the District include County Roads 29, 31, and Russell Boulevard running in an east/west direction, and County Roads 92E, 95, and 98 running in a north/south direction.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of two full-time career, one part-time, and 23 Volunteer Firefighters operating from a single fire station as shown in Table 21:

Table 21—West Plainfield FPD Facilities

| Station Number | Location | Year Built |
|-----------------------|---------------------------------|-------------------|
| 30 | 24901 County Road 95, Davis, CA | 1967 |

Table 22 summarizes the District’s vehicle/apparatus inventory.

Table 22—West Plainfield FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|---------------------------|-------------|---------------------|-----------------------|-------------------------|
| Engine 30 | 2004 | HME / Westates | 1250 GPM | 30 |
| Engine 230 | 1985 | GMC / Grumman | 1000 GPM | 30 |
| Brush 30 | 1997 | Ford | 60 GPM | 30 |
| Brush 230 | 1997 | Ford | 60 GPM | 30 |
| Grass 30 | 2015 | Navistar | 500 GPM | 30 |
| Water 30 | 2007 | International | 750 GPM | 30 |
| Water 230 | 1990 | GMC | 500 GPM | 30 |

Source: West Plainfield Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with the cities of Davis and Winters, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.12 Willow Oak Fire Protection District

Formed by the Yolo County Board of Supervisors on June 7, 1937 pursuant to the District Investigation Act of 1933 and approval of qualified District electorate, the Willow Oak Fire Protection District encompasses 33.5 square miles with a population of approximately 4,500. Located in central Yolo County west of the City of Woodland, the District was reorganized in 1961 pursuant to Section 13822.5 of the California Health and Safety Code, and has experienced numerous detachments since its formation due to annexations to the City of Woodland. A detailed map of the District is included in the Map Atlas.

Land use within the District is primarily agricultural and agricultural-related industry with most of the land under Williamson Act contracts. There are no towns within the district, and the largest concentration of residents are the Monument Hills/Hilltop/Hillcrest area south of Highway 16 between County Roads 93 and 95 and the Wild Wings Community adjacent to the Watts-Woodland Airport. The remainder of the district’s population is dispersed on farms or ranchettes. Monument Hills and Willow Oak are designated inhabited unincorporated communities within the district. There is minimal commercial development within the District except for a few agriculture-related industrial operations. The major roads in the area are Highway 16 running east to west and County Road 98 running north to south making up most of the district’s eastern border. The District topography is flat.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of three full-time, three part-time, and 26 volunteer employees operating from two fire stations as shown in Table 23:

Table 23—Willow Oak FPD Facilities

| Station Number | Location | Year Built | Minimum Daily Staffing |
|----------------|-------------------------------------|------------|------------------------|
| 6 | 17535 County Road 97, Woodland, CA | 1919 | 0 |
| 7 | 18111 County Road 94B, Woodland, CA | 2008 | 1 |

Table 24 summarizes the District’s vehicle/apparatus inventory.

Table 24—Willow Oak FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|---------------|----------------|------------------|
| Engine 7 | 2004 | HME | 1250 GPM | 7 |
| Engine 206 | 1995 | GMC | 450 GPM | 6 |
| Grass 6 | 1999 | International | 450 GPM | 6 |
| Rescue 6 | 1996 | Chevrolet | N/A | 6 |
| Water 6 | 1985 | International | 450 GPM | 6 |
| Brush 7 | 2010 | International | 1000 GPM | 7 |
| Water 7 | 2005 | Ford | 500 GPM | 7 |

Source: Willow Oak Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has an automatic aid agreement with the adjacent City of Woodland, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.13 Winters Fire Protection District

Beginning in 1991, the City of Winters contracted with the District for fire protection services, and on November 2, 2010, the District reversed the agreement by ceding title and ownership of its capital facilities and equipment to the City of Winters, the City agreeing to offer employment to all existing District employees at a comparable City wage and benefit rate, and the District contracting for fire protection and pre-hospital EMS services from the City. The District

currently encompasses 79 square miles with a population of approximately 1,500 residents as shown on the District map in the Map Atlas.

Like most of the other districts, land use is predominantly agricultural and agricultural-based commercial, with most of the land under Williamson Act contracts. The district’s population is mostly scattered on farms and ranches. Primary transportation routes are Interstate 505 that bisects the eastern portion of the District in a north/south direction, State Highway 128 that bisects the southern part of the District in a southwest/northeast direction, and County Road 29 (east/west direction). The district’s topography ranges from flat in the area east of Interstate 505 to gently hilly west of Interstate 505, and mountainous in the western areas adjacent to the Napa County line. El Rio Villa is a designated inhabited unincorporated community within the district.

As a special district governed by an appointed five-member policy Board, the District contracts with the City of Winters for fire protection services. The City shares a Fire Department management staff with the City of Dixon, and provides contractual fire protection and BLS EMS services to the District with a staff of six full-time career and 30 volunteer personnel operating from a single fire station as shown in Table 25:

Table 25—City of Winters Fire Facilities

| Station Number | Location | Year Built | Minimum Daily Staffing |
|-----------------------|---------------------------|-------------------|-------------------------------|
| 26 | 700 Main St., Winters, CA | 2011 | 3 |

Table 26 summarizes the City’s vehicle/apparatus inventory.

Table 26—City of Winters Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|--------------------------|----------------|------------------|
| Engine 26 | 2014 | Pierce | 1500 GPM | 26 |
| Engine 226 | 1992 | Ford / Westates | 1000 GPM | 26 |
| OES 333 | 2008 | HME / Westates | 1250 GPM | 26 |
| Grass 26 | 2004 | International / Westates | 1000 GPM | 26 |
| Squad 26 | 1999 | International | N/A | 26 |
| Brush 26 | 2015 | Ford | 100 GPM | 26 |
| Brush 226 | 1996 | Ford | 100 GPM | 26 |
| Water 26 | 2001 | Kenworth | 500 GPM | 26 |
| Water 226 | 2004 | Kenworth | 500 GPM | 26 |
| Utility 26 | 1996 | Ford | N/A | 26 |
| Utility 226 | 2014 | Polaris | N/A | 26 |

Source: Winters Fire Department

The District is dispatched by the Yolo Emergency Communications Agency. The City has an automatic aid agreement with adjacent West Plainfield Fire Protection District. The City also has mutual aid agreements with the City of Dixon and the Vacaville Fire Protection District, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.14 Yolo Fire Protection District

Located in the north-central area of the County north of the City of Woodland, the Yolo Fire Protection District was formed on April 3, 1939 pursuant to the 1923 Statutes of California, and reorganized in 1966 pursuant to Section 13812.5 et seq. of the California Health and Safety Code. The District boundaries have been adjusted twice since its initial formation, and it currently serves an area encompassing 52 square miles with a population of approximately 1,300 residents as shown on the District map in the Map Atlas.

The primary land use within the District is agricultural with approximately 95 percent of the land under Williamson Act contracts. Yolo, the only town within the district, contains almost half of the District population and is overwhelmingly residential in nature. It is also a designated Disadvantaged Unincorporated Community. Most of the district’s commercial development is related to highway-oriented businesses and agriculture-related industrial operations.

The District’s topography ranges from flat in most of the District to 30-50 percent slope in the northwest portion of the district. Primary transportation routes include Interstate 5 that bisects the District in a northwest/southeast direction, and State Highway 113 and County Road 102 that run in a north/south direction.

As an independent county district governed by an elected three-member Board of Directors, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of 21 Volunteer Firefighters operating from a single fire station as shown in Table 27:

Table 27—Yolo FPD Facilities

| Station Number | Location | Year Built |
|----------------|--------------------------------|------------|
| 8 | 37720 Sacramento St., Yolo, CA | 1962 |

Table 28 summarizes the District’s vehicle/apparatus inventory.

Table 28—Yolo FPD Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|-------------------------|----------------|------------------|
| Engine 8 | 1997 | Westates | 750 GPM | 8 |
| Engine 208 | 2005 | International / Ferrara | 1250 GPM | 8 |
| Squad 8 | 2007 | Ford | N/A | 8 |
| Grass 8 | 2010 | International / Hi-Tech | 550 GPM | 8 |
| Grass 208 | 1992 | International / Desi | 350 GPM | 8 |
| Water 8 | 1996 | Freightliner | 50 GPM | 8 |
| Command 8 | 2009 | GMC | N/A | 8 |

Source: Yolo Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has automatic aid agreements with adjacent Knights Landing, Zamora, and Willow Oak Fire Protection Districts, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

2.7.15 Zamora Fire Protection District

The Zamora Fire Protection District was organized on November 28, 1938 pursuant to the 1923 California Statutes, and reorganized in 1966 pursuant to California Health and Safety Code

Section 13801 et seq. Located in north-central area of the county, the District’s boundaries have not changed since its formation, and it serves a 52.7 square-mile area with a population of approximately 350 persons as shown on the District map in the Map Atlas.

Land use within Zamora is primarily agricultural with approximately 70 percent of the land under Williamson Act contracts. Zamora is the only town within the district, and there is little commercial or industrial development in Zamora or the remainder of the district. Zamora is also a designated inhabited unincorporated community.

District topography ranges from flat in the eastern areas to 30-50 percent slope along the Dunnigan Hills on the district’s western edge. Primary transportation routes include Interstate 5 that bisects the District in a northwest/southeast direction, and Interstate 505 that runs in a north/south direction near the district’s western border and intersects I-5 just north of the District boundary.

As a special district governed by an appointed five-member policy Board, the District provides fire protection and Basic Life Support (BLS) pre-hospital emergency medical services with a staff of approximately 20 Volunteer Firefighters operating from a single fire station as shown in Table 29:

Table 29—Zamora FPD Facilities

| Station Number | Location | Year Built |
|----------------|---------------------------------------|------------|
| 11 | 33715 1 st St., Zamora, CA | 1968 |

Table 30 summarizes the District’s vehicle/apparatus inventory.

Table 30—Zamora FPD Fire Apparatus

| Vehicle Identifier | Year | Manufacturer | Fire Pump Size | Station Assigned |
|--------------------|------|--------------|----------------|------------------|
| Engine 11 | 2001 | Freightliner | 1000 GPM | 11 |
| Engine 211 | 1978 | GMC | 1000 GPM | 11 |
| Brush 11 | 2016 | Ford 4x4 | 500 GPM | 11 |
| Squad 11 | 2003 | GMC | 500 GPM | 11 |
| Water 11 | 2008 | Peterbuilt | 1200 GPM | 11 |

Source: Zamora Fire Protection District

The District is dispatched by the Yolo Emergency Communications Agency. The District has an automatic aid agreement with the Yolo Fire District, and is also a signatory to the 2007 Yolo County Mutual Aid Agreement.

SECTION 3—SERVICE CAPACITY AND ADEQUACY ANALYSIS

This section provides an analysis of the service capacity and adequacy of service for each fire district.

3.1 SERVICE CAPACITY AND ADEQUACY

Citygate’s analysis of service capacity and adequacy included evaluation of the following service-related factors:

- ◆ Rural fire deployment best practices
- ◆ Service demand
- ◆ Population density
- ◆ Number of volunteers
- ◆ Turnout time
- ◆ Response time
- ◆ Incident staffing
- ◆ Missed calls / no response
- ◆ Fire Apparatus
- ◆ Facilities

3.1.1 Rural Fire Deployment Best Practices

The National Fire Protection Association (NFPA) is an internationally recognized organization devoted to eliminating death, injury, property, and economic loss from fire, electrical, and other hazards by developing and advocating scientifically based consensus codes and standards. NFPA 1720⁷ is a recognized deployment standard for Volunteer Fire Departments, and is the best practice deployment standard used by Citygate to evaluate fire service deployment in rural jurisdictions like Yolo County. Table 31 summarizes the deployment recommendations of NFPA 1720.

⁷ NFPA 1720 - *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments* (2014 Edition)

Table 31—NFPA 1720 – Deployment Standards for Volunteer Fire Departments

| Service Demand Zone | Minimum Personnel | Response Time ¹ | Reliability |
|-----------------------|-------------------------|------------------------------|-------------|
| Urban ² | 15 | Less than 9:00 minutes | 90% |
| Suburban ³ | 10 | Less than 10:00 minutes | 80% |
| Rural ⁴ | 6 | Less than 14:00 minutes | 80% |
| Remote ⁵ | 4 | Dependent on travel distance | 90% |
| Special Risk | As Determined by Agency | | 90% |

¹ From receipt of dispatch to arrival at incident

² Population density >1,000 per square mile

³ Population density 500-1,000 per square mile

⁴ Population density < 500 per square mile

⁵ Travel distance of 8 miles or more

Finding #1: National Fire Protection Association Standard 1720, *Deployment Standards for Volunteer Fire Departments*, is an appropriate best practice standard to evaluate rural unincorporated fire service deployment in Yolo County.

3.1.2 Service Demand

Table 32 summarizes annual service demand by district expressed as calls for service by general call type. Districts contracting for services are shaded in gray.

Service demand was derived from Yolo Emergency Communications Agency (YECA) computer-aided dispatch (CAD) data for each district. For the purpose of this analysis, Citygate excluded incidents that do not generate an emergency response, such as “Burn Day” inquiries, informational pages, station coverage, media inquiries, etc.

Table 32—Annual Service Demand by District

| Fire District | 2012 | | | | 2013 | | | | 2014 | | | |
|-----------------------------|------|-----|-------|------------|------|-----|-------|------------|------|-----|-------|------------|
| | Fire | EMS | Other | Total | Fire | EMS | Other | Total | Fire | EMS | Other | Total |
| Capay Valley | 22 | 50 | 21 | 93 | 30 | 76 | 20 | 126 | 4 | 46 | 57 | 107 |
| Clarksburg | 19 | 110 | 46 | 175 | 35 | 107 | 53 | 195 | 17 | 79 | 85 | 181 |
| Dunnigan | 63 | 117 | 56 | 236 | 39 | 149 | 47 | 235 | 16 | 114 | 82 | 212 |
| East Davis (Davis City) | 21 | 155 | 54 | 230 | 21 | 212 | 61 | 294 | 43 | 183 | 37 | 263 |
| Elkhorn | 15 | 13 | 11 | 39 | 16 | 51 | 6 | 73 | 6 | 58 | 22 | 86 |
| Esparto | 23 | 166 | 42 | 231 | 31 | 227 | 42 | 300 | 16 | 148 | 96 | 260 |
| Knights Landing | 9 | 62 | 9 | 80 | 15 | 61 | 10 | 86 | 12 | 70 | 36 | 118 |
| Madison | 31 | 61 | 15 | 107 | 40 | 63 | 21 | 124 | 5 | 63 | 44 | 112 |
| No Man's Land (Davis City) | 1 | 6 | 1 | 8 | 2 | 4 | 1 | 7 | 1 | 5 | 0 | 6 |
| Springlake (Davis/Woodland) | 31 | 106 | 57 | 194 | 30 | 103 | 74 | 207 | 27 | 73 | 31 | 131 |
| West Plainfield | 18 | 51 | 11 | 80 | 19 | 51 | 20 | 90 | 16 | 58 | 28 | 102 |
| Willow Oak | 41 | 66 | 43 | 150 | 22 | 98 | 109 | 229 | 14 | 122 | 82 | 218 |
| Winters (Winters City) | 20 | 116 | 69 | 205 | 37 | 115 | 64 | 216 | 64 | 139 | 80 | 283 |
| Yolo | 25 | 73 | 38 | 136 | 39 | 80 | 27 | 146 | 14 | 59 | 62 | 135 |
| Zamora | 17 | 23 | 7 | 47 | 17 | 36 | 11 | 64 | 5 | 30 | 21 | 56 |

Source: Davis Police Department Communications Center and Yolo Emergency Communications Agency CAD data

As Table 32 shows, 2014 service demand for the rural fire districts ranges from a low of 6 calls for service in No Man’s Land FPD, to a high of 283 calls in Winters FPD. This equates to a daily service demand 0.02 – 0.78 calls for service per day across all districts as would be expected in a rural, low population density jurisdiction like Yolo County. It should also be noted that service demand across all districts consists of 11 percent fire-related calls, 55 percent EMS-related calls, and 34 percent other service-type calls. In Citygate’s experience, this level of service demand is typical, both in volume and type, of other similar rural, agricultural-based jurisdictions.

Finding #2: Service demand for all 15 districts is typical, both in volume and type, of other similar California rural, sparsely populated agricultural-based jurisdictions.

3.1.3 Population Density

Table 33 shows the population density for each fire district.

Table 33—Population Density by District

| Fire District | Area ¹ (sq. miles) | Population ² | Population Density |
|-----------------|----------------------------------|-------------------------|-----------------------|
| Capay Valley | 172.42 | 1,250 | 7.25 |
| Clarksburg | 54.16 | 1,350 | 24.92 |
| Dunnigan | 109.93 | 1,400 | 12.74 |
| East Davis | 45.54 | 1,650 | 36.24 |
| Elkhorn | 47.98 | 370 | 7.71 |
| Esparto | 75.25 | 2,800 | 37.21 |
| Knights Landing | 37.00 | 1,050 | 28.38 |
| Madison | 66.13 | 1,390 | 21.02 |
| No Man's Land | 55.69 | 300 | 5.39 |
| Springlake | 51.12 | 4,500 | 88.02 |
| West Plainfield | 33.16 | 900 | 27.14 |
| Willow Oak | 33.64 | 4,500 | 133.75 |
| Winters | 78.95 | 1,500 | 19.00 |
| Yolo | 52.35 | 1,300 | 24.83 |
| Zamora | 52.71 | 350 | 6.64 |

¹ Yolo County GIS Services

² U.S. Census Bureau data where available; otherwise agency estimate

As Table 33 indicates, the population density of all 15 Districts meets NFPA 1720 rural population density criteria of less than 500 persons per square mile.

Finding #3: The population density of all 15 Fire Protection Districts meets NFPA 1720 rural population density criteria of less than 500 persons per square mile.

3.1.4 Number of Volunteer Firefighters

Table 34 shows the number of volunteer firefighters as reported by each District. It should be noted that in Citygate’s experience, the number of volunteer firefighters who regularly attend

training and respond to emergency incidents is a significantly smaller subset of the “active” volunteer roster for most volunteer fire departments.

Table 34—Number of Volunteers by District

| Fire Protection District | Number of Volunteers |
|--------------------------|----------------------|
| Capay Valley | 17 |
| Clarksburg | 20 |
| Dunnigan | 28 |
| Elkhorn | 6 |
| Esparto | 23 |
| Knights Landing | 15 |
| Madison | 15 |
| West Plainfield | 23 |
| Willow Oak | 26 |
| Yolo | 21 |
| Zamora | 20 |
| Total | 214 |

Source: Yolo County Fire Protection Districts

All volunteer-based fire agencies today are under great pressure to maintain an adequate roster of members. The reasons for this are not unique to any one type of community, and are placing pressure on small community volunteer systems across the state and nation:

- ◆ Economic pressures result in more two-income families, and less time available to volunteer.
- ◆ In a commuter economy, more jobs are clustered in metropolitan and dense suburban areas. Smaller rural communities increasingly contain residents that work elsewhere, and many of the younger residents who would consider volunteering are just too busy.
- ◆ Due to the growth in society of complex systems and technology, the mission of the fire service has expanded to include additional services such as emergency medical services, hazardous materials response, and technical rescue. This has *dramatically* increased the legally mandated training hours for volunteers, causing many to drop out as the time commitments became unbearable.

- ◆ This change, coupled with all the other factors, means that volunteer-based firefighter programs are drying up due to an insufficient number of members. Additional training requirements and increased response volume requires a significant time commitment for “true” volunteers that are serving for love of the community and to “give something back”. Most departments find that it takes 240-480 hours of initial training, and 259-287 hours of annual training, to meet minimum mandated and recommended training requirements, and this is *before* a volunteer is able to respond to an emergency incident.

The 2014 estimated population of unincorporated Yolo County is 24,628, 41 percent of which is 20-54 years of age⁸ Citygate’s discussions with District chiefs and Board members indicate that they are acutely aware of the demographics within their respective communities. While most are continually seeking new volunteers, the pressures of long work hours, multiple jobs, and younger families leaves very few with any time or desire to volunteer. Thus, despite a continual recruitment effort, most Yolo County Fire Protection Districts continually struggle to maintain an adequate roster of volunteer firefighters able to devote the time to maintain training requirements and be available to regularly respond to emergency incidents.

Finding #4: Despite a continual recruitment effort, most Yolo County Fire Protection Districts struggle to maintain an adequate roster of volunteer firefighters able to devote the time to maintain training requirements and also be available to regularly respond to emergency incidents.

3.1.5 Turnout Time

Turnout time is defined as the time interval beginning with the end of the dispatch notification and ending with the start of apparatus travel to the incident. This factor is evaluated to identify any significant response delays following the dispatch notification. Best practice standard for this response component is 60-80 seconds⁹ depending on the type of emergency; however, in Citygate’s experience, most departments do not achieve this standard. Crews must not only hear and comprehend the dispatch information; they must also don the OSHA-mandated personal

⁸ U.S. Census Bureau

⁹ NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (2010 Edition)

protective clothing for the type of emergency, board the apparatus, and fasten safety belts before the apparatus can begin to move. Citygate has long recommended that, due to this and the floor plan design of some stations, departments can reasonably achieve a turnout time of 2:00 minutes or less at 90 percent compliance. Table 35 summarizes turnout times by District for 2014.

Table 35—2014 Turnout Time by District

| Fire District | Turnout Time | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | 90 th Percentile | 80 th Percentile | 70 th Percentile |
| Capay Valley | 0:02:26 | 0:01:55 | 0:01:44 |
| Clarksburg | 0:03:47 | 0:02:45 | 0:02:09 |
| Dunnigan | 0:02:32 | 0:01:36 | 0:02:36 |
| East Davis (Davis City) | 0:02:16 | 0:02:00 | 0:01:50 |
| Elkhorn | 0:05:32 | 0:01:41 | 0:05:58 |
| Esparto | 0:02:14 | 0:01:49 | 0:01:35 |
| Knights Landing | 0:05:33 | 0:04:07 | 0:03:32 |
| Madison | 0:03:12 | 0:02:20 | 0:02:03 |
| No Man's Land (Davis City) | 0:03:23 | 0:01:47 | 0:01:47 |
| Springlake (Davis/Woodland) | 0:02:12 | 0:01:55 | 0:01:41 |
| West Plainfield | 0:03:26 | 0:02:58 | 0:02:38 |
| Willow Oak | 0:02:22 | 0:01:57 | 0:01:42 |
| Winters (Winters City) | 0:02:58 | 0:02:30 | 0:02:13 |
| Yolo | 0:03:39 | 0:03:01 | 0:02:32 |
| Zamora | 0:03:43 | 0:03:23 | 0:02:48 |

Source: City of Davis Dispatch Center and Yolo Emergency Communications Agency

As Table 35 indicates, none of the departments meet the 2:00 minutes or less, 90 percent turnout time goal. Ninetieth (90th) percentile turnout time ranges from 02:12 to 03:23 minutes/seconds (02:42 average) for the career-staffed departments, and 02:14 to 05:33 minutes/seconds (03:30 average) for the volunteer-staffed departments. In Citygate's opinion, these turnout times are not excessive for rural, volunteer-based departments.

Finding #5: Turnout times are appropriate for rural, volunteer-based fire departments.

3.1.6 Total Response Time and Incident Staffing

Citygate analyzed response times and incident staffing for all incident types compared to NFPA 1720 deployment standards for rural population density service demand zones. Table 36 summarizes 80th percentile response times and incident staffing by District. It should be noted that total response time, for the purpose of this analysis, is the time interval from receipt of the dispatch notification until arrival at the emergency incident.

Table 36—80th Percentile Incident Staffing and Response Time by District

| Fire District | Incident Staffing ¹ | Response Time ² |
|----------------------------|--------------------------------|----------------------------|
| Capay Valley | 3 | 0:11:44 |
| Clarksburg | 4 | 0:10:42 |
| Dunnigan | 3 | 0:08:48 |
| East Davis (Davis City) | 3 | N/A |
| Elkhorn ³ | N/A | 0:11:57 |
| Esparto | 3 | 0:04:29 |
| Knights Landing | 2 | 0:10:50 |
| Madison | 2 | 0:09:20 |
| No Man’s Land (Davis City) | 3 | N/A |
| Springlake (Woodland City) | 3 | 0:08:29 |
| West Plainfield | 3 | 0:08:53 |
| Willow Oak | 3 | 0:07:11 |
| Winters (Winters City) | 3 | 0:07:59 |
| Yolo | 4 | 0:08:16 |
| Zamora | 3 | 0:12:13 |

¹ All incident types

² From receipt of dispatch notification

³ Elkhorn FPD does not maintain incident staffing data

Source: Computer-aided dispatch (CAD) data and fire district incident records

N/A – Response time data not provided

As Table 36 shows, 80th percentile incident staffing for the four districts where services are provided by a career-based city fire department is three personnel, and 2-4 personnel for the 11 volunteer-based districts. Although these incident staffing levels appear to be *less* than the NFPA 1720 recommended minimum of six or more personnel for structural firefighting in rural service demand zones, recall that this data represents staffing for all incident types due to the very low percentage of structure fires in all districts. In analyzing the incident staffing data, Citygate did

note that a small percentage of fire incidents, presumably either significant structure or vegetation fires that typically generate a larger response in both career-based and volunteer-based agencies, had higher staffing. In Citygate’s experience, the incident staffing shown in Table 36 for all incident types represents typical deployment for both career-based and volunteer-based rural fire agencies for routine, less serious incidents.

Finding #6: Eightieth (80th) percentile incident staffing for all incident types ranges from 2 to 4 personnel across all 15 districts, and is minimally adequate staffing for routine, less-serious emergencies in rural settings.

As Table 36 also indicates, 80th percentile response times across 13 of the 15 districts range from a low of 4:29 minutes/seconds in Esparto to 12:13 minutes/seconds for Zamora, meeting NFPA 1720 response time criteria for rural service demand zones. Citygate was unable to obtain response time data for East Davis and No Man’s Land from the City of Davis; however, a review of response routes from Davis Station #3 suggests that 80th percentile response times would be well within the recommended 14:00 minutes or less as recommended by NFPA 1720 for both districts.

Finding #7: Response times for all 15 districts *meet* nationally recognized best practice criteria for rural service demand zones of 14:00 minutes or less with 80 percent or better reliability.

3.1.7 Missed Calls / No Response

Another service adequacy indicator examined by Citygate was the number/percentage of dispatched calls that each district did not respond to for calendar 2014 as shown in Table 37. This information was derived from YECA CAD data where an incident record lists a dispatch time but no unit responding or arrival times. In addition to a missed call, this could also indicate an incorrect dispatch or a call that was cancelled by the dispatcher prior to a response. Although Citygate did not attempt to determine the root issue with these incident records, we did receive multiple anecdotal reports during the course of this study indicating that missed calls do occur occasionally. While this is not a serious problem in Yolo County, it does impact the other departments that ultimately respond to the call either under automatic aid or under the County Fire Chiefs “No Response” policy. Thus, while the specific number of missed calls may be fewer than shown in Table 37, there is sufficient evidence to indicate that some agencies occasionally lack personnel to respond to a call for service.

Table 37—2014 Missed Calls by District

| Fire District | Total Calls | Number of Missed Calls | Percentage of All Calls |
|-----------------------------|-------------|------------------------|-------------------------|
| Capay Valley | 107 | 12 | 11.21% |
| Clarksburg | 181 | 7 | 3.87% |
| Dunnigan | 212 | 12 | 5.66% |
| East Davis (Davis City) | 263 | 0 | 0.00% |
| Elkhorn ³ | 86 | 4 | 4.65% |
| Esparto | 260 | 18 | 6.92% |
| Knights Landing | 118 | 6 | 5.08% |
| Madison | 112 | 9 | 8.04% |
| No Man's Land (Davis City) | 6 | 0 | 0.00% |
| Springlake (Davis/Woodland) | 131 | 0 | 0.00% |
| West Plainfield | 102 | 5 | 4.90% |
| Willow Oak | 218 | 16 | 7.34% |
| Winters (Winters City) | 283 | 0 | 0.00% |
| Yolo | 135 | 15 | 11.11% |
| Zamora | 56 | 4 | 7.14% |

It should be noted that the Yolo County Fire Chiefs Association adopted a “No Response” policy several years ago where, if the responsible District does not respond within three minutes, it is re-dispatched and the next closest department is also dispatched. In 2013, this policy was amended to include proximity dispatch for medical emergencies that sends the closest unit regardless of jurisdiction in addition to the responsible agency. The Yolo County Fire Chiefs Association “No Response” policy is a viable solution to the missed response issue; however, this service gap could be improved by amending the policy to require acknowledgement of a dispatch and the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.

Finding #8: The four districts served by a career-staffed department had no missed calls for 2014 as compared to 3.87 percent to 11.21 percent missed calls for the volunteer-based districts.

Finding #9: The Yolo County Fire Chiefs Association “No Response” policy is a viable solution to missed calls.

Recommendation #1: The Yolo County Fire Chiefs Association “No Response” policy could be improved by requiring acknowledgement of a dispatch and the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.

3.1.8 Apparatus and Facilities

Each district has established its own apparatus inventory needs, and most have a combination of one or more multi-risk structural engines, wildland engines, and water tenders. In addition, some districts find a lighter-duty squad or rescue apparatus more suitable for routine calls, one district has a boat for river-related incidents, and some districts have a rescue squad, command vehicle, and/or utility vehicle(s). Citygate’s review of district apparatus determined that each district and city fire department has appropriate apparatus types to protect the risks present within each district as described in Section 2.7.

Although there is no established best practice for apparatus service life, NFPA 1911¹⁰ establishes inspection, maintenance, testing, and out-of-service criteria. NFPA 1911 also recommends that a fire department consider safety as the primary factor when evaluating the retirement of fire apparatus. In Citygate’s experience, most fire agencies strive to maintain a maximum apparatus service life of approximately 20-25 years depending on usage, maintenance, available funding, and other factors including safety. Citygate therefore recommends that, within available funding for apparatus renewal or replacement, district fire apparatus should be considered for replacement after not more than 25 years of service life.

¹⁰ NFPA 1911 – *Standard for the Inspection, Maintenance, Testing, and Retirement of Automotive Fire Apparatus* (2012 Edition)

Of the 11 non-contract districts, all of the Yolo County rural fire districts, except Dunnigan, have apparatus more than 20 years old as shown in Table 38, and eight districts have fire apparatus more than 25 years old, with some exceeding 30 and even 40 years of age. *All* of Elkhorn Fire Protection District’s apparatus are more than 25 years old. Stated differently, of the districts’ aggregate inventory of 70 fire apparatus/vehicles, 53 percent are over 15 years of age, 37 percent are over 20 years of age, and 29 percent are over 25 years of age. The fiscal implications of apparatus/vehicle replacement will be reviewed in detail in Section 4 of this report; however, it should be noted here that maintaining an apparatus/vehicle fleet that conforms to recommended industry best practice safety standards in a constant state of serviceable readiness will continue to be a significant problem for most of the districts.

Table 38—Fire Apparatus Age by District

| Agency | Number of Fire Stations | Number of Fire Apparatus | Apparatus More than 20 Years Old | Apparatus More than 25 Years Old | Percentage of Apparatus More than 25 Years Old |
|-----------------|-------------------------|--------------------------|----------------------------------|----------------------------------|--|
| Capay Valley | 3 | 6 | 1 | 0 | 0% |
| Clarksburg | 1 | 5 | 2 | 1 | 20% |
| Dunnigan | 1 | 7 | 0 | 1 | 14% |
| Elkhorn | 1 | 6 | 6 | 6 | 100% |
| Esparto | 1 | 8 | 4 | 2 | 25% |
| Knights Landing | 1 | 6 | 4 | 4 | 67% |
| Madison | 1 | 7 | 3 | 3 | 43% |
| West Plainfield | 1 | 7 | 1 | 1 | 14% |
| Willow Oak | 2 | 7 | 2 | 1 | 14% |
| Yolo | 1 | 7 | 1 | 0 | 0% |
| Zamora | 1 | 5 | 2 | 2 | 40% |
| Total | 14 | 71 | 26 | 21 | 30% |

Finding #10: Of the districts’ aggregate inventory of 71 fire apparatus/vehicles, 53 percent are over 15 years of age, 37 percent are over 20 years of age, and 29 percent are over 25 years of age; all of the districts have one or more fire apparatus over 20 years of age.

Recommendation #2: Within available funding, fire apparatus should be considered for replacement after no more than 25 years of service life.

Fire district facilities range in age from 7 years to 96 years, with an average age of approximately 52 years as shown in Table 39. All of the existing rural fire district facilities are adequate to meet current and anticipated future needs over the next 10 years with the exception of Elkhorn and Madison that lack sufficient building space to securely store one or more of their existing fire apparatus, and West Plainfield that may require a station relocation due to planned expansion of the Yolo County Airport.

Table 39—Fire Protection District Facilities

| Fire Protection District | Station Number | Facility Age (Years) |
|--------------------------|----------------|----------------------|
| Capay Valley | 21 | 45 |
| Capay Valley | 22 | 75 |
| Capay Valley | 23 | 12 |
| Clarksburg | 40 | 68 |
| Dunnigan | 12 | 45 |
| Elkhorn | 47 | 35 |
| Esparto | 19 | 63 |
| Knights Landing | 9 | Not Available |
| Madison | 17 | 75 |
| West Plainfield | 30 | 48 |
| Willow Oak | 6 | 96 |
| Willow Oak | 7 | 7 |
| Yolo | 8 | 53 |
| Zamora | 11 | 47 |

Finding #11: All of the existing rural fire district facilities are adequate to meet current and anticipated future needs over the next 10 years with the exception of Elkhorn and Madison that lack sufficient building space to securely store one or more of their existing fire apparatus, and West Plainfield that may require a station relocation due to planned expansion of the Yolo County Airport.

3.2 EXISTING SERVICE DEFICIENCIES

The only existing service deficiency is the missed calls in the volunteer-based districts that likely reflects the ongoing challenge of maintaining an adequate volunteer firefighter roster to meet service demand and training requirements, and/or volunteer firefighter availability for response during normal work hours. As cited in Section 3.1.7, this service gap could be improved by amending the Yolo County Fire Chiefs Association’s “No Response” policy to require acknowledgement of a dispatch and the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.

3.3 EXISTING INFRASTRUCTURE DEFICIENCIES / NEEDS

Existing infrastructure deficiencies and needs include additional facility space for secure storage for all existing fire apparatus in Elkhorn and Madison fire districts, and replacement or updating of existing fire apparatus exceeding 25 years of service in 8 of the districts as shown in Table 38, particularly in Elkhorn, Knights Landing, Madison, and Zamora fire districts where 40 percent or more of their fire apparatus fleet exceeds 25 years of age.

Finding #12: Elkhorn and Madison Fire Protection Districts need additional facility space to provide secure storage of existing fire apparatus; eight fire districts have fire apparatus more than 25 years old in need of upgrading or replacement, particularly in Elkhorn, Knights Landing, Madison, and Zamora fire districts where 40 percent or more of their apparatus fleet exceeds 25 years of age.

3.4 PENDING LEGISLATIVE OR REGULATORY CHANGES AFFECTING CAPITAL FACILITIES

Citygate’s research did not identify any pending legislative or regulatory changes affecting fire service capital facilities.

3.5 EXISTING SHARED SERVICES / FACILITIES

The Cities of Davis, Winters, and Woodland provide shared services through their respective contracts for fire protection services with East Davis, No Man’s Land, Springlake, and Winters Fire Protection Districts. In addition, all of the districts, except those served by the City of Davis, share fire dispatch services through the Yolo Emergency Communications Agency (YECA), and all of the remaining districts except Clarksburg and Zamora have automatic aid agreements with one or more neighboring fire agencies.

Finding #13: The cities of Davis, Winters, and Woodland provide shared services through their respective contracts with East Davis, No Man’s Land, Springlake, and Winters Fire Protection Districts; all of the remaining fire districts except Clarksburg and Zamora have automatic aid agreements with one or more of their neighboring fire districts.

3.6 SHARED SERVICES / FACILITIES OPPORTUNITIES

Due to the large geographic area of unincorporated Yolo County and the locations of existing district and city fire facilities, Citygate did not identify any immediate opportunities to enhance service delivery through sharing of existing facilities, except to alleviate the apparatus storage problem in Elkhorn and Madison by exploring opportunities to store reserve or infrequently needed apparatus in neighboring facilities that may have excess indoor storage space. Planning for new fire facilities, however, should include an evaluation of opportunities for shared or co-located facilities and/or services. Automatic aid agreement(s) with one or more neighboring fire agencies would also enhance existing services in Clarksburg and Zamora Fire Protection Districts.

Also, since Dunnigan and Willow Oak have on-duty paid staff during at least normal weekday work hours, that presents an opportunity for adjacent or nearby districts, including Knights Landing, Madison, Yolo, and Zamora, to consider an automatic aid agreement with either of the staffed districts for immediate response to missed calls.

Finding #14: There are no immediate opportunities to enhance fire service delivery in Yolo County through sharing of existing facilities; however, planning for future new fire facilities should include an evaluation of opportunities for shared services and/or facilities.

Finding #15: Service delivery could be enhanced in Clarksburg by utilizing automatic aid agreement(s) with neighboring agencies.

Finding #16: Services could be enhanced across all of the districts by creating a cooperative countywide regional fire service framework.

Finding #17: Service delivery could potentially be enhanced in Knights Landing, Madison, Yolo, and Zamora through an automatic aid agreement with Dunnigan and/or Willow Oak for immediate response to missed calls.

Recommendation #3: Clarksburg should consider opportunities to implement automatic aid agreements with neighboring fire agencies.

Recommendation #4: Knights Landing, Madison, Yolo, and Zamora should consider an automatic aid agreement with Dunnigan and/or Willow Oak for immediate response to missed calls in those districts when on-duty staffing is available in Dunnigan and/or Willow Oak.

SECTION 4—FISCAL ANALYSIS

This section provides an analysis of each fire district’s fiscal status and ability to fiscally sustain or enhance existing services.

4.1 BUDGETING PRACTICES

All of the Yolo County fire districts operate on a July 1-June 30 fiscal year. The annual budget cycle begins in about March with the Yolo County Department of Financial Services providing estimated revenues for the coming fiscal year. Each district then prepares an annual budget based on estimated revenues, and adopts a preliminary budget on or before June 30 as required by California Health and Safety Code Sections 13890 et seq. (Fire Protection District Law of 1987). Fire district budgets must also conform to the accounting and budgeting procedures contained in Title 2 of the California Code of Regulations. Following adoption, the expenditures set forth in the preliminary budget are considered appropriated with the exception of capital expenditures and new employee positions until a final budget is adopted by the District Board of Commissioners/Directors on or before October 1. Subsequent to adoption of a preliminary budget, but prior to adoption of a final budget, the District is required to publish notice of the date, time, and place of a public hearing to adopt the final budget, as well as where and when the preliminary budget is available for inspection by any interested person, as required by Government Code Section 6061. Upon adoption, a copy of the final budget, including the annual appropriations limit, is forwarded to County Auditor-Controller, and the Auditor-Controller allocates the District’s pro-rata share of property tax revenues. In addition to approving an annual budget, the District Board of Commissioners/Directors may also establish reserves for capital expenses, and must declare the purpose for which the reserves are to be used. These budgeting practices, in addition to being a requirement of state law for fire districts, are also industry-recognized best fiscal practices for public agencies.

Citygate’s review of the districts’ fiscal policies and procedures found that all of the districts appear to conform to budgeting practices as required by state law and industry-recognized best practice.

Finding #18: All of the districts appear to conform to budgeting practices required by state law and industry-recognized best practice for public agencies.

4.2 REVENUES

All 15 fire districts receive a share of the County’s base property tax, and some districts have also adopted a parcel tax benefit assessment ordinance and/or a development impact fee ordinance. Table 40 summarizes the average annual revenues from these stable, ongoing sources for fiscal years 2011-12 through 2014-15 (the four districts that contract for services are shaded gray).

Table 40—Average Annual Stable Revenue Sources

| Fire District | Property Tax | Benefit Assessment | Development Impact Fees | Total Average Annual Stable Revenue |
|----------------------|---------------------|---------------------------|--------------------------------|--|
| Capay Valley | \$138,390 | \$0 | \$9,952 | \$148,342 |
| Clarksburg | \$65,706 | \$81,435 | \$818 | \$147,959 |
| Dunnigan | \$138,148 | \$0 | \$7,153 | \$145,301 |
| East Davis | \$402,598 | \$211,044 | \$0 | \$613,642 |
| Elkhorn | \$29,983 | \$65,000 | \$0 | \$94,983 |
| Esparto | \$130,756 | \$62,288 | \$14,059 | \$207,103 |
| Knights Landing | \$62,362 | \$15,199 | \$2,402 | \$79,963 |
| Madison | \$126,314 | \$29,694 | \$0 | \$156,008 |
| No Man’s Land | \$6,442 | \$24,393 | \$0 | \$30,835 |
| Springlake | \$329,793 | \$48,262 | \$0 | \$378,055 |
| West Plainfield | \$254,345 | \$0 | \$0 | \$254,345 |
| Willow Oak | \$246,943 | \$58,374 | \$34,713 | \$340,030 |
| Winters | \$237,519 | \$0 | \$15,586 | \$253,105 |
| Yolo | \$75,719 | \$32,744 | \$4,882 | \$113,345 |
| Zamora | \$91,790 | \$16,606 | \$2,828 | \$111,224 |
| Total | | | | \$3,009,240 |

Source: Yolo County Financial Services Department

Of those districts that do not have a benefit assessment ordinance, the Capay Valley Board of Directors is opposed to asking residents for any additional funding, Dunnigan has not yet attempted a benefit assessment vote, and West Plainfield dropped an attempt in the mid-1990s after receiving a number of protests to a proposed assessment. While adoption of a benefit assessment ordinance requires weighted majority voter approval (in proportion to the proposed assessment), such an assessment would provide additional stable annual revenue with some positive impact on long-term fiscal stability.

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With the exception of Willow Oak, development impact fee revenues represent a relatively small percentage of annual revenue, and given the probability of very minimal future development as discussed in Section 2.6, it is unlikely that adoption of a development impact fee ordinance would have any substantive effect on the long-term fiscal stability of those districts without one.

Other revenue sources include interest on investments, licenses and permits, intergovernmental revenue, service charges, donations, tribal compact allocations, and other miscellaneous sources. Intergovernmental revenue includes other state in-lieu taxes, state highway property rentals, homeowners property tax relief, other state mandated costs, other federal revenue, and other in-lieu taxes, Indian Tribe, or other government interagency revenue. In addition, Capay Valley, Esparto, Madison, Willow Oak, and Yolo share \$150,000 in tribal compact funds annually as allocated by the County Board of Supervisors. Table 41 summarizes average annual revenues from all sources for fiscal years 2011-12 through 2014-15.

Table 41—Average Annual Revenues (All Sources)

| Fire District | Ongoing Stable Revenues | Interest | Intergovernmental Revenue | Service Charges | Other Misc. Revenue | Total Average Revenue (All Sources) |
|----------------------|--------------------------------|-----------------|----------------------------------|------------------------|----------------------------|--|
| Capay Valley | \$148,342 | \$2,013 | \$48,395 | \$31,729 | \$57 | \$230,536 |
| Clarksburg | \$147,959 | \$1,527 | \$4,099 | \$45,353 | \$22,450 | \$221,388 |
| Dunnigan | \$145,301 | \$1,522 | \$8,208 | \$30,407 | \$10,588 | \$196,026 |
| East Davis | \$613,642 | \$4,461 | \$3,205 | \$0 | \$0 | \$621,308 |
| Elkhorn | \$29,983 | \$118 | \$40 | \$0 | \$1,314 | \$31,455 |
| Esparto | \$207,103 | \$1,913 | \$36,314 | \$5,708 | \$4,904 | \$255,942 |
| Knights Landing | \$79,963 | \$1,022 | \$9,383 | \$53 | \$200 | \$90,621 |
| Madison | \$156,008 | \$6,689 | \$11,744 | \$3,892 | \$200 | \$178,533 |
| No Man's Land | \$30,835 | \$237 | \$6 | \$0 | \$0 | \$31,078 |
| Springlake | \$378,055 | \$366 | \$1,075 | \$0 | \$0 | \$379,496 |
| West Plainfield | \$254,345 | \$827 | \$3,172 | \$1,727 | \$4,693 | \$264,764 |
| Willow Oak | \$340,030 | \$10,452 | \$38,729 | \$36,354 | \$31,401 | \$456,966 |
| Winters | \$253,105 | \$1,915 | \$2,748 | \$898 | \$91 | \$258,757 |
| Yolo | \$113,345 | \$930 | \$50,998 | \$246 | \$0 | \$165,519 |
| Zamora | \$111,224 | \$3,885 | \$234 | \$0 | \$3,534 | \$118,877 |
| Total | \$3,009,240 | | | | | \$3,501,266 |

Source: Yolo County Financial Services Department

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One measure of a public agency’s long-term fiscal viability is its ability to not only meet annual operating expenses within stable revenue sources, but also to accrue fiscal reserves for renewal/replacement of capital infrastructure and unanticipated contingencies.

In analyzing the long-term fiscal viability of each district, Citygate examined total annual revenues, stable ongoing revenues, and average annual expenditures exclusive of capital expenses averaged over the most recent four fiscal years (FY 2011-12 through FY 2014-15), as shown in Table 42. This analysis incorporates a conservative estimation of ongoing stable revenues and each District’s expenditures exclusive of capital expenses.

Table 42—Ongoing Revenue/Expenditure Analysis Summary (4-Year Average)

| Fire District | Average Annual Revenues¹ | Average Annual Stable Revenues² | Average Annual Expenditures³ | Available for Reserves⁴ |
|----------------------|--|---|--|---|
| Capay Valley | \$230,536 | \$148,342 | \$130,039 | \$18,303 |
| Clarksburg | \$221,388 | \$147,959 | \$148,313 | -\$354 |
| Dunnigan | \$196,026 | \$145,301 | \$202,802 | -\$57,501 |
| East Davis | \$621,308 | \$613,642 | \$592,064 | \$21,578 |
| Elkhorn | \$31,455 | \$29,983 | \$26,159 | \$3,825 |
| Esparto | \$255,942 | \$207,103 | \$183,319 | \$23,784 |
| Knights Landing | \$90,621 | \$79,963 | \$67,529 | \$12,435 |
| Madison | \$178,533 | \$156,008 | \$138,701 | \$17,307 |
| No Man’s Land | \$31,078 | \$30,835 | \$31,107 | -\$272 |
| Springlake | \$379,496 | \$378,055 | \$379,695 | -\$1,640 |
| West Plainfield | \$264,764 | \$254,345 | \$236,258 | \$18,088 |
| Willow Oak | \$456,966 | \$340,030 | \$295,322 | \$44,708 |
| Winters | \$258,757 | \$253,105 | \$226,776 | \$26,329 |
| Yolo | \$165,519 | \$113,345 | \$121,314 | -\$7,969 |
| Zamora | \$118,877 | \$111,224 | \$41,992 | \$69,232 |
| Total | \$3,501,266 | \$3,009,240 | \$2,821,389 | \$187,851 |

¹ Average of all revenue sources from FY 2011-12 through FY 2014-15

² Includes 4-year average of property taxes, developer impact fees, and benefit assessments only

³ Excluding capital expenditures

⁴ Stable annual revenue – average annual expenditures

Source: Yolo County Financial Services Department

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As Table 42 shows, five districts expended more than their annual stable revenues over the previous four fiscal years.

Citygate also examined each district’s ratio of annual operating expenditures¹¹ to total annual revenues¹² over the most recent four fiscal years as shown in Table 43. The higher the E/R ratio, the less a district has available to set aside for fiscal reserve.

Table 43—Revenues vs. Expenditures Ratios by District

| Fire District | Category | Fiscal Year 2011-12 | Fiscal Year 2012-13 | Fiscal Year 2013-14 | Fiscal Year 2014-15 | 4-Year Average |
|---------------|------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Capay Valley | Revenues | \$156,092 | \$202,134 | \$382,688 | \$181,229 | \$230,536 |
| | Expenditures | \$128,198 | \$136,426 | \$178,504 | \$77,027 | \$130,039 |
| | E/R Ratio | 82.13% | 67.49% | 46.64% | 42.50% | 56.41% |
| Clarksburg | Revenues | \$143,783 | \$228,449 | \$199,676 | \$313,642 | \$221,388 |
| | Expenditures | \$131,286 | \$168,044 | \$168,351 | \$125,572 | \$148,313 |
| | E/R Ratio | 91.31% | 73.56% | 84.31% | 40.04% | 66.99% |
| Dunnigan | Revenues | \$165,649 | \$148,868 | \$219,464 | \$250,116 | \$196,024 |
| | Expenditures | \$201,145 | \$184,163 | \$227,750 | \$198,151 | \$202,802 |
| | E/R Ratio | 121.43% | 123.71% | 103.78% | 79.22% | 103.46% |
| East Davis | Revenues | \$601,897 | \$599,470 | \$632,717 | \$651,145 | \$621,307 |
| | Expenditures | \$562,468 | \$586,789 | \$614,052 | \$604,948 | \$592,064 |
| | E/R Ratio | 93.45% | 97.88% | 97.05% | 92.91% | 95.29% |
| Elkhorn | Revenues | \$22,906 | \$25,969 | \$38,440 | \$38,503 | \$31,455 |
| | Expenditures | \$23,812 | \$22,961 | \$23,422 | \$34,439 | \$26,159 |
| | E/R Ratio | 103.96% | 88.42% | 60.93% | 89.44% | 83.16% |
| Esparto | Revenues | \$325,056 | \$236,599 | \$240,752 | \$221,365 | \$255,943 |
| | Expenditures | \$184,130 | \$217,883 | \$175,974 | \$155,288 | \$183,319 |
| | E/R Ratio | 56.65% | 92.09% | 73.09% | 70.15% | 71.63% |

¹¹ Excluding capital expenditures

¹² Excluding grant revenues

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| Fire District | Category | Fiscal Year 2011-12 | Fiscal Year 2012-13 | Fiscal Year 2013-14 | Fiscal Year 2014-15 | 4-Year Average |
|-----------------|------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Knights Landing | Revenues | \$83,333 | \$95,949 | \$92,457 | \$90,738 | \$90,619 |
| | Expenditures | \$66,088 | \$66,228 | \$71,517 | \$66,281 | \$67,529 |
| | E/R Ratio | 79.31% | 69.02% | 77.35% | 73.05% | 74.52% |
| Madison | Revenues | \$173,675 | \$186,137 | \$175,727 | \$178,590 | \$178,532 |
| | Expenditures | \$114,576 | \$127,189 | \$167,826 | \$145,213 | \$138,701 |
| | E/R Ratio | 65.97% | 68.33% | 95.50% | 81.31% | 77.69% |
| No Man's Land | Revenues | \$32,622 | \$32,949 | \$28,952 | \$29,789 | \$31,078 |
| | Expenditures | \$31,144 | \$31,145 | \$32,014 | \$30,126 | \$31,107 |
| | E/R Ratio | 95.47% | 94.52% | 110.58% | 101.13% | 100.09% |
| Springlake | Revenues | \$371,876 | \$370,348 | \$360,583 | \$415,179 | \$379,497 |
| | Expenditures | \$395,438 | \$370,348 | \$360,583 | \$392,409 | \$379,695 |
| | E/R Ratio | 106.34% | 100.00% | 100.00% | 94.52% | 100.05% |
| West Plainfield | Revenues | \$239,450 | \$253,833 | \$276,537 | \$289,236 | \$264,764 |
| | Expenditures | \$224,878 | \$233,935 | \$256,883 | \$229,334 | \$236,258 |
| | E/R Ratio | 93.91% | 92.16% | 92.89% | 79.29% | 89.23% |
| Willow Oak | Revenues | \$401,243 | \$425,036 | \$551,965 | \$449,626 | \$456,968 |
| | Expenditures | \$245,454 | \$312,950 | \$302,920 | \$319,964 | \$295,322 |
| | E/R Ratio | 61.17% | 73.63% | 54.88% | 71.16% | 64.63% |
| Winters | Revenues | \$280,787 | \$233,567 | \$255,128 | \$265,545 | \$258,757 |
| | Expenditures | \$288,858 | \$230,770 | \$255,977 | \$131,499 | \$226,776 |
| | E/R Ratio | 102.87% | 98.80% | 100.33% | 49.52% | 87.64% |
| Yolo | Revenues | \$163,343 | \$123,108 | \$146,860 | \$226,391 | \$164,926 |
| | Expenditures | \$186,044 | \$79,795 | \$116,433 | \$102,985 | \$121,314 |
| | E/R Ratio | 113.90% | 64.82% | 79.28% | 45.49% | 73.29% |
| Zamora | Revenues | \$111,050 | \$111,189 | \$125,582 | \$127,686 | \$118,877 |
| | Expenditures | \$30,785 | \$38,917 | \$48,000 | \$50,267 | \$41,992 |
| | E/R Ratio | 27.72% | 35.00% | 38.22% | 39.37% | 35.32% |

Source: Yolo County Department of Financial Services

For the four districts that contract for fire protection services without any capital infrastructure (shaded in gray), it is reasonable to expect a higher expense-to-revenue ratio than the remaining

11 districts that provide direct fire protection services with a need to accrue fiscal reserves for capital infrastructure renewal/replacement and unanticipated contingencies. For the four districts that contract for services, 4-year expense-to-revenue ratios range from 88 percent for Winters to 100 percent for No Man's Land and Springlake. For the districts providing direct services, expense-to-revenue ratios range from 35 percent for Zamora to 103 percent for Dunnigan. For 10 of the 11 direct service districts and 1 of the 4 contract districts, the expenditure-to-revenue ratio indicates budgeting practices that includes setting funds aside for fiscal reserve as discussed in more detail in the following section. Dunnigan's budgeting practices are of concern due to their expenditure-to-revenue ratio exceeding 100 percent for 3 of the past 4 years.

Finding #19: There is wide variation in annual revenues among the 15 districts depending on district size, land use, assessed valuation, and whether a district has adopted a benefit assessment and/or development impact fee ordinance.

Finding #20: There is wide variation in annual operating expenditures among the 15 districts depending on whether a district provides direct fire protection services or contracts for those services from another agency, has paid staff, number of facilities and apparatus, and other factors.

4.3 FISCAL RESERVES

Another key measure of fiscal stability and sustainability is the level of fiscal reserves. Fiscal reserves are divided into 3 categories as follows:

- ◆ **Unassigned** – Can be used for any purpose as approved by a two-thirds vote of the respective District policy body.
- ◆ **Designated** – Can only be used for the designated purpose as approved by a two-thirds vote of the respective District policy body; an example of a designated reserve fund is fire apparatus replacement.
- ◆ **Restricted** – Use is restricted by law and must be accounted for separately from other accounts. Expenditure of restricted funds requires two-thirds approval of the respective District policy body; development impact fees are an example of a restricted fund.

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Table 44 summarizes each district’s reserve funds over the most recent four fiscal years.

Table 44—Fire Protection District Reserve Funds

| Fire District | Reserve Fund | Fiscal Year 2011-12 | Fiscal Year 2012-13 | Fiscal Year 2013-14 | Fiscal Year 2014-15 |
|-----------------|--------------|---------------------|---------------------|---------------------|---------------------|
| Capay Valley | Restricted | \$46,733 | \$52,033 | \$40,351 | \$51,278 |
| | Designated | \$242,391 | \$243,116 | \$101,199 | \$101,484 |
| | Unassigned | \$316,361 | \$376,044 | \$306,478 | \$399,918 |
| | Total | \$605,485 | \$671,193 | \$448,478 | \$522,680 |
| Clarksburg | Restricted | \$165,190 | \$152,948 | \$85,214 | \$85,425 |
| | Designated | \$23,910 | \$23,981 | \$24,059 | \$95,492 |
| | Unassigned | \$239,849 | \$262,166 | \$174,905 | \$253,614 |
| | Total | \$428,948 | \$439,096 | \$284,178 | \$434,531 |
| Dunnigan | Restricted | \$20,577 | \$22,165 | \$11,592 | \$29,836 |
| | Designated | \$2,583 | \$2,591 | \$20,570 | \$14,262 |
| | Unassigned | \$52,129 | \$17,838 | \$6,000 | \$46,029 |
| | Total | \$75,289 | \$42,594 | \$38,162 | \$90,127 |
| East Davis | Restricted | \$0 | \$0 | \$0 | \$0 |
| | Designated | \$936,165 | \$993,012 | \$1,018,961 | \$1,021,481 |
| | Unassigned | \$173,747 | \$129,581 | \$122,297 | \$165,974 |
| | Total | \$1,109,912 | \$1,122,593 | \$1,141,258 | \$1,187,455 |
| Elkhorn | Restricted | \$0 | \$0 | \$0 | \$0 |
| | Designated | \$0 | \$0 | \$0 | \$0 |
| | Unassigned | \$28,520 | \$31,528 | \$46,547 | \$50,610 |
| | Total | \$28,520 | \$31,528 | \$46,547 | \$50,610 |
| Esparto | Restricted | \$284,504 | \$149,492 | \$28,303 | \$36,358 |
| | Designated | \$196,798 | \$197,435 | \$148,402 | \$108,707 |
| | Unassigned | \$201,074 | \$217,773 | \$219,911 | \$317,628 |
| | Total | \$682,377 | \$564,700 | \$396,616 | \$462,693 |
| Knights Landing | Restricted | \$96,221 | \$96,508 | \$96,821 | \$97,060 |
| | Designated | \$48,594 | \$63,733 | \$72,176 | \$80,597 |
| | Unassigned | \$132,046 | \$146,341 | \$158,525 | \$174,322 |
| | Total | \$276,861 | \$306,582 | \$327,522 | \$351,979 |
| Madison | Restricted | \$7,415 | \$7,437 | \$7,461 | \$7,480 |
| | Designated | \$0 | \$0 | \$0 | \$0 |
| | Unassigned | \$173,001 | \$231,927 | \$239,804 | \$273,162 |
| | Total | \$180,416 | \$239,364 | \$247,265 | \$280,642 |
| No Man’s Land | Restricted | \$4,602 | \$4,616 | \$4,631 | \$4,643 |
| | Designated | \$0 | \$0 | \$0 | \$0 |
| | Unassigned | \$53,016 | \$54,806 | \$51,729 | \$81,380 |
| | Total | \$57,618 | \$59,422 | \$56,360 | \$86,023 |
| Springlake | Restricted | \$0 | \$0 | \$0 | \$0 |
| | Designated | \$0 | \$0 | \$0 | \$0 |
| | Unassigned | \$1 | \$1 | \$1 | \$22,771 |
| | Total | \$1 | \$1 | \$1 | \$22,771 |
| West Plainfield | Restricted | \$0 | \$0 | \$0 | \$0 |
| | Designated | \$49,127 | \$73,758 | \$101,928 | \$125,098 |
| | Unassigned | \$186,788 | \$182,055 | \$173,539 | \$205,271 |
| | Total | \$235,915 | \$255,813 | \$275,467 | \$330,369 |

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| Fire District | Reserve Fund | Fiscal Year 2011-12 | Fiscal Year 2012-13 | Fiscal Year 2013-14 | Fiscal Year 2014-15 |
|---------------|--------------|---------------------|---------------------|---------------------|---------------------|
| Willow Oak | Restricted | \$82,729 | \$98,k982 | \$114,502 | \$123,532 |
| | Designated | \$181,869 | \$192,349 | \$306,928 | \$57,860 |
| | Unassigned | \$286,070 | \$352,281 | \$383,957 | \$355,967 |
| | Total | \$550,667 | \$643,612 | \$805,387 | \$537,359 |
| Winters | Restricted | \$75,488 | \$77,714 | \$79,422 | \$80,618 |
| | Designated | \$115,458 | \$115,804 | \$116,178 | \$116,466 |
| | Unassigned | \$288,656 | \$288,882 | \$285,951 | \$418,513 |
| | Total | \$479,603 | \$482,400 | \$481,551 | \$615,597 |
| Yolo | Restricted | \$5,524 | \$5,540 | \$5,558 | \$105,596 |
| | Designated | \$5,732 | \$42,621 | \$77,788 | \$77,980 |
| | Unassigned | \$205,897 | \$218,170 | \$209,838 | \$183,014 |
| | Total | \$217,152 | 266,332 | \$293,184 | \$366,590 |
| Zamora | Restricted | \$14,060 | \$15,602 | \$2,685 | \$5,543 |
| | Designated | \$304,653 | \$375,218 | \$298,833 | \$387,739 |
| | Unassigned | \$44,659 | \$44,824 | \$52,609 | \$38,264 |
| | Total | \$363,373 | \$435,645 | \$354,127 | \$431,546 |
| | | | | Total | \$5,800,972 |

Just as there is wide variation in revenues and expenditures among the districts as previously discussed, Table 44 shows that there is also wide variation of reserve fund balances. Reductions in reserve fund balances over the four-year period reflect expenditures for capital infrastructure renewal or replacement.

The districts that provide direct fire protection services have total reserve balances ranging from \$50,610 for Elkhorn to \$537,359 for Willow Oak. For the districts that contract for fire protection services (shaded in gray), reserve balances range from \$22,771 for Springlake to \$1,187,455 for East Davis. Winters and East Davis in particular have unusually large reserve fund balances considering the lack of capital infrastructure in those districts. The majority (86 percent) of East Davis’ reserve funds are designated as contingency in the event of a contract termination or withdrawal, even though the District has contracted for its fire protection services with the City of Davis since 1966. Winters’ reserves are for unfunded CalPERS retirement liabilities associated with former District employees as well as for apparatus and equipment specifically suited to serve the unincorporated District areas.

For the volunteer-based districts, fiscal reserves are predominantly accrued to maintain, upgrade, and replace capital equipment and facilities. While accrual of any level of fiscal reserve is challenge enough for most volunteer-based departments, accrual of sufficient reserves to upgrade or replace capital equipment on any kind of reasonable schedule is an even greater challenge as evidenced by the age and condition of many of the volunteer-based agencies’ facilities and equipment. Regardless, an agency that provides public safety services requiring capital infrastructure cannot sustain those services indefinitely without sufficient funding.

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A generally accepted best practice for fire districts is an unassigned reserve fund policy based on a percentage of annual budget exclusive of capital expenditures, and designated and restricted reserve fund policies based on a capital improvement/replacement plan and/or on the planned specific uses of restricted revenues. In Citygate’s experience, maintaining adequate fiscal reserves is generally very challenging for volunteer-based fire agencies, and as is the case in Yolo County, what additional funds are available beyond annual operating expenses are carefully accrued for renewal or replacement of capital infrastructure.

Table 45 shows the projected reserve fund balance for each district over the next 20 years without any capital equipment or facility expenditures, assuming the most recent 4-year average operating expenses and 4-year average of *all* revenues.

Table 45—Projected Reserve Fund Balance Without Apparatus Replacement (ALL Revenue)

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 7.13 | 8.14 | 9.17 | 10.20 | 11.25 | 12.30 | 13.37 | 14.45 | 15.54 | 16.64 | 17.75 | 18.87 | 20.00 | 21.14 | 22.30 | 23.46 | 24.64 | 25.83 | 27.04 | 28.25 |
| Clarksburg | 5.44 | 6.18 | 6.92 | 7.68 | 8.44 | 9.20 | 9.98 | 10.76 | 11.55 | 12.35 | 13.16 | 13.98 | 14.80 | 15.63 | 16.47 | 17.32 | 18.18 | 19.04 | 19.92 | 20.80 |
| Dunnigan | 0.51 | 0.44 | 0.37 | 0.30 | 0.23 | 0.16 | 0.09 | 0.02 | -0.05 | -0.13 | -0.20 | -0.28 | -0.36 | -0.43 | -0.51 | -0.59 | -0.67 | -0.75 | -0.83 | -0.91 |
| East Davis | 12.42 | 12.72 | 13.01 | 13.32 | 13.62 | 13.93 | 14.24 | 14.55 | 14.87 | 15.19 | 15.51 | 15.84 | 16.17 | 16.50 | 16.84 | 17.18 | 17.52 | 17.86 | 18.21 | 18.57 |
| Elkhorn | 1.90 | 2.61 | 3.33 | 4.06 | 4.79 | 5.53 | 6.27 | 7.03 | 7.79 | 8.56 | 9.33 | 10.12 | 10.91 | 11.71 | 12.52 | 13.33 | 14.16 | 14.99 | 15.83 | 16.68 |
| Esparto | 5.84 | 6.57 | 7.31 | 8.06 | 8.81 | 9.58 | 10.35 | 11.13 | 11.91 | 12.71 | 13.51 | 14.32 | 15.14 | 15.96 | 16.80 | 17.64 | 18.49 | 19.35 | 20.22 | 21.10 |
| Knights Landing | 3.93 | 4.16 | 4.40 | 4.64 | 4.88 | 5.12 | 5.36 | 5.61 | 5.86 | 6.11 | 6.37 | 6.63 | 6.89 | 7.15 | 7.41 | 7.68 | 7.95 | 8.23 | 8.50 | 8.78 |
| Madison | 3.49 | 3.89 | 4.30 | 4.71 | 5.12 | 5.54 | 5.97 | 6.39 | 6.82 | 7.26 | 7.70 | 8.14 | 8.59 | 9.05 | 9.50 | 9.97 | 10.43 | 10.91 | 11.38 | 11.86 |
| No Man’s Land | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 |
| Springlake | 0.22 | 0.21 | 0.21 | 0.21 | 0.21 | 0.21 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.19 | 0.19 | 0.19 | 0.19 | 0.18 | 0.18 | 0.18 | 0.18 | 0.17 |
| West Plainfield | 3.82 | 4.11 | 4.40 | 4.69 | 4.99 | 5.29 | 5.59 | 5.90 | 6.21 | 6.52 | 6.83 | 7.15 | 7.47 | 7.80 | 8.13 | 8.46 | 8.79 | 9.13 | 9.47 | 9.81 |
| Willow Oak | 8.02 | 9.65 | 11.30 | 12.97 | 14.65 | 16.35 | 18.07 | 19.80 | 21.55 | 23.32 | 25.10 | 26.91 | 28.73 | 30.57 | 32.43 | 34.30 | 36.20 | 38.11 | 40.04 | 42.00 |
| Winters | 6.77 | 7.09 | 7.42 | 7.75 | 8.08 | 8.41 | 8.75 | 9.10 | 9.44 | 9.79 | 10.15 | 10.50 | 10.86 | 11.23 | 11.60 | 11.97 | 12.34 | 12.72 | 13.10 | 13.49 |
| Yolo | 4.29 | 4.74 | 5.19 | 5.64 | 6.10 | 6.57 | 7.04 | 7.51 | 7.99 | 8.47 | 8.96 | 9.45 | 9.95 | 10.45 | 10.96 | 11.48 | 11.99 | 12.52 | 13.05 | 13.58 |
| Zamora | 5.81 | 6.59 | 7.38 | 8.17 | 8.97 | 9.78 | 10.59 | 11.42 | 12.25 | 13.09 | 13.94 | 14.80 | 15.66 | 16.54 | 17.42 | 18.31 | 19.22 | 20.13 | 21.05 | 21.98 |

¹ Fund balances shown in \$100,000
 Assumes 4-year average of all revenue sources; 4-year average operating expenditures
 Assumes 1% annual increase in revenue and operating expenditures

As Table 45 shows, all of the Districts except Dunnigan are projected to maintain positive reserve fund balances over the next 20 years assuming *best-case* revenue scenario *without* capital equipment replacement; Dunnigan’s reserve fund balance would be negative by year 9.

Table 46 shows the same reserve fund balance projections assuming only *stable ongoing revenues* (property tax, benefit assessment, and development impact fees).

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Table 46—Projected Reserve Fund Balance *Without* Apparatus Replacement (Stable Ongoing Revenue Only)

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 6.30 | 6.49 | 6.68 | 6.86 | 7.05 | 7.25 | 7.44 | 7.64 | 7.84 | 8.04 | 8.24 | 8.44 | 8.65 | 8.86 | 9.07 | 9.28 | 9.49 | 9.71 | 9.93 | 10.15 |
| Clarksburg | 4.71 | 4.70 | 4.70 | 4.69 | 4.69 | 4.69 | 4.68 | 4.68 | 4.68 | 4.67 | 4.67 | 4.66 | 4.66 | 4.66 | 4.65 | 4.65 | 4.64 | 4.64 | 4.64 | 4.63 |
| Dunnigan | 0.00 | -0.58 | -1.16 | -1.75 | -2.35 | -2.96 | -3.57 | -4.18 | -4.81 | -5.44 | -6.07 | -6.71 | -7.36 | -8.02 | -8.68 | -9.34 | -10.02 | -10.70 | -11.39 | -12.08 |
| East Davis | 12.34 | 12.56 | 12.78 | 13.00 | 13.23 | 13.46 | 13.69 | 13.92 | 14.15 | 14.39 | 14.62 | 14.87 | 15.11 | 15.35 | 15.60 | 15.85 | 16.11 | 16.36 | 16.62 | 16.88 |
| Elkhorn | 1.89 | 2.59 | 3.29 | 4.00 | 4.71 | 5.44 | 6.17 | 6.90 | 7.65 | 8.40 | 9.16 | 9.93 | 10.71 | 11.49 | 12.28 | 13.08 | 13.89 | 14.70 | 15.52 | 16.36 |
| Esparto | 5.35 | 5.59 | 5.83 | 6.07 | 6.32 | 6.57 | 6.82 | 7.08 | 7.34 | 7.60 | 7.86 | 8.13 | 8.39 | 8.66 | 8.94 | 9.21 | 9.49 | 9.77 | 10.06 | 10.35 |
| Knights Landing | 3.82 | 3.95 | 4.07 | 4.20 | 4.33 | 4.46 | 4.59 | 4.73 | 4.86 | 5.00 | 5.14 | 5.27 | 5.41 | 5.56 | 5.70 | 5.84 | 5.99 | 6.14 | 6.29 | 6.44 |
| Madison | 3.27 | 3.44 | 3.62 | 3.79 | 3.97 | 4.16 | 4.34 | 4.53 | 4.71 | 4.90 | 5.09 | 5.29 | 5.48 | 5.68 | 5.88 | 6.08 | 6.28 | 6.49 | 6.69 | 6.90 |
| No Man's Land | 0.86 | 0.85 | 0.85 | 0.85 | 0.84 | 0.84 | 0.84 | 0.84 | 0.83 | 0.83 | 0.83 | 0.82 | 0.82 | 0.82 | 0.81 | 0.81 | 0.81 | 0.81 | 0.80 | 0.80 |
| Springlake | 0.20 | 0.19 | 0.17 | 0.15 | 0.13 | 0.12 | 0.10 | 0.08 | 0.06 | 0.05 | 0.03 | 0.01 | -0.01 | -0.03 | -0.05 | -0.06 | -0.08 | -0.10 | -0.12 | -0.14 |
| West Plainfield | 3.72 | 3.90 | 4.08 | 4.27 | 4.46 | 4.65 | 4.84 | 5.04 | 5.23 | 5.43 | 5.63 | 5.83 | 6.03 | 6.24 | 6.45 | 6.66 | 6.87 | 7.08 | 7.30 | 7.52 |
| Willow Oak | 6.85 | 7.30 | 7.76 | 8.22 | 8.69 | 9.16 | 9.63 | 10.11 | 10.59 | 11.08 | 11.58 | 12.08 | 12.58 | 13.09 | 13.60 | 14.12 | 14.65 | 15.17 | 15.71 | 16.25 |
| Winters | 6.71 | 6.98 | 7.25 | 7.52 | 7.79 | 8.07 | 8.35 | 8.63 | 8.91 | 9.20 | 9.49 | 9.79 | 10.08 | 10.38 | 10.69 | 10.99 | 11.30 | 11.61 | 11.93 | 12.24 |
| Yolo | 3.77 | 3.69 | 3.61 | 3.52 | 3.44 | 3.36 | 3.27 | 3.19 | 3.10 | 3.01 | 2.93 | 2.84 | 2.75 | 2.66 | 2.56 | 2.47 | 2.38 | 2.28 | 2.19 | 2.09 |
| Zamora | 5.74 | 6.44 | 7.14 | 7.86 | 8.58 | 9.31 | 10.04 | 10.78 | 11.53 | 12.29 | 13.05 | 13.83 | 14.61 | 15.39 | 16.19 | 16.99 | 17.81 | 18.63 | 19.45 | 20.29 |

¹Fund balances shown in \$100,000
 Assumes 4-year average of ongoing stable revenues; 4-year average operating expenditures
 Assumes 1% annual increase in revenue and operating expenditures

As Table 46 illustrates, all of the districts are projected to have lower reserve fund balances over the next 20 years assuming only *stable ongoing* revenue. Under this scenario, Dunnigan’s reserve fund balance would be negative by year 2, and Springlake’s balance would be negative by year 13. Springlake could, however, achieve long-term fiscal sustainability with a minor adjustment in annual expenditures.

Finding #21: All of the Yolo County fire districts have established some level of fiscal reserve; reserve fund balances vary widely.

Finding #22: For the 11 fire districts that provide direct fire protection services, fiscal reserves are accrued to fund renewal or replacement of capital infrastructure.

Finding #23: Given stable revenue and expenditure projections, and excluding capital equipment replacement, Dunnigan is *not fiscally sustainable* with a projected negative reserve fund balance within the next two years.

4.4 ABILITY TO FUND NEEDED FACILITIES / EQUIPMENT

Given the fiscal reserve discussion above, the districts that contract for services with a city are more fiscally stable due to the lack of capital infrastructure. For the 11 districts that provide direct services, however, capital equipment replacement is a key fiscal issue and the biggest fiscal challenge going forward.

As discussed in Section 3.1.8, fire apparatus should be considered for replacement after not more than 25 years of service life within available funding. Table 47 summarizes capital facilities and equipment by district, including the estimated current fire apparatus replacement cost. The estimated replacement costs reflect the current cost for California Office of Emergency Services Type-1 multi-risk engine with equipment (\$380,000), Type-3 wildland engine with equipment (\$285,000), and Type 1 water tender with equipment (\$300,000). Citygate also used an estimated replacement cost of \$100,000 for a rescue squad, \$50,000 for a command vehicle, and \$40,000 for utility vehicle. Highlighted apparatus are 25 years of age or more, considered by Citygate to be a maximum service life for fire apparatus.

Table 47—Capital Infrastructure by District

| Fire District | Station No. | Station Age (yrs.) | Fire Apparatus | Year | Replacement Cost ¹ |
|---------------|-------------|--------------------|----------------|------|-------------------------------|
| Capay Valley | 21 | 45 | Engine 21 | 2005 | \$380,000 |
| | | | Water 21 | 2000 | \$300,000 |
| | 22 | 75 | Engine 22 | 2013 | \$380,000 |
| | | | Water 22 | 2006 | \$300,000 |
| | 23 | 12 | Engine 23 | 1995 | \$380,000 |
| | | | Brush 23 | 2003 | \$285,000 |
| Clarksburg | 40 | 68 | Engine 40 | 2003 | \$380,000 |
| | | | Engine 240 | 2010 | \$380,000 |
| | | | Grass 40 | 1998 | \$285,000 |
| | | | Squad 40 | 1990 | \$100,000 |
| | | | Water 40 | 1995 | \$300,000 |
| Dunnigan | 12 | 40 | Engine 12 | 2004 | \$380,000 |
| | | | Engine 212 | 2007 | \$380,000 |
| | | | Brush 12 | 2007 | \$285,000 |
| | | | Grass 12 | 1988 | \$380,000 |
| | | | Squad 12 | 2004 | \$100,000 |
| | | | Water 12 | 1998 | \$300,000 |

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| Fire District | Station No. | Station Age (yrs.) | Fire Apparatus | Year | Replacement Cost ¹ |
|-----------------|-------------|--------------------|----------------|------|-------------------------------|
| Elkhorn | 47 | 30 | Chief 1200 | 2009 | \$50,000 |
| | | | Engine 47 | 1981 | \$380,000 |
| | | | Engine 247 | 1976 | \$380,000 |
| | | | Grass 47 | 1983 | \$285,000 |
| | | | Squad 47 | 1989 | \$100,000 |
| | | | Squad 247 | 1986 | \$100,000 |
| Esparto | 19 | 63 | Water 47 | 1978 | \$300,000 |
| | | | Engine 19 | 2004 | \$380,000 |
| | | | Engine 219 | 2014 | \$380,000 |
| | | | Engine 319 | 1995 | \$380,000 |
| | | | Grass 19 | 1982 | \$285,000 |
| | | | Squad 19 | 1999 | \$100,000 |
| | | | Water 19 | 1995 | \$300,000 |
| | | | Water 219 | 1977 | \$300,000 |
| Knights Landing | 9 | Unknown | Engine 9 | 1997 | \$380,000 |
| | | | Engine 209 | 2009 | \$380,000 |
| | | | Grass 9 | 1980 | \$285,000 |
| | | | Utility 9 | 1988 | \$40,000 |
| | | | Water 9 | 1974 | \$300,000 |
| | | | Boat 9 | 1980 | \$30,000 |
| Madison | 17 | 75 | Engine 17 | 2003 | \$380,000 |
| | | | Engine 217 | 2008 | \$380,000 |
| | | | Grass 17 | 1982 | \$285,000 |
| | | | Water 17 | 1986 | \$300,000 |
| | | | Water 217 | 1982 | \$300,000 |
| | | | Utility 17 | 2004 | \$40,000 |
| | | | Chief 1700 | 2010 | \$50,000 |
| West Plainfield | 30 | 48 | Engine 30 | 2004 | \$380,000 |
| | | | Engine 230 | 1985 | \$380,000 |
| | | | Brush 30 | 1997 | \$285,000 |
| | | | Brush 230 | 1997 | \$285,000 |
| | | | Grass 30 | 1994 | \$285,000 |
| | | | Water 30 | 2007 | \$300,000 |
| | | | Water 230 | 1990 | \$300,000 |

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| Fire District | Station No. | Station Age (yrs.) | Fire Apparatus | Year | Replacement Cost ¹ |
|---------------|-------------|--------------------|----------------|-----------|-------------------------------|
| Willow Oak | 6 | 96 | Engine 206 | 1995 | \$380,000 |
| | | | Grass 6 | 1999 | \$285,000 |
| | | | Rescue 6 | 1996 | \$100,000 |
| | | | Water 6 | 1985 | \$300,000 |
| | 7 | 7 | Engine 7 | 2004 | \$380,000 |
| | | | Brush 7 | 2010 | \$285,000 |
| Water 7 | | | 2005 | \$300,000 | |
| Yolo | 8 | 53 | Engine 8 | 1997 | \$380,000 |
| | | | Engine 208 | 2005 | \$380,000 |
| | | | Squad 8 | 2007 | \$100,000 |
| | | | Grass 8 | 2010 | \$285,000 |
| | | | Grass 208 | 1992 | \$285,000 |
| | | | Water 8 | 1996 | \$300,000 |
| | | | Command 8 | 2009 | \$50,000 |
| Zamora | 11 | 47 | Engine 11 | 2001 | \$380,000 |
| | | | Engine 211 | 1978 | \$380,000 |
| | | | Brush 11 | 2016 | \$285,000 |
| | | | Squad 11 | 2003 | \$100,000 |
| | | | Water 11 | 2008 | \$300,000 |

¹ Replacement cost estimated by Citygate

As Table 47 shows, all of the districts have apparatus more than 20 years old, and eight districts have fire apparatus more than 25 years old, with *all* of Elkhorn Fire Protection District's apparatus more than 25 years old. Of the total aggregate inventory of 71 fire apparatus, 53 percent are over 15 years of age, 37 percent are over 20 years of age, and 29 percent are over 25 years of age. The estimated cost to replace the 21 apparatus 25 years of age or older is \$5.51 million.

Table 48 shows the projected reserve fund balances by district over the next 20 years if each district's current fire apparatus inventory were to be replaced at a 25-year service life interval.¹³ This analysis assumes the previous 4-year average of *all* revenue sources (Table 41), 4-year

¹³ Light-duty vehicles replaced at 15-year service life interval

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average operating expenditures exclusive of capital outlay (Table 43), and a one percent annual consumer price index increase.

Table 48—Projected Fund Balance with 25-Year Apparatus Replacement¹ – ALL Revenue

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|-----------------|--------|--------|--------|--------|--------|--------|--------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 7.54 | 8.55 | 9.58 | 10.61 | 11.66 | 8.52 | 9.59 | 10.66 | 11.75 | 12.85 | 10.30 | 11.42 | 12.56 | 10.01 | 11.17 | 7.22 | 4.28 | 5.47 | 6.67 | 7.89 |
| Clarksburg | 4.81 | 5.54 | 6.29 | 7.04 | 7.80 | 5.26 | 6.04 | 6.82 | 4.27 | 5.07 | 5.88 | 6.69 | 7.52 | 3.43 | 4.27 | 5.12 | 5.98 | 6.84 | 7.72 | 8.60 |
| Dunnigan | 0.77 | 0.70 | 0.63 | 0.56 | 0.49 | 0.42 | 0.34 | 0.27 | -3.32 | -3.99 | -4.06 | -4.14 | -4.21 | -4.29 | -10.70 | -10.78 | -10.86 | -20.25 | -20.33 | -20.42 |
| East Davis | 12.46 | 12.75 | 13.05 | 13.35 | 13.66 | 13.97 | 14.28 | 14.59 | 14.91 | 15.23 | 15.55 | 15.88 | 16.21 | 16.54 | 16.87 | 17.21 | 17.56 | 17.90 | 18.25 | 18.61 |
| Elkhorn | -15.04 | -14.33 | -13.61 | -12.89 | -12.16 | -11.42 | -10.67 | -9.92 | -9.16 | -8.39 | -7.61 | -6.83 | -6.03 | -5.23 | -4.43 | -3.61 | -2.78 | -1.95 | -1.11 | -0.26 |
| Esparto | 0.23 | 0.96 | 1.70 | 2.45 | 3.21 | -3.54 | -3.22 | -2.44 | -1.65 | -2.05 | -1.25 | -0.44 | 0.38 | 1.21 | -2.97 | -2.13 | -1.28 | -0.42 | 0.45 | 1.33 |
| Knights Landing | -2.57 | -2.34 | -2.10 | -1.86 | -1.62 | -1.38 | -1.13 | -5.25 | -5.00 | -4.75 | -4.49 | -4.24 | -3.98 | -3.71 | -3.45 | -3.18 | -2.91 | -2.63 | -2.36 | -7.62 |
| Madison | -5.25 | -4.84 | -4.44 | -4.03 | -4.05 | -3.63 | -3.20 | -2.78 | -2.35 | -1.91 | -2.08 | -1.64 | -1.19 | -5.65 | -5.19 | -4.73 | -4.26 | -3.79 | -8.74 | -8.84 |
| No Man's Land | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 |
| Springlake | 0.22 | 0.22 | 0.22 | 0.22 | 0.22 | 0.21 | 0.21 | 0.21 | 0.21 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.19 | 0.19 | 0.19 | 0.19 | 0.18 | 0.18 |
| West Plainfield | 0.07 | 0.36 | 0.65 | 0.95 | 1.24 | 1.54 | 1.85 | 2.15 | 2.46 | 2.77 | 3.09 | 3.40 | 3.73 | 4.05 | -0.64 | -0.31 | 0.03 | -3.83 | -3.49 | -3.15 |
| Willow Oak | 5.61 | 7.24 | 8.89 | 10.55 | 12.24 | 9.74 | 10.33 | 12.06 | 13.81 | 12.17 | 13.96 | 15.76 | 17.58 | 19.42 | 16.27 | 14.11 | 16.00 | 17.92 | 19.85 | 21.80 |
| Winters | 6.80 | 7.12 | 7.44 | 7.77 | 8.11 | 8.44 | 8.78 | 9.13 | 9.47 | 9.82 | 10.17 | 10.53 | 10.89 | 11.26 | 11.62 | 12.00 | 12.37 | 12.75 | 13.13 | 13.52 |
| Yolo | 4.55 | 5.00 | 5.45 | 5.90 | 6.36 | 6.83 | 3.92 | 0.03 | 0.51 | 0.99 | 1.48 | 1.97 | 2.47 | 2.97 | 3.48 | -1.12 | -0.60 | -1.48 | -0.95 | -0.42 |
| Zamora | 2.05 | 2.83 | 3.61 | 4.41 | 5.21 | 6.01 | 6.83 | 7.65 | 8.49 | 9.33 | 10.18 | 1.59 | 2.45 | 2.03 | 2.92 | 3.81 | 4.71 | 5.62 | 6.54 | 7.47 |

¹Fund balances shown in \$100,000

Assumes replacement of existing fire apparatus at 25-year intervals

Assumes 4-year average of all revenue sources; 4-year average operating expenditures

Assumes 1% annual CPI

As Table 48 shows, seven of the 11 districts providing direct fire protection services are *not fiscally sustainable* assuming even *best-case* annual revenues and a 25-year fire apparatus service life replacement interval. Three districts' fund balances would be negative from year one due to the number of existing apparatus over 25 years of age in need of immediate replacement, and seven districts' fund balances would be negative by year 16.

Finding #24: Seven of the 11 districts providing direct fire protection services are *not fiscally sustainable* assuming even *best-case* annual revenues and a 25-year fire apparatus service life replacement interval.

Table 49 shows the same fund balance projections if only ongoing *stable* revenues are assumed (property tax, benefit assessment, development impact fees, and tribal compact allocations).

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Table 49—Projected Fund Balance *with 25-Year Apparatus Replacement - Stable Revenue*

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 5.89 | 6.08 | 6.26 | 6.45 | 6.64 | 2.64 | 2.83 | 3.03 | 3.23 | 3.43 | -0.03 | 0.18 | 0.38 | -3.09 | -2.88 | -7.78 | -11.69 | -11.47 | -11.25 | -11.03 |
| Clarksburg | 3.34 | 3.33 | 3.33 | 3.33 | 3.32 | 0.01 | 0.00 | 0.00 | -3.34 | -3.35 | -3.35 | -3.35 | -3.36 | -8.28 | -8.28 | -8.29 | -8.29 | -8.29 | -8.30 | -8.30 |
| Dunnigan | -0.25 | -0.83 | -1.42 | -2.01 | -2.61 | -3.21 | -3.82 | -4.44 | -8.58 | -9.80 | -10.44 | -11.08 | -11.73 | -12.38 | -19.38 | -20.04 | -20.72 | -30.71 | -31.40 | -32.09 |
| East Davis | 12.31 | 12.52 | 12.74 | 12.97 | 13.19 | 13.42 | 13.65 | 13.88 | 14.11 | 14.35 | 14.59 | 14.83 | 15.07 | 15.32 | 15.56 | 15.81 | 16.07 | 16.32 | 16.58 | 16.84 |
| Elkhorn | -15.07 | -14.37 | -13.67 | -12.96 | -12.24 | -11.52 | -10.79 | -10.05 | -9.31 | -8.56 | -7.79 | -7.03 | -6.25 | -5.47 | -4.68 | -3.88 | -3.07 | -2.26 | -1.43 | -0.60 |
| Esparto | -0.75 | -0.51 | -0.26 | -0.02 | 0.23 | -7.03 | -7.23 | -6.97 | -6.72 | -7.65 | -7.39 | -7.12 | -6.85 | -6.58 | -11.32 | -11.05 | -10.77 | -10.49 | -10.20 | -9.92 |
| Knights Landing | -2.78 | -2.66 | -2.53 | -2.40 | -2.27 | -2.14 | -2.01 | -6.24 | -6.11 | -5.97 | -5.83 | -5.69 | -5.55 | -5.41 | -5.27 | -5.12 | -4.98 | -4.83 | -4.68 | -10.07 |
| Madison | -5.70 | -5.52 | -5.35 | -5.17 | -5.42 | -5.24 | -5.06 | -4.87 | -4.68 | -4.49 | -4.91 | -4.72 | -4.52 | -9.24 | -9.04 | -8.84 | -8.64 | -8.43 | -13.65 | -14.03 |
| No Man's Land | 0.85 | 0.85 | 0.85 | 0.85 | 0.84 | 0.84 | 0.84 | 0.83 | 0.83 | 0.83 | 0.83 | 0.82 | 0.82 | 0.82 | 0.81 | 0.81 | 0.81 | 0.80 | 0.80 | 0.80 |
| Springlake | 0.19 | 0.18 | 0.16 | 0.14 | 0.13 | 0.11 | 0.09 | 0.08 | 0.06 | 0.04 | 0.02 | 0.00 | -0.02 | -0.03 | -0.05 | -0.07 | -0.09 | -0.11 | -0.13 | -0.15 |
| West Plainfield | -0.13 | 0.05 | 0.23 | 0.42 | 0.61 | 0.80 | 0.99 | 1.18 | 1.38 | 1.58 | 1.78 | 1.98 | 2.18 | 2.39 | -2.42 | -2.21 | -2.00 | -5.98 | -5.77 | -5.55 |
| Willow Oak | 3.27 | 3.72 | 4.18 | 4.64 | 5.10 | 1.38 | 0.72 | 1.20 | 1.69 | -1.23 | -0.74 | -0.24 | 0.27 | 0.78 | -3.72 | -7.24 | -6.72 | -6.19 | -5.65 | -5.11 |
| Winters | 6.68 | 6.95 | 7.22 | 7.49 | 7.76 | 8.04 | 8.32 | 8.60 | 8.89 | 9.17 | 9.46 | 9.76 | 10.06 | 10.35 | 10.66 | 10.96 | 11.27 | 11.58 | 11.90 | 12.22 |
| Yolo | 3.51 | 3.43 | 3.34 | 3.26 | 3.18 | 3.10 | -0.37 | -4.82 | -4.90 | -4.99 | -5.08 | -5.17 | -5.26 | -5.35 | -5.44 | -10.65 | -10.74 | -12.23 | -12.33 | -12.43 |
| Zamora | 1.90 | 2.60 | 3.31 | 4.02 | 4.74 | 5.47 | 6.20 | 6.94 | 7.69 | 8.45 | 9.22 | 0.54 | 1.32 | 0.81 | 1.61 | 2.41 | 3.22 | 4.04 | 4.87 | 5.71 |

¹Fund balances shown in \$100,000

Assumes replacement of existing fire apparatus at 25-year intervals

Assumes 4-year average of stable revenue only; 4-year average operating expenditures

Assumes 1% annual CPI

As Table 49 shows, the fiscal picture is even more dismal if only ongoing stable revenues are assumed. In this case, six of the districts’ fund balances would be negative from year 1, and by year 15 eleven of the districts would have a negative fund balance.

Finding #25: Ten of the 11 districts providing direct fire protection services are *not fiscally sustainable* assuming ongoing stable annual revenues only and a 25-year fire apparatus service life replacement interval.

4.4.1 Standardized Fire Apparatus Inventory

As discussed in Section 3.1.8, each district currently establishes its own fire apparatus inventory needs, and the number and types of fire apparatus vary among the districts. While Table 48 and Table 49 shows projected reserve fund balances to replace all existing fire apparatus in each district on a 25-year service life interval, Table 50 suggests a minimal standardized fire apparatus inventory.

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Table 50—Recommended Standard Fire Apparatus Inventory

| | Engine | Water Tender | Rescue Squad |
|--------------|-----------|--------------|-----------------|
| Per Station | 2 | 1 | 1 (if existing) |
| Per District | 1 reserve | | |

Table 51 shows projected reserve fund balances if the recommended standard fire apparatus inventory as shown in Table 50 were to be replaced on a 25-year service life interval assuming *all* revenue sources.

Table 51—Projected Fund Balance with 25-Year Replacement of Recommended Standard Fire Apparatus Inventory – All Revenue

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 7.54 | 8.55 | 9.58 | 10.61 | 7.54 | 8.60 | 9.67 | 10.75 | 11.83 | 12.93 | 10.39 | 11.51 | 12.64 | 10.10 | 11.25 | 7.30 | 8.48 | 5.47 | 6.67 | 7.89 |
| Clarksburg | 5.81 | 6.54 | 7.29 | 8.04 | 8.80 | 6.26 | 5.91 | 6.69 | 4.14 | 4.94 | 5.75 | 6.57 | 7.39 | 3.31 | 4.15 | 4.99 | 5.85 | 6.72 | 7.59 | 8.47 |
| Dunnigan | 0.77 | 0.70 | 0.63 | 0.56 | 0.49 | 0.42 | 0.34 | 0.27 | -3.32 | -3.39 | -4.68 | -4.76 | -9.66 | -9.73 | -9.81 | -13.72 | -13.80 | -13.88 | -19.39 | -19.47 |
| East Davis | 12.46 | 12.75 | 13.05 | 13.35 | 13.66 | 13.97 | 14.28 | 14.59 | 14.91 | 15.23 | 15.55 | 15.88 | 16.21 | 16.54 | 16.87 | 17.21 | 17.56 | 17.90 | 18.25 | 18.61 |
| Elkhorn | -5.69 | -4.98 | -4.26 | -3.54 | -2.81 | -2.07 | -4.70 | -3.94 | -5.23 | -4.47 | -3.69 | -6.45 | -5.66 | -4.86 | -4.05 | -3.23 | -2.41 | -1.57 | -0.73 | 0.12 |
| Esparto | 3.23 | 3.96 | 4.70 | 5.45 | 6.21 | 6.97 | 4.36 | 5.14 | 5.93 | 5.53 | 6.33 | 7.14 | 7.96 | 8.78 | 4.61 | 5.45 | 6.30 | 7.16 | 8.03 | 8.91 |
| Knights Landing | 0.98 | 1.21 | 1.45 | 1.69 | 1.93 | -0.98 | -0.73 | -0.48 | -0.23 | -4.52 | -4.27 | -4.01 | -3.75 | -3.49 | -3.22 | -2.95 | -2.68 | -2.41 | -2.13 | -7.39 |
| Madison | 0.75 | 1.16 | 1.56 | 1.97 | 2.39 | 2.81 | 3.23 | 3.66 | 4.09 | 4.52 | 4.96 | 1.68 | 2.13 | -2.34 | -1.88 | -1.42 | -0.95 | -0.48 | -0.00 | 0.48 |
| No Man's Land | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.86 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 |
| Springlake | 0.22 | 0.22 | 0.22 | 0.22 | 0.22 | 0.21 | 0.21 | 0.21 | 0.21 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.19 | 0.19 | 0.19 | 0.19 | 0.18 | 0.18 |
| West Plainfield | 0.07 | 0.36 | 0.65 | 0.95 | 1.24 | 1.54 | 1.85 | 2.15 | 2.46 | 2.77 | 3.09 | 3.40 | 3.73 | -0.87 | -0.54 | -0.21 | 0.13 | 0.46 | 0.81 | 1.15 |
| Willow Oak | 5.61 | 7.24 | 8.89 | 10.55 | 12.24 | 9.74 | 10.33 | 12.06 | 13.81 | 12.17 | 13.96 | 15.76 | 17.58 | 19.42 | 16.27 | 14.11 | 16.00 | 17.92 | 19.85 | 21.80 |
| Winters | 6.80 | 7.12 | 7.44 | 7.77 | 8.11 | 8.44 | 8.78 | 9.13 | 9.47 | 9.82 | 10.17 | 10.53 | 10.89 | 11.26 | 11.62 | 12.00 | 12.37 | 12.75 | 13.13 | 13.52 |
| Yolo | 4.55 | 5.00 | 5.45 | 5.90 | 3.12 | 3.58 | 4.05 | 0.16 | 0.64 | 1.12 | 1.61 | 2.10 | 2.60 | 3.10 | -1.40 | -0.89 | -0.37 | -1.25 | -0.72 | -0.19 |
| Zamora | 2.05 | 2.83 | 3.61 | 4.41 | 5.21 | 6.01 | 6.83 | 7.65 | 8.49 | 9.33 | 5.55 | 1.68 | 2.54 | 2.13 | 3.01 | 3.90 | 4.80 | 5.71 | 6.63 | 7.56 |

¹ Fund balances shown in \$100,000

Assumes replacement of existing fire apparatus at 25-year intervals

Assumes 4-year average of all revenue sources; 4-year average operating expenditures

Assumes 1% annual CPI

As Table 51 illustrates, this scenario results in a slightly better fiscal outlook for some of the districts than shown in Table 48. In this scenario, three districts are not fiscally viable at year 20 rather than seven (shown in Table 48), and the projected fund balances for the districts with capital equipment are improved. In addition, a standardized fire apparatus inventory with common design specification and equipment for new apparatus could provide additional fiscal

and operational benefits, including standardized design and operation, reduced replacement cost, and the potential to share reserve apparatus between districts.

Finding #26: A minimized and standardized district fire apparatus inventory would *reduce* the fiscal liability for long-term capital equipment replacement for 7 of the 11 districts with capital infrastructure.

Finding #27: A standardized district fire apparatus inventory with common design specifications and equipment could provide both fiscal and operational benefits to most districts.

Recommendation #5: The 11 districts that provide direct fire protection services should consider adopting a standardized fire apparatus inventory with common design specifications and equipment when purchasing new apparatus.

4.5 FINANCIAL POLICIES

Only Clarksburg, West Plainfield, and Yolo Fire Districts have some form of written financial policies. In addition, Clarksburg, Dunnigan, West Plainfield, and Yolo are the only districts with formal capital improvement/replacement plans. The Yolo County Office of the Auditor-Controller conducts an annual financial audit for the nine districts (Capay Valley, Dunnigan, East Davis, Esparto, Knights Landing, West Plainfield, Willow Oak, Winters, and No Man's Land) that do not conduct their own annual independent financial audit as required by Government Code Section 26909(b).

In Citygate's experience, public agency fiscal best practices include adoption of formal written policies minimally addressing the following fiscal issues:

- ◆ Budgeting
- ◆ Reserves
- ◆ Capital Funding
- ◆ Procurement
- ◆ Fiscal Audits

Sample fiscal policies are available from the International City/County Management Association (ICMA), the California Special Districts Association (CSDA), and local/regional cities or counties.

Finding #28: Only 3 of the 15 districts have formal written fiscal policies and capital improvement plans.

Finding #29: The Yolo County Office of the Auditor-Controller conducts an annual financial audit for the nine districts that do not conduct their own annual independent fiscal audit as required by Government Code Section 26909(b).

Recommendation #6: All of the districts (except Clarksburg, Dunnigan, West Plainfield, and Yolo FPDs with existing fiscal policies and/or capital renewal/replacement plans) should develop and adopt written fiscal policies addressing budgeting, procurement, reserve funds, fiscal audits, and capital renewal/replacement planning in conformance with recognized industry best fiscal practices.

4.6 DEBT SERVICE

Three districts currently have debt service as shown in Table 52. Government Code Section 13906 limits the term of fire district debt service to a maximum of 10 years.

Table 52—Debt Service by District

| Fire Protection District | Amount Financed | Purpose | Current Balance | Annual Payment | Debt Retirement Date |
|--------------------------|-----------------|--------------------------|-----------------|----------------|----------------------|
| Dunnigan | \$172,437 | Apparatus Lease/Purchase | \$87,635 | \$31,000 | 2018 |
| Knights Landing | Unknown | Apparatus Lease/Purchase | \$19,500 | \$6,500 | 2019 |
| Madison | \$87,000 | Apparatus Lease/Purchase | \$29,000 | \$10,500 | 2017 |

Lease purchase has become a popular and widely used mechanism in the fire service to acquire capital equipment. The annual debt service payments appear to be well within the financial resources of the respective districts.

Finding #30: Three districts have existing debt service for fire apparatus replacement, and the annual debt service payments appear to be well within the financial resources of those districts.

4.7 OVERALL FISCAL HEALTH AND SUSTAINABILITY

Pursuant to a comprehensive weighted analysis of multiple fiscal factors including budgeting practices, revenues, expenditures, fiscal reserves, expenditure/revenue ratio, debt service, ability to fund infrastructure replacement, and infrastructure age, Citygate concludes that each of the 15 rural Yolo County fire districts can be placed into one of three categories relative to overall fiscal health and long-term fiscal sustainability as shown in Table 53. While this table identifies five districts as not fiscally sustainable over the long term assuming current revenue and expenditure trends, it is important to note that in Citygate’s opinion, all of the districts make every effort to responsibly manage their fiscal resources.

Table 53—Overall Fiscal Health and Sustainability

| District | Category | Fiscal Sustainability |
|-----------------|---------------------------------|---------------------------------|
| East Davis | Contract District | Sustainable |
| No Man’s Land | Contract District | Sustainable |
| Springlake | Contract District | Sustainable |
| Winters | Contract District | Sustainable |
| Capay Valley | Full or Partial Fiscal Capacity | Sustainable |
| Willow Oak | Full or Partial Fiscal Capacity | Sustainable |
| Zamora | Full or Partial Fiscal Capacity | Sustainable |
| Esparto | Full or Partial Fiscal Capacity | Sustainable ¹ |
| Clarksburg | Full or Partial Fiscal Capacity | Nearly Sustainable |
| West Plainfield | Full or Partial Fiscal Capacity | Nearly Sustainable ¹ |
| Dunnigan | Needs Fiscal Assistance | Not Sustainable |
| Elkhorn | Needs Fiscal Assistance | Not Sustainable |
| Knights Landing | Needs Fiscal Assistance | Not Sustainable |
| Madison | Needs Fiscal Assistance | Not Sustainable |
| Yolo | Needs Fiscal Assistance | Not Sustainable |

¹ Assuming standardized fire apparatus inventory

4.7.1 Contract Districts

East Davis, No Man’s Land, and Springlake Fire Protection Districts provide fire protection services through a contract for services with an adjacent or nearby career-staffed city fire department, and thus have no capital infrastructure needs or related fiscal liability for such infrastructure. As such, these districts are generally in a much better state of fiscal health than the non-contract districts, and are projected to be *fiscally sustainable* over the next 20 years given current revenue and expenditure trends (Table 45). In a worst-case scenario assuming only ongoing stable revenues (Table 46), Springlake is potentially not fiscally sustainable with a small negative fund balance beginning in year 13; however, this negative balance is avoidable if actual revenues exceed the more conservative scenario by even a very small margin and/or the District makes a minor adjustment in operating expenditures in the intervening years. For Winters Fire District, which contracts with the City of Winters, capital costs are a factor in determining the annual budget and related contract cost. As a contract district, Winters is also projected to be *fiscally sustainable* over the next 20 years given current revenue and expenditure trends.

Finding #31: East Davis, No Man’s Land, Springlake, and Winters Fire Districts, which contract for fire protection services from an adjacent or nearby city, are *fiscally healthy and sustainable* over the next 20 years based on current revenue and expenditure projections.

4.7.2 Districts With Full or Partial Fiscal Capacity to Replace Capital Infrastructure

This health/sustainability category includes those direct service districts that are generally fiscally sound and sustainable with projected fiscal capacity to replace some or all of their capital equipment infrastructure on a 25-year service life interval. Table 54 shows projected reserve fund balances with replacement of existing capital equipment on a 25-year service life interval. This analysis assumes a more probable median of the 4-year average of *all* revenue sources and *stable* revenue sources, 1 percent annual inflation rate and modified initial replacement dates for some apparatus to better distribute capital costs over time.

Based on this analysis, Capay Valley, Willow Oak, and Zamora are *fiscally sound* and *sustainable* over the next 20 years, including fiscal capacity to replace capital equipment infrastructure on a 25-year service life interval.

Clarksburg, with a minimal capital equipment inventory meeting recommended standards in Table 50, is *nearly fiscally sustainable* with a small negative fund balance in year 10 and a negative balance again in years 15-19 that could potentially be overcome with an estimated \$10,000 annual reduction in expenditures, additional fiscal resources, or a combination of both.

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Table 54—Projected Fund Balance with Replacement of Existing Capital Equipment Inventory

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 6.71 | 3.44 | 4.04 | 4.66 | 5.27 | 5.90 | 3.15 | 3.79 | 4.43 | 5.08 | 5.74 | 2.86 | 3.53 | 4.20 | 4.88 | 5.57 | 1.05 | 1.76 | 2.47 | 3.19 |
| Clarksburg | 5.07 | 4.42 | 4.79 | 5.17 | 5.54 | 2.61 | 3.00 | 3.39 | 3.78 | -0.36 | 0.04 | 0.45 | 0.86 | 1.27 | -2.07 | -1.65 | -1.22 | -0.79 | -0.36 | 0.08 |
| Dunnigan | 0.26 | -0.07 | -3.52 | -3.85 | -4.18 | -5.07 | -5.41 | -5.76 | -7.28 | -7.63 | -7.98 | -13.07 | -13.43 | -13.79 | -17.92 | -18.30 | -18.67 | -24.38 | -24.76 | -25.15 |
| East Davis | 12.38 | 12.64 | 12.90 | 13.16 | 13.42 | 13.69 | 13.96 | 14.23 | 14.51 | 14.79 | 15.07 | 15.35 | 15.64 | 15.93 | 16.22 | 16.51 | 16.81 | 17.11 | 17.42 | 17.72 |
| Elkhorn | -1.90 | -1.20 | -2.31 | -1.59 | -0.87 | -3.45 | -2.71 | -1.97 | -4.55 | -3.79 | -7.66 | -6.88 | -6.10 | -7.57 | -6.77 | -5.96 | -5.15 | -4.32 | -3.49 | -2.65 |
| Esparto | 2.74 | 3.23 | 3.72 | 1.03 | 1.53 | -2.15 | -2.09 | -1.58 | -4.57 | -4.04 | -3.51 | -4.22 | -3.67 | -3.12 | -7.58 | -7.02 | -6.46 | -5.89 | -5.31 | -4.73 |
| Knights Landing | 0.88 | 1.05 | 0.82 | 1.00 | 1.19 | -1.77 | -1.58 | -1.74 | -1.55 | -5.89 | -5.70 | -5.50 | -5.30 | -5.10 | -4.89 | -4.69 | -4.48 | -4.27 | -4.05 | -9.38 |
| Madison | 0.53 | 0.82 | -2.01 | -1.72 | -1.42 | -1.12 | -1.27 | -0.96 | -0.65 | -0.94 | -0.62 | -5.03 | -4.71 | -4.38 | -8.01 | -7.68 | -7.34 | -7.01 | -12.09 | -11.75 |
| No Man's Land | 0.86 | 0.86 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.84 | 0.84 | 0.84 | 0.84 | 0.84 | 0.84 | 0.83 | 0.83 | 0.83 | 0.83 | 0.83 | 0.83 |
| Springlake | 0.21 | 0.20 | 0.19 | 0.18 | 0.17 | 0.16 | 0.15 | 0.14 | 0.13 | 0.12 | 0.11 | 0.10 | 0.09 | 0.08 | 0.07 | 0.06 | 0.05 | 0.04 | 0.03 | 0.02 |
| West Plainfield | 0.77 | 1.00 | 1.24 | -2.55 | -2.31 | -2.06 | -5.02 | -4.78 | -4.52 | -4.27 | -7.48 | -7.23 | -6.96 | -6.70 | -11.44 | -11.17 | -10.90 | -10.62 | -10.35 | -10.06 |
| Willow Oak | 4.44 | 5.48 | 6.53 | 3.56 | 4.64 | 5.72 | 5.69 | 6.80 | 7.91 | 5.64 | 6.77 | 7.93 | 9.09 | 5.35 | 6.53 | 7.73 | 4.82 | 6.04 | 7.28 | 8.52 |
| Winters | 6.74 | 7.03 | 7.33 | 7.63 | 7.93 | 8.24 | 8.55 | 8.86 | 9.18 | 9.50 | 9.82 | 10.15 | 10.47 | 10.81 | 11.14 | 11.48 | 11.82 | 12.17 | 12.51 | 12.87 |
| Yolo | 4.03 | 1.30 | 1.49 | 1.68 | -1.38 | -1.19 | -1.00 | -5.17 | -4.97 | -5.37 | -5.17 | -4.97 | -4.77 | -4.56 | -9.37 | -9.16 | -8.94 | -10.13 | -9.91 | -9.69 |
| Zamora | 1.98 | 2.71 | 3.46 | 4.21 | 4.97 | 1.55 | 2.32 | 3.10 | 3.90 | 4.69 | 0.87 | 1.68 | 2.51 | 3.34 | 2.86 | 3.71 | 4.56 | 5.43 | 6.30 | 7.19 |

¹ Fund balances shown in \$100,000

Assumes replacement of existing fire apparatus at 25-year intervals

Assumes 4-year average of all revenue sources; 4-year average operating expenditures

Assumes 1% annual CPI

Table 55 shows the same projected reserve balances assuming a standardized capital equipment inventory as shown in Table 50. This analysis also assumes the median of the 4-year average of *all* revenue sources and *stable* revenue sources, a 1 percent inflation rate, and a modified initial replacement date for some apparatus to better distribute capital costs over time.

Table 55—Projected Fund Balance with Replacement of *Standardized* Capital Equipment Inventory

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 6.71 | 3.44 | 4.04 | 4.66 | 5.27 | 5.90 | 3.15 | 3.79 | 4.43 | 5.08 | 5.74 | 2.86 | 3.53 | 4.20 | 4.88 | 5.57 | 1.05 | 1.76 | 2.47 | 3.19 |
| Clarksburg | 5.07 | 4.42 | 4.79 | 5.17 | 5.54 | 2.61 | 3.00 | 3.39 | 3.78 | -0.36 | 0.04 | 0.45 | 0.86 | 1.27 | -2.07 | -1.65 | -1.22 | -0.79 | -0.36 | 0.08 |
| Dunnigan | 0.26 | -0.07 | -3.52 | -3.85 | -4.18 | -4.52 | -4.86 | -5.20 | -6.72 | -7.08 | -7.43 | -12.51 | -12.88 | -13.24 | -17.37 | -17.74 | -18.12 | -23.82 | -24.21 | -24.60 |
| East Davis | 12.38 | 12.64 | 12.90 | 13.16 | 13.42 | 13.69 | 13.96 | 14.23 | 14.51 | 14.79 | 15.07 | 15.35 | 15.64 | 15.93 | 16.22 | 16.51 | 16.81 | 17.11 | 17.42 | 17.72 |
| Elkhorn | -1.90 | -1.20 | -2.31 | -1.59 | -0.87 | -3.45 | -2.71 | -1.97 | -4.55 | -3.79 | -7.66 | -6.88 | -6.10 | -5.31 | -4.51 | -3.70 | -2.88 | -2.06 | -1.23 | -0.39 |
| Esparto | 2.74 | 3.23 | 3.72 | 4.22 | 4.72 | 5.22 | 5.74 | 6.25 | 3.26 | 3.79 | 4.32 | 3.61 | 4.16 | 4.71 | 0.25 | 0.81 | 1.37 | 1.94 | 2.52 | 3.10 |
| Knights Landing | 0.88 | 1.05 | 1.24 | 1.42 | 1.60 | -1.36 | -1.17 | -0.98 | -0.79 | -5.13 | -4.94 | -4.74 | -4.54 | -4.34 | -4.13 | -3.92 | -3.72 | -3.51 | -3.29 | -8.62 |
| Madison | 0.53 | 0.82 | -2.01 | -1.72 | -1.42 | -1.12 | -0.82 | -0.51 | -0.20 | 0.11 | 0.43 | -3.98 | -3.66 | -3.33 | -3.01 | -2.67 | -2.34 | -2.00 | -7.09 | -6.74 |
| No Man's Land | 0.86 | 0.86 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.84 | 0.84 | 0.84 | 0.84 | 0.84 | 0.84 | 0.83 | 0.83 | 0.83 | 0.83 | 0.83 | 0.83 |
| Springlake | 0.21 | 0.20 | 0.19 | 0.18 | 0.17 | 0.16 | 0.15 | 0.14 | 0.13 | 0.12 | 0.11 | 0.10 | 0.09 | 0.08 | 0.07 | 0.06 | 0.05 | 0.04 | 0.03 | 0.02 |
| West Plainfield | 3.77 | 4.00 | 4.24 | 0.45 | 0.69 | 0.94 | 1.18 | 1.43 | 1.69 | 1.94 | 2.20 | 2.46 | 2.72 | 2.99 | -1.76 | -1.49 | -1.22 | -0.94 | -0.66 | -0.38 |
| Willow Oak | 4.44 | 5.48 | 6.53 | 3.56 | 4.64 | 5.72 | 5.69 | 6.80 | 7.91 | 5.64 | 6.77 | 7.93 | 9.09 | 5.35 | 6.53 | 7.73 | 4.82 | 6.04 | 7.28 | 8.52 |
| Winters | 6.74 | 7.03 | 7.33 | 7.63 | 7.93 | 8.24 | 8.55 | 8.86 | 9.18 | 9.50 | 9.82 | 10.15 | 10.47 | 10.81 | 11.14 | 11.48 | 11.82 | 12.17 | 12.51 | 12.87 |
| Yolo | 4.03 | 4.21 | 4.40 | 4.58 | 1.52 | 1.71 | 1.91 | -2.26 | -2.07 | -1.87 | -1.67 | -1.47 | -1.26 | -1.06 | -5.86 | -5.65 | -5.44 | -6.63 | -6.41 | -6.19 |
| Zamora | 1.98 | 2.71 | 3.46 | 4.21 | 4.97 | 5.74 | 6.52 | 7.30 | 8.09 | 8.89 | 5.06 | 5.88 | 6.70 | 7.53 | 7.05 | 7.90 | 8.76 | 9.62 | 10.50 | 11.38 |

¹ Fund balances shown in \$100,000

Assumes replacement of existing fire apparatus at 25-year intervals

Assumes 4-year average of all revenue sources; 4-year average operating expenditures

Assumes 1% annual CPI

Based on the analysis from Table 54, Esparto is not fiscally sustainable due to the size of its existing capital equipment inventory and the costs associated with replacement of that inventory on a 25-year service life interval. Table 55, however, indicates that Esparto *would be fiscally sustainable* if it were to reduce its capital apparatus inventory to the smaller standardized inventory shown in Table 50.

West Plainfield is also not fiscally sustainable based on the analysis in Table 54 due to the size of its existing capital equipment inventory and the costs associated with replacement of that inventory on a 25-year service life interval. The District could, however, *nearly achieve* long-term fiscal sustainability with a smaller standardized fire apparatus inventory as shown in Table 50, and ultimately could achieve long-term *fiscal sustainability* through additional reduction of annual operating expenditures, additional revenue, or a combination of both.

Finding #32: Capay Valley, Willow Oak, and Zamora are *fiscally sound and sustainable* over the next 20 years with fiscal capacity to replace capital equipment infrastructure on a 25-year service life interval.

Finding #33: Clarksburg *could be fiscally sustainable* over the next 20 years, including fiscal capacity to replace capital equipment on a 25-year service life cycle, with some reduction of annual expenditures, additional revenues, or a combination of both.

Finding #34: Given current revenue and expenditure projections, Esparto is not fiscally sustainable over the next 20 years with its current apparatus inventory; however, the District *could become fiscally sustainable* with a smaller capital fire apparatus inventory.

Finding #35: West Plainfield is not fiscally sustainable given current revenue and expenditure projections; however, the District *could become fiscally sustainable* with a smaller capital fire apparatus inventory, a reduction in annual expenditures, additional revenue, or a combination of these measures.

4.7.3 Districts Needing Assistance to Achieve Fiscally Sustainability

Based on the capital infrastructure funding capacity analysis in Section 4.4, Dunnigan, Elkhorn, Knights Landing, Madison, and Yolo are *not fiscally sustainable* without *significant* additional revenues to maintain capital equipment infrastructure.

Given current revenue and expenditure projections, Dunnigan is *not fiscally sustainable* even without capital fire apparatus replacement, with a negative fund balance beginning in year 9 (Table 45), and can only achieve long-term fiscal sustainability with a *significant* reduction of annual operating costs. Absent such reductions, an estimated \$130,000 of additional annual revenue, adjusted for inflation, will be required for Dunnigan to achieve long-term fiscal sustainability based on the standardized capital equipment inventory in Table 50.

Elkhorn is also *not fiscally sustainable*, with a projected negative reserve fund balance beginning in year 1 when including capital equipment replacement (Table 54 and Table 55). The District could, however, potentially achieve long-term fiscal sustainability by contracting for services with Woodland, West Sacramento, or both, thus eliminating the need for capital infrastructure. This would maintain continuity of services *and* fiscal sustainability assuming that Woodland and/or West Sacramento were willing to assume the District's service calls in exchange for an annual or per-call fee not exceeding the District's anticipated annual revenue. Without such a service contract, the District will require an estimated additional \$30,000 annually, adjusted for inflation, to achieve fiscal sustainability including ongoing replacement of a standardized capital equipment inventory as shown in Table 50.

Knights Landing is *not fiscally sustainable*, with a projected negative reserve fund balance beginning in year 6 (Table 54 and Table 55), and will require an additional estimated \$45,000 annually, adjusted for inflation, to achieve fiscal sustainability including ongoing capital equipment replacement.

Madison is *not fiscally sustainable*, with a projected negative reserve fund balance beginning in year 3 (Table 54 and Table 55), and will require an additional estimated \$40,000 annually, adjusted for inflation, to achieve fiscal sustainability including ongoing replacement of a standardized capital equipment inventory as shown in Table 50.

Yolo is *not fiscally sustainable*, with a projected negative reserve fund balance beginning in year 5 (Table 54) or year 8 (Table 55), and will require an additional estimated \$40,000 annually, adjusted for inflation, to achieve fiscal sustainability including ongoing replacement of a standardized capital equipment inventory as shown in Table 50.

In summary, Dunnigan, Elkhorn, Knights Landing, Madison, and Yolo would require an estimated additional aggregate of \$285,000 annually, adjusted for inflation, to achieve long-term fiscal sustainability including replacement of a standardized capital equipment inventory as shown in Table 50 on a 25-year service life interval.

Finding #36: Dunnigan is *not fiscally sustainable* given current revenue and expenditure projections even without capital fire apparatus replacement.

Finding #37: Dunnigan will require a significant reduction of annual operating expenditures, significant additional fiscal resources, or a combination of both to achieve long-term fiscal health and sustainability.

Finding #38: Elkhorn, Knights Landing, Madison, and Yolo are *not fiscally sustainable* without financial assistance or additional revenue to maintain capital infrastructure.

Finding #39: Elkhorn could potentially achieve long-term fiscal sustainability by contracting for services with Woodland, West Sacramento, or both.

- Recommendation #7:** Dunnigan should consider reducing its annual operating costs significantly in order to achieve long-term fiscal sustainability.
- Recommendation #8:** Elkhorn should consider a contract for service with Woodland and/or West Sacramento to achieve long-term fiscal sustainability and continuity of services.
- Recommendation #9:** Clarksburg and West Plainfield should consider reducing annual expenditures, seeking additional revenues, or a combination of both to achieve long-term fiscal sustainability.
- Recommendation #10:** Esparto should consider reducing the size of its fire apparatus inventory to facilitate long-term fiscal sustainability.
- Recommendation #11:** Dunnigan, Knights Landing, and Madison should consider seeking a benefit assessment to facilitate long-term fiscal viability.
- Recommendation #12:** Elkhorn, Knights Landing, Madison, and Yolo should consider seeking grant funding for apparatus replacement to facilitate long-term fiscal viability.

SECTION 5—ACCOUNTABILITY, STRUCTURE, AND EFFICIENCY ANALYSIS

This section provides an analysis of the accountability, governance structure, and organizational efficiency of each fire district.

5.1 GOVERNANCE STRUCTURE AND STATUS

Fourteen of the fire districts are special districts with five-member Boards of Commissioners or Directors appointed by the Yolo County Board of Supervisors to staggered 4-year terms, except Yolo with a three-member Board of Directors is elected directly by District voters. For No Man's Land, the Board of Supervisors acts as the District Board of Directors.

The East Davis Fire Protection District is a dependent district with the 3-member Board of Commissioners appointed by the Board of Supervisors to indefinite terms. All of the districts' governing boards are currently filled with the exception of Knights Landing, which has had a vacancy on its Board of Commissioners for the past four years.

5.2 MEETING ACCESSIBILITY

All of the districts conduct public business meetings at least annually as required by Health and Safety Code Section 13800 et seq. (Fire Protection District Law of 1987). Ten of the districts hold their business meetings at a district facility; East Davis' meetings are held at Davis City Fire Station #3; Elkhorn's meetings are held at the District's legal office in Woodland; No Man's Land's meetings are held in the Yolo County Board of Supervisors chambers; Springlake's meetings are held in the City of Woodland Public Safety Department; Winters' meetings are held at the City of Winters Fire Department. All meetings are open to the public and meet the accessibility requirements of the Americans with Disabilities Act (ADA) of 1990 (42 USC §12132).

5.3 BROWN ACT COMPLIANCE

All districts appear to comply with the open meeting requirements of Government Code Section 54950 et seq. (Ralph M. Brown Act) relative to meeting notice, agenda access, open public meetings, ADA access, public comment, public policy actions, and public reporting of closed session actions.

5.4 PUBLIC ACCESS TO POLICY DECISIONS / DOCUMENTS

All districts appear to comply with the provisions of Government Code Section 6250 et seq. (California Public Records Act) relative to public access to public agency information and records. All districts advised that public record requests are directed to the District Fire Chief, Board/Commission Clerk or Secretary, and/or an individual member of the District Board of Directors/Commissioners.

5.5 ORGANIZATIONAL STRUCTURE AND STAFFING

East Davis, No Man’s Lands, Springlake, and Winters Fire Protection Districts contract for services with an adjacent or nearby career-staffed city fire department. Each respective city Fire Chief is appointed by the City Manager, and subordinate staff includes chief officer(s) (Division Chief or Battalion Chief), company officers (Captain or Lieutenant) supervising Engineers and/or Firefighters to maintain an appropriate level of accountability and supervisory span of control. The remaining 11 districts provide direct fire services to their respective jurisdiction with volunteer personnel, except Capay with a part-time Chief and Secretary, Dunnigan with one full-time Firefighter and up to one part-time (compensated via stipend) Firefighter daily, Esparto with a full-time Chief and part-time Secretary, West Plainfield with two full-time Lieutenants and one part-time Battalion Chief, Willow Oak with one full-time Battalion Chief and two full-time Firefighters, and Yolo with a part-time Chief and three part-time support employees as shown in Table 56.

Table 56—Paid Staff by District (FTE)

| District | Fire Chief | Officers | Fire Fighters | Secretary | Other Support Personnel | Total Paid Personnel (FTE) |
|-----------------------|-------------|------------|---------------|-------------|-------------------------|----------------------------|
| Capay Valley | 0.25 | 0 | 0 | 0.25 | 0 | 0.5 |
| Dunnigan ¹ | 0 | 0 | 1.0 | 0.25 | 0 | 1.25 |
| Esparto | 1.0 | 0 | 0 | 0.25 | 0 | 1.25 |
| West Plainfield | 0 | 2.5 | 0 | 0 | 0 | 2.5 |
| Willow Oak | 0 | 1.0 | 2.0 | 0 | 0 | 3.0 |
| Yolo | 0.5 | 0 | 0 | 0 | 0.5 | 1.0 |
| Total | 1.75 | 3.5 | 3.0 | 0.75 | 0.5 | 9.50 |

¹ Dunnigan provides additional on-duty staffing with volunteer and not more than one stipend firefighter per day (\$50-\$75/day stipend)
 Source: Fire Districts

Each district has a Fire Chief appointed by the respective district Board of Directors/Commissioners. For the eight districts with only volunteer fire fighters, the Fire Chief directly supervises the volunteers and any staff. For Dunnigan and Willow Oak, the Fire Chief directly supervises the paid staff, and the paid staff supervises the volunteer fire fighters. For West Plainfield, the Fire Chief directly supervises the Battalion Chief, and the Battalion Chief supervises the paid and volunteer staff.

As highlighted in Section 4, Dunnigan will need to significantly reduce its annual operating costs to achieve long-term fiscal sustainability. This level of reduction is likely only achievable through a reduction in personnel costs. Thus, Dunnigan will need to reduce its minimum daily staffing to achieve the necessary cost savings.

5.6 JOINT POWERS AGREEMENT/AUTHORITY PARTICIPATION

All of the districts except East Davis and No Man's Land are members of the Yolo Emergency Communications Agency, a Joint Powers Authority established in 1988 as a consolidated 9-1-1 Public Safety Answering Point (PSAP) and to provide dispatch services for local government agencies.

In addition, Capay Valley, Clarksburg, Dunnigan, East Davis, Madison, No Man's Land, Springlake, and Winters are participating members in the Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA). YCPARMIA is a special district agency formed through a Joint Powers Agreement of participating member agencies to provide risk management, insurance, and safety services for its members. Some of the other districts are insured through Golden State Risk Management Agency. The remaining districts are insured by other public agency risk pool(s) or private sector insurance company(s).

5.7 EFFICIENCY ANALYSIS

As discussed in Section 3, all 15 of the rural fire districts currently provide fire protection services meeting nationally recognized best practice response performance for rural service demand areas. Despite a continual challenge to maintain an adequate roster of volunteer firefighters, the services provided by each of the rural fire districts meet reasonable expectations for both capacity and adequacy of service as measured by service demand, population density, number of volunteers, turnout time, response time, incident staffing, missed calls, fire apparatus types, and facilities.

Due to the large geographic service areas of the districts and fire station facility siting, Citygate does not see any opportunities for shared facilities that would enhance service effectiveness or efficiency. Current automatic aid and mutual aid agreements enhance overall service delivery

effectiveness and efficiency; service effectiveness and efficiency could be enhanced in both Clarksburg and Zamora with automatic aid agreement(s) with one or more of their neighboring fire agencies. Further, as discussed in Section 3.6, since Dunnigan and Willow Oak have on-duty staffing at least during normal weekday business hours, service delivery in Knights Landing, Madison, Yolo, and Zamora could potentially be enhanced through an automatic aid agreement with Dunnigan and/or Willow Oak for immediate response to any missed calls when on-duty staffing is available.

Previous MSR/SOI studies have recommended consolidation of Knights Landing, Yolo, and Zamora, and boundary adjustments for Dunnigan, Knights Landing, Capay Valley, and Esparto; however, none of the respective districts has demonstrated interest or pursued these recommendations to date. No significant benefits would likely be realized from these recommended consolidations in Citygate’s opinion due to the lack of paid staffing and no opportunities to enhance service levels through consolidation of current fire station locations. Given the fiscal analysis in Section 4, consolidation of Esparto and Madison could enhance both operational and fiscal efficiencies in both districts considering their current level of operational integration. By sharing reserve apparatus, both districts could also reduce their apparatus inventory needs and associated costs.

In addition, East Davis, No Man’s Land, Springlake, and Winters have contracted for services for many years. East Davis has contracted with the City of Davis since 1966 (49 years), and the current contract extends through June 30, 2029. No Man’s Land Fire Protection District has also contracted with the City of Davis since 1994 (21 years), and the current contract extends through June 30, 2029. Springlake Fire Protection District has contracted with the City of Woodland since 1982 (33 years) and also with the City of Davis since 1985 (30 years), and the current contracts extend through June 30, 2024 respectively. The Winters Fire Protection District has contracted with the City of Winters since 2011 (4 years), and the current contract extends through December 31, 2050.

Finding #40: No action has been taken to date on consolidations or boundary adjustment recommendations from previous MSR/SOI studies.

Finding #41: Consolidation of Esparto and Madison may be both fiscally and operationally practical.

Recommendation #13: Esparto and Madison should consider consolidating into a single district to enhance operational and fiscal efficiencies.

SECTION 6—OTHER ISSUES

This section provides a discussion and analysis of other matters relating to effective or efficient delivery of services by the rural fire districts.

6.1 REGIONAL FIRE SERVICE FRAMEWORK

With regard to the challenge of long-term fiscal sustainability facing some of the rural fire districts, particularly as it relates to maintaining capital equipment infrastructure, creation of a cooperative countywide regional fire service framework could provide a structure that, in addition to providing financial assistance for capital infrastructure replacement, could also provide other operational and support benefits to participating districts without loss of local control, such as:

- ◆ Training oversight;
- ◆ Common training and performance standards;
- ◆ Standardization of fire apparatus design specifications;
- ◆ Cooperative purchasing, including debt funding or lease purchasing of fire apparatus and other capital equipment;
- ◆ Shared reserve apparatus;
- ◆ Shared volunteer firefighters;
- ◆ Weekday staffing of selected districts with stipended firefighters to provide regional on-duty response coverage.

Under this concept, the County could establish a Community Services District (CSD), County Service Area (CSA), Joint Powers Agreement (JPA) agency, or expand the authority and powers of the existing West Valley Fire Training Consortium, funded by an overarching benefit assessment, fees, grants, donations, or a combination of these funding sources.

Table 55 shows projected reserve fund balances if the recommended standard fire apparatus inventory as shown in Table 50 were to be replaced on a 25-year service life interval.

Table 57—Projected Fund Balance with Standardized Capital Equipment Inventory Replacement

| Fire District | YEAR | | | | | | | | | | | | | | | | | | | |
|----------------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Capay Valley | 6.71 | 3.44 | 4.04 | 4.66 | 5.27 | 5.90 | 3.15 | 3.79 | 4.43 | 5.08 | 5.74 | 2.86 | 3.53 | 4.20 | 4.88 | 5.57 | 1.05 | 1.76 | 2.47 | 3.19 |
| Clarksburg | 5.07 | 4.42 | 4.79 | 5.17 | 5.54 | 2.61 | 3.00 | 3.39 | 3.78 | -0.36 | 0.04 | 0.45 | 0.86 | 1.27 | -2.07 | -1.65 | -1.22 | -0.79 | -0.36 | 0.08 |
| Dunnigan | 0.26 | -0.07 | -3.52 | -3.85 | -4.18 | -4.52 | -4.86 | -5.20 | -6.72 | -7.08 | -7.43 | -12.51 | -12.88 | -13.24 | -17.37 | -17.74 | -18.12 | -23.82 | -24.21 | -24.60 |
| East Davis | 12.38 | 12.64 | 12.90 | 13.16 | 13.42 | 13.69 | 13.96 | 14.23 | 14.51 | 14.79 | 15.07 | 15.35 | 15.64 | 15.93 | 16.22 | 16.51 | 16.81 | 17.11 | 17.42 | 17.72 |
| Elkhorn | -1.90 | -1.20 | -2.31 | -1.59 | -0.87 | -3.45 | -2.71 | -1.97 | -4.55 | -3.79 | -7.66 | -6.88 | -6.10 | -5.31 | -4.51 | -3.70 | -2.88 | -2.06 | -1.23 | -0.39 |
| Esparto | 2.74 | 3.23 | 3.72 | 4.22 | 4.72 | 5.22 | 5.74 | 6.25 | 3.26 | 3.79 | 4.32 | 3.61 | 4.16 | 4.71 | 0.25 | 0.81 | 1.37 | 1.94 | 2.52 | 3.10 |
| Knights Landing | 0.88 | 1.05 | 1.24 | 1.42 | 1.60 | -1.36 | -1.17 | -0.98 | -0.79 | -5.13 | -4.94 | -4.74 | -4.54 | -4.34 | -4.13 | -3.92 | -3.72 | -3.51 | -3.29 | -8.62 |
| Madison | 0.53 | 0.82 | -2.01 | -1.72 | -1.42 | -1.12 | -0.82 | -0.51 | -0.20 | 0.11 | 0.43 | -3.98 | -3.66 | -3.33 | -3.01 | -2.67 | -2.34 | -2.00 | -7.09 | -6.74 |
| No Man's Land | 0.86 | 0.86 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.84 | 0.84 | 0.84 | 0.84 | 0.84 | 0.84 | 0.83 | 0.83 | 0.83 | 0.83 | 0.83 | 0.83 |
| Springlake | 0.21 | 0.20 | 0.19 | 0.18 | 0.17 | 0.16 | 0.15 | 0.14 | 0.13 | 0.12 | 0.11 | 0.10 | 0.09 | 0.08 | 0.07 | 0.06 | 0.05 | 0.04 | 0.03 | 0.02 |
| West Plainfield | 3.77 | 4.00 | 4.24 | 0.45 | 0.69 | 0.94 | 1.18 | 1.43 | 1.69 | 1.94 | 2.20 | 2.46 | 2.72 | 2.99 | -1.76 | -1.49 | -1.22 | -0.94 | -0.66 | -0.38 |
| Willow Oak | 4.44 | 5.48 | 6.53 | 3.56 | 4.64 | 5.72 | 5.69 | 6.80 | 7.91 | 5.64 | 6.77 | 7.93 | 9.09 | 5.35 | 6.53 | 7.73 | 4.82 | 6.04 | 7.28 | 8.52 |
| Winters | 6.74 | 7.03 | 7.33 | 7.63 | 7.93 | 8.24 | 8.55 | 8.86 | 9.18 | 9.50 | 9.82 | 10.15 | 10.47 | 10.81 | 11.14 | 11.48 | 11.82 | 12.17 | 12.51 | 12.87 |
| Yolo | 4.03 | 4.21 | 4.40 | 4.58 | 1.52 | 1.71 | 1.91 | -2.26 | -2.07 | -1.87 | -1.67 | -1.47 | -1.26 | -1.06 | -5.86 | -5.65 | -5.44 | -6.63 | -6.41 | -6.19 |
| Zamora | 1.98 | 2.71 | 3.46 | 4.21 | 4.97 | 5.74 | 6.52 | 7.30 | 8.09 | 8.89 | 5.06 | 5.88 | 6.70 | 7.53 | 7.05 | 7.90 | 8.76 | 9.62 | 10.50 | 11.38 |
| Deficit Total | -1.90 | -1.27 | -7.84 | -7.16 | -6.47 | -10.45 | -9.56 | -10.93 | -14.33 | -18.23 | -21.69 | -29.58 | -28.43 | -27.27 | -38.71 | -36.83 | -34.94 | -39.75 | -43.24 | -46.91 |

¹ Fund balances shown in \$100,000
 Assumes replacement of existing fire apparatus at 25-year intervals
 Assumes 4-year average of all revenue sources; 4-year average operating expenditures
 Assumes 1% annual CPI

As Table 57, the individual fund deficit total begins at \$190,000 in year 1 and increases to \$46.91 million by year 20.

Of the 11,607 real property parcels in unincorporated Yolo County, 4,953 are vacant, agricultural crop use, or have building improvements valued at \$25,000 or less, and 6,654 have building improvements valued over \$25,000.¹⁴ If a cooperative regional fire service agency were able to successfully implement a countywide benefit assessment, those revenues could fund a regional training officer and provide funding for apparatus replacement.

Table 58 illustrates the effect of a countywide benefit assessment assuming a \$125.00 annual assessment per unit of benefit (vacant/crop/improved parcels less than \$25,000 = 1 unit of benefit; improved parcels with buildings valued over \$25,000 = 3 units of benefit), and a 1 percent annual inflation escalator.

¹⁴ Yolo County Assessor's Office

Table 58—Countywide Benefit Assessment for Fire Equipment Replacement

| Description | YEAR | | | | | | | | | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| Assessment Fund Starting Balance | 0 | 11.84 | 26.56 | 23.70 | 24.01 | 29.14 | 22.93 | 28.51 | 28.96 | 25.61 | 21.46 | 24.99 | 20.33 | 34.88 | 30.28 | 11.62 | 35.82 | 26.79 | 29.72 | 31.32 |
| Annual Assessment | 31.14 | 31.46 | 31.77 | 32.08 | 32.39 | 32.70 | 33.01 | 33.32 | 33.64 | 33.95 | 34.26 | 34.57 | 34.88 | 35.19 | 35.50 | 35.82 | 36.13 | 36.44 | 36.75 | 37.06 |
| Capital Equipment Expense | -19.30 | -4.90 | -8.06 | -8.07 | -3.25 | -9.77 | -4.50 | -4.37 | -8.03 | -12.49 | -9.26 | -14.24 | 0.00 | -4.92 | -23.88 | 0.00 | -9.33 | -6.72 | -5.43 | -5.54 |
| Assessment Fund Ending Balance | 11.84 | 26.56 | 23.70 | 24.01 | 29.14 | 22.93 | 28.51 | 28.96 | 25.61 | 21.46 | 24.99 | 20.33 | 34.88 | 30.28 | 11.62 | 35.82 | 26.79 | 29.72 | 31.32 | 31.53 |

Amounts shown in \$100,000
 Assumes \$125 annual assessment per unit of benefit
 Assumes 1% inflation escalator

As Table 58 illustrates, the concept of a countywide benefit assessment could potentially provide the annual revenue necessary to replace all of the Districts’ standardized fire apparatus fleets on a 25-year service life cycle, with some additional funding available to provide other rural fire service enhancements such as a Training Officer, limited daytime weekday staffing of selected districts to enhance regional on-duty response coverage, or other purposes that would enhance service capacity, adequacy, or efficiency for all districts.

Finding #42: Creation of a cooperative countywide regional fire service framework could provide a structure that, in addition to potentially providing funding to support capital infrastructure replacement, could also provide other operational and support benefits to rural fire districts without loss of local control.

Recommendation #14: The rural fire districts should consider exploring feasibility and support to expand the authority and powers of the West Valley Regional Fire Training Consortium to provide a cooperative countywide regional fire service framework.

SECTION 7—SPHERES OF INFLUENCE ANALYSIS

This section provides a review of each district’s current boundaries and Sphere of Influence, recent Sphere of Influence changes, and recommended changes to current Spheres of Influence.

7.1 CURRENT DISTRICTS BOUNDARIES AND SPHERES OF INFLUENCE

All 15 of the rural fire districts have coterminous boundaries with other fire districts and/or an incorporated city with the exception of Clarksburg and No Man’s Land that share a small section of their respective boundary with Yolo County Community Service Area #9.

Previous Municipal Service Review (MSR)/Sphere of Influence (SOI) studies of all Yolo County fire districts conducted between January 2003 and September 2008 recommended that the sphere of influence lines for the following nine districts remain coterminous with their current boundaries:

1. Capay Valley
2. Clarksburg
3. East Davis
4. Elkhorn
5. Esparto
6. Madison
7. No Man’s Land
8. West Plainfield
9. Willow Oak

7.2 RECENT SPHERES OF INFLUENCE CHANGES

The December 2005 MSR/SOI study of the Dunnigan Fire Protection District and a similar December 2005 study of the Knights Landing District recommended that a portion of the northeast area of Dunnigan FPD be removed from its sphere of influence and added to the Knights Landing FPD sphere of influence based a more logical physical boundary and better access by Knights Landing. The Yolo Local Agency Formation Commission (LAFCo) approved the recommended change for Knights Landing on December 5, 2005 as shown on the current Knights Landing Fire Protection District map in the Map Atlas. A similar MSR/SOI study of

Yolo Fire Protection District in September 2005 recommended that Yolo's 10-year sphere of influence boundary be changed to remove a northeast section of the District and add it to the Knights Landing FPD sphere of influence. The Yolo LAFCo approved that recommended change on September 19, 2005 as shown on the current Knights Landing Fire Protection District map in the Map Atlas.

In addition, concurrent September 2005 MSR/SOI studies of the Yolo and Zamora Fire Protection Districts recommended that the 10-year sphere of influence for Zamora remain coterminous with its current boundaries, and that its 20-year sphere of influence line be extended to include the Knights Landing and Yolo Fire Protection Districts in a consolidated district. The Yolo LAFCo approved the recommended changes on September 19, 2005 as shown on the current Knights Landing, Yolo, and Zamora district maps in the Map Atlas.

Also, the January 2003 MSR/SOI study of the Springlake Fire Protection District recommended that the District's 10-year sphere of influence line be amended to detach portions of Areas A, C, E, and the Yolo County Fairgrounds from the District's sphere of influence and added to the City of Woodland sphere of influence as they are annexed to the city, and that the District's 20-year sphere of influence line be amended to detach all of Area B and D and the remaining portions of Areas A, C, and E from the District's sphere of influence and added to the City of Woodland's sphere of influence as they are annexed to the city. The Yolo LAFCo adopted those recommended changes on January 2003.

Finally, the previous October 2004 MSR/SOI study for Esparto Fire Protection District and the December 2004 MSR/SOI study for Capay Valley recommended that both districts consider boundary adjustments to exchange approximately equal areas of land on the west side of Esparto and the east side of Capay Valley that could both be better served by the other district. To date, however, no action has been taken on this recommendation.

7.3 SPHERES OF INFLUENCE RECOMMENDATIONS

California Government Code Section 56425, known as the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, states:

(a) In order to carry out its purpose and responsibilities for planning and shaping the logical and orderly development and coordination of local government agencies subject to the jurisdiction of the commission to advantageously provide for the present and future needs of the county and its communities, the commission shall develop and determine the sphere of influence of each city and special district, as defined by Section 56036 within the county and enact policies designed to promote the logical and orderly development of areas within the sphere.

Section 56425 further states:

(e) In determining the sphere of influence of each local agency, the commission shall consider and prepare a written statement of its determinations with respect to each of the following:

- 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.*

In determining any recommended spheres of influence changes, Citygate has analyzed the criteria listed above and makes the following determinations:

- 1. The present and planned land uses in the area, including agricultural and open-space lands:*

Finding #43: No significant changes are anticipated to present or planned land uses within any of the 15 rural fire districts over the next 10 years.

- 2. The present and probable need for public facilities and services in the area.*

Finding #44: No significant changes are anticipated to existing or planned need for public facilities and services within any of the 15 rural fire districts over the next 10 years.

- 3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.*

Finding #45: No significant changes are anticipated to the current capacity of public facilities that the 15 rural fire districts provide or are authorized to provide over the next 10 years.

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.*

Finding #46: No significant changes are anticipated to the existence of any social or economic communities of interest within any of the 15 rural fire districts over the next 10 years.

Pursuant on the information and analysis provided in this report, the following proposed changes to Spheres of Influence boundaries are recommended:

Recommendation #15: Remove Yolo and Zamora from the Knights Landing Sphere of Influence.

Recommendation #16: Remove Knights Landing and Zamora from the Yolo Sphere of Influence.

Recommendation #17: Remove Knights Landing and Yolo from the Zamora Sphere of Influence.

SECTION 8—FINDINGS AND RECOMMENDATIONS

This section provides a complete listing of all of the findings and related recommendations from this study, sorted by topic (service capacity and adequacy, fiscal analysis, etc.). As a result, not all findings and recommendations appear consecutively within each subsection.

8.1 SERVICE CAPACITY AND ADEQUACY FINDINGS AND RECOMMENDATIONS

- Finding #1:** National Fire Protection Association Standard 1720, *Deployment Standards for Volunteer Fire Departments*, is an appropriate best practice standard to evaluate rural unincorporated fire service deployment in Yolo County.
- Finding #2:** Service demand for all 15 districts is typical, both in volume and type, of other similar California rural, sparsely populated agricultural-based jurisdictions.
- Finding #3:** The population density of all 15 Fire Protection Districts meets NFPA 1720 rural population density criteria of less than 500 persons per square mile.
- Finding #4:** Despite a continual recruitment effort, most Yolo County Fire Protection Districts struggle to maintain an adequate roster of volunteer firefighters able to devote the time to maintain training requirements and also be available to regularly respond to emergency incidents.
- Finding #5:** Turnout times are appropriate for rural, volunteer-based fire departments.
- Finding #6:** Eightieth (80th) percentile incident staffing for all incident types ranges from 2 to 4 personnel across all 15 districts, and is minimally adequate staffing for routine, less-serious emergencies in rural settings.
- Finding #7:** Response times for all 15 districts *meet* nationally recognized best practice criteria for rural service demand zones of 14:00 minutes or less with 80 percent or better reliability.
- Finding #8:** The four districts served by a career-staffed department had no missed calls for 2014 as compared to 3.87 percent to 11.21 percent missed calls for the volunteer-based districts.
- Finding #9:** The Yolo County Fire Chiefs Association “No Response” policy is a viable solution to missed calls.

- Finding #10:** Of the districts’ aggregate inventory of 71 fire apparatus/vehicles, 53 percent are over 15 years of age, 37 percent are over 20 years of age, and 29 percent are over 25 years of age; all of the districts have one or more fire apparatus over 20 years of age.
- Finding #11:** All of the existing rural fire district facilities are adequate to meet current and anticipated future needs over the next 10 years with the exception of Elkhorn and Madison that lack sufficient building space to securely store one or more of their existing fire apparatus, and West Plainfield that may require a station relocation due to planned expansion of the Yolo County Airport.
- Finding #12:** Elkhorn and Madison Fire Protection Districts need additional facility space to provide secure storage of existing fire apparatus; 8 fire districts have fire apparatus more than 25 years old in need of upgrading or replacement, particularly in Elkhorn, Knights Landing, Madison, and Zamora fire districts where 40 percent or more of their apparatus fleet exceeds 25 years of age.
- Finding #13:** The cities of Davis, Winters, and Woodland provide shared services through their respective contracts with East Davis, No Man’s Land, Springlake, and Winters Fire Protection Districts; all of the remaining fire districts except Clarksburg and Zamora have automatic aid agreements with one or more of their neighboring fire districts.
- Finding #14:** There are no immediate opportunities to enhance fire service delivery in Yolo County through sharing of existing facilities; however, planning for future new fire facilities should include an evaluation of opportunities for shared services and/or facilities.
- Finding #15:** Service delivery could be enhanced in Clarksburg by utilizing automatic aid agreement(s) with neighboring agencies.
- Finding #16:** Services could be enhanced across all of the districts by creating a cooperative countywide regional fire service framework.
- Finding #17:** Service delivery could potentially be enhanced in Knights Landing, Madison, Yolo, and Zamora through an automatic aid agreement with Dunnigan or Willow Oak for immediate response to missed calls.
- Recommendation #1:** The Yolo County Fire Chiefs Association “No Response” policy could be improved by requiring acknowledgement of a dispatch and

the ability to respond within a specified time period (e.g., 90 seconds) before the next closest department is dispatched.

Recommendation #2: Within available funding, fire apparatus should be considered for replacement after not more than 25 years of service life.

Recommendation #3: Clarksburg should consider opportunities to implement automatic aid agreements with neighboring fire agencies.

Recommendation #4: Knights Landing, Madison, Yolo, and Zamora should consider an automatic aid agreement with Dunnigan and/or Willow Oak for immediate response to missed calls in those districts when on-duty staffing is available in Dunnigan and/or Willow Oak.

8.2 FISCAL ANALYSIS FINDINGS AND RECOMMENDATIONS

Finding #18: All of the districts appear to conform to budgeting practices required by state law and industry-recognized best practice for public agencies.

Finding #19: There is wide variation in annual revenues among the 15 districts depending on district size, land use, assessed valuation, and whether a district has adopted a benefit assessment and/or development impact fee ordinance.

Finding #20: There is wide variation in annual operating expenditures among the 15 districts depending on whether a district provides direct fire protection services or contracts for those services from another agency, has paid staff, number of facilities and apparatus, and other factors.

Finding #21: All of the Yolo County fire districts have established some level of fiscal reserve; reserve fund balances vary widely.

Finding #22: For the 11 fire districts that provide direct fire protection services, fiscal reserves are accrued to fund renewal or replacement of capital infrastructure.

Finding #23: Given stable revenue and expenditure projections, and excluding capital equipment replacement, Dunnigan is *not fiscally sustainable* with a projected negative reserve fund balance within the next two years.

- Finding #24:** Seven of the 11 districts providing direct fire protection services are *not fiscally sustainable* assuming even *best-case* annual revenues and a 25-year fire apparatus service life replacement interval.
- Finding #25:** Ten of the 11 districts providing direct fire protection services are *not fiscally sustainable* assuming ongoing stable annual revenues only and a 25-year fire apparatus service life replacement interval.
- Finding #26:** A minimized and standardized district fire apparatus inventory would *reduce* the fiscal liability for long-term capital equipment replacement for 7 of the 11 districts with capital infrastructure.
- Finding #27:** A standardized district fire apparatus inventory with common design specifications and equipment could provide both fiscal and operational benefits to most districts.
- Finding #28:** Only 3 of the 15 districts have formal written fiscal policies and capital improvement plans.
- Finding #29:** The Yolo County Office of the Auditor-Controller conducts an annual financial audit for the nine districts that do not conduct their own annual independent fiscal audit as required by Government Code Section 26909(b).
- Finding #30:** Three districts have existing debt service for fire apparatus replacement, and the annual debt service payments appear to be well within the financial resources of those districts.
- Finding #31:** East Davis, No Man’s Land, Springlake, and Winters Fire Districts, which contract for fire protection services from an adjacent or nearby city, are *fiscally healthy and sustainable* over the next 20 years based on current revenue and expenditure projections.
- Finding #32:** Capay Valley, Willow Oak, and Zamora are *fiscally sound and sustainable* over the next 20 years with fiscal capacity to replace capital equipment infrastructure on a 25-year service life interval.
- Finding #33:** Clarksburg *could be fiscally sustainable* over the next 20 years, including fiscal capacity to replace capital equipment on a 25-year service life cycle, with some reduction of annual expenditures, additional revenues, or a combination of both.

- Finding #34:** Given current revenue and expenditure projections, Esparto is *not fiscally sustainable* over the next 20 years with its current apparatus inventory; however, the District could become fiscally sustainable with a smaller capital fire apparatus inventory.
- Finding #35:** West Plainfield is not fiscally sustainable given current revenue and expenditure projections; however, the District *could become fiscally sustainable* with a smaller capital fire apparatus inventory, a reduction in annual expenditures, additional revenue, or a combination of these measures.
- Finding #36:** Dunnigan is *not fiscally sustainable* given current revenue and expenditure projections even without capital fire apparatus replacement.
- Finding #37:** Dunnigan will require a significant reduction of annual operating expenditures, significant additional fiscal resources, or a combination of both to achieve long-term fiscal health and sustainability.
- Finding #38:** Elkhorn, Knights Landing, Madison, and Yolo are *not fiscally sustainable* without some level of financial assistance or additional revenue to maintain capital infrastructure.
- Finding #39:** Elkhorn could potentially achieve long-term fiscal sustainability by contracting for services with Woodland, West Sacramento, or both.
- Recommendation #5:** The 11 districts that provide direct fire protection services should consider adopting a standardized fire apparatus inventory with common design specifications and equipment when purchasing new apparatus.
- Recommendation #6:** All of the districts (except Clarksburg, Dunnigan, West Plainfield, and Yolo FPDs with existing fiscal policies and/or capital renewal/replacement plans) should develop and adopt written fiscal policies addressing budgeting, procurement, reserve funds, fiscal audits, and capital renewal/replacement planning in conformance with recognized industry best fiscal practices.
- Recommendation #7:** Dunnigan should consider reducing its annual operating costs significantly in order to achieve long-term fiscal sustainability.

- Recommendation #8:** Elkhorn should consider a contract for service with Woodland and/or West Sacramento to achieve long-term fiscal sustainability and continuity of services.
- Recommendation #9:** Clarksburg and West Plainfield should consider reducing annual expenditures, seeking additional revenues, or a combination of both to achieve long-term fiscal sustainability.
- Recommendation #10:** Esparto should consider reducing the size of its fire apparatus inventory to facilitate long-term fiscal sustainability.
- Recommendation #11:** Dunnigan, Knights Landing, and Madison should consider seeking a benefit assessment to facilitate long-term fiscal viability.
- Recommendation #12:** Elkhorn, Knights Landing, Madison, and Yolo should consider seeking grant funding for apparatus replacement to facilitate long-term fiscal viability.

8.3 ACCOUNTABILITY, STRUCTURE, AND EFFICIENCY FINDINGS AND RECOMMENDATIONS

- Finding #40:** No action has been taken to date on consolidations or boundary adjustment recommendations from previous MSR/SOI studies.
- Finding #41:** Consolidation of Esparto and Madison may be both fiscally and operationally practical.
- Recommendation #13:** Esparto and Madison should consider consolidating into a single district to enhance operational and fiscal efficiencies.

8.4 OTHER ISSUES FINDINGS AND RECOMMENDATIONS

- Finding #42:** Creation of a cooperative countywide regional fire service framework could provide a structure that, in addition to potentially providing funding to support capital infrastructure replacement, could also provide other operational and support benefits to rural fire districts without loss of local control.
- Recommendation #14:** The rural fire districts should consider exploring feasibility and support to expand the authority and powers of the West Valley Regional Fire Training Consortium to provide a cooperative countywide regional fire service framework.

8.5 SPHERES OF INFLUENCE FINDINGS AND RECOMMENDATIONS

Finding #43: No significant changes are anticipated to present or planned land uses within any of the 15 rural fire districts over the next 10 years.

Finding #44: No significant changes are anticipated to existing or planned need for public facilities and services within any of the 15 rural fire districts over the next 10 years.

Finding #45: No significant changes are anticipated to the current capacity of public facilities that the 15 rural fire districts provide or are authorized to provide over the next 10 years.

Finding #46: No significant changes are anticipated to the existence of any social or economic communities of interest within any of the 15 rural fire districts over the next 10 years.

Recommendation #15: Remove Yolo and Zamora from the Knights Landing Sphere of Influence..

Recommendation #16: Remove Knights Landing and Zamora from the Yolo Sphere of Influence.

Recommendation #17: Remove Knights Landing and Yolo from the Zamora Sphere of Influence.

Item 8-Attachment A-Exhibit A-VOL. 2

Public Review Draft



MUNICIPAL SERVICES REVIEW AND SPHERE OF INFLUENCE STUDY

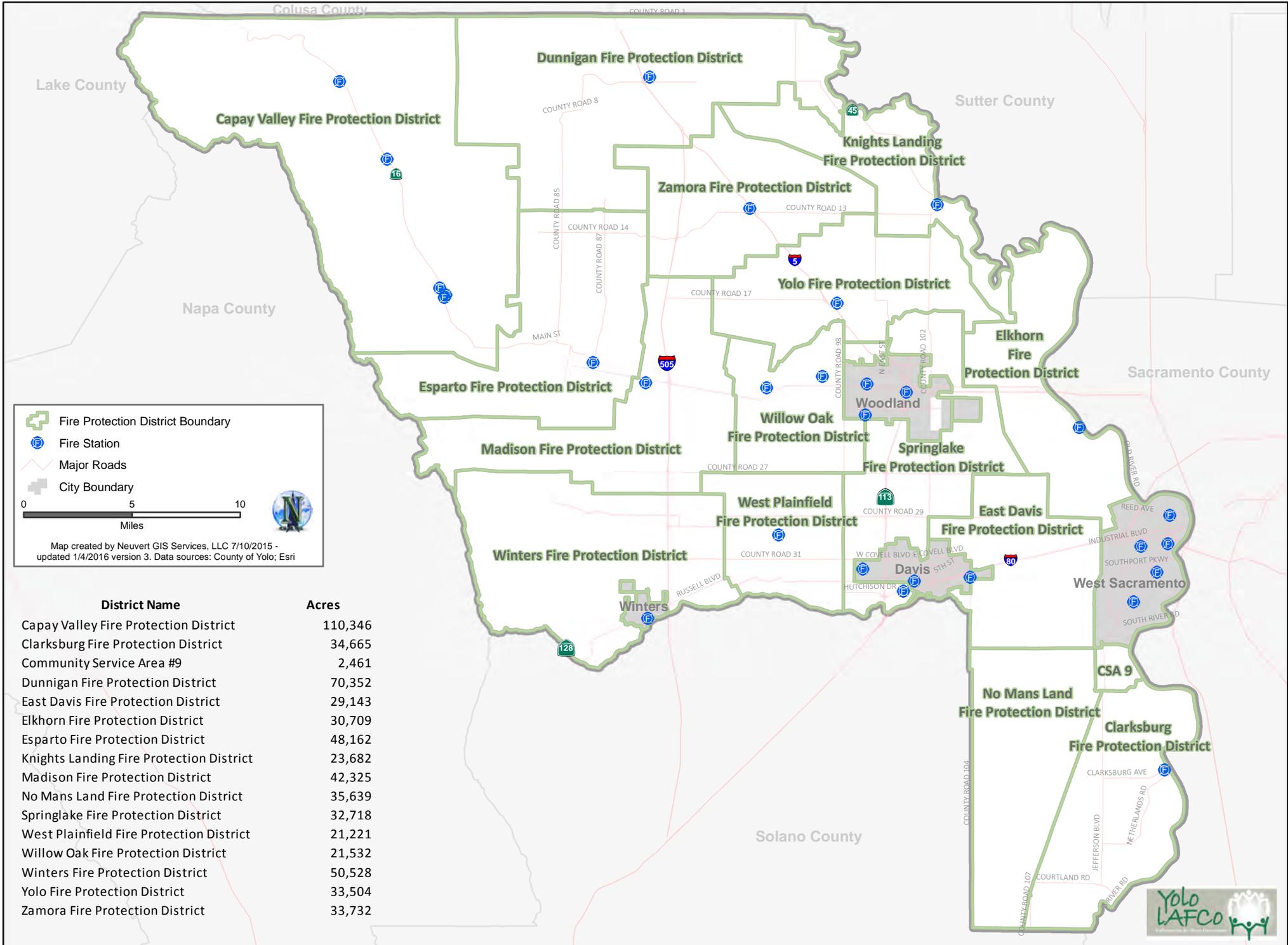
YOLO LOCAL AGENCY FORMATION COMMISSION

VOLUME 2 OF 2 – MAP ATLAS

March 15, 2016



Yolo County Fire Protection Districts



Fire Protection District Boundary
 Fire Station
 Major Roads
 City Boundary

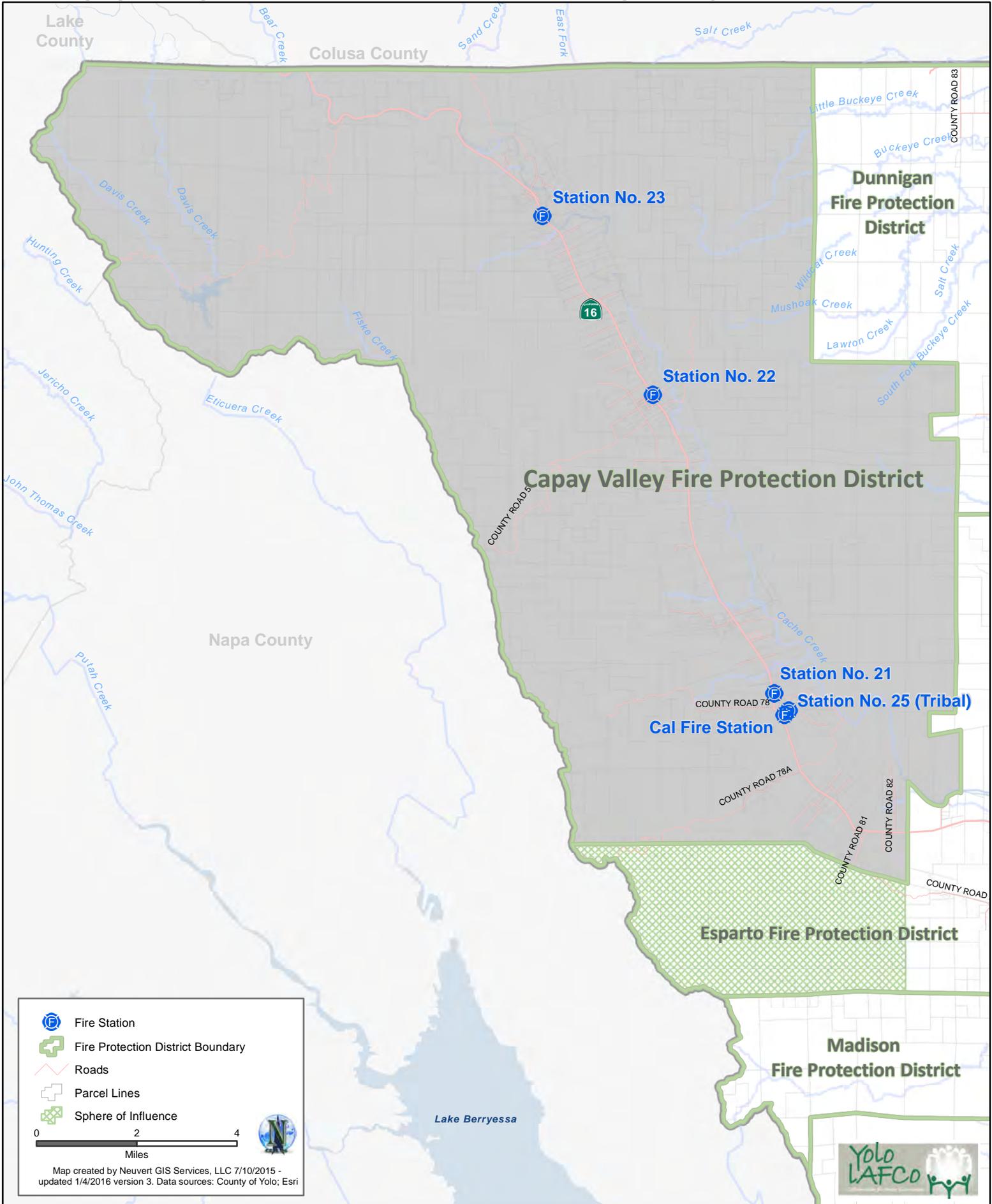
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 Miles

Map created by Neuvort GIS Services, LLC 7/10/2015 - updated 1/4/2016 version 3. Data sources: County of Yolo; Esri

| District Name | Acres |
|--|---------|
| Capay Valley Fire Protection District | 110,346 |
| Clarksburg Fire Protection District | 34,665 |
| Community Service Area #9 | 2,461 |
| Dunnigan Fire Protection District | 70,352 |
| East Davis Fire Protection District | 29,143 |
| Elkhorn Fire Protection District | 30,709 |
| Esparto Fire Protection District | 48,162 |
| Knights Landing Fire Protection District | 23,682 |
| Madison Fire Protection District | 42,325 |
| No Mans Land Fire Protection District | 35,639 |
| Springlake Fire Protection District | 32,718 |
| West Plainfield Fire Protection District | 21,221 |
| Willow Oak Fire Protection District | 21,532 |
| Winters Fire Protection District | 50,528 |
| Yolo Fire Protection District | 33,504 |
| Zamora Fire Protection District | 33,732 |



Capay Valley Fire Protection District Boundary and Sphere of Influence



-  Fire Station
-  Fire Protection District Boundary
-  Roads
-  Parcel Lines
-  Sphere of Influence

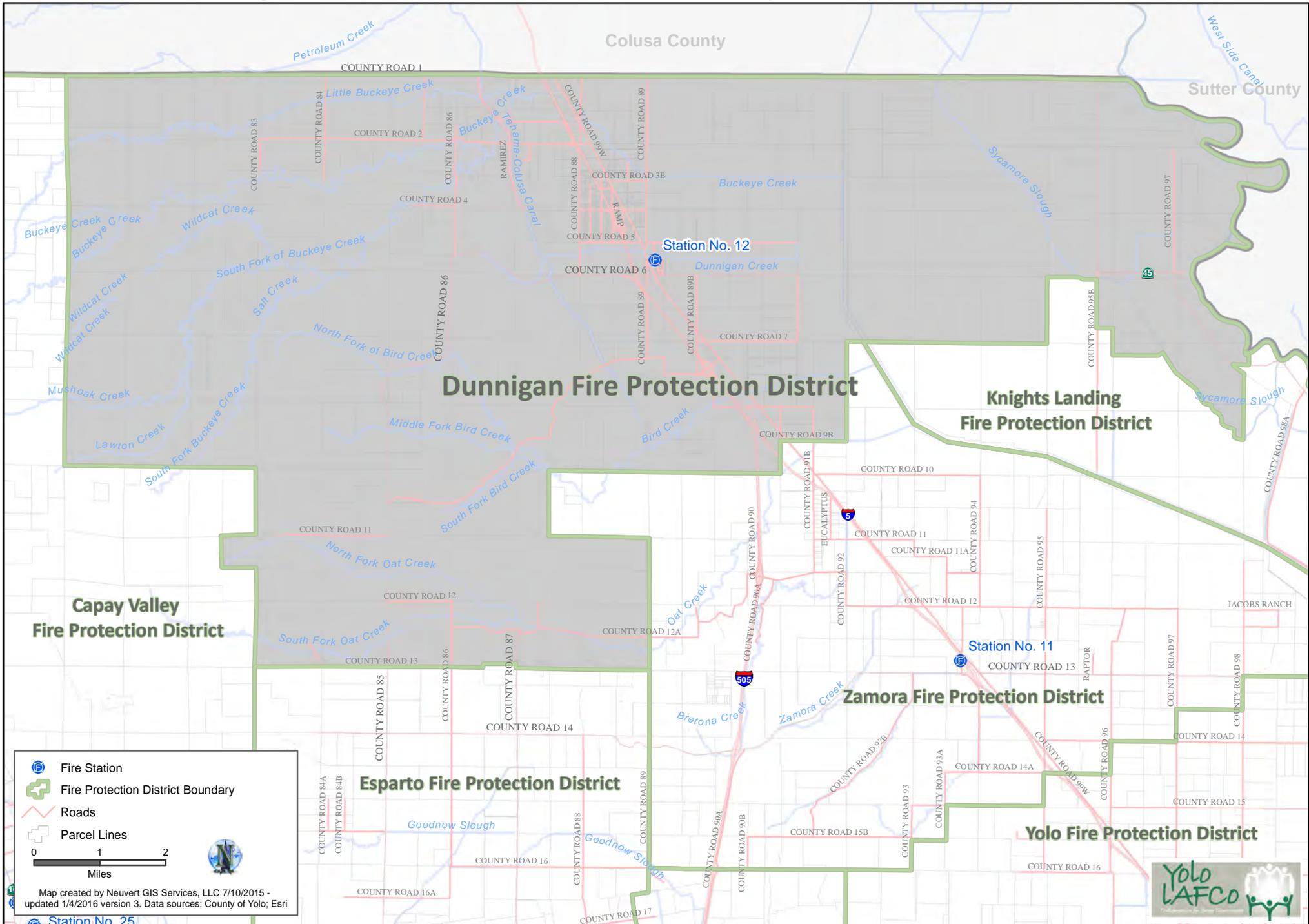


Map created by Neuvert GIS Services, LLC 7/10/2015 - updated 1/4/2016 version 3. Data sources: County of Yolo; Esri



Adopted by Yolo LAFCO

Dunnigan Fire Protection District Boundary and Sphere of Influence*

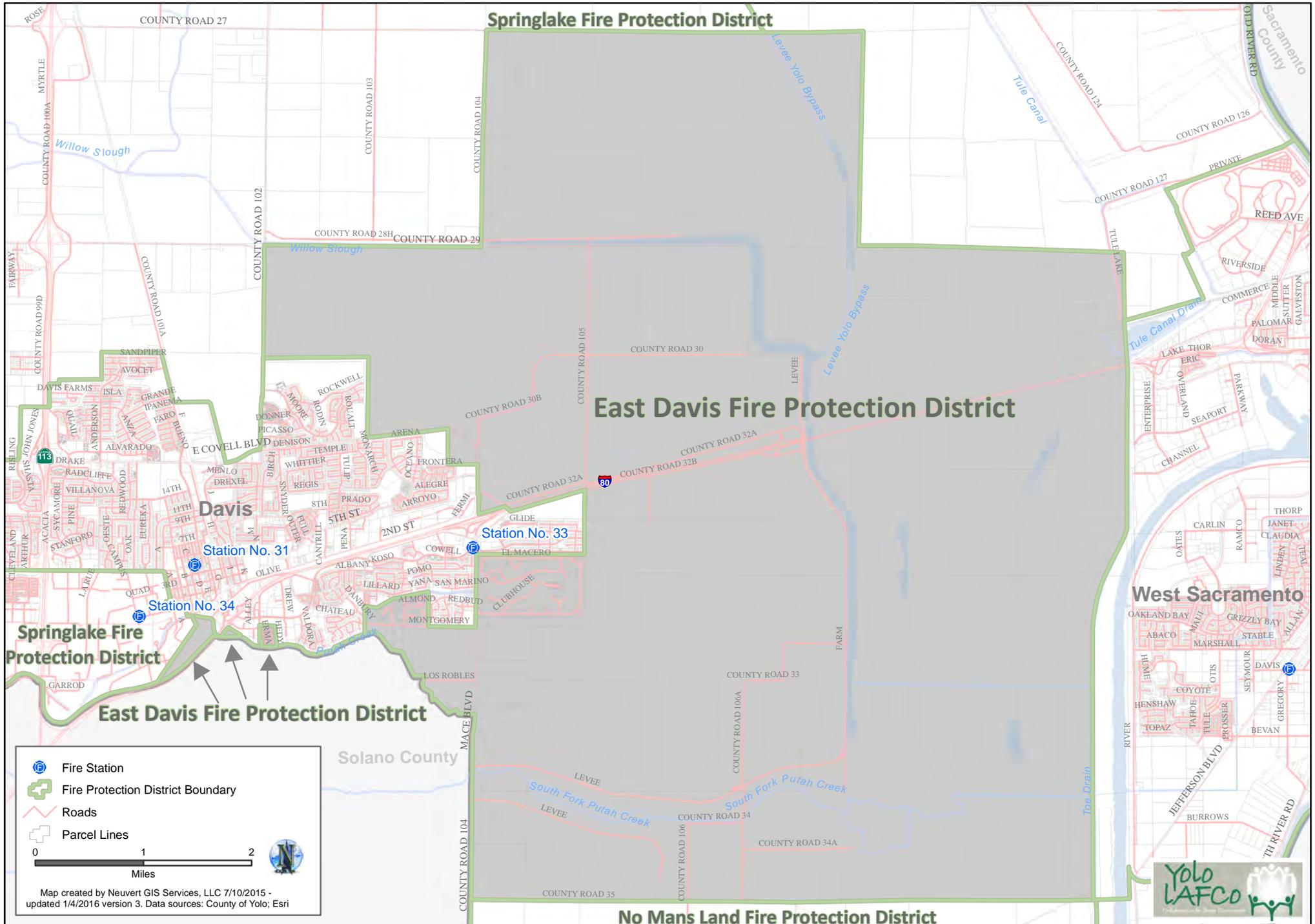


* Note: Sphere of Influence is coterminous with boundary

Adopted by Yolo LAFCo



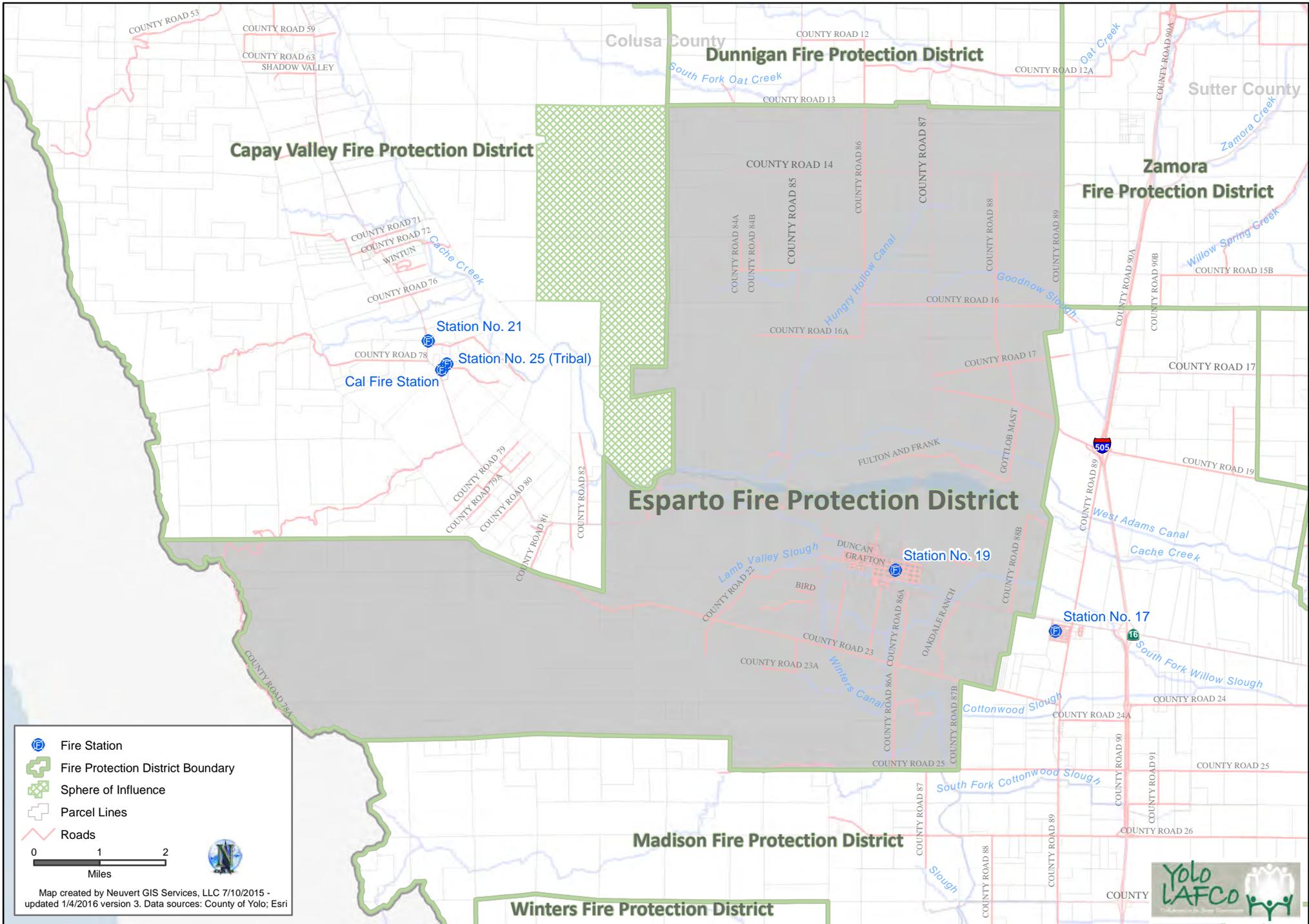
East Davis Fire Protection District Boundary and Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

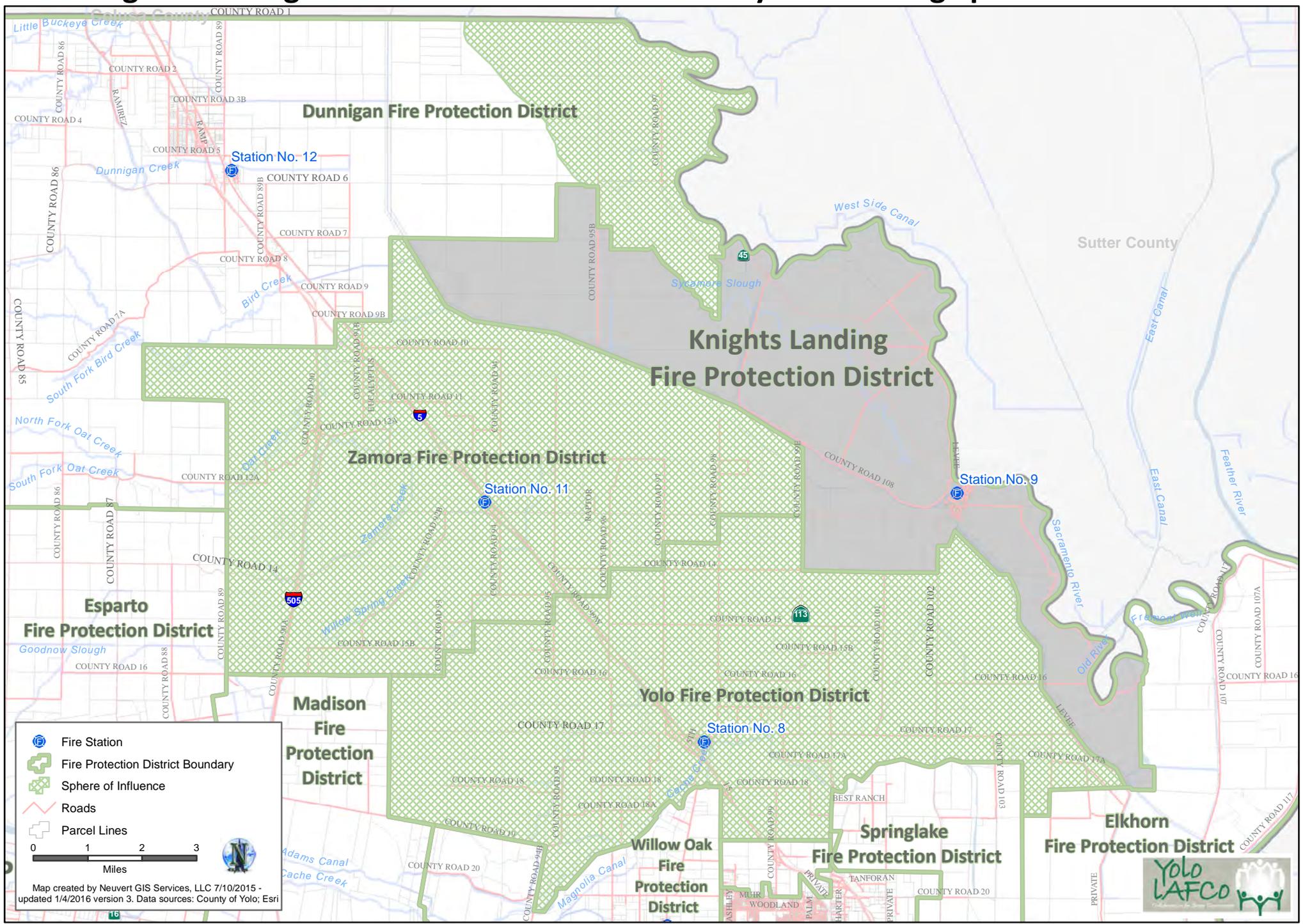
Adopted by Yolo LAFCo

Esparto Fire Protection District Boundary and Sphere of Influence



Adopted by Yolo LAFCo

Knights Landing Fire Protection District Boundary and Existing Sphere of Influence



Fire Station
 Fire Protection District Boundary
 Sphere of Influence
 Roads
 Parcel Lines

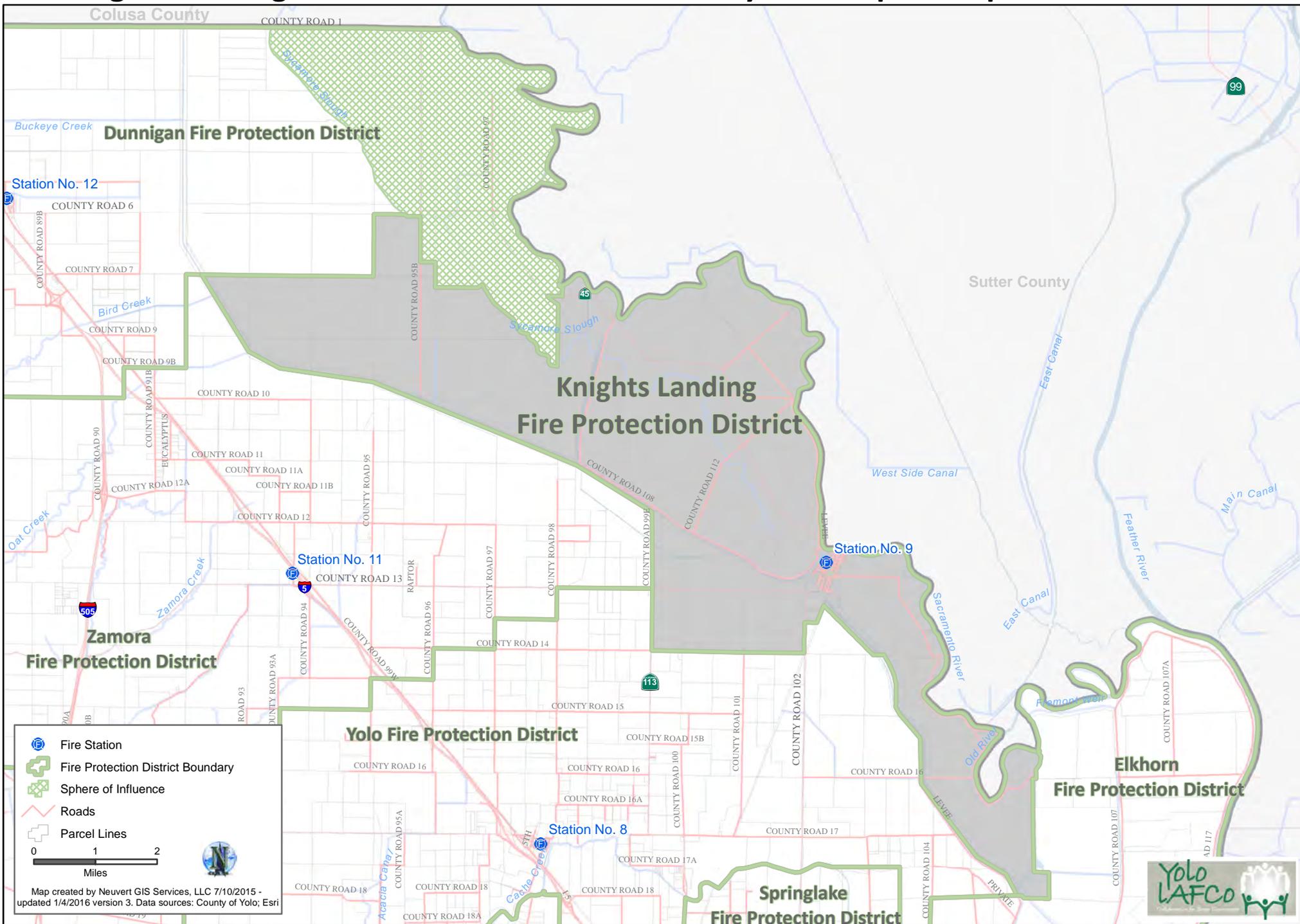
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Map created by Neuvort GIS Services, LLC 7/10/2015 - updated 1/4/2016 version 3. Data sources: County of Yolo; Esri



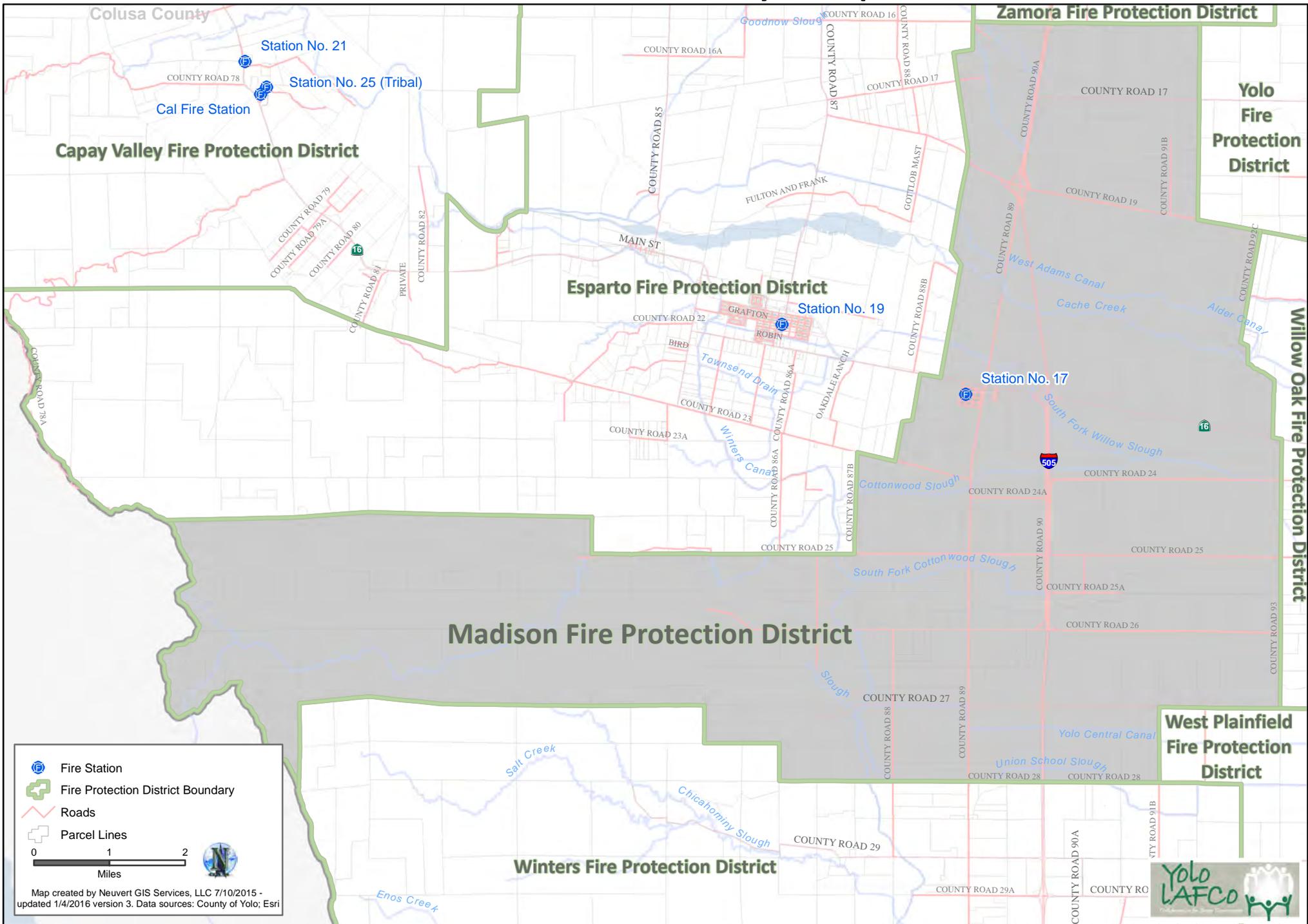
Adopted by Yolo LAFCO

Knights Landing Fire Protection District Boundary and Proposed Sphere of Influence



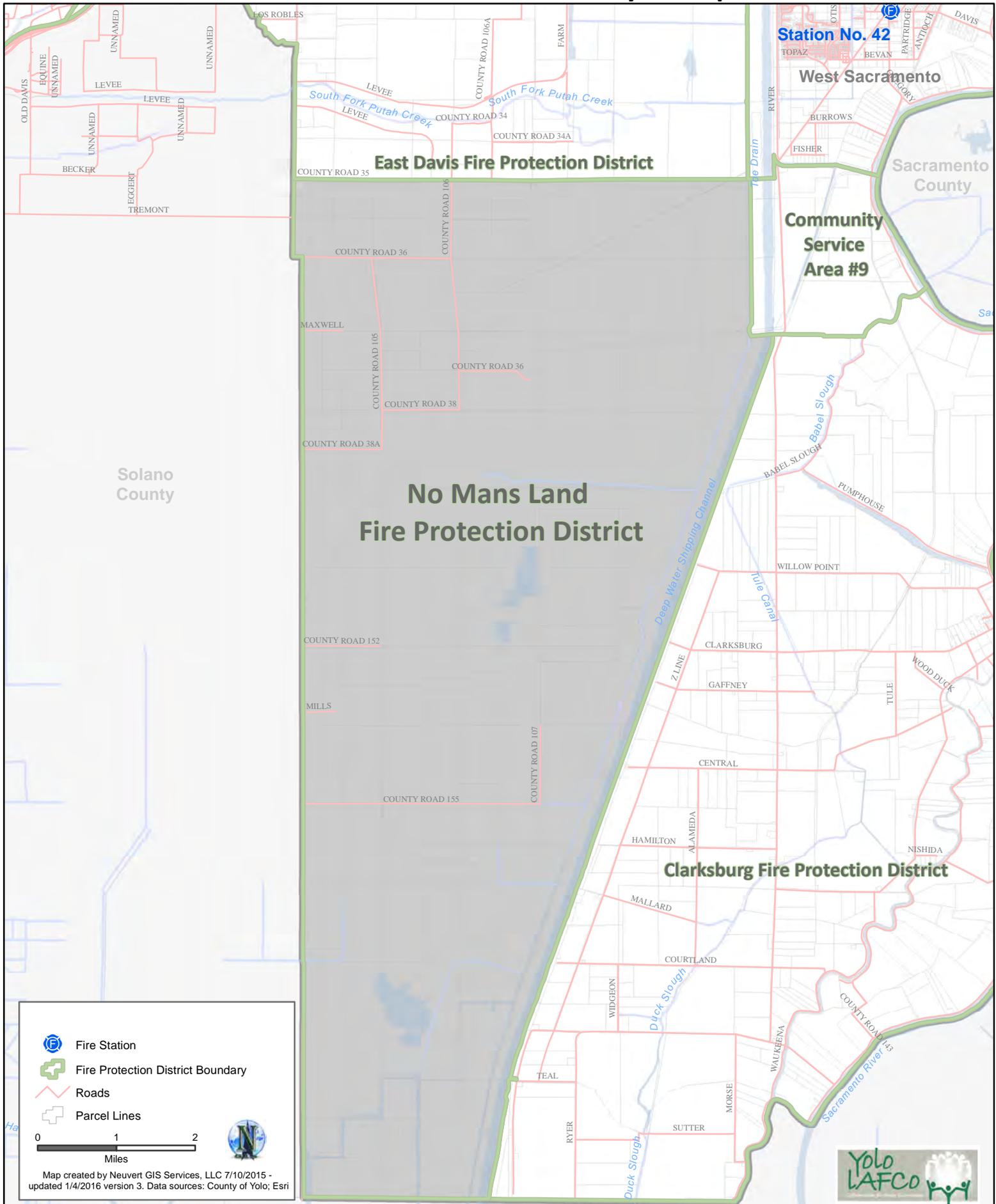
Adopted by Yolo LAFCO

Madison Fire Protection District Boundary and Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

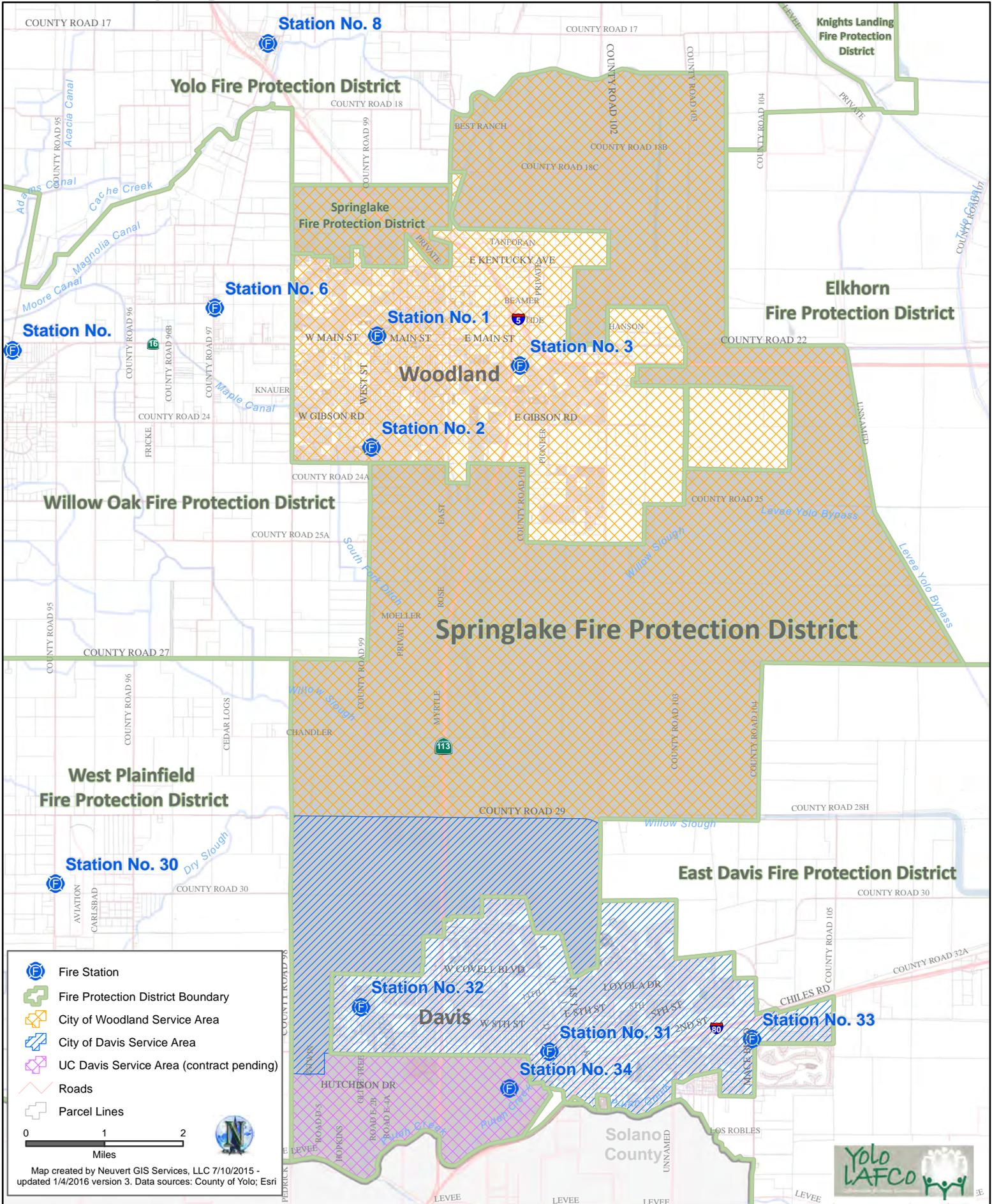
No Mans Land Fire Protection District Boundary and Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

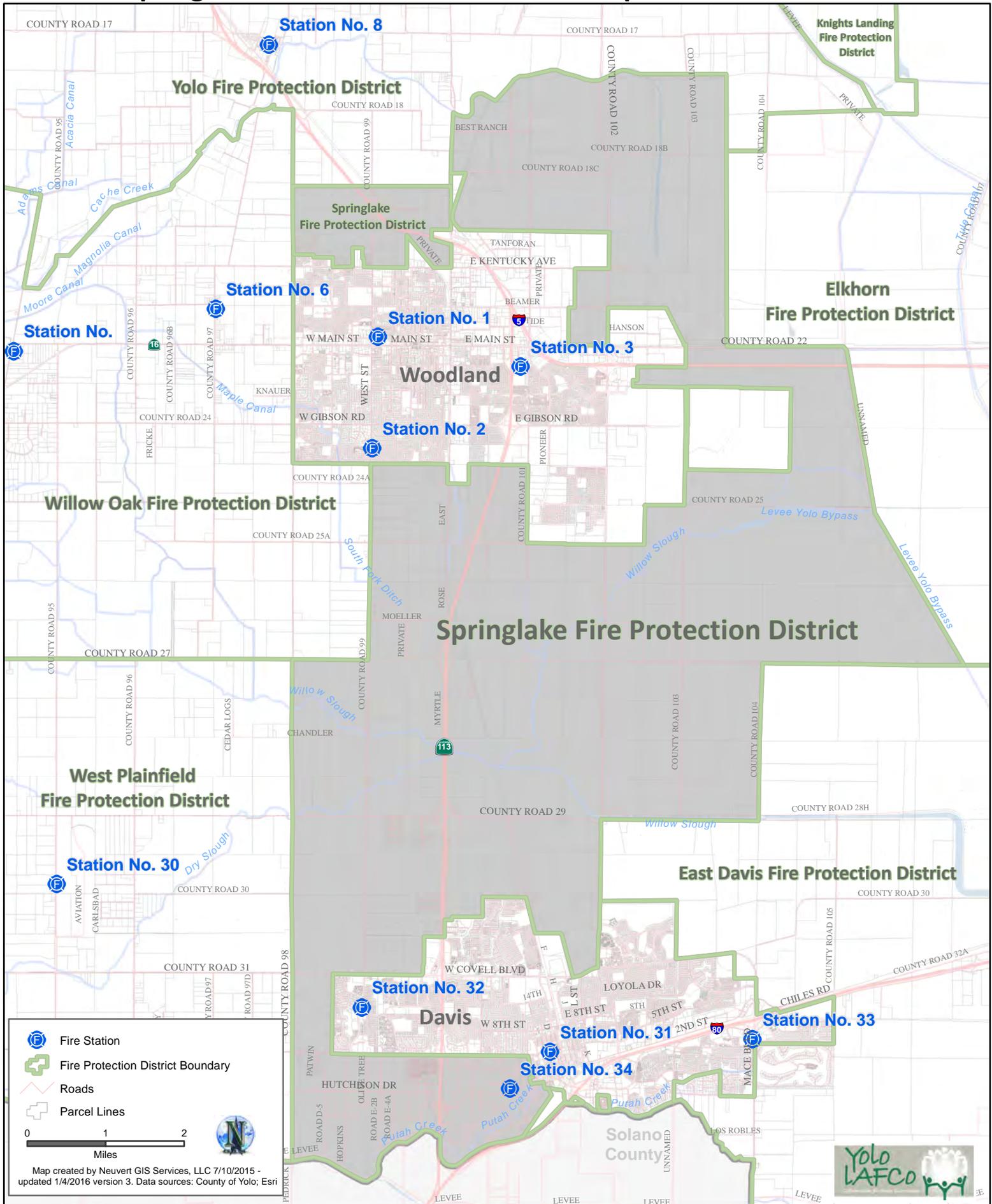
Adopted by Yolo LAFCO

Springlake Fire Protection District Contract Service Areas



Adopted by Yolo LAFCo

Springlake Fire Protection District and Sphere of Influence*



Ⓡ Fire Station
+ Fire Protection District Boundary
— Roads
— Parcel Lines

0 1 2
 Miles

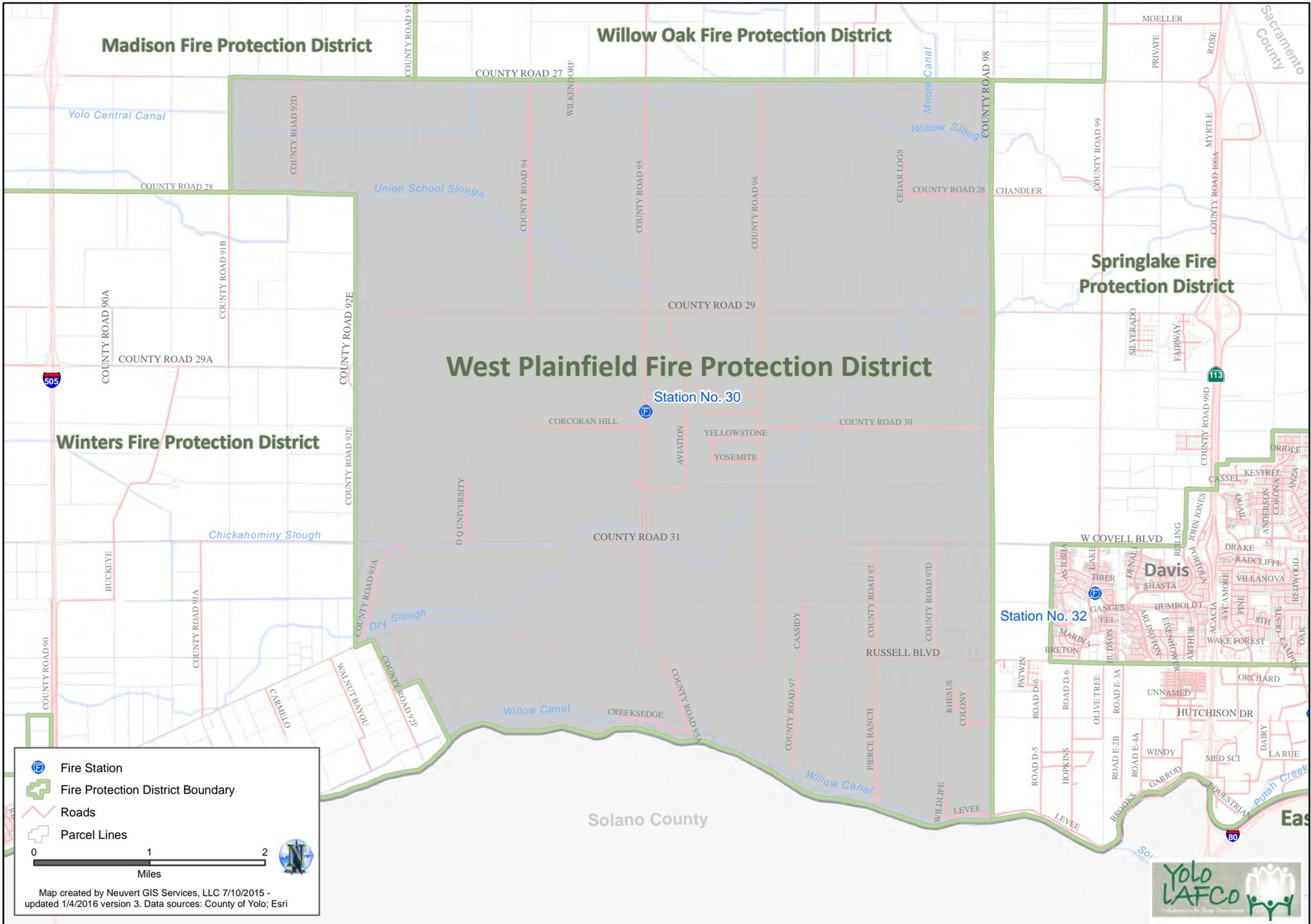
Map created by Neuvirt GIS Services, LLC 7/10/2015 - updated 1/4/2016 version 3. Data sources: County of Yolo; Esri



* Note: Sphere of Influence is coterminous with boundary

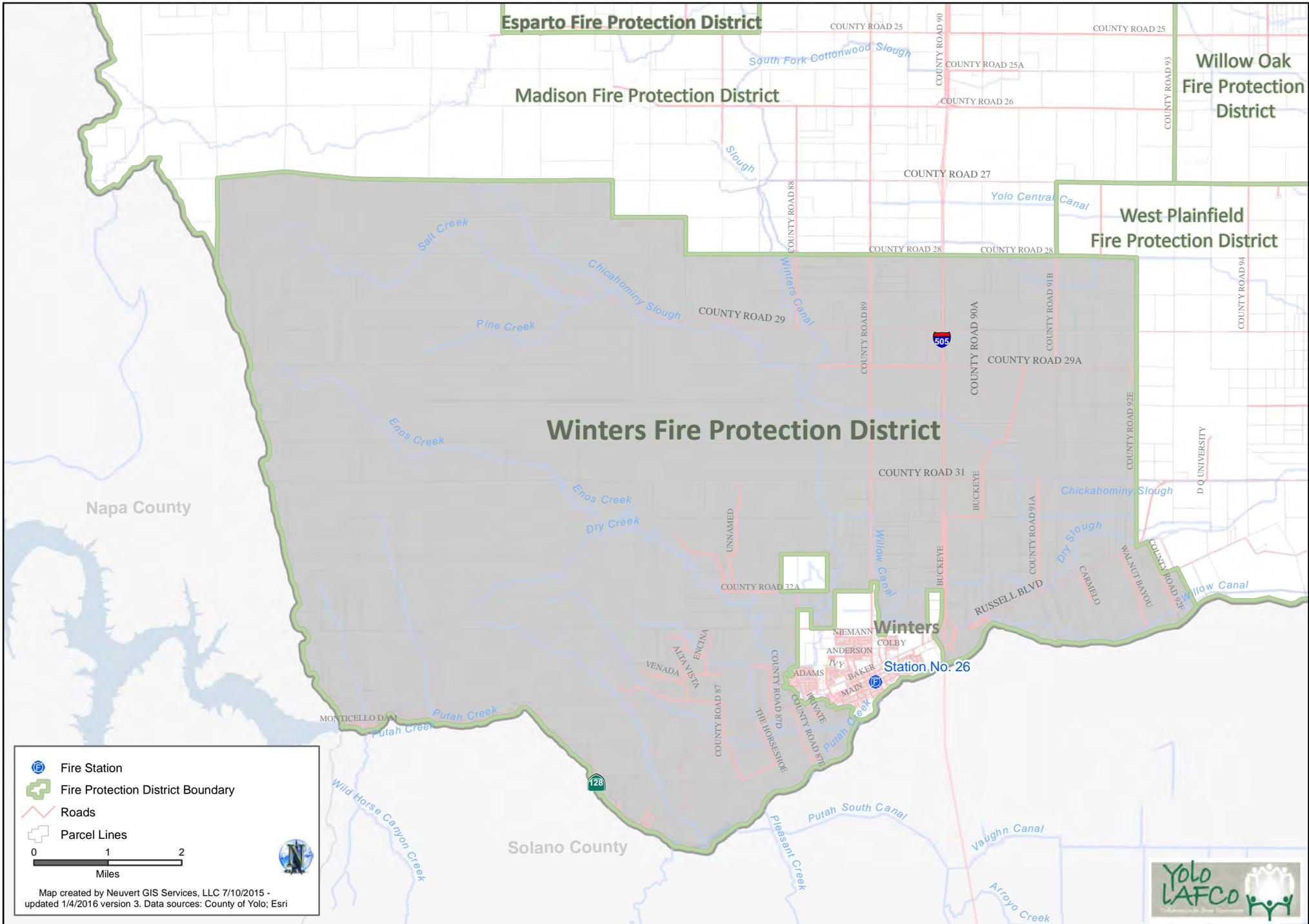
Adopted by Yolo LAFCO

West Plainfield Fire Protection District Boundary and Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

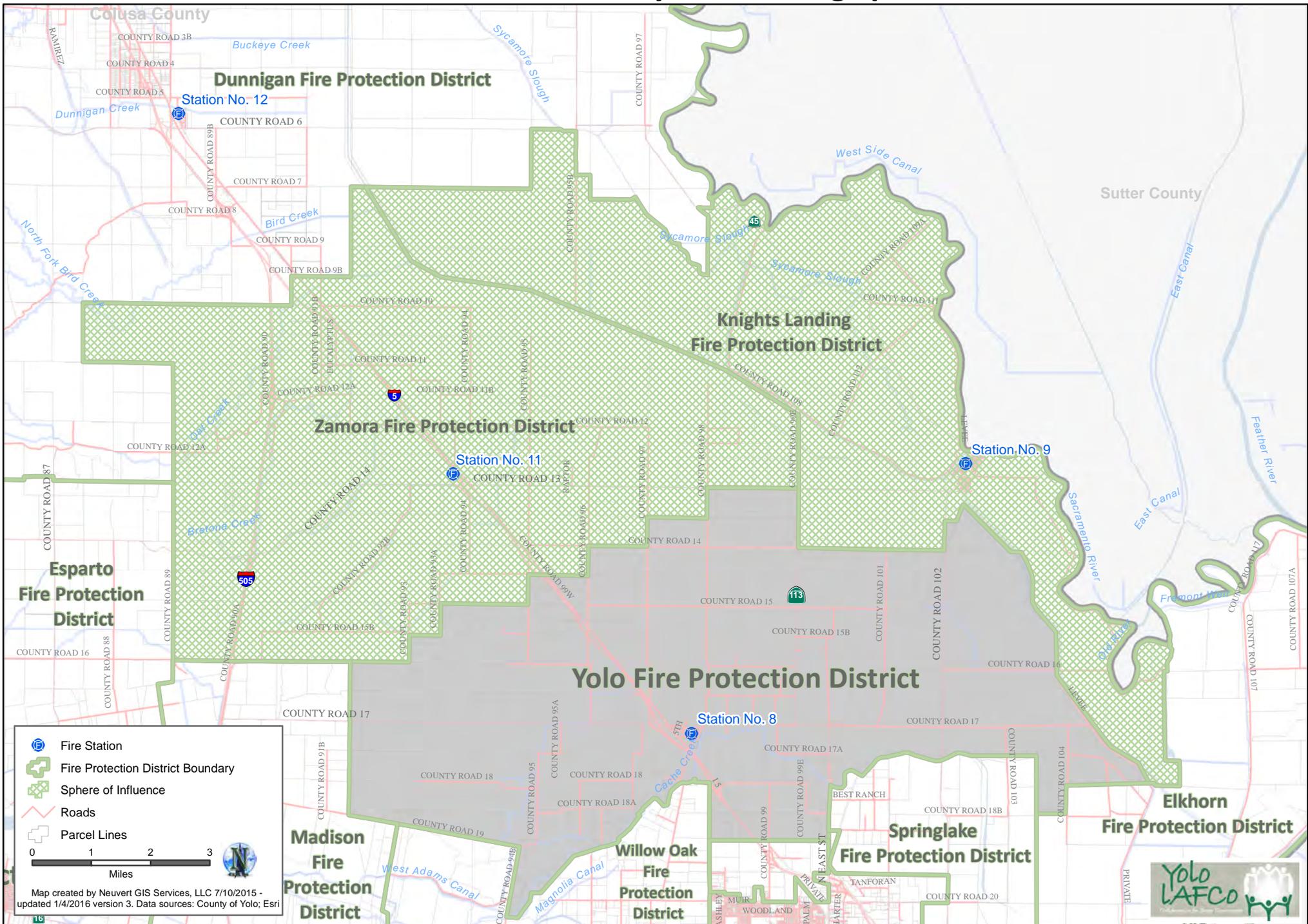
Winters Fire Protection District Boundary and Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

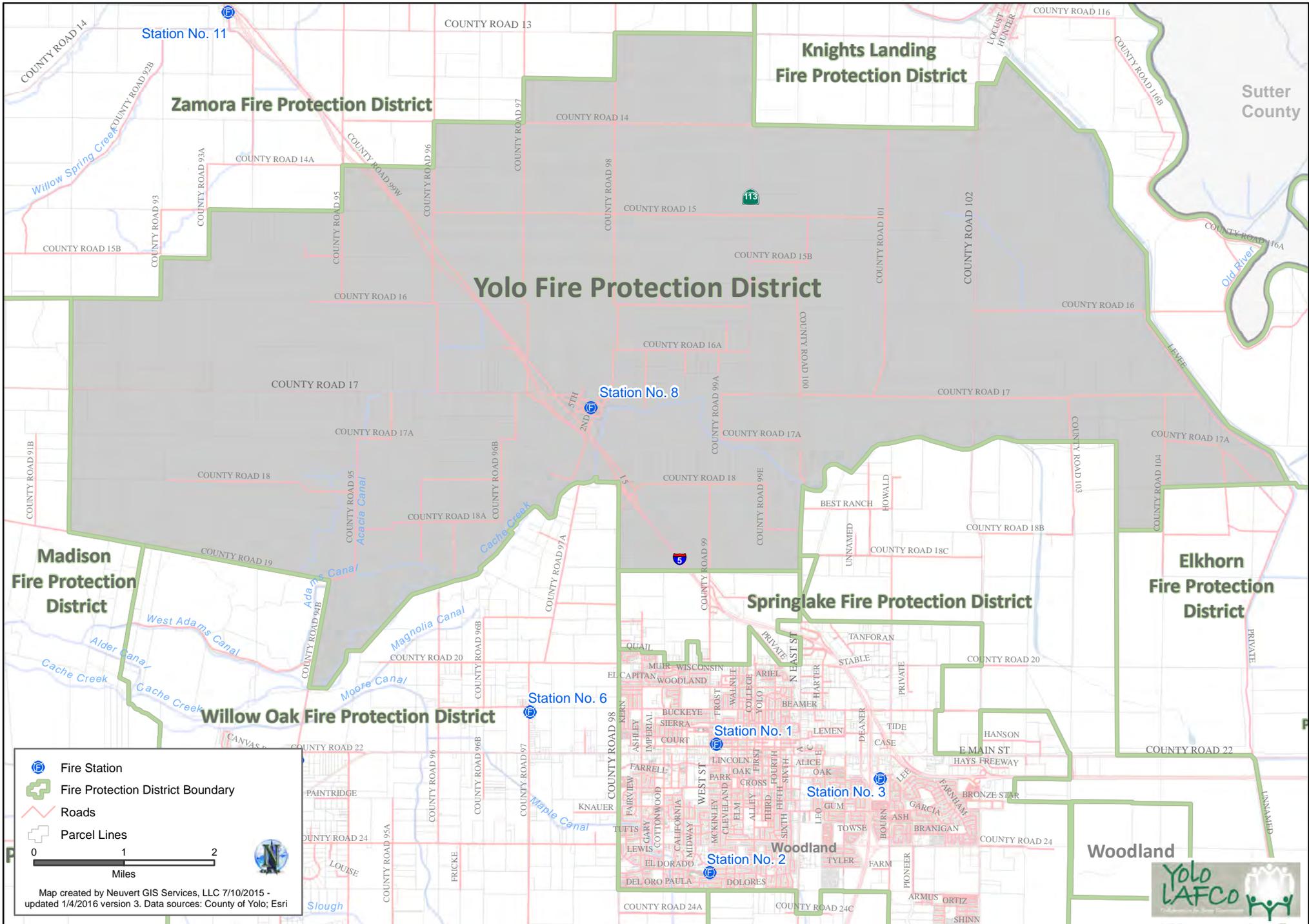
Adopted by Yolo LAFCo

Yolo Fire Protection District Boundary and Existing Sphere of Influence



Adopted by Yolo LAFCo

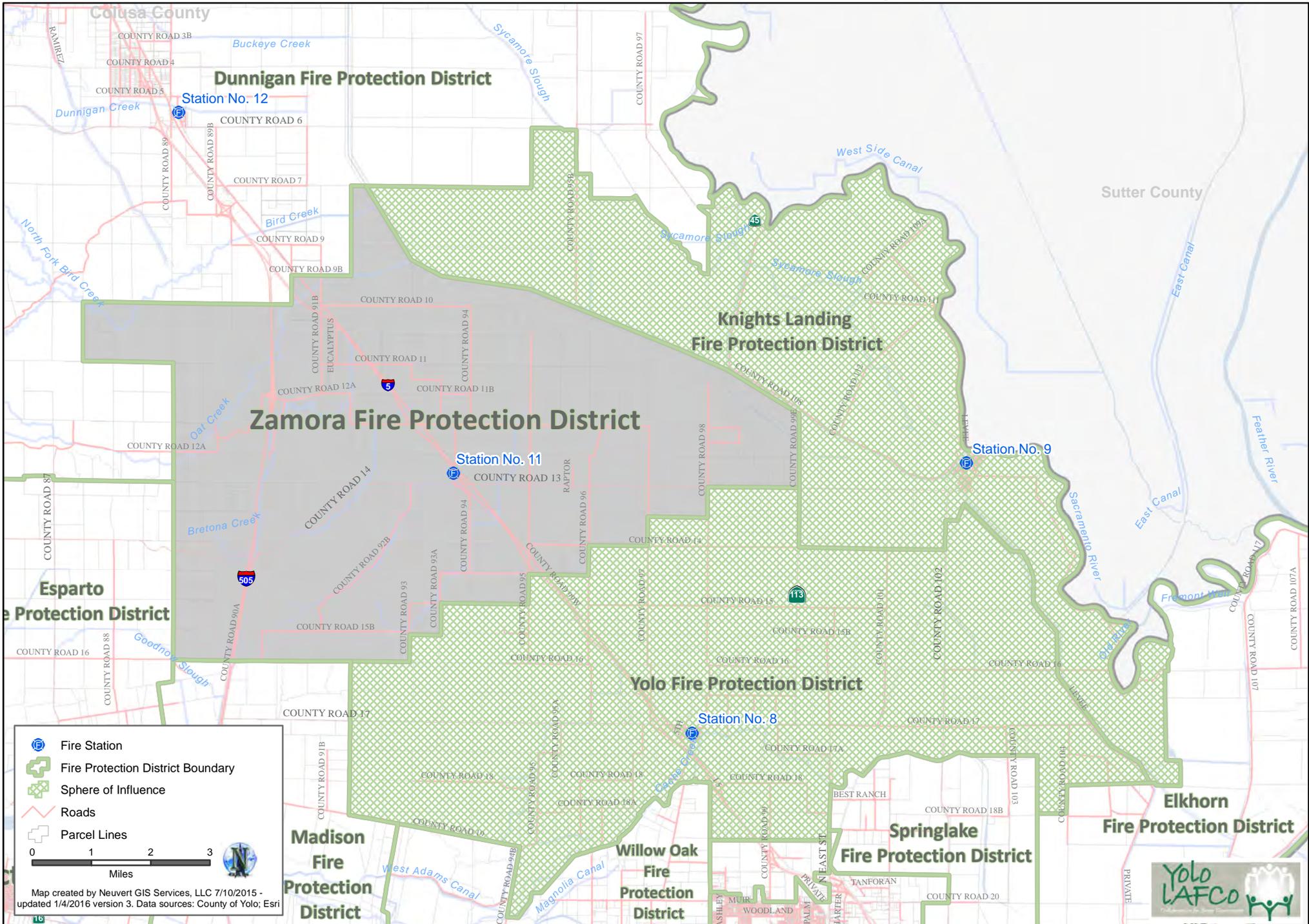
Yolo Fire Protection District Boundary and Proposed Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

Adopted by Yolo LAFCo

Zamora Fire Protection District Boundary and Existing Sphere of Influence



Legend

- Fire Station
- Fire Protection District Boundary
- Sphere of Influence
- Roads
- Parcel Lines

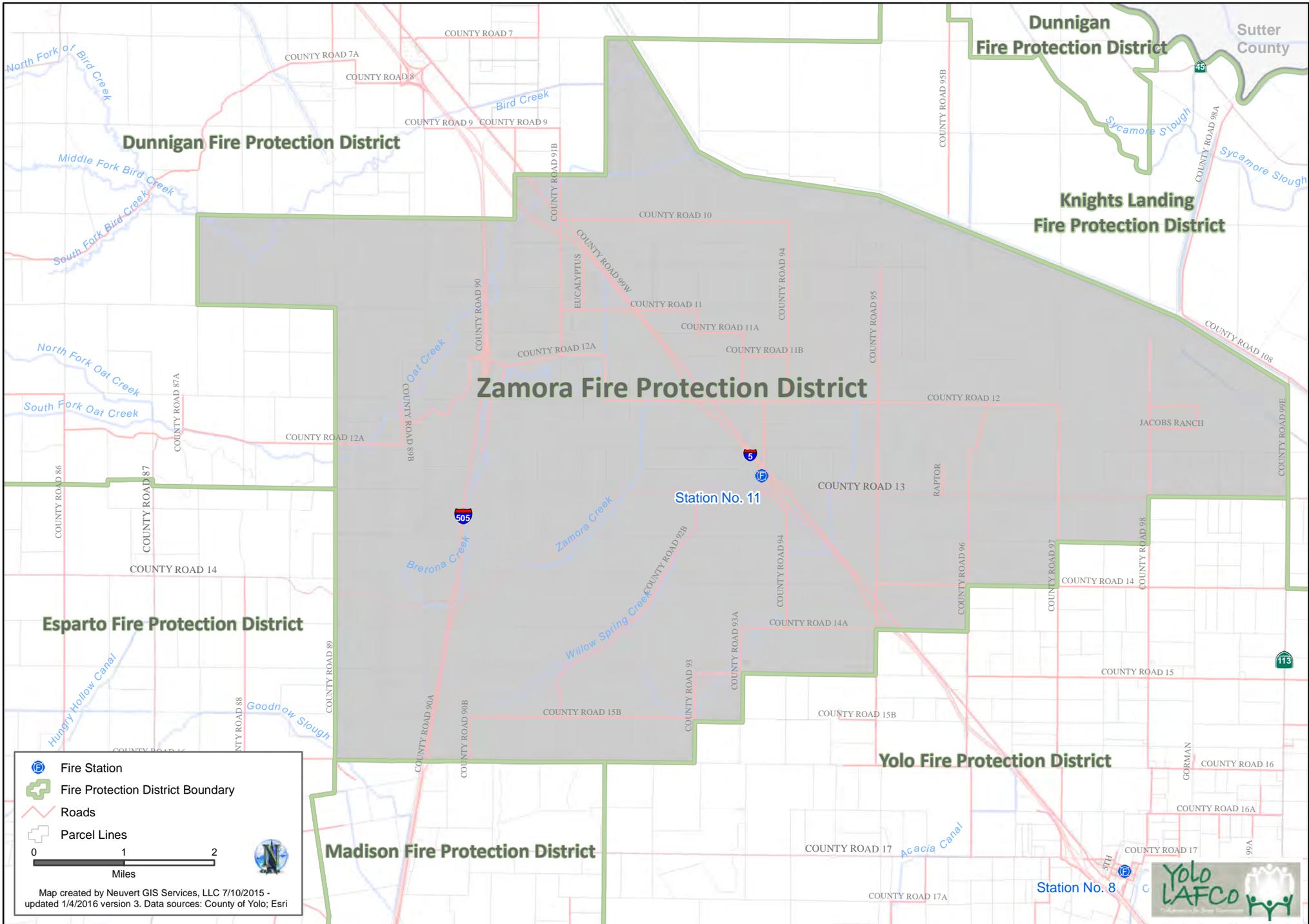
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Miles

Map created by Neuvort GIS Services, LLC 7/10/2015 - updated 1/4/2016 version 3. Data sources: County of Yolo; Esri



Adopted by Yolo LAFCO

Zamora Fire Protection District Boundary and Proposed Sphere of Influence*



* Note: Sphere of Influence is coterminous with boundary

Adopted by Yolo LAFCo

Fire Station
 Fire Protection District Boundary
 Roads
 Parcel Lines

0 1 2
 Miles

Map created by Neuvort GIS Services, LLC 7/10/2015 -
 updated 1/4/2016 version 3. Data sources: County of Yolo; Esri



COMMISSIONERS

Sherri Still
Anita Tatum- Chairman
Bob Becker
Neil Busch
Tim Hornbuckle



FIRE CHIEF
Michael Urlaub
SECRETARY
Sherrill Jenkins

DUNNIGAN FIRE PROTECTION DISTRICT
P.O. BOX 213
DUNNIGAN, CA 95937
(530) 724-3515

April 14, 2016

Christine Crawford, Executive Officer
LAFCo

Dear Christine,

We appreciate the dedication and effort provided by your team to complete the Draft Municipal Service Review and Sphere of Influence Study. The Dunnigan Fire Protection District Board of Commissioners would like to provide a response to the draft report relating to information included for the Dunning Fire Protection District.

Our financial outlook as dynamically changed in the recent couple of years, as can be seen on Table 43 (pg 66), where in Fiscal Year (FY) 12-13 revenue sources rise significantly, and in FY 14-15 our E/R Ratio was actually at 79.22%. Starting in FY 13-14, our financial trend started to reversed and has improved every year, where for FY 15-16 we are expecting approximately \$200,000 in unspent cash remaining at the end of the operating year. We feel the projected trends throughout the report does not reflect this reversal of our financial indicators.

Starting in FY 12-13 the District began participation on California State Strike Teams. The first two years of the program required significant financial outlay to start the program, but we have since obtained significant gains in reducing our E/R as can be seen in Table 43 starting in FY14-15. In addition, we have entered into agreement with Fire Recovery to bill for emergency calls, and we are nearing the completion of establishing our first Community Facilities District, which will provide assessment revenue as our community grows. The report's projections do not take into account these new revenue streams, and therefore are materially incorrect with the projected fiscal health for our district.

In addition, we will be using strike team revenue to pay off our capital lease in our FY 16-17 budget, thereby reducing our annual operating expenses by approximately \$32,000. Our operating budget, excluding strike team funding, will be almost 100% funded by our stable revenue sources, property tax revenues, with excess strike team revenues going to equipment reserves to be used for apparatus replacement in the near future.

With the significant revenue increases and the pending reduction to operating expenses, we feel we have already met and addressed Finding #23, 36, 37; and Recommendations #7. However, because the 4 year trends and projection include two years of fiscally tough times, the projected trends do not reflect the true financial future of our district.

Respectfully yours,



Anita Tatum, Chairperson
Dunnigan Fire Protection District Board of Fire Commissioners



Michael Urlaub, Fire Chief
Dunnigan Fire Protection District

From: [Terri Tuck](#)
To: [Christine Crawford](#)
Subject: FW: Public Review Draft MSR/SOI for the 15 Yolo County Rural Unincorporated FPDs
Date: Wednesday, April 13, 2016 7:01:23 AM
Attachments: [image001.png](#)

FYI-No comment from the Springlake FPD.

Terri Tuck | Commission Clerk
t 530.666.8048



From: Elle Murphy [mailto:Elle.Murphy@cityofwoodland.org]
Sent: Tuesday, April 12, 2016 3:22 PM
To: Terri Tuck
Cc: Jeran Ulrich
Subject: RE: Public Review Draft MSR/SOI for the 15 Yolo County Rural Unincorporated FPDs

Hello Terri

The Springlake Fire Protection District Governing Board met today and discussed the draft MSR and SOI update. The Board has no comments for the 04/28/16 public hearing.

Thank you,
Elle

Elle Murphy, Sr Management Analyst
City of Woodland - Public Safety
1000 Lincoln Avenue
Woodland, CA 95695
Phone 530.661.7832
Fax 530.662.5781
elle.murphy@cityofwoodland.org

From: Terri Tuck [mailto:Terri.Tuck@yolocounty.org] **On Behalf Of** R-CAO LAFCO
Sent: Friday, March 18, 2016 9:46 AM
To: Terri Tuck <Terri.Tuck@yolocounty.org>
Subject: Public Review Draft MSR/SOI for the 15 Yolo County Rural Unincorporated FPDs

Fire Protection District Board Members and Staff – LAFCo has released the attached Draft Municipal Service Review (MSR) and Sphere of Influence (SOI) Update for the 15 rural unincorporated Fire Protection Districts prepared by Citygate Associates. The attached report discusses the services provided by the Capay, Clarksburg, Dunnigan, East Davis, Elkhorn, Esparto, Knights Landing, Madison, No Man's Land, Springlake, West Plainfield, Winters, Willow Oak, Yolo and Zamora Fire Protections Districts (FPDs).

The draft study is now being circulated for public review and the LAFCo Commission will hold a Public Hearing on Thursday, April 28, 2016, at 9:00am in the County Board Chambers to consider the draft report. To be included in the staff report, please submit any

written comments on the draft study by Friday, April 15, 2016. Comments received after that date will still be considered, but may need to be included in a supplemental packet to the Commission.

There were several fire protection district board members without email addresses. One hard copy will be sent to each district's address of record. This document can also be viewed and downloaded from the LAFCo website at www.yololafco.org. The public hearing notice is also attached, which provides more details on the process and timeline for submitting comments.

Sincerely,

Terri

Terri Tuck | Commission Clerk

Local Agency Formation Commission of Yolo County

625 Court Street, Suite 203 | Woodland CA 95695

t 530.666.8048

terri.tuck@yolocounty.org | www.yololafco.org



From: [Christine Crawford](#)
To: [Ed Short](#)
Subject: RE: Fire Study--Local FD fire services--Public Comment phase--Fire Prevention element?
Date: Wednesday, April 20, 2016 4:41:23 PM

Hi Ed,

I'm afraid it's too late to get it included in this MSR. I'm sorry if I dropped the ball, but I really had the clear impression from the August 20, 2015 meeting that this issue had been resolved to your satisfaction. That said, I'm happy to help in the spirit of shared services outside of the LAFCo MSR process. Lately, I've seen some of the chiefs around going to/from these recent meetings with the County but as you know I have not been included. Let me know if there's a value to LAFCo joining in next time.

Thanks,
Christine

Christine M. Crawford, AICP
Executive Officer

(530) 666-8048 Office
(916) 798-4618 Mobile



From: Ed Short
Sent: Friday, April 15, 2016 11:24 AM
To: Christine Crawford
Subject: RE: Fire Study--Local FD fire services--Public Comment phase--Fire Prevention element?
Importance: High

The FD's collect their own impact fees and plan review fees. It's different for every FD how they process fire prevention plan review and fees. The County does not provide the site reviews and other fire prevention services as required by law. Winter FD for instance contract out independently with Dixon, Woodland/Davis contract out with two of the 15 FD—shared service contracts, Esparto does it all. The others are in dependent FD's that are all over the map as far as providing fire prevention services on who is responsible (i.e. SFM or local part time Fire Chief's or County), qualified, record keeping, annual inspections T19 requirements, who has authority to be fire Marshal, financially able, performance—turnaround times and accountability—tracking and approval process for permits, etc. for life safety prevention. This is the main issue for a one-stop shop concept to be successful for the permitting/fire prevention side. Is too late to get this included? It's a big issue for the County and local FD to resolve. Thanks.

Ed Short, P.E., C.B.O., C.F.M.
Chief Building Official/Flood Administrator
Development Services Division
Planning and Public Works Department

292 W. Beamer Street
Woodland, California 95695
(530) 666-8803
(530) 953-6690

From: Ed Short
Sent: Friday, April 15, 2016 8:07 AM
To: Christine Crawford
Subject: RE: Fire Study--Local FD fire services--Public Comment phase--Fire Prevention element?

Call me. Fire services have two components. Fire fighting and fire prevention. No mention of fire prevention services by the FD.

Ed

Sent from my Samsung Galaxy S@4

----- Original message -----

From: Christine Crawford
Date: 04/14/2016 4:38 PM (GMT-08:00)
To: Ed Short
Subject: RE: Fire Study--Local FD fire services--Public Comment phase--Fire Prevention element?

Hi Ed,

I'm somewhat confused by your email because the MSR most certainly does talk about fire services, history, contracts, sustainability, budgets and governance for the FPDs. When you reference processing and fees, I'm thinking maybe you're talking specifically about the County's fire plan check process?

I know we had talked about including the County's fire plan check process in LAFCo's MSR several years ago, but in the meeting on August 20, 2015 regarding fire shared services you were clear that your plan check issues had been resolved with your new contracted service provider. So my take away from that meeting was that these issues had been resolved and no longer needed to be worked out in LAFCo's study.

If I'm missing something, please let me know.

Thanks,
Christine

Christine M. Crawford, AICP
Executive Officer

(530) 666-8048 Office
(916) 798-4618 Mobile



From: Ed Short

Sent: Monday, April 11, 2016 9:09 AM

To: Christine Crawford

Subject: Fire Study--Local FD fire services--Public Comment phase--Fire Prevention element?

Importance: High

Christine, I reviewed the public review draft study and I noticed it did not address anything about fire prevention services relative to performance, history, contracts, sustainability, process, fees, budget and governance. Was there a reason why this was not addressed or included, as we discussed, in the LAFCO meeting we had with the Chiefs and during the RFP preparation meetings? Please clarify. Thanks.

Ed Short, P.E., C.B.O., C.F.M.

Chief Building Official/Flood Administrator

Development Services Division

Planning and Public Works Department

292 W. Beamer Street

Woodland, California 95695

(530) 666-8803

(530) 953-6690



LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Consider and adopt the proposed LAFCo budget for fiscal year 2016/17 and set May 26, 2016 as the public hearing date to approve the final budget

RECOMMENDED ACTION

1. Receive staff presentation on the draft budget for fiscal year 2016/17.
2. Open the public hearing for public comments on the item.
3. Close the public hearing.
4. Consider the information presented in the staff report and during the public hearing, direct staff to make any changes deemed appropriate, and adopt the draft budget.
5. Set May 26, 2016 as the public hearing to consider approving the final LAFCo budget for fiscal year 2016/17.

FISCAL IMPACT

The attached LAFCo budget includes proposed revenues and expenditures for LAFCo for the 2016/17 fiscal year (FY). This proposed budget maintains adequate support for the Commission to meet its responsibilities under the Cortese-Knox-Hertzberg (CKH) Act and the shared services priorities for FY 16/17.

REASONS FOR RECOMMENDED ACTION

Yolo County LAFCo adopts an annual budget with notice to the four cities and Yolo County. In accordance with the CKH Act, a proposed budget must be adopted by May 1 and final budget by June 15 of each year. Following approval of the final budget and no later than July 1, the auditor requests payment from each agency. In order to meet these time lines, the final budget is scheduled to be adopted at the May 26, 2016 LAFCo Commission meeting and invoices will go out thereafter.

In accordance with the CKH Act, the cities and County split the cost of LAFCo funding 50/50. A formula for the split of the cities' share is outlined in Government Code Section 56381 (b)(1); which would be in proportion to a city's tax revenue or an alternative method approved by a majority of the cities. Beginning in FY 2007-08, the cities developed an alternative formula to apportion their 50% of LAFCo funding by averaging a city's general tax revenue (less grant monies) and population.

A more detailed table describing the formula is attached for review (this agenda software program does not handle tables well). In summary, the breakdown of agency apportionment of the LAFCo budget is as follows:

| | |
|-------------------------|--------|
| City of Davis | 16.82% |
| City of West Sacramento | 16.21% |
| City of Winters | 1.53% |
| City of Woodland | 15.44% |
| County of Yolo | 50.00% |

BACKGROUND

Overall, the draft budget for FY 16/17 is increasing slightly from \$495,812 to \$501,529 (a net increase of \$5,717 or 1.2%). Although the overall budget has a nominal increase, agency costs will actually go down slightly because there is \$135,130 of uncommitted or "extra" fund balance from FY 14/15 that can be used to offset agency costs.

Revenues

The FY 16/17 expected revenues include anticipated income from other agencies and interest. Staff has not assumed any fee revenue for this year because it tends to be minimal and uncertain. The following lists the draft budget cost for each agency and expected decrease amount from the previous fiscal year.

City of Davis \$61,375 (decrease of \$357)
City of West Sacramento \$59,140 (decrease of \$344)
City of Winters \$5,579 (decrease of \$33)
City of Woodland \$56,352 (decrease of \$328)
County of Yolo \$182,450 (decrease of \$1,061)

Following Commission direction on the draft budget at the April meeting, staff will send the proposed budget to the city/county managers for review and comment. Staff will report on all feedback received during the final budget hearing on May 26, 2016.

Expenditures

Salaries and Benefits

Overall, the total salary and benefits is projected to increase 8.7% from the current year's adjusted budget. This is due to:

- Cost increases for employee CALPERS and retiree health benefits.
- A projected 2% cost of living (COLA) increase for each employee.
- A projected 5% step increase for the Management Analyst (subject to Executive Officer approval).

Services and Supplies

Overall, LAFCo related expenditures in services and supplies are projected to decrease by 19.6% in the next fiscal year. We have three Municipal Service Reviews (MSRs) in the work plan for FY 16/17, but all of them will be completed "in house" and will not require substantial consultant costs (just minor GIS and graphics support). The Commission decision to not complete a new MSR for the City of Winters saved approximately \$40,000 in costs. However, we have added shared services related professional services costs associated with hiring a grants specialist to research funding opportunities and develop a grant funding strategy for the shared services program, consistent with the direction at the Shared Services Workshop and the FY 16/17 Work Plan.

Attachments

[ATT A-Draft LAFCo FY16/17 Budget](#)

[ATT B-Draft Apportionment for FY16/17 Budget](#)

Form Review

Inbox

Christine Crawford (Originator)
Form Started By: Christine Crawford
Final Approval Date: 04/20/2016

Reviewed By

Christine Crawford

Date

04/20/2016 10:04 AM
Started On: 04/19/2016 04:41 PM

| Account # | Account Name | FY 15/16 Revenue Budgeted | FY 16/17 Proposed Revenue | Net Change | Agency Apportionment FY 16/17 |
|---------------------|--|---------------------------|---------------------------|-----------------|---|
| REVENUES | | | | | |
| 400700 | INVESTMENT EARNINGS-POOL | \$ 1,500 | \$ 1,500 | \$ - | |
| 402010 | OTHER GOVT AGENCY-COUNTY | \$ 183,511 | \$ 182,450 | \$ (1,061) | 50.00% |
| 402030 | OTHER GOVT AGENCY-WEST SACRAMENTO | \$ 59,484 | \$ 59,140 | \$ (344) | 16.21% |
| 402040 | OTHER GOVT AGENCY-WOODLAND | \$ 56,680 | \$ 56,352 | \$ (328) | 15.44% |
| 402050 | OTHER GOVT AGENCY-WINTERS | \$ 5,612 | \$ 5,579 | \$ (33) | 1.53% |
| 402060 | OTHER GOVT AGENCY-DAVIS | \$ 61,735 | \$ 61,378 | \$ (357) | 16.82% |
| 403460 | OTH CHRG FR SVC-LAFCO FEES | \$ - | \$ - | \$ - | |
| 404190 | OTHER SALES - TAXABLE | | | | |
| | UNUSED FUND BALANCE FROM PREVIOUS FY | \$ 124,424 | \$ 135,130 | \$ 10,706 | |
| | | | | | \$ 364,899.47 |
| | TOTAL AGENCY COST | \$ 367,022 | \$ 364,899 | \$ (2,123) | |
| | TOTAL OTHER SOURCES | \$ 125,924 | \$ 136,630 | \$ 10,706 | |
| | TOTAL FINANCING SOURCES | \$ 492,946 | \$ 501,529 | \$ 8,583 | |
| FUND BALANCE | | | | | |
| | CURRENT FUND BALANCE | \$ 260,543 | | | Fund balance at the close of FY 14/15 |
| | COMMITTED OPEB LIABILITY | \$ (50,188) | | | |
| | ASSIGNED - CAPITAL ASSET REPLACEMENT | \$ (3,600) | | | |
| 300600 | FD BAL-ASSIGNED | \$ (71,625) | | | Contingency 15% held in fund balance |
| | TOTAL TO REMAIN IN FUND BALANCE | \$ 125,413 | | | |
| | "EXTRA" FUND BALANCE TO OFFSET COSTS | \$ 135,130 | | | Extra fund balance applied to offset agency costs |

| Account # | Account Name | FY 2015/16 Budget | FY 16/17 Proposed Budget | Net Change | Explanation of Change |
|------------------------------|--|-------------------|--------------------------|--------------------|--|
| SALARIES AND BENEFITS | | | | | |
| 500100 | REGULAR EMPLOYEES | \$ 205,020 | \$ 223,195 | \$ 18,175 | |
| 500110 | EXTRA HELP | | | \$ - | |
| 500120 | OVERTIME | | | \$ - | |
| 500310 | RETIREMENT (CALPERS) | \$ 44,774 | \$ 51,030 | \$ 6,256 | |
| 500320 | OASDI | \$ 14,182 | \$ 15,914 | \$ 1,732 | |
| 500330 | FICA/MEDICARE TAX | \$ 3,566 | \$ 4,032 | \$ 466 | |
| 500360 | OPEB - RETIREE HEALTH INSURANCE | \$ 14,351 | \$ 17,908 | \$ 3,557 | |
| 500380 | UNEMPLOYMENT INSURANCE | \$ 850 | \$ 850 | \$ - | |
| 500390 | WORKERS' COMPENSATION INSURANCE | \$ 1,500 | \$ 1,500 | \$ - | |
| 500400 | OTHER EMPLOYEE BENEFITS | \$ 61,362 | \$ 61,362 | \$ - | |
| | TOTAL SALARY & BENEFITS | \$ 345,605 | \$ 375,790 | \$ 30,185 | |
| SERVICES AND SUPPLIES | | | | | |
| 501020 | COMMUNICATIONS | \$ 2,500 | \$ 2,500 | \$ - | |
| 501030 | FOOD | \$ 350 | \$ 350 | \$ - | |
| 501051 | INSURANCE-PUBLIC LIABILITY | \$ 500 | \$ 500 | \$ - | |
| 501070 | MAINTENANCE-EQUIPMENT | \$ 750 | \$ 750 | \$ - | |
| 501090 | MEMBERSHIPS | \$ 3,100 | \$ 3,250 | \$ 150 | |
| 501100 | MISCELLANEOUS EXPENSE | \$ 250 | \$ 250 | \$ - | |
| 501110 | OFFICE EXPENSE | \$ 750 | \$ 1,250 | \$ 500 | |
| 501111 | OFFICE EXP-POSTAGE | \$ 500 | \$ 500 | \$ - | |
| 501112 | OFFICE EXP-PRINTING | \$ 1,000 | \$ 1,000 | \$ - | |
| 501125 | IT SERVICES-DPT SYS MAINT (Dept System Maint.) | \$ 1,146 | \$ 150 | \$ (996) | |
| 501126 | IT SERVICES-ERP (Enterprise/Resource/Planning) | \$ 2,777 | \$ 2,684 | \$ (93) | |
| 501127 | IT SERVICES-CONNECTIVITY | \$ 2,751 | \$ 2,842 | \$ 91 | |
| 501151 | PROF & SPEC SVC-AUDITG & ACCTG | \$ 20,000 | \$ 5,000 | \$ (15,000) | Building reserve for audits on 3 year intervals. |
| 501152 | PROF & SPEC SVC-INFO TECH SVC | \$ 400 | \$ 400 | \$ - | |
| 501156 | PROF & SPEC SVC-LEGAL SVC | \$ 5,000 | \$ 10,000 | \$ 5,000 | Increased legal costs for JPA Consolidation. |
| 501165 | PROF & SPEC SVC-OTHER | \$ 55,000 | \$ 5,000 | \$ (50,000) | MSRs "in house" this FY w/ minimal graphics/GIS support. |
| | PROF & SPEC SVC-OTHER (Shared Services (SSP)) | \$ 10,000 | \$ 45,000 | \$ 35,000 | Grants specialist for shared services funding strategy. |
| 501169 | BOARD MEETING STIPENDS | | TBD | | |
| 501180 | PUBLICATIONS AND LEGAL NOTICES | \$ 1,500 | \$ 2,000 | \$ 500 | |
| 501190 | RENTS AND LEASES - EQUIPMENT | \$ 1,500 | \$ 1,500 | \$ - | |
| 501192 | RENTS & LEASES-RECRDS STRGE (Archives) | \$ 483 | \$ 738 | \$ 255 | |
| 501205 | TRAINING | \$ 12,000 | \$ 3,200 | \$ (8,800) | |
| 501250 | TRANSPORTATION AND TRAVEL | \$ 2,000 | \$ 10,800 | \$ 8,800 | |
| 502201 | PAYMENTS TO OTH GOV INSTITUTN | \$ 1,000 | \$ 1,000 | \$ - | |
| | TOTAL SERVICES & SUPPLIES | \$ 125,257 | \$ 100,664 | \$ (24,593) | |
| OTHER FINANCING USES | | | | | |
| 503110 | TRANSFERS OUT-EQUIP PRE FUND (Computers) | \$ 1,200 | \$ 1,200 | \$ - | Set aside to upgrade 3 computers every 4 yrs |
| 503300 | APPROP FOR CONTINGENCY | \$ 23,750 | \$ 23,875 | \$ 125 | 20% - 5% Appropriated/15% in Fund Balance |
| | TOTAL APPROPRIATIONS | \$ 495,812 | \$ 501,529 | \$ 5,717 | |

Item 9-Attachment B

| Agency | General Revenue | % of General Revenue | City Population DOF 2015 | % of Total City Pop | Average % of Revenue and Population | Apportionment |
|-----------------|-----------------|----------------------|--------------------------|---------------------|-------------------------------------|---------------|
| Davis | \$ 43,754,902 | 31% | 66,757 | 37% | 33.64% | 16.82% |
| West Sacramento | \$ 52,349,259 | 37% | 51,272 | 28% | 32.41% | 16.21% |
| Winters | \$ 3,285,335 | 2% | 6,954 | 4% | 3.06% | 1.53% |
| Woodland | \$ 43,111,385 | 30% | 57,525 | 32% | 30.89% | 15.44% |
| Yolo County | | | | | | 50.00% |
| Total | \$ 142,500,881 | | 182,508 | 100% | 100% | 100.00% |



Regular 10.

LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Consider and adopt an update to the Yolo LAFCo Shared Services Strategic Plan to add new FY 16/17 priorities from the workshop to its list of shared service areas and remove other miscellaneous items that are no longer applicable

RECOMMENDED ACTION

Consider and adopt an update to the Yolo LAFCo Shared Services Strategic Plan to add new FY 16/17 priorities from the workshop to its list of shared service areas and remove other miscellaneous items that are no longer applicable.

FISCAL IMPACT

Advancing the priorities developed at the Shared Services Workshop in February will involve significant staff time as well as outside professional services that has been considered and included in the proposed FY 2016/17 Budget presented for Commission approval.

REASONS FOR RECOMMENDED ACTION

In accordance with the Shared Services Strategic Plan adopted in December 2012 and last updated in April 2015, the ultimate authority and direction regarding LAFCo shared services activities rests with the Commission.

BACKGROUND

At the March 24, 2016 LAFCo meeting, the Commission adopted the annual work plan for FY 2016/17 which included the new shared services priorities from the February workshop. Part of the Commission's direction was for staff to prepare an update to the Shared Services Strategic Plan to reflect these new priorities. Staff has prepared the proposed update to the Strategic Plan (attached) for Commission consideration accordingly. Staff intentionally kept text changes to a minimum, primarily deleting references to older initiatives that are no longer current. The array of shared services illustration on page 4 has been updated to include the new priorities from the February workshop.

Attachments

[Draft Shared Services Strategic Plan](#)

Form Review

Inbox

Christine Crawford
Form Started By: Sarah Kirchgessner
Final Approval Date: 04/20/2016

Reviewed By

Christine Crawford

Date

04/19/2016 04:36 PM
Started On: 04/11/2016 02:30 PM



**Yolo Local Agency Formation Commission
Shared Services Strategic Plan December 2012
(Updated June 2013, and April 2015, and April 2016)**

This Shared Services Strategic Plan was adopted by the Yolo LAFCo Commission on December 3, 2012. The Commission directed that this Plan be periodically reviewed and updated as needed or at least every two years.

Shared Services Vision

Yolo LAFCo is a valued, county-wide regional agency, aggressively promoting efficient high-quality government services through collaboration and sharing of resources as illustrated in the attached radial diagram.

Shared Services Values

1. Yolo LAFCo has been requested to lead Shared Services by Yolo County and the four cities and will continue to develop shared service improvements with this collective support.
2. A “culture of collaboration” is key to fostering the trust required for shared services to be successful. It is worthwhile for LAFCo to invest its resources in fostering collaboration among our partner agencies.
3. Shared Services is a voluntary effort. LAFCo recognizes that each agency will determine what level of commitment and implementation is appropriate for them.
4. Staff will consult and collaborate with the executive managers of other agencies on shared service issues while ultimate authority and direction regarding LAFCo activities will come from the Commission.
5. LAFCo will assist other agencies in “teeing-up” shared service opportunities; however detailed implementation must be handed off to individual agencies. LAFCo can best assist agencies by keeping its eye on the big picture by analyzing new opportunities without getting over-involved in detailed implementation.
6. LAFCo participation in the review of oversight issues of joint powers agencies is needed in order to maintain quality performance and public trust.
7. LAFCo will utilize its existing tools and processes to evaluate new opportunities for shared services and improved government efficiencies such as the municipal service review (MSR).
8. LAFCo will proactively exercise its statutory mission and authority to initiate agency consolidations and/or dissolutions where appropriate and understands that such change will bring adaptive challenges that must be delicately handled.
9. Effective government service delivery will involve partnerships with agencies at numerous levels: the Sacramento Area Council of Governments (SACOG), school districts, UC Davis, the Yocha Dehe Wintun Nation, special districts, non-profits and potentially agencies in other counties.

Shared Services Goals and Action Items

Goal 1 - LAFCo promotes the most effective forms of government for the common good.

Action 1.1 LAFCo is proactive with its Municipal Service Review process to review an agency's financial ability to provide services and opportunities for shared services and facilities, including possible consolidation of government agencies.

Action 1.2 LAFCo will use the Municipal Service Review process to identify government efficiencies and initiate agency consolidations and/or dissolutions where necessary to "right size" public agencies.

Action 1.3 Following completion of the MSR process, staff aggressively follows up with agencies requiring status updates as necessary regarding their implementation of/compliance with LAFCo recommendations.

Goal 2 - LAFCo actively works to promote shared services that will save agencies money and allow them to either maintain services levels during difficult financial times or even improve service delivery.

Action 2.1 LAFCo evaluates new shared service areas for their potential to maintain or improve services at a reduced cost in order to determine the value of implementation.

Action 2.2 LAFCo leverages its independent status to assist agencies to provide third-party independent analysis in evaluating existing conditions and studying new shared opportunities,.

Action 2.3 Staff facilitates next steps as determined by the Commission to implement shared service opportunities.

Goal 3 – LAFCo assists the agencies in providing a framework and/or platform to facilitate shared services.

Action 3.1 – Staff creates an agreement framework(s) (JPA, MOU, contract templates, etc.) as appropriate to facilitate shared services among government agencies.

Action 3.2 – LAFCo promotes the creation of a web-based platform to foster information sharing, communication and a clearinghouse for shared services activities as needed.

Goal 4 - Yolo LAFCo fosters and promotes agency collaboration at all levels.

Action 4.1 Yolo LAFCo organizes and promotes regular Yolo Leaders forums with agenda topics/speakers that are of interest and value to elected leaders in all geographic areas of the county and at all agency levels.

Action 4.2 LAFCo promotes shared services at any and all levels, speaking at and coordinating with CALAFCO, the SACOG shared services ad hoc committee, Yolo Non-Profit Leaders, and others to coordinate and compliment each others' shared service efforts.

Goal 5 - LAFCo acts as a facilitator/convener as requested for appropriate Yolo intra-agency issues.

Action 5.1 Yolo LAFCo acts as a convener for multi-agency joint projects in a coordinating role as appropriate.

Goal 6 – LAFCo participates in the oversight of existing shared service partnerships implemented through joint powers agreements (JPAs) as needed.

Action 6.1 A draft Shared Services JPA for agency consideration will be structured to allow for consolidation and oversight of existing JPAs as deemed appropriate by the member agencies.

Action 6.2 Training should be provided to newly appointed JPA board members regarding their oversight role and responsibilities.

Goal 7 - LAFCo conducts a shared services workshop on an annual basis with representation from each city and the County to inform the following year's work plan and ensure agency engagement and participation in the selection and prioritization of LAFCo shared services activities.

Action 7.1 A workshop was held on February 26⁵, 2015⁶ and LAFCo priorities for fiscal year 2015⁶/16⁷ include (in no particular order):

- ~~Non-profit coordination~~
- JPA oversight coordination and consolidation
- Broadband
- Environmental Compliance
- Grant funding
- Other priorities, such as potentially coordinating a meeting on organic waste, if requested





Regular 11.

LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Continued item to consider an amendment to the Yolo LAFCo Administrative Policies and Procedures to amend the "Reimbursement of Commissioner Expenses" policy to provide for paying Commission meeting stipends

RECOMMENDED ACTION

Discuss the existing compensation policy and consider the following alternatives for potential action:

1. Retain the existing policy (status quo - no action) which does not pay meeting stipends;
2. Adopt the draft amendment to the Yolo LAFCo Administrative Policies and Procedures which would pay Commission meeting stipends to city and public members (not County members) through the County's payroll system; or
3. Direct staff to revise the draft amendment to the Yolo LAFCo Administrative Policies and Procedures making any desired changes and return with draft amendments for formal action at a future Commission meeting.

FISCAL IMPACT

The fiscal impacts will vary depending on the action of the Commission. As drafted by staff in the amendment below, the cost of paying stipends to city and public members for Commission meetings only would be approximately \$4,000 per year. Depending on any Commission changes including adding stipends for County members and adding stipends for other LAFCo related meeting attendance, the annual cost could be as high as \$12,400.

REASONS FOR RECOMMENDED ACTION

During the January 28, 2016 regular meeting, the Commission requested that staff explore possible commissioner stipends and bring back the item for potential action.

BACKGROUND

This item was continued for discussion from the March 24, 2016 regular LAFCo meeting. Because several regular members were not in attendance on March 24, the Commission continued the item to provide opportunity for the regular members to consider the item.

Members of the Commission have expressed interest in exploring the adoption of a new administrative policy regarding stipend payments (i.e. "per diems") associated with their participation in LAFCo Commission meetings and potentially other LAFCo related business meetings. California Government Code Section 56334 allows the Commission to authorize payment of a per diem to commission members and alternates for each day while they are in attendance at meetings of the commission. Cortese-Knox-Hertzberg allows each LAFCo to adopt local policies that further define its responsibilities, so long as those guidelines or procedures are not in conflict with State or case laws. Because payment would only be given if a commissioner attends a meeting, receiving a stipend/per diem may increase the feeling of responsibility to attend and participate.

Yolo LAFCo's current compensation policies are contained in the adopted Administrative Policies and Procedures, adopted May 2012 and revised June 26, 2014. The current compensation policy does not include a stipend/per diem for meeting attendance. The current policy (Section 5.15) states that commission members and alternates may claim reimbursement for reasonable and necessary expenses incurred in attending LAFCo sponsored or related events and in performing the duties of their office. The Executive Officer is responsible for reviewing and approving each request for Commission reimbursement. Reimbursement for meals in conjunction with attendance at conferences and workshops shall not exceed the established IRS thresholds for the County where attendance occurred (Section 5.17). Additionally, use of private automobiles to conduct LAFCo business shall be reimbursed at the current IRS allowable rate (Section 5.17).

Other LAFCo Compensation Policies

Of the 58 LAFCoS, approximately 75% (43) have adopted stipends/per diems for the commissioners (see Attachment 1). The stipend amount varies from a high of \$200 (San Bernardino LAFCo) to a low of \$20 (Kings LAFCo).

Table 1. Comparison of LAFCo Compensation Amounts

| Table 1. Comparison of LAFCo Compensation Amounts | | | | | | | | |
|---|------|---------|------|------|-------|-------|-------|-------|
| | None | \$20-49 | \$50 | \$75 | \$100 | \$150 | \$175 | \$200 |
| TOTAL | 15 | 6 | 11 | 4 | 17 | 3 | 1 | 1 |

All "urban" LAFCoS (counties with populations over 700,000) have adopted stipends. Of the 15 LAFCoS without adopted stipends, five (5) are defined as "suburban" while the rest are "rural." The most common stipend/per diem amount is \$100, followed by \$50 as the second most common amount.

County Members vs. City/Public Members

At least one LAFCo's compensation policy limits the payment stipends to public and city members, excluding the payment of a stipend to county members, who are typically paid a salary for serving on the Board of Supervisors. The draft amendment (see below) includes stipends for meeting attendance for public and city members only. The Commission may direct staff to revise the draft language if the Commission desires to provide stipend/per diem payment to all commission members.

Alternate Members

Stipend payment policies for alternate members vary by county. Some LAFCoS only pay a stipend to alternate members if they are seated in place of a regular member while some pay alternates for meeting attendance regardless if they are seated. Additionally, some LAFCoS pay alternates a slightly lower stipend than for regular members when not seated. The draft amendment below includes a \$100 stipend for meeting attendance for regular public and city members and a \$50 stipend for alternate public and city members. Alternates would receive a \$100 stipend when seated as a voting member (public and city members only). The draft amendment includes a stipend for alternates based on the idea that receiving a stipend/per diem may encourage alternates to attend meetings and keep apprised of LAFCo activities. The Commission may direct staff to revise the draft language if desired.

What Type Of "Meeting" Attendance Receives A Stipend?

The draft amendment limits stipends to attendance at regular and special LAFCo Commission meetings only. Other business meetings and training activities, such as the annual CALAFCo conference, that are not specifically identified in the policy are considered "elective" and do not result in stipends for a commissioner's time and attendance. The Commission may direct staff to revise the draft language if desired.

Other Boards

A few regional boards and commissions, including the Yolo-Solano Air Quality Management District, the Sacramento Regional County Sanitation District, and the Sacramento Area Council of Governments, also pay a \$100 per meeting stipend as well as mileage and travel reimbursement.

Draft Amendment

The draft amendment to the Administrative Policies and Procedures is detailed below. Where staff has made additions or deletions to the previously adopted text, it has been illustrated as added text and ~~deleted text~~ for clarity. The draft is based on other LAFCo's compensation policies as well as staffs' understanding of the Commission's previous discussion on these items. The Commission may direct staff to revise the draft language. If the Commission adopts a stipend policy, all commissioners have the ability to refuse the stipend if desired. Commissioners must become County employees for payroll and tax purposes. If desired, the stipend payment may be donated to the local United Way through the County's payroll system.

5.15 COMMISSIONER COMPENSATION AND REIMBURSEMENT OF COMMISSIONER EXPENSES

A. Per Diems

Regular public and city commission members shall receive a per diem of \$100 per regular and special meetings of the Yolo LAFCo Commission for preparation and attendance. Alternate public and city members shall receive an equal stipend when seated as voting members. Alternate public and city members attending regular and special meetings of the Commission but not seated as voting members shall receive a stipend of \$50. County commission members shall not receive stipends.

B. Expense Reimbursements

Commission members and alternates may claim reimbursement for reasonable and necessary expenses incurred in attending LAFCo sponsored or related events and in performing the duties of their office. The Executive Officer is responsible for reviewing and approving each request for Commission reimbursement.

Form Review

Inbox

Christine Crawford

Christine Crawford

Form Started By: Sarah Kirchgessner

Final Approval Date: 04/21/2016

Reviewed By

Christine Crawford

Christine Crawford

Date

04/19/2016 04:25 PM

04/21/2016 10:51 AM

Started On: 04/11/2016 11:49 AM

| LAFCo Commissioners' Per Diem Data | | | |
|------------------------------------|----------|---------------------------------------|---------------------------------------|
| LAFCO | Type | Regular Members | Alternate Members |
| Alameda LAFCO | Urban | \$100 | \$100 |
| Alpine LAFCO ¹ | Rural | \$50 | \$50 |
| Amador LAFCO | Rural | \$50 | \$0 |
| Butte LAFCO | Suburban | None | None |
| Calaveras LAFCO | Rural | \$40 | \$40 |
| Colusa LAFCO | Rural | \$100 | \$100 |
| Contra Costa LAFCO | Urban | \$150 | \$150 |
| Del Norte LAFCO | Rural | None | None |
| El Dorado LAFCO ² | Suburban | \$50 | \$50 |
| Fresno LAFCO | Urban | \$75 | \$75 |
| Glenn LAFCo | Rural | \$25 | None |
| Humboldt LAFCO | Suburban | \$25 | \$25 |
| Imperial LAFCO | Suburban | None | None |
| Inyo LAFCO | Rural | \$50 | \$50 |
| Kern LAFCO | Urban | \$100 | \$100 (only paid if seated) |
| Kings LAFCO | Suburban | \$20 | \$20 |
| Lake LAFCO | Rural | \$60 | \$60 |
| Lassen LAFCO | Rural | None | None |
| Los Angeles LAFCO | Urban | \$150 | \$150 |
| Madera LAFCO | Suburban | \$100 | \$100 |
| Marin LAFCO | Suburban | \$100 | \$50 |
| Mariposa LAFCO | Rural | \$0 for County/\$50 for public member | \$0 for County/\$50 for public member |
| Mendocino LAFCO | Rural | \$50 | \$50 |
| Merced LAFCO | Suburban | \$75 | \$75 |
| Modoc LAFCO | Rural | \$100 | \$100 |
| Mono LAFCO | Rural | \$25 | \$25 |
| Monterey LAFCO | Suburban | None | None |
| Napa LAFCO | Suburban | \$100 | \$100 |
| Nevada LAFCO | Suburban | \$100 | \$100 |
| Orange LAFCO | Urban | \$100 | \$100 |
| Placer LAFCO | Suburban | \$100 | \$100 |
| Plumas LAFCO | Rural | \$100 | \$100 |
| Riverside LAFCO | Urban | \$175 | \$175 (only paid if seated) |
| Sacramento LAFCO | Urban | \$100 | \$100 |
| San Benito LAFCO | Rural | None | None |
| San Bernardino LAFCO | Urban | \$200 | \$200 |
| San Diego LAFCO | Urban | \$100 | \$100 |
| San Francisco LAFCO | Urban | \$100 | \$100 |
| San Joaquin LAFCO | Suburban | \$100 | \$100 |
| San Luis Obispo LAFCO | Suburban | \$50 | \$50 |
| San Mateo LAFCO | Urban | \$100 | \$100 (only paid if seated) |
| Santa Barbara LAFCO | Suburban | \$150 | \$150 |

LAFCo Commissioners' Per Diem Data

| LAFCO | Type | Regular Members | Alternate Members |
|-------------------|----------|-----------------|-------------------|
| Santa Clara LAFCO | Urban | \$100 | \$100 |
| Santa Cruz LAFCO | Suburban | \$50 | \$50 |
| Shasta LAFCO | Suburban | None | None |
| Sierra LAFCO | Rural | None | None |
| Siskiyou LAFCO | Rural | \$30 | \$30 |
| Solano LAFCO | Suburban | \$50 | \$50 |
| Sonoma LAFCO | Suburban | \$75 | \$75 |
| Stanislaus LAFCO | Suburban | \$75 | \$75 |
| Sutter LAFCO | Rural | None | None |
| Tehema County | Rural | None | None |
| Trinity LAFCO | Rural | None | None |
| Tulare LAFCO | Suburban | None | None |
| Tuolumne LAFCO | Rural | None | None |
| Ventura LAFCO | Urban | \$50 | \$50 |
| Yolo LAFCO | Suburban | None | None |
| Yuba | Rural | None | None |

Notes

1. Chair receives \$60
2. These stipends have been suspended indefinitely due to budget situation



Regular 12.

LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Continued item to consider a request from the City of Davis to change regular LAFCo meeting times from daytime meetings to nighttime meetings

RECOMMENDED ACTION

Consider a request from the City of Davis to change regular LAFCo meeting times from daytime meetings to nighttime meetings.

FISCAL IMPACT

None. The Commission Clerk is the only LAFCo employee that is eligible for overtime pay. However, she could flex her hours during that day or pay period such that overtime costs are not incurred.

REASONS FOR RECOMMENDED ACTION

Effective at the May meeting, the City of Davis will rotate on to the LAFCo Commission as a regular member. This collegial rotation practice is not stipulated in state law but has been Commission practice ever since the City of West Sacramento incorporated in 1987.

Robb Davis, the City of Davis representative on LAFCo, has indicated that he and all the other Davis City Council members have full time employment that precludes their participation in daytime meetings. He has requested that LAFCo consider changing their meeting times to the evenings so the City can participate.

BACKGROUND

This item was continued for discussion from the March 24, 2016 LAFCo meeting. At the March meeting, City of Davis Council member and LAFCo alternate member Robb Davis spoke in support of changing the meeting time 4:00 PM or later. Council member Davis stated that City of Davis council members, who all also have full-time jobs, serve on several Boards/Commissions that hold daytime meetings, such as the Woodland-Davis Joint Water Project, the Capital Corridor JPA, the 10-Year Plan to End Homelessness, Yolo County Housing, as well as LAFCo. Council member Davis indicated that it would be much less impactful to leave work early to attend a 4:00 PM LAFCo meeting rather than leave work mid-morning for a meeting and having to return to work after the meeting, especially since many of these meetings (including LAFCo) are in Woodland. Council member Davis asked for consideration from the Commission so that the City of Davis can fully participate in LAFCo

Following Commission discussion, Commissioner Davis made a motion to change the meeting times to sometime after 4:00 PM but the motion failed. Because several regular members were not in attendance on March 24th, the Commissioners voted to continue the item to provide opportunity for regular members to consider the item.

The LAFCo Commission can set whatever meeting time it desires. The goal of setting a meeting time should be to encourage participation and engagement. Staff is sensitive to the needs of the Davis City Council members and would like them to be able to participate. However, the Commission should also consider the potential for any unintended attendance consequences from changing the meeting time in conflict with Commissioners' other evening events/commitments.

For informational purposes only, staff looked at past CALAFCO surveys of what the other 57 LAFCos in the state set for its regular meeting times. This question hasn't been asked since a 2009 survey, but at that time 25/40 LAFCos that responded held their meetings during the day, 10/40 in late afternoon/evening and 5/40 at night as follows:

- Daytime (start time 8:00 am - 3:30 pm) = 62.5%
- Evening (start time 3:30 pm - 5:30 pm) = 25.0%

- Nighttime (start time 5:30 pm - 7:00 pm) = 12.5%

The Commission should consider the request and decide if it wants to make a change to the meeting time and direct staff to amend LAFCo's Administrative Policies and Procedures accordingly. If there is a change to an evening or nighttime meeting start time, perhaps going back to Mondays might result in fewer conflicts with periodic events. Any potential change could take effect at the May meeting.

Attachments

No file(s) attached.

Form Review

| Inbox | Reviewed By | Date |
|-------------------------------------|--------------------|---------------------------------|
| Christine Crawford | Christine Crawford | 04/19/2016 04:34 PM |
| Christine Crawford | Christine Crawford | 04/20/2016 12:51 PM |
| Form Started By: Sarah Kirchgessner | | Started On: 04/11/2016 01:47 PM |
| Final Approval Date: 04/20/2016 | | |



Executive Officer Report 13.

LAFCO

Meeting Date: 04/28/2016

Information

SUBJECT

Opportunity for any Commissioner to comment on issues not listed on the agenda. No action will be taken on off-agenda items unless authorized by law.

- CALAFCO Staff Workshop Update
 - Cap to Cap Update
 - Yolo Leaders Forum Update
 - EO Activity Report - April 25 through May 20, 2016
-

Attachments

[EO Activity Report Mar18-Apr22](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 04/15/2016

Started On: 04/15/2016 09:48 AM

LAFCo EO Activity Report

March 21, 2016 through April 22, 2016

| Date | Meeting/Milestone | Comments |
|----------------|---|--|
| 03/21-03/22/16 | Spring Break | Off the Grid |
| 03/23/2016 | Shared Services – Meeting w/Tara Thronson (Deputy Supervisor), Diane Parro (City of Davis), Trish Kelly (Valley Vision) | Cap2Cap – Schedule Alignment |
| 03/23/2016 | Shared Services – Meeting w/Tressa Bader, Kirby Bernard, John Broughton, Kevin Yarris | Broadband-Frontier Communications investment plans in Yolo County |
| 03/23/2016 | Meeting w/Ken Hiatt (City of Woodland) | Woodland General Plan Update |
| 03/23/2016 | Shared Services – City of Davis Broadband Advisory Task Force Meeting | Attended |
| 03/24/2016 | Meeting w/Tim O'Halloran (YCFCWCD), Alex Tengolics (CAO) | MERCOSA dissolution and Plan for Service |
| 03/28/2016 | Meeting w/Taro Echiburu, Regina Espinoza (Dept. of Community Services) | MSR Recommendations for Davis area CSAs |
| 03/28/2016 | Shared Services – Meeting w/Nolan Sullivan (DESS) | Yolo Leaders Planning |
| 03/29-04/01/16 | CALAFCO Staff Workshop | Attended-Universal City |
| 04/05/2016 | Shared Services – City of Davis Broadband Advisory Task Force Meeting | Met with Diane Parro and Christopher Clements Re April meeting agenda. |
| 04/05/2016 | Meeting w/Supervisor Oscar Villegas | Briefing on Yolo Leaders Forum in West Sac on April 27th |
| 04/06/2016 | Shared Services – Meeting w/Tara Thronson (Deputy Supervisor) | Cap2Cap |
| 04/06/2016 | Meeting w/Supervisor Jim Provenza | MSR for El Macero and Willowbank CSAs |
| 04/06/2016 | Shared Services – Meeting w/Nolan Sullivan, Elaine Lytle (DESS) | Yolo Leaders-Families in Poverty |
| 04/07/2016 | Shared Services – Davis/County 2x2 | Attended |
| 04/09-04/13/16 | Cap to Cap – Washington, DC | Attended |
| 04/14/2016 | Call with Brendon Freeman, Napa LAFCo | Yolo's MSR Checklist Template Questions |
| 04/14/2016 | Shared Services – Conference call w/Jan Babb (HSA) | Yolo Leaders-Families in Poverty |

| Date | Meeting/Milestone | Comments |
|------------|---|---|
| 04/15/2016 | Shared Services – Meet w/City of Davis | Cap to Cap – Follow up RE: USDA Grant for Ag Hubs |
| 04/18/2016 | Meeting w/Olin Woods | LAFCo Agenda Review |
| 04/18/2016 | Meeting w/Dan Bellini (City of Woodland) and John Heilman (City of West Sac) | FPDs MSR/SOI |
| 04/19/2016 | Shared Services – Meeting w/Rob Weiner (CA Rural Housing) | Yolo Leaders – Families in Poverty |
| 04/19/2016 | Shared Services – Meeting w/Lisa Baker (Yolo County Housing) | Yolo Leaders - Families in Poverty |
| 04/19/2016 | Shared Services – Meeting w/Jesse Ortiz (YCOE) | Yolo Leaders - Families in Poverty |
| 04/21/2016 | Shared Services – Meeting w/Tracy Fauver (Yolo CASA) | Yolo Leaders - Families in Poverty |
| 04/21/2016 | Shared Services – Quarterly Countywide Broadband Strategic Plan Working Group Meeting | Attended |
| 04/21/2016 | Shared Services – Meeting with Nolan Sullivan | Yolo Leaders - Families in Poverty |