

## EXECUTIVE SUMMARY

### BACKGROUND

On February 22, 2011, the Big Bear City Community Services District Board of Directors and the Big Bear Lake Fire Protection District Fire Board authorized staff to investigate and report on a collaborative fire agency. This investigation was prompted by efforts to continue delivering a high level of service in an environment of reduced revenue and increased costs. The two fire agencies have a long history of successful cooperative efforts. Through these efforts, the fire agencies have been able to provide excellent service while containing costs. The combination of these factors creates the opportunity to explore an increased level of collaboration.

The collaborative effort focuses on a multi-phase plan. Phase I integrates management and administration. Phase II blends operations and fire suppression by the creation of a Joint Powers Agreement (JPA). Phase III establishes a stand-alone Big Bear Fire District. In each of these phases, control of fire department services remains with the local governing bodies. The main focus of this report is Phase I.

### PHASE I

Phase I consolidates and restructures administrative services currently provided separately by both departments. A single fire chief will guide administration, fire prevention, operations, and support services for both Big Bear City and Big Bear Lake. It is anticipated that this phase will encompass approximately 12 months, however the time frame could be extended. During Phase I, the focus will be on refining management and administrative personnel responsibilities; standardizing policies and procedures; implementing training procedures; and improving fire prevention operations.

Phase I has both financial and strategic benefits. Combining the administrations of the two fire agencies into one will allow for fewer people, while streamlining services and reducing costs. The strategic benefits include unified leadership and increased, valley-wide situational awareness. The larger organization would provide for the sharing of duty officer responsibilities and joint training exercises.

This phase will be entered into via a Memorandum of Understanding (MOU). One of the significant benefits of utilizing an MOU is cost savings; another is that it is relatively quick and simple. It also allows for local decisions, funding through the individual agencies, and retention

of assets by each agency. Language for separation is included in the event a member decides to terminate or dissolve the agreement. Either fire agency may withdraw as a party to the agreement without penalty.

## **PHASE II**

Phase II is the blending of operations and suppression. In current practice, Big Bear City Fire staffs eight on-duty firefighters whereas Big Bear Lake staffs five. A JPA is proposed to formally unite Big Bear Lake Fire Protection District and Big Bear City Fire Department into the new "Big Bear Fire District". Although this will be a single agency, the two governing boards would be equal partners. The formation of a JPA in Phase II provides an opportunity to unify services including finance, human resources, and risk management.

It is recommended that the JPA be used as an intermediate step toward creating a new fire protection district or the expansion of an existing fire protection district. The proposed JPA would be governed by a JPA board of directors. Directors of the JPA would be appointed from the existing respective boards of the Big Bear Lake Fire Protection District and the Big Bear City Community Services District.

There are several benefits to the consolidation of operations. The most significant benefit is depth of resources. Redistribution of emergency response personnel could greatly assist both jurisdictions in making staffing assignment decisions. A paramedic transport ambulance would be assigned and located at the Big Bear Lake fire station. This reassignment would strategically place one paramedic ambulance within the communities of Big Bear Lake, Big Bear City, and Sugarloaf.

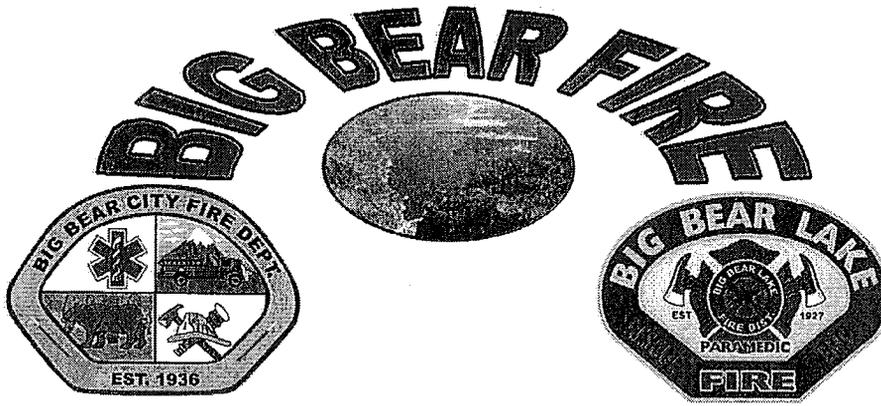
## **PHASE III**

Phase III is the establishment of an independent fire district that includes the service areas of the existing Big Bear Lake Fire Protection District and the Big Bear City Fire Department. Establishing this fire district requires the approval of the Local Area Formation Commission of San Bernardino. The intent is to develop a self-sustaining fire district that provides fire and other emergency services for the Big Bear Valley under the oversight of residents within the areas served. Phase III will be studied, with potential implementation in three to five years.

A primary benefit of an independent fire district is establishing a tax base that supports fire protection and other related emergency services. The budget for an independent fire district is primarily supported by property tax. The amount designated for fire services, along with the amount the voters are willing to pay is key for the revenues of this phase. As with any special district, an annual budget would be presented and approved by the governing body.

## **RECOMMENDATION**

Staff recommends developing a draft MOU and formulating individual department budgets incorporating shared administrative service as outlined in Phase I.



**DATE:** Meeting Date June 7, 2011

**TO:** Honorable President and Board Members of the Big Bear City CSD  
Honorable Chairperson and Board Members of the Big Bear Lake FPD

**FROM:** Rodney S. Ballard and Jeffrey A. Willis, Fire Chiefs

**SUBJECT:** **COLLABORATION AND STRATEGIC ALLIANCE BETWEEN BIG BEAR CITY COMMUNITY SERVICES DISTRICT AND BIG BEAR LAKE FIRE PROTECTION DISTRICT**

**BACKGROUND:**

On February 22, 2011, the Big Bear City Community Services District Board of Directors and the Big Bear Lake Fire Protection District Fire Board authorized staff to investigate and report on a collaborative fire agency to provide effective and efficient fire protection and all-risk emergency services. This investigation was prompted by local government efforts to continue delivering a high level of service in an environment of reduced revenue and increased costs. The two fire agencies have a long history of successful cooperative efforts. Through these efforts, the fire agencies have been able to provide excellent service while containing costs, in addition to maintaining good rapport and a high level of trust. The combination of these factors creates the opportunity to explore an increased level of collaboration.

The objective is to provide the best and most efficient service possible. "Service" is the primary mission or product provided by the fire agencies. It is the fire chiefs' belief that collaborative service will be highly beneficial to both organizations through the adoption of a common set of goals. These include:

- Common Vision
- Leadership With A Relatively Flat Organizational Structure
- Alignment Of Political Governing Bodies
- Unity Of Organizational Personnel
- Economics/Service Levels
- Maintaining Organizational Identity

During the presentation and discussion at the February meeting, the following items were identified:

- Outline Benefits Of A Local Plan For Each Agency
  - Financial
    - ✓ Define Anticipated Financial Benefit
    - ✓ No Deficit To Either Agency
  - Strategic
    - ✓ Staff Development
    - ✓ Effectively Combining Cultures
    - ✓ Phase I Transition Initiated July 2011
    - ✓ Phase II Transition Initiated July 2012
    - ✓ Additional Fire Stations To Meet Future Demand.
- Demonstrate Benefits And Pitfalls Of Having A Larger Organization
  - Coordinated Planning
- Fiscal Year 2011-12 Budgets
  - Three Separate Budgets
  - Each Agency To Prepare Stand-Alone Budgets
  - Combined Budget Implementing Local Plan
- Fire Chief Position
  - Reporting Structure
- Separation Clause
  - In Memorandum Of Understanding (MOU) During Phase I
  - Draft Operating Agreement
- Labor Groups
  - Difference In Two Groups
  - Wages
  - Benefits
  - Cost Per Employee

Other questions that were raised in the report from the February meeting included:

1. What is in the best interest to the communities we serve?
2. Can a cooperative system be more efficient?
3. Will a collaborative plan be more effective as compared to current practice?
4. Who will be in charge?
5. Will either of the political governing bodies relinquish control?
6. Where will the collaborative services be administered?
7. Can funds be kept separate?

Each of the identified items and the stated questions are discussed or clarified in this report.

The fundamental questions of "why now?" and "what is different today as compared to consolidation attempts in the past?" can be summarized with the following response: The economy and timing are the key items fueling these discussions. There are two anticipated administrative retirements, and blending the positions makes sense. Another significant motivation for these discussions is the partnership between the fire chiefs that has been fostered over the past two years.

### DISCUSSION:

Investigating a collaborative plan through strategic alliance focuses on a multi-phase effort between the Big Bear Lake and the Big Bear City fire agencies. Phase I proposes to integrate management and administration. Phase II blends operations and fire suppression by the creation of a Joint Powers Agreement (JPA). Phase III establishes a stand-alone Big Bear Fire District. In each of these phases, control of fire department services remains with the local governing bodies. While this report will provide information on all three phases, the main focus is Phase I.

#### Phase I

Phase I is a consolidation and restructuring of administrative services currently provided separately by both departments into a single leadership team and staff that serves both jurisdictions. A single fire chief with a high performing staff will guide administration, provide fire prevention, direct operations, and steer support services for both Big Bear City and Big Bear Lake. It is anticipated that this phase will encompass the first 12 months of the collaboration arrangement, but the time frame could be extended. It is possible that if the success of Phase I is mutually beneficial to both fire agencies, the governing bodies may desire to retain this arrangement without progressing into the next phase. This multi-phase approach allows for a test period with a relatively easy "out" if either jurisdiction is not pleased with the unification of administrations.

During Phase I, the focus will be on refining management and administrative personnel assignments, duties, and responsibilities; standardizing policies and procedures; implementing training procedures; refining and improving fire prevention and defensible space operations; and preparing for the implementation of Phase II.

#### Phase I Benefits

There are several benefits of a collaborative service plan that can be categorized as either financial or strategic. During these challenging economic times, both fire agencies are looking to make reductions in budgets without adversely affecting fire and emergency operations. Considering that personnel costs are both agencies' biggest expenditure, significant on-going cost savings can be achieved by reorganizing and reducing administrative positions.

The challenge of reducing administrative personnel is to continue providing support services that allow fire and emergency operations to flow smoothly. Combining the administrative staffs allows for the required processes to continue with greater efficiency. Currently, many of the administrative functions are performed by each fire agency. Integrating the two administrations into one will reduce, if not eliminate, these redundancies.

Fire administration support staff performs the following:

- Develops and administers the departments' budget, special administrative projects, performance reports and studies.
- Provides technical assistance (creating presentations, forms, handouts, spreadsheets).
- Writes, reviews, and edits staff reports, evaluations and memos.
- Provides customer service at the fire agencies' public counter and answers the business phone line.
- Provides clerical support to firefighters, captains, training and fire prevention personnel, and chief officers.
- Prepares and processes purchase orders and department payroll.
- Compiles data for accounting and statistical reports.
- Maintains department files, records and financial reports.
- For Big Bear Lake, serves as the Fire Board Secretary.

Currently both Big Bear City and Big Bear Lake have a fire chief. Each fire agency employs at least two administrative/clerical/customer service representatives. Both fire agencies employ a person responsible for fire prevention activities. There is someone responsible for the coordination of mandated and very necessary safety training at each fire agency. Combining the administrations of the two fire agencies into one will allow for fewer people. While there will be cultural and process adjustments, there are no foreseeable administrative deficits in this proposed unified administration.

An organizational chart titled Attachment A illustrates the key positions and reporting structure for this proposed administration. The projected personnel reductions and financial savings for the proposed cost share agreement are illustrated in the detailed table shown as Attachment B. Proposed job descriptions for chief officer positions are included as Attachment C.

The other benefits of this proposed unified administration are strategic. Specifically, one chief, one administration, and a shared single vision to protect and serve the Big Bear Valley. The leadership for fire and emergency operations, training, fire prevention, defensible space, and other related services would be provided by a cost shared administrative services team.

Single leadership for fire operations and other related service has significance. Currently the situational awareness of knowing the available personnel and resources is isolated to each agency. A combined command staff would have this information so that crucial decisions could be made. This may include the dynamic placement of resources during peak response activities

or in preparation for a potentially devastating event. This is also vital for day-to-day operations such as moving engine companies and other responders for training purposes.

Collaboration will allow both jurisdictions to continue providing quality fire prevention services and training with fewer personnel. The goal is to improve or maintain operational capability by delivering standardized training and consistent fire prevention education and information. Currently there are three individuals that account for the training oversight and fire prevention. In this proposal, the total personnel for these functions would be reduced from three to two.

Part of joining two fire agencies' cultures is the development of common policies and procedures. Although the two fire agencies functionally operate as one agency during an emergency response, each agency may have their own policies. The standardization of policies and procedures allows for potentially improved performance with the reduction of possible errors.

There are communities within the Big Bear Valley that are underserved with regard to emergency response times. We are lacking a strategic plan for fire station placement. The Moonridge community is an example. A fire station in this area could be advantageous for service to the residents of both fire agencies.

A larger organization would allow for greater efficiency in sharing of duty officer responsibilities, joint training exercises, and mutual promotional exam processes. Another example is the grant management for the chipping and wood shake roof replacement programs.

#### Phase I Fiscal Year Budget

For the first phase of this proposal, there will be three budgets. The first budget will be the annual administrative personnel costs. The total for fire administration staff will be shared equally between the Big Bear Lake Fire Protection District and the Big Bear City Community Services District. It is believed that the activity time for all administrative staff will be relatively equal between the two jurisdictions.

Once the administrative costs have been identified, those proposed costs will be added to each fire agencies' budget. These two budgets will be presented to their respective governing body for discussion and approval. In the event there is a difference between the two governing bodies regarding the number of administrative positions, salaries, benefits, etc., please refer to the Issue Resolution section later in this report.

With the exception of administrative personnel costs, at no time during Phase I will budgets or funds be comingled. Budgets, accounts payable, and accounts receivable will remain with the appropriate fire agency. Employment for existing employees will also remain unchanged during Phase I. Employment of new employees will be with whichever fire agency has the vacancy.

Fixed assets will be retained by the respective fire agency. Separate from this proposal process, the two fire agencies are developing an agreement for the sharing and use of fire apparatus and equipment, including defensible space chipping equipment. This agreement would continue if this proposal is adopted. The intent is not to freely use each other's equipment, but to provide for emergency use and defensible space assistance. Attachment D lists each fire agency's fire apparatus and mobile assets.

#### Phase I Fire Chief Position

Strong and effective leadership for fire protection and all-risk emergency services is one of the highest priorities for this collaboration. The fire chief will equally serve both fire agencies and report directly to each of the governing boards. The reporting structure will remain unchanged and both of the existing governing bodies retain control of their jurisdiction. This is to include the response to significant emergencies, attendance at meetings currently attended by each of the fire chiefs, and the preparation, distribution, and presentation of staff reports.

The concepts of sharing a fire chief, merging fire administrations, or consolidating fire departments are becoming common in California. There are several examples of shared resources that are proving effective. Some of these business arrangements are simple resource sharing agreements, while others are more formal JPA's.

The City of Davis and the University of California Davis are an example of two fire departments that have implemented a multi-phase approach to consolidation. Almost a year ago, the governing officials for both the city and the university approved this cost saving arrangement provided through a management service agreement. Reports from Davis are positive regarding the consolidation.

The cities of Brea and Fullerton are facing challenging economic times like so many other governmental jurisdictions. The sharing of the fire chief, division chiefs, and battalion chiefs is underway so that each city can save on expenses. Each city is retaining their own fire department, but the fire chief and management team will serve both cities.

The cities of El Cajon, La Mesa, and Lemon Grove have created a JPA for the Heartland Fire Administration. The fire chief, assistant fire chief, division chiefs, battalion chiefs, and administrative support staff are employed by this JPA. The former El Cajon Fire Chief reports to the La Mesa City Manager as the direct supervisor. The city managers for the three cities schedule meetings quarterly to address fire service related matters.

In 2008, the city of Monterey and the city of Pacific Grove consolidated their fire departments under the leadership of the Monterey Fire Chief. More recently, the Carmel Valley Fire District consolidated their fire department with these two other jurisdictions. Sharing costs to preserve service was a primary reason for the consolidation.

A collection of recent articles relating to cost sharing the fire chief position and other consolidation efforts in California is listed in Attachment E.

#### Phase I Cost Sharing and Authority Agreement

An MOU would be drafted by legal counsel from both fire agencies. Once adopted by both governing bodies, the MOU would have a mutually agreed upon start date.

The integration of management and administration through an MOU has multiple benefits. One of the more significant benefits is cost savings; another is that it is relatively quick and simple. Other benefits include:

1. An opportunity for local decisions on service delivery and local control as each agency can define its own level of operational service delivery.
2. A shared management team can be paid for through an agreed upon cost allocation.
3. A single treasury does not need to be established as fund control rests with each individual agency.
4. Each of the fire agency assets remain as real property of that agency.
5. Indemnification and hold harmless language will protect each existing agency.
6. Opportunities for operational efficiencies and the consolidation of multiple functional areas under one fire chief.
7. Language for separation is included in the event a member decides to terminate or dissolve the agreement. Either fire agency may withdraw as a party to the agreement without penalty.

#### Phase I Issue Resolution

It is proposed that an issue resolution process be identified in the event the fire chief receives conflicting direction or if other issues create a potential conflict between the two fire agencies. Should this occur, the agency that identifies the issue will notify the other agency of the potential issue. The Board President of the Community Services District and the Chairperson of the Fire District Board or their designee shall meet to resolve the issue. If the matter is significant and cannot be resolved, a mediator shall be employed to assist with the process. The steps for mediation shall be clearly identified in the consolidation MOU.

If the issue is a performance or potential discipline related matter, the employing fire agency is responsible for any investigation or action that may be taken. This is no different than action either agency would take under current practices. However, using this process, the Chairperson or President from the employing fire agency board would communicate as necessary with the President or Chairperson of the other agency board.

### Phase I Separation Clause

The chief officers for both the Big Bear Lake and the Big Bear City fire agencies are optimistic that a consolidated fire administration is beneficial and cost effective for both agencies and the entire Big Bear Valley. However, unforeseen circumstances or a disagreement may result in an impasse that makes the continued consolidation undesirable.

The multi-phase collaboration allows for a relatively simple exit strategy from this alliance for either agency. A separation clause will be included within the MOU that identifies the notification process that either agency would use if a separation were necessary. It is suggested that 60 days be the time frame from the date of notification until separation.

### Phase I Labor Groups

Phase I is the blending of two fire agency administrations into a single administration. The administrative duties and tasks for the administrative staff will be shared. The multi-functioning staff will work across agency boundaries, but the current employment remains unchanged. Thus, a current employee of the Big Bear Lake Fire Protection District will remain an employee of that agency and an employee of the Big Bear City Fire Department will remain an employee of that fire agency. A key to Phase I is that the duties and responsibilities of the administrative staffs are shared, but there is no mixing of funds.

Clerical staff members for both agencies are represented by the San Bernardino Public Employees Association for their respective agency. While there are some differences in job descriptions, slight differences in wages, and minor differences in benefits, these changes do not appear to be significant. The goal is to have uniformity in these matters for people that work side-by-side. Specific adjustments will be identified and addressed during Phase I with implementation over time through negotiation and the assistance of labor.

### Phase I Transition

The Phase I transition will be relatively simple. Since the employment of existing employees remains unchanged, the payroll process is unchanged. The purchasing processes also remain unchanged.

The budgetary items that are subject to change are the office related expenses. It is anticipated that these costs will remain unchanged, relative to current budget practices. It is believed that there will be a slight reduction in office supplies over time.

The current human resources and other administrative policies used by both fire agencies are similar. Even with some minor policy differences, they do not change organizational behavior. The goal will be to develop common policies. Operationally, this is something that has already been adopted by both fire agencies.

Merging the two fire administrations into a single administration will have some associated costs. These items are identified in the budget attachments, and include a common computer network system; reprogramming the two separate phone systems so that they act as one; updating computer software licenses; updating hard drive storage capacity for a back-up system; and developing common incident reporting software and staffing software. These one-time costs would be shared when appropriate and allocated if it were only to affect one of the fire agencies.

One goal of this consolidation is to keep the business offices of Big Bear Lake and Big Bear City open for public access. The current Big Bear City headquarters will house the administration for the emergency operations assistant chief, training, and emergency medical services, including ambulance transportation billing. The Big Bear Lake headquarters will house the administration for the fire chief, support services, special projects, grant management, and accounts payable.

A proposed facilities plan is included as Attachment F.

### Phase II

Phase II is the blending of operations and suppression. A JPA is proposed to formally unite Big Bear Lake Fire Protection District and Big Bear City Fire Department into the new "Big Bear Fire District". Although this will be a single agency, the two governing boards would be equal partners through the proposed JPA.

The majority of fire department activities and associated costs reside in fire operations, where firefighters respond to emergencies and perform the day-to-day tasks and duties of a fire agency. In current practice, Big Bear City Fire staffs eight on-duty firefighters whereas Big Bear Lake staffs five on-duty firefighters. Phase II is proposed to be the true consolidation of the two fire agencies.

Phase II is the implementation of shared fire operations personnel, standardized emergency response and non-emergency activities; full implementation of policies and procedures; and standardized training procedures. With the establishment of the JPA, all personnel will become employees of the JPA.

### Phase II Benefits of a Local Plan for Each Agency

A single consolidated fire agency has a wider vision of the fire and emergency needs of the Big Bear Valley. The formation of a JPA in Phase II provides an opportunity to unify a variety of services including finance, human resources, risk management and accounting.

### Phase II Demonstrate Benefits and Pitfalls of having a Larger Organization

There are several benefits to the consolidation of the operations workforces. The most significant benefit is the depth of resources as one agency compared to being two separate fire agencies. Although the fire chiefs and administration work closely and have begun issuing common operational policies, a consolidation would drive a single set of policies and standard operational guides.

Redistribution of emergency response personnel could greatly assist both jurisdictions by making staffing assignment decisions which allow for sufficient personnel, with the right equipment, to arrive at the right location, in the shortest amount of time. This methodology incorporates best management practices for utilizing limited resources.

A paramedic transport ambulance would be assigned and located at the Big Bear Lake fire station. This reassignment would strategically place one paramedic ambulance within the communities of Big Bear Lake, Big Bear City, and Sugarloaf.

The expected pitfalls will be transient. They would include the time to evaluate and adopt the best of two fire agencies' policies and practices and combine them into a single, yet hybrid set of guidelines and practices. Also, as management staffs are reduced, there will be more dependence upon mutual aid for command and support personnel at significant incidents.

### Phase II Fiscal Year Budget

Phase II proposes the formation of a JPA. Should the governing boards choose this option, each jurisdiction would contribute funds to the JPA. Funding levels to the JPA would be determined through a method of calculation agreeable to both jurisdictions. The JPA would be responsible for administration of the fire service delivery system.

### Phase II Fire Chief Position

The Fire Chief position in Phase II would report to the appointed JPA Board of Directors.

### Phase II Cost Sharing and Authority Agreement

It is recommended that the creation of a JPA be used as an intermediate step toward creating a new fire protection district or the expansion of an existing fire protection district.

The proposed JPA would be governed by a JPA board of directors. Directors of the JPA would be appointed from the existing respective boards of the Big Bear Lake Fire Protection District and the Big Bear City Community Services District.

Through the JPA, funding from the Big Bear Lake Fire Protection District and Big Bear City Community District will be used to support and manage all fire department services for both jurisdictions.

#### Phase II Resolution

There is no change to issue resolution in Phase II as compared to Phase I.

#### Phase II Separation Clause

The separation process for Phase II will be more detailed than the Phase I process. One of the benefits of a multi-phase implementation plan is to identify and resolve potential issues in Phase I before a more formal organization is approved. If a JPA is formed and employees are hired under the JPA, the separation process will require a longer notification time frame. The actual process will be included in the JPA proposal.

#### Phase II Labor Groups

Cooperation and input from the labor groups will be encouraged and necessary to discussions regarding the future of the fire service delivery system in Big Bear Valley. There are few differences in the policies, wages, and benefits of the administrative staff. However, the differences between the two agencies' fire fighters is more pronounced. Fortunately, the same union, the International Association of Fire Fighters, Local 935, as the San Bernardino Professional Firefighters Association, represents both of the fire fighter work forces.

Attachment G is a table that shows a comparison of the MOUs currently in place for each of the fire agencies and their fire fighter workforce.

#### Phase II Proposed Organizational Chart

There is no change to the organizational chart in Phase II as compared to Phase I. While it is not expected that the number of on-duty operational personnel will change significantly from current staffing practices, staff will work with labor on prospective adjustments for improved coverage.

#### Phase II Transition

The transition from Phase I to Phase II will require staff time and the support of labor. The duration of Phase I is proposed as one year. The plan is to appoint an administrative committee to identify and develop the implementation of administrative related items and appoint an operations committee for the identification and implementation of operations related items. It is probable that the operations committee may have a number to sub-committees to assist in guiding the merger of the workforces.

### Phase III

Phase III is the establishment of an independent fire district that includes the service areas of the existing Big Bear Lake Fire Protection District and the Big Bear City Fire Department. Establishing this fire district will require the approval of the Local Area Formation Commission (LAFCO) of San Bernardino. The intent is to develop a self-sustaining fire district that provides fire and other emergency services for the Big Bear Valley under the oversight of residents within the valley. Phase III will be studied, with potential implementation in three to five years.

A newly formed fire district would have an independent governing board with elected representation from throughout the service area. A feasible alternative and potential cost saving measure is to expand the existing Big Bear Lake Fire Protection District with the seated governing board appointing the initial board members. Future governing board members would be elected from the expanded service area.

A primary benefit of an independent fire district is establishing a tax base that supports fire protection and other related emergency services. The benefits of a self-sustaining tax base, the local oversight, and the wider vision of a Big Bear Valley Fire District have merit for Phase III.

### Phase III Fiscal Year Budget

The budget for an independent fire district is primarily supported by property tax. The amount designated for fire services, along with the amount the voters are willing to pay is key for the revenues of this phase. As with any special district, an annual budget would be presented and approved by the governing body.

### Phase III Fire Chief Position

The Fire Chief position in Phase III would report directly to the governing board for the expanded or newly formed fire district.

### Phase III Cost Sharing and Authority Agreement

The establishment of an independent fire district will require the approval of the LAFCO of San Bernardino and the approval of the voters if additional tax subsidies are necessary. While Phase III may never be implemented, it is an option for consideration.

### Phase III Labor Groups

The employees of the JPA fire agency would become the employees of the independent fire district. The wages and benefits would be negotiated no differently in Phase III than in Phase II.

### Phase III Transition

The transition from Phase II to Phase III is more administrative than operational. The details of this transition will be identified during Phase II.

### **CONCLUSION:**

Collaboration of services between the Big Bear Lake Fire Protection District and the Big Bear City Fire Department offers choices for the governing body of each fire agency. The multi-phase plan allows for a trial merger in Phase I that creates a high performing administrative staff. The second phase allows for a more formal consolidation with a vibrant operation team and local control. Phase III is a plan to establish a self-sustaining fire district that serves the Big Bear Valley with oversight by the people of Big Bear Valley.

### **FISCAL IMPACT:**

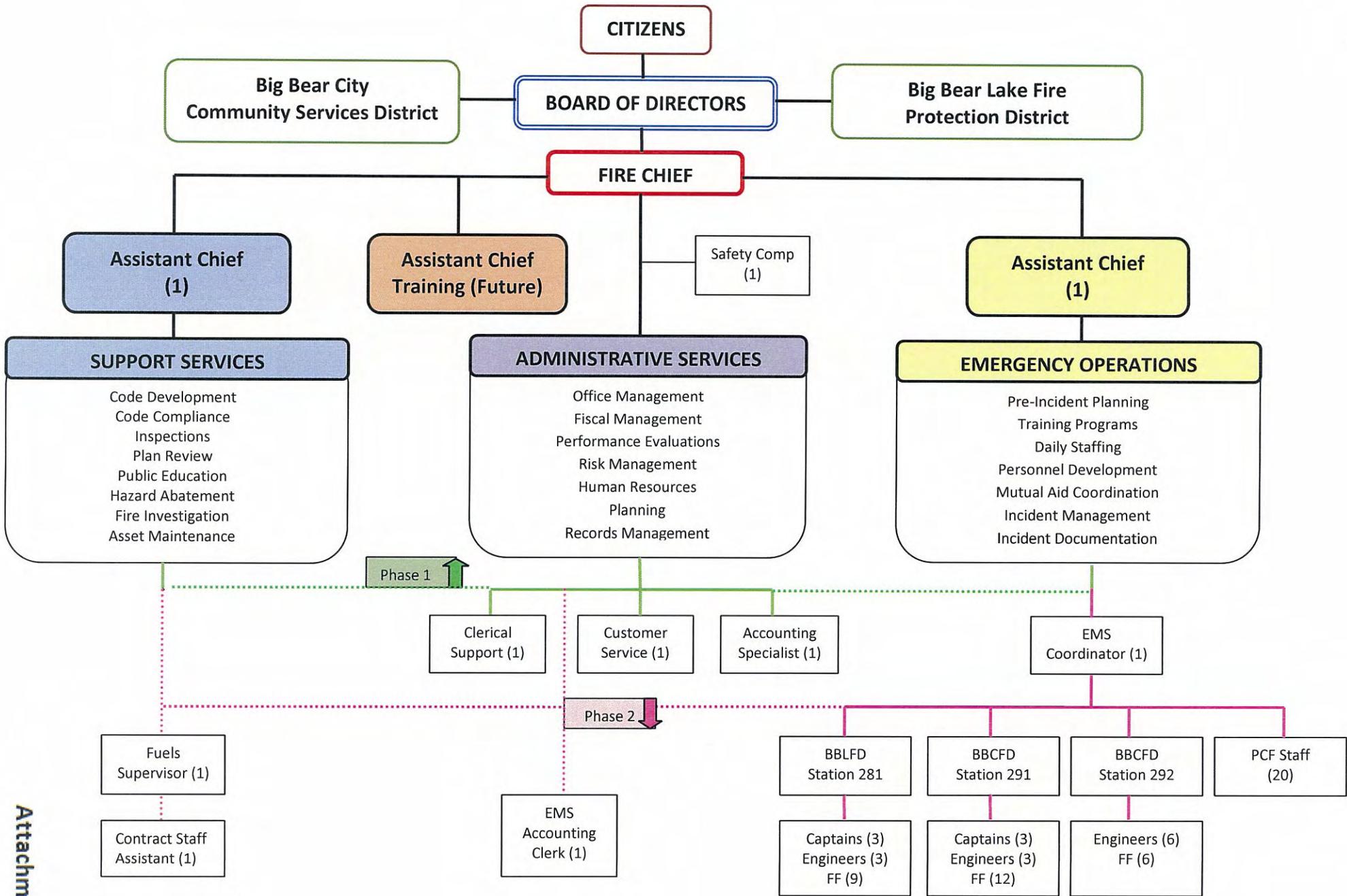
None at this time.

### **RECOMMENDATION:**

Staff recommends that the Big Bear Lake Fire Protection District Fire Board and the Big Bear City Community Services District Board of Directors direct staff to:

- Develop a draft MOU to allow the sharing of administrative positions for consideration as outlined in Phase I.
- Develop individual department budgets incorporating cost savings achieved through shared administrative service for consideration as outlined in Phase I.

### **DISCUSSION AND POSSIBLE ACTION:**



Financial			
Administration	BBLFD	BBCFD	Consolidation
Fire Chief	0.5	1	1
Assistant Chief	1	0	2
Fire Inspector	0	1	0
Training Captain	0	1 (1)	0
Administrative Clerical	1.5	2 (2)	3
<b>Total Number of Positions</b>	<b>3</b>	<b>5</b>	<b>6</b>
Salary	\$299,850	\$468,217	\$531,936
Benefits	\$227,200	\$259,089	\$411,630
<b>Administrative Cost Totals</b>	<b>\$527,050</b>	<b>\$727,306</b>	<b>\$970,261</b>
Consolidated Cost Share Total	\$485,130	\$485,130	\$485,130 (50%)
<b>Annual Savings Per Agency</b>	<b>\$41,920</b>	<b>\$242,176</b>	

- (1) Anticipated retirement position will be reassigned.  
(2) Anticipated retirement one clerical position will be vacant.

TRANSITIONAL BUDGET					
ITEM	UNITS	ONE- TIME COST	ANNUAL	BBCFD	BBLFD
eLan	4	\$0	\$26,280	\$1,350	\$840
Outlook Software	8	\$2,800	\$0	\$0	\$2,800
Hard Drives	7	\$1,000	\$0	\$0	\$1,000
Firehouse Reporting Software	6	\$3,600	\$3,600	\$1,800	\$1,800
Tele-Staff Personnel Scheduling Software	1	\$17,000	\$3,000	\$10,000	\$10,000
<b>Totals</b>		<b>\$24,400</b>	<b>\$32,900</b>	<b>\$13,020</b>	<b>\$16,310</b>



## BIG BEAR FIRE DEPARTMENT Job Description



### Emergency Operations (Assistant Chief)

**FLSA CATEGORY:** Exempt-Administrative  
**CONFIDENTIAL:** Yes  
**REPORTS TO:** Fire Chief  
**APPROVED BY:** Board of Directors  
**APPROVED DATE:**

#### SUMMARY

Receives general direction, to perform responsible management, administrative and technical duties in commanding and coordinating emergency incidents including fire suppression, rescue, emergency medical services, and hazardous materials response; to manage, coordinate, and supervise operations, personnel, equipment and facilities as assigned; to act as Incident Commander; to provide highly complex staff assistance to the Fire Chief and others; and performs related work as required.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES

- Participates as a member of the Fire Chief's staff; assists in the development and administration of Department goals, objectives, Administrative and Standard Operating Guidelines.
- Acts in the capacity of the Fire Chief as delegated or in his/her absence.
- Assists in establishing goals, objectives and performance measures.
- Participates in the preparation and administration of the Department budget.
- Prepares and maintains a variety of technical reports and records, including written reports, budget proposals, performance evaluations and other documents as directed.
- Reviews, corrects as necessary, and approves all incident reports and other correspondence as required.
- Administration of laws and regulations affecting department.
- Conducts meetings with Company Officers or others as necessary for the proper dissemination of information, procedural updates, changes in Department guidelines and other information from staff meetings.
- Serves on project teams as project manager or team member.
- Interprets job-related information conveyed orally and in writing.
- Communicates information orally and in writing.
- Attends drills, meetings, classes or other functions as required.
- Exercises command and supervision over personnel, equipment and Department resources; plans, prioritizes, assigns, supervises and reviews the work of subordinate

staff; performs employee evaluations; works with employees to correct deficiencies; recommends and implements disciplinary actions.

- Interviews and recommends selection of job applicants, appraises employee performance, conducts informal counseling on work issues.
- Reviews and approves time sheets; maintains records and processes time-off requests for vacations, holidays, and sick leave for assigned personnel in accordance with Jurisdictions policies and procedures, and Department guidelines.
- Ensures the oncoming shift(s) are aware of work assignments, projects, or other occurrences which may affect their tour-of-duty in any way or which require monitoring or follow-up.
- Creates an environment to encourage personnel to expand personal and professional capabilities.
- Responsible for planning, scheduling, and administering comprehensive training programs for career and paid-call firefighters.
- Enforces and holds subordinates accountable to Department Administrative and Standard Operating Guidelines and special orders.
- Coordinates mutual fire protection plans with surrounding governmental agencies.
- Continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; identifies opportunities for improvement; recommends and implements approved changes.
- Investigates and may delegate investigation of causes of fires.
- Responds to emergency and non-emergency events as required and, if warranted, assumes and maintains command until relieved by a superior officer.
- Makes technical decisions as to the best methods of extinguishing fires after observing the fire and receiving oral reports from company officers.
- Makes periodic inspections of staff and fire stations, grounds, apparatus and equipment; notes any repair needs, evidence of neglect, carelessness or improper attention to duty.
- Oversees the maintenance and repair of department vehicles, apparatus, equipment and facilities; coordinates the annual apparatus service testing; ensures equipment is maintained in a constant state of readiness for emergency operations; conducts safety inspections; selects, recommends and purchases equipment and vehicles as needed.
- Represents the Department in the community and at professional meetings as required; coordinates Department activities with other departments or divisions and with outside agencies to ensure the needs and/or goals of the Department are met.
- Participates in various professional organizations, and serves on various boards, commissions and committees; attends civic and other community organizations to explain and promote the activities and functions of the department and establish favorable public relations.
- Responds to difficult or sensitive complaints and requests for information from the public, news media and Jurisdictions staff.
- Operates motor vehicles while performing certain assigned duties.
- Performs other duties as assigned.

## **SUPERVISORY RESPONSIBILITIES**

- Manages subordinate Fire Captains who supervise a total of 50+ employees.
- Responsible for the overall direction, coordination, and evaluation of operational details.
- Carries out supervisory responsibilities in accordance with Department policies and applicable laws.
- Interviews, recommends appointments, and trains employees.
- Plans, organizes, directs and evaluates work assignments.
- Evaluates performance of subordinate personnel.
- Addresses complaints and resolves problems.

## **MINIMUM QUALIFICATION REQUIREMENTS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

- Pass a physical examination performed by the District Physician.
- Satisfactorily carry out the duties and responsibilities of this job.
- Work extended and irregular hours, weekends, and holidays.
- Establish and maintain effective working relationships with others; work independently and on project teams.
- Residency must be established and maintained within service area.

### **Knowledge of:**

- Operational characteristics, services, and activities of a comprehensive municipal fire department.
- Modern principles, practices and techniques of fire science, operations and training.
- Principles of supervision, training, and performance evaluation in a combination career/volunteer fire department.
- Department organizational expectations.
- Local geography, including the location of water mains, fire hydrants and target hazards within the Jurisdictions.
- Proper English usage, grammar, spelling and punctuation.
- Appropriate safety rules and procedures.
- Pertinent federal, state, and local laws, codes, and regulations.

### **Ability to:**

- Read, analyze, and interpret general business periodicals, professional journals,

technical procedures, or governmental regulations written in English.

- Write reports, business correspondence, and procedure manuals in English.
- Effectively present information and respond to questions from managers, clients, customers, and the general public.
- Add, subtract, multiply, and divide in various units of measure, using whole numbers, common fractions, and decimals.
- Compute rate, ratio, and percent.
- Draw and interpret bar graphs.
- Define problems, collect data, establish facts, and draw valid conclusions.
- Interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.
- Learn and adhere to applicable terms and conditions of employment including safety and health rules and regulations, Jurisdiction rules and regulations, policies and procedures.
- Make sound decisions and direct operations at an emergency scene.
- Read, understand, interpret and apply policies, procedures, rules, regulations and special ordinances and guidelines relating to all Fire Department operations.
- Define problems, collect data, establish facts and draw logically consistent conclusions.
- Plan and allocate limited resources in a cost-effective manner.
- Use computer technology and applications in the performance of daily activities including preparing reports, correspondence, technical records, and other documents and/or papers used by the Department.
- Communicate clearly and concisely, both orally and in writing, to present information to Department personnel, members of the public, and the media.

#### **EDUCATION/TRAINING/EXPERIENCE**

- Seven years of related full-time paid experience; or a Bachelor's degree from recognized four-year college or university; and/or California State Fire Marshal Chief Officer Certification and three years related full-time paid experience; or equivalent combination of education training and/or experience.
- Knowledge of computer environment including word processing, spread sheets, and database.

#### **CERTIFICATES/LICENSES/REGISTRATION**

- Possession of a valid California Class C Driver License.
- Ability to meet eligibility standards for motor vehicle insurance coverage established by the District's insurance carrier.

#### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an

employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to:

- Use wrists.
- Use hands to finger, handle, or feel.
- The employee frequently is required to stand, walk, reach with hands and arms, climb or balance, and talk or hear.
- The employee is occasionally required to sit, stoop, kneel, crouch or crawl, and taste or smell.
- The employee must occasionally lift and/or move more than 100 pounds.
- Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus through use of corrective lenses as necessary.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job:

- The employee works at elevations of 6,700+ feet and is regularly exposed to outside weather conditions involving snow and extreme cold in winter months.
- The employee is exposed to moving mechanical parts.
- The employee is required to be closely shaven to permit wearing of respiratory protection equipment.

The employee is occasionally exposed to:

- Wet and/or humid conditions.
- High, precarious places.
- Fumes or airborne particles.
- Toxic or caustic chemicals.
- Extreme heat,
- Risk of electrical shock.
- Explosives.
- Vibration.
- The noise level in the work environment is usually moderate.



## BIG BEAR FIRE DEPARTMENT Job Description



### Support Services (Assistant Chief)

**FLSA CATEGORY:** Exempt-Administrative  
**CONFIDENTIAL:** Yes  
**REPORTS TO:** Fire Chief  
**APPROVED BY:** Board of Directors  
**APPROVED DATE:**

#### SUMMARY

Receives general direction from the Fire Chief in the performance and responsible management, technical, and administrative work in commanding and coordinating fire prevention activities; exercises direct supervision over sworn and technical staff; provides highly responsible and technical staff assistance to the Fire Chief; and performs related work as required.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES

- Participates as a member of the Fire Chief's staff; assists in the development and administration of Department goals, objectives, Administrative and Standard Operating Guidelines.
- Acts in the capacity of the Fire Chief as delegated or in his/her absence.
- Responds to emergency and non-emergency events as required and, if warranted, assumes and maintains command until relieved by a superior officer.
- Makes technical decisions as to the best methods of extinguishing fires after observing the fire and receiving oral reports from company officers.
- Assists in establishing goals, objectives and performance measures.
- Participates in the administration of laws and regulations affecting department.
- Participates in the preparation and administration of the Department budget.
- Coordinates disaster planning, mitigation, and recovery within in an emergency operations center environment.
- Serves on project teams as project manager or team member.
- Attends conferences, meetings, and/or seminars as required.
- Attends drills, meetings, classes or other functions as required.
- Interprets job-related information conveyed orally and in writing.
- Communicates information orally and in writing.
- Surveys buildings, grounds, and equipment to estimate needs of department.
- Analyzes, interprets, and enforces applicable fire safety codes and standards.
- Evaluates fire prevention and fire control by keeping abreast of new means and

methods of fire prevention and fire loss reports

- Investigates and may delegate investigation of fire cause and origin.
- Inspects and may delegate inspections of buildings for fire hazards.
- Manage issuance of fire code permits and similar licenses.
- Enforces and holds subordinates accountable to Department Administrative and Standard Operating Guidelines and special orders.
- Creates an environment to encourage personnel to expand personal and professional capabilities.
- Confers with officials and community groups and conducts public relations and education campaigns to present need for changes in laws and policies and to encourage fire prevention and public safety.
- Represents the Department in the community and at professional meetings as required; coordinates Department activities with other departments or divisions and with outside agencies to ensure the needs and/or goals of the Department are met.
- Participates in various professional organizations, and serves on various boards, commissions and committees; attends civic and other community organizations to explain and promote the activities and functions of the department and establish favorable public relations.
- Responds to difficult or sensitive complaints and requests for information from the public, news media and Jurisdictions staff.
- Assists the department in coordination of volunteer community groups
- Operates motor vehicles while performing certain assigned duties.
- Performs other duties as assigned.

#### **SUPERVISORY RESPONSIBILITIES**

- Manages subordinate Fire Captains who supervise a total of 50+ employees.
- Responsible for the overall direction, coordination, and evaluation of operational details
- Carries out supervisory responsibilities in accordance with Department policies and applicable laws.
- Interviews, recommends appointments, and trains employees.
- Plans, organizes, directs and evaluates work assignments.
- Evaluates performance of subordinate personnel
- Addresses complaints and resolves problems.

#### **MINIMUM QUALIFICATION REQUIREMENTS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

- Pass a physical examination performed by the District Physician.
- Satisfactorily carry out the duties and responsibilities of this job.

- Work extended and irregular hours, weekends, and holidays.
- Establish and maintain effective working relationships with others; work independently and on project teams.
- Residency must be established and maintained within service area.

**Knowledge of:**

- Operational characteristics, services, and activities of a comprehensive municipal fire department.
- Modern principles, practices and techniques of fire science, operations and training.
- Principles of supervision, training, and performance evaluation in a combination career/volunteer fire department.
- Department organizational expectations.
- Local geography, including the location of water mains, fire hydrants and target hazards within the Jurisdictions.
- Proper English usage, grammar, spelling and punctuation.
- Appropriate safety rules and procedures.
- Pertinent federal, state, and local laws, codes, and regulations.

**Ability to:**

- Read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations written in English.
- Write reports, business correspondence, and procedure manuals in English.
- Effectively present information and respond to questions from managers, clients, customers, and the general public.
- Add, subtract, multiply, and divide in various units of measure, using whole numbers, common fractions, and decimals.
- Compute rate, ratio, and percent.
- Draw and interpret bar graphs.
- Define problems, collect data, establish facts, and draw valid conclusions.
- Interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.
- Learn and adhere to applicable terms and conditions of employment including safety and health rules and regulations, District rules and regulations, policies and procedures.
- Make sound decisions and direct operations at an emergency scene.
- Read, understand, interpret and apply policies, procedures, rules, regulations and special ordinances and guidelines relating to all Fire Department operations.
- Define problems, collect data, establish facts and draw logically consistent conclusions.
- Plan and allocate limited resources in a cost-effective manner.
- Use computer technology and applications in the performance of daily activities including preparing reports, correspondence, technical records, and other documents and/or papers used by the Department.

- Communicate clearly and concisely, both orally and in writing, to present information to Department personnel, members of the public, and the media.

#### **EDUCATION/TRAINING/EXPERIENCE**

- Seven years of related full-time paid experience; or a Bachelor's degree from recognized four-year college or university; and/or California State Fire Marshal Chief Officer Certification and three years related full-time paid experience; or equivalent combination of education training and/or experience.
- Knowledge of computer environment including word processing, spread sheets, and database.

#### **CERTIFICATES/LICENSES/REGISTRATION**

- Possession of a valid California Class C Driver License.
- Ability to meet eligibility standards for motor vehicle insurance coverage established by the District's insurance carrier.

#### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to:

- Use wrists.
- Use hands to finger, handle, or feel.
- The employee frequently is required to stand, walk, reach with hands and arms, climb or balance, and talk or hear.
- The employee is occasionally required to sit, stoop, kneel, crouch or crawl, and taste or smell.
- The employee must occasionally lift and/or move more than 100 pounds.
- Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus through use of corrective lenses as necessary.

#### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job:

- The employee works at elevations of 6,700+ feet and is regularly exposed to outside weather conditions involving snow and extreme cold in winter months.
- The employee is exposed to moving mechanical parts.
- The employee is required to be closely shaven to permit wearing of respiratory protection equipment.

The employee is occasionally exposed to:

- Wet and/or humid conditions.
- High, precarious places.
- Fumes or airborne particles.
- Toxic or caustic chemicals.
- Extreme heat,
- Risk of electrical shock.
- Explosives.
- Vibration.
- The noise level in the work environment is usually moderate.

# VEHICLE REPLACEMENT SCHEDULE

## BIG BEAR CITY FIRE DEPARTMENT

CURRENT STAND ALONE

Capital Item	Radio Designator	Year Purchased	Original Cost	Estimated Life (Years)	Replacement Fiscal Year	Estimated Replacement Cost	Annual Set Aside
KME Engine	E-291	2005	\$ 337,258.00	10	2010/11	\$ 650,000.00	\$ 65,000.00
Chevy Tahoe	CA-2921	2001	\$ 42,030.00	12	2012/13	\$ 75,000.00	\$ 6,250.00
Ambulance	MA-291C	2009	\$ 53,489.00	4	2013/14	\$ 60,000.00	\$ 15,000.00
Ford Expedition	P-2950	2004	\$ 35,184.00	12	2014/15	\$ 75,000.00	\$ 6,250.00
Chevy Ambulance	MA-291	2007	\$ 138,500.00	10	2014/15	\$ 155,000.00	\$ 15,500.00
Chevy Tahoe	CA-2900	2008	\$ 34,830.00	10	2017/18	\$ 75,000.00	\$ 7,500.00
Chevy Ambulance	MA-291A	2007	\$ 111,532.00	10	2017/18	\$ 155,000.00	\$ 15,500.00
Brush Engine	BE-291	1999	\$ 183,692.00	20	2019/20	\$ 300,000.00	\$ 15,000.00
Squad	SQ-291	2004	\$ 86,337.00	15	2019/20	\$ 100,000.00	\$ 6,667.00
Chevy Ambulance	MA-292	2010	\$ 146,670.00	10	2019/20	\$ 155,000.00	\$ 15,500.00
Dodge RAM 2500	CA-2920	2010	\$ 44,676.00	12	2020/21	\$ 45,000.00	\$ 3,750.00
Water Tender	WT-291	2007	\$ 254,502.00	25	2031/32	\$ 275,000.00	\$ 11,000.00

# VEHICLE REPLACEMENT SCHEDULE, CONT.

## BIG BEAR LAKE FIRE DEPARTMENT

CURRENT STAND ALONE

Capital Item	Radio Designator	Year Purchased	Original Cost	Estimated Life (Years)	Replacement Fiscal Year	Estimated Replacement Cost	Annual Set Aside
Seagrave Engine	E-281	1989	\$ 176,563.00	20	2009/10	\$ 350,000.00	\$ -
Dodge Pickup	U-281	2001	\$ 24,207.00	15	2016/17	\$ 42,240.00	\$ 2,816.00
Ford Explorer	CH-3100	2006	\$ 21,600.00	10	2016/17	\$ 29,030.00	\$ 2,903.00
Ford Explorer	FP-281	2006	\$ 21,600.00	10	2016/17	\$ 29,030.00	\$ 2,903.00
Ford F350	U-282	2010	\$ 48,000.00	10	2018/19	\$ 64,508.00	\$ 6,451.00
Ford Expedition	CH-3101	2010	\$ 94,000.00	8	2018/19	\$ 115,600.00	\$ 14,450.00
Ford Type IV Engine	BP-281	2010	\$ 98,000.00	10	2018/19	\$ 171,710.00	\$ 17,171.00
E-One Ladder Truck	T-281	2001	\$ 443,048.00	20	2021/22	\$ 673,000.00	\$ 33,650.00
Brush Engine	BE-281	2003	\$ 222,369.00	20	2023/24	\$ 465,750.00	\$ 23,288.00
KME Engine	E-282	2005	\$ 337,857.00	20	2025/26	\$ 480,625.00	\$ 24,031.00
Rescue	R-281	2006	\$ 283,250.00	20	2026/27	\$ 377,040.00	\$ 18,852.00
Trailer	IS-281	2009	\$ 40,000.00	20	2029/30	\$ 72,244.00	\$ 3,612.00
Water Tender	WT-281	2004	\$ 194,291.00	30	2034/35	\$ 294,900.00	\$ 9,830.00

# Consolidation of UC Davis and City of Davis Fire Departments

Effective September 1, 2010, a management service agreement has been executed with the City of Davis to embark on a pilot project for joint management of the city and campus fire departments. This joint management will also allow the two entities to better analyze a full consolidation of departments.

Service and commitment to both the campus and the city will not be affected in any way by this agreement.

The City of Davis and UC Davis are beginning the consolidation of their fire departments by sharing a team of chief officers.

The plan also calls for a shared fire dispatch center; a restructuring of administrative support functions; standardized training, policies and procedures.

Under the plan, Bill Weisgerber, Interim Fire Chief of the City of Davis Fire Department, would become interim chief of both departments, reporting jointly to UC Davis Vice Chancellor John Meyer and City Manager Bill Emlen. The city and university would contribute equally to his \$149,316 annual salary.

"The goal of this pilot consolidation is to provide the best fire services possible given available resources," said Emlen, who noted the agreement is part of a national trend to merge fire departments. "The consolidation will eliminate redundancy and duplication of effort, provide opportunities for cost savings and enhance the level of service for both campus and city."

The two-year city-university agreement took effect Sept. 1 and will be renewable for one-year terms. Under its provisions:

- In addition to the fire chief position, the two departments would share an assistant chief of administration, a training division chief, and an operations division chief.
- All other personnel would continue to be employees of their home departments, and their collective bargaining agreements would remain in effect.
- Fire calls on the Davis campus, now dispatched through a campus facility that also serves the campus Police Department, eventually would be dispatched through the city's public safety dispatch center to improve emergency dispatch and response coordination. (The Sacramento campus of UC Davis is served by the Sacramento Fire Department.)
- Ultimately, crews and equipment would be dispatched based on proximity and availability rather than by city and campus boundaries.
- The departments would implement standardized operating guidelines, training, and policies and procedures, and look at joint purchasing to save money.

**Attachment E**

# Fullerton and Brea to share fire chief

May 04, 2011|By LOU PONSI

Brea and Fullerton's city councils unanimously approved an agreement Tuesday night to share a fire chief and other high-ranking firefighters in an effort to collectively save hundreds of thousands of dollars each year.

Fullerton's Chief Wolfgang Knabe will be in charge of both departments, as Brea's interim fire chief, Marc Martin, steps down.

The merger will take place within days, Brea City Manger Tim O'Donnell said.

The cities had already started sharing three battalion chiefs, who oversee daily operations of both fire departments. The cities will now also share a chief and three division chiefs, with Fullerton paying 60 percent and Brea 40 percent for those positions.

Knabe's \$273,000 salary and benefits package will be paid equally by both cities.

Counting how the battalion chiefs are now deployed, Fullerton will save \$463,000 annually; Brea will save \$881,000. In all, seven positions from the two departments are expected to be eliminated. The savings include benefits packages and how Knabe's salary will be divided. Current vacancies in command staff positions in both cities created the opportunity for the merger.

"We are talking about \$880,000 in savings," Brea Councilman Brett Murdock said. "It's hard to look away from that. ... The boots on the ground are not going to change. ... It all makes common sense."

The City Council in each city would retain policy-making authority for its fire department. The agreement is being implemented without any layoffs or changes in salaries.

Brea Councilman Roy Moore said a portion of that savings should go toward improving the Brea Fire Department. Knabe said his priorities in Brea include doing a "needs assessment" over the first month and then involving the public in developing a five-year strategic plan.

"I truly think I can make a difference here," the chief said. "Once I get further down the process, people will be happy with the results."

"There is some cautious optimism," Brea Fire Association President Dan Gibson said about the leadership merger.

The deal is set for two years. Either city can terminate the agreement with six months' notice.

Meanwhile, officials in Fullerton have been in talks with officials in Anaheim and Orange about combining the departments to form a regional fire agency. Brea would have the option to join as well.

Brea has 42 full-time firefighters and 11 part-time apprentice firefighters who respond to 3,600 calls annually from four stations. Fullerton has 81 firefighters who respond to more than 12,000 calls annually from six stations.

**Contact the writer:** Contact the writer: [lponsi@ocregister.com](mailto:lponsi@ocregister.com) or 714-704-3730

**Attachment E**

## Three cities, one better fire department

BY UNION-TRIBUNE EDITORIAL BOARD  
MONDAY, APRIL 18, 2011 AT MIDNIGHT<

How is the alignment of three East County fire departments going, 15 months later?

One way to gauge progress is what you see or don't see. You will see \$600,000 in shared savings each year among Lemon Grove, La Mesa and El Cajon from a merging of fire management and some positions going unfilled. You will see a battalion chief on duty around the clock, not someone awakened in the middle of the night.

On any given day, you won't see the 13 top brass sitting in "their" city. They all represent Heartland Fire and Rescue now, not El Cajon or La Mesa or Lemon Grove. However, you won't see, at least until June or July, a Heartland emblem on the uniforms of the 125 line staffers. In cities with 100-year histories, some traditions die hard.

This is a hybrid form of merger so far. The three cities jointly share the cost of top fire managers based on a formula of population and service calls. Each city, however, pays for its own fire stations, trucks and the number of firefighters it chooses to employ.

The concept is one of savings from having fewer managers – one chief instead of three – the same level of boots at the ready, and greater efficiencies as one person handles a function for all. Training has been merged and purchasing is far along. Fire prevention is next on the to-do list. Policies and procedures are now standard. Variations in fire codes? Not any more.

One big challenge – salaries – is not so big. The variance in pay for any given position, said Heartland Chief Michael Scott, is just 3 percent to 5 percent. Pension differences are more significant. El Cajon and La Mesa firefighters currently qualify for 3 percent per year of service at age 50 and Lemon Grove 3 percent at 55. La Mesa and Lemon Grove employees contribute 9 percent of pay toward pension costs, El Cajon's just 2 percent.

But contracts in El Cajon and La Mesa expire in June and the city managers are aware of the opportunity and the importance of having homogenized benefits. City Council members and voters of each city will need to stand firm and not allow the bluster of labor negotiations to thwart progress on a consolidation a quarter-century in the making.

Alignment is a complex task, but it is going smoothly in the view of Chief Scott, the rank-and-file and La Mesa Councilman Dave Allan, a longtime proponent. Allan gives progress so far a grade of A.

Our region's patchwork quilt of 50-plus fire agencies is costly and makes no sense. The East County experience should be a model for others, particularly Vista, Carlsbad and Oceanside, now in the discussion stage.

**Attachment E**

# CEDAR ST News and Opinion for Pacific Grove *Times*

February 2009

## A Sixty-Day Report Card: Fire department consolidation

Two months ago, Pacific Grove went into a contract with the City of Monterey to provide fire protection for Pacific Grove. We asked Monterey Fire Chief Sam Mazza how that consolidation was going, and how Monterey's fiscal problems could potentially affect Pacific Grove's fire protection service.

Chief Mazza reassures the Pacific Grove community that there will be no reduction in fire protection due to Monterey's budget problems. "As your contract fire chief, I'm dedicated to providing the very same level of service you had before the consolidation, with no separation. We're all one community."

The City of Monterey, he said, is looking for all labor groups and employee relations groups to help them meet their deficit, but the potential of furlough, which other types of employees are facing, is not an option for the fire service. "We can't furlough fire fighters without hiring others to take their places [in order to maintain service levels] so there would be no savings there at all," he said. "There will always be three firefighters on that Pacific Grove engine, 24 hours a day, seven days a week, 365 days a year. We have a contractual obligation to provide a certain level of service," he said.

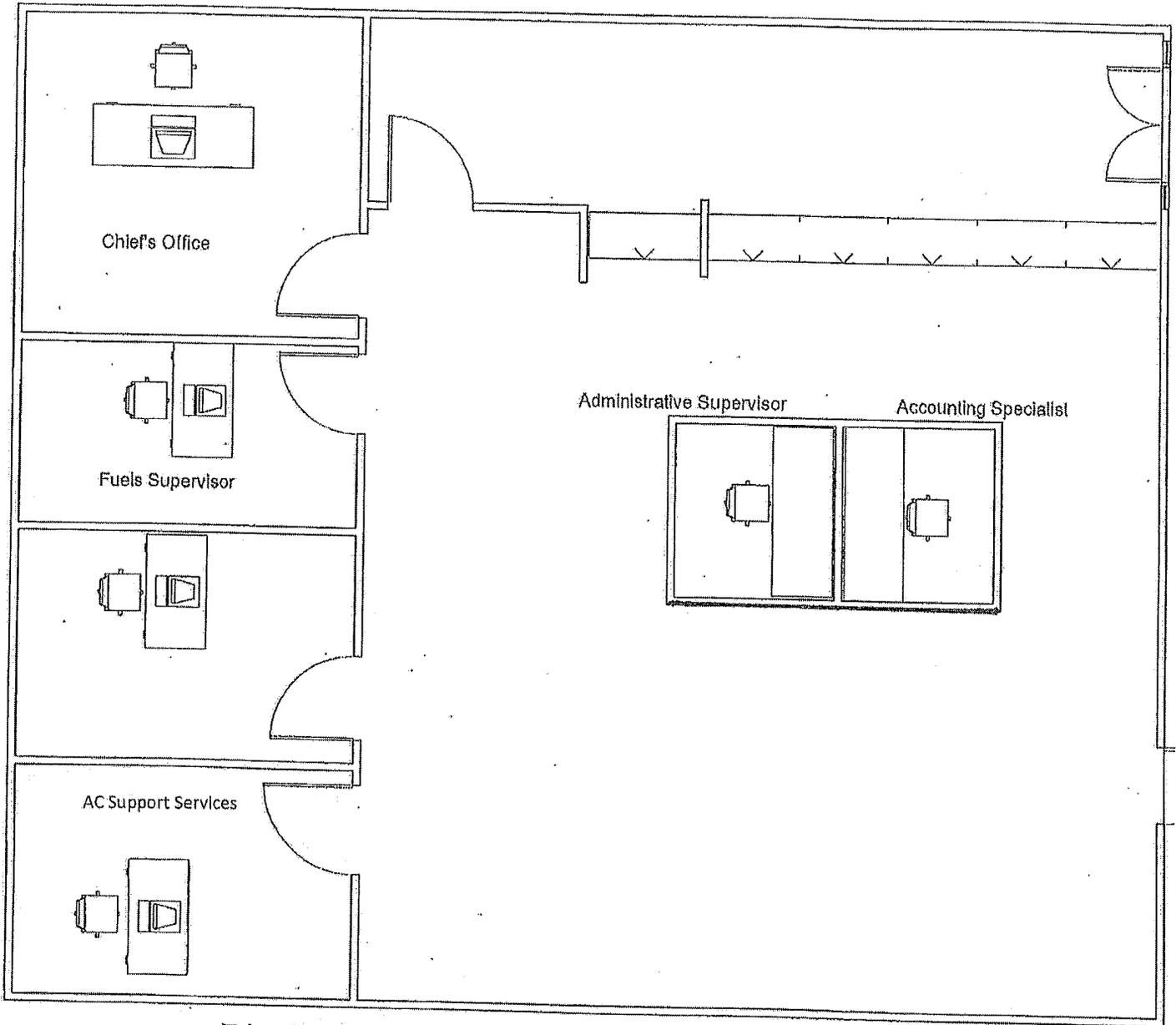
Furthermore, any savings that might be realized by alternatives for furlough days would be passed on to Pacific Grove.

Although a one-time reduction in pay is one idea, Mazza is not suggesting that firefighters do that. Negotiations with the unions continue.

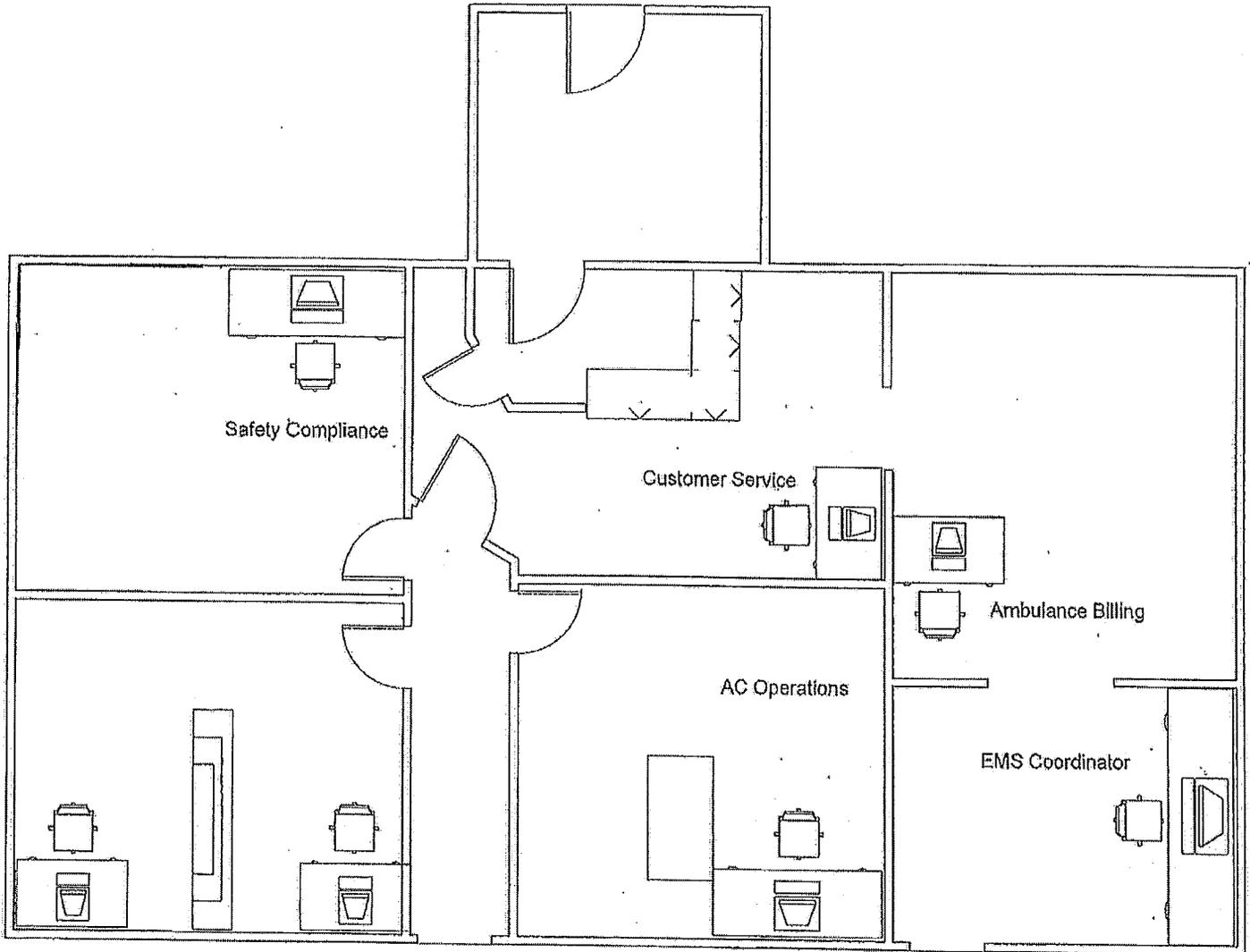
As for the 60-day report card, Chief Mazza says the consolidation is going "exceptionally well." Officials have been compiling monthly reports on response times for the fire department, and he notes that, from the time the consolidation was implemented through the end of January 2009, a six-week period, there were 152 responses by the Pacific Grove station. With a goal of five minutes or less 90 percent of the time, the fire department actually met the standard 91 percent of the time.

"So we have maintained the standard, and I have not heard anyone complain," said Mazza, noting that cross training is continuing and the firefighters are working well together.

**Attachment E**



Big Bear Lake - Administrative Headquarters



Big Bear City - Operations

MOU Comparison	Big Bear Lake FPD	Big Bear City FD
Pay Period Hours	56-Hr/WW=112	56-Hr/WW=112
Captain/Annual	\$100,841.90	\$95,445.48
Engineer/Annual	\$86,896.06	\$79,491.88
Firefighter/Annual	\$75,038.55	\$70,870.86
Paramedic Bonus	\$700	\$750
EMS Coordinator Bonus	\$275	\$0
Rescue Tech Bonus	\$0	\$0
HAZ-MAT Bonus	\$0	\$0
Longevity 5-10 Years	2.50%	\$0
Longevity 10-19 Years	3.50%	\$0
Longevity 20+ Years	5%	5%
Fitness Bonus + 1500	\$500	\$500
Fitness Bonus Improved 150	\$150	\$150
Call Back Pay	2 Hours OT Minimum	1 Hour OT Minimum
Working Out of Class	10%	13 Hours + 5%
Pay for Performance ABOVE	\$350	\$0
Pay for Performance EXCELLENT	\$700	\$0
Pay for Performance OUTSTANDING	\$1,000	\$0
Vacation Leave 1-5 Years	N/A	168 Hours
Vacation Leave 5-10 Years	N/A	216 Hours
Vacation Leave 10+ Years	N/A	312
Sick Leave	0	208
Holiday Pay	0	6 Hours/PP
Bereavement	0	96
ETO General Leave 1-5 Years	408	N/A
ETO General Leave 5-9 Years	456	N/A
ETO General Leave 10+ Years	528	N/A
<b>Total Leave</b>	<b>528</b>	<b>520</b>
COMP Time	72 Hours	144 Hours
Jury Duty	112 Hours	112 Hours
Leave BUY-OUT	192 Hours	192 Hours
Retirement Plan	3% @ 50 SBCERA	3% @ 50 PERS
Retirement Contribution	2%	9%
Deferred Comp 457K	\$50	\$0
Medical Insurance	100%	100%
Lifetime PERS Medical	No	Yes
Medical Trust Fund	N/A	N/A
Vision Insurance	100%	100%
Dental Insurance	100%	100% + 50% Orthodontics
Life Insurance	\$25,000	\$15,000
Educational Stipend	\$500	\$400
Educational Promotional	100%	100%
Educational Leave Time	50% Cover/50% Trade	100%
Per Diem	Yes	Yes
Department Vehicle	Yes	Yes
Uniform Stipend	\$300	\$500
Class A	100%	0
Station Uniform	100%	0
Station Boots	100%	100%
Wildland Boots	100%	100%
PPE	100%	100%