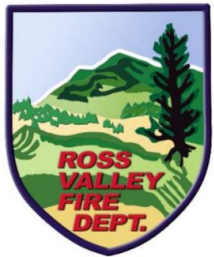
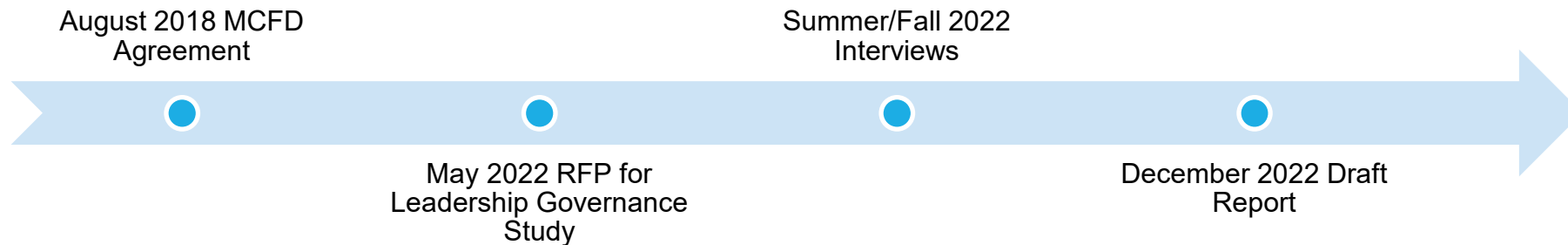


Background

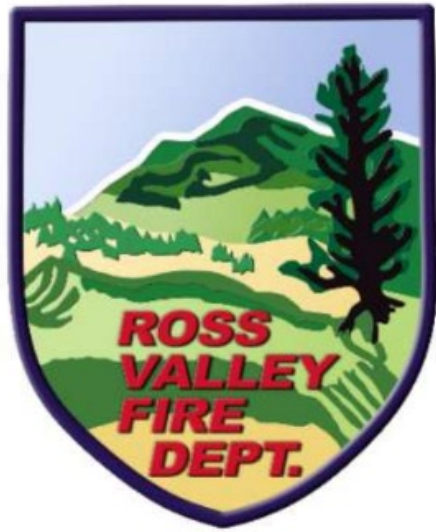
- ▶ Background and Opening comments by Town Manager Heather Abrams



Background



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

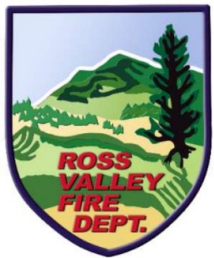


LMS

Local Motion Solutions

Ross Valley Fire Department Future Governance Leadership Project Update

Wednesday, February 15th, 2023



Two Different Decisions

Governance vs Leadership/Management

Governance

How is it funded and managed politically?

Independent District

Dependent District

Joint Powers Authority (current agencies)

Joint Powers Authority (additional agencies)

Leadership/Management

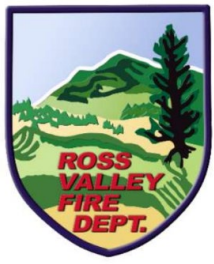
How is it managed, led, and organized?

Contract for Service

Joint Powers Agreement (shared Services)

Joint Powers Authority (additional agencies)

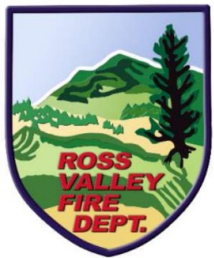
Stand Alone Fire Agency



Timeline vs Time Constraint

It should be noted that some of the options may not be implemented by the time the contract with Marin County Fire Department expires (June 30th, 2023).

This may require the Fire Board to explore short-term options as a bridge to get to the desired model.



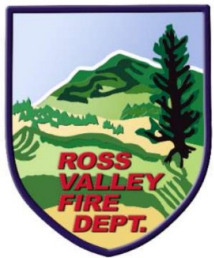
Independent or Dependent Fire District

LAFCO Process

The application to LAFCO can be a lengthy process and would likely not be concluded by the end date of the contract with the Marin County Fire Department.

If the Board were to pursue the formation of a district, a plan for a “bridge” would need to be developed.

Examples of Fire Districts: Novato, Tiburon, Southern Marin

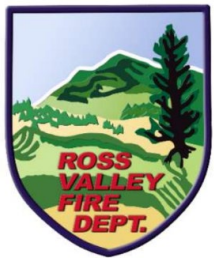


Joint Powers Agreement

Joint powers agreements are good for sharing limited services or functions between organizations, or as a bridge to get to another governance model, such as annexation, a contract for service, or a joint powers authority.

Joint powers agreements should not be used as a permanent replacement for any of those.

Examples of Joint Powers Agreements: San Rafael/Marinwood, Southern Marin/Mill Valley, Central Marin/Kentfield



Joint Powers Agreement

Pros

JPAs are flexible and easy to form.

JPAs are very good for sharing limited services or a bridge to get to a more permanent agreement.

Any government agency can participate in a JPA.

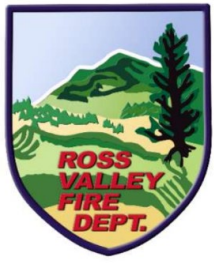
Member agencies may negotiate their levels of commitment.

It allows agencies to essentially trade services or resources.

It's up to the agencies to determine what is fair and equitable between them.

Sometimes it may also involve payment to cover an imbalance in resources put into the joint powers agreement.

JPAs may be cancelled without significant unwinding.



Joint Powers Agreement

Cons

There is not a single governing body overseeing the provision of service.

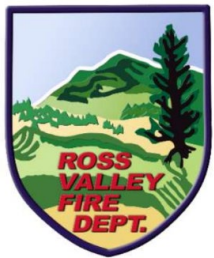
Direction often relies on a committee with limited authority or ad hoc agreements between agencies. Over time, understandings between the two agencies can drift or change.

Each agency still maintains its own budget, employees, and policies.

Because the agencies are separate, it can be difficult to focus on long-range planning and long-range capital outlay.

Because employees work for separate agencies, there may be misunderstandings about the chain of authority, priorities, allegiances, or the mission of the organization.

This can lead to difficulties with employee discipline, collective bargaining, working conditions, and benefits.

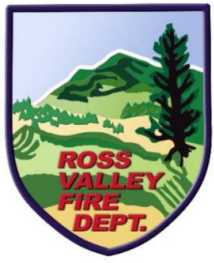


Joint Powers Authority or Agency

A joint powers agency or joint powers authority (JPA) is a new, separate government organization created by the member agencies, but is legally independent from them.

Like a joint powers agreement (in which one agency administers the terms of the agreement), a joint powers agency shares powers common to the member agencies, and those powers are outlined in the joint powers authority agreement.

Examples of Joint Powers Authorities: Ross Valley Fire, Central Marin Fire, Central Marin Police



Stand Alone Fire Agency

Ross Valley, historically has had a single Fire Chief who oversaw administration, operations, and fire prevention.

Pros

Maintains local control.

Ross Valley Fire Department would be the chief's sole focus.

Simple and maintains the status quo.

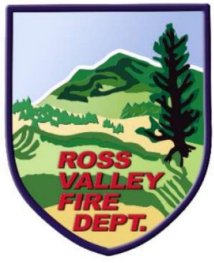
Cons

Will increase costs.

A small pool of candidates internally.

Hiring from the outside can bring unknown qualities.

Duplicates services of adjacent agencies.



Stand Alone Fire Agency

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

Fire Response

EMS/Paramedic Service

HazMat Response

Technical Rescue

Fire Prevention

Wildland Hazard Mitigation

Disaster Preparedness

Code Enforcement

Budgeting

Personnel Management

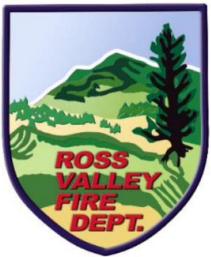
Visioning/Planning

Career Development

Mentorship

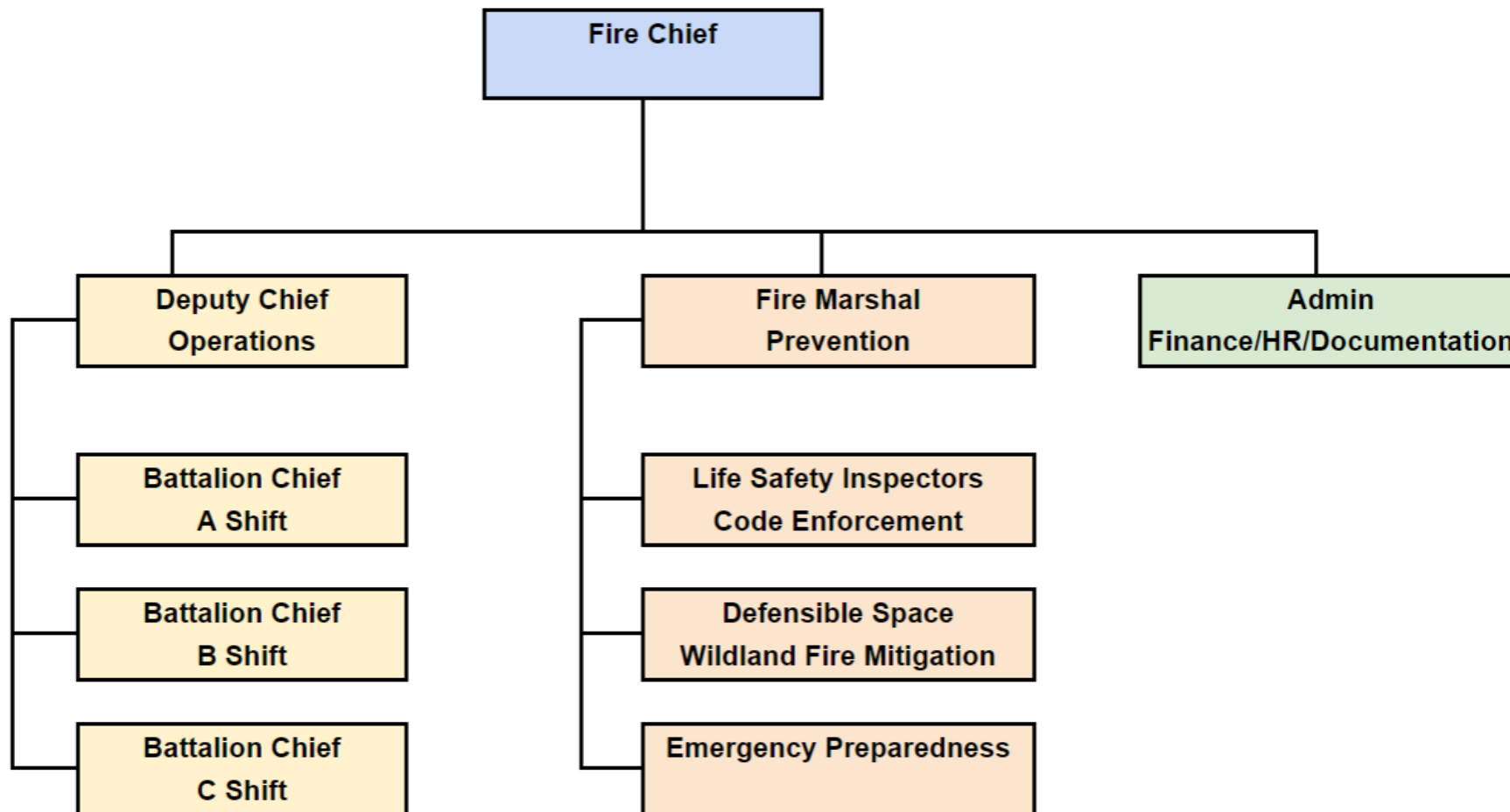
Most modern fire agencies of Ross Valley's size have separate managers assigned to the three basic functions - Administration, Operation, & Prevention

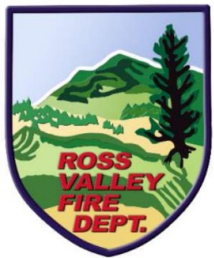
Ross Valley would likely have to not only hire/promote a Fire Chief, but likely a Deputy chief and possibly a Fire Marshal.



Stand Alone Fire Agency

Model Organization: Stand Alone Fire Department

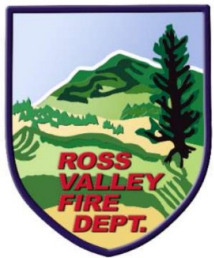




Stand Alone Fire Management vs Current Cost

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

Costs reflect fully benefitted positions including, salaries, retirement, medical/health insurance, life insurance, workers compensation, and other post-employment benefits



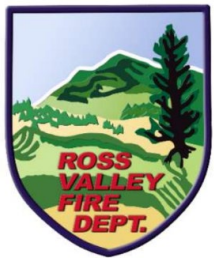
Joint Powers Agreement

Central Marin Fire

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

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

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

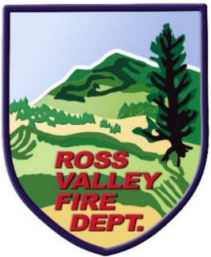


Joint Powers Agreement

Potential Central Marin Fire / Ross Valley Fire JPA

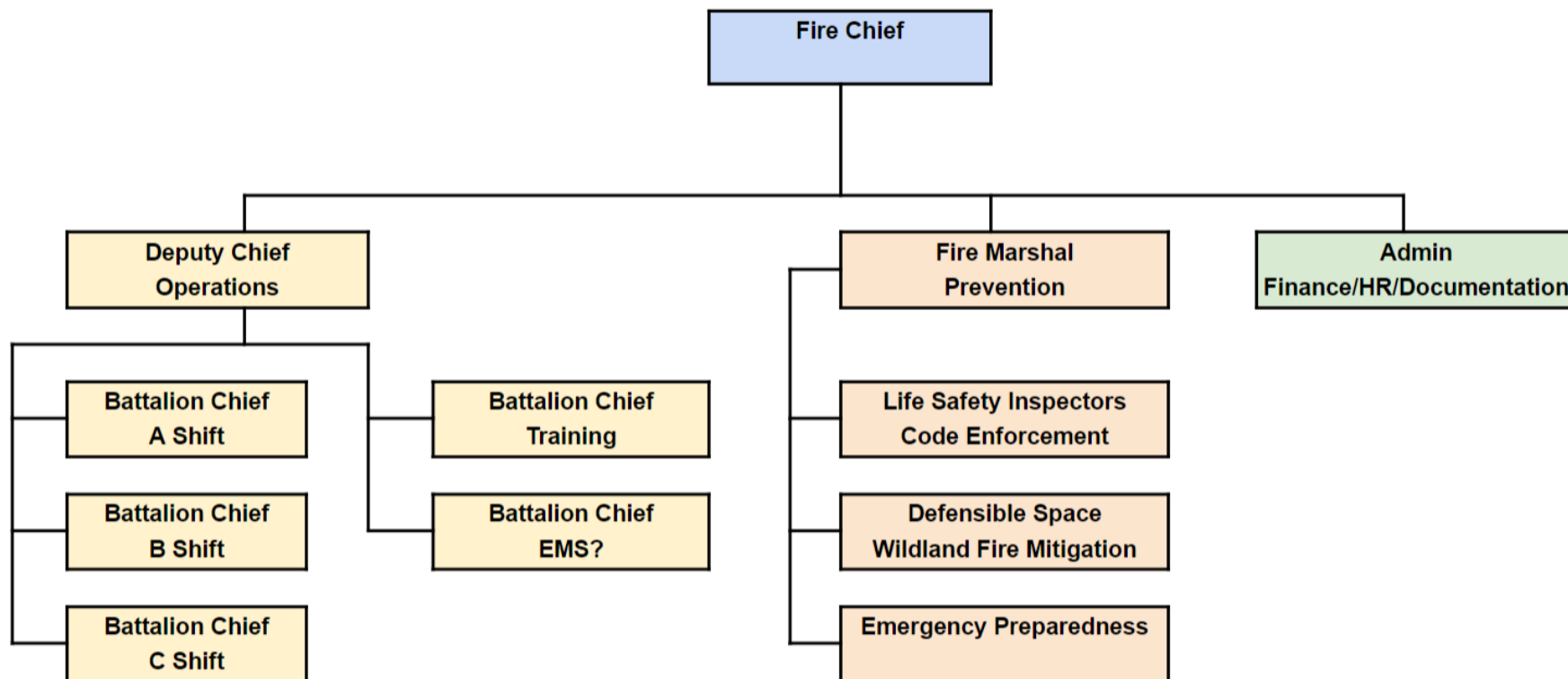
We have worked with the management staff of Ross Valley Fire and Central Marin Fire to create a possible organizational structure and potential cost for the structure.

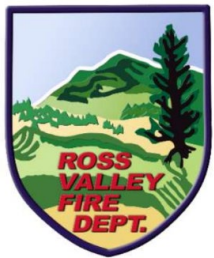
It should be noted, that this is a hypothetical structure and costs represent a high level look at potential costs.



Joint Powers Agreement

Model Organization: Small to Mid-sized Fire Department





Joint Powers Agreement

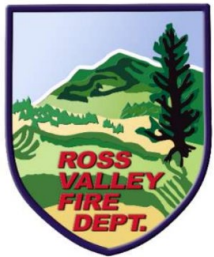
Potential Central Marin Fire / Ross Valley Fire JPA

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

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

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

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



Restating The Two Different Decisions Before the Fire Board

Governance vs Leadership/Management

Governance

How is it funded and managed politically?

Independent District

Dependent District

Joint Powers Authority (current agencies)

Joint Powers Authority (additional agencies)

Leadership/Management

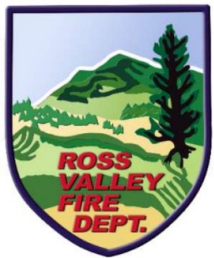
How is it managed, led, and organized?

Contract for Service

Joint Powers Agreement (shared Services)

Joint Powers Authority (additional agencies)

Stand Alone Fire Agency



Next Steps:

Provide Feedback, Ask Questions, Seek Clarification

Opportunity to clarify any of the information presented

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

Consider long term sustainable option for leadership of RVFD

Provide direction/feedback to Fire Board members on preferred Department Leadership option