



COUNTY OF LOS ANGELES

FIRE DEPARTMENT

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DARYL L. OSBY
FIRE CHIEF
FORESTER & FIRE WARDEN

July 19, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

26 JULY 19, 2011

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

FEASIBILITY STUDY FOR THE PROVISION OF FIRE PROTECTION, PARAMEDIC, AND INCIDENTAL SERVICES FOR THE CITY OF MONTEREY PARK BY THE CONSOLIDATED FIRE PROTECTION DISTRICT OF LOS ANGELES COUNTY (1ST DISTRICT) (3 VOTES)

SUBJECT

The Monterey Park City Council has requested a proposal for the provision of Fire Protection, Paramedic, and Incidental Services from the Consolidated Fire Protection District of Los Angeles County (Fire District). In accordance with the guidelines prepared by the Fire District and approved by your Honorable Board on July 13, 2010, this Feasibility Study was prepared to outline the Fire District's preliminary recommendations for proposed staffing in the City of Monterey Park (City) and provide preliminary findings regarding the benefits to Los Angeles County and Fire District residents and businesses; the evaluation of any increased County risk exposures and costs; and the evaluation of the City's financial solvency.

IT IS RECOMMENDED THAT YOUR BOARD ACTING AS THE GOVERNING BODY OF THE CONSOLIDATED FIRE PROTECTION DISTRICT:

- 1) Approve the Feasibility Study and authorize the Fire Chief of the Fire District to provide a copy to the City of Monterey Park.
- 2) Authorize the Fire Chief to begin the process of negotiations and, should the Monterey Park City Council decide to proceed, to execute a Reimbursement Agreement with the City for costs the Fire District may incur during negotiations.
- 3) Upon successful conclusion of negotiations with the City, direct the Fire Chief to report back to

your Board requesting adoption of a resolution making application to LAFCO for the annexation of the City to the Fire District and, upon LAFCO's approval of the annexation, to return to your Board requesting final approval of the negotiated annexation agreement as approved by the City Council.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On December 2, 2009, your Honorable Board directed that any future requests for a proposal for services from the Fire District by an independent city meet specific criteria regarding liabilities, benefits, and financial risk. These new guidelines were prepared in consultation with the Chief Executive Office, Auditor-Controller, and County Counsel, and approved by your Board on July 13, 2010.

In accordance with the recently approved guidelines, this feasibility study was prepared to outline for your Board the Fire District's preliminary recommendations for proposed staffing in the City of Monterey Park and provide preliminary findings regarding the following:

- reciprocal benefits to Los Angeles County and Fire District residents and businesses, as well as those of the City, including increased staffing and units that will be available to the Fire District and the City;
- evaluation of any increased County risk exposures and costs, including but not limited to liability and workers compensation benefits, to ensure that the fee structure would include a proportional charge for such costs to the City, and if appropriate, a charge back of any unique costs identified for the City's contract; and
- evaluation of the City's financial solvency, in consultation with the Auditor-Controller, using the City's last published Comprehensive Annual Financial Report (CAFR).

Upon completion of our evaluation, it has been found that the annexation of the City to the Fire District would provide benefits to both agencies. The City's and Fire District's common boundaries located along the western boundaries of the unincorporated South San Gabriel area and the District-served City of Rosemead, are conducive for economically sharing resources. The City would benefit from the Fire District's regional and specialized resources, while the Fire District and Los Angeles County would benefit from the additional resources that would be staffed within the City.

The Fire District would operate the City's three fire stations, Station 61 located on Newmark Avenue, Station 62 located on South Garfield Avenue, and Station 63 located on Monterey Pass Road, for a total 2011-12 estimated cost of \$9.7 million. Constant staffing for the three City stations with two paramedic assessment engines, one paramedic assessment quint, and one paramedic squad would provide a total staffing of 12 uniformed personnel on-duty daily in the City, plus fire prevention staff. The Study proposes that the City pay 100% of the costs to staff the engines and truck. The City would pay 75% of the cost to staff the paramedic squad. The Fire District would receive improved paramedic service to its areas bordering the east side of the city for \$290,000 annually, instead of bearing the entire cost of \$1.2 million to staff another paramedic squad in the area.

The Fire District's fee structure would ensure that the City would pay its proportional share of costs associated with providing fire protection and emergency medical services, including expenses such as liability, workers compensation, and overhead. Additionally, a review of the City's 2010 CAFR concluded that it is anticipated that the City would be able to meet its financial commitments to the

Fire District. Specifically, this study found:

- The Fire District's rate structure for salary and employee benefits ensures that the City would proportionally share in the worker's compensation costs associated with positions assigned to the City;
- Transferring City employees would be required to leave retirement contributions on deposit with CalPERS and establish reciprocity with LACERA, limiting the Fire District's retirement benefit costs. The employees' LACERA contribution rates would be based on their age upon entering the CalPERS system. The Fire District's rate structure for salary and employee benefits includes a component for retirement costs for positions staffing City stations, and therefore the District's costs would be fee offset;
- The Fire District's overhead rate is based upon actual liability costs incurred by the District over the last five fiscal years. The proposed annual fee for the City would include a proportional amount of liability costs based upon City staffing costs; and
- The Los Angeles County's Office of the Auditor-Controller (Auditor-Controller) has assisted the District's review of the City's CAFR for both 2009 and 2010. Based on the guidelines developed by the Government Finance Officers Association (GFOA) for evaluating a city's adequate level of fund balance necessary to mitigate current and future risks, the City met the GFOA's criteria for determining solvency in both years.
- The Auditor-Controller has also reviewed the costs used to estimate the Operations and Fire Prevention staffing costs as well as the calculation of the Workers' Compensation and Liability costs and determined that the appropriate costs were used in calculating these amounts.

Implementation of Strategic Plan Goals

This Feasibility Study for the City of Monterey Park supports the County's Strategic Plan Goal 3, Organizational Effectiveness, by identifying the benefits to the Fire District, and Goal 4, Fiscal Responsibility, by ensuring that the Fire District and the County are not subject to increased liability or costs as a result of providing services to the City.

FISCAL IMPACT/FINANCING

The approval of the Feasibility Study would result in no impact to net County cost. Were the City to pursue negotiations, the Fire District would enter into a Reimbursement Agreement with the City which would require the City to pay the Fire District for costs incurred in the evaluation of the City's facilities, equipment, and vehicles in order to establish one-time conversion costs to be borne by the City.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

This Feasibility Study is not binding on either the City or the Fire District and does not obligate the Fire District to provide service to the City, but sets the parameters for negotiation of a service level, and commensurate costs should the City opt to enter into negotiations for Fire District services.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

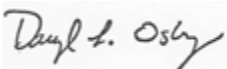
The approval of the Feasibility Study would not have any impact on District operations at this time. Should the City pursue negotiations, however, annexation of the City to the Fire District would provide benefits to both agencies, including:

- Specialized Fire District resources such as hazardous materials and urban search and rescue squads are constantly staffed and would be available to respond within the City as needed. Within 5 miles of the City, 27 District units are constantly staffed and would respond to major, simultaneous incidents within the City.
- Paramedic squad response times to the unincorporated area of South San Gabriel and the City of Rosemead would improve due to the proximity of the paramedic squad which would be staffed at City Station 61, and City units would be available as second-due units when simultaneous or large-scale incidents occur within the adjacent vicinities which include the unincorporated East Los Angeles area as well.

CONCLUSION

This Feasibility Study provides a basis for negotiations if the City so desires. Both the District and the City could benefit if a mutually agreeable service contract were achieved.

Respectfully submitted,



DARYL L. OSBY

FIRE CHIEF, FORESTER & FIRE WARDEN

DLO:lb

Enclosures

- c: Chief Executive Officer
County Counsel
Auditor-Controller
Department of Health Services
Los Angeles County Employees Retirement
Association
Local Agency Formation Commission

**FEASIBILITY STUDY
FOR THE PROVISION OF FIRE PROTECTION,
PARAMEDIC AND INCIDENTAL SERVICES**

FOR

THE CITY OF MONTEREY PARK

BY

**THE CONSOLIDATED FIRE PROTECTION DISTRICT
OF LOS ANGELES COUNTY**



June 2011

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I. INTRODUCTION

In 2010, the Monterey Park City Council requested a proposal for the provision of Fire Protection, Paramedic, and Incidental Services from the Consolidated Fire Protection District of Los Angeles County (Fire District). In accordance with the guidelines approved by the Los Angeles County Board of Supervisors (Board) on July 13, 2010 for the preparation of such proposals, this feasibility study was prepared by the Fire District to outline for the Board the Fire District's preliminary recommendations for proposed staffing in the City of Monterey Park and to provide preliminary findings regarding the following:

- reciprocal benefits to Los Angeles County and Fire District residents and businesses, as well as those of Monterey Park, including increased staffing and units that will be available to serve the Fire District and Monterey Park;
- evaluation of any increased County risk exposures and costs, including but not limited to liability and workers compensation benefits, to ensure that the fee structure would include a proportional charge for such costs to the City of Monterey Park, and if appropriate, a charge back of any unique costs identified for the City's contract; and
- evaluation of the City of Monterey Park's financial solvency, in consultation with the Auditor-Controller, using the City's last published Comprehensive Annual Financial Report (CAFR).

If authorized by the Board, the Fire Chief would submit this feasibility study to the City of Monterey Park for review. The City would then determine whether or not to proceed with negotiations for annexation to the Fire District. If the City decides to proceed, it would be required to sign a Reimbursement Agreement that ensures payment to the Fire District of its costs for evaluating the City's facilities, equipment, and vehicles to determine potential one-time costs of conversion to Fire District operation.

If negotiations with the City are successful, the Fire District would return to your Board with final recommendations and request that the Board make application to the Local Agency Formation Commission (LAFCO) to annex the City of Monterey Park to the Fire District. Appendix D outlines the steps in the annexation process.

II. EXECUTIVE SUMMARY

Annexation of the City of Monterey Park to the Fire District would provide reciprocal benefits to both agencies. The City and Fire District's common boundaries, which lie along the eastern boundary of the unincorporated East Los Angeles community and along the western boundary of the City of Rosemead and the unincorporated South San Gabriel area, are conducive for economically sharing resources. The City would benefit from the Fire District's regional and specialized resources, while the Fire District and Los Angeles County would benefit from the additional resources that would be staffed within the City.

The Fire District would operate the City of Monterey Park's three fire stations, Station 61 located at 350 West Newmark Avenue, Station 62 located at 2001 S. Garfield Avenue, and Station 63 located at 704 Monterey Pass Road, for a total 2011-12 estimated cost of \$9.7 million. Constant staffing for all three City stations with two assessment engine companies, one assessment quint apparatus, and one paramedic squad would provide a total staffing of twelve uniformed personnel on-duty daily in the City, plus fire prevention staff.

A service contract between the Fire District and the City would provide benefits to both agencies, including:

- Specialized Fire District resources such as hazardous materials and urban search and rescue squads are constantly staffed and would be available to respond within the City as needed. Within 5 miles of the City, 27 Fire District units are constantly staffed and would respond to major or simultaneous incidents within the City.
- Paramedic squad response times to the unincorporated South San Gabriel area as well as the adjacent City of Rosemead would improve due to the proximity of the paramedic squad which would be staffed at Monterey Park Station 61. City units would also be available as second-due units to adjacent Fire District areas when simultaneous or large-scale incidents occur within the vicinity.

The Fire District's fee structure ensures that the City of Monterey Park would pay its proportional share of costs associated with providing fire protection and emergency medical services, including expenses such as liability, workers compensation, and overhead. Additionally, a review of the City's 2010 Comprehensive Annual Financial Report concluded that it is anticipated that the City would be able to meet its financial commitments to the Fire District. Specifically, this study found:

- 1) The Fire District's rate structure for salary and employee benefits ensures the City of Monterey Park would proportionally share in the worker's compensation costs associated with positions assigned to the City of Monterey Park.

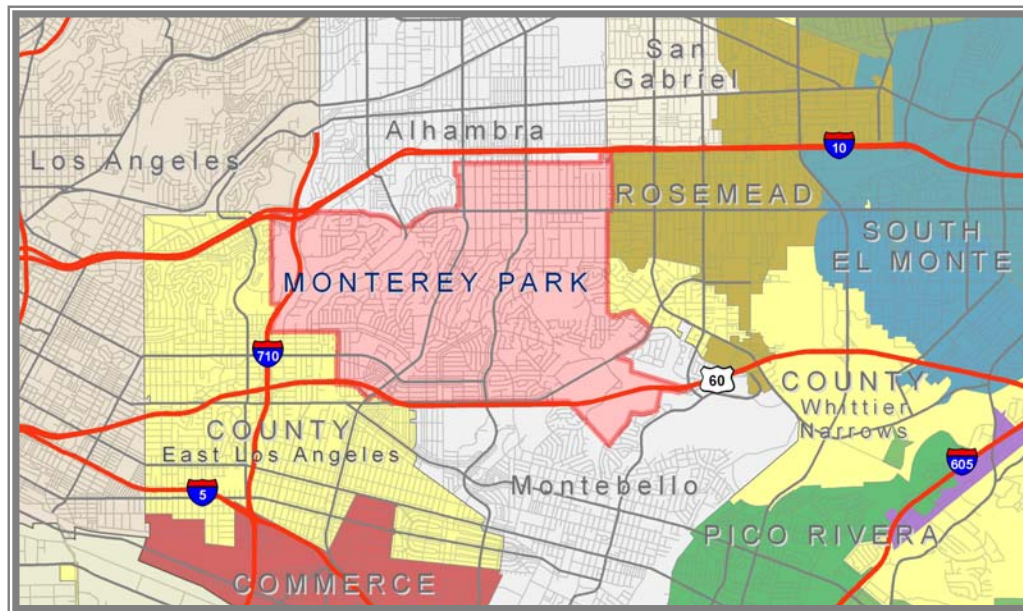
- 2) Transferring City employees would be required to leave retirement contributions on deposit with CalPERS and establish reciprocity with LACERA, limiting the Fire District's retirement benefit costs. The transferring employees' LACERA contribution rates would be based on their age upon entering the CalPERS system. The Fire District's rate structure for salary and employee benefits includes a component for retirement costs for positions staffing City stations, and therefore the Fire District costs would be fee offset.
- 3) The Fire District's overhead rate includes actual liability costs incurred by the Fire District over the last five fiscal years. The proposed annual fee for the City of Monterey Park would include a proportional amount of liability costs based upon City staffing costs.
- 4) The Los Angeles County Office of the Auditor-Controller has reviewed the Fire District's assessment of the CAFR for 2010. Based on the guidelines developed by the Government Finance Officers Association (GFOA) for evaluating a city's adequate level of fund balance necessary to mitigate current and future risks, the City met the GFOA's criteria for determining solvency in 2010.

Based upon the above evaluation, the following Board actions are recommended:

- 1) Authorize the Fire Chief of the Fire District to provide a copy of the Feasibility Study to the City of Monterey Park.
- 2) Authorize the Fire Chief to begin the process of negotiations and, should the City Council of the City of Monterey Park decide to proceed, to execute a Reimbursement Agreement with the City.
- 3) Upon successful conclusion of negotiations with the City, direct the Fire Chief to report back to your Board requesting adoption of a resolution making application to LAFCO for the annexation of the City to the Fire District and, upon LAFCO's approval of the annexation, to return to your Board requesting final approval of the negotiated annexation agreement as approved by the City Council.

III. THE CITY OF MONTEREY PARK

The City of Monterey Park is located in Los Angeles County at the western gateway to the San Gabriel Valley. It is bordered by the unincorporated East Los Angeles area to the west, the City of Rosemead and the unincorporated South San Gabriel area to the east, the City of Alhambra to the north, and the City of Montebello to the south.



Monterey Park is primarily a residential community with 78% of its land zoned for single and multiple family housing uses. Major businesses include food and drug, auto sales and service, banking, restaurants, hospitals, medical offices, and light manufacturing. Major commercial development projects recently completed or currently underway include: Atlantic Times Square, Market Place, Towne Centre, and Garvey Villas. The City is adjacent to three major freeways that provide north-south and east-west access to all of Southern California - bounded on the west by the Long Beach Freeway, on the north by the San Bernardino Freeway, and the south by the Pomona Freeway.

Some of the pertinent statistics of the City are:

Population:	65,027
Area:	7.73 Square Miles
Assessed Valuation:	\$5.4 Billion
Annual Fire Dept. Incidents in the City:	3,537 (3-Year Average)

Monterey Park Fire Department

The City of Monterey Park Fire Department is currently administered by a Fire Chief and three suppression Battalion Chiefs. A Battalion Chief serves as Fire Marshal. Civilian staff serve as Fire Safety Specialists, Fire Prevention Permit Technician and Principal Management Analyst.

The City's fire protection and emergency medical services are provided from three fire stations. Fire Station 61 houses a truck company, an engine company, a paramedic rescue ambulance, a USAR unit which is shared with the City of San Gabriel and housed at Station 61 every other month, and a command and utility vehicle. Fire Station 62 houses an engine company and a paramedic rescue ambulance. Fire Station 63 houses one engine company. Constant staffing in the City of on-duty daily suppression staff is currently 17 per day.

At Fire Stations 61 and 62, the City has fully equipped advanced life support rescue ambulances with full transportation capabilities, staffed with two paramedics on each vehicle. Other City resources that are not constantly staffed include 2 reserve engines and a reserve rescue ambulance.

The Monterey Park Fire Department cross staffs a Type 1 Heavy, Urban Search and Rescue Unit (USAR 51) with the City of San Gabriel Fire Department. USAR 51 is owned by the City of San Gabriel and housed at Monterey Park Fire Station 61 every even month. When dispatched, USAR 51 is staffed by three Monterey Park Fire personnel and three San Gabriel Fire personnel. Monterey Park Fire Department has 18 members that have the necessary qualifications to staff USAR 51. All suppression members are Emergency Medical Technicians (EMTs). All paramedics are cross-trained as firefighter/paramedics.



Dispatch & Communications

The City of Monterey Park receives fire/rescue dispatch services from the Verdugo Fire Communications Center and is part of a joint fire communications system with the cities of Glendale, Burbank, and Pasadena (collectively, the "Verdugo cities").

Mutual Aid

Monterey Park receives mutual aid through the Area C Mutual Aid Agreement (cities of Alhambra, Arcadia, Burbank, Glendale, Monrovia, Monterey Park, San Gabriel, San Marino, Sierra Madre, and South Pasadena). Monterey Park is also a partner in a local Mutual Aid agreement with the neighboring cities of Alhambra, Pasadena, San Gabriel, San Marino, and South Pasadena.

In addition, an Exchange for Fire Protection and Rescue Services (Automatic Aid) Agreement was executed by the City and the Fire District in 1986 which authorizes a reciprocal exchange of services between the agencies, at no cost to either agency, through a Memorandum of Understanding (MOU). The MOU details the day-to-day operations of both agencies and is not intended to replace or adjust any Uniform Mutual Assistance Agreement which may be in effect. The City also has automatic aid agreements with the cities of Alhambra and Montebello.

IV. PROPOSED OPERATION BY THE FIRE DISTRICT

The Fire District has evaluated the fire protection and emergency medical service needs of the City of Monterey Park and developed the following proposed staffing level, resource deployment, and an estimated 2011-12 annual fee structure for Fire District services:

Operations Staffing:

City Station	Equipment	Post ^(a) Positions	Estimated 2011-12 Net City Cost	
61	Paramedic Assessment Quint	4	\$2,248,509	(b)
	Paramedic Squad	2	\$871,315	(c)
62	Paramedic Assessment Engine	3	\$1,831,425	
63	Paramedic Assessment Engine	3	\$1,831,425	
Total Daily On-Duty Station Staffing		12		

Fire Prevention Staffing:

Fire Protection Engineering Asst. II (Plan Check)	0.5	\$58,971
Captain	0.25	\$47,904
Fire Fighter Specialist (Inspector)	2	\$324,404
Total Estimated Salary and Employee Benefits		\$7,213,953
Overhead @ 34.4560%		\$2,485,639
Estimated 2011-12 Annual Fee		\$9,699,592

(a) Three persons staff each post position through a 56-hour work week. Station operations include overtime required to maintain 24-hour constant staffing.

(b) The paramedic squad cost includes three paramedic bonuses – one for each of the two paramedics assigned to the squad itself, and one for the paramedic assigned to the assessment quint.

(c) In recognition of the regional benefit to be derived by the Fire District from this unit, the Fire District will share 25% of its annual cost.

Ambulance transport within the Fire District is normally done through private ambulance contracts administered by the Los Angeles County Department of Health Services (DHS). However, the Fire District will work with the City of Monterey Park and DHS to determine the viability of the City maintaining an ambulance transport program in concert with Fire District station personnel, similar to the program operated by the City of La Habra, if requested by the City.

***FEASIBILITY STUDY FOR SERVICES TO THE CITY OF MONTEREY PARK BY THE
CONSOLIDATED FIRE PROTECTION DISTRICT OF LOS ANGELES COUNTY***

Below is the Fire District's proposed staffing as compared to the City's current configuration:

City of Monterey Park			Fire District Proposal	
Station	Unit/Apparatus Type	Staffing	Unit/Apparatus Type	Staffing
61	Truck	4	Paramedic Assessment Quint Paramedic Squad	4
	Paramedic Assessment Engine	3 ^(a)		2
	Rescue Ambulance	2		
62	Engine	3	Paramedic Assessment Engine	3
	Rescue Ambulance	2		
63	Paramedic Assessment Engine	3	Paramedic Assessment Engine	3
Total Daily Permanent Staffing		17		12

(a) This four-person unit runs short of 1 firefighter.

Insurance Services Office (ISO) Fire Protection Class

This City's current ISO protection class is a rating of "3". The annexation of the City to the Fire District and the proposed change in staffing would not result in a rating change to the City.

V. FINANCIAL ANALYSIS

Annual Fee for Fire District Services

The Fire District's estimated 2011-12 Annual Fee is comprised of salaries, employee benefits, and overhead costs for the proposed staffing level to be provided within the City.

This estimated annual fee amount can be compared to the City's current Fire Department budget, plus any Fire Department related costs incurred by the City and not a part of the Fire Department budget, to project the amount of savings the City would have realized had it been annexed to the Fire District the entire fiscal year. The annual fee, as described in this report, would fund all fire suppression, hazardous materials response, fire prevention, emergency medical services, and support functions such as dispatching, training, equipment maintenance, supplies, procurement, and all other services required for the effective operation of a modern fire department.

The City would pay the annual fee directly from municipal funds. The annual fee would be prorated on a monthly basis; payments by the City would be due monthly in advance. Interest would be added to any payment received after the due date.

Fire protection, hazardous materials, and emergency medical services **would not be performed** unless the City:

- 1) Has available funds previously appropriated to cover the annual fee
- and**
- 2) Has paid the appropriated funds to the Fire District.

Approximately 60 days prior to the upcoming Fire District fiscal year (July 1 – June 30), the Fire District would provide the City an estimate of the fee for the following year. When the Fire District has information available to determine the actual annual fee, the Fire District would present the City with a statement reflecting the difference between the actual and estimated fee. An adjustment representing that difference would be charged or credited to the City over the following 12 months in the subsequent fiscal year.

Annual Fee Payment Cap:

The minimum term of an annexation agreement between the City and the Fire District would be ten years. A five and one-half percent (5.5%) payment cap would be placed on any increases to the City's annual fee each year for the first five years of the Agreement. This payment cap applies only to the City's annual fee payment amount (i.e., the salary, employee benefits, and overhead cost). Calculation of the payment cap would not include any conversion costs, credits, rebates, etc., which may be factored into the City's monthly payment amount.

For the sixth year of the Agreement term, the payment cap would be the average of the immediately preceding four years' percentage increases in the annual fee plus one percent. For the seventh year of the Agreement and each subsequent year, the payment

cap would be the average of the immediately preceding five years' percentage increases plus one percent.

In any year where the City's annual fee payment amount exceeded the preceding year's payment amount plus the applicable payment cap, payment of the excess amount would be deferred to a subsequent fiscal year when the increase in the annual fee payment for that fiscal year over the preceding fiscal year is less than the payment cap. The excess amount would be repaid by the City in any subsequent fiscal year to the extent the City's annual fee payment increase in that fiscal year is less than the excess amount for that fiscal year.

Workers Compensation:

The "Estimated 2011-12 Net City Cost" which comprises the Estimated 2011-12 Annual Fee (page 9) is based upon Uniform Position Costs (UPC) calculations which are comprised of both salaries and employee benefits for firefighter series positions. Workers compensation costs are included as part of those employee benefit calculations. The total estimated workers compensation costs that the City of Monterey Park would fund, which is included in the Total Estimated Salary and Employee Benefits, is \$535,992.

Liability:

The Fire District's overhead rate includes actual liability costs incurred by the Fire District over the last five fiscal years. The overhead rate is charged as a factor to the total salary and employee benefits costs in the City. Therefore, the Estimated Annual Fee for services each year would include the City's proportional share of liability costs. Based upon the Estimated 2011-12 Annual Fee, the total estimated liability costs that the City of Monterey Park would fund as part of the overhead charge is \$46,970.

Fire District Special Tax:

The City would **not** be a part of the Fire District's special tax for fire and paramedic services.

Conversion Costs:

Certain items of City apparatus, equipment, and facilities would require conversion, repair, upgrade, or replacement to be compatible with Fire District operations and meet Fire District standards. The City would be required to reimburse the Fire District for all expenditures made to convert the City's Fire Department to Fire District operations.

A comprehensive evaluation and conversion cost estimate would be completed by the Fire District if negotiations are commenced. Before such survey could be commenced for City stations and equipment, the City would be required to enter into a Reimbursement Agreement with the Fire District for the reimbursement of the costs incurred by the Fire District in completing the survey, which costs would total \$24,000.

Revenues:

Revenues, if any, generated by the Fire District for its services would be revenues of the Fire District. Those revenues may include fees from hazardous materials inspections (recovery of costs) or others. Revenues derived by the City for Fire District services such as business license inspections may be collected and retained by the City as long as they are not in conflict with any Fire District charges. Should the City undertake a City ambulance transport program, any revenues the City would derive from such a program would be retained by the City.

City Annexations:

The annual fee for service is predicated upon the City's current service requirements and boundaries. To maintain adequate levels of service, increases in fire and emergency medical services resources may be required by the Fire District if City annexations occur. Should the City annex additional territory, the City and the Fire District would need to assess resultant service needs.

Monterey Park Solvency Calculation

Monterey Park's solvency calculation is based upon the City's 2009 and 2010 CAFRs. Both the Government Finance Officers Association (GFOA) and the Los Angeles County Auditor-Controller's Office recommend that, at a minimum, the Unreserved (unrestricted) General Fund Balance for a city should be **no less than two months of regular general fund operating revenue or regular general fund operating expenditures**.

Applying the GFOA and Auditor-Controller's recommended criteria to the City's 2009 and 2010 CAFRs, in both years the total available fund balances have exceeded both the City's General Fund Revenue and General Fund Expenditures and, thus, the City of Monterey Park has met the criteria for determining solvency for 2009 and 2010, as follows:

2009 CAFR Analysis

Total 2009 Unreserved General Fund Balance	<u><u>\$16,941,912</u></u>
General Fund Revenue Two Month Fund Balance	\$5,280,040
General Fund Expenditures Two Month Fund Balance	<u><u>\$5,398,955</u></u>

2010 CAFR Analysis

Total 2010 Unreserved General Fund Balance	<u><u>\$13,009,641</u></u>
General Fund Revenue Two Month Fund Balance	\$4,834,685
General Fund Expenditures Two Month Fund Balance	<u><u>\$5,437,127</u></u>

VI. BENEFITS OF ANNEXATION TO THE FIRE DISTRICT

Both the City and the Fire District provide outstanding fire protection and emergency medical services. However, the Fire District, due to its overall size and economy of scale, is able to provide a broader range of in-depth, quality services than most municipal fire departments. There are certain benefits to being part of a larger organization that strives to be an attentive and responsive “hometown fire department” to each of the cities and communities it serves. For a general background of the Fire District, please see Appendix B.

Regional Concept of Services Delivery

The Fire District operates under a regional approach in providing emergency services to its Fire District cities and unincorporated areas of Los Angeles County. Some of the nearby cities and communities that are served by the Fire District include Rosemead, Commerce, East Los Angeles, and South San Gabriel. To ensure the best response times possible, the closest available resource is dispatched to an incident, regardless of jurisdictional or municipal boundaries, thereby providing an optimum level of service. Both the Fire District and the City would benefit from annexation of the City as follows:

- **Benefit to the City:**

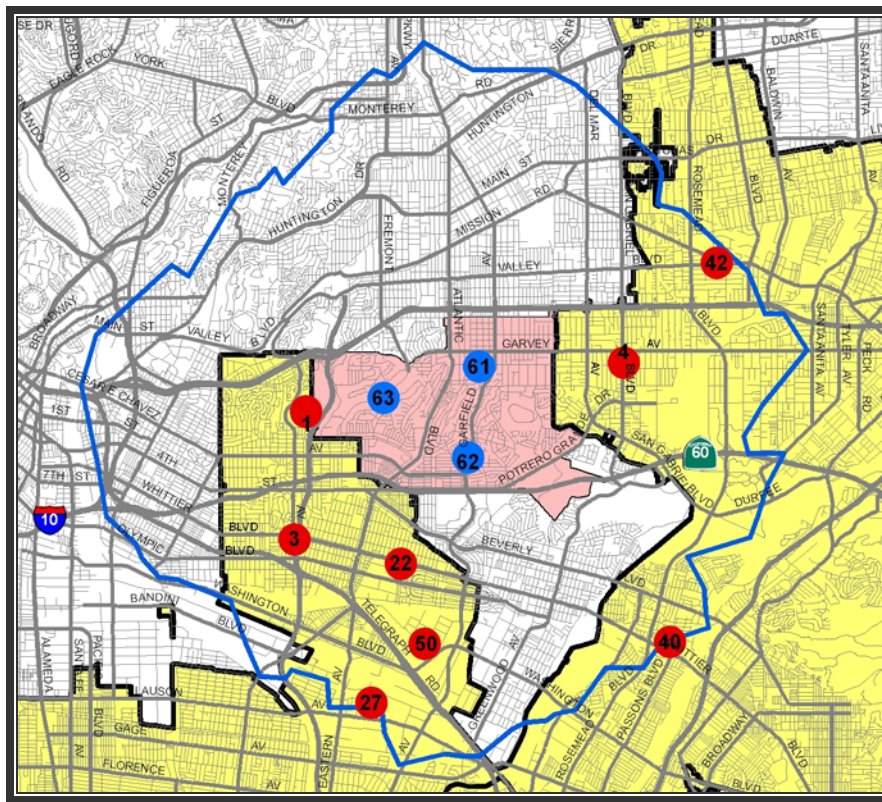
The City would benefit from the 27 Fire District emergency response units located within five miles of the City and which would be available to provide enhanced responses to large incidents, and/or simultaneous incidents when the City’s units are assigned to other incidents.

- **Benefit to the County:**

The unincorporated communities of East Los Angeles and South San Gabriel, as well as some areas within the western Rosemead area, would benefit from the proximity of the City Fire Stations. In addition, because paramedic squad companies’ jurisdictions cover a larger area than the first-in engine, the paramedic squad assigned to City Station 61 would enhance the level of paramedic service available to the unincorporated East Los Angeles and South San Gabriel communities, along with the Fire District-served City of Rosemead.

The following map shows the Fire District’s jurisdiction that is within 5 miles of Monterey Park’s three fire stations. These areas highlighted in yellow within the blue boundary will particularly benefit from the additional service that would be available by annexing the City.

Fire District Areas within Five Miles of City of Monterey Park Fire Stations



Response Times

In most cases, the Fire District would respond from the same City stations or closer Fire District stations on a “first-in” response. As a result, response times in the City would be equal to or better than the existing response times, since some areas of the City may be closer to an adjacent Fire District station.

Paramedic response times in the Fire District areas of the City of Rosemead and unincorporated South San Gabriel would improve due to the proximity of the paramedic squad which would be assigned to City Station 61, and which would have first-in response jurisdiction in those communities.

Major or Simultaneous Incidents

The City has addressed the need to respond to large, complex, or simultaneous incidents involving major loss of life or property through the use of automatic and mutual aid agreements. While these agreements can provide significant resources, emergency operations are less effective under these agreements than if City forces were an established part of the Fire District and all responding resources were under a unified command. Also, there is usually a dispatch “lag time” for automatic and mutual aid requests, which causes longer response times for assisting units.

Fire Ground and Emergency Operations

The fire service has recognized standards for the provision of fire and emergency medical services. Some of these standards are dictated by federal or state regulations. Tasks such as commanding and coordinating responding units, operating the fire equipment, searching for and rescuing trapped persons, laying out and attacking the fire with hoses, etc., must be done by an adequate number of properly trained and equipped staff. All the tasks must be accomplished in rapid sequence within very limited and critical time frames. Criteria such as "prior to flash over," "confinement to building of origin," "prior to brain death," and "time to intervention" are applied.

The service configuration presented in this Feasibility Study, with supporting Fire District resources, provides strengthened numbers of trained staff to quickly perform required tasks and meet standards within the City.

Response Matrix

The Fire District's Command and Control Division, Dispatch Services Center, utilizes standardized response profiles to dispatch resources to emergencies. Initial response for a building fire is dependent on the required fire flow in gallons of water per minute necessary to extinguish the fire. Following are a few examples of the Fire District's typical response to reported fires:

Initial Commercial Response: The standard first alarm response for a commercial building fire is:

5 Engine Companies
2 Ladder Truck Companies
1 Paramedic Rescue Squad
2 Battalion Chiefs

Total average staffing level = 29

If the initial response does not provide the necessary resources, greater alarms may be requested by the incident commander.

Commercial Third Alarm: Response to a third alarm for a commercial building fire would result in the following:

13 Engine Companies
6 Truck Companies
2 Paramedic Rescue Squads
1 Hazardous Materials Task Force (Engine & Squad)
1 USAR Task Force (Engine and USAR Squad)
1 Mobile Air Unit
6 Battalion Chiefs
2 Assistant Chiefs
1 Deputy Chief

Total average staffing level = 104

Additional resources, including various specialized pieces of equipment, technical teams, etc., may be requested by the incident commander. When it is anticipated that an engine company would be out for 30 minutes or more in designated critical coverage areas, companies are automatically dispatched to "move-up" to pre-designated vacant stations near the greater alarm incident so that coverage is available for any subsequent emergency.

Paramedic Services

Sixty-seven (67) paramedic rescue squads are strategically assigned among the Fire District's 169 fire stations. Paramedic rescue squad personnel provide advanced life support, including drug therapy and sophisticated medical procedures, in addition to their basic firefighting duties. In 2005, the Fire District instituted the 12-Lead Electrocardiogram (ECG) Program. The primary goal of this program is to improve patient care and outcomes by immediately correlating the chief complaint, clinical presentation, transport decision, and hospital intervention. The Fire District has the capability of responding numerous additional squads to an incident or area when a high demand for service occurs.

In appropriate locations, the Fire District operates paramedic engine companies and paramedic assessment engines to increase the optimum use and efficiency of personnel. A paramedic assessment engine has one qualified paramedic firefighter who can perform more advanced care, such as heart monitoring and interpretation of cardiac rhythms, manual defibrillation and synchronized cardioversion, intravenous (IV) therapy, and advanced pharmacology drug calculations and administration. A paramedic squad is simultaneously dispatched with the paramedic assessment engine to provide additional paramedic support and aid with transport, if needed.

Hazardous Materials Services

The Fire District provides hazardous materials response services to all of its jurisdictional area and, upon request and availability, to cities outside the Fire District's jurisdiction. Hazardous materials task force personnel (hazardous materials response squad and an accompanying engine) are trained to identify and deal with a hazardous materials release or potential release on emergency incidents.

Related Services

The Fire District conducts a variety of public service, educational, fire prevention, and related programs such as: the Explorer Program which introduces young people ages 15 through 21 to the fire service as a possible career through training and participation in actual situations; the Juvenile Fire Setters Program which provides youth counseling; the Rescue Youth Program, operated in conjunction with the District Attorney's Office, which provides a mentoring program at Fire District fire stations for at-risk youths that are between 12 and 14 years of age; and the Yogi Bear Schoolhouse earthquake simulator, which provides earthquake preparedness training.

The Fire District also provides ocean lifeguard, forestry, hazardous materials regulation, and other health and safety related services.

Patient Transport

The Fire District provides, without charge to patients, pre-hospital paramedic and emergency medical services, including Advanced Life Support (ALS). The Fire District does **not** provide ambulance transportation. Patients are transported to the hospital utilizing private ambulance service under contract with the Department of Health Services, using the exclusive operating area arrangement. Fire District firefighter paramedics accompany the patient in the ambulance if needed for patient care. The private ambulance firm charges the responsible private party for transportation including a charge for the paramedic who aids in the transport. Revenues collected for the paramedic on board the ambulance would be passed through to the City.

Fire Prevention

Fire District fire prevention and related services are provided by both the Prevention and Operations Bureaus as follows:

- Building inspections for all commercial, industrial, high-rise, and multi-residential occupancies.
- Fire prevention inspections in connection with the issuance of business licenses, at the request of the City.
- Inspection of schools and institutional occupancies.
- Dwelling brush clearance inspections.
- Public education programs.
- Investigation of all fire hazard complaints, such as arson, from area residents.
- Review of all building plans, subdivisions, conditional use permits, zone changes and water system improvement plans.
- Review of applications for filming and special effects permits, sets requirements and conducts inspections at filming locations to ensure public safety and compliance with the Fire Code.

Move-Up Coverage

Fire District policy would require automatic engine company "move-up" coverage of any designated critical coverage City station(s) when the jurisdictional engines are committed to emergencies anticipated to last 30 minutes or more. Just as Fire District resources outside the City would be used to move up and cover a designated City station(s), a selected company in the City may be used to move up and cover stations outside the City when necessary.

Automatic Aid

The Fire District utilizes automatic aid agreements with other fire departments to provide the most expeditious response to designated areas on a day-to-day basis while maintaining a reciprocal exchange of services. The Fire District would continue to participate in the City's existing automatic aid agreements and mutual aid programs if the City were to annex to the Fire District. Modifications would be made as appropriate.

Adjacent Fire District Resources

The Fire District has 15 fire stations, housing 27 units that are staffed daily with 83 firefighters, within 5 miles of the City which would provide direct and support service under the regional service delivery concept. Following is a chart listing all of the resources:

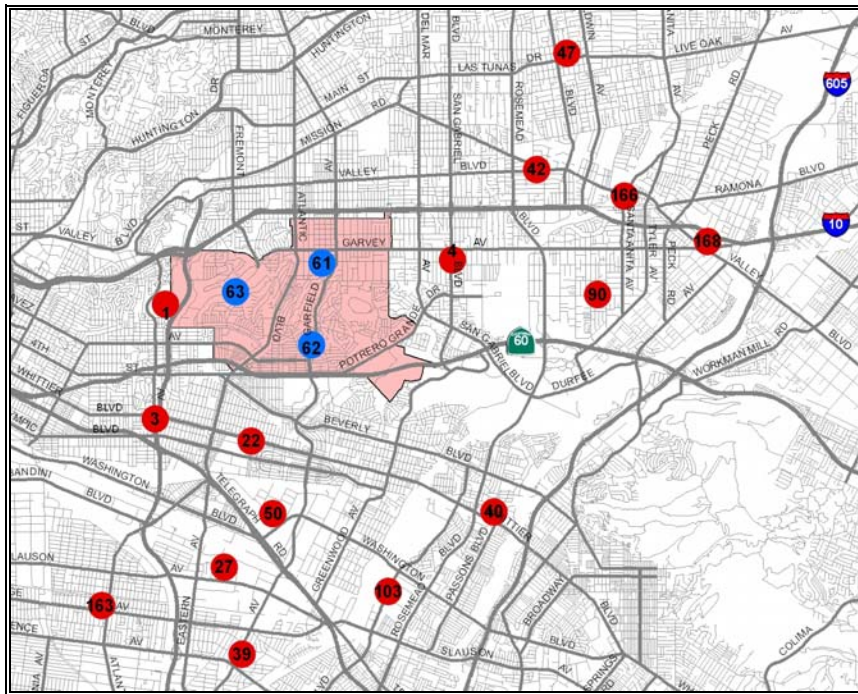
**Fire District Stations and Resources Within Five Miles of the Nearest
City of Monterey Park Boundary**

Fire District Station	Engine Company	Quint/ Truck Company	Paramedic Rescue Squad	USAR Squad	Post Position Staffing	Distance to Nearest City Boundary (Miles)
1	X				4	.6
3	X	X	X		10	1.6
4	X ^(a)	X			8	1.1
22	X				3	1.4
27	X	X			7	3.7
39	X		X		5	5.0
40	X		X		5	3.8
42	X				4	3.0
47	X		X		5	5.0
50	X		X		5	2.9
90	X		X		5	3.3
103	X			X	7	4.3
163	X		X		6	4.9
166		X	X		6	4.2
168	X				3	5.0
15	14	4	8	1	83	Total Units

^(a) Paramedic Assessment Unit

The following map illustrates the resources that are assigned within 5 miles of the City's borders:

Fire District Stations Within Five Miles of the City of Monterey Park



Dispatch and Communications

Dispatching for Fire District units in the City would be provided from the Fire District's Fire Command and Control Facility located at 1320 North Eastern Avenue, Los Angeles. Fire communications specialists staff the facility, all of whom are Emergency Medical Dispatchers (EMDs). They are trained to provide lifesaving instructions over the phone while persons are waiting for the arrival of emergency units.

If the City annexes to the Fire District, the "911" emergency reporting system would remain in effect. A direct computer link and a direct telephone (ring-down) line or "speed dial" system would be maintained between the Verdugo Fire Communications Center and the Fire District's Fire Command and Control Facility.

All Fire District emergency vehicles contain mobile data terminals (MDTs) and automatic vehicle locators (AVLs) for the most efficient communication and allocation of resources. Command and other appropriate units use cellular phones in addition to radios.

Coordination between City and Fire District

Recognizing that constant liaison is essential between the City and its fire department, the area Assistant Fire Chief, who is located at Fire Station 4 in the neighboring City of Rosemead, along with his Community Services Representative, would maintain a day-to-day working relationship with the City Manager and, through her/him, the City

Council. The Assistant Fire Chief would be responsible for representation at meetings called by the City Clerk, meetings of the City Council, and other City staff meetings where Fire District input is needed. The Assistant Fire Chief would act as the personal representative of the Fire Chief of the Fire District on all daily operations between the City and the Fire District.

Emergency Preparedness

Internal City emergency management, programs, and responsibilities would remain with the City.

Public Education

Community and school education programs are provided as a Fire District service by local fire stations, assisted by the regional Community Services Representatives.

Fire Cause and Arson Investigation

Fire cause determination services are provided by the Fire District. According to established policy, either the engine company officer, Battalion Chief or, if necessary, the Fire Investigation Unit conducts an initial investigation and establishes the cause of the fire. Should the cause be determined to be arson, the Fire District's arson investigation service would handle the investigation assisted by the City Police Department.

Hazardous Materials Programs

The County is currently the administering agency for the City for the Hazardous Release Response Plan Inventory Program and the Risk Management and Prevention Program. Were the City to annex to the Fire District, this would not change.

Hydrants

The Fire District would annually inspect all fire hydrants within the City to ensure that they are mechanically operable and capable of delivering water in accordance with standard Fire District policy. The Fire District would notify the City of Monterey Park Water Utility Division, in writing, of any maintenance requirements as soon as possible after such inspections and at any other time the Fire District becomes aware of maintenance or repair requirements. The Fire District would maintain liaison with the City's Water Utility Division for water needs during emergencies and routine functions.

Additional Fire District Services

See Appendix C for additional details regarding services provided by the Fire District.

VII. TRANSITION FROM CITY TO FIRE DISTRICT

City Personnel

The California Health and Safety Code (Section 13861) and the California Government Code (Sections 53292 and 55632) provide the legal authority for the Fire District to furnish services to the City and to blanket in or appoint City Fire Department personnel to Fire District status. Ultimately, the blanketing in of personnel is subject to joint agreement between the City Council and the Board of Supervisors, the details of which would be specified in an agreement for services.

Firefighting personnel with less than six months' service with the City at the time of transfer to the Fire District, as well as trainees, reserves, auxiliaries, cadets, and fire fighter apprentices, could not be brought in as Fire District employees. Positions and salaries of all personnel blanketed in to the Fire District would be specified in the agreement for services between the City and the Fire District. There would be no reduction in salaries of City fire fighters blanketed in as Fire District fire fighter series employees. City paid bonuses would be reviewed for possible inclusion in Fire District salaries. Appointment of non-uniformed civilian or non-medically qualified fire fighters for non-safety positions is subject to Fire District needs and negotiation and would require a probationary term for any of these employees.

All personnel would be subject to a medical examination, drug screening, and an appropriate personnel review prior to acceptance as Fire District employees. Those not qualifying would remain the obligation of the City.

Personnel costs associated with annexation of the City to the Fire District including transfer of any sick and/or vacation time as discussed below, would be defined during the negotiation process.

Benefit Time

All employees blanketed into the Fire District would receive benefits now provided to Fire District personnel. All time spent in rank as City/Fire District employees would be considered for purposes of determining benefit accrual. Some of the prevailing benefits and conditions are vacation time, holidays, sick leave, retirement plan, and group insurance.

So that no employee is transferred to the Fire District without any available benefit time, the City would be required to transfer to the Fire District for each employee, to the extent the employee is entitled to such benefit time in City employment, a maximum of 20 vacation days, or 10 shifts, whichever is applicable, and 12 sick days, or 6 shifts, whichever is applicable. City would reimburse the Fire District for transferred benefit time at City salary rates. All remaining benefit time, such as vacation days, holidays, sick leave, etc., accrued prior to the employee's transfer to the Fire District would remain as obligations of the City. All City employees would be subject to the Hospital Insurance Tax and any other applicable federal regulations.

CalPERS/LACERA Retirement

A sworn City employee transferring to the Fire District would become a LACERA member on the first day of the month following the transfer of service to the Fire District. CalPERS and LACERA retirement systems are reciprocal. A transferring City employee would leave his or her retirement contributions on deposit with CalPERS and establish reciprocity. The member's LACERA contribution rate would be based on his or her age upon entering the earliest reciprocal system.

At the time of retirement, a reciprocal member would receive retirement benefits from both agencies based on the benefits of reciprocity, such as adding service credit under each system to determine eligibility to retire and using the highest earnings under either system to calculate benefits from both. Service with CalPERS or other reciprocal system is not used to determine the amount Los Angeles County contributes towards the members' retiree health insurance premiums.

Probation

Any City employee on probation on the commencement date of service by the Fire District would remain on probation until the Los Angeles County probation requirement for the respective rank is met.

Promoted Positions

Current policy of the Fire District is to accept only as many officers and other promoted personnel as there are positions created within the Fire District as a result of the City's annexing to the Fire District. The City would be required to designate the following number of promoted positions and the remaining firefighting members would be blanketed in as fire fighters:

9 Captains
11 Fire Fighter Specialists/Engineers

All personnel designated for promoted positions must be duly qualified to hold those positions.

Seniority

The annexation of the City to the Fire District would create 38 additional Fire District sworn positions; therefore, 38 uniformed personnel with the highest City Fire Department seniority would receive seniority rights based on service time with the City Fire Department. The remaining transferring employees would be assigned a seniority date consistent with the effective date of transfer and placed on the Fire District's seniority list in order of their relative service time with the City Fire Department. As those transferring uniformed employees with full seniority status leave Fire District service, the other transferring uniformed employees would be assimilated into full seniority status based on their total time in service as uniformed City/Fire District employees.

Employees would be eligible for promotional examinations within the Fire District without regard to the normal six-month period applicable to new employees. All time spent in rank as City/Fire District employees would be considered for purposes of determining eligibility for promotional examination.

City Equipment

The City would transfer to the Fire District its interest, right, and title, which shall be free and clear, in specified pieces of vehicular equipment which would be necessary for the operation within the City by the Fire District. Major fire equipment or other equipment essential to the operation of the vehicles or stations would also be transferred. All vehicles and major equipment transferred would be specified in an agreement for services negotiated by the City and the Fire District. Expendable equipment, tools, fixtures, furnishings, supplies, and all items incidental to the operation of the Fire Department would also be transferred but not specified. This includes all items currently in possession or assigned to the City Fire Department unless specifically excluded.

The method by which any vehicles leased by the City would be transferred would be addressed in an agreement for services. An agreement for services would also specify the disposition of the equipment and vehicles transferred in the event the agreement is terminated. Unless negotiated otherwise, the Fire District would return comparably aged vehicles to the City upon termination of service.

City Fire Department Facilities

If the City were to annex to the Fire District, the three existing City fire stations would be occupied by the Fire District. The Fire District would lease the City fire stations for \$1 per year, per facility. For the first five years, fire station maintenance and minor repairs would be the responsibility of the Fire District to the extent of \$25,000 per station for the first year, and would increase by 5% each year until the sixth year. All repairs in excess of the Fire District's annual share would remain the responsibility of the City. Beginning the sixth year, all fire station minor repairs and maintenance would be the responsibility of the Fire District, and major repairs would be the responsibility of the City.

Landscape Maintenance

All routine maintenance of the landscaping at City fire stations would be performed by Fire District fire station personnel.

Fuel Tanks

The Fire District would maintain and utilize the underground fuel tank located at Fire Station 61. Costs to refuel Fire Department vehicles are included in the overhead component of the proposed annual fee. The City would retain all responsibility for previously removed and existing underground fuel tanks, fuel pumps, piping, etc., located at the City fire stations occupied by the Fire District, including but not limited to any leaks, soil contamination and/or necessary remediation as a result thereof.

Site Assessments

Prior to the commencement of services by the Fire District, the City would be required to have performed an Electromagnetic Field Survey, a Phase I Site Assessment and Building Asbestos Survey, and a Phase II Site Assessment, if subsequently required, for the three proposed Fire District-staffed City fire stations. The site assessments would be conducted by a Cal-OSHA registered environmental assessor who would determine if asbestos, fuel, lead paint, or other environmental contaminants or hazards are present.

All site assessment reports would be reviewed by the Fire District and its environmental services consultants to determine if pertinent standards have been met or if further mitigation measures are required. The City would be required to mitigate and abate all environmental hazards and provide evidence to the Fire District that all recommended measures have been completed and that all applicable laws and requirements have been complied with. Any residual contaminations discovered any time after Fire District occupancy would be the responsibility of the City to abate.

All costs relating to Phase I and II site assessments and hazard abatement/mitigation measures would be borne by the City.

Withdrawal from the Fire District

An annexation agreement entered into by the City and the Fire District would be for a minimum term of ten (10) years. Should the agreement be terminated by either party subsequent to the initial term, the distribution of assets would be determined as defined in the agreement.

The Fire District would not be obligated to return to the City any item such as apparatus, vehicles, furnishings, equipment, tools, or other personal property for which a monetary or in-kind credit was given to the City.

VIII. SUMMARY

Annexation of the City of Monterey Park to the Fire District would result in the City becoming an integral part of an organization that provides quality service to 58 cities and the unincorporated areas of Los Angeles County through a regional fire protection system. Under this regional concept, fire stations are strategically located throughout the service area, ensuring the most efficient use of resources for response to alarms.

The three existing City fire stations would be occupied by the Fire District. Daily, on-duty staffing would total 12 in the City. A total of 83 daily, on-duty staff, located within five (5) miles of the City's boundaries, would also be immediately available for fire, hazardous materials, and medical emergencies within the City.

Participation in the Fire District offers a means for the City to provide and maintain a very high level of emergency services. It also affords the Fire District enhanced paramedic coverage to the unincorporated South San Gabriel and East Los Angeles communities as well as the Fire District-served City of Rosemead. Based on the proposed operation by the Fire District, the City's estimated 2011-12 annual fee would be \$9.7 million.

The initial agreement term of any service agreement would be a minimum of ten (10) years.

APPENDIX A

GLOSSARY

ALS	Advanced Life Support including emergency care by a certified paramedic (EMT-P)
ASSESSMENT ENGINE	The staffing on a Paramedic Assessment Engine includes 1 fire fighter paramedic. In addition to the care that EMTs provide, an assessment engine can provide advanced EMS care such as: heart monitoring and interpretation of cardiac rhythms; manual defibrillation and synchronized cardioversion; IV therapy; and advanced pharmacology drug calculations and administration. A paramedic squad is dispatched simultaneously with an assessment engine to assist with patient care and follow up at a receiving hospital, if necessary.
BLS	Basic Life Support including emergency care provided by an Emergency Medical Technician (EMT-1)
BOARD OF SUPERVISORS	The Los Angeles County Board of Supervisors, Board of Directors of the Consolidated Fire Protection District of Los Angeles County.
CalPERS	California Public Employees Retirement System
CITY	The City of Monterey Park
CITY COUNCIL	The City Council of the City of Monterey Park
FIRE DISTRICT	The Consolidated Fire Protection District of Los Angeles County, also commonly referred to as the Los Angeles County Fire Department
EMS	Emergency Medical Services
EMT-1	Emergency Medical Technician 1 – personnel certified to perform basic life support and first aid.
EMT-D	Emergency Medical Technician D – personnel certified to perform basic life support and first aid, and to operate an automatic defibrillator. Currently, all engine and truck companies carry automatic external defibrillators and their personnel are certified at the Emergency Medical Technician-Defibrillator (EMT-D) level.

LACERA	Los Angeles County Employees Retirement Association
PARAMEDIC ENGINES	The staffing on Paramedic Engines includes two fire fighter paramedics and, in addition to the care that EMTs and assessment engines can provide, can calculate and administer controlled drugs. Paramedic engines also maintain a disaster cache with medical inventory for chemical and biological acts of terrorism. Paramedic engines perform patient follow-up, if necessary, to a receiving hospital. A paramedic squad is not dispatched with a paramedic engine.
QUINT	A fire service apparatus that serves the dual purpose of a truck and also functioning as a pumper, carrying a water tank.
TRUCK	A fire service apparatus designed with ladder capabilities and rescue tools such as the “jaws of life.”

APPENDIX B

THE CONSOLIDATED FIRE PROTECTION DISTRICT OF LOS ANGELES COUNTY

The Consolidated Fire Protection District of Los Angeles County was established in 1949 and is a “special district” under California law. Pursuant to California Government Code Section 55632, the Board of Supervisors of Los Angeles County, as the governing body of the Fire District, may contract with any other neighboring city, county or fire protection district for the furnishing of fire protection to such other agency.

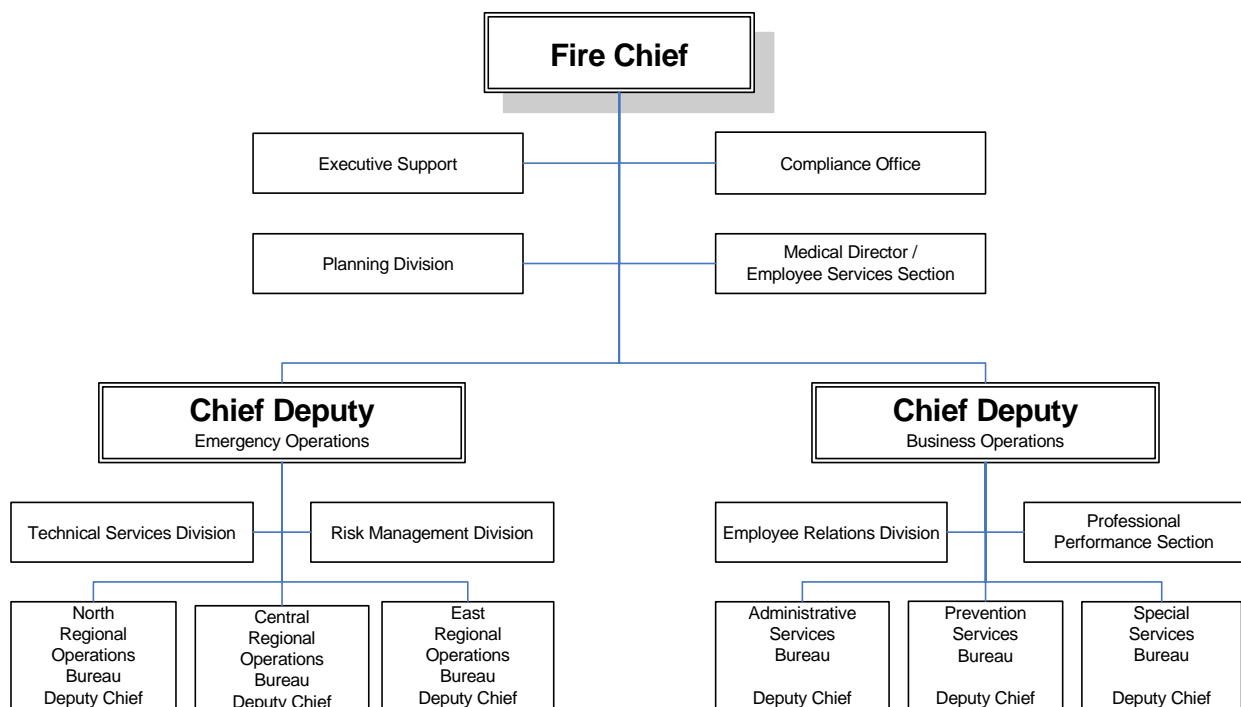
Population and Resources

The Fire District serves approximately 4.14 million people in 58 cities and all of the unincorporated areas of Los Angeles County. The Fire District is a nationally recognized fire department that provides a variety of high-quality emergency and safety related services.

The Fire District operates 169 fire stations with 163 staffed engine companies; 32 ladder truck companies, which include 19 quints that have both pumper and ladder truck features; 5 light forces, which are comprised of both an engine and truck company that respond in tandem; 4 hazardous materials response squads; 2 urban search and rescue task forces; 3 staffed paramedic air squads (with the capability of staffing an additional 7 air squads); and 67 paramedic rescue squads. In addition, numerous support services and special pieces of equipment are utilized.

Organizational Structure

The Fire District’s organizational structure is as follows:



For efficient management, the Fire District is divided into six functional bureaus, each commanded by a Deputy Chief:

- Central, East, and North Regional Operations Bureaus

The firefighting, hazardous materials emergency response, and emergency medical forces of the Fire District are assigned into these three regional Operations Bureaus. These forces are divided into nine field divisions, each under the command of an Assistant Fire Chief. Each field division is composed of two to three battalions.

Each battalion is supervised 24 hours per day by a Battalion Chief. Six to twelve fire stations make up a battalion. The Battalion Chief provides overall supervision and administrative control of the stations and is the first line of management responsible for dealing with union-represented employees.

An on-duty Fire Captain is assigned to each engine and truck company. The Fire Captain supervises the station and is responsible for the fire prevention and suppression, emergency medical, and other emergency and routine services that are provided within the station's jurisdictional area.

The City of Monterey Park would be included in the East Regional Operations Bureau. The Deputy Fire Chief in command of the East Regional Operations Bureau is located at Fire Station 118 in the City of Industry. The local Assistant Fire Chief is located at Fire Station 4 in the City of Rosemead.

- Prevention Services Bureau

Comprised of the Prevention, Health/Hazardous Materials, and Forestry Divisions.

- Special Services Bureau

Comprised of the Command and Control, Fire Fleet Services, Construction and Maintenance, and Information Management Divisions.

- Administrative Services Bureau

Comprised of the Human Resources, Financial Management, Organizational Development, and Materials Management Divisions.

APPENDIX C

ADDITIONAL FIRE DISTRICT SERVICES

Training

The Fire District operates four regional training centers. A newly hired Fire District employee is given 17 weeks of intense training at the Fire District's training centers. Our training system is designed to ensure that only highly trained firefighting personnel are available for all emergency and non-emergency duties. In addition to basic firefighting skills, the recruit fire fighter is trained for medical emergencies and is certified as an EMT-1 and EMT-D. For one year after graduation, the employee is on probation and is rated monthly on training progress. The probationary fire fighter receives daily drills and must pass a final examination before being approved for permanent employment.

Ongoing training for all personnel is accomplished by mandatory, daily, two-hour drills. Personnel are continually introduced to new or improved emergency and non-emergency procedures.

City firefighting personnel assimilated into the Fire District, if not already certified, would receive EMT-1 and EMT-D training and certification, and Class "B" commercial driver's training and licensing as required by the Department of Motor Vehicles. Those personnel would also receive various other orientations and training for their specific positions in the Fire District.

Technical Expertise

The Fire District is a progressive leader in the fire service. It is comprised of many individuals and groups with specialized skills and equipment who provide a high degree of efficiency and cost-effectiveness for both routine and emergency functions. Although the Fire District's urban search and rescue, hazardous materials squads and helicopter operations receive much publicity, the Fire District's scope of expertise and specialization is wide and varied. A few examples follow:

- Arson investigators are full-time professionals.
- Specially trained members of the Joint Regional Intelligence Center (JRIC) Terrorism Early Warning Group (TEW) which is comprised of personnel from other agencies such as the Sheriff's Department, L. A. City Fire Department, L. A. City Police Department, Department of Health Services, FBI, the Rand Corp., and others.
- Six OES/FEMA certified urban search and rescue dogs and one ATF certified arson dog.
- Swift water rescue teams.

- Fire prevention staff are specialized and develop in-depth knowledge in particular areas. These areas include:

Schools and Institutions – Conducts inspections of schools and institutional type buildings.

Area Offices – Inspections include new construction, tenant improvement, large occupancies, public assemblies, some of the smaller projects and tenant improvement plan checks.

Petroleum and Chemical Unit – Conducts inspections of refineries, large chemical plants, etc.

Arson/Fire Investigation Unit – Conducts arson investigations and cause determination investigations.

Engineering/Plan Check Section – Reviews all new construction/large tenant improvement plans for Fire Code requirements.

Health/Hazardous Materials Division – Handles hazardous materials disclosure.

- A full-time, professionally equipped video unit produces quality and effective audio and visual training materials.
- Special committees provide procedures and training for railroad incidents, truck operations, wildland pre-attack, fire prevention and other specialized areas.
- Experienced administrative paramedics or the Fire District's Emergency Physician/Medical Director coordinate multi-casualty medical procedures.
- A full-time, licensed breathing apparatus technician and experienced, trained assistants repair and maintain breathing apparatus.
- Registered nurse/professional educators coordinate EMT training.
- The Information Management Division, with approximately 49 skilled technicians, provides computer support to the field, administration, and the Command and Control Division (dispatching).
- The Fire District's 53 fire shop and field mechanics maintain the Fire District's apparatus for maximum use and efficiency.
- A state-of-the-art, computerized Command and Control Center dispatches and manages the closest available resources on an incident. All first responder units are equipped with an automatic vehicle locator device (AVL) that sends real time data reflecting the location of each unit, unit type, and current rate of travel.

Dispatching and command staff see exactly where resources are at any time so that units can be moved or repositioned, if necessary, to optimize the use of emergency first responders based upon their actual location.

Following are examples of the Fire District's specialized emergency apparatus and units:

Urban Search and Rescue (USAR) Task Forces – Comprised of a USAR Squad and a USAR Engine, these two units combine to form a USAR Task Force that is specially trained to respond to technical rescues, collapsed structures, trench rescues, confined space rescues, swift water rescues, cliff rescues, major vehicle accidents with entrapment, and structure fires.

Hazardous Materials Emergency Response Task Forces – Comprised of a Hazardous Materials Squad and Engine, these two units are staffed with firefighters who are specially trained to provide immediate response to hazardous chemical emergencies and collapse incidents and provide additional personnel for major emergencies.

Water Tenders – Provide water if hydrants fail.

Metropolitan Incident Resource Vehicle (MIRV) – A vehicle designed to convey supplies and equipment to support a multi-casualty mass decontamination operation.

Tractors – Transport bulldozers and search and rescue trailers to incident sites.

Rehabilitation and Food Trucks – Assist fire fighters working on incidents for extended times.

Bulldozers – Dike off hazardous materials flows or flood waters, assist in rescue efforts, fire overhaul, and wildland firefighting.

Light Units – Provide lighting and electricity for effective nighttime operations.

Brush Patrol Trucks – Provide jurisdiction patrolling and immediate extinguishment of small fires in the urban interface areas.

Foam Units – Provide special types of foam application for chemical and petroleum fires. These are separate from foam units carried on engine companies.

Mobile Air Units – Provide on-scene refill of breathing apparatus to enable continuous firefighting operations.

Mobile Command and Communication Centers – Allow on-site communication and coordination of resources at major incidents such as floods, earthquakes, explosions, large industrial or life loss incidents.

Helicopters – Provide paramedic treatment and transport in life-threatening situations as well as fire suppression water-dropping capabilities and air reconnaissance for major disasters. The Fire District has 9 helicopters which includes 3 Firehawks with a water capacity of 1,000 gallons, and 6 Bell 412s.

Emergency Support Teams (ESTs) – Strategically located two-person units provide first-alarm firefighting support to specific areas in the Fire District to augment firefighting staffing.

Deluge Units – Provide very large water streams for effective application and knockdown of large industrial fires.

While the resources listed above are representative of the specialized capabilities of the Fire District, application of these specialized resources in addition to the economy of scale the Fire District enjoys leads to the high quality and wide variety of service the Fire District offers the City.

APPENDIX D

ANNEXATION PROCESS

This process has been designed for the most timely method of annexation. Modifications to the process may result in increasing the length of time to complete the annexation.

District Fire Chief:	Transmits completed Feasibility Study to the Board of Supervisors for approval. Upon Board approval, transmits the Study to the City.
City:	Requests negotiations of an annexation agreement with the Fire District Fire Chief, approves Reimbursement Agreement with the Fire District for costs incurred to evaluate City's facilities and equipment for conversion to Fire District standards. Upon successful conclusion of negotiations, City signs annexation agreement and adopts a \$-0- Joint Property Tax Transfer Resolution.
Fire District:	<p>Submits for Board approval a Resolution Making Application to the Local Agency Formation Commission (LAFCO), \$-0- Joint Property Tax Transfer Resolution, Negative Declaration, and legal description.</p> <p>Upon Board approval, submits Resolution Making Application to LAFCO, \$-0- Joint Property Tax Transfer Resolution, Negative Declaration, and a legal description to LAFCO.</p>
Local Agency Formation Commission:	Holds a public hearing after receipt of Board Resolution Making Application.
Fire District:	Submits request to finalize annexation and the annexation agreement to the Board for approval.
Board of Supervisors:	Holds annexation public hearing and approves annexation and agreement.
Local Agency Formation Commission:	Records annexation on date requested. Notifies the County Engineer, County Assessor, the District Fire Chief, and the State Board of Equalization upon completion of the annexation procedures. <i>Map and filing fee must be received by LAFCO before recordation and filing can be made.</i>
City:	<p>Adopts ordinance to use the Fire District Fire Code and an ordinance for the Fire District to be the administering agency for hazardous materials programs, if applicable.</p> <p>Notifies the regional agency of the Insurance Services Office of the annexation.</p>

NOTE: Public notice requirements for public hearing require approximately four weeks.