



City of Port Angeles
Clallam County Fire District #2

*Exploring the Feasibility
of Consolidating
Services*

Presented By:
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Factors Prompting the Study

- Declining revenue
 - Tax-limiting initiatives
 - 1% cap on property tax
 - 3% annual operating inflationary factor
 - Cost of specialized equipment & employee medical outpaces inflation
- Escalating workload
 - Increase in calls for service
 - CCFD #2 – an additional 78% in the past 10 years
 - Creates volunteer burnout and the need to consider career responders
 - PAFD – an additional 33% in the past 10 years
 - Increased frequency of simultaneous calls



Factors Prompting the Study

- Unfunded mandates
 - Increased training requirements
 - Incident management training
 - Clean air standards (diesel engines)
- Increasing expectations
 - 24/7 paramedic coverage (CCFD #2)
 - Urbanization equals urban services



The Issue

- We can no longer afford to have separate jurisdictional boundaries that create barriers towards providing the most effective and efficient service possible
 - Both Departments exist immediately adjacent to one another, each with a complete, and many times, duplicated set of resources.
 - Administrative functions
 - Prevention activities
 - Doesn't allow services to be organized in the most logical manner
 - Fire & EMS



Started Eliminating Barriers Years Ago

- In 2002, the leadership of CCFD #2 and the PAFD met to discuss cooperative opportunities where efficiencies could be achieved in any of the following areas:
 - Operational
 - Financial
 - Organizational



History of Collaboration

- Cooperative milestones
 - 2003 - Utilization of cross-over volunteers
 - 2005 - Expanded automatic aid agreement
 - 2005 - Provided joint volunteer EMS training
 - 2007 - Consolidation of volunteer firefighters
 - 2008 - Sharing space and reserve apparatus
 - 2008 - Joint communications infrastructure plan



Where We Are Today

- An ad-hoc committee was formed by resolution to explore the feasibility of a full consolidation
 - Spelled out committee make-up
 - Approved by District Commissioners
 - Approved by City Council



Committee Introductions

- Jon Bugher
 - Chief CCFD #2
- Rhonda Curry
 - Citizen Member
- Mike DeRousie
 - Volunteer Firefighter
- Dan DiGuilio
 - City Council
- Dan McKeen
 - Chief PAFD
- Todd Ortloff
 - Citizen Member
- Karen Rogers
 - City Council
- Dick Ruud
 - District Commissioner
- Dan Sterling
 - Public Safety Citizen Advisory Member
- David Whitney
 - District Commissioner
- Kelly Ziegler
 - Firefighters Local #656



Purpose / Objectives

- To study the feasibility of a consolidation between CCFD #2 and the PAFD
 - What are the projected benefits that can be expected
 - What legal avenues and financing options are available for consolidating that would offer satisfactory results for both governing entities
 - What are the operational and personnel issues that need to be addressed in order to facilitate a consolidation
 - What other factors will play a positive or negative role in a consolidation between the departments



Committee Process





Why Consider Full Consolidation

Provides a synergistic effect

Combines the strengths of both departments, providing an outcome that exceeds what could be accomplished individually

Both jurisdictions recognize that the most effective and efficient service will result when jurisdictional boundaries are completely erased and all day-to-day decisions are based upon the resources of both agencies.





Full Consolidation is not Unique

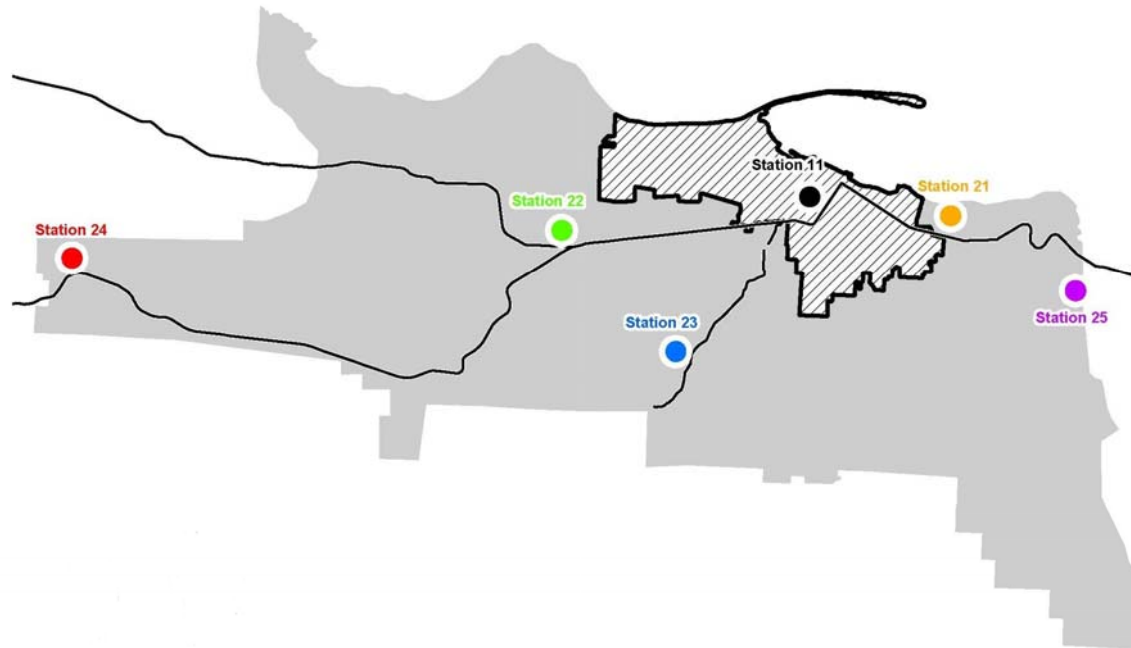
- Kitsap County
 - In 1986, there were 21 separate fire jurisdictions
 - Today, there are 6 separate fire jurisdictions
- Jefferson County
 - Port Townsend and its adjoining fire district (JCFD #1) have combined departments



Service Delivery Example



Service Delivery Area





Joint Service Delivery Example

- Works like any other multi-station jurisdiction
 - Initially, personnel & equipment from the closest station are dispatched
 - If additional resources are needed, the next closest station is dispatched
 - During simultaneous calls, the next closest station immediately responds, supplemented by off-duty career & volunteer backup
 - Back-up personnel assist with call and available for a subsequent call



Joint Service Delivery Example

Outcomes

- Faster response times
 - More efficient personnel allocation
- Paramedic services available a greater % of time
- Closer to meeting nationally recognized standards
 - More effective operations
 - Improved firefighter safety
- Likely improvement in WS&RB rating



Consolidation Methods

- Annexation
 - Requires a vote of the citizens requesting annexation into or out of an adjoining fire jurisdiction
 - Identified tax revenue shall be imposed by the new jurisdiction
 - Transfer of personnel, facilities and equipment
- Contractual
 - Intergovernmental agreement between two agencies for the provision of services
 - Identifies the fee for service
 - Describes the responsibilities of both parties
 - Each agency maintains governmental autonomy



Consolidation Methods

- Functional Consolidation
 - Similar to contractual and primarily used for the provision of specific functions
- Merger
 - Similar to annexation, but allows for negotiated terms & conditions
 - Requires simple majority vote of both jurisdiction's registered voters



Consolidation Methods

- Fire Authority
 - Allows the development of a service plan that outlines the design, financing and development of fire protection and EMS services.
 - Provides the most flexibility of all methods
 - Most complicated method
 - The formation of a regional fire authority requires voter approval.
 - The plan, along with proposed taxes and benefit charges, also require voter approval.



Consistent With Goals

- City Strategic Plan – Partnerships
 - “The role of the City is to explore, encourage, facilitate and provide leadership for the formation of both public/private and intergovernmental partnerships where they make sense and provide a real benefit for the community. The City needs to be open to these partnerships even if they challenge the traditional notion of service delivery.”
- District Goals
 - Evaluate funding, budget options, operations and service delivery. Promote interagency cooperation in the area of mutual aid.



Long Range Vision

- 10 to 15 years out
 - Regional approach to the provision of emergency services
 - Fire
 - Rescue
 - PAFD & CCFD #3 provide technical rescue
 - EMS
 - Prevention



Meeting Dates & Times

- Frequency
 - Once a month
- Day of the week
 - Thursday has been suggested, other options are open
- Time of day
 - 3:00 in the afternoon has been suggested, other options are open
 - Meetings restricted to no longer than 2 hours



Basic Timeline

- Likely between 14 and 18 months for completed report with recommendation
 - Some jurisdictions have worked on similar joint projects for over 2 years



Questions ?