



Shasta Central Valley Area Fire Service

MSR & SOI Update

Approved November 1, 2018

SHASTA LOCAL AGENCY FORMATION COMMISSION

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In particular, Shasta LAFCO would like to acknowledge the contributions and leadership provided by Redding Fire Chief Gerry Grey.

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1. INTRODUCTION

This Municipal Service Review (MSR) and Sphere of Influence (SOI) Update provides information about the services and boundaries of Fire Service providers the central valley region of Shasta County. The report is for use by the Shasta Local Agency Formation Commission (LAFCO) in conducting a statutorily required review and update process. The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) requires that the Commission conduct periodic reviews and updates of Spheres of Influence of all cities and special districts in Shasta County (Government Code § 56425). State law also requires that, prior to SOI adoption, LAFCO must conduct a municipal services review for the local agency (Government Code §56430). This report provides Shasta LAFCO with a tool to study current and future public service conditions comprehensively and to evaluate organizational options for accommodating growth, preventing urban sprawl, and ensuring that critical services are provided efficiently.

Service Review Determinations

CKH Act § 56430 requires LAFCO to conduct a review of municipal services provided in the county by region, sub-region or other designated geographic area, as appropriate, for the service or services to be reviewed, and prepare a written statement of determinations with respect to each of the following topics:

- Growth and population projections for the affected area;
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere;
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies;
- Financial ability of the agency to provide services;
- Status of, and opportunities for, shared facilities;
- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter affecting or related to effective or efficient service delivery, as required by Commission policy.

The preparation of a municipal service review for countywide fire protection service serves to determine the best approaches for improving service levels and addressing the mismatch between fire-related district boundaries and response areas. The service review provides an overview of fire protection services along with profiles of each agency. The report also includes service review determinations and sphere of influence recommendations for each of the following fire-related agencies:

- Anderson FPD
- Cottonwood FPD
- Happy Valley FPD
- Millville FPD
- Shasta Lake FPD
- CSA # 1 – Shasta County Fire Department Battalions 2-5
- Mountain Gate CSD
- Shasta CSD
- City of Redding (Buckeye FPD)

1.1 Uses of the Report

A regional approach for conducting this service review provides the opportunity to identify shared trends relating to the adequacy, capacity, and cost of providing fire protection services to Shasta County. This service review process identifies ways to expand fire district boundaries where appropriate to match response areas, evaluate the feasibility of consolidations where appropriate and identify and implement other measures to address complete community coverage. The potential uses of this report are described below.

To Update Spheres of Influence

This service review serves as the basis for updating the spheres of influence for the fire-related agencies included in the report. Specifically, a sphere of influence designates the territory LAFCO believes represents an agency's appropriate future jurisdiction and service area. All boundary changes, such as annexations, must be consistent with an affected agency's sphere of influence with limited exceptions.

To Consider Jurisdictional Boundary Changes

LAFCO is *not* required to initiate any boundary changes based on service reviews. However, LAFCO, other local agencies (including cities, special districts or the County) or the public may subsequently use this report together with additional research and analysis, where necessary, to pursue changes in jurisdictional boundaries.

Resource for Further Studies

Other entities and the public may use this report for further study and analysis of issues relating to fire protection and emergency medical services in southern Shasta County.

1.2 Review Methods

The following information was gathered from the fire-related districts to understand the current status of district operations and services:

1. Governance and Organization
2. Financial
3. Personnel
4. Training
5. Calls for Service
6. Response Standards and Performance
7. Mutual/Automatic Aid
8. Stations and Apparatus

Other source documents include, but are not limited to, the following:

- Shasta-Trinity Unit 2014 & 2015 Strategic Fire Plan
- 2016 Shasta County Fire Department Annual Report
- Shasta County General Plan

Information gathered was analyzed and applied to make the required determinations for each agency and reach conclusion about the focus issues identified in the service review. All information gathered for this report is filed by LAFCO for future reference.

1.3 Common Topics for Each Agency Profile

A number of topics are evaluated in each agency profile. Those topics are defined in this section and discussed further in the agency profiles.

Disadvantaged Unincorporated Communities

LAFCO is required to evaluate disadvantaged unincorporated communities (DUCs) as part of this municipal service review. Per California Senate Bill 244, a DUC is defined as any area with 12 or more registered voters where the median household income (MHI) is less than 80 percent of the statewide MHI. Within a DUC, three basic services are evaluated: water, sewer and fire protection.

The California Department of Water Resources Disadvantaged Communities Mapping Tool uses US Census Block Groups, Tracts and Places from the US Census American Community Survey (ACS) 5- Year Data: 2010-2014 to map disadvantaged communities. Using this information, each district or agency is evaluated to determine whether or not it is a DUC, or in the case of cities, whether or not there are DUCs within the city's SOI. In many cases, Census Block Groups are larger than Districts. **In these cases, LAFCO's evaluation was conducted with an abundance of caution to ensure no DUCs are overlooked.**

Shasta County Growth Projections

Between 2000 and 2013, the population of Shasta County as a whole grew from 163,256 to 178,601 people, an annual growth rate of 0.2 percent. When reviewing population data, it is important to distinguish between the population changes that affect the entire County and the unincorporated portion of the County, which can be affected by annexations and other boundary changes. The unincorporated area of the County currently makes up about 38% of the entire County's total population. The California Department of Finance projects the County's total population will increase from 177,223 people to 196,087 people, between 2010 and 2020. If the County's unincorporated area population remains near 38% of that total, it is estimated that it would increase from 67,226 to 74,426.

However, according to the most recent report from the California Department of Finance, the population of Shasta County as a whole increased by only 0.2% per year between 2000 and 2013. If Shasta County grows to a population of 196,087 by 2020, the average annual growth rate would be 1.1%, a substantial increase over the current growth rate. For the purposes of this report, we will use a population growth estimate of 0.2 percent to 1.1 percent annual growth to predict the range of future populations that may be served by the Districts during this MSR cycle (2018-2023). It should also be noted that the Department of Finance, Demographics Division, now states that assumptions used to project future population may no longer be applicable and that these projections could change with their next estimate cycle, which is every 5 years.

Existing and Planned Land Uses

Land uses within the unincorporated districts are subject to the Shasta County General Plan and Zoning Regulations. The cities considered in this report are responsible for land use and zoning within the city boundaries.

2. FIRE PROTECTION OVERVIEW

2.1 Shasta County Fire Services Overview

Fire protection and emergency services are among the most critical services provided by government. In Shasta County these services are provided by a network of Federal, State, and local agencies and by volunteer firefighters. There are in total 14 fire departments providing fire protection to cities and unincorporated communities throughout the county. The majority of local fire service providers are associated with a special district, including one County Service Area (CSA); two Community Services Districts (CSDs); ten Fire Protection Districts (FPDs), and one (1) city fire department, the City of Redding Fire Department. County Service Area #1 is operated in cooperation with CAL FIRE to provide fire protection to unincorporated areas of the county not already served by a city, CSD, or FPD. CSA #1 is organized into five Battalions composed of Shasta County Volunteer Fire Companies and CAL FIRE stations. Each Battalion serves a region of the county. CAL FIRE also operates fire and EMS dispatch for CSA #1 and other fire-related districts, while ShasCom, the Shasta Area Safety Communications Agency, provides dispatch for the Shasta County Sheriff's Department, the Redding Fire Department, the Police Departments for both Anderson and Redding, as well as three private ambulance services.

The Shasta/Trinity Unit is operated under one-unit headquarters and is located in Redding California. The State Responsibility Area of the Unit is divided into six field battalions, numbered from east of the Unit to the west. During declared fire season, the Shasta/Trinity Unit operated 19 fire engines, 3 dozers, 12 hand crews, 1 Air Tactical Supervisor and 2 Air Tankers. The Shasta/Trinity Unit employs 151 permanent fire personnel and 136 seasonal personnel during fire season.

The US Forest Service provides wildland fire control on Forest Service administered lands as well as approximately 200,000 acres of private lands adjacent to or within US Forest Service boundaries through an agreement with CAL FIRE. The National Parks Service provides fire protection for Lassen National Park and Whiskeytown National Recreation Area.

The fire protection districts were initially organized under California Health and Safety Code 14001-14594 and subsequently reorganized in 1964 as a result of updates to the statutory requirements. They were formed to provide fire services within a specific jurisdictional boundary and are supported by revenue from a combination of taxes, fees, and fundraising. Many of these jurisdictional boundaries were created in the early to mid-1900's. Since that time, neighborhoods and rural residential development have developed outside of district boundaries, expanding services need beyond the original district service areas.

2.2 Shasta Central Valley Area Service Providers, Service Areas and Rating Criteria

In the Central Valley area, fire services are provided by the Anderson FPD, Cottonwood FPD, Happy Valley FPD, Millville FPD, Shasta Lake FPD, Mountain Gate CSD, Shasta Lake FPD, the Redding Fire Department (Buckeye FPD), and Battalions Two, Three, Four and Five of CSA #1 (See Figure 1). While this report discusses the services and boundaries of all of these agencies, formal boundary updates are recommended only for the fire protection districts and CSA #1. The City of Redding and the two CSDs provide a range of municipal services in addition to fire protection. As such, while the spheres of influence for these agencies are considered in

this report, they will be further reviewed and updated as part of future agency-specific municipal service reviews. Table 2.1 summarizes the District service areas, population served, fire stations, equipment available, and number of firefighters for each department.

Table 2.1 Central Valley Fire Service Provider Summary

Provider	Area (Acres)	Population Served	Stations	Apparatus	Personnel
Anderson FPD	4,627	10,450	1	9	16
Cottonwood FPD	23,040	6,350	1	8	15
Happy Valley FPD	20,480	5,800	2	12	25 Volunteers
Millville FPD	64,000	1,650	1	6	14 Volunteers
Shasta Lake FPD	8,320	10,386	3	8	9 Full-Time
Redding Fire Dept. (Buckeye FPD)	41,600	91,320	8		72 Career Personnel
Mountain Gate CSD	3,945	1,930	1	6	1 Part-Time Chief 13 Volunteers
Shasta CSD	7,360	1,737	1	7	3 Seasonal 10 Volunteer

As shown above, the total response areas cover approximately 173,884 acres. The remaining area is the responsibility of CSA #1 – Shasta County Fire Department Battalions Two, Three, Four, and Five supported by volunteer fire departments in tandem with CAL FIRE.

Insurance Service Office (ISO) Rating

ISO (Insurance Service Office) ratings provide statistical information about property/casualty insurance risks. The Public Protection Classification (PPC) program evaluates fire protection efforts in communities throughout the United States. PPC classifications are often used to measure the effectiveness of fire protection services. A Class 1 (one) indicates superior fire protection and Class 10 indicates that the fire suppression system in place does **meet** ISO's minimum criteria.

3. AGENCY PROFILES

This section provides an in-depth review of the fire-related agencies providing fire protection services in the Central Valley region of Shasta County. Included is a description of each agency's organizational development, tables listing key service information, and maps showing jurisdictional and response area boundaries.

Anderson FPD
Cottonwood FPD
Happy Valley FPD
Millville FPD
Shasta Lake FPD
CSA #1 – Shasta County Fire
City of Redding Fire (Buckeye FPD)
Mountain Gate CSD
Shasta CSD

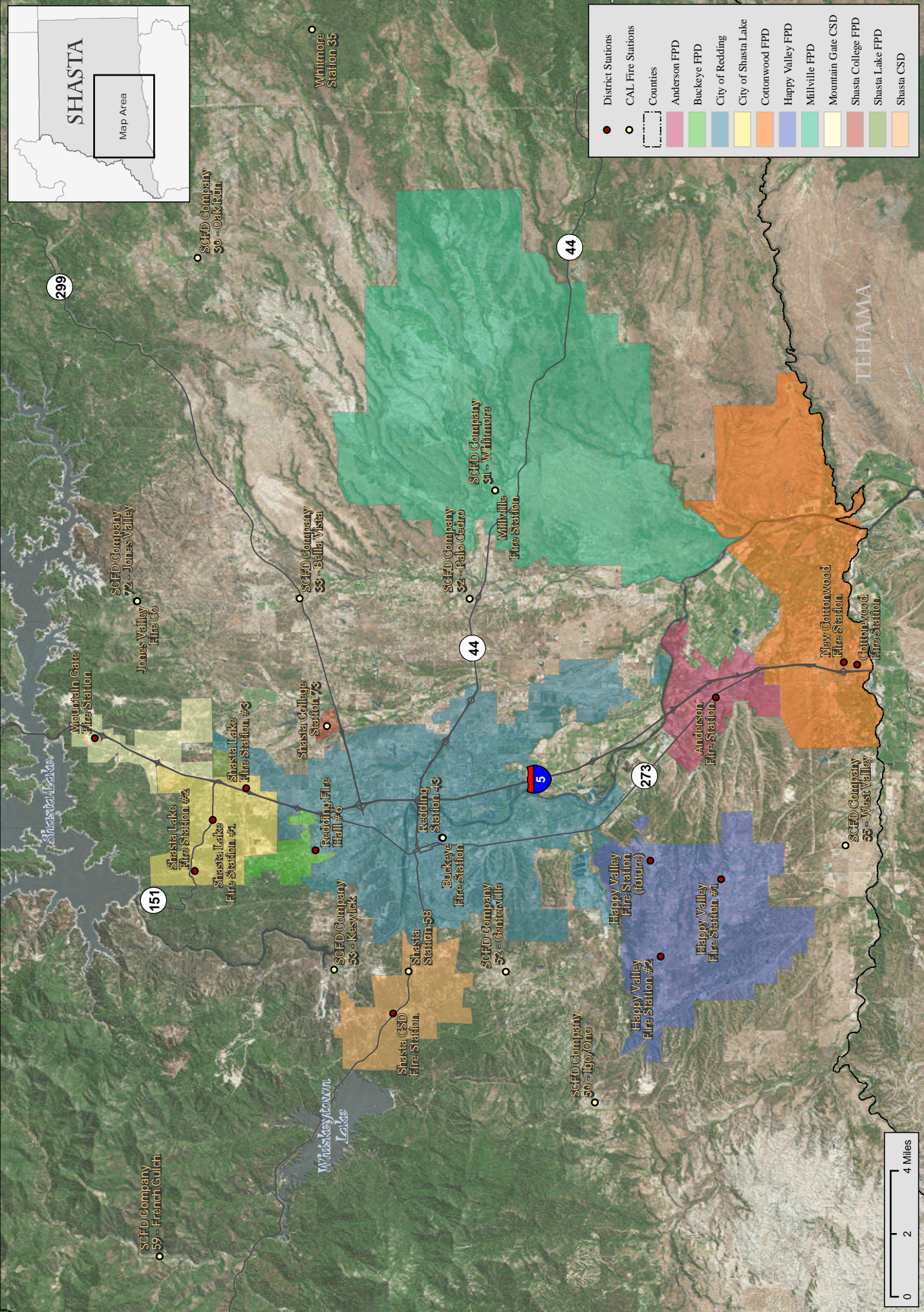


Figure 1

Central Valley Fire Services



Anderson Fire Protection District

Anderson Fire Protection District (FPD or District) is an independent special district serving the City of Anderson in Central Shasta County. Formed on October 9, 1889, Anderson FPD was originally established as the Anderson Hose Company No. One following a fire in 1887 that destroyed many homes and business in the town of Anderson. In 1909, the Shasta County Board of Supervisors appointed the first Board of Fire Commissioners, and the fire department name was changed to the Anderson Fire Protection District. The Anderson FPD moved into its current location in 1959 and hired its first paid personnel the same year. The last MSR for the District was completed in 2014. This report will update and build on that information.



Table 3.1: Anderson FPD Contact Information

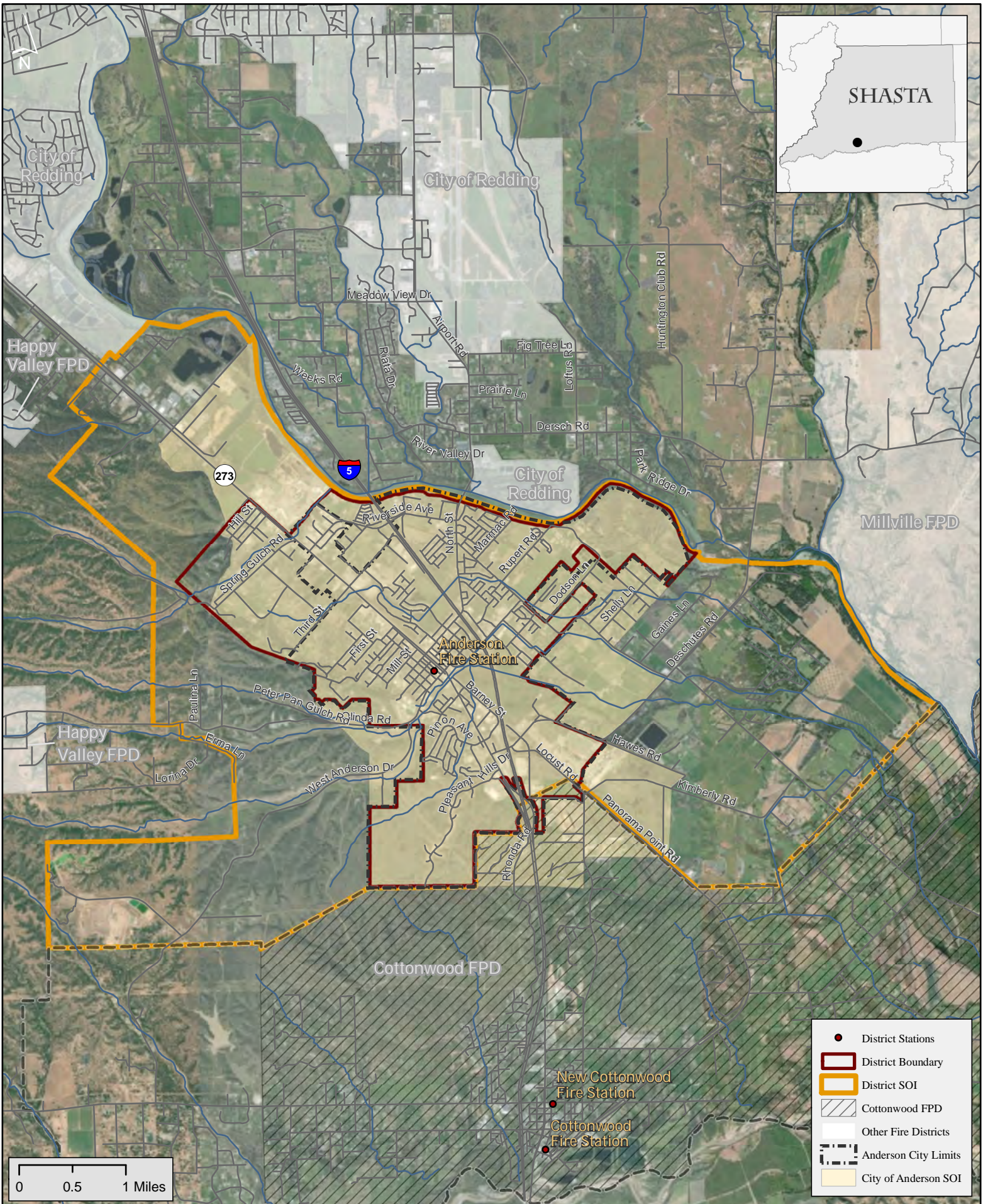
Fire Chief	Steve Lowe	530-378-6699	slowe@andersonfire.org
Address:	1925 Howard Street Anderson, CA 96007		
Website	Andersonfire.org		
Types of Services:	Fire Suppression, Medical Services, Fire Prevention & Public Education		
Population Served:	10,450	Service Area:	4,627 acres (6.7 sq. mi.)
Number of Staff	16 Paid Staff		

District Boundary and Sphere

The Anderson FPD boundary encompasses approximately 4,627 acres (6.7 sq. mi). The 16,675-acre SOI is larger than the District (see Figure 2). The Anderson FPD is independent of the City of Anderson and the two agencies do not share the same boundaries or SOIs. However, the City of Anderson General Plan provides for coordinated annexation of lands with the Anderson FPD. Further, it is the City's policy that no areas of the City should be served by any other fire protection district. Within the City's SOI boundary, fire protection services are provided by either County Service Area (CSA) # 1 -Shasta County Fire and, in the eastern area, by the Cottonwood FPD. Therefore, should the City consider annexing lands within their SOI, the annexation area would need to be annexed into the Anderson FPD and detached from either CSA #1 and/or the Cottonwood FPD. This would also require concurrent amendments to each agency's SOI.

Growth and Population

The City of Anderson is a census-designated place (CDP). According to the 2010 census, the population of the City of Anderson was 9,932 with a total of 3,944 housing units. A 2017 DOF report notes a recent 0.26 percent increase in the City's population from 2016-2017 and a current population of 10,450. Based on the annual growth rate projection of 0.2 – 1.1 percent per year for Shasta County, the Anderson FPD could potentially serve between 10,724 to 12,047 people in 2023, an increase of approximately 1,597 people. Based on this analysis, the District may see a modest increase in demand for fire protection and emergency medical services during the time frame of this MSR.



Anderson Fire Protection District

Figure

Existing and Planned Uses

The majority of land uses in the District are subject to the City of Anderson General Plan Land Use Element and Zoning Code. City land use designations include residential, commercial, industrial, rural estate, and mixed use. The prevailing land use in the City is single-family residential. The commercial and industrial zoned areas are primarily located near or adjacent to State Route 273 and along Interstate 5. The City has identified the Old Town Core as a Mixed-Use area combining historical and compatible residential and commercial uses. In addition to maintaining orderly growth, the Old Town Core land use designations have been created to ensure the continuance of the City's "small town" atmosphere. Primary zoning designations on the urban rural interface and in the SOI include planned development, unclassified, rural residential, industrial, and habitat protection districts.

Directly north of the District, is the City of Redding with various Shasta County land use designations between the two cities, such as limited agriculture, industrial, floodway and building site districts.

Disadvantaged Unincorporated Communities

The City of Anderson is a Census Designated Place with a MHI of \$32,536, which is 53 percent of California's reported \$61,818 MHI, thereby qualifying the area as disadvantaged. However, the City of Anderson is incorporated, and therefore does not qualify as a DUC. However, it stands to reason that unincorporated territory surrounding the City may qualify as disadvantaged. Should the City pursue annexation, DUCs within its vicinity should be examined further.

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

In 2017, the Anderson FPD responded to 2,753 calls for service, of which approximately 93 calls, or three percent, were fires of various types and 1,830 calls, or 66 percent, were medical related. Other calls such as Hazardous Conditions, Service Calls, Good Intent Calls and False Calls/Alarms make up the remaining 31 percent. The District has an average response time of 4 minutes or less. Refer to Figure 3 for an overview of Anderson FPD's service calls. Dispatch is provided by the SCFD/CAL FIRE.

Personnel

The Anderson FPD employs 16 paid staff. Staff includes one full-time Fire Chief, one part-time Fire Marshall, one part-time Reserve Battalion Chief, three full time Fire Captains, four full-time temporary fire-fighters, four reserve firefighters with shift stipends, and two part-time administrative assistants.

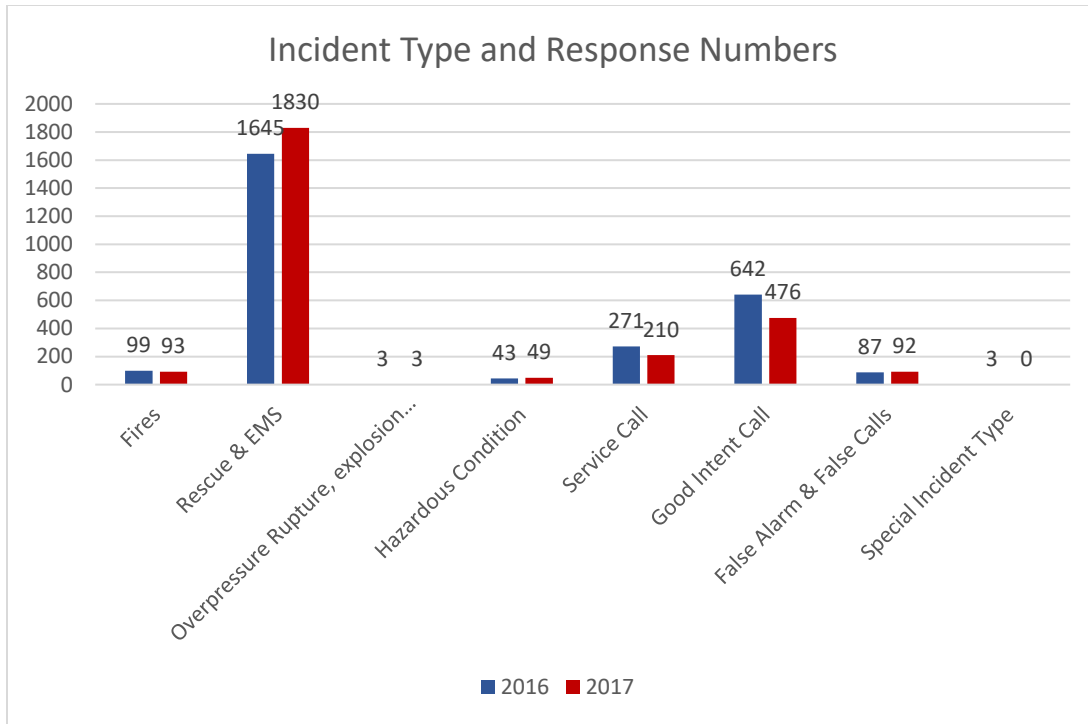


Figure 3. Anderson FPD Incident Type and Numbers for 2016 and 2017

Infrastructure and Facilities

The District operates out of one fire station located at 1925 Howard Street in Anderson. An old fire station located on East Center Street provides storage for two antique fire trucks which are used for parades only. The District's apparatus includes three engines, one ladder truck, a utility vehicle, and one Decon hazmat trailer (see Table 3.2). The City of Anderson maintains a robust system of hydrants within the District, with one hydrant every 500 feet in residential areas and one hydrant every 250 feet in commercial areas.

Table 3.2: Anderson FPD Current Fleet

Fire Engines and Trucks	
Type 1 Engine	2006 Hi-Tech
Type 3 Engine	2006 Hi-Tech
Type 3 Engine	2001 Pierce
Type 1 Ladder Truck	2015 Pierce Quint
Other Vehicles	
4 Utility Command Vehicles	
1 Decon Hazmat Trailer	

ISO Rating

The District maintains an ISO rating of 6 for properties within five road miles of the fire station and within 1,000 feet of a creditable water supply, and 6Y for properties within five road miles of a fire station, but beyond 1,000 feet of a creditable water supply.

Challenges and Needs

Current facilities and apparatus are reported to be in good condition. Turnout gear will be due for replacement in two years. The SCBAs (self-contained breathing apparatus) are in good condition and are serviced annually.

Opportunities for Shared Facilities/Increased Efficiency

The Anderson FPD works closely with other fire service providers in the area by participating in automatic aid agreements with nearby Cottonwood FPD, Shasta County Fire (CSA#1), and CAL FIRE. These agreements are discussed in more detail below:

- o Automatic Aid Agreement with Cottonwood FPD – In the automatic aid agreement between Cottonwood FPD and Anderson FPD, both agencies agree to respond to all fires, traffic collisions, and second medical aids within each District in specific response areas. In some cases, areas in each District are more easily reached by the adjacent District. In the case of the North bound side of 1-5, which is within the Anderson FPD response area, Cottonwood FPD is able to arrive sooner; in the case of the southbound side of 1-5, which is within the Cottonwood FPD response area, the Anderson FPD is able to arrive sooner. Both agencies work together to provide uninterrupted service within the region.
- o Automatic Aid Agreement with Shasta County Fire (CSA #1) – In the mutual aid/automatic aid agreement between Shasta County Fire (CSA#1) and Anderson FPD, both agencies cooperate to provide complete fire and medical services to the area surrounding where the boundaries of the two agencies meet. Anderson FPD agrees to respond to all structure fires, traffic collisions, medical/water rescue, vegetation fires, and other type incidents (including medical aid, hazard/fire menace standby, etc.) within a specific response area in the unincorporated areas nearby or adjacent to the district with one rated engine and a minimum of two personnel. The County agrees to respond likewise within the Anderson FPD to specific response areas.
- o Mutual Threat Zone Agreement with CAL FIRE – Anderson FPD entered into a Mutual Threat Zone Agreement with the Shasta-Trinity Unit of CAL FIRE in March 2018 for fire protection in the area identified as an MTZ. The MTZ is an area considered to be of mutual concern for both agencies. The MTZ may be evaluated annually and may increase or decrease in size depending on geographical and topographical features, and man-made conditions. The key function of designing an MTZ is to enable efficient dispatching of resources from both agencies and to provide rapid coordinated suppression of wildfires. In the agreement, Anderson FPD agrees to provide one District Officer and one District engine and CAL FIRE commits to providing one CAL FIRE Officer and two CAL FIRE engines. The agreement states that a fire burning within the MTZ will be the initial attack responsibility of both agencies. Each agency will bear the cost of its initial attack forces used in the MTZ. Unless it is determined that the fire is confined to an area under the protection of one agency, a unified command structure will be implemented within the incident organization. The agreement lays out an operating plan that will take effect in the event of a fire incident within the MTZ.

FINANCING

Table 3.3: Anderson FPD Revenues and Expenditures

Revenue	Actual 2015-16	Actual 2016-17	Adopted 2017-18
Taxes	915,539	934,461	963,440
Interest from Money & Property	1,809	4,787	4,200
Intergovernmental Revenue	14,088	13,802	14,000
Charges for Services	369,153	336,586	198,800
Miscellaneous Revenues	259,775	31,472	10,450
Other Financing Sources	394,620	877,201	-
Other Financing Sources L/T Debt	632,105	-	-
Other Financing Sources Sale	31,007	-	250
Total Revenues	2,618,096	2,198,309	1,191,140
Expenditures			
Salaries and Benefits	1,225,114	1,231,956	1,074,000
Services and Supplies	297,923	195,957	245,166
Other Charges	104,218	104,953	70,417
Capital Assets	789,800	-	-
Appropriations for Contingency	-	-	5,000
Other Financing Uses	50,663	290,000	-
Total Expenditures	2,476,718	1,822,866	1,394,583
Net Total (Deficit)	141,378	375,443	(203,443)

Source: Anderson FPD

As shown in Table 3.3, most revenue is generated from property taxes and charges for services. Charges for services in the District include reimbursement for fire calls, inspection fees, and impact fees. The District's Impact Fee was first adopted in 2003 and updated in 2011, and is collected on all new development within the district. The Impact fee is \$918.15 per unit for new residential growth and \$0.73 per sq. ft. for commercial/industrial growth. The most recent budget for Fiscal Year 2017/18 shows a total of \$65,000 generated from Impact Fees. See Table 3.4 for a closer look at the revenue collected from impact fees. The adopted budget for Fiscal Year 2017-18 shows revenues totaling \$1,191,140 and expenditures totaling \$1,394,583 leaving a deficit of \$203,443. Although prior year budgets have shown the District to have a surplus at year's end, other options for increased revenue and building of reserves should be considered.

Table 3.4: Anderson Revenue from Impact Fees

Fee Type	Actual 2015-16	Actual 2016-17	Actual 2017-18
Impact Fee Building	\$36,886	\$49,583	\$43,500
Impact Fee Ladder Truck	\$12,675	\$17,038	\$15,000
Impact Fee Equipment	\$5,765	\$7,749	\$6,500
Total	\$55,326	\$74,370	\$65,000

ACCOUNTABILITY AND GOVERNANCE

The Anderson FPD is governed by a five-member Board of Directors who are elected to staggered four-year terms by registered voters that live within the District. Board meetings are held on the second Tuesday of each month in the training room of the fire station at 1925 Howard Street in Anderson. Agendas are posted in the office windows at least 72 hours in advance of the meeting and board packets are available for review during normal business hours.

The District has a website (www.andersonfire.org) where information about District, history, training activities, and employment opportunities are posted. District board members are listed, but current and recent board meeting information and materials are not available.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

- (1) Growth and population projections for the affected area
 - a) The Anderson FPD serves approximately 10,450 residents and 3,944 total housing units. Using the 0.2 – 1.1 percent growth rate, the District could expect to serve 10,724 – 12,047 residents by 2023.
 - b) The population of the City of Anderson grew 10-13.7 percent between 2000 and 2013, however population growth has since slowed.
 - c) The Anderson FPD and the City of Anderson do not share the same district boundary or SOIs, however, the City of Anderson's General Plan provides for coordinated annexation of lands between the two agencies.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
 - a) The City of Anderson is incorporated and therefore does not qualify as a disadvantage unincorporated community. The Anderson FPD does not share the same boundary as the City and encompasses areas of unincorporated Shasta County. Areas within the City boundary do not qualify as DUCs. However, those areas in the unincorporated territory of Shasta County are considered DUCs.
 - b) Should territory in the surrounding area of the District be evaluated for future annexation, disadvantaged communities should be considered further.
- (3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
 - a) The Anderson FPD's station at 1925 Howard Street is in good condition.
 - b) The Anderson FPD's apparatus is in good condition.
- (4) Financial ability of agencies to provide services
 - a) The Anderson FPD adopted budget for Fiscal Year 2017/18 expected to generated a total of \$1,191,140 in revenue, with \$1,394,583 expected in expenditures, leaving a deficit of \$203,443. The two prior Fiscal Years have shown a budget surplus. The District should consider revenue increase opportunities as described in Section 4 of this MSR.

- (5) Status of and, opportunities for, shared facilities
 - a) The District participates in an automatic aid agreement with the Cottonwood FPD. The Agencies work together to provide uninterrupted service in the region.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies
 - a) The Anderson FPD is governed by a five-member Board of Directors.
 - b) The Anderson FPD maintains a website (andersonfire.org) where it posts information about District activities. District board documents are posted but are not up-to-date. Making recent and current meeting materials accessible from the website will help increase District transparency.
- (7) Any other matter related to effective or efficient service delivery.
 - a) It is recommended that the Anderson FPD SOI be maintained.
 - b) There is a portion of the City of Anderson's SOI that extends south beyond the SOI of the Anderson FPD and into the Cottonwood FPD. Should the City consider annexing that area the Anderson FPD SOI would need to be expanded to include the annexation area prior to annexation.

Cottonwood Fire Protection District

The Cottonwood Fire Protection District (FPD or District) is an independent special district located in southern Shasta County along the Shasta-Tehama border, approximately 16 miles south of the City of Redding. The Cottonwood FPD was originally established in 1930 as the Cottonwood Volunteer Fire Department and was later formed into the Cottonwood FPD in 1958. The District provides fire protection, public education, fire preparedness and emergency medical response services to the community of Cottonwood, as well as to areas beyond its borders through mutual and automatic aid agreements. The last MSR for the Cottonwood FPD was completed in 2014. This report updates that information.



Table 3.5: Cottonwood FPD Contact Information

Fire Chief	Bill Morgan	(530) 347-4737	bmorgan@cottonwoodfd.com
Site Address	3271 Brush Street Cottonwood, CA 96022	Mailing Address	PO Box 618 Cottonwood, CA 96022
Website	Cottonwoodfd.com		
Types of Services	Fire Protection & Prevention and Emergency Medical Response		
Population Served	6,350	Service Area	23,040 acres (36 sq. mi.)
Personnel	4 Full-Time, 3 Seasonal, 2 Part-Time On-Call, 15 Volunteers		

District Boundary

At the time of its formation, the Cottonwood FPD was approximately 14 square miles. A number of reorganizations have changed the size and shape of the District over time. In 1979, approximately 192 acres were detached from Cottonwood FPD and annexed to the Anderson FPD as that community expanded. In 1995, another 26 acres were detached and annexed by the Anderson FPD. In 1999, a 15,000-acre annexation of the Balls Ferry/Ash Creek areas expanded the Cottonwood FPD considerably. As a result of these reorganizations, the Cottonwood FPD now encompasses a total of 36 square miles (23,040 acres) extending west to include area along Gas Point Road. The District's SOI extends beyond its jurisdictional boundary to the west where it adjoins the eastern edge of the Happy Valley FPD SOI at Four Star Drive along Gas Point Road (Figure 4). Four Star Drive was determined by both agencies to be the mid-point for responses outside agency boundaries.

Growth and Population

According to the 2016 American Community Survey 5-Year Estimate, the population of the Cottonwood Census Designated Place (CDP) was 3,644 people. However, the CDP boundary is smaller than the Cottonwood FPD boundary and does not capture the entire population of the District. Using GIS and census block data, the estimated District population is approximately 6,350 people. Based on the annual growth rate projection of 0.2 – 1.1 percent per year for Shasta County, the Cottonwood FPD could potentially serve between 6,413 – 6,707 people in 2023, an increase of approximately 400 people. Based on this analysis, the District may experience a modest increase in demand for fire protection and emergency medical services during the time frame of this MSR.

There are two areas where significant growth might occur within the Cottonwood FPD. According to the District, there are two Community Housing Improvement Program (CHIP) developments going into the Locust Street area which would add approximately 30 new homes, and another development near Rhonda Road which would add about 100 new homes. Based on the average persons per household estimate of 2.76, these new developments could increase the population by 358 people.

Existing and Planned Uses

The General Plan identifies the community of Cottonwood as a Town Center which is defined as a community wherein most urban services are provided. Primary zoning designations in the district are Commercial, Planned Development, Rural Residential, Public Facilities, and Interim Rural Residential. Zoning designations surrounding the District are primarily Limited Agriculture, Planned Development, and Mobile Home District. Land uses in the SOI are primarily Unclassified (U) and Rural Residential (R-R).

Disadvantaged Unincorporated Communities

The Cottonwood FPD is located in Community Tract 06089012701, which meets the definition of a Disadvantaged Community Tract. The tract has a median household income (MHI) of **\$38,964, which is 63 percent of California's reported \$61,818 MHI**, thereby qualifying the area as disadvantaged. Should territory in the surrounding area be proposed for annexation in the future, disadvantaged communities should be evaluated in more detail.

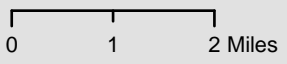
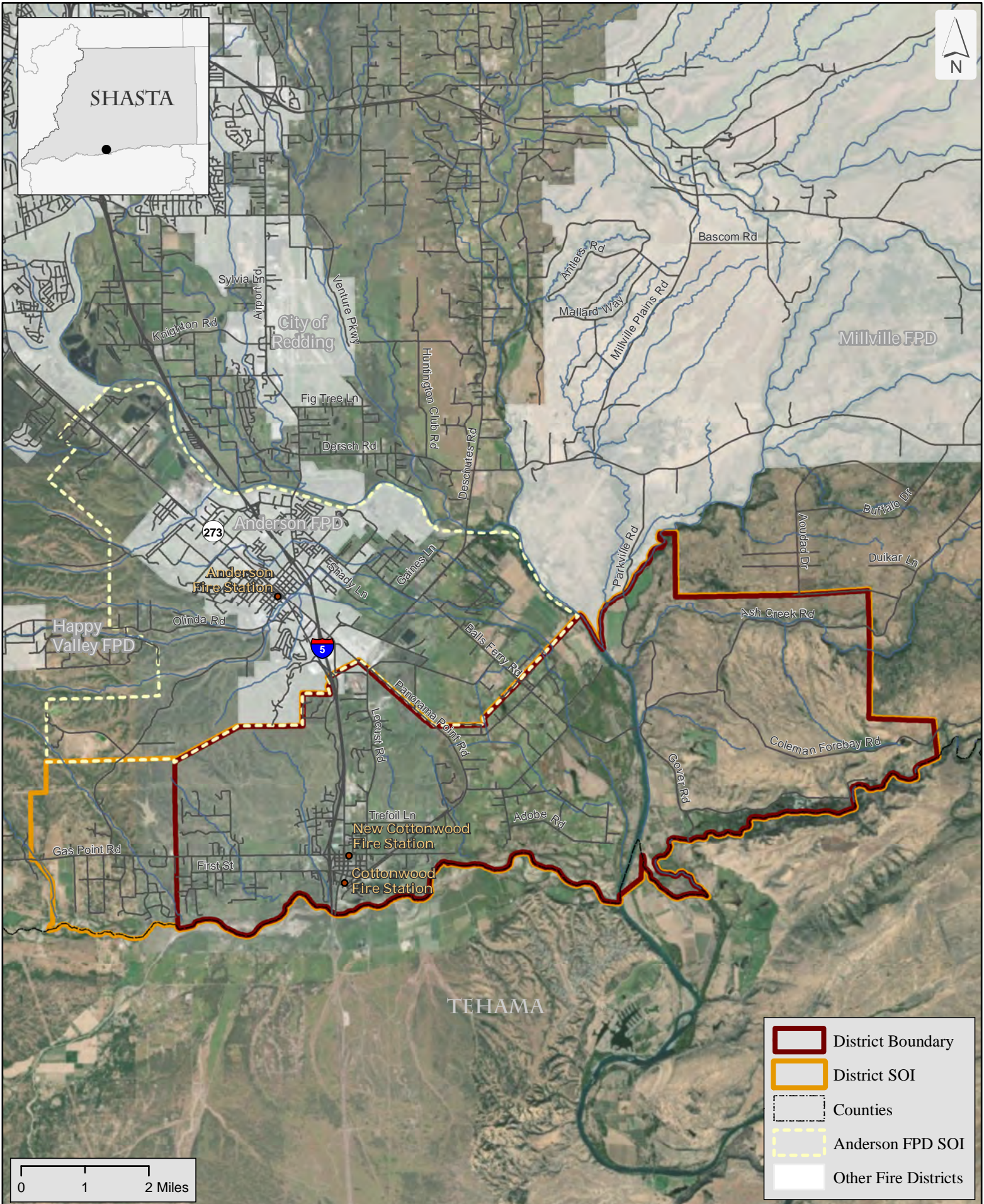
INFRASTRUCTURE AND SERVICES






Service Demand and Service Levels

In 2016 the Cottonwood FPD responded to 1,277 calls for service, averaging 3.5 calls per day (see Figure 5). Of those calls, 60 percent were medical calls. In the first three-quarters of 2017, the District responded to 851 calls, 59 percent of which were medical calls. The Department reports an average out of station time of 2 minutes and an average response time of 5-8 minutes depending on the call location. Dispatch is provided by SCFD/CAL FIRE.

Personnel

The Cottonwood FPD employs four full-time personnel, three seasonal and two part-time on-call employees, and nine volunteers. According to the District's website, there is a shortage of volunteers.



-  District Boundary
-  District SOI
-  Counties
-  Anderson FPD SOI
-  Other Fire Districts



Cottonwood Fire Protection District

Figure 4

Date: 7/9/2018

Sources: Boundaries, Roads, Parcels: Shasta County GIS.

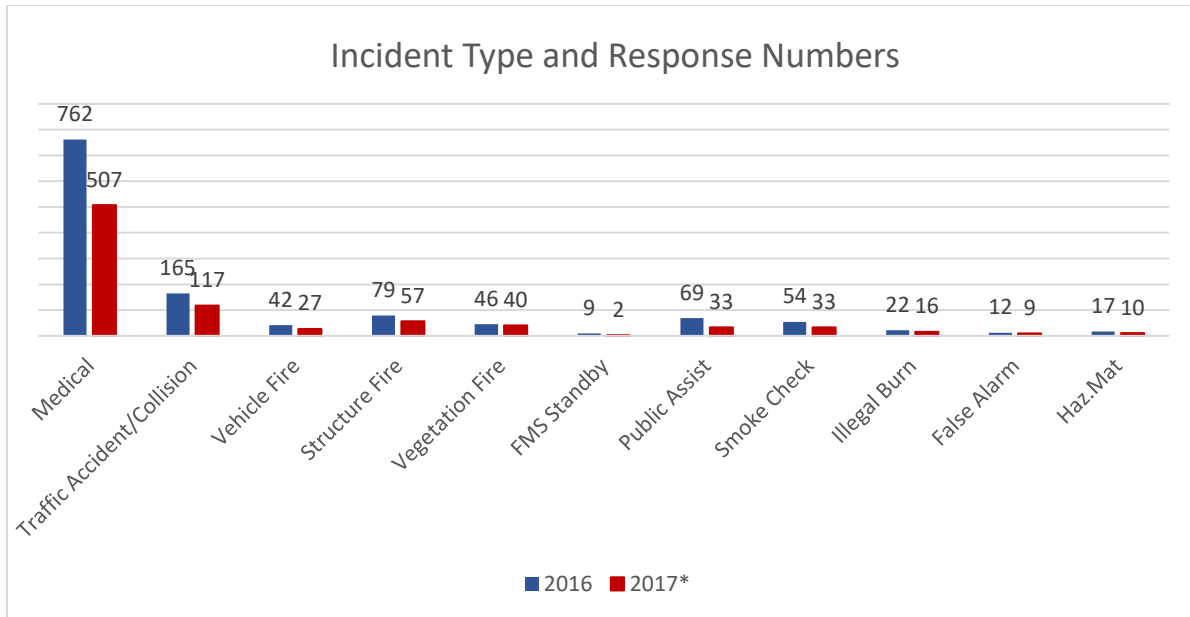


Figure 5: Incident Type and Number of Calls for 2016 and 2017
 *2017 Numbers provided from January – August.

Current Infrastructure and Facilities

The current Cottonwood FPD facility, located at 3271 Brush Street, was constructed in 1913 and was previously used as a car dealership until it was donated to the District in 1936. It has been the primary fire department facility since that time. The building is considerably outdated and would require substantial upgrades to meet the current needs of the District. There are two other facilities that are owned by the District that are used primarily as storage for vehicles and equipment.

To meet current demands, a new facility located on the corner of Fourth and Brush Streets was under construction as of March 2018. Measure C, a \$4 million bond measure passed by voters in 2016 approved the construction of a new fire station to replace the aging facility. This was the third attempt to pass a bond measure to raise funds to replace the old station. When construction is complete on the new facility, the old station will be retired. At 10,500 square feet, the new facility will have three double drive-through bays, large enough to house all of the District's vehicles.

The Cottonwood FPD owns a number of vehicles which are detailed in Table 3.8. Fire hydrants are present only in the downtown Cottonwood area which accounts for only 12 percent of the District. Where new development occurs, fire hydrants are installed. Without a robust system of hydrants throughout the District, the Cottonwood FPD relies heavily on its Water Tender for areas not within close proximity to a reliable water source.

Table 3.6: Cottonwood FPD Current Fleet

Vehicles	
Engine 23	Water Tender 17
Engine 223	Command Vehicle
Engine 523	Patrol 23
Engine 623	Utility Vehicle 23

Challenges and Needs

The Cottonwood FPD reports that apparatus upgrades would be helpful, but budgetary challenges prevent the District from procuring new equipment at this time. Additionally, the District needs volunteers and reserve firefighters.

ISO Rating

The Cottonwood FPD currently has a split ISO classification of 5/7. The first number is applied to properties within five road miles of a fire station and within 1,000 feet of a creditable water supply. The second number applies to properties within five road miles of a fire station, but beyond 1,000 feet of a creditable water supply.

Opportunities for Shared Facilities/Increased Efficiency

The Cottonwood FPD has mutual aid agreements in place with Shasta County Fire Department/CAL FIRE, Anderson FPD, and Tehama County Fire Department/CAL FIRE. The agreement with Anderson FPD is for response to all fires, traffic collisions, and second medical aids to a specific response area within the Anderson FPD. In addition, both Cottonwood and Anderson mutually respond to incidents on the 1-5 corridor. Anderson FPD is able to respond to the southbound side first, while Cottonwood FPD is able to respond to the northbound side first. The Cottonwood Fire Department also responds to Shasta County Strike Team requests, both inside the County and throughout California.

The new station may present opportunities to accommodate training activities for the mutual benefit of nearby and adjacent agencies.

FINANCING

Revenues for the Cottonwood FPD are generated primarily from property taxes and charges for services, which includes reimbursement for out-of-District calls and impact fees. Other revenue is a result of assistance-by-hire requests related to SRA vegetation fires or Strike Team participation, as well as various grants. The primary expenditures for the District are salaries and benefits for employees, and services and supplies. The most recent financial data provided by the District is shown in Table 3.9. Cottonwood FPD has made efforts to utilize cost avoidance techniques including eliminating duplicate services, reducing high administrative-to-operational cost ratios, and creative use of personnel and volunteer resources.

The most recent budget information provided by the District shows a deficit for Fiscal Year 2015-16 as well as for the adopted Fiscal Year 2016-17 budget. Tax revenues exceeded expectations for FY 2015-16, however to remain solvent long-term, the District should consider other revenue sources.

Table 3.7: Cottonwood FPD Revenues and Expenditures

Revenue	Adjusted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2016-17
Tax Revenue	193,000	220,330.23	200,000	230,132.50
Licenses and Permits	3,000	5,510.00	3,000	5,290.00
Revenue from Money and Property	750	1,232.81	750	2,118.32
Intergovernmental Revenues	3,000	13,176.86	7,000	7,105.86
Charges for Services	196,000	345,969.67	180,000	320,060.42
Miscellaneous Revenue	12,675	6,841.00	12,675	25,927.16
Other Financing Srcs Tran In	15,620	16,619.96	-	-
Other Finance Services L/T Debt	21,848	21,847.04	-	-

Other Financing Serves Sale C/A	2,500	2,500.00		
Total Revenue	\$448,393	\$633,027.57	\$390,750	\$590,634.26
Expenses	Adjusted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2016-17
Salaries and Benefits	413,080	461,911.70	393,950	403,365.16
Services and Supplies	121,550	209,418.55	124,650	108,609.83
Other Charges	7,810	7,483.96	7,890	7,589.96
Capital Assets	21,848	21,847.04	-	-
Other Financing Uses	8,150	17,544.88-	-	-
Total Expenditures	\$572,438	\$718,206.13	\$526,490	\$519,564.95
Net Total (Deficit)	(124,045)	(85,178.56)	(135,740)	71,069.31

ACCOUNTABILITY AND GOVERNANCE

The Cottonwood FPD is an independent special district governed by a five-member, elected Board of Directors. Meetings are held on the second Monday of the month at 6:00pm at 3265 Brush Street in Cottonwood. The District has a website where information about District staff, history, training activities, and volunteer opportunities are posted. District board members are listed, but meeting information and materials are not available.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

- (1) Growth and population projections for the affected area
 - a) Using GIS data and 2010 census, the estimated District population is 6,350.
 - b) Using the estimate of 0.2 – 1.1 percent annual growth, the Cottonwood FPD could anticipate serving a population of 6,413 – 6,707 by the year 2023.
 - c) According to the district, there are two Community Housing Improvement Program (CHIP) developments going into the Locust Street area which would add approximately 30 new homes, and another development near Rhonda Road which would add about 100 new homes.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
 - a) Cottonwood FPD is located in Community Tract 06089012701 which has a MHI of **\$38,964**, which is **63** percent of California's reported MHI, thereby qualifying the area as disadvantaged.
- (3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
 - a) A new facility is currently under construction. It will replace the aging station and will allow the District to house all apparatus at the same location.
 - b) The District maintains an ISO rating of 5/7.
- (4) Financial ability of agencies to provide services
 - a) The District relies primarily on tax revenue and services charges for funding operations.
 - b) Although charges for services have stabilized revenues for the short-term, the District may need additional revenue sources to fully fund District expenditures, including staff salaries as well as health and retirement benefits.
 - c) The Cottonwood FPD has made efforts to utilize cost avoidance techniques including eliminating duplicate services, reducing administrative-to-operational cost ratios, and creative use of personnel and volunteer resources. The District is encouraged to consider revenue increase opportunities as described in Section 4 of this MSR.
- (5) Status of and, opportunities for, shared facilities
 - a) The new facility may present opportunities to accommodate training activities for nearby and adjacent agencies.
 - b) There is an automatic aid agreement between the Cottonwood FPD and the Anderson FPD for structure fires within each agency's boundaries.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies
 - a) The Cottonwood FPD is an independent special district governed by a five-member, elected Board of Directors. Meetings are held on the second Monday of the month at 6:00pm at 3265 Brush Street, Cottonwood, CA 96022. To address volunteer recruitment shortages and retention, it is recommended that the district hold open houses along with semi-annual volunteer drives, use social media to increase community engagement and offer benefits as feasible.

- b) The Cottonwood FPD maintains a website (cottonwoodfd.com) where it posts information about District staff, history, training activities, and volunteer opportunities. District board members are listed, but meeting materials such as agendas, board packets and approved minutes are not available. Posting meeting agendas and minutes on the website would help increase District transparency.
 - c) **The District demonstrated accountability in its cooperation with Shasta LAFCO's information requests.**
- (7) Any other matter related to effective or efficient service delivery.
- a) It is recommended that the Cottonwood FPD services be maintained.

Happy Valley FPD

The Happy Valley FPD is situated in the south-central region of Shasta County approximately seven miles west of the City of Anderson. The area serves as a bedroom community to nearby Redding, Anderson, and Cottonwood. The District operates in cooperation with other nearby fire agencies under mutual and automatic aid agreements. Dispatch is provided by SCFD/CAL FIRE. The District was formed on March 24, 1947 by Resolution of the Shasta County Board of Supervisors.

Table 3.8: Happy Valley FPD Contact Information

Contact:	Randy K. Simmons	(530) 357-2345	randyhappyvalleyfire@gmail.com
Physical Address:	17441 Palm Ave Anderson, CA 96007		
Types of Services:	Fire Protection and Emergency Medical		
Population Served:	Approx. 5,800	Service Area:	20,480 acres (32 sq. mi.)
Number of Staff:	3 Full-time employees, 1 Part-time Secretary & 25 Volunteers		

District Boundary and Sphere

At the time of its formation, the Happy Valley FPD was 13 square miles. In 1988 the District annexed the service area of the Cloverdale Volunteer Fire Company which increased the boundary to 32 square miles. There have been no other annexations or boundary changes. Upon review of Tax Rate Area (TRA) maps prepared by the State Board of Equalization (BOE), LAFCo staff identified a potential TRA discrepancy for three parcels (APNs 207-240-001, 041-350-051, and 041-350-052) adjacent to the jurisdictional boundary for Happy Valley FPD. Staff contacted the BOE to determine whether a boundary correction was necessary. The BOE and Shasta County Auditor-Controller confirmed that Happy Valley FPD is a taxing entity in those parcels and receives a portion of the 1 percent property taxes. The Happy Valley FPD district map has been updated to include those parcels.

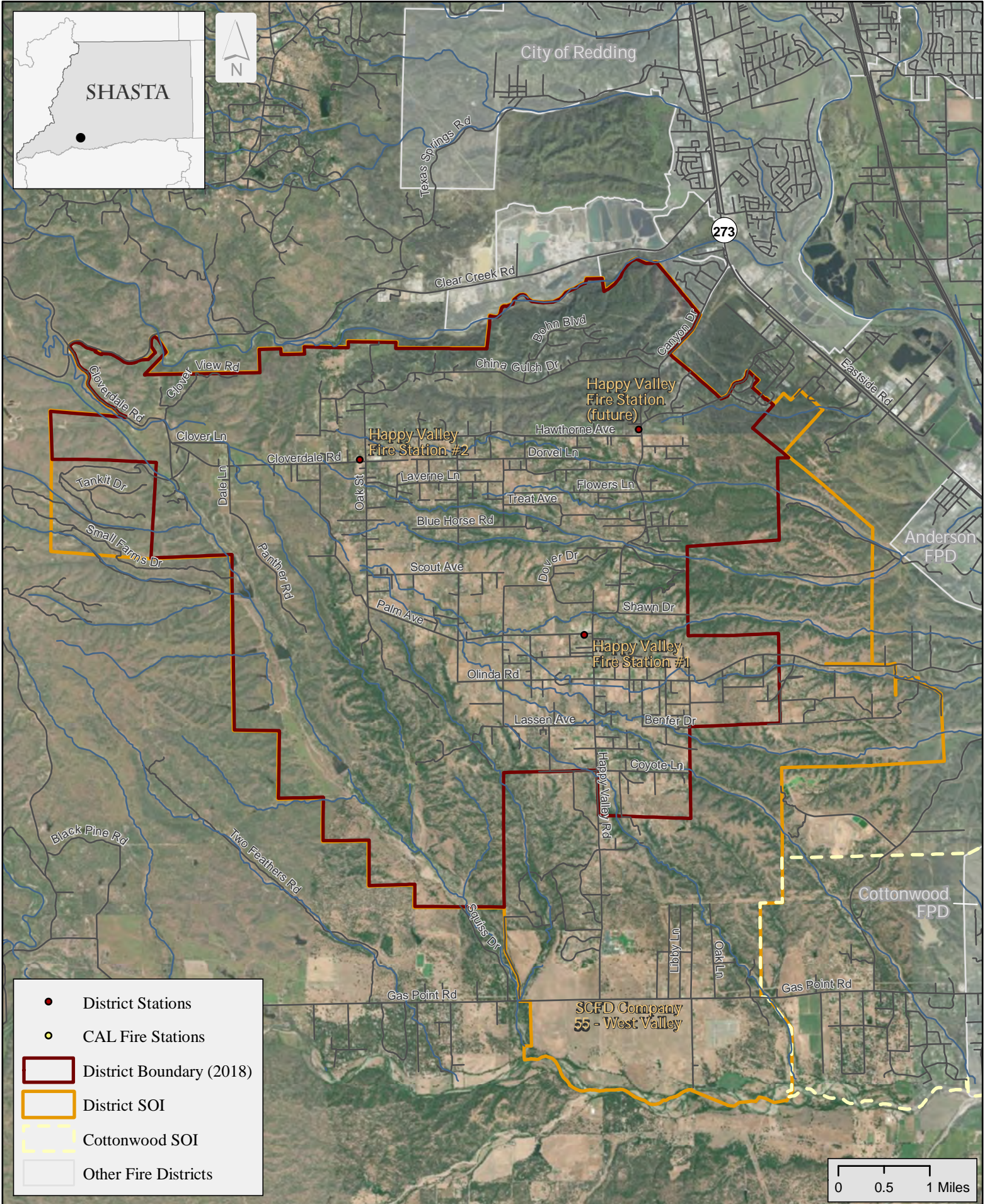
Happy Valley FPD's **sphere of influence (SOI)** extends west to include the Cobblestone Lane and Tankit Drive areas, east to include the 3,600-acre North Fork Ranch, and southeast to include the service area of the West Valley Volunteer Fire Company (SCFD Company 55). The spheres of influence for Happy Valley and Cottonwood adjoin at Four Star Drive along Gas Point Road, which was previously determined to be the midpoint between the two districts.

Growth and Population

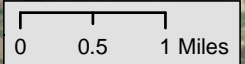
Happy Valley is not a census designated place so actual population statistics for the District are not available from the US Census. However, using GIS data and 2010 census blocks, the estimated population for the District is approximately 5,800. Using the annual growth rate estimate of 0.2 – 1.1 percent and the estimated population of 5,800, the population served by the FPD may increase to 5,952 – 6,686 by the year 2023.

Existing and Planned Uses

The Shasta County General Plan identifies Happy Valley as a Rural Community Center which is defined as a community that may or may not provide water and/or wastewater treatment. Zoning is primarily Limited Agriculture (A-1), Mobile Home District (T) Rural Residential (RR), Public Facilities (PF). Land use within the district is primarily sparse residential development, open space, and agriculture.



- District Stations
- CAL Fire Stations
- ▭ District Boundary (2018)
- ▭ District SOI
- ▭ Cottonwood SOI
- ▭ Other Fire Districts



Happy Valley Fire Protection District

Figure 6

Date: 9/18/2018

It is important to note that a planned development for 1,400 residential units, 30 acres of commercial uses, and other open space and recreational uses was previously on file with Shasta County for the North Fork Ranch Project in 2008. The landowners submitted a letter of intent to annex to the Happy Valley FPD. While the project was not completed, the District owns a vacant lot for a new fire station should a similar development be proposed in the future. In addition, impact fees are collected for all new development to help fund new facilities needed to accommodate growth.

Disadvantaged Unincorporated Communities

A portion of Happy Valley FPD is located in Community Block Group 060890123022 which is considered a severely disadvantage block with a MHI of \$32,014 which is 52 percent of California's reported \$61,818 MHI. Another portion of the FPD is located in Community Block 060890123024 which is considered a disadvantaged community block with a MHI of \$48,831, which is 79 percent of California's MHI. Should territory in the surrounding area be proposed for annexation in the future, disadvantaged communities in the area should be considered.

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

The Happy Valley FPD responded to an average of 588 calls in 2016 and 2017. Of those, the majority of calls (78 percent) were medical related, including vehicle accidents and other emergencies. Figure 7 provides an overview of calls for services responded to by the District. The Happy Valley FPD has an average response time of approximately 8 minutes within the District. Dispatch is provided by SCFD/CAL FIRE.

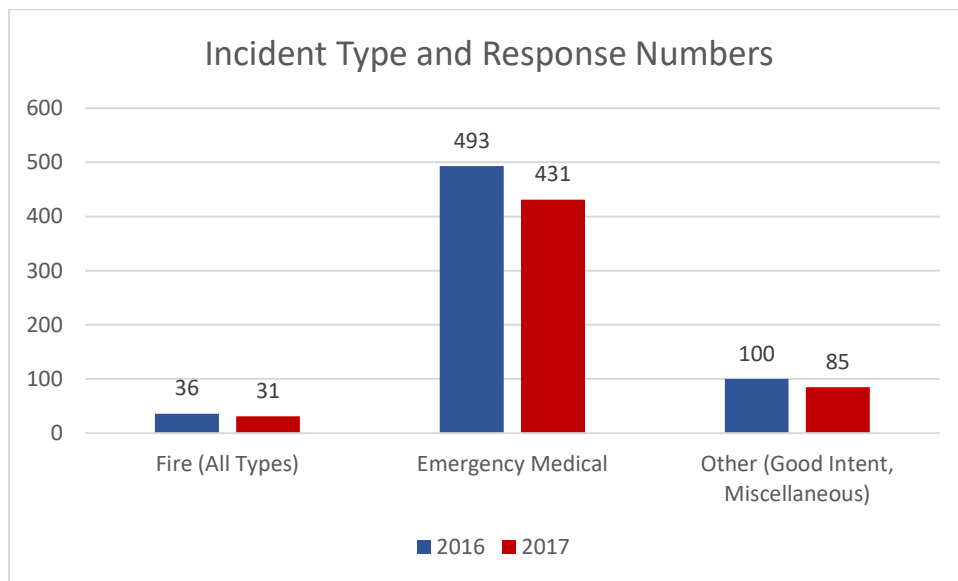


Figure 7. Incident Types and Number of Calls 2016 and 2017

ISO Rating

The District maintains an ISO rating of 04/4Y. The first number is applied to properties within five road miles of a fire station and within 1,000 feet of a creditable water supply. The second number with a Y designation applies to properties within five road miles of a fire station, but beyond 1,000 feet of a creditable water supply.

Opportunities for Shared Facilities/Increased Efficiency

The Happy Valley FPD cooperates nearby agencies to provide comprehensive coverage within the region. An automatic aid agreement exists between Happy Valley FPD and the Shasta County Fire Department (CSA #1).

Personnel

The Happy Valley FPD employs three full-time employees, one part-time secretary, and relies primarily on volunteer firefighters. The number of volunteers fluctuates and at the time of the writing of this document, the department had 26 volunteers and three additional volunteers pending interviews.

Current Infrastructure and Facilities

The District operates out of two fire stations. Station #1, located at 17441 Palm Avenue, was built in 1970 and is reported to be in good condition. Station #2, located at 16218 Cloverdale Rd, was built in 1976 and is also in good condition. Fire protection and apparatus are stored at both locations. A training facility was constructed at Station #2 in 2003. A third property was purchased at 6648 Happy Valley Road with the intention of constructing a third station. In 2011 the use permit was issued, but due to the poor economy, the project was halted. The District plans to use revenue collected from impact fees to fund construction of the new facility in the future. The impact fees were established in 2004.

The District's apparatus and vehicles are listed below in Table 3.11. The District reports that all of the vehicles are in good condition with the exception of Patrol 244 (1996), which is in fair condition and will need to be replaced in the future. All engines are on a 30-year replacement schedule.

Table 3.9: Happy Valley FPD Current Fleet

Fire Engines		
Engine 344 – Type 1	1995 Freightliner FL70	1250 GPM -1000 Tank
Engine 244 – Type 2	2016 Freightliner	1000 GPM - 750 Tank
Engine 44 – Type 1	2006 IH 7400	1250 GPM – 750 Tank
Engine 544 – Type 3	2001 IH 4800 4X4	500/120 GPM – 500 Tank
Engine 644 – Type 3	2006 IH 4300	350 GPM – 500 Tank
Engine 744 – Type 3	2002 IH 4700	350 GPM – 500 Tank
Other Vehicles		
Water Tender 44	2003 Kenworth T800	500 GPM – 3000 Tank
Patrol 44	2001 Ford F450	125 GPM – 300 Tank
Patrol 244	1996 Ford Super Duty	125 GPM – 300 Tank
Utility 244	2008 Chevy PU 4x4	Chief's Truck
Utility 44	2005 Chevy PU 4x4	Duty Officer's Truck

Source: Happy Valley FPD

FINANCING

The budget for the current fiscal year is \$511,857. Most revenue is collected from property taxes, annual assessments, and impact fees (see Table 3.12). Additional revenue is collected from calls outside of district boundaries and grants. The Happy Valley FPD has an existing benefit assessment, approved at an election in 1993, of \$40 that is levied on all developed parcels with improvements of at least \$1,000. Following the completion of a Nexus Study in 2004, the District adopted an impact fee of \$1,500 for new residential construction. The District

has expressed interest for increasing their benefit assessment to account for increased service demands and higher equipment and operating costs that are largely tied to inflation.

Table 3.10: Happy Valley Revenues and Expenditures

Revenues	Adopted 2015-16	Actual 2015-16	Adjusted 2016-17	Actual 2016-17	Adopted 2017-18
Taxes	266,900	282,799.97	278,700	291,358	285,700
Money/ Prop Revenue	600	837.33	800	1,369.30	800
Intergovernmental Revenues	4,800	10,155	4,500	5,116.52	4,800
Shasta County Contribution	-	-	134,400	193,866.78	16,091
Charges for Services	151,906	177,210.45	134,400	193,886.78	124,900
Miscellaneous Revenues	6,608	6,611.16	9,658	9,338.16	500
Other Financing Sources	99,502	99,502	263,007	263,007	-
Long-term Debt Proceeds	205,167	0.00	500	5,000	-
Sale of Capitol Assets	500	0.00	0.00	0.00	500
Total Revenue	735,983	577,116	691,565	769,077	511,857
Expenses	Adopted 2015-16	Actual 2015-16	Adjusted 2016-17	Actual 2016-17	Adopted 2017-18
Salaries and Benefits	377,328	368,965	387,162	382,751.09	355,750
Services and Supplies	103,293	126,290	99,152	94,160.64	97,751
Other Charges	1,400	1,115	1,400	1,236.50	1,400
Capital Assets	304,669	99,502	33,282	33,282	33,282
Appropriations for Contingency	5,000	-	5,000	-	20,674
Other Financing Uses	3,000	3,000	7,500	7,500	3,000
Total Expenditures	794,690	598,871	533,862	518,930	511,857
Net Total	\$(58,707)	\$(21,755)	157,703	250,147	\$0

Source: Happy Valley FPD

ACCOUNTABILITY AND GOVERNANCE

The Happy Valley FPD is governed by a five-member Board of Directors who are elected to staggered four-year terms by registered voters that live within the District. Board meetings are held on the second Monday of each month at 7:00pm at Station #1, located at 17441 Palm Avenue, Happy Valley, CA 96007. Agendas are posted in the office windows at least 72 hours in advance of the meeting and board packets are available for review during normal business hours.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

- (1) Growth and population projections for the affected area
 - a) Using GIS data and 2010 census blocks, the estimated District population is 5,800.
 - b) Using the estimate of 0.2 – 1.1 percent annual growth, the population served by the Happy Valley FPD could serve 5,952 – 6,686 by the year 2023.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
 - a) Portions of Happy Valley are within two different disadvantaged block groups, both with a MHI less than 80% of the reported California MHI, thereby qualifying the District as a disadvantaged unincorporated community.
- (3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
 - a) Happy Valley FPD has two stations reported to be in good condition.
 - b) Station #1 is located at 17441 Palm Avenue, Anderson, CA 96007
 - c) Station #2 is located at 16218 Cloverdale Rd, Anderson, CA 96007
 - d) There are plans to construct a third station at 6648 Happy Valley Road, Anderson, CA 96007 with funds collected from impact fees.
 - e) The District responded to an average of 588 calls in 2016 and 2017 with an average response time of 8 minutes.
- (4) Financial ability of agencies to provide services
 - a) The Happy Valley FPD adopted budget for Fiscal Year 2017-18 is \$511,857. The District should consider revenue increase opportunities as described in Section 4 of this MSR.
 - b) Fiscal Year 2016-17 actuals show a surplus of \$250,147.
- (5) Status of and, opportunities for shared facilities
 - a) The Happy Valley FPD operates with a number of nearby agencies to provide fire and emergency medical services to the community of Happy Valley and those communities adjacent or nearby.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies.
 - a) The Happy Valley FPD is an independent district governed by a five-member Board of Directors. To increase volunteer recruitment and retention, it is recommended that the district hold open houses along with semi-annual volunteer drives, use social media to increase community engagement and offer benefits as feasible.
 - b) The District does not currently have a website. Maintaining a website would allow posting of Board Meeting materials including agendas, board packets, and minutes.
- (7) Any other matter related to effective or efficient service delivery.
 - a) It is recommended that the Happy Valley FPD SOI be maintained.

Millville Fire Protection District

The Millville Fire Protection District (FPD or District) is an independent special district serving the community of Millville in Central Shasta County. Originally, the community was served by the Millville Volunteer Fire Company which was included in what is now CSA #1. In 1993 property owners in Millville submitted an application to LAFCO to form an independent fire protection district to provide fire and emergency services to the community. Following a public hearing, Shasta LAFCO approved the resolution and established the Millville Fire Protection District. The last MSR for the Millville FPD was completed in 2014, and this report will update and build up the information provided therein.

Table 3.11: Millville FPD Contact Information

Fire Chief	Tom Graham	(530)547-5521	angieograham@frontier.com
Address:	23963 Whitmore Rd. Millville, CA 96062		
Types of Services:	Fire Protection and Emergency Medical Response		
Population Served:	Approx. 1,650	Service Area:	64,000 acres
Number of Staff	Two paid part-time staff; one volunteer Fire Chief; 14 volunteer firefighters		

District Boundary

The Millville FPD encompasses approximately 64,000 acres in unincorporated Shasta County. The District's SOI extends to the south and encompasses a total of 66,649 acres (see Figure 8).

Growth and Population

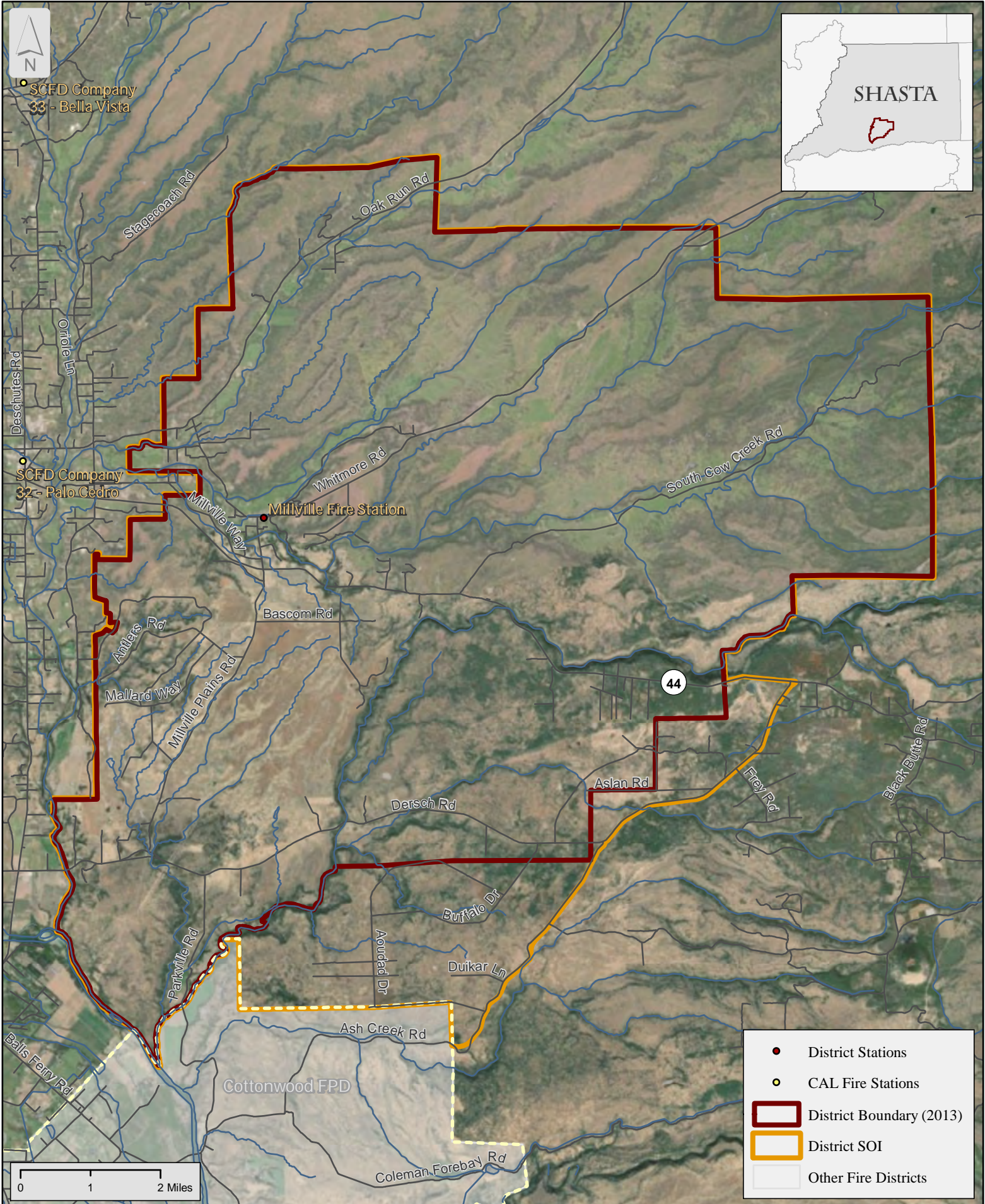
There is a Millville census designated place (CDP) so population statistics are available from the 2010 US Census. According to the census, the CDP population is 727, however the boundary is smaller than the Millville FPD boundary so it may not capture the entire FPD population. Using GIS data and 2010 census blocks, the estimated District population is approximately 1,650. Using the 0.2 – 1.1 percent growth rate estimate, the District population could increase to 1,693 - 1,902 by the year 2023.

Existing and Planned Uses

Land uses within the District are subject to the Shasta County General Plan and Zoning Regulations. The Shasta County General Plan identifies Millville as a Rural Community Center which is defined as a community that may or may not provide water and/or wastewater treatment. Zoning in the District is primarily Residential (R-1; R-L), Rural Residential (R-R), Limited Agriculture (A-1), and Exclusive Agriculture (EA). Land Uses and zoning within the SOI are primarily Unclassified (U), Residential (R-1; R-L), and Limited Agriculture (A-1).

Disadvantaged Unincorporated Communities

Millville is located in Community Tract 06089012601 which qualifies as a Disadvantaged Community Tract with a MHI of \$45,536, which is 74 percent of California's reported \$61,818 MHI, thereby qualifying the area as disadvantaged. Should territory in the surrounding area be proposed for annexation in the future, disadvantaged communities in the area should be considered.



Millville Fire Protection District

Figure 8

Date: 7/9/2018

Sources: Boundaries, Roads, Parcels: Shasta County GIS.

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

The District responded to approximately 200 calls in 2016 and 100 calls in the first half of 2017. The majority of calls are medical calls and the remaining are fires or other miscellaneous calls for service. Table 3.14 below shows an overview of incident type and number of responses. Dispatch is provided by SCFD/CAL FIRE.

Table 3.12: Millville FPD Department Incident Numbers

Incident	2016	2017 Q1-Q2
Total Responses	200	100
% Fire Response	15%	15
% Medical	80%	80%
% Miscellaneous	5%	5%

Source: Millville FPD

ISO Rating

The Millville FDP's ISO rating in all areas of the District that are within 1,000 feet of a hydrant is currently a class 6. The rating for areas in which the District has to supply water (categorized as more than 1,000 feet from a hydrant) is currently a class 6Y. There is a total of four fire hydrants within the District. Provided fire service in areas that do not have a fire hydrant require the District to haul water using a water tender or engines.

Personnel

The Millville FPD employs two part-time staff has a volunteer Fire Chief and 14 volunteer firefighters. Volunteer numbers fluctuate and may change from year to year. It is a challenge for many Districts to maintain a full roster of volunteers.

Current Infrastructure and Facilities

The District operates out of one fire station, located at 23963 Whitmore Rd in Millville. The Millville FPD operates six vehicles to respond to calls within the District. Those apparatus are listed below in table 3.15.

Table 3.13: Millville FPD Current Fleet

Vehicles
1990 International Pumper
1975 Oshkosh Pumper Tanker
1989 Peterbilt/Tanker
1999 Ford Rescue LT
1982 GMC Pumper
2000 Chevrolet Service Truck

Challenges and Needs

The Millville FPD does not report any current challenges or needs. All turnouts have been recently replaced. Long-term, all gear and SCBAs will need to be replaced as this equipment has a set lifespan not to exceed approximately 10-years.

Opportunities for Shared Facilities/Increased Efficiency

The Millville FPD operates in cooperation with other nearby fire agencies including CSA#1 – Shasta County Fire, under informal mutual aid agreements.

FINANCING

Table 3.14: Millville Revenues and Expenditures

Revenue	Adjusted 2015-16	Actual 2015-16	Adjusted 2016-17	Actual 2016-17
Taxes	29,584	31,427	30,360	32,698
Rev. from Money and Property	296	418	235	842
Intergovernmental Sources	517	525	17,858	17,930
Charges for Services	56,322	63,091	62,037	24,678
Misc. Revenues	15,981	11,980	11,980	863.00
Total Revenues	\$102,700	\$107,443	\$122,470	\$77,013
Expenditures				
Salaries and Benefits	46,600	36,679	45,100	27,526
Services and Supplies	59,081	40,921	106,850	72,599
Other Charges	700	173.00	550	166.25
Total Expenditures	\$106,381	\$73,773	\$152,500	\$100,292
Net Total	(3,681)	33,670	(30,030)	(23,279)

Source: Shasta County Auditor Controller

The Millville FPD is funded primarily through charges for services and property taxes. Other revenues include reimbursements and grants. Budget information for Fiscal Year 2015-16 shows revenues totaling \$107,443 and expenses totaling \$73,773 leaving a net total of \$33,670.22. Fiscal Year 2016-17 shows a deficit of 23,279. Although the funds from the prior Fiscal Year can be carried over to cover budgetary deficits, other more reliable revenue sources should be considered to ensure long-term District solvency.

ACCOUNTABILITY AND GOVERNANCE

The Millville FPD is governed by a five member Board of Directors who are elected to staggered four year terms by registered voters that live within the District. Board meetings are held on the second Monday of each month at 7:00 p.m. at the fire hall, located at 23963 Whitmore Road in Millville. Agendas are posted in the office windows at least 72 hours in advance of the meeting and board packets are available for review during normal business hours.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

- (1) Growth and population projections for the affected area
 - a) Using GIS data and 2010 census blocks, the estimated population for the District is approximately 1,650.
 - b) Using the projected growth rate of 0.2 – 1.1 percent, the population served by the FPD could increase to 1,693 – 1,902 by the year 2023.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
 - a) Millville is located in Community Tract 06089012601 which qualifies as a Disadvantaged Community Tract with a MHI of \$45,536, which is 74 percent of California's reported \$61,818 MHI, thereby qualifying the area as disadvantaged.
- (3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
 - a) The District operates out of one station located at 23963 Whitmore Rd in Millville, CA 96062. The station is reported to be in good condition.
 - b) The District responds to an average of 200 calls per year and has an ISO rating of 6/6Y.
- (4) Financial ability of agencies to provide services
 - a) The Millville FPD adopted budget for Fiscal Year 2016-17 is \$77,013
 - b) Fiscal Year 2016-17 actuals shows a deficit of \$23,279.
 - c) The District is encouraged to consider revenue increase opportunities as described in Section 4 of this MSR..
- (5) Status of and, opportunities for, shared facilities
 - a) The District operates in cooperation with other nearby fire agencies including CSA#1 – Shasta County Fire, under informal mutual aid agreements.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies
 - a) Millville FPD holds regular Board Meetings every second Monday of the month at 7:00 p.m. at the fire hall, located at 23963 Whitmore Road in Millville. To address volunteer recruitment shortages and retention, it is recommended that the district hold open houses along with semi-annual volunteer drives, use social media to increase community engagement and offer benefits as feasible.
 - b) The District does not have a website page. A website where meeting agendas and minutes are posted and available for the public would improve accountability and transparency.
- (7) Any other matter related to effective or efficient service delivery.
 - a) It is recommended that the Millville FPD SOI be maintained.

Shasta Lake Fire Protection District

Shasta Lake Fire Protection District (SLFPD or District) is an independent special district serving the City of Shasta Lake located at the northern end of the Sacramento Valley. The majority of the District is located on the west side of Interstate 5 between Lake Shasta and the City of Redding. In 1994 the Shasta Lake Fire Protection District was formed as a result of the consolidation of the Central Valley FPD and the Summit City FPD. Dispatching is provided by SHASCOM and the Shasta County Fire Department Emergency Command Center in Redding. The last MSR for the Shasta Lake FPD was completed in 2014 this report will update and build up the information provided therein.



Table 3.15: Shasta Lake FPD Contact Information

Fire Chief	Dennis Beck	(530) 275-7474	C42@shastalakefpd.org		
Station # 1 Address:	4126 Ashby Ct. Shasta Lake, CA 96019				
Website	shastalakefpd.us				
Types of Services:	Fire Protection and Emergency Medical Services				
Population Served:	10,386	District Acreage	8,320	SOI Acreage	15,195.5
Number of Staff	9 Full-time professionals, 1 Admin Clerk				

District Boundary

The Shasta Lake FPD is independent of the City of Shasta Lake, however, the SLFPD shares largely the same boundary as the City of Shasta Lake. Shasta Lake FPD also serves one square mile of unincorporated land to the east of the City for a total of 8,320 acres (13 sq. mi). The SOI is not coterminous with the District and encompasses 15,195.5 acres. (Figure 9)

The Shasta Lake FPD is directly north of, and adjacent to the Buckeye FPD and the City of Redding. The current Shasta Lake FPD SOI encompasses the northern portion of the Buckeye FPD, which is entirely within the City of Redding SOI. Currently, the City of Redding provides all fire and emergency service to the Buckeye FPD through a Joint Powers Agreement. It is anticipated that the City will likely pursue annexation of the Buckeye FPD in the future. However, given the following considerations the area is recommended to be maintained in the SOI for the Shasta Lake FPD. Should the City of Redding pursue annexation, the area would be considered to be substantially surrounded by the Shasta Lake FPD SOI, which LAFCo tries to avoid to maintain logical boundaries. In consideration of service provision, Shasta Lake Station #1 located on Ashby Rd is better situated to provided efficient response to the area. Additionally, inclusion of the area in question in the Shasta Lake FPD SOI would establish a clear east to west alignment along its southern border. Given that the area is recommended to remain in the Shasta Lake FPD SOI, the area would need to be annexed into the Shasta Lake FPD upon dissolution of the Buckeye FPD.

Additionally, a prior SOI update expanded the **Shasta Lake FPD's** SOI to the north, in part, due to the expected development of the Moody Flats Quarry Project. The Quarry was not developed, and this project area remains undeveloped and uninhabited. However, LAFCo learned, upon receiving input from the District, that they respond to areas beyond the SOI and are the closest agency to respond to calls in the area. Therefore, it is recommended that the Shasta Lake FPD SOI be maintained to include this area.

Growth and Population

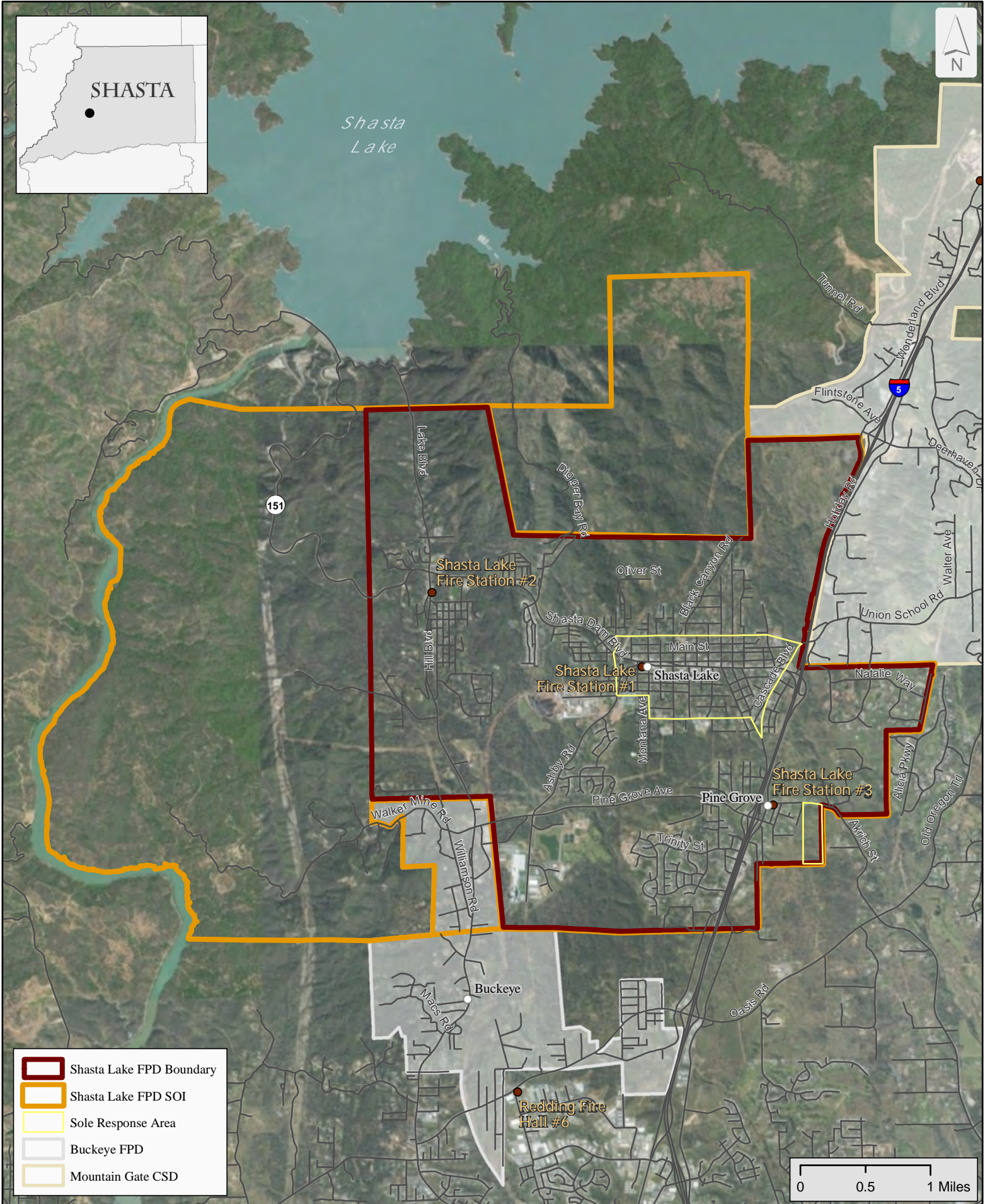
The City of Shasta Lake is a census-designated place (CDP). According to the 2010 census, the population of the City of Shasta Lake was 10,164. The 2017 most recent California Department of Finance report shows a population of 10,386 indicating moderate growth. Using the 0.2 – 1.1 percent annual growth projections, and the 2010 Census population, the Shasta Lake FPD could serve a population of 10,431 – 11,717 by the year 2023.

Existing and Planned Uses

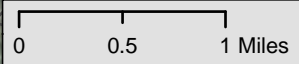
Land uses within the District are subject to the City of Shasta Lake General Plan Land Use Element and Shasta Lake Municipal Title Code 17 – Zoning. Zoning within the City is predominantly Residential, Commercial, and Industrial. The Commercial zones are primarily located along Shasta Dam Boulevard (CA State Route 151) and the I-5 corridor. Industrial zones are found predominantly in the southwest area along Ashby Road. The District indicates future growth within the Shasta Gateway Industrial Park as well as in the Unclassified area near the Pine Grove Ave and I-5 intersection. This area appears to be a new residential development.

Disadvantaged Unincorporated Communities

The City of Shasta Lake is in Disadvantaged Community Place 0671225 with a MHI of \$40,295 which is 65 percent of California's reported \$ 61,818 MHI, thereby qualifying the area as disadvantaged. The City of Shasta Lake and the majority of the Shasta Lake FPD service area is incorporated, and therefore does not qualify as a DUC. However, it stands to reason that sections of unincorporated territory surrounding the City may qualify as disadvantaged. Should the City pursue annexation, DUC communities within its vicinity may be examined further.



- Shasta Lake FPD Boundary
- Shasta Lake FPD SOI
- Sole Response Area
- Buckeye FPD
- Mountain Gate CSD



Shasta Lake Fire Protection District

Figure 9

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

The Shasta Lake FPD responds to approximately 1500 calls per year of which, the majority are Emergency Medical and Rescue calls. In 2016, 69 percent of calls were for emergency medical and in 2017, 71 percent of calls were for emergency medical (figure 10). Dispatch is provided by SCFD/CAL FIRE.

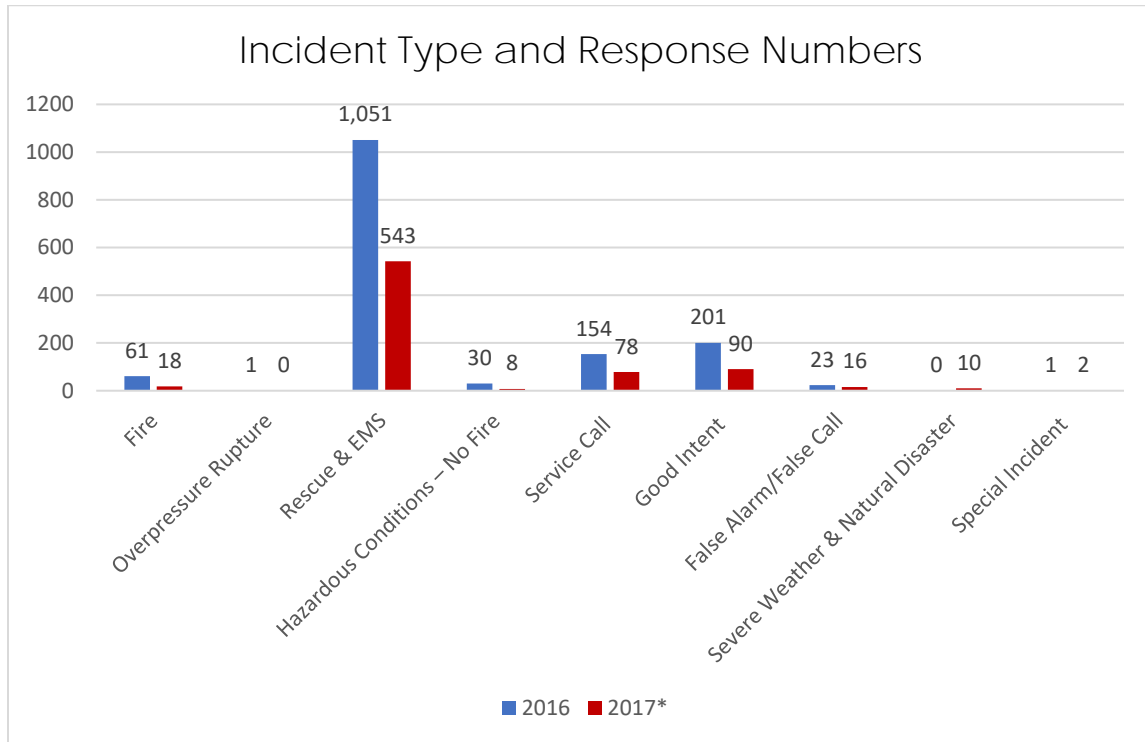


Figure 10: Incident Types and Response. Calls from 2017 are only for part of the year.

ISO Rating

The Shasta Lake FPD maintains an ISO rating of 3 for properties within five road miles of a fire station and within 1,000 feet of a creditable water supply and 3Y for properties within five road miles of a fire station, but beyond 1,000 feet of a creditable water supply.

Personnel and Training

The Shasta Lake FPD employs full-time firefighting professionals including a Fire Chief, Fire Marshall, Training Officer, three Fire Captains, three Engineers and one administrative staff person. In addition to paid staff, the District relies on volunteers to provide fire protection within the District. The District also relies on volunteers to conduct District activities and respond to calls.

Current Infrastructure and Facilities

The Shasta Lake FPD operates out of three fire stations. Fire Station #1, located at 4126 Ashby Ct, is the District's main station and is staffed 24/7. All administrative duties are conducted out of this station.

Station #2 is located at 5270 Akrich Street and is not staffed or used for day-to-day operations. It is used primarily for apparatus storage. Station #2 was built in the 1940s and is not up to current earthquake building standards. It does not meet current needs for housing personnel. The sleeping quarters are directly above the engine bay which does not have proper ventilation to remove equipment fumes and exhaust.

Station #3 is located at 13791 Lake Boulevard and is also unstaffed and used primarily for training and storage purposes. Several apparatus are stored at this location, and regular board meetings are also held there (table 3.18)

Table 3.16: Shasta Lake FPD Current Fleet

Light Equipment (<20,000 Gross Vehicle Weight)	Replacement Year
B242 2008 Ford F250 Utility Pickup	2018
C42 2009 Ford F250 Utility Pickup	2019
B42 2013 Ford F250	2023
Heavy Equipment (>20,000 Gross Vehicle Weight)	
E 542 2002 Farara Type-3, 750 GPM Pumper	2022
E42 2008 Sutphen type -11750 GPM Pumper	2028
P42 2013 EJ Metals, Ford F550 Patrol Pumper	2033
E242 2014 Pierce Type-1, 1500 GPM Pumper	2034
E642 2014 Pierce Type-3, 1000 GPM Pumper	2034

Challenges and Needs

The Shasta Lake FPD reports that SCBA bottles need to be replaced and renovations and upgrades are needed at Station #1 where personnel and administrative operations are housed. **Based on the District's vehicle replacement schedule, several vehicles will need to be replaced.**

Opportunities for Shared Facilities/Increased Efficiency

The Shasta Lake FPD is in close proximity to other fire protection districts and operates with other fire agencies to provide fire services to the City of Shasta Lake and communities adjacent to it, or nearby.

FINANCING

The Shasta Lake FPD is funded primarily through property taxes, grants, and fees, charges levied for services provided, and reimbursements from fire calls when dispatched outside of **the district's service boundary**. The District expected revenues to total \$1,168,587 in FY 2016/17, actual revenues were \$1,110,051. Expenditures were greater than revenues and resulted in a deficit of \$187,545. Fiscal Year 2017/18 anticipated revenues of \$1,325,936.

Despite the District's concerted efforts to identify and convey to the public the need for increased funding for fire services, a ballot measure failed to pass, which would have provided much needed additional revenue. There are, however, other revenue opportunities available to the District. Because a substantial portion of the District exists in the City of Shasta Lake, City regulations regarding cannabis growth and sales could provide an opportunity for the District to approach those engaged in the newly established cannabis industry to provide voluntary, independent payments or contributions for fire and emergency services to the Shasta Lake FPD.

Table 3.17: Shasta Lake Current Revenues and Expenditures

Revenues	Adjusted FY 2016-17	Actual FY 2016-17	Adopted FY 2017/18
Total Taxes	485,205	502,703	484,530
Total Money from Revenue and Property	10,020	14,454	11,000
Total Intergovernmental Revenues	634,939	667,763	825,456
Total Charges for Services	38,423	102,424	4,950
Misc. Revenues	0	10,253	-
Total Revenue	\$1,168,587	\$1,297,597	1,325,936
Expenditures			
Total Salaries and Benefits	\$906,500	885,413	1,110,452
Total Services & Supplies	\$258,887	205,685	\$196,440
Total Other Charges	\$3,200	18,953	\$19,044
Total Expenditures	\$1,168,587	\$1,110,051	1,325,936
Net Total (Deficit)	0	\$(187,545)	0

Another potential revenue source is impact fees related to new construction. Shasta Lake is the fastest growing city in Shasta County – in order to continue to provide services as the demand increases, the City of Shasta Lake could impose an impact fee on new construction. Those funds would be earmarked specifically for fire infrastructure and apparatus.

ACCOUNTABILITY AND GOVERNANCE

The Shasta Lake FPD is governed by a five-member Board of Directors who are elected to staggered four-year terms by registered voters that live within the District. Meetings are held on the second Monday of every month at 6:00pm at Station #3, located at 13791 Lake Blvd, Shasta Lake, CA 96019. Agendas are posted in the office windows at least 72 hours in advance of the meeting and board packets are available for review during normal business hours.

The Shasta Lake FPD maintains a website at www.shastalaekefpd.us. Board agendas and minutes are posted and are kept mostly up-to-date. Other District information including staffing and contact information is provided as well.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

- (1) Growth and population projections for the affected area
 - a) According to the 2010 US Census, Shasta Lake FPD has a population of 10,164.
 - b) Based on annual population growth projections, the Shasta Lake FPD could serve a population of 10,431 – 11,717 by the year 2023.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
 - a) The City of Shasta Lake is a Disadvantaged Community Place 0671225 with a MHI of \$40,295 which is 65 percent of California's reported \$ 61,818 MHI.
- (3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
 - a) Shasta Lake FPD operates out of three stations. The main Station #1 at 4126 Ashby Ct. staffed 24/7; Station #2 at 5270 Akrich Street which is not staffed or used for day-to-day operations; and Station #3 at 13791 Lake Boulevard is also unstaffed and is used primarily for training and storage purposes.
 - b) The District responded to 1,522 calls in 2016 and 765 in the first half of 2017.
- (4) Financial ability of agencies to provide services
 - a) The operating budget for fiscal year 2017-18 is \$1,325,936. Priory year budget actuals show that the District had a deficit of \$187,545.
 - b) The District made a considerable effort to increase revenues, which did not receive sufficient voter support. The District is encouraged to consider other revenue increase opportunities as described in Section 4 of this MSR.
- (5) Status of and, opportunities for, shared facilities
 - a) The District operates with other fire service providers, however there are currently no opportunities for shared facilities.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies
 - a) Shasta Lake FPD is an independent district governed by a five-member Board of Directors. Meetings are held on the second Monday of every month at Station #3. Agendas and packets are available for review during normal business hours. To address volunteer recruitment and retention, it is recommended that the district hold open houses along with semi-annual volunteer drives, use social media to increase community engagement and offer benefits as feasible.
 - b) Shasta FPD maintains a website where meeting agendas and minutes are posted, which improves the District's transparency and accountability.
- (7) Any other matter related to effective or efficient service delivery.
 - a) The current Shasta Lake FPD SOI encompasses the norther portion of Buckeye FPD. The Buckeye FPD is entirely within the City of Redding SOI and it is anticipated that the Buckeye FPD will be annexed by the City of Redding in the future. It is recommended that the Shasta Lake FPD SOI continue to include the northern portion of Buckeye FPD.
 - b) A prior Sphere of Influence expansion to the north was done, in part, due to the expected development of the Moody Flats Quarry Project. It is recommended that the Shasta Lake SOI retain this area.

County Service Area No. 1

County Service Area #1 (CSA #1), alternatively and interchangeably recognized as Shasta County Fire Department (SCFD), is responsible for providing fire protection services, through a contract with CAL FIRE to unincorporated area of Shasta County that are not served by either an independent fire district or a city fire department. The contract between Shasta County and CAL FIRE integrates the two organizations into a cohesive approach to providing fire protection services. CSA #1 – Shasta County Fire Protection District was formed 1974, to provide fire protection and emergency medical services to the unincorporated areas of Shasta County. Dispatch service for all CSA #1 stations is provided by Cal Fire. A municipal service review (MSR) for the District was previously conducted in 2014, which evaluated fire-related services provided by the District. This profile will build upon and update the information in the 2014 document.



Table 3.18: CSA #1 Contact Information

Contact #1:	Mike Hebrard
Phone:	(530) 225-2418
Email:	info@shastacountyfire.org
Physical Address:	875 Cypress Avenue, Redding, CA 96001
Mailing Address:	875 Cypress Avenue, Redding, CA 96001
Types of Services:	Structure, Wildland, Vehicle Fire Protection; Medical Aid; Traffic Accident Response; and Hazardous Materials Spills
Population Served:	70,000
Size of Service Area:	3,400 square miles or 2,176,000 acres
Number of Staff:	

District Boundary

CSA #1 has a boundary that is coterminous with the county boundary and encompasses areas of the county that are not served by other fire protection service providers or fire protection districts. The initial service area was approximately 102,000 acres and served a population of 70,000. In 1985, a SOI update increased the SOI to be coterminous with the county boundary, resulting in coverage for the entire unincorporated population of Shasta County. (See Figure 1)

Prior to formation, fire protection and suppression services in the unincorporated areas of Shasta County were provided by independent fire districts. In the 1950s, the California Health and Safety Code provided for the establishment of localized volunteer fire companies (VFC). In the 1960's, the Shasta County government realized its responsibility to provide for fire protection for industry in the valley floor (primarily lumber mills) and recognized the importance of the relationship between County fire operations and the VFCs operating in the rural communities. The county was divided into two zones. "Fire Zone 1" included the unincorporated areas in the valley region excluding areas served by an independent fire district, and "Fire Zone 2" encompassed the remainder of the county. In 1974 "Fire Zone 1" was officially recognized as CSA 1 – Fire Protection. In 1986 "Fire Zone 2" was annexed into CSA #1, thus creating a countywide CSA for fire protection. Boundary

Growth and Population

CSA#1 is comprised primarily of the rural areas of Shasta County and does not have specific census data matching the District boundaries, however the district serves large parts of the unincorporated parts of the county. Using a 2018 Department of Finance (DOF) report, the estimated unincorporated population served is 66,508 persons which is a decrease of 0.6 percent in the County's unincorporated population between 2017 and 2018, indicating negative population growth. Using the 0.2 – 1.1 percent annual growth estimate and the 2018 DOF estimated population, the CSA #1 population could increase to approximately to between 67,175-70,247 by the year 2023.

Existing and Planned Uses

Land use and building regulation services are provided by the County. Approximately 40.4 percent of Shasta County is public land and 97 percent of the unincorporated areas are presently undeveloped. Primarily, land use is Agricultural Grazing, Rural Residential (RA), Rural Residential (RB), Open Space, Timber, and Mixed-Use. According to the Shasta County General Plan's Community Organization and Development Pattern section, land use development in Shasta County "will, in large measure, be determined by the historic pattern of land use and the existing organization of its communities." Based on projections of negligible population growth, less than significant land use development is expected.

Disadvantaged Unincorporated Communities

LAFCo is required to evaluate disadvantaged unincorporated communities (DUCs) as part of this municipal service review, including the location and characteristics of any such communities.

As discussed above, the District covers many small communities with few census boundaries that are able to capture CSA#1's service area. There are, however, several sub areas identified with census information. These are analyzed below:

Big Bend CDP

Big Bend is located in Community Place 0606475. It has a MHI of \$34,757, which is 56 percent of California's reported MHI, qualifying Big Bend CDP as a DUC.

Cassel CDP

Cassel CDP is located in Community Tract 06089012702 which has a MHI of \$40,075, which is 65 percent of California's reported MHI, qualifying Cassel CDP as a DUC

Hat Creek CDP

Hat Creek is located in Community Block 060890127011 which has a MHI of \$44,184, which is 71 percent of California's reported MHI, qualifying Hat Creek CDP as a DUC.

Old Station CDP

Old Station is located in Community Tract 06089012702 which has a MHI of \$40,075, which is 65 percent of California's reported MHI, and qualifies as a DUC.

Shingletown CDP

Shingletown is located in Community Tract 06089012603 which has a MHI of \$48,528, which is 79 percent of California's reported MHI, and qualifies as a DUC.

Bella Vista CDP

Bella Vista is partially located in Community Block 060890118022 which has a MHI of \$45,563 which is 74 percent of California's reported MHI, and qualifies as a DUC.

French Gulch CDP

French Gulch is located in Community Place 0626056 which has a MHI of \$28,750 which is 47 percent of California's reported MHI, and qualifies as a DUC.

Montgomery Creek CDP

Montgomery Creek is located in Community Tract 06089012601 which has a MHI of \$45,536 which is 74 percent of California's reported MHI, and qualifies as a DUC.

Although census data is not available for the entire district, it stands to reason that there are other disadvantaged unincorporated communities within CSA #1. Should territory in the District or surrounding areas be evaluated for annexation, disadvantaged communities in the area may be considered further.

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

Fire protection services for the District are provided by CAL FIRE. In 2015, CSA #1 responded to 3,268 calls for service. In 2016, 517 calls, or 32 percent, were fires of various types, and 2518 calls, or 77 percent were medical related. Refer to Table 3.26 for an overview of CSA #1's service calls. The District is divided into five battalions. An overview of each Battalion is included below.

Battalion 1

Battalion 1 is under the direct supervision of Battalion Chief Brian Noel and is comprised of five volunteer fire companies and two CAL FIRE stations:

- Volunteer Fire Company 10 – Cassel
- Volunteer Fire Company 11 – Hat Creek
- Volunteer Fire Company 12 – Old Station
- Volunteer Fire Company 13 – Soldier Mountain
- Volunteer Fire Company 70 – Big Bend
- CAL FIRE Station 14
- CAL FIRE Station 19

There are approximately 4,800 residents living within the Battalion one service area which encompasses 336,412 acres and includes the communities of Big Bend, Cassel, Hat Creek, Old Station, Ponderosa, Dana, and Soldier Mountain; as well as Lake Britton and Burney Falls State Park.

Each VFC within the district has a Type II engine, Type III engine, water tender. Rescue. Funding provided through winter preparedness augmentation funds allowed CAL FIRE Burney Station 14 to remain fully staffed through winter 2016.

Table 3.19: CSA #1 Battalion 1 Personnel and Population Served

Volunteer Fire Company	Volunteer Fire Chief	Total number of Volunteers	Total Population Served
Company 10 – Cassel	Don Chaix	6	207
Company 11 – Hat Creek	Richie Hathaway III	14	500
Company 12 – Old Station	John Parrish	3	51
Company 13 – Soldier Mountain	Greg Mayer	13	120
Company 70 – Big Bend	David Green	6	150

Battalion 2

Battalion 2 under the direct supervision of Battalion Chief Ken Lowe and is comprised of four Volunteer fire companies and four CAL FIRE stations:

- Volunteer Fire Company 30 – Oak Run
- Volunteer Fire Company 33 – Bella Vista
- Volunteer Fire Company 71 – Montgomery Creek
- Volunteer Fire Company 72 – Jones Valley
- CAL FIRE Buckhorn Station 34
- CAL FIRE Shasta College Station 73
- CAL FIRE Diddy Wells Station 74
- CAL FIRE Hillcrest Station 75

Each VFC in Battalion 2 has a Type II Engine, a Type III wildland fire Engine, Rescue Unit, and Water Tender.

Table 3.20: CSA #1 Battalion 2 Personnel and Population Served

Volunteer Fire Company	Volunteer Fire Chief	Total number of volunteers	Total population served
Company 30 – Oak Run	Linda Barneby	4	
Company 33 – Bella Vista	Ron Smith	18	2,800
Company 71 – Montgomery Creek	Theresa Carroll	9	1,420
Company 72 – Jones Valley	Travis Tygielski & Slade Giles	5	800

Battalion 3

Located in Southeastern Shasta County, Battalion 3 provides fire protection services to the communities of Millville, Shingletown, Whitmore, Viola, and Manton. The Millville Fire Protection District also provides fire protection services in the community of Millville and some surrounding areas. SCFD cooperates in automatic aid agreements with the Millville FPD and Tehama County Fire. Battalion 3 is under the direct supervision of Battalion Chief Felix Berbena and consist of two volunteer fire companies and two CAL FIRE stations:

- Volunteer Fire Company 20 – Shingletown

- Volunteer Fire Company 31- Whitmore
- CAL FIRE Shingletown Station 22
- CAL FIRE Whitmore Station 35

Table 3.21: CSA #1 Battalion 3 Personnel and Population Served

Volunteer Fire Company	Volunteer Fire Chief	Total number of volunteers	Total population served
Company 20 – Shingletown	Justin Tavalero	10	4,500
Company 31 – Whitmore	Bill Ellis	8	700

Battalion 4

Located along I-5, Battalion 4 is under the supervision of Battalion Chief Scott Corn. The Cities of Redding, Anderson and Shasta Lake are within the Battalion service boundary, as well as the unincorporated communities of Happy Valley, Cottonwood, and Mountain Gate. The City of Redding Fire Department and Anderson, Happy Valley, Shasta Lake, and Cottonwood FPDs provide fire service to those communities respectively; and the Mountain Gate CSD provides fire protection services within its boundaries.

The Battalion consists of three volunteer fire companies, one Shasta County Fire Department and one Cal Fire Station.

- Shasta County Volunteer Fire Company 32 – Palo Cedro
- Shasta County Volunteer Fire Company 54 – Lakehead
- Shasta County Volunteer Fire Company 55 – West Valley
- Shasta County Fire Department Palo Cedro Station 32
- CAL FIRE Redding Station 43

Table 3.22: CSA #1 Battalion 4 Personnel and Population Served

Volunteer Fire Company	Volunteer Fire Chief	Total number of Staff/ Volunteers	Total population served
Company 32 – Palo Cedro	Tom Fields	2	1,269
Company 54 - Lakehead	N/A	None	900-2500
Company 55 – West Valley	Shawn Plummer	Unavailable	750

Battalion 5

Battalion 5 is under the supervision of Battalion Chief Dave Hotchkiss and is comprised of four volunteer companies and two Cal Fire stations, one of which is an Amador station.

- Shasta County Volunteer Fire Company 50 – Igo/Ono
- Shasta County Volunteer Fire Company 52 – Centerville
- Shasta County Volunteer Fire Company 53 – Keswick
- Shasta County Volunteer Fire Company 59 – French Gulch
- CAL FIRE Ono Station 57
- CAL FIRE Shasta Station 58

Table 3.23: CSA #1 Battalion 5 Personnel and Population Served

Volunteer Fire Company	Volunteer Fire Chief	Total number of Staff/ Volunteers	Total population served
Company 50 – Igo/Ono	Doug Atkins	4	600
Company 52 – Centerville	John Luntley	23	138
Company 53 – Keswick	Joe Pollard	9	Not provided
Company 59 – French Gulch	Cliff Shattuck	5	300

Table 3.24: CSA #1 Department Numbers for 2016

Station	# of Battalions	Vegetation Fires	Structure Fires	Other Fires	Medical	Hazmat/ FMS	Public Assist	Total	% Medical
Incident Responses									
Shingletown Company 20	3	21	4	42	450	4	45	566	76%
Oak Run Company 30	2	5	1	5	29	0	1	41	71%
Whitmore Company 31		3	0	4	34	1	3	45	76%
Palo Cedro Company 32	4	16	15	51	300	5	40	427	70%
Bella Vista Company 33	2	13	14	60	458	13	46	604	76%
Igo/Ono Company 50	5	9	1	10	78	0	2	100	78%
Centerville Company 52	5	4	2	13	105	3	11	138	76%
Keswick Company 53	5	9	4	23	102	2	7	147	69%
West Valley Company 55	4	12	6	13	108	1	5	145	74%
French Gulch Company 59	5	2	1	10	69	0	2	84	82%
Montgomery Creek Company 71	2	9	1	18	217	3	3	251	86%
Jones Valley Company 72	2	3	2	16	140	4	3	168	83%
Total Responses	-	135	59	323	2518	42	191	3268	77%

Source: 2016 Annual Report

Personnel

The Shasta County Fire Department is a combination paid/volunteer department comprised of a small number of paid CAL FIRE employees who provide response, administrative, training,

and fire prevention services in support of a force of volunteer firefighters. Eighteen Volunteer Fire Companies (VFC) make up the Shasta County Fire Department. These VFCs are located in the unincorporated communities throughout the county. There is one fully funded county fire engine located in Palo Cedro and four Amador funded engines staffed with full-time paid CAL FIRE employees.

Current Infrastructure and Facilities

Each of the departments has facilities and infrastructure of various ages and conditions. The infrastructure needs are determined through an annual inspection of all facilities. Infrastructure and maintenance needs are addressed by the Shasta County facility maintenance department. None of the facilities within CSA #1 need to be replaced. A list of all facilities improvements and additions was compiled in 1999; by 2014 those upgrades and improvements had been completed and the District moved into a maintenance phase and issues are addressed as they arise.

There are several benchmarks by which the level of fire service provided by an agency may be measured, and the Insurance Services Office Public Protection Classification, or ISO PPC, is one such measure. The ISO is a rating commonly used by insurance companies to determine fire insurance rates, with 1 being the best rating which indicates the highest level of fire protection and the lowest being 10.

FINANCING

Current Revenues and Expenditures

The Shasta County Board of Supervisors adopted budget for CSA #1 for Fiscal Year 2017-18 is shown below in table 3.27. CSA #1 requested a total of \$8.1 million with revenues expected to be approximately \$5.4 million. The appropriations exceed revenues by \$2.7 million which will be covered by the Shasta County General fund balance. The fiscal year 2017-18 budget appropriations have increased \$930,305. This is largely due to purchasing of deferred capital asset vehicles. County Fire deferred three heavy equipment purchases to allow time for review of specific needs to optimize the purchases. Also, there was a significant increase in the County Fire Workers' Compensation rate,

County Fire has allocated substantial funds to purchase specialized equipment for the Shasta Cascade Hazardous Material Response Team to be offset by grant revenues. County Fire continues to closely monitor necessary expenditures and encourage program efficiencies and savings.

Table 3.25: CSA #1 Financial Data

Revenues	Actuals 2015-16	Actuals 2016-17	Adopted 2017-18
Taxes	1,875,396	1,993,135	1,901,050
Licenses, Permits & Franchise	22,610	23,285	23,000
Revenue from Money & Property	16,507	27,503	15,000
Intergovernmental Revenues	797,732	73,533	54,000
Charges for Services	1,138,374	1,079,743	723,917
Miscellaneous Revenues	7,262	465	100
Other Financing Sources Tran in	2,201,474	2,493,821	2,707,930
Other Financing Sources SRCS Sale	29,796	0	10,000
Total Revenue	6,089,153	5,691,488	5,434,997

Expenditures			
Salaries & Benefits	399,477	419,113	570,527
Services & Supplies	1,281,046	1,079,450	1,509,984
Other Charges	3,531,503	3,588,113	4,452,217
Capital Assets	1,110,046	164,859	1,639,634
Total Expenditures	6,322,074	5,251,538	8,172,362
Net Total (deficit)	(232,920)	439,949	(2,737,365)

Source: Shasta County Budget 2017-18

ACCOUNTABILITY AND GOVERNANCE

The principal act that governs CSAs is the County Service Area law (Government Code §25210-25217.4). CSA#1 is a dependent district governed by the County Board of Supervisors who serves as its Board of Directors. The Board of Supervisors holds regular public meetings in accordance with the Brown Act and considers matters related to CSA #1, including service contracts and annual budgets, as needed. There is no advisory body that serves CSA #1. Such a body could provide a vehicle for more local participation and accountability. Affected property owners may provide input directly to the Shasta County Fire Department Chief or to the County Board of Supervisors.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

- (1) Growth and population projections for the affected area
 - a) The estimated population of CSA #1 is approximately 66,508.
 - b) Using the projected 0.2 – 1.1 percent growth rate, CSA #1 could serve 67,175 – 70,247 residents by 2023.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
 - a) CSA #1 encompasses all of unincorporated Shasta County that is not within an independent fire district or the City of Redding making DUCs difficult to identify.
 - b) CSA #1 serves primarily the unincorporated communities of Shasta County. The County has an MHI of \$45,582 which is 74% of the state MHI of \$61,818.
 - c) Big Bend CDP, Hat Creek, Cassel CDP, Old Station CDP, Shingletown CPD, Bella Vista CDP, French Gulch CDP, and Montgomery CDP qualify as DUCs with a median household income less than 80 percent of the state median household income.
 - d) It is likely more communities qualify as disadvantaged within the CSA #1 boundary.
- (3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
 - a) Each battalion operates a number of stations. Those stations are maintained on a regular schedule and are reported to be in conditions ranging from fair to good.
- (4) Financing ability of agencies to provide services
 - a) CSA #1 has an operating budget for fiscal year 2017-18 of \$5,434,997
 - b) Budget actuals for fiscal year 2016-17 show a net total of \$439,949.
- (5) Status of and, opportunities for, shared facilities
 - a) CSA #1 cooperates extensively with other County Districts to provide fire protection.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies
 - a) CSA#1 is a dependent district governed by the County Board of Supervisors who serves as its Board of Directors. The Board holds regular public meetings to consider CSA #1 matters, including service contracts and annual budgets, as needed. To address volunteer recruitment and retention, open houses, semi-annual volunteer drives, social media use is recommended.
 - b) There is no advisory body that serves CSA #1. Such a body may provide a vehicle for more local participation and accountability.
 - c) The SCFPD has a website, however individual CAL FIRE supported volunteer fire departments do not. A website with relevant service information, budgets, financial data, and contact information postings would provide improved transparency.
 - d) Both CAL FIRE and Shasta County demonstrated accountability in its cooperation with LAFCo's information requests.
- (7) Any other matter related to effective or efficient service delivery.
 - a) It is recommended that the CSA #1 SOI be maintained.

City of Redding Fire Department (Buckeye FPD)

The Redding Fire Department serves the City of Redding and the Buckeye Fire Protection District (FPD) with a combined service area of 65 square miles. Redding is the largest city in the Cascade Region and is a main hub for transportation, entertainment and shopping for Shasta County. A Joint Powers Agreement between Buckeye FPD and the City of Redding provides that all fire and emergency services will be provided to the community by the Redding Fire Department. The last MSR for the Buckeye FPD was completed in 2014. This report will update and build up the information provided therein.



Table 3.26: City of Redding Fire Department Contact Information

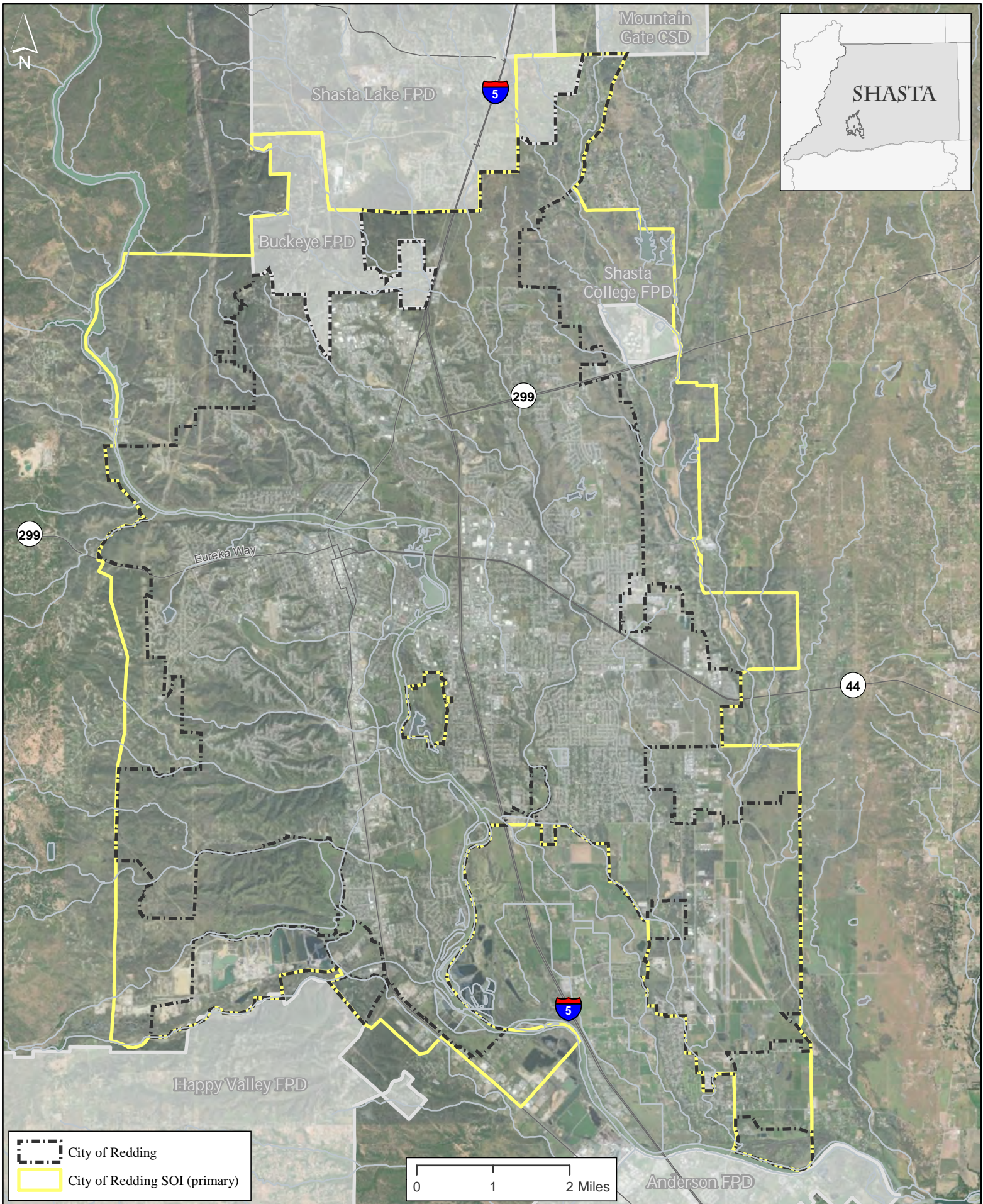
Interim Fire Chief	Cullen Kreider	(530) 225-4141	ckreider@cityofredding.org
Mailing Address:	PO Box 496071 Redding, CA 96049		
Site Address	777 W Cypress Avenue, Redding, CA 96001		
Website	www.cityofredding.org/departments/fire-department		
Types of Services:	Fire Protection, Fire Prevention, and Emergency Services		
Population Served:	91,320		
Service Area:	65 square miles (41,600 acres)		
Number of Staff	72 Career Personnel		



Agency Boundary and Sphere

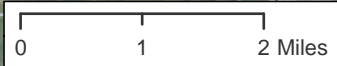
The Redding Fire Department's combined service area is 65 square miles and includes the jurisdictional boundaries of the City of Redding and the Buckeye FPD. (See Figures 11 and 12). While this service area can generally be considered one operational area for purposes of fire and rescue services, LAFCo maintains separate jurisdictional boundaries and spheres of influence for the City of Redding and the Buckeye FPD. The Buckeye FPD was assigned a zero sphere of influence (SOI) in 1986 as the entire District is within the City of Redding's SOI. A zero sphere, which includes no territory, assumes that the public service responsibilities and functions of an agency should ultimately be reassigned to another agency. In this case, it is anticipated that the size of the Buckeye FPD will reduce as territory is annexed into the City of Redding. Once all the area is annexed and served by the City, the District will subsequently be dissolved. Currently, there are no plans to annex the Buckeye FPD into the City.

Growth and Population

Between 2000 and 2013, the population of the City of Redding grew from 80,865 to 89,861 people, with an annual growth rate of approximately 0.85 percent. Based on the California Department of Finance, the 2018 population for the City of Redding is 91,357 people, which represents a 0.1 percent change from the year prior. In addition, the Buckeye FPD has an estimated population of 1,665 people based on 2010 census block data. Using the estimated combined service area population of 93,000 and the Shasta County growth projections of 0.2 and 1.1 percent, the Redding Fire Department could serve between 93,242 and 94,338 residents by 2023.



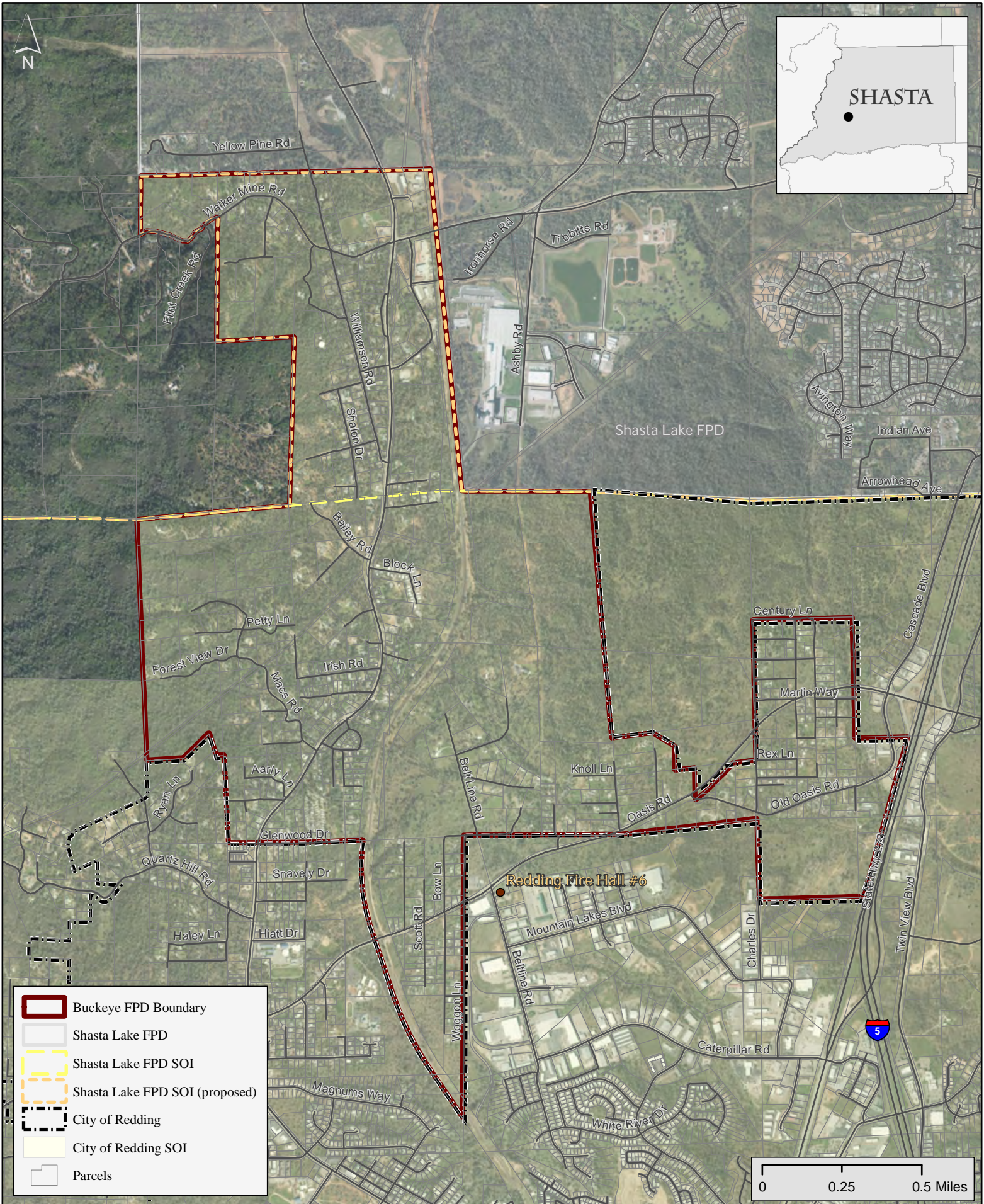
-  City of Redding
-  City of Redding SOI (primary)










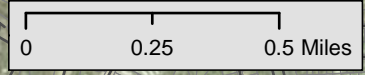
City of Redding

Figure
11

Map Date:
7/10/2018



-  Buckeye FPD Boundary
-  Shasta Lake FPD
-  Shasta Lake FPD SOI
-  Shasta Lake FPD SOI (proposed)
-  City of Redding
-  City of Redding SOI
-  Parcels



Buckeye Fire Protection District

Figure
12

Date: 7/25/2018

Sources: Boundaries, Roads, Parcels: Shasta County GIS.

Existing and Planned Uses

The City's land use classifications and zoning designations are determined by the City of Redding General Plan. Zoning is primarily single-family residential with 38,679 housing units. Pockets of Industrial and Commercial zoning designations are dispersed throughout the City with most Commercial areas along the I-5, CA-299 and CA-273 corridors. Within the Buckeye FPD, land uses are primarily residential with areas of open space dispersed. The County's zoning in this area is primarily Interim Residential (IR) which is "applied to urban residential or suburban residential areas, on an interim basis, where it is apparent that more intensive urban or suburban development is imminent."

Disadvantaged Unincorporated Communities

The City of Redding is in Disadvantaged Community Place 0659920 with a MHI of \$43,773 which is 71 percent of California's reported \$61,818 MHI, thereby qualifying the area as disadvantaged. The City of Redding is incorporated, and therefore does not qualify as a DUC. However, it stands to reason that sections of unincorporated territory surrounding the City may qualify as disadvantaged. Should the City pursue annexation, DUCs within its vicinity should be assessed further.

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

In 2017 the Redding Fire Department responded to 14,277 calls for service of which 480 calls, or three percent, were fires of various types and 8,907 calls, or 62 percent, were rescue or medical related. Other calls such as Public Service and Good Intent calls represented 28 percent of total calls. (See Table 3.34). Of the total calls of service, between 200 and 300 incidents per year are produced within the Buckeye FPD. The Redding Fire Department has a goal of responding to 90 percent of calls within 5 minutes. Dispatching is contracted with SHASCOM.

Table 3.27: Redding Fire Department Incident Types (2014-2017)

Incident	2014	2015	2016	2017
Building Fires	147	135	142	171
Vehicle Fires	69	52	62	78
Vegetation Fires	174	196	146	167
Other Fire Incident Types	78	93	68	64
Overpressure/Explosion (No Fire)	37	33	36	26
Rescue & Emergency Medical	8,337	8,131	8,502	8,907
Hazardous Condition	240	198	221	228
Public Service Call	1,153	1,304	1,418	1,559
Good Intent Call	1,816	2,323	2,314	2,569
False Alarm & False Call	385	387	466	466
Severe Weather/Natural Disaster	1	3	3	18
Special Incident Type	25	8	18	19
Total Responses	12,456	12,863	13,396	14,277
% Medical	67%	63%	63%	62%
% Fire Response	4%	4%	3%	3%

Source: www.cityofredding.org

In addition to responding to calls for service, the Redding Fire Department also provides fire prevention, investigation and other services related to public safety and code compliance. See Table 3.36 for the number of incidents between 2014 and 2016 (actuals) and those projected for 2017.

Table 3.28: Redding Fire Department Fire Prevention Workload

Fire Prevention	2014	2015	2016	2017
Arson Fire Investigations	92	88	79	85
General Fire Investigations	170	166	193	180
Fire Inspections (Bureau)	1,109	994	878	994
Plan Reviews	52	89	200	250
Weed/Vegetation Complaint Investigations	218	288	311	300
Public Information Requests	50	54	68	65
Vegetation Management Inspections	26	87	166	175

Source: City of Redding budget

ISO Rating

For several decades, the Redding Fire Department had an ISO rating of 3, which is in the top 20 percent of the nation in terms of fire protection systems and capabilities. In 2016, the Redding Fire Department was upgraded to an ISO rating of 2, which now places the City of Redding and the Buckeye FPD in the top 2 percent of communities nationwide for fire protection. Based on the ISO report, the department only received 64 percent of the possible points for firefighter staffing. As such, any decreases in number of personnel would likely have a negative impact on the department's ISO rating in the future.

Personnel and Training

The Redding Fire Department is comprised of three Divisions – Administration, Operations, and Prevention – and employs 72 uniformed career personnel assigned to three alternating shifts or battalions. The department's goal is to secure three-person staffing for all fire engines currently staffed with only two persons. Through a SAFER grant and subsequent city funding, the department currently staffs five of their eight engines with the industry standard of three personnel.

The department has indicated they have staffing shortages in both the Fire Suppression and Fire Prevention Divisions. Currently, the Fire Prevention Division is staffed with one Deputy Chief/Fire Marshal and two Fire Inspector/Investigators. Due to funding constraints, the department has not been able to re-establish the Assistant Fire Marshal position and the Fire Prevention Specialist positions, both of which are top department priorities in order to remain responsive to increasing construction and development needs of the community.

Members of the Redding Fire Department are continuously involved with training. The department has a Battalion Chief/Training Officer and administers a four-week Firefighter Academy for new firefighters. In addition, all personnel are expected to complete a minimum of 20 hours of training per month in a wide variety of subjects: firefighting, rescue, EMS, and hazardous materials to name just a few. Due to funding constraints, the department has not been able to implement Fire Officer and Battalion Chief training programs.

It is important to note that the Buckeye FPD does not have any employees since all services are provided by the Redding Fire Department.

Current Infrastructure and Facilities

The Redding Fire Department currently operates eight (8) fire stations including the Buckeye FPD station (Station #6). The department has identified a list of upgrades needed for each station, however securing funding for those improvements is a budgetary challenge. The department pursues grant funding whenever possible to help purchase new apparatus and equipment. Most recently in 2017, the department purchased two new engines, with Buckeye FPD contributing \$250,000 and the Redding Fire Department contributing \$950,000. The new engines replaced models from 1989 and 1990.

Challenges and Needs

The Redding Fire Department continues to monitor apparatus and equipment needs. Funding to replace aging apparatus remains inadequate; however, given the department is facing higher-priority staffing needs, no enhancements to the apparatus replacement fund have been budgeted. The department is has also completed much of the groundwork and planning to add a secondary VHF repeater as their primary VHF channel is increasingly too busy to remain effective. However, funding in the amount of \$200,000 is needed.

FINANCING

The adopted budget for FY 2018-19 is approximately \$20.2 million. The budget is broken down into the department's three Divisions – Administration, Operations, and Prevention. The majority of funds are used for Fire Department Operations (approximately 90%). A contractual increase for SHASCOM dispatch services in the amount of \$89,000 is provided under “Operating Materials” beginning in 2017-18. See Table 3.36 for full budget details.

Table 3.29: Redding Fire Department Budget Expenditures

Division	Personnel	Materials, Supplies & Services	Capital Outlay	Debt Services	Total
Administration					
FY 2018-19 Adopted	945,170	175,730	-	-	\$1,121,900
FY 2017-18 Adopted	915,930	177,370	-	-	\$1,093,300
FY 2016-17 Amended	882,400	152,740	-	-	\$1,035,140
FY 2015-16 Actual	803,200	157,425	-	-	\$960,625
Operations					
FY 2018-19 Adopted	15,526,120	2,767,640	-	-	\$18,293,760
FY 2017-18 Adopted	14,916,480	2,720,580	10,000	-	\$17,647,060
FY 2016-17 Amended	15,582,230	2,676,540	86,930	120,320	\$18,466,020
FY 2015-16 Actual	15,069,460	2,574,240	115,747	80,192	\$17,939,639
Prevention					
FY 2018-19 Adopted	776,400	86,150	-	-	\$862,550
FY 2017-18 Adopted	753,490	86,540	-	-	\$840,030
FY 2016-17 Amended	729,140	81,780	-	-	\$810,920
FY 2015-16 Actual	680,901	68,520	-	-	\$749,421
Total					
FY 2018-19 Adopted	\$17,248,690	\$3,029,520	-	-	\$20,278,210
FY 2017-18 Adopted	\$16,585,900	\$2,984,490	\$10,000	-	\$19,580,390
FY 2016-17 Amended	\$17,193,770	\$2,911,060	\$86,930	\$120,320	\$20,312,080
FY 2015-16 Actual	\$16,553,561	\$2,800,185	\$115,747	\$180,192	\$19,649,685

As discussed above, the Buckeye FPD contracts for fire services with the Redding Fire Department. The District's main revenue sources are property taxes and revenue from leasing District-owned property (APN 064-220-024) for a wireless telecommunications facility. A summary of District revenues and expenditures are provided below.

Table 3.30: Buckeye FPD Revenues and Expenditures

Revenue	FY 2017-18 Adopted	FY 2017-18 Final	FY 2018-19 Proposed
Taxes and Assessments	\$95,439.00	\$95,439.00	\$95,345.00
Revenue from use of Money and Property	\$15,300.00	\$15,300.00	\$15,150.00
Intergovernmental Revenues	\$1,450.00	\$2,348.00	\$2,100.00
Transfer in-Reserve Fund	-	\$58,220.85	-
Prior Year Fund Carryover	\$44,961.00	\$44,961.24	\$3,918.00
Total Revenue	\$157,150.00	\$216,269.09	\$116,513
Expenditures			
Services & Supplies	\$8,006.00	\$8,904.00	\$7,171.00
Contributions to Outside Agencies	\$55,226.00	\$55,226.00	\$55,230.00
Appropriations for Contingency	\$93,918.00	\$23,918.24	\$4,112.00
Fund Balance Assigned (Reserve)	-	\$108,220.85	\$50,000.00
Fund Balance Restricted (Hydrant)	-	\$20,000.00	-
Total Expenditures	\$157,150.00	\$196,269.09	\$136,513.00
Net Total	\$0.00	\$20,000.00	\$0.00

Source: Buckeye FPD

ACCOUNTABILITY AND GOVERNANCE

The Redding City Council consists of five members elected "at large" for staggered four-year terms. The City Mayor is selected from the council members. Council meetings are held on the first and third Tuesdays of each month at 6:00 pm in the Council Chambers located at 777 Cypress Avenue in Redding. Redding operates under the Council-Manager form of government. The City Council appoints a City Manager and who then hires heads of departments, including the Fire Chief.

Buckeye FPD is an independent special district governed by a five-member Board of Directors. Board meetings are held on the first Monday of each quarter at 6:00pm inside Redding Fire Station #6 at 1695 Beltline Avenue in Redding. Agendas are posted and available to the public 72 hours in advance.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

- (1) Growth and population projections for the affected area
 - a) The combined service area for the Redding Fire Department and Buckeye FPD is approximately 93,000.
 - b) Using a projected growth rate of 0.2 – 1.1 percent, the District could expect to serve 93,242 – 94,338 residents by 2023. Based on this estimate, it is anticipated that the demand for services will increase slightly during the period between now and the next Municipal Service Review.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence
 - a) Buckeye Fire Protection District is located in Disadvantaged Community Tract 06089011600 with a MHI of \$41,104, which is 66 percent of California's reported \$61,818 MHI, and 06089010806 with a MHI of \$34,722 which is 56 percent of California's MHI, thereby qualifying the area as disadvantaged.
 - b) Should territory in the District or surrounding areas be evaluated for annexation in the future, disadvantaged communities may be considered further.
- (3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
 - a) Through a JPA between the Buckeye FPD and the City of Redding, the Redding Fire Department provides fire and emergency services to the Buckeye FPD.
 - b) The average response time within the District is 6 minutes.
 - c) The City of Redding, and by extension, the Buckeye FPD has an ISO Rating of 2.
- (4) Financing ability of agencies to provide services
 - a) The majority of District revenues come from property taxes, which generated approximately \$95,439.00 in fiscal year 2017/18.
 - b) All revenues are transferred to the City of Redding.
- (5) Status of and, opportunities for, shared facilities
 - a) Buckeye FPD is northwest of and directly adjacent to the City of Redding. The Buckeye FPD and the District operate as one agency responding to calls within each agency's boundaries.
 - b) Buckeye FPD operates out of Station #6, at 1695 Beltline Avenue in Redding. Station #6 is owned and maintained by the City of Redding Fire department
- (6) Accountability for community service needs, including governmental structure and operational efficiencies
 - a) Buckeye FPD in an independent district governed by a five-member Board of Directors. The Board holds regular meetings on the first Monday of each quarter at Redding Fire Department Station #6, 1695 Beltline Avenue in Redding.
 - b) The District does not currently have a website. Maintaining a website would allow the District to post meeting materials such as agendas, board packets and approved minutes and would improve District transparency.
- (7) Any other matter related to effective or efficient service delivery.
 - a) **It is recommended that Buckeye FPD's sphere of influence be maintained as a zero sphere, which includes no territory, to reflect the eventual annexation to the City of Redding.**

Mountain Gate Community Services District

The Mountain Gate CSD service area is located just north of the City of Shasta Lake along Interstate 5. The District is generally bounded on the north, northwest and northeast by U.S. Forest Service lands, on the south by Bella Vista Water District and on the southwest by the City of Shasta Lake. Formed in May 1956, the Mountain Gate CSD was established as an independent special district to provide water to Mountain Gate area customers. Fire protection and emergency services were initiated in 1966.



Table 3.31: Mountain Gate CSD Contact Information

Contact:	Don Kerns, Fire Chief	(530) 275-3003	C41@shastalakefpd.org
Mailing Address:	14508 Wonderland Blvd., Redding, CA 960063		
Site Address	14508 Wonderland Blvd., Redding CA 96003		
Website	https://www.mountaingatecsd.com/		
Types of Services:	Potable Water and Fire Protection		
Population Served:	1,930	Size of Service Area:	3,945 Acres (6.2sq mi)
Number of Staff	1 Part-time fire chief and 13 Volunteers		

District Boundary

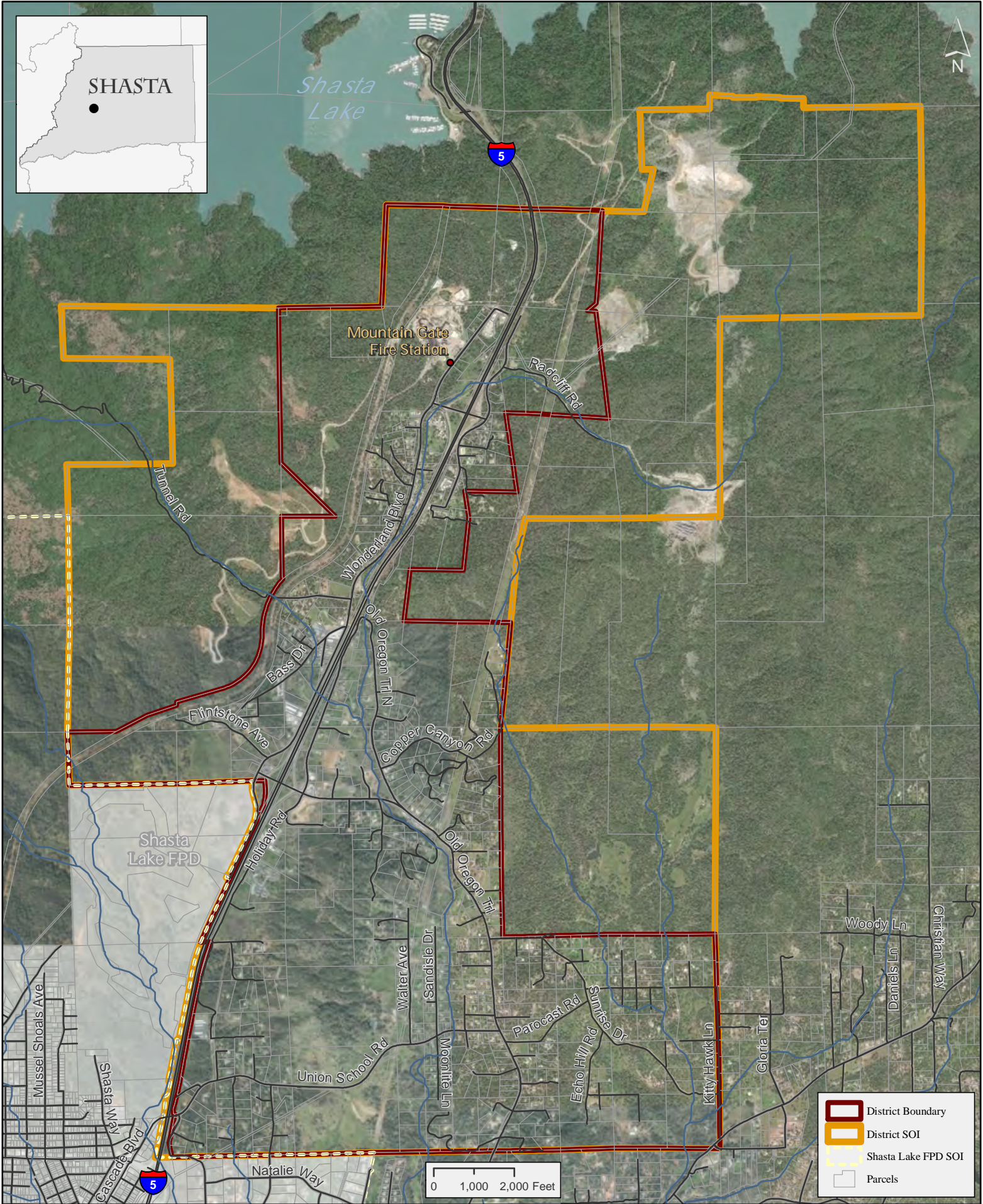
At the time of formation, the District encompassed approximately 1,280 acres or 2.5 square miles. A series of annexations occurred in the 1960s and 1970s which increased the District area by an additional 2,150 acres. In 1960 there was a boundary clean-up with Mountain Gate CSD, Shasta Lake FPD, and the City of Shasta Lake resulting in a detachment of 60 acres. A recent 311-acre annexation of the Union School Rd area increased the current area of the District to approximately 4,256 acres (6.7 square miles). (See Figure 13).





Growth and Population

According to the 2016 American Communities Survey 5-Year Estimates, the population of the Mountain Gate Census Designated Place (CDP) was 928 people. However, the CDP boundary is smaller than the Mountain Gate CSD boundary. Therefore, the estimated population served by the District is 1,930. Using the 0.2 – 1.1 percent projected annual growth and the estimated population of 1,930, the population served by the District could increase to between 1,980 and 2,224 by the year 2023.

Existing and Planned Uses

Land uses within the response area are subject to the Shasta County General Plan and Zoning Regulations. The Shasta County General Plan identifies the Mountain Gate CSD as a Rural Community Center which is defined as a community that may or may not provide water and/or wastewater treatment. Zoning in the District is primarily Rural Residential (R-R), Limited Residential (R-L), Commercial (C), and Mixed Use (MU). Within the District, current land-use is primarily sparse residential with pockets of commercial uses scattered throughout.



-  District Boundary
-  District SOI
-  Shasta Lake FPD SOI
-  Parcels



Mountain Gate Community Services District

Figure 13

Map Date: 7/10/2018

Disadvantaged Unincorporated Communities

Mountain Gate CSD is located in Community Place 0649558 which qualifies as a Severely Disadvantaged Community Place with a MHI of \$33,906, which is 55 percent of California's reported \$61,818 MHI, thereby qualifying the area as a disadvantaged community. Should territory in the surrounding area be proposed for annexation in the future, disadvantaged communities in the area should be considered.

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

In 2017 the Mountain Gate Fire Department responded to approximately 683 calls averaging 1.9 calls per day (Figure 14). Of those call, 78 percent were medical calls. In 2016, the District responded to 665 calls. Eighty-one percent of which were medical calls and 19 percent were fires of various types. In 2015 the Mountain Gate Fire Department responded to 388 calls, of which 69 percent were medical calls and 19 percent were fires of various types. The department reports an average response time of 5-8 minutes depending on where the call is, with an out of station time of 2 minutes.

ISO Rating

The Mountain Gate Fire Department maintains an ISO rating of 03/3Y. The first number is applied to properties within five road miles of a fire station and within 1,000 feet of a creditable water supply. The second number with a Y designation applies to properties within fiver road miles of a fire station, but beyond 1,000 feet of a creditable water supply. The Mountain Gate CSD reports to have 151 fire hydrants with 13 recently upgraded.

Personnel

The Mountain Gate CSD employs one part-time fire chief and the department currently has 13 volunteers, though the number of volunteers fluctuates. Maintaining a consistent number of volunteers is identified as one of the department's primary challenges.

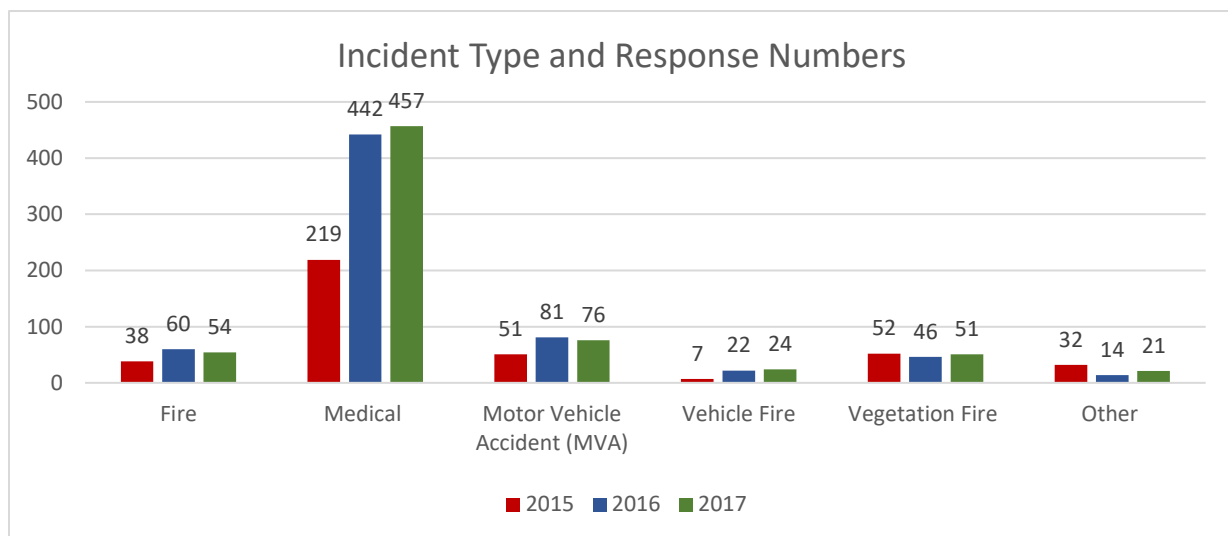


Figure 14 Incident Type and Response Data 2015-2017

Current Infrastructure and Facilities

The Mountain Gate Fire Department operates out of one fire station located at 14508 Wonderland Blvd., Redding. Built in 1970, it is 2,800 sq. ft and is reported to be in good condition. The department operates several apparatus to respond to calls. Those vehicles are listed below in Table 3.29. The District reports that all of the vehicles are in good condition and there are no plans for upgrades or replacements.

Table 3.32: Mountain Gate CSD Current Fleet

Fire Engines	Capacity
2001 Ford F750	750 gpm
2007 International DT 570	1250 gpm
2017 International 4X4	500 gallon
Other Vehicles	
2000 Sterling Water Tender	3,750 gallon
2008 Ford F150 Response Vehicle	n/a
2011 Ford F350 Rescue Vehicle	n/a

FINANCING

Table 3.33: Mountain Gate CSD Current Revenues and Expenditures

	Adopted 2015-16	Adopted 2016-17	Adopted 2017-18
CSD Revenue	132,139.00	150,062.00	150,062.00
Interest	300.00	300.00	300.00
Strike Team Income	50,000.00	50,000.00	50,000.00
Gain/Loss Sale of Asset	100.00	100.00	1.00
Grant Revenue	100.00	100.00	1.00
Total Revenue	182,639.00	200,562.00	200,364.00
Expenditures			
Fire Vehicle Maintenance	2,850.00	3,750.00	4700.00
Shop Supply/Tools/Equip	2,000.00	2,000.00	2000.00
Tires	750.00	1,000.00	3900.00
Radio Equipment	23,00.00	2,300.00	2300.00
Clothing	4,600.00	3,000.00	3000.00
Foam/Fire Extinguishers	600.00	600.00	500.00
Gen Medical/Fire Supply	1750.00	1,750.00	1750.00
Office	600.00	500.00	500.00
Fire Hose	0.00	1,000.00	1000.00
Annual Physicals	1000.00	600.00	500.00
59093-2 Fire Protection	100	100.00	100.00
59100-2 FD Admin Expenses	33,500	33,500.00	29500.00
59101-2 Dues & Subscriptions	900	1,125.00	1122.00
59110-2 Volunteer Expense	1,500	1,500.00	1500.00
59120-2 Chiefs Compensation	17,941	17,941.00	290941.00
59130-2 Drill & Response	12,000	15,000.00	11,460.00

	Adopted 2015-16	Adopted 2016-17	Adopted 2017-18
59140-2 Travel Expense	100	100.00	100.00
59200-2 Workers Comp.	11,730	11,730.00	11,730.00
59320-2 FICA Exp	1,337	1,337.00	2,484.00
59079-2 Fuel Expense	7,250	6,400.00	6,800.00
59090-2 Training Expense	2,150	1500.00	500.00
59330-2 Unemployment Exp.	1,112	1,112.00	2,290.00
59340-2 SDI Exp.	90	90.00	158.00
59501-2 SCBA Testing	1,200	1,200.00	1,200.00
59610-2 Strike Team Wages	25,000	25,000.00	25,000.00
59620-2 Strike Team Expense	100	1.00	1.00
59630-2 Grant Writing	0	1,000.00	1,000.00
Transfer Out CSD Budget Expense		35,225.00	38,328.00
Total Expenditures	\$132,460.00	\$170,361.00	\$174,364.00
Net Total	\$50,179	\$30,201	\$26,000

Source: Mountain Gate CSD

The Mountain Gate CSD is funded primarily through property taxes, grants, and fees, charges levied for services provided, and reimbursements from fire calls when dispatched outside of the District's service boundary. The Mountain Gate Fire Department budget for FY 2017-18 expects \$200,364.00 in revenue and \$174,364.00 in expenditures.

ACCOUNTABILITY AND GOVERNANCE

The Mountain Gate CSD is an independent special district governed by a five-member Board of Directors. Meetings are held on the second Wednesday of the month at 6:00pm at the District Offices, 14508 Wonderland Boulevard, Redding, CA. The Mountain Gate CSD operates a website at www.mountaingatecsd.com where meeting materials are made available for the public.

Shasta Community Service District

The Shasta CSD is generally bounded on the northeast by CSA #25- Keswick the southeast by the City of Redding and Centerville CSD, the south by Centerville CSD, and on the west by U.S. Forest Service lands and the Whiskeytown National Recreation Area. Bureau of Land Management (BLM) parcels are interspersed throughout the District. The District is bisected by State Route 299 West. Formation of the Shasta CSD was initiated by petition of landowners and registered voters and submitted to the County Board of Supervisors on April 6, 1959. After its formation in 1959, the Shasta CSD immediately initiated fire protection and emergency services in 1960, and by 1964 the District was also providing domestic water services to its citizens.



Table 3.34: Shasta CSD Contact Information

Contact:	Mark Todd, Fire Chief	Mark Pereira, Battalion Chief
CSD General Mgr.	Chris Koeper	
Physical Address	10644 High St. Shasta, CA 96087	
Mailing Address	PO Box 2520 Shasta, CA 96087	
Phone Number	(530) 241-4615	
Email	oldshastafire@yahoo.com	
Website	Shastacsd.org	
Population Served	Approx. 1,737	Service Area 7,360 Acres (11.5 sq. miles)
Number of Staff	1 Full-Time Battalion Chief, 1 Part-time Fire Chief, 3 seasonal firefighters and 10 volunteer firefighters	

District Boundary

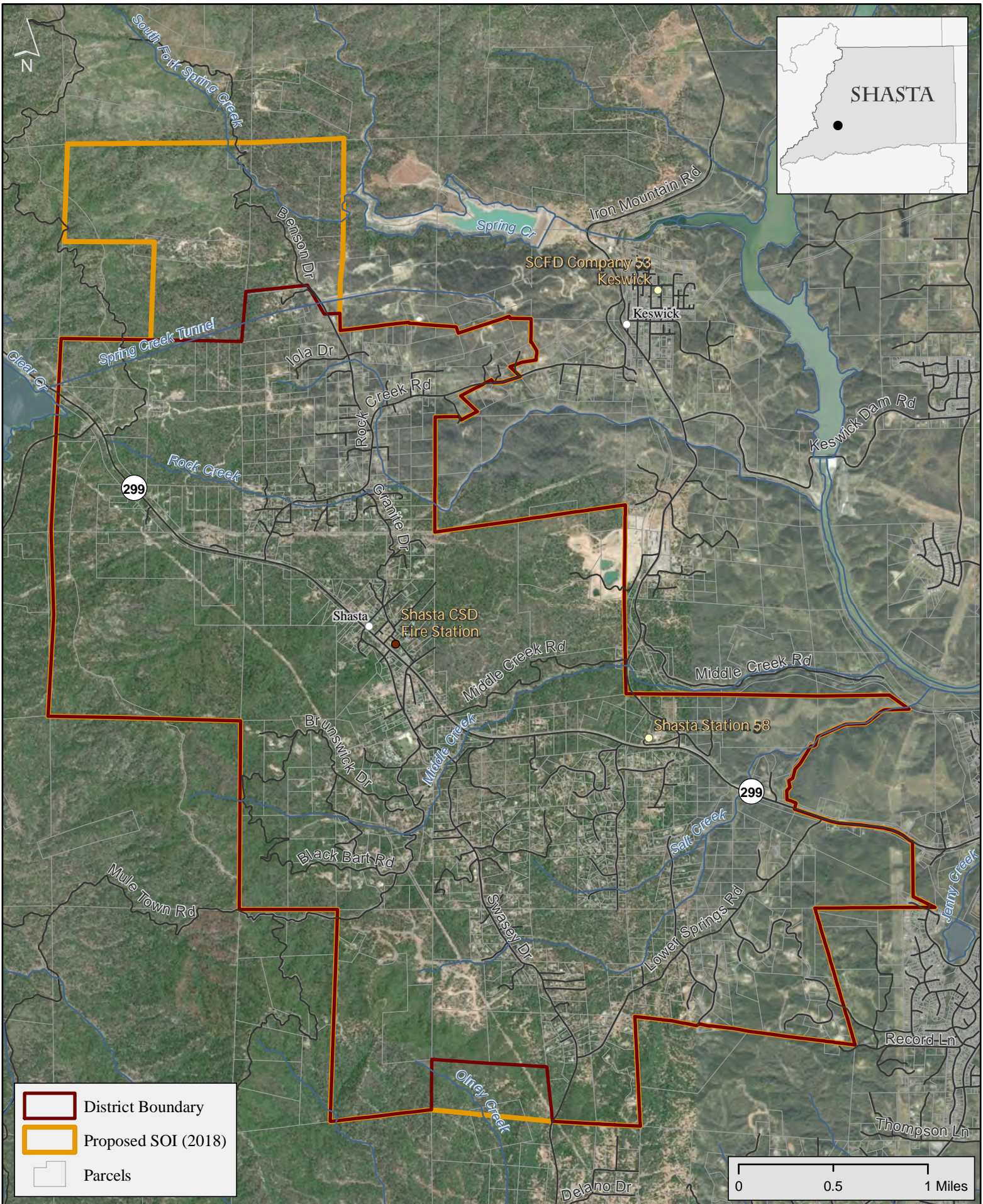
At the time of formation, Shasta CSD encompassed 7,385 acres, or 11.5 square miles. By 1985, the District encompassed some 6,400 acres. Currently the CSD encompasses about 7,360 acres, or approximately 11.5 square miles. (Figure 15)

Growth and Population

There is a Shasta census designated place (CDP) so US Census population statistics are available. According to the 2016 American Community Survey 5-Year Estimates, the population of the Shasta CDP was 1,737. The CDP boundary is slightly smaller than the Shasta FPD boundary, however, the CDP captures the areas of densest population. Using the higher estimate of 0.5 percent annual growth and the estimated population of 1,737, the population served by the district will increase to approximately 1,756 by the year 2035.

Existing and Planned Uses

Land uses within the response area are subject to the Shasta County General Plan and Zoning Ordinances. The Shasta County General Plan identifies Shasta CSD as a Rural Community Center which is defined as a community that may or may not provide water and/or wastewater treatment. Zoning in the District is primarily Limited Residential (R-L), Rural Residential (R-R), Building Site (B), Community Commercial. Within the district, current land-use is primarily sparse residential with pockets of commercial uses scattered throughout.



Shasta Community Services District

Figure 15

Date: 7/10/2018

Sources: Boundaries, Roads, Parcels: Shasta County GIS.

Disadvantaged Unincorporated Communities

A portion of Shasta CSD is located in Community Block Group 060890124001, which qualifies as a Disadvantaged Community Tract with a MHI of \$31,767, which is 51 percent of California's reported \$61,818 MHI, thereby qualifying the area as disadvantaged. However, a large portion of the District does not fall within a disadvantaged community block, tract or place as defined by the California State Department of Water Resources and therefore does not qualify as a DUC. Should the territory in the surrounding area be proposed for annexation in the future, the disadvantaged communities should be considered.

INFRASTRUCTURE AND SERVICES

Service Demand and Service Levels

The Shasta CSD Fire Department Responded to a total of 257 calls in 2016 and 261 calls in 2017. The majority of calls are medical related.

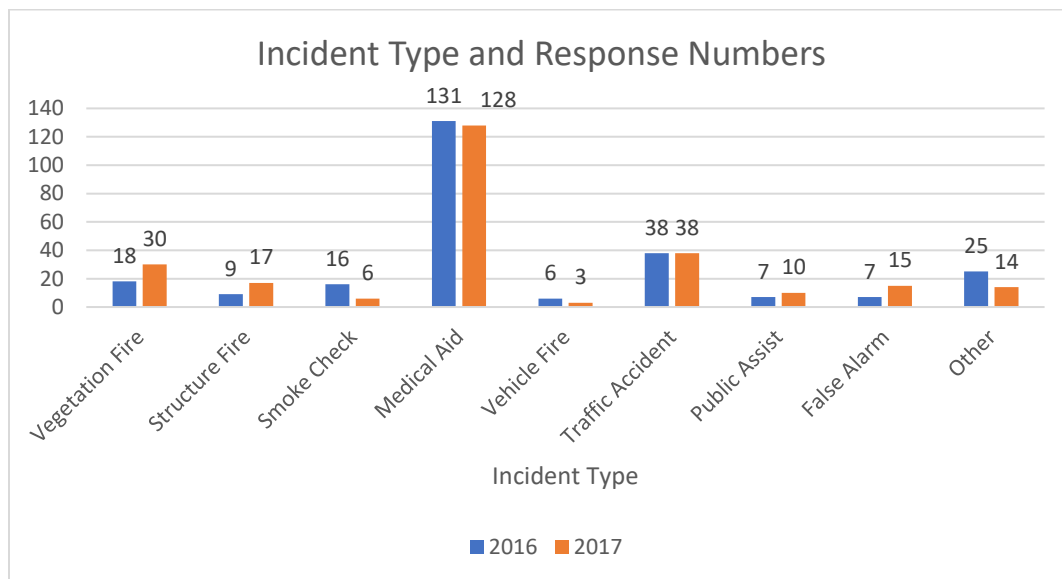


Figure 16 Shasta CSD Incident Type and Response Data 2015-2017

ISO Rating

The District maintains an ISO rating of 05/5Y. The first number is applied to properties within five road miles of a fire station and within 1,000 feet of a creditable water supply. The second number with a Y designation applies to properties within five road miles of a fire station, but beyond 1,000 feet of a creditable water supply.

Personnel and Training

The Shasta CSD Fire personnel includes one full-time Battalion Chief, one part-time Fire Chief, three seasonal firefighters, and 10 volunteer firefighters.

Current Infrastructure and Facilities

The District operates out of one fire station located at 10644 High Street in Shasta, CA. The District operates several apparatus to respond to calls in the community. Those vehicles are listed below in Table 3.31. The District reports that all of the vehicles are in good condition. Apparatus replacement is made on a 15-year cycle. Generally, apparatus 15 to 30 years old

are second out or reserve equipment. Other equipment such as self-contained breathing apparatus and Jaws of Life are repaired or replaced as needed.

Table: 3.35 Shasta CSD Current Fleet

Apparatus	Type	Capacity
E-56	Type 1	1,000 GPM
E-256	Type 2	1,000 GPM
E-556	Type 2/3	500 GPM
B-56	2011 F150	-
WT-56	Water Tender	2,000 Gal/500 GPM
R-56	F350	-
R-256	2009 5150	-

Opportunities for Shared Facilities/Increased Efficiency

The Shasta Fire Department maintains mutual and automatic aid agreements with other fire protection agencies including the Shasta County Fire Department, the City of Redding, CAL FIRE, and the National Park Service. Through these agreements the agencies share facilities, infrastructure, and services toward achieving mutual maximum effectiveness in the delivery of fire protection and emergency response services. The Shasta Fire Department also participates in Strike Team assignments when requested by CAL FIRE.

FINANCING

Table 3.36: Shasta CSD Current Revenues and Expenditures

Revenues	FY 2016-17 Budget	FY 2016/17 Actuals
49000 Donations		1,600
44700 Interest RBOC		144.09
45100 Shasta County Taxes	192,000.00	140,351.54
46300 Strike Team Revenue	43,055.00	140,002.77
46400 Other Revenue		4,096.55
Total Revenue	235,055.00	293,199.86
Expenses	FY 2016-17 Budget	FY 2016-17 Actuals
80000 Pension Expense		4,100.00
59275 SCSD Reimbursement	7,176.00	7,014.29
59450 Volunteer Fund Expenses		1,652.44
Gas/Oil/Diesel/Expense	9,000.00	6,147.62
Total 59000 Office Expense	7,500.00	8,508.32
59030 Building Maintenance	2,000.00	275.01
Total 59040 Vehicle Maintenance	9,700.00	10,007.55
Total 59060 Repairs/Replace Equipment	5333.92	3,000.00
59063 Safety Equipment	351.43	
59070 General Supplies	22.04	
59076 Office/Security Rent	444.00	500.00
59090 Training/Travel Expenses	1,796.49	1,000.00

59091 Meals	575.14	250.00
59095 Firefighter Health Screener/RIOH	64.00	
59100 Per Diem Expense	3,160.00	2,000.00
59110 Miscellaneous Expense	427.39	
59130 Membership Dues	1418.00	1,500.00
59205 Professional Expenses	5,800.00	4,000.00
59300 Payroll Expenses	168,840.55	110,224.00
59305 Employee Benefits	49,383.86	49,188.00
59400 Liability Fire/Auto Insurance	3,609.35	3,600.00
59600 Interest Expense	908.69	
Total Expenses	210,638.00	279,840.09
Net Total	24,417.00	13,359.77

Revenues for Shasta CSD are primarily from water enterprise funds and property taxes. Water enterprise funds generate approximately 60 percent of all revenues, and property taxes generate approximately 17-18 percent of revenues. Recent financial data from the State Controller's Office indicate that Shasta CSD's budget is approximately one million dollars annually. Table 3.36 shows only those revenues and expenditures for fire related purposes. Actual budget figures for FY 2016-17 indicate that Shasta CSD fire had a budget of approximately \$279,840 with the primary expenditure being payroll expenses and employee benefits.

ACCOUNTABILITY AND GOVERNANCE

The Shasta CSD Board of Directors operates as the governing body for the District. Regular meetings are held every third Wednesday of the month at 6:00 PM at the Shasta CSD office located at 10711 French Alley in Shasta, CA, 96087. Shasta CSD operates a website at www.shastacsd.org where meeting agendas, minutes and other District information are made available to the public.

4. REGIONAL SERVICE CHARACTERISTICS AND OPPORTUNITIES

4.1 Level of Service

LOS standards are important for the following reasons: 1) an established standard will improve the ability of real estate professionals, public safety personnel, and government officials to inform landowners and residents of the available level of fire protection; 2) it will support fire department grant requests to local, state, and federal funding sources for purchase of apparatus, equipment, and training to help meet standards; and 3) it will allow local governments to effectively plan for municipal service delivery and population growth.

4.2 Boundaries and Service Areas

The issue of development outside district boundaries has impacted local fire districts, in that they often extend services to those areas without being reimbursed. This has further been complicated by State Subdivision Map Act changes, which now requires that all subdivision of parcels located in the State Responsibility Area (SRA) receive structural fire protection from a public agency or from another entity organized solely to provide fire protection services (Government Code Section 66474.02).

There are privately owned properties in Shasta County within the SRA that are not located within the boundaries of a local fire district or other agency responsible for providing structural fire protection services that meet the standards of this law. Consequently, parcels in these areas cannot be subdivided without the provision of structural fire protection services that meet these requirements. Although fire-related districts, and volunteer fire companies not associated with districts, are commonly dispatched and respond to calls for service within most of these areas, they are not responsible for or obligated to provide such service and do not receive tax funding to do so, and therefore do not meet the definition of the law.

Fire planning efforts to date have generally identified and mapped logical future expansion/annexation areas for each existing district and where it makes sense to establish new districts or service areas for the provision of fire protection. Participants will need to refine and confirm the expansion and formation areas, work to make boundary changes were needed, and identify the most appropriate approach to providing structural fire protection services to areas that will inevitably still remain outside of any service boundary.

In addition, the amount of funding that will be required to ensure sustainable ongoing structural fire protection to the community will need to be determined. Traditional funding sources are limited to existing or increased special assessments and special taxes, new special assessments and special taxes, and property tax revenue exchange from the County to districts. Funding agreements may also be used, such as the agreements between fire districts and lumber companies to protect mill sites located outside district boundaries. Funding is likely the most challenging hurdle to achieving the goal. Funding solutions will vary based on geographic area or service area and could involve more than one funding source.

4.3 Volunteer Recruitment and Retention

Local fire departments cite recruitment and retention of volunteers as a significant challenge to sustaining and improving emergency fire and rescue services. These departments face the same recruitment and retention limitations identified in national fire service studies: a more mobile society, more demands on time, both parents working, other involvements, demanding training standards, and an increasing number of calls for service.

While firefighter responsibilities continue to grow, departments are trying different ways to entice new recruits and to retain existing volunteers. The following strategies are recommended for those agencies where volunteer recruitment and retention has been identified as a challenge.

Engage the Community

In an effort to engage with the community Districts should consider holding an open house along with a volunteer drive twice per year. The open houses should be well advertised, and focus on the benefits of serving as a volunteer, such as: free emergency response training, deeper community involvement, providing the vital community service of protecting and saving the homes and lives of friends and neighbors. Consider providing tours of the station and trucks, and demonstrations that illustrate the types of services the District provides, such as fire demonstrations, free blood pressure checks, and jaws of life displays.

In addition, recruitment efforts should be continued year-round. Social media provides a platform that can be used to engage with the community on a regular basis to help spread the word that volunteers are needed. Focus on recognizing current volunteers, promoting events held in the community, sharing news articles related to your department, and posting photos or videos created by your station.

Stipends and Other Incentives

Consider what additional benefits your District may be able to offer to potential volunteers, including stipends for shifts, on-call stipends, or pay per call. Other incentives may include discounts at local stores and restaurants, leave from local employers to respond to calls, or community recognition through awards ceremonies for outstanding service provided.

Where possible, providing a sleeper program would accommodate volunteers and improve response times.

Consider providing additional unique training to aid in volunteer retention such as Officer development training, effective leadership training, and other specialized trainings such as Swift Water Rescue.

Districts should explore the possibility of providing volunteers with health insurance. Many Districts reporting low numbers of volunteers cite that residents are facing the high cost of insuring themselves and their families. Otherwise interested volunteers, and their spouses are working 1-2 jobs to make ends meet. Providing health insurance to volunteers and their families removes that barrier.

4.4 Funding Opportunities

Lack of funding and for operations and equipment is a common concern for many fire districts across the state. Revenue is generated primarily from property taxes, however there

are alternative funding sources districts can pursue in addition to property taxes, such as special assessments and special taxes. A brief description of each is included below:

A special tax is a levy or charge on real property to pay for governmental services that broadly benefit the public. A special tax requires that a resolution or ordinance be adopted that finds a reasonable relationship between the tax and the service to be provided and specifying the type of tax, the tax rate to be levied, and the method of collection. Special taxes must be approved by a two-thirds majority of voters casting ballots and is subject to the CA Prop 218 process.

Alternatively, special districts, can pursue a special assessment, which is a charge on real property by an agency for a special benefit conferred upon the real property. It is a financing mechanism that distributes costs in proportion to the benefits provided. A special assessment requires the preparation of an engineer's report that identifies the area subject to the assessment, the special benefit that would be received by property, a cost estimate, and a demonstration that the cost of the special benefit is spread to property in proportion to the benefit received. A 45-day notice is given to property owners that includes a protest ballot and information about the hearing scheduled to allow protest ballots to be counted. A special assessment is approved if weighted protest ballots equaling 50 percent or less of total benefit/value of the assessment are received. Special assessments are different from a tax in that the charge is directly related to the benefit the property will receive, whereas a tax is broadly levied. Should a district pursue a special assessment, they would follow the general series of steps outlined below:

1. Assessment of Operational, Administrative and Funding Needs
2. Parcel Use Survey
3. Assessment Valuation and Proposed Budget Review
4. Engineer's Report Preparation
5. Official Notice and Ballot Preparation, Printing and Mailing
6. Informational Meeting and Community Outreach
7. Assessment Ballot Proceedings and Public Hearing

Grant funding is another opportunity for fire districts to fund infrastructure or facilities needs. These funds are limited and are not always available, however grants can provide financial relief

5. BOUNDARY CHANGE OPTIONS

The following sections provide a range of boundary change options that can be used to address any discrepancies between fire-related district boundaries and where the fire service provider delivers emergency response on a regular basis.

5.1 Annexation

Annexation, or the expansion of an agency's jurisdictional boundary, is an effective way to address the problem of districts providing services outside their jurisdictional boundaries without a sustainable revenue source. Annexation enables districts to extend its current funding sources (property taxes and special assessments) into the annexation area from

which the fire district can rely upon into the future and improve service delivery. In addition, the new district boundaries would clearly define service responsibilities for the benefit of neighboring fire service providers, land use authorities, the public and other service providers.

Annexations can be initiated by a district or a landowner proposing development. LAFCo annexation processing and costs would be made the responsibility of the applicant. The environmental effects of annexation must be analyzed and the analysis should document compliance with all of the applicable state and local LAFCo statutes and policies. It should be noted that LAFCos in California have approved fire district annexations of areas that currently receive out of district fire protection service provided by a fire district with the use of CEQA exemptions.

Annexations to fire protection districts that have the consent of all landowners could occur without a LAFCo hearing (Government Code Section 56663). This reduces the cost and time involved in an annexation process. Regardless of hearing, a LAFCo change in organization application must be prepared, including a plan for service and possibly a modified Municipal Service Review. The LAFCo Executive Officer evaluates the application based on the required state statutes and local policy criteria to make the required findings. There are also State Board of Equalization costs associated with changes in tax rate areas that are mapped for districts receiving property taxes.

5.2 Contracts for Service

It is very common for counties to contract with CAL FIRE or city or district fire departments for fire protection services for the unincorporated area. For example, a CSA may utilize property owner-funded Amador agreement to contract with CAL FIRE for year-round structural fire protection services to the unincorporated area. However, increases in costs from CAL FIRE make it difficult to fund and support new and existing Amador agreements.

In addition to counties, existing districts can contract with other fire-related districts as part of a functional consolidation or for an assistance-by hire arrangement to improve response times or service levels. However, starting on January 1, 2016, certain fire protection contracts will require LAFCo approval. SB 239 (Hertzberg) adds Government Code section 56134 to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, (Government Code section 56000 et seq.) establishing new procedures for the approval of these contracts entered into by both local and state agencies.

SB 239 applies to contracts for the exercise of new or extended fire protection services outside a public agency's jurisdictional boundaries that meet either of these threshold conditions: (1) transfers responsibility for providing services in more than 25 percent of a receiving agency's jurisdictional area; or (2) changes the employment status of more than 25 percent of the employees of any public agency affected by the contract. LAFCo's oversight also applies to instances where a combination of contracts results in the above threshold conditions. SB 239, however, expressly excludes from its requirements mutual aid agreements, including those entered into under the California Emergency Services Act (Government Code section 8550 et seq.), or Fire Protection District Law of 1987 (Health & Safety Code section 13800 et seq.). By its terms, SB 239 does not appear to apply to an extension of a fire protection contract unless one of the above threshold conditions is triggered. Arguably, modifications to existing

contracts merely extending the term of the contract would not likely trigger the SB 239 requirements.

To initiate the process, an agency must adopt a resolution of application after a noticed public hearing, and either obtain the consent of all applicable recognized employee organizations representing firefighters, or provide the recognized employee organizations, and each affected public agency, at least 30 days advanced notice of the public hearing together with a copy of the fire protection contract. For contracts between a state and local agency, the application must also be approved by the Finance Department Director. The application must be submitted with a plan for services, which must include information delineated in Government Code section 56134, and an independent comprehensive fiscal analysis. This analysis must review the plan for services, include a cost analysis with cost comparisons with other like providers with similar service areas, populations and geographic size, a determination of the costs to the agency providing the new or extended fire protection services, and a determination that the affected territory will receive revenues sufficient to provide the services and provide for a reasonable reserve during the first three fiscal years of the contract.

Once an application is complete, LAFCo must consider the contract at a public hearing. LAFCo may not approve the contract unless it either determines, among other things, that the agency providing the services will have sufficient revenue to provide the services and provide for a reasonable reserve for three years following the effective contract date, or it conditions approval on the concurrent sufficient revenue source approval. (*New Contract Procedures, BB&K, Paula C.P. de Sousa Mills, December 2015*).

5.3 Consolidation

Two (or more) Districts may jointly initiate, and provide support for, a consolidation. Pursuant to the Cortese-Knox-Hertzberg Act (CKH Act, specifically, Government Code section 56853), if all districts proposing a consolidation adopt substantially similar resolutions of application, **the Commission shall approve the proposal. While the CKH Act limits the Commission's authority to deny consolidations, it still provides the Commission discretion to impose terms and conditions to mitigate issues that have been raised while processing the application and conducting the public hearing.**

After consolidation, the area currently within the former District would become a fully integrated part of the newly consolidated District, and the former District will no longer exist as a separate entity. **The consolidated District's boundary and sphere of influence would encompass both former districts' boundaries and spheres. The former District's assets and liabilities will transfer to the consolidated District. After consolidation, voters within the former District will become eligible to vote for, and serve as, members of the newly consolidated District's board of directors.**

The successor District would serve as the CEQA Lead Agency for a consolidation. LAFCo would serve as a Responsible Agency. It is anticipated that the consolidation would be categorically exempt from CEQA pursuant to CEQA Guidelines Section 15320, which exempts special district consolidations where changes in organization of local governmental agencies

do not change the geographical area in which the previously existing powers are exercised. This finding would be included in the District's resolution initiating the consolidation.

While current law does not specify criteria for when consolidations should occur, it does specify that a consolidation may occur only if consistent with the recommendations or conclusion of a LAFCo study, which is typically a MSR or sphere of influence report. Upon submittal of an application for a consolidation, LAFCo staff would prepare a Municipal Service Review and Sphere of Influence for the consolidated District. This "consolidated sphere" would include the areas served by both former districts and indicates the entire area should be served by a single local agency.

5.4 Fire Protection District Formation

Independent fire protection districts (FPD) are one of the most accepted ways to provide fire services and emergency response, especially in unincorporated communities. District formation involves LAFCo approval. The process can be initiated by petition of landowners or registered voters. A new district would not receive property tax revenue (post Prop 13) and therefore would need a sustainable revenue source in the form of a voter approval of a special tax or property owner approval of a benefit assessment. The district must demonstrate they can provide a sustainable revenue source for equipment, staffing, facilities and other expenses necessary for adequate response and protection.

5.5 Funding Sources for Boundary Changes

Property tax revenue exchange negotiations for annexation areas are limited to those existing districts that currently receive property taxes within their existing district boundaries. Negotiations for the sharing of real property ad valorem taxes is authorized by Section 99(d) and 99.01 of the California Revenue and Taxation Code. Considering the base value of property taxes collected are currently committed, it is likely that annexing districts may only receive a share of property tax revenue attributable to the change in base value (i.e., property tax growth).

6. RECOMMENDATIONS

Defining spheres of influence for special districts is an important planning responsibility of LAFCo. Municipal service reviews must be prepared prior to, or in conjunction with, the establishment or update of spheres of influence. It is therefore recommended that the spheres of influence for the fire districts included in this review remain the same as shown on the maps included in each profile. Spheres of Influence for Shasta CSD, Mountain Gate CSD, and the City of Redding were not reviewed in this MSR. Spheres for those agencies will be reviewed as scheduled in upcoming MSRs.

The above-mentioned response area boundaries have been defined as to reduce overlap and to designate the primary responder to the designated areas. These boundaries do not reflect the important mutual aid responses and reciprocal agreements that departments have established over time.

Sphere review helps define where out of district services are currently being provided and will support future boundary change or reorganization options. Clearly defining district boundaries and establishing reliable sources of revenue will ensure a higher level of fire protection to the community. Shasta LAFCo is committed to work with the County, the districts, and the communities they serve to find the best service options and to develop sustainable, on-going funding sources to support fire protection into the future.

7. SPHERE OF INFLUENCE DETERMINATIONS

Shasta LAFCO makes the following written SOI determinations.

The present and planned area land uses, including agricultural and open-space lands.

Land uses within the Central Valley area are subject primarily to the Shasta County General Plan and Zoning Regulations with the exception of those districts whose boundaries encompass portions of incorporated cities. Current land uses include primarily agriculture and residential with some commercial and public uses. Land Use maps for the six fire protection districts are included as appendices in this MSR for reference.

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

There is a present and continued need for fire protection, first responder medical aid, and emergency response services throughout the sphere areas. Any changes in boundaries will need to be coordinated with affected cities, districts and CSA #1.

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

The regional MSR indicates the current fire protection services are adequate to meet present community needs while identifying several service challenges shared by the fire service. The lack of essential training and equipment, the increasing demands and costs of providing services, and the difficulty in recruiting and retaining volunteers are issues for service providers throughout the county. In addition, issues relating to sustainable funding levels needs to be addressed for local fire service providers in a comprehensive manner.

The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The districts have strong social and economic ties to the communities they serve.

The Present and Probable Need for the Services for Any Disadvantaged Unincorporated Community within the Area

The Buckeye FPD, Cottonwood FPD, Happy Valley FPD, and Millville FPD qualify as DUCs. Additionally, certain communities within CSA #1 qualify as DUCs, including Big Bend, Hat Creek, Cassel, Old Station, Shingletown Bella Vista, French Gulch and Montgomery. CSA #1 primarily serves the unincorporated communities of Shasta County. The County has an MHI that is 74 percent of the state MHI, which indicates that other areas of CSA #1 would likely qualify as DUCs and should be considered prior to annexations or other boundary changes.