

REPORT TO CITY COUNCIL

City of Nevada City
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January 22, 2015

TITLE: Study Session on the Provision of Fire and Emergency Services

RECOMMENDATION: Review options for provision of Fire Department and emergency services and provide direction to the City Manager.

CONTACT: Mark Prestwich, City Manager; Sam Goodspeed, Fire Chief

BACKGROUND / DISCUSSION: For 13 years, the City of Grass Valley Fire Department, Nevada City Fire Department and Nevada County Consolidated Fire District (NCCFD) have successfully shared operational resources in a Joint Operational Area (JOA) providing excellent medical, rescue and response to a large part of western Nevada County. For over 10 years, this sharing has included Nevada City and NCCFD co-staffing Fire Station No. 54 on Providence Mine Road with three firefighters each.

The NCCFD recently provided written notice to the City of Nevada City that they intend to remove three firefighters from the jointly staffed Fire Station No. 54 on April 19, 2015. The City Council provided direction to the City Manager on November 12, 2014 to evaluate other operational staffing models, service level impacts, and develop options for the continuity of fire and emergency services in the City.

Four principles were carefully developed to facilitate the review of options available to the City. Each has been used to help evaluate and refine the options presented in today's report, as well as others that were analyzed. A summary and explanation of each is provided below:

- **Minimize Service Level Impacts.** To the extent practicable, ensure operational service levels do not deteriorate emergency services to unacceptable levels for citizens or compromise the safety of firefighters.
- **Protection of the General Fund.** Given the City's fragile budget, it is essential that the City pursue options that protect the General Fund and avoid uses of one-time monies to support ongoing operations.
- **Consideration of Long-Term JOA Needs.** As a member of a three-party agreement for the provision of fire-protection services, it is important for the City to consider how to support the ongoing continuity of the JOA, including coordinated fire prevention services, leadership and management functions.
- **Consider Alternatives that Enhance or Rethink Service Delivery.** Are there solutions that will improve service levels and/or enhance the efficient and cost-effective deployment of emergency management personnel?

The report that follows has been organized into four distinct sections.

- Appendix A provides additional background on the developments leading to the planned removal of NCCFD staffing from Station No. 54 and challenge confronting the City.
- Appendix B provides financial and operational information about the City and JOA performance.
- Appendix C outlines the JOA response policy.
- Appendix D presents four recommended alternatives for City Council consideration.

A map of the JOA fire stations is included as Appendix E.

ENVIRONMENTAL CONSIDERATIONS: Not applicable.

FISCAL IMPACT: Fiscal considerations associated with the options presented for City Council consideration are noted in Appendix D to this report.

ATTACHMENTS:

Appendix A – Background

Appendix B – Financial and Operational Review

Appendix C – Joint Operational Area (JOA) Response Policy

Appendix D – Recommended Alternatives

Appendix E – NCCFD District Map

APPENDIX A – Background

The delivery and provision of fire services is unique to every community. Communities assess their local fire and medical risks, their ability to pay, and then choose a level of emergency response services. The level of fire services a community desires is not always what it can afford.

In Nevada City, the provision of fire and medical services has transitioned over time despite a lack of population growth. For more than 100 years, the City utilized volunteer firefighters to provide fire suppression services. In recent decades, consolidation of nearby independent volunteer fire districts and a transition to full-time professional staff has changed the face of fire and emergency medical services in western Nevada County. Additionally, since 2000, collaborative working relationships have been developed with nearby partnering agencies.

In 2003, for example, the City of Nevada City entered into an agreement with Nevada County Consolidated Fire District (NCCFD) to each provide three full-time firefighters to the City's newly built fire station at 201 Providence Mine Road (Station No. 54). The agreement was amended in 2008 to address joint command protocols and reimbursement for training costs. In 2012, the City of Nevada City and City of Grass Valley entered into a separate Joint Operations Agreement (JOA). In February 2014, a broader Joint Operations Agreement was entered into between the City of Nevada City, the City of Grass Valley and NCCFD for the purpose of providing reciprocal fire protection and related services. Today, a total of seven fire stations operate under the JOA including two that are jointly staffed with NCCFD personnel as noted in the table below.

Table 1. JOA Active Stations

| Station No. | Agency | Co-Staffed? |
|-------------|--------------|-------------|
| 01 | Grass Valley | Yes |
| 02 | Grass Valley | No |
| 54 | Nevada City | Yes |
| 84 | NCCFD | No |
| 86 | NCCFD | No |
| 88 | NCCFD | No |
| 89 | NCCFD | No |

While cooperative operational agreements have created efficiencies and provided needed organization for the provision of fire protection services, the JOA has experienced lingering challenges with determining the equitable distribution of financial responsibility among the three agencies. This has been an understandable challenge given each agency's differences (service area, wages and benefit differences, staffing models, etc.), limited resources, and the fact that stations were often planned and built independently.

Citing budget challenges, NCCFD provided notice to the City of Nevada City on October 20, 2014 that they will no longer be able to continue the joint staffing of the City's Station No. 54. NCCFD intends to relocate the three NCCFD personnel assigned to Station No. 54 on April 19, 2015 to other NCCFD stations to fulfill staffing obligations. The City is not in a financial position to hire any additional staff that will provide continuity to the operations at Station No. 54 in a sustainable fashion. Absent additional financial resources, JOA partners have indicated it is preferable to relocate the City's three professional firefighters to Grass Valley's Station No. 2 and three City-paid interns to NCCFD's Station No. 84.

These developments create many challenges for the City. What is clear, however, is that fire protection services today and in the future will require the continuing partnership of the existing three agencies or a successor entity serving similar service territory.

APPENDIX B – Financial & Operational Review

Appendix B provides critical information about Fire Department operations and financial performance. The information that follows provides response times by the City’s Station No. 54 and NCCFD’s Station No. 84, the two stations providing most first responder service within the City limits. Data indicates each station meets acceptable industry standards. Additionally, a review of the JOA call volume and unit hour utilization indicates the JOA can accommodate a closure of Station No. 54 without deteriorating emergency response times to unacceptable levels.

Types of Calls

The National Fire Protection Association (NFPA) prepares an annual report on Fire Loss in the United States each year. Data for calendar year 2013 was published in September 2014. The following table presents a summary of the types of calls Fire Departments receive each year in frequency order. While the City of Nevada City’s figures will vary, this table provides a helpful sketch of the types and frequency of emergency calls received by a typical Fire Department.

Table 2. Types of Fire Department Calls

| Incident Type | % of Total |
|--|-------------------|
| Medical Aid Responses (Ambulance, EMS, Rescue) | 67.54% |
| False Alarms | 7.40% |
| Mutual Aid or Assistance Calls | 4.10% |
| Fire Incidents | 3.91% |
| Other Hazardous Responses (arcing wires, bomb removal, etc.) | 2.14% |
| Hazardous Material Responses (spills, leaks, etc.) | 1.16% |
| All Other Responses (smoke scares, lock-outs, etc.) | 13.74% |
| Total | 100.00% |

Fire Department Fleet Assets

The City’s Fire Department fleet assets include the following vehicles:

| <u>Identifier</u> | <u>Year</u> | <u>Make</u> | <u>Model</u> | <u>Type</u> | <u>Miles</u> |
|-------------------|-------------|-------------|--------------|-------------|--------------|
| U5400 | 2008 | Ford | Crown Vic | Utility | 113,329 |
| U5430 | 2001 | Ford | F-150 | Utility | 53,241 |
| U5434 | 2001 | Dodge | Durango | Utility | 55,583 |
| E5463* | 1951 | FWD | | Engine | Unknown |
| E5464 | 2011 | HME | Intl. | Engine | 18,712 |
| E5482 | 2005 | Pierce | Saber | Engine | 46,873 |
| E5486 | 1990 | Ford | Grumman | Engine | 36,661 |

**Reserve Engine – Not for emergency use. Used for parades and special events only.*

Call Volume

Below are guidelines published by System Planning Corporation's TriData Division, a division dedicated to public safety consulting, outlining the redundancy levels needed to meet response time goals according to response levels. They are based upon their experience with workloads and how they affect availability. The table below provides information to better understand the workload demands on JOA facilities.

Table 3. Fire Department Call Volume Guidelines

| Category | Number of Responses Per Year | Description |
|----------------|------------------------------|---|
| Very Low | <500 | Simultaneous calls are infrequent and unit availability usually is assured. Stations can be spaced a maximum distance possible to achieve stated travel time objectives. |
| Low | 500-900 | Few calls will overlap and unit availability usually is assured. Stations/units can be spaced at the maximum distance possible to achieve stated travel time objectives. |
| Moderate | 1,000 – 1,999 | Some overlap of calls will occur, usually at peak demand periods; however, stations/units are usually available. Stations/units must be located with marginal overlap to achieve stated travel time objectives. |
| High | 2,000 – 2,999 | Additional overlap of calls will likely occur; however, stations/units will probably be available for emergency response. Stations/units must be located with significant overlap to achieve stated travel time objectives. |
| Very High | 3,000 – 3,999 | Overlapping calls occur daily, usually during peak demand periods, and working incidents occur frequently. The closest station/unit may not be available, thus requiring the response of adjacent stations/units. Stations/units must be located with significant overlap to achieve stated service level objectives. This may be accomplished through the co-location of additional units in existing stations. |
| Extremely High | >4,000 | Overlapping calls may occur hourly, regardless of the time of day. The closest station/unit is likely to be unavailable thus requiring the response of adjacent stations/units. Frequent transfers or move-ups are required for the delivery system to meet demand. Stations/units must be located with redundancy (back-up units) to achieve stated travel time objectives established by the community. This footprint is usually found in very densely populated urban areas and is especially evident in EMS services located in urban areas with very high demand for service. |

Source: Lincoln, Nebraska Fire & Rescue Fire Station Optimization Study, prepared by System Planning Corporation's TriData Division, 2006

In Fiscal Year (FY) 2013/14, JOA jurisdictions received 5,653 calls for service, including 485 within Nevada City limits. The vast majority (77%) of these calls were medical related. Because some emergency calls require a response larger than a single engine, the total number of responses received in the City of Nevada City last year totaled 671. The table below summarizes the responses by JOA jurisdiction.

Table 4. Responses Received By JOA Jurisdiction, FY 2013/14

| | Grass Valley | Nevada City | NCCFD |
|----------------------------------|------------------------|-----------------------|------------------------|
| Total Number of Calls | 2,633 (46%) | 485 (8.5%) | 2,535 (45%) |
| Apparatus | | | |
| E1 (Grass Valley) | 876 | 5 | 397 |
| OES334 (Grass Valley/OES) | 201 | 3 | 77 |
| E2 (Grass Valley) | 1,517 | 20 | 305 |
| T2 (Grass Valley) | 168 | 11 | 38 |
| E5464 (Nevada City) | 42 | 45 | 52 |
| E5482 (Nevada City) | 298 | 238 | 319 |
| BR84 (NCCFD) | 0 | 0 | 1 |
| E84 (NCCFD) | 74 | 311 | 475 |
| WT84 (NCCFD) | 9 | 0 | 9 |
| E86 (NCCFD) | 29 | 29 | 300 |
| E88 (NCCFD) | 75 | 3 | 713 |
| WT88 (NCCFD) | 0 | 3 | 13 |
| E89 (NCCFD) | 24 | 3 | 558 |
| Total | 3,313 | 671 | 3,257 |

As noted above, NCCFD’s Station No. 84 provided response to 311 of the City’s 485 calls for service, while Station No. 54 provided response to 283 calls for service in the City limits.

It’s also important to note that Station No. 54 provides responses on behalf of other JOA partners. In FY 2013/14, Station No. 54 provided a total of 994 responses, which included 340 responses on behalf of Grass Valley, comprising approximately 10% of their total responses, and 371 responses on behalf of NCCFD, approximately 11% of their total responses.

Table 5. JOA Call Volume (Responses Provided)

| Station | Service Calls |
|-------------------------|----------------------|
| 02 (Grass Valley) | 2,059 |
| 01 (Grass Valley) | 1,559 |
| 54 (Nevada City) | 994 |
| 84 (Consolidated) | 879 |
| 88 (Consolidated) | 807 |
| 89 (Consolidated) | 585 |
| 86 (Consolidated) | 358 |

Response Times

The National Fire Protection Association’s (NFPA) Guideline 1710 provides recommendations for firefighter turnout time (one minute), first fire suppression travel time (four minutes), and an initial full alarm assignment at a fire suppression incident of eight minutes at least 90 percent of the time.

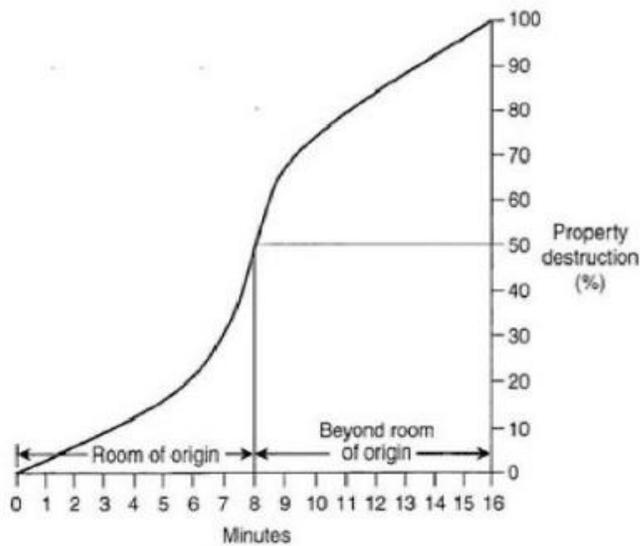
It is important to note, however, that NFPA recommendations for response times are just that: *recommendations*. Each community must decide which response time standard and goals to use. The JOA does not currently have adopted response standards. Station No. 54, Station No. 84 and Ambulance response times for the prior three years are provided below.

Table 7. First Engine Response Times between Fiscal Year 2011/12 – Fiscal Year 2013/14

| Fiscal Year | Station 54 (NC) Response Time | Station 84 (NCCFD) Response Time | Ambulance Response Time |
|-------------|-------------------------------|----------------------------------|-------------------------|
| 2011/12 | 04:36 (248) | 04:58 (320) | 06:03 (425) |
| 2012/13 | 04:29 (175) | 04:21 (283) | 05:31 (373) |
| 2013/14 | 04:38 (238) | 04:45 (311) | 05:41 (373) |

When added to the NFPA recommended standard for dispatch time when an initial 911 call is placed of one minute for 90 percent of all calls, the total recommended response time is six minutes for the first arriving fire suppression unit and 10 minutes for the initial full alarm assignment. These recommendations were developed in part because of fire behavior. The ability to limit a fire to the room of origin is greatly reduced after 8 minutes as noted in the Fire Propagation Curve below.

Figure 1. Fire Propagation Curve



Fire Propagation Curve.

Miscellaneous Data

Revenues. The City has two dedicated funding measures currently providing support to the City’s Fire Department. Each measure is summarized below along with the impacts on Single Family Residential (SFR) and Multi-Family Residential (MFR) units. Each measure also includes a methodology for commercial property.

Table 8. Summary of Nevada City Revenue Sources

| Measure | Use | SFR Rate | MFR Rate | FY 2013/14 Revenue |
|-------------------------------------|---------------------------------------|---------------|-----------|--------------------|
| Firehouse Equipment & Firehouse Tax | Equipment, Fire Engines & Fire Houses | \$12 annually | \$8/unit | \$34,325 |
| Special Tax | Capital Equipment/Personnel | \$24 annually | \$16/unit | \$65,800 |

NCCFD is also funded partially via property tax assessments. Single Family Residential parcels currently pay \$109.44 annually along with a special tax of \$52.89. Other residential and commercial properties pay different amounts. Additionally, NCCFD property owners are subject to the State Responsibility Area (SRA) Fire Prevention Fee of \$117.33 (\$152.33 per habitable structure less \$35.00 because they are located within a fire protection district).

The City of Grass Valley utilizes approximately \$545,000 annually from its Measure “N” General Tax revenues to support Fire operations, which equates to approximately \$43 annually per capita.

Table 9. General Fund Budgets Per Capita

| Agency | Budget per Capita |
|--------------|-------------------|
| Grass Valley | \$200.32 |
| Nevada City | \$180.91 |
| NCCFD | \$150.00 |

Table 10. Assessed Value (2010)

| | Average in 1000s | % of Total |
|--------------|--------------------|-------------|
| Grass Valley | 1,491,091 | 24% |
| Nevada City | 493,960 | 8% |
| NCCFD | 4,149,014 | 68% |
| Total | \$6,131,065 | 100% |

Table 11. Population

| | Population | % of Total |
|---------------|-------------------|-------------------|
| Grass Valley* | 12,668 | 25% |
| Nevada City* | 3,016 | 6% |
| NCCFD | 35,000 | 69% |
| Total | 50,684 | 100% |

*January 1, 2014, California Department of Finance

Table 12. Fire Operating Budgets Per FTE

| Agency | Budget | Sworn FTE | \$ Per Sworn FTE (1,000s) |
|---------------|---------------|------------------|--------------------------------------|
| Grass Valley | \$2,539,000 | 16 | \$159 |
| Nevada City | \$555,400 | 3 | \$185 |
| NCCFD | \$5,273,000 | 40 | \$132 |

Table 13. Sworn FTE Staffing Per 1,000 Served

| Agency | Population | Sworn FTE | Staffing Per 1,000 Served |
|---------------|-------------------|------------------|--------------------------------------|
| Grass Valley | 12,668 | 16 | 1.26 |
| Nevada City | 3,016 | 3 | 0.98 |
| NCCFD | 35,000 | 40 | 1.14 |

APPENDIX C – JOA Response Policy

It is always the intent of the JOA to respond with the closest resource first. The Emergency Command Center (ECC) determines which units are dispatched to an incident. Auto-Aid engines do not count towards the initial minimum response to incidents. In the event an auto-aid engine does respond and is staffed with a minimum of two personnel and will arrive prior to the JOA unit, the responding JOA unit furthest from the incident will cancel. Minimum staffing for an engine or truck is two personnel. Minimum staffing for a support unit or water tender is one person. One Duty Chief shall be available for JOA response at all times.

The response plan may be modified by the Duty Chief or the first due Company Officer. A second alarm assignment for structure fires may be requested by the Duty Officer or first due Company Officer. A second alarm request will provide two additional mutual aid engines and one additional Chief Officer when available. This request may be made at the scene or en route if provided dispatch information dictates the potential need.

The following policy is used to guide the response for emergency incidents:

Structure Fires

Residential

Duty Chief
County – Four Engines
City – Three Engines, One Truck
Water Tender (non-hydrant area)

Commercial

Duty Chief
Three Engines
One Truck Company
Water Tender (non-hydrant area)

Vegetation Fires

| <u>Dispatch Type</u> | <u>Duty Chief</u> | <u>Engines Required</u> | <u>Water Tender?</u> |
|----------------------|-------------------|-------------------------|----------------------|
| Low | Notification Only | 1 | No |
| Medium | Required | 2 | Yes |
| High | Required | 3 | Yes |

Vehicle Fires/Accidents/Haz-Mat

Duty Chief
Two Engines

Fire Alarms

Duty Chief Notification
Two Engines (first due code 3, second due code 2)

Technical Rescue

Duty Chief
Two Engines for light rescue within areas accessible by engine.
Rescue 84 with four personnel upon request.

* Note: Technical Rescue response may be modified by the Duty Chief or first due Company Officer.

Medical Aid

One Engine, two engines if CPR in progress.

Debris Check/Public Assist/Auto/Mutual Aid

One Engine

Strike Team

Minimum of four personnel for Type I Strike Team Engine.

Minimum of three personnel for Type II or Type III Strike Team Engine.

Single Resource Assignments

All single resource requests shall have the approval of the Duty Chief or his designee.

Move Up and Cover Assignments

The JOA is divided into three zones:

North (Stations 54, 84, and 86)

Central (Stations 1 and 2)

South (Stations 88 and 89)

The intent of this policy is to ensure that a minimum of one engine is staffed and available in each zone whenever possible. When no resources are available in a zone and will remain uncovered for thirty minutes or longer an engine will move to cover that zone. Engines will move up and cover as follows:

E54 and E84 committed – E86 to Station 84.

E1 and E2 committed – E54 to Station 2.

E88 and E89 committed – E1 to Station 88.

E88, E89 and E1 committed – E54 to Station 88.

E1, E2 and E54 committed – E86 to Station 2.

E54, E84 and E86 committed – E1 to Station 84.

Consecutive or multiple resource draw down:

Three Engines available – Stations 84, 2 and 88 to be covered.

Two Engines available – Stations 54 and 88 to be covered.

One Engine available – Station 2 to be covered.

APPENDIX D – Recommended Alternatives

Alternative A: Pursue Funding to Preserve Current Station No. 54 Operations.

Alternative A requires temporary and long-term solutions in order to fund three additional personnel to replace the departing three NCCFD personnel. The estimated current annual cost of three additional personnel is \$268,000 (this figure accounts for some overtime that would be needed to cover leave and vacation usage). However, the City does not currently have adequate resources to support a single additional position in a sustainable fashion. It is not practical to seek participation from JOA partners given their individual budget challenges as well as the ongoing financial exposure it would present the City should either agency decide to subsequently remove their personnel. Therefore, the recommended long-term funding solution for Alternative A entails seeking voter approval of a new revenue measure. Because the next available consolidated election will not be held until June 7, 2016, it will be necessary to secure interim funding to sustain current operations or, alternatively, temporarily relocate staff.

Recommended Interim Funding Solution. The Federal Emergency Management Agency (FEMA) has recently released the FY 2014 Staffing for Adequate Fire and Emergency Response (SAFER) grant program. The SAFER grant provides funding directly to fire departments to help meet industry minimum standards and fulfill traditional missions. FEMA anticipates awarding 300 grants nationwide with the \$340 million of funding available. The program provides the ability for the City to seek funding for positions not filled due to economic circumstances, although it is a stated Second Priority of the grant program (the First Priority being rehiring laid off firefighters). A performance period of 24 months is provided for all grants awarded. Applications must be submitted by March 6. Awards are anticipated to be announced between June 1 and September 30. The two-year period of performance automatically starts after a 180-day recruitment period.

Should the City Council authorize staff to pursue a SAFER grant, it is recommended that the City request NCCFD delay the withdrawal of their three personnel until it is determined whether the City is awarded a SAFER grant and able to hire the three firefighters.

Recommended Long-Term Funding Solution. While there are several funding strategies that may be pursued, it is important that any measure considered exclude sunset provisions in order to provide sustainable funding. A transactions and use (sales) tax increment of ¼ cent today generates approximately \$290,000 which would provide adequate resources to hire three entry level firefighters. This would result in a staff of two full-time personnel and one intern on each shift. Because sales taxes are paid by citizens as well as visitors, it is a highly equitable means of distributing the financial burden of funding three additional positions. Dedicating a transactions and use tax (sales tax) for specific purposes requires approval by more than two-thirds of voters and is referred to as a Special Tax.

Alternative B: Transition Ambulance Assets to Station No. 54. Redeploy Fire Assets.

Medical related calls accounted for approximately 77% of all calls dispatched to Station No. 54 in FY 2013/14. The City has held discussions with Sierra Nevada Memorial Hospital Ambulance Service to determine if Station No. 54 may serve as a suitable location for the dispatch of ambulances. Sierra Nevada Ambulance currently operates three 24-hour ambulances and two 12-hour ambulances in the JOA operational area.

Sierra Nevada Ambulance has expressed an interest in relocating two 24-hour ambulances to Station No. 54. Currently these ambulances are quartered in Grass Valley. The relocation of these ambulances to Nevada City will improve ambulance response times by approximately 90 seconds without compromising the ambulance company's response time requirements in the greater JOA. Additionally, it is anticipated Sierra Nevada Ambulance would be willing to sign a lease agreement that would provide more than \$40,000 in annual revenue to the City once their existing lease in Grass Valley expires in 2017. Should the City Council prefer this alternative, staff recommends developing a lease providing Station No. 54 at no cost to Sierra Nevada Ambulance until 2017 when a negotiated lease payment would begin. It is important to note this alternative presumes the relocation of Fire personnel to other JOA facilities and a decision to not pursue a revenue measure in 2016.

Under Alternative B, it is recommended the City's Engine 54 be relocated to Grass Valley's Station No. 2 along with the City's three firefighters. The City's three paid interns would be relocated to NCCFD's Station No. 84. The City's backup apparatus and wildland fire apparatus would remain quartered in Station No. 54. Relocation of Nevada City staff to Grass Valley's Station No. 2 may require City-paid modifications to the building. This alternative requires the cooperation of the City of Grass Valley and NCCFD.

Alternative C: Co-Locate Ambulance and Fire Personnel at Station No. 54.

Alternative C is a hybrid of Alternatives A and B and would be able to be implemented after minor modifications to Station No. 54 and successful approval of a revenue measure. An additional bedroom can be created for the ambulance personnel by repurposing the living room on the dormitory side of the building as a bedroom and utilizing the large multi-purpose room opposite the apparatus bay for daytime purposes. No modifications to the bathroom or shower facilities are necessary. Advantages of this alternative include the opportunity improve response times for medical calls and generate new revenue for the City.

Alternative D: Contract for Services.

Alternatively, the City may wish to consider exploring whether a partner agency or agencies would be willing to provide services for the 283 annual calls for service in Nevada City currently responded to by Station 54. The City could provide approximately \$500,000 annually in exchange for the services provided. It is strongly recommended that this approach include a provision requiring the City's three professional firefighters to be hired by the partner agency at their existing rank and compensation (including accrued benefits). Use of Fire Station No. 54 and/or City apparatus may be considered as well.

Additional Considerations

There are some related topics outlined below for City Council consideration.

ISO Impacts. The Insurance Service Office (ISO), through their Public Protection Classification Program (PPC), issues ratings to Fire Departments throughout the country for the effectiveness of their fire protection services and equipment to protect their community. The ISO rating is a numerical grading system and is one of the primary elements used by the insurance industry to development insurance premium rates for residential and commercial businesses.

The City receives a single ranking for the entire City based on staffing, dispatching, equipment and the water delivery system. Typically ISO evaluations are conducted every ten years. The City's last review was completed in May of 2005. The City's current ISO rating is five on a 10 point scale..

Fire Prevention. Investing time and energy in fire prevention activities has proven to reduce the risk of fire. Any modification to the provision of fire services should include a consideration of cost-effective strategies that improve fire prevention activities and outreach in the JOA.

Shared Fire Chief. There remains value in continuing discussions with JOA partners regarding the concept of a shared fire chief.

JOA Operational Study. There may be value in collaborating with the City's JOA partners in exploring a third-party professional study of the operational area, including issues such as consolidating leadership and management structures, operations and station deployment, and the concept of a single agency managing emergency services in the JOA.

