

Shasta Local Agency Formation Commission



DRAFT

Fall River Valley Coordinated FPD Service Area Sphere

Addressing Services for the Following Agencies:

**Fall River Mills Fire Protection District
McArthur Fire Protection District
Northwest Lassen Fire Protection District**

LAFCO Municipal Services Review & Sphere of Influence Analysis

November 2014

**Fall River Valley Coordinated Service Area Sphere
Municipal Service Review & Sphere of Influence Update**

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1. EXECUTIVE SUMMARY

Local agency formation commissions have been tasked with updating local agency municipal service reviews (MSR) and sphere of influence boundaries (SOI) every five years since 2008 [Government Code Section 56425 *et seq.*]. This study presents a baseline review of the Districts services and SOI needs, satisfying the requirements of this statute.

Once in a while during these studies an opportunity arises where both the affected agencies and LAFCO can agree on how to move forward as service need and opportunities direct, and at the same time meet important Legislative findings (GC 56001):

The Legislature recognizes that the logical formation and determination of local agency boundaries is an important factor in promoting orderly development and in balancing that development with sometimes competing state interests of discouraging urban sprawl, preserving open-space and prime agricultural lands, and efficiently extending government services.

And during a discussion on priorities, the Legislature states:

Nonetheless, the Legislature recognizes the critical role of many limited purpose agencies, especially in rural areas.

Additionally, Legislature encourages the combination and consolidation of like districts providing the same or similar services when reasonable and practical. Government Code Section 56853(a) provides:

If a majority of the members of each of the legislative bodies of two or more local agencies adopt substantially similar resolutions of application making proposals either for the consolidation of districts for the reorganization of all or any part of the districts into a single local agency, the commission shall approve, or conditionally approve, the proposal.

This is quite a departure from what we know of other types of boundary changes, and especially in the case where a new district is formed as a result of this process, and the type and level of services do not essentially drop below current levels.

The boards of Northwest Lassen FPD and McArthur FPD approved moving forward using some form of consolidation several months ago. Shasta LAFCO is in a position at this time to support Legislative intent to encourage reduction in the number of single-purpose agencies in Shasta County by taking advantage of agreement between these Districts who are interested in joining forces as a newly formed fire agency.

A reorganization forms the new district “as is” by incorporating the existing district boundaries as one using the same sphere of influence boundary. The Legislature has given LAFCO the authority to approve applications that qualify for this process by expediting the steps involved. It has also provided a CEQA Categorical Exemption – Class 20 (CEQA Guidelines 15320) to facilitate the change.

A proposal to merge the McArthur FPD (Shasta County) and the Northwest Lassen FPD (Lassen County) has been approved by the board of directors of both agencies, and is now in the application preparation stage. Discussions about all three districts have occurred for several years, and ultimately the Fall River FPD board may indeed find this alternative to be the better one for both the local fire agencies and their constituents in the long run.

To support this endeavor, a Coordinated Fire District Area Sphere of Influence boundary is being assigned for these three agencies. The purpose of this type of sphere boundary is to include the service areas presently served by each agency. The SOI boundary shown in Exhibit A of this report covers the majority of the Fall River Valley area in Shasta County, and the area served by the Northwest Lassen FPD in Lassen County.

The service areas for these three Districts, identified during the 1985 SOI hearings for Fall River Mills and Mc Arthur FPDs, has been superimposed upon the proposed SOI boundary map and is included as Exhibit B. It demonstrates that these fire agencies already serve much of Fall River Valley for at least 30 years.

A discussion of other fire services in and near the Fall River Valley are discussed in the text of this report.

2. GENERAL BACKGROUND

Fall River Valley is located in the far northeastern corner of Shasta County. From within Shasta County it is accessed by either State Route 299 or State Route 89. It has a fire hazard rating of severe, and in 2014 more than 160 square miles (102,976 acres) burned this summer, with the Eiler Fire perilously close to Burney, Hat Creek, and the Fall River Valley communities.

The Valley is situated approximately seventy miles east of Redding and Interstate 5. It is mainly accessed by State Route 299 East and State Route 89. Fall River Mills has an airport that accommodates small to medium aircraft. Residential, retail, and commercial uses are dispersed along both sides of Highway 299 East. Most of the Valley area is in rural residential and agricultural uses.

Cool wet winters with periods of snow and hot dry summers are typical for the area. Vegetation is primarily various types of timber, chaparral, and grasslands. The Pit and the Fall Rivers, two deep-earth freshwater springs, traverse the Valley on their way down to feed the

Sacramento River, producing consistently cool volumes of water that sustain widely celebrated fishery and wildlife habitats.

Within the unincorporated Intermountain area four independent fire protection districts provide structure/wildland fire protection and emergency medical and rescue services: Burney Fire Protection District, Fall River Fire Protection District, McArthur Fire Protection District, and Northwest Lassen Fire Protection District (borders the McArthur District but based in Lassen County). They often share training exercises and respond to incidents in each other's area under mutual and/or automatic aid agreements.

The unincorporated areas outside the boundaries of these independent districts, services are served by Shasta County's CSA #1-Shasta County Fire Department under contract with the California Department of Forestry and Fire. There are currently eighteen Volunteer Fire Company stations scattered about the rural towns of Shasta County that operate under the supervision of the Shasta County Fire.

These Volunteer Companies grew up over past decades to provide a vehicle for local emergency response throughout Shasta County's remote communities. Currently under the supervision of Shasta County Fire, the Cassel, Soldier Mountain, and Hat Creek Volunteer Fire Companies have been supported by their towns for many decades.

3. AGENCY SERVICES

Fire protection and emergency services came into being gradually, and are provided within the Fall River Valley area by the following public agencies and volunteer fire companies (study-agency acreage shown in bold) within the Intermountain Area:

- **Fall River Mills Fire Protection District formed (1938) @ 38,400 acres**
- Burney Fire Protection District formed (1938)
- **McArthur Fire Protection District formed (1946) @ 11,000 acres**
- Formation of local Volunteer Fire Companies authorized by State statute
- Shasta County-established Fire Zones 1 & 2 for unincorporated areas outside of independent fire districts (1960s)
- County Service Area #1 – Shasta County Fire formed for Fire Zone 1 area (valley floor unincorporated areas) (1974)
- **Northwest Lassen Fire Protection District (1982) @ 19,000 acres**
- CSA #1 annexed Fire Zone 2, making the dependent district county-wide (1986)
- Soldier Mountain Volunteer Fire Company formed (1988)

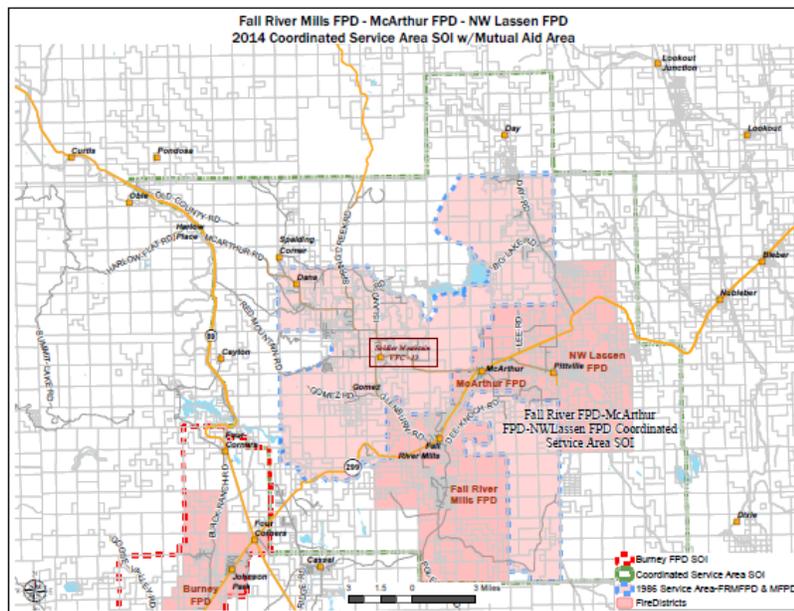
The following agencies are also authorized to provide wildland fire and emergency services within their jurisdictions and, when dispatched, within the general area of the Fall River Valley and the surrounding lands of Eastern Shasta County:

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- Shasta County Fire (CSA #1) under contract to CalFire (supervised by Battalion 1)
 - Volunteer Fire Company 10 – Cassel
 - Voluntary Fire Company 11 – Hat Creek
 - Voluntary Fire Company 12 – Old Station
 - Voluntary Fire Company 13 – Soldier Mountain
 - Voluntary Fire Company 70 – Big Bend
- California Department of Forestry & Fire (CAL FIRE) stations in Battalion 1 providing services in the State Responsibility Areas
 - Burney – Station 14
 - Big Bend – Station 19
- Lassen National Park (National Park Service)
- Shasta-Trinity National Forest (USDA/USFS)
- US Department of Interior/Bureau of Land Management
- Bureau of Indian Affairs

The focus of this study is the ultimate formation of a new unified and coordinated fire and emergency response district for the three independent fire districts who currently provide services in and around the Fall River Valley area in Eastern Shasta County: Fall River Valley FPD, McArthur FPD, and Northwest Lassen FPD (Districts).

As noted on Exhibit B (large light pink area in the snapshot below) Fall River Mills FPD and McArthur FPD are based in Shasta County. The Northwest Lassen FPD serves territory just across the county line in Lassen County. Burney Fire Protection District to the west also responds to Fall River Valley incidents. But they all share responsibility for providing public services to this area.



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These three independent agencies, and the volunteer companies that support them, have long recognized that wildland fires and emergency response incidents are no respecter of political boundary lines. The Districts have developed and maintain mutual, automatic, and other special agreements with local, county, state and federal fire agencies to permit coordinated response during times of wildland fires and major emergencies or disasters.

An integral partner to these agreements is Shasta County Fire, a division of Shasta County administered under contract by CAL FIRE. Shasta County Fire provides administrative, training, and other services to the many Volunteer Fire Companies who serve areas in Shasta County outside boundaries of the independent fire districts and the incorporated cities. The 2013 Annual Report for Shasta County Fire may be viewed or downloaded from their website at www.shastacountyfire.org. This report presents an excellent view of the coordinated activities and services of this Department, the Volunteer Fire Companies, and CAL FIRE stations throughout Shasta County.

A Sphere of Influence and Municipal Services Study was completed for CSA #1 – Shasta County Fire in May 2014. For a fuller description of the many services and areas covered by this dependent district, the reader should access the Shasta LAFCO website to retrieve this study and its exhibits: www.shasta.lafco.ca.gov. Go to “Local Agencies” and then to “Studies” to download the PDF documents.

Another integral partner to providing coordinated services to this area is CAL FIRE, a department of the State. In addition to monitoring and providing services to State Responsibility Areas of interest and contracting with Shasta County to oversee the local Volunteer Fire Companies and Departments, the Shasta-Trinity Unit of CAL FIRE also maintains the Redding Emergency Command Center, a sophisticated dispatch center located at CAL FIRE’s main station in Redding. Many CAL FIRE’s activities are mentioned in the Shasta County Fire 2013 Annual Report, and that website is shared by both agencies.

The Sphere of Influence Boundary and Municipal Service Review for Northwest Lassen FPD was approved by Lassen County LAFCO in 2010. It cited many challenges faced by the District and its volunteers, and concluded that it should be designated a “zero” sphere of influence. This designation is given to a special district when (a) it is no longer operational or (b) the District’s difficulties are such that another providing the same services should expand their service area to take it in. It is not assigned lightly.

In this particular case, Lassen County LAFCO recommended that McArthur FPD absorb the Northwest Lassen FPD territory. The two fire agencies have been working on that effort since then. Exhibit D is a map of this District, and Exhibit E has the part of both the SOI and MSR study about the Northwest Lassen FPD. Full copies of the studies for this District are available upon request from Shasta LAFCO or Lassen County LAFCO.

This section will cover only the Fall River Mills and McArthur FPDs, since Lassen County LAFCO conducted the analysis of Northwest Lassen FPD; results are found in Exhibit E of this study.

Both Fall River Mills FPD and McArthur FPD are small rural fire districts supported by volunteer fire companies and boards of directors. The Districts have been in business for 68 years and 78 years, respectively. Much of the information that follows will be similar for both Districts and usually acknowledged in that manner.

a. Infrastructure, Facilities and Services

Infrastructure needs are generally identified by the age and condition of the equipment as determined by the board of directors. Funds for equipment are financed by local property taxes received by each District. No capital facilities are underutilized. Service needs are forecast with input from the public and mandated material changes that are required by regulatory agencies from time to time.

These Districts can and do efficiently serve all of the Fall River Valley area, including the Day Road area of Modoc County, the Pittville and Little Valley area of Lassen County. Both Districts have responded to calls in these areas for decades.

All three Districts participate in multiple mutual aid, automatic aid, and special service agreements with other independent fire agencies, Shasta County Fire, CAL FIRE, other state agencies, and federal agencies. It often seems like “Firefighters without Borders” when emergency calls go out for wildland fires: well-coordinated and effective.

The **Fall River Mills** fire station was built in 1938, with an expansion added in 1990. Overall it is in good condition. Energy efficient windows have replaced the older units and the station structure itself, is regularly maintained. The station houses six apparatus: three fire engines, two support vehicles, and one water tender. The District’s original 1957 International unit is still in operation.

Water is provided by the Fall River Valley Community Services District. There are 51 fire hydrants within the District boundaries. The ISO rating within the District (based on distance, not time) is currently a Class 6, with average response times of six minutes.

The **McArthur** fire station in McArthur was built in 1946. It was occupied by CDF for a while, and remains in good condition today. The station houses fire equipment and its meeting space is shared with the McArthur Volunteer Fire Department. Water is provided by the Fall River Valley Community Services District, who maintains the five hydrants within this District. The current ISO rating (based on distance, not time) within the District is also a Class 6, with average response times of six minutes.

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b. Administration, Management and Operations

When preparing or updating a municipal service review, information about administrative, management and operational functions, including assuring internal organization and agency policies, rules, and regulations are evaluated with respect to efficiencies and/or cost avoidance opportunities.

The Board of Directors of both Districts operate as the administrative and financial governing body of their District. The day-to-day management of each District is the responsibility of the volunteer board members, who also use contractors as needed.

Fall River Mills FPD has three part-time employees: the fire chief and the clerical position (who also serves as the Board Secretary) are salaried; the operational maintenance worker is paid on an hourly basis. The Board maintains an open door policy for employees and the public. Employees are encouraged to use the chain of command system for bringing matters of concern or interest to the Board. Administrative decisions are made by the Board of Directors in conjunction with the fire chief. The fire chief supervises operations and the District's fourteen volunteer firefighters.

Fire Engines			Estimated Value
	Engine	1994 Freightliner	\$150,000
	Engine	1957 International	\$1,600
	Engine	2005 International	\$234,000
Other Vehicles			Estimated Value
	Water Tender	2003 Kenworth Water Tanker	\$100,000
	Truck	1998 Chevy pickup	\$23,000
	Truck	2002 Ford pickup	\$21,000

McArthur FPD has two part-time paid employees: an equipment maintenance position and a bookkeeper/secretary (who serves as Board Secretary). The fire chief is a voluntary position. The first paid employees of this District were hired in 2012. Administrative decisions are made by the Board of Directors in conjunction with the fire chief. The fire chief supervises operations and the District's fourteen volunteer firefighters.

Fire Engines			Estimated Value
	Engine 16	1977 International Pumper	\$ 45,000
	Engine 316	1990 GMC Pumper	\$ 98,000
	Engine 216	2006 International Pumper	\$254,097

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Other Vehicles		Estimated Value
WT 16	1996 Kenworth Tanker	\$100,000
Patrol 16	2002 Chevy Mini Pumper	\$ 20,000
Patrol 216	2009 Chevy Mini Pumper	\$ 54,615
Utility 16	1999 Ford F250 Service	\$ 15,000

c. Fiscal

Financial documents for each of the Districts are included as Exhibits C for detailed review purposes. A summary of revenues and expenses by District for fiscal year ending June 30, 2014 were:

Agency	Budgeted	Actual
Fall River Mills FPD	74,815	72,557
McArthur FPD	36,800	38,197
Northwest Lassen FPD	10,790	11,103

Fall River Mills FPD budget is drafted by the fire chief and submitted to the board of directors for approval in June. The final budget is adopted in July of each year. Most of the income consists of property tax revenue, new construction and remodeling fees, grants, and from reimbursed fire calls when dispatched to incidents outside of the District's boundaries. The District assesses a New Construction Fee for living-space construction (\$.45/sq. ft.) and non-living-space construction (\$.25/sq. ft.).

The district has received a matching funds grant to purchase equipment and two more grants in support of purchasing a new water tender. The Board of Directors operate as a financial committee, with guidance from the County Auditor-Controller and the fire chief. The Auditor's Office reviews and processes all claims presented for payment. All expenditures are limited by the annual budget, and all policies, procedures and expenditures require Board approval prior to implementation.

All financial surpluses managed by the County Auditor and are placed into an interest earning account. The District holds a petty cash account at Plumas Bank which permits a maximum balance of \$500. The board approves all petty cash deposits. Funds remaining at the end of the year are placed in reserves. The District manages a very conservative budget, providing due diligence on all fiscal matters and records.

Activities designed to raise money must be in the best interests of the taxpayers, and any money generated must go toward services that the District was established to provide; primarily fire suppression.

McArthur FPD budget is drafted by the fire chief and submitted to the board of directors for approval in June. The final budget is adopted in July of each year.

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Most of the revenues come from property tax revenue, interest earned, grants, and from reimbursed fire calls when dispatched to incidents outside of the District's boundaries. Three of the largest facilities served by the District (fairgrounds, high school, and hospital) are tax-exempt public agencies.

Grants are used for the purchase of new and replacement equipment. The District serves as the "host department" for the eastern county fire protection grant. This group includes: Fall River Mills FPD, Northwest Lassen FPD, and the areas of Big Valley, Adin, Canby, and Cal Pine. Of the \$357,558 received during 2012, \$347,938 came from a FEMA grant for a live-fire training simulator, and \$9,620 was for purchasing personal protective equipment (PPE) and pagers.

The Board of Directors operate as a financial committee, with guidance from the County Auditor-Controller and the fire chief. The Auditor's Office reviews and processes all claims presented for payment.

All financial surpluses managed by the County Auditor and are placed into an interest earning account. The District holds a petty cash account at Plumas Bank which permits a maximum balance of \$500. The board approves all petty cash deposits. Funds remaining at the end of the year are placed in reserves. The District manages a very conservative budget, providing due diligence on all fiscal matters and records.

d. Governance

A five member Board of Directors, elected at large, operates as the governing body for the Fall River Mills FPD. A three member Board of Directors, mostly appointed, operates as the governing body for McArthur FPD. Both are registered-voter districts, both boards serve four-year staggered terms, and both meet monthly:

- Fall River Mills FPD meets on the 3rd Thursday at 7:00 p.m. at their fire hall.
- McArthur FPD meets on the 2nd Thursday at 7:00 p.m. at their fire hall.

Board agendas are publically posted 72 hours prior to regular and special meetings. Board members are not compensated for their service and do not receive any benefits. Meetings are subject to the Ralph M. Brown Act and all State laws pertaining to notification of public meetings on District matters.

4. REGIONAL CONTEXT/RELEVANT SERVICES BY OTHER AGENCIES

Land use and building regulation services are provided by the County of Shasta, as are law enforcement, road services and other general services provided to the unincorporated areas of the county by various county departments.

5. AGENCY BOUNDARY AND PROPOSED SPHERE OF INFLUENCE UPDATE MAPS.

The Districts' service area is located in eastern Shasta County. The last SOI update for either Fall River Mills FPD or McArthur FPD occurred in 1985, when a consolidated sphere of influence was assigned that included both districts.

With the proposed merging of McArthur FPD and Northwest Lassen FPD, the proposed sphere of influence boundary encompassing the Fall River Valley and a portion of western Lassen County served by the Northwest Lassen FPD will support additional mergers and coordination of fire and emergency services in this common area.

It is appropriate for the Commission set the SOI boundary to include the area shown on Exhibit A at the end of this report.

6. WRITTEN DETERMINATIONS FOR THE MUNICIPAL SERVICE REVIEW

a. Growth & Population Projections

Development and growth within the District will be primarily guided by the rate of development in the area which has by nature been very slow. Fire protection and emergency services do not in themselves spur land use or population growth, especially in the rural areas.

b. Disadvantaged Unincorporated Communities (DUCs)

Senate Bill 244 (2011) governing the identification of disadvantaged unincorporated communities (DUCs) requires both counties and cities to undertake an inventory of these areas during updates of their General Plan Housing Element.

In addition, LAFCOs are mandated to make determinations about DUCs located within or adjacent to an agency during its periodic municipal service review and sphere of influence updates, and also during any subsequent proposed boundary change requests. Shasta LAFCO has not at this time established a local policy for defining or modifying the review requirements for these DUCs set by the Legislature in SB 244.

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A “community” is defined in SB 244 as an inhabited area within or coterminous to a district’s sphere of influence, and that is comprised of no less than 10 dwellings adjacent or in close proximity to one another, or at least 12 registered voters within the identified area.

Areas outside a District, serviced by or coterminous to the District’s sphere of influence, may qualify as a DUC under this Act, as may certain areas within the District. Analysis by Shasta County, to take place during specific General Plan element updates, will include evaluation of unmet service needs of these DUC areas (i.e. failing septic systems, water service, or drainage issues, etc.). They can include such “communities or neighborhoods” as trailer parks or resort areas.

With identification of these special areas adjacent to the district sphere of influence, and the District’s plans and policies established to address their unique service needs, LAFCO will be able to incorporate new data during the next round of municipal service reviews and sphere of influence updates due near 2019.

LAFCO is using a California State Parks (www.parks.ca.gov) calculator to provide a guide in estimating income and population levels (see attached sheets). The population counts shown on these reports only encompass a general diameter of the area and may not reflect the actual population assigned to those areas. The estimated income in this model is per capita rather than per household. Once the County staff completes the location and analysis of its DUCs, updated figures and data will be available for incorporation in the next LAFCO review.

According to the Parks model, the median per capita income for the state is \$46,477, and a local community would qualify for designation as a DUC if their median income falls below 80% of this figure. The median per capita income calculation within the Fall River Valley Coordinated Service Area sphere boundary is estimated to be near \$24,721. At less than 60% of the State figure, this area’s communities qualify for the definition of Severely Disadvantaged Unincorporated Communities. There are inherent benefits for this designation in the application for grants and other financial support directed to improve conditions in these DUC areas.

A useful State Technical Advisory about the Disadvantaged Communities process may be downloaded from the Shasta LAFCO website at www.shasta.lafco.ca.gov under the “Resources” tab for use in locating and planning for services to identified DUCs by the County, its cities, and those special service districts providing services to these DUC areas, or whose sphere of influence is coterminous with the County’s unincorporated areas.

c. Present and Planned of Public Facilities

The Districts monitor capital improvement needs to maintain and upgrade service systems within its budgeted funds. Future development will pay its pro rata share of costs for services.

d. Adequacy of Public Services

Facilities of all three Districts are adequate for current service needs. Both Districts currently provide services to the areas within the proposed sphere of influence boundaries. New construction will accommodate the cost associated with increased demand of services.

e. Infrastructure Needs or Deficiencies

Correlation of operational, capital improvement, and finance plans are appropriate for the size of these Districts and its service area at this time. The Boards of Directors are maintaining management systems for these services and is working diligently to resolve any identified infrastructure needs and deficiencies.

f. Financing Constraints and Opportunities

The Districts derive funding primarily from property taxes, grants, and fees and charges levied for services provided. As such, the Districts must maintain a reasonable nexus between fees and charges levied and the cost of the service provided. That having been said, each District seeks to be as efficient and innovative as possible in maximizing use of existing fiscal resources.

g. Opportunities for Rate Restructuring

There are inherent statutory and political limitations on each Districts' ability to restructure rates or raise revenues. The Districts regularly review fees and charges levied so as to maintain a reasonable nexus between rates and actual costs.

h. Status of and Opportunities for Shared Facilities

The Districts' volunteer firefighters and emergency medical personnel currently work cooperatively in many areas, including shared training programs. There are few physical facilities in either District that could be used by other agencies.

i. Accountability for Community Service Needs, Governmental Structure, and Operational Efficiencies.

The Districts meet monthly (or more often if needed), notice meetings, and offer the public an opportunity to participate in their meetings, which are mainly focused on provision of water and maintenance of facilities.

Each District continues to strive towards an effective internal organization to provide efficient, quality services.

7. WRITTEN DETERMINATIONS FOR THE SPHERE OF INFLUENCE UPDATE

a. Present and planned land uses

Shasta County designates much of the area served as rural residential, agricultural, and timber lands, with small town centers scattered throughout the Valley. This is a rural area, with community development either clustered around the small towns or scattered about on secondary roads.

b. Present and probable need for public facilities; adequacy of services

The Districts have ongoing capital improvement programs to maintain and upgrade service systems and equipment. Increased development will be required to share in meeting costs resulting from a demand for expanded service needs. The Districts currently provide their services to the area within the updated sphere of influence boundary. Current services are adequately delivered.

c. Present capacity of public facilities and adequacy of services

District facilities are adequate for current service needs. The Districts have the capacity to serve the areas within the proposed sphere of influence boundaries.

d. Existence of social or economic communities of interest

The Districts' service area is located about eleven miles east of the town of Burney and is part of eastern Shasta County known as The Intermountain Area. The City of Redding is to the west approximately 70 miles, and provides the closest major shopping and service industry hub for local residents.

e. Present and probable needs of disadvantaged unincorporated communities (DUCs) within the area.

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Communities within the Fall River Valley service area qualify as severely disadvantaged unincorporated communities. Shasta County is undertaking a study of these DUCs as part of their General Plan update and additional information should be available for an expanded analysis of this designation during the next MSR/SOI Update which will be due in 2019.

8. CONCLUSION

In this review, Shasta LAFCO has endeavored to accurately assess the current services and organizational status of each District as a provider of fire protection and emergency response services based upon information available at this time.

This is the first review of the Fall River Mills FPD and the McArthur FPD since 1985, and it is expected that additional data will be brought forward, especially as future development occurs. LAFCO has made what we believe are substantiated determinations based upon prescribed statutory factors.

It is recommended that the municipal service review and sphere of influence update for the Fall River Mills FPD and the McArthur FPD be adopted as proposed on the enclosed SOI update map identified as Exhibit A.

9. REFERENCES

- a. District (interviews, records)
- b. County of Shasta Departments
- c. Shasta LAFCO files for this district.
- d. Internet research on various sites.

10. EXHIBITS

- A. Map of proposed SOI Boundary for Consolidated FPD Sphere
- B. FRV FPDs Service Areas Map
- C. Coordinated 3 FPD Fiscal Documents
- D. NW Lassen FPD 2010 SOI/MSR Map
- E. NW Lassen FPD 2010 SOI/MSR Studies
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