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## INTRODUCTION AND PURPOSE

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### *The Entities*

Alpine Fire District was created in 1994. The District currently serves a boundary area of 25 square miles and assists with emergencies in an additional 1680 square miles. Alpine Fire District currently operates a single station and has 20 personnel.

Nutrioso Fire District was created in 2006. The District currently serves a boundary area of 20 square miles. Nutrioso Fire District operates a single station and has 6 personnel. Nutrioso Fire District is currently under management of the Alpine Fire District.

As Special Districts of the State of Arizona, both Districts' operate under Arizona Revised Statutes (ARS) Title 48. Both Districts' governing boards share the philosophy of providing effective, efficient, high quality services to the public, while maintaining fiscal responsibility in keeping the tax rate low.

### *The Purpose*

The proposal is to seek assistance from an experienced consulting partner that would prepare a comprehensive evaluation and feasibility study for the potential consolidation of the Districts. The proposed feasibility analysis will identify opportunities to expand and/or strengthen emergency functions of the agencies. The study will determine if there are costs and service benefits to the taxpayers of both districts to consolidate all of the current services into one operation.

### *The Process*

If the Districts' governing boards agree to explore the comprehensive evaluation and feasibility study for the potential consolidation of the Districts, a Request for Proposals (RFP) will be created and disseminated appropriately.



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## SCOPE OF WORK

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The study will address each of the components outlined in the scope of work and include the development of an implementation plan if the elected bodies of the Districts choose to move forward with consolidation concept. These components include:

- The advantages and disadvantages of consolidating fire protection emergency and non-emergency services of the Districts.
  - Opportunities for greater collaboration relative to fire protection emergency and non-emergency services of the Districts.
  - Short-term and long-term costs, both operating and capital (including facilities, equipment, and vehicles) of consolidating the Districts.
  - The total cost (short-term and long-term) of maintaining the current fire protection emergency and non-emergency services of the Districts.
  - Inventory current assets (including, but not limited to: vehicles, equipment, facilities) owned by both Districts.
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- A baseline review of existing operations and administration of the fire protection services for each of the Districts to gain quantitative and qualitative information documenting current service levels and costs associated with the same.
  - How the Districts and equipment can best be combined to ensure each Districts' areas are receiving the best possible service at the most efficient value.
  - Necessary data and facts that clearly articulate conclusions and provide concrete recommendations that can be presented to the Districts' governing boards.



# ALPINE/NUTRIOSO FIRE DISTRICTS CONSOLIDATION PROPOSAL



As a foundation for analyzing the feasibility of a consolidation the following will be addressed:

- **Organization Review** – identify each organization’s responsibilities, functions and jurisdictional boundaries and service areas demographics.
- **Management** – compare management practices including staffing, goals and objectives and decision making processes.
  - o Fire Suppression, Emergency Medical Services, and Prevention. Study risk profiles of each District’s response area to include fire flows.
  - o Review equipment, training standards, and staffing levels.
  - o Analyze emergency response times for each district using GIS.
  - o Review each District’s safety practices.
  
- **Personnel Management and Support Staff** – Review staffing and policies of support staff functions. Analyze utilization of all support staff and consultants including responsibilities, productivity, record keeping and certifications.
- **Facilities** – Review location of current station locations and future station considerations. Items to be contained in the report include future service demands, changing demographics, availability of volunteers and projected growth and trends.
- **Apparatus and Equipment** – Review age, condition, serviceability, replacement schedule, distribution, deployment and maintenance practices of apparatus and equipment.
- **Current Funding Mechanisms** – Comprehensive review and projection of the Districts’ including, but not limited to: property tax, special revenue, benefit assessments, specialized fees, assessed valuation growth and development.
- **Fiscal Analysis** – Review and analyze each of the Districts’ budgets and revenues to project future financial needs, current debt service and identify possible areas of short and long-term savings and costs and future necessary capital improvement items. Evaluate pay scales, pension obligations and paid time off liabilities.
- **Legal Requirements** – Provide a detailed analysis of the legal requirements or limitations associated with consolidation, including legislation related to property tax and assessed valuation growth.
- **Impact on Property Insurance Rates** – Study the effect that a consolidation may have on property insurance rates to business owners and homeowners, as well as overall response times and coverage.
- **Stakeholder Input** – Determine any operational, economic and/or policy issues as determined by elected officials, district managers, key staff or others who may contribute to the study.



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## CONCLUSION

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At the end of the proposed study the following will be presented to the Districts' governing boards:

- **Final Report** – That includes all of the necessary data and facts, makes clear conclusions and provides concrete implementable recommendations and present them to the Districts' governing boards at a public meeting.
- **Implementation Plan** – After conclusion of the study, should both governing boards choose to move forward with consolidation of the Districts, the consultants shall assist with the process by providing an implementation plan.