



San Rafael (SNR) - Larkspur (LRK) Fire Services
One Operational Area - Sustainable Fire Service Model
Unified Fire Command Staff – May 10, 2012



A Unified Fire Command Staff from SAN RAFAEL and LARKSPUR is a preliminary step for shared leadership and responsibility as the two entities work towards a Shared Services Agreement and one Operational Fire Service Area. One Operational Area would enhance service, create efficiencies, and control costs to both agencies while establishing a more sustainable organizational framework for the future.

Objectives:

- a. The primary objective of establishing a Unified Fire Command Staff will be to jointly work towards the eventual creation of a single **SAN RAFAEL and LARKSPUR** Operational Fire Service Area. While engaged in these activities, each Chief Officer will also ensure that the administrative oversight, service delivery and functions of each municipality are given the appropriate priority, response and service.
- b. During this period of working towards a Shared Services Agreement, the **SAN RAFAEL and LARKSPUR** Fire Chiefs will provide both agencies with leadership, technical, administrative, and supervisory work in planning, organizing, directing and implementing fire department policy, stated objectives and service levels.
- c. The **SAN RAFAEL** Fire Chief is considered the lead Chief Officer in the process of blending the two administrative functions of both agencies.
- d. In order to ensure on-going administrative coverage in Larkspur, the **SAN RAFAEL** Fire Chief may act as the **LARKSPUR** Fire Chief, at the request of the **LARKSPUR** City Manager, due to temporary absences caused by vacations, sick or other types of leave.
- e. The **LARKSPUR** Fire Chief, while overseeing the **LARKSPUR** Fire Department and other City administrative functions, will also assist with **SAN RAFAEL** Fire related administrative duties under the direction of the **SAN RAFAEL** Fire Chief such as implementation of the shared services agreement, EMS, training, fire prevention, policy development, apparatus and equipment replacement, finance, Standards of Cover study and fire station location study.
- f. The **SAN RAFAEL** Battalion Chiefs will assume an expanded role in the day-to-day management of the **LARKSPUR** operational personnel. (The **SAN RAFAEL** Battalion Chiefs understand that the rules, policies and procedures of the City of Larkspur and the contractual document between the City and the LFPPA are currently in force.) The **SAN RAFAEL** Fire Chief Officers in concert with the **LARKSPUR** Fire Chief will provide leadership and assist with the development and implementation of an expanded Shared Service Agreement and integration of personnel and resources from both agencies.
- g. The above will continue until a Shared Services Agreement is in place, or until such time that either City Manager would like to terminate this arrangement for any reason.
- h. **SAN RAFAEL and LARKSPUR** understand and expressly agree that each agency bears full responsibility for controlling the manner and means by which their respective employees perform work, and for providing all compensation and other employment benefits including payroll taxes and worker's compensation coverage to their respective employees. **LARKSPUR** employees are not **SAN RAFAEL** employees and **SAN RAFAEL** employees are not **LARKSPUR** employees, and employees of either agency shall have no right to, and shall make no claim for, any type of employment benefits or compensation from the other agency.

Who: Fire Management Command Staff from both organizations
Timing: Second quarter 2012
Approval: City Managers
Evaluation: Six month review by City Managers


Nancy Mackle, City Manager
City of San Rafael


Dan Schwarz, City Manager
City of Larkspur