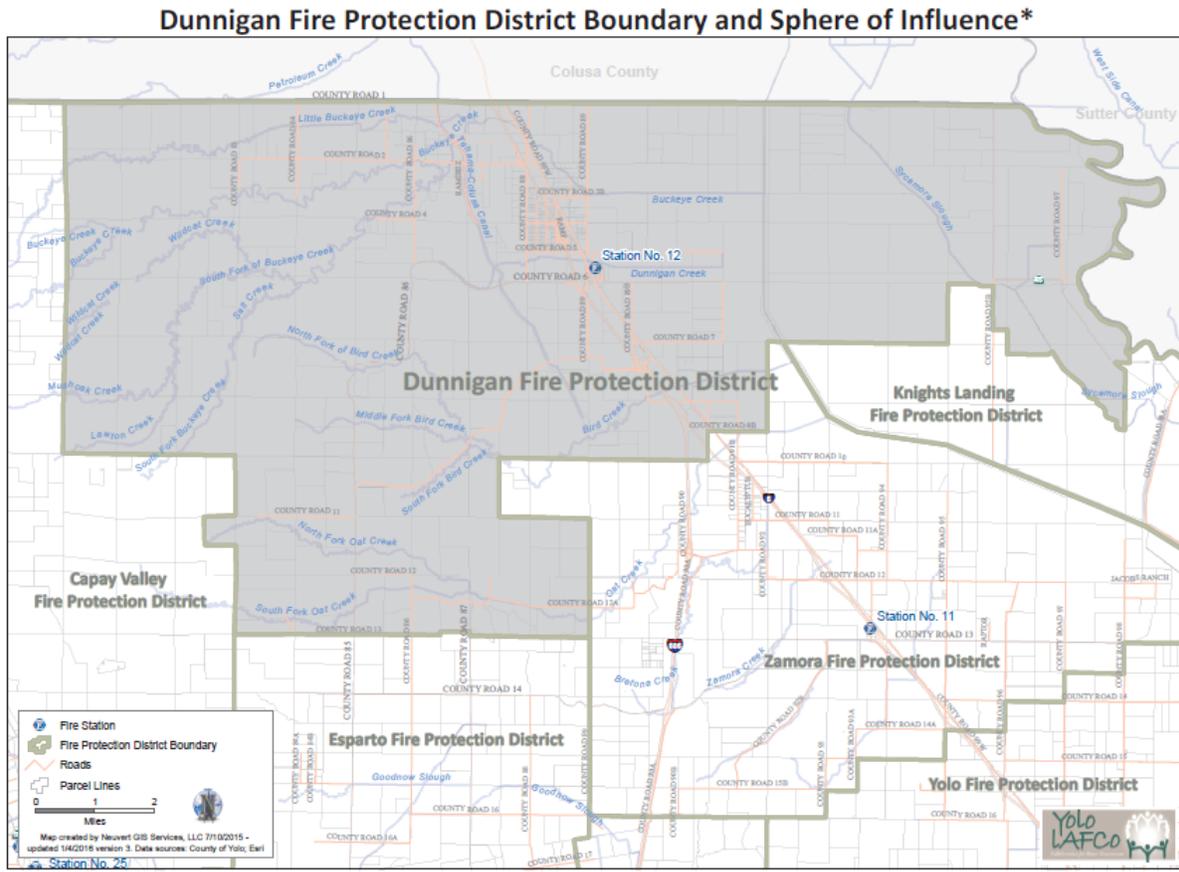


AGENCY PROFILE

The Dunnigan Fire Protection District (FPD) was established in 1927 and is authorized to provide fire prevention and protection and emergency response services. It was formed as a dependent district to Yolo County, which delegated its decision-making authority to a local Fire Commission with five members, each appointed by the Board of Supervisors to serve four-year terms.

The Dunnigan FPD is 70,351 acres in size and serves a largely rural area, which includes the unincorporated community of Dunnigan, where the District’s station is located. The Dunnigan FPD territory is generally located in northeastern Yolo County, extending north to the Colusa County line and east to the Sacramento River. Dunnigan FPD is bordered on the west by the Capay Valley FPD and to the south by the Esparto, Zamora, and Knights Landing FPDs. The District contains 444 residential and 22 commercial addresses, and the population is estimated to be 1,110 residents¹. The Dunnigan Fire Station is located at 9145 Main Street, in Dunnigan. The District has 6 apparatus and 1 command vehicle. The FPD has a volunteer chief that receives a minimal stipend, a part-time clerk. There are 24 firefighters total (2 within the District and 22 reserves).

The Dunnigan FPD boundary and sphere of influence (SOI) is shown below. The SOI is coterminous with the district boundary.



¹ Population estimate is based on the number of residential addresses assigned in 2021 in the FPD territory with a Yolo County average of 2.5 persons per household.

MUNICIPAL SERVICE REVIEW

POTENTIALLY SIGNIFICANT MSR DETERMINATIONS

The MSR determinations checked below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages. If most or all of the determinations are not significant, as indicated by “no” answers, the Commission may find that a MSR update is not warranted.

- | | |
|---|--|
| <input checked="" type="checkbox"/> Growth and Population | <input checked="" type="checkbox"/> Shared Services |
| <input checked="" type="checkbox"/> Disadvantaged Unincorporated Communities | <input checked="" type="checkbox"/> Accountability |
| <input checked="" type="checkbox"/> Capacity, Adequacy & Infrastructure to Provide Services | <input checked="" type="checkbox"/> Broadband Access |
| <input checked="" type="checkbox"/> Financial Ability | <input checked="" type="checkbox"/> Status of Previous MSR Recommendations |

LAFCO MUNICIPAL SERVICE REVIEW:

- On the basis of this initial evaluation, the required determinations are not significant and staff recommends that an MSR is NOT NECESSARY. The subject agency will be reviewed again in five years per Government Code Section 56425(g).
- The subject agency has potentially significant determinations and staff recommends that a comprehensive MSR IS NECESSARY and has been conducted via this checklist.

1. GROWTH AND POPULATION			
Growth and population projections for the affected area.	YES	MAYBE	NO
a) <i>Will development and/or population projections over the next 5-10 years impact the subject agency’s service needs and demands?</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) <i>Do changes in service demand suggest a change in the agency’s services?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Discussion:

- a) *Will development and/or population projections over the next 5-10 years impact the subject agency’s service needs and demands?*

Maybe. The population for Dunnigan FPD is currently estimated to be 1,110 and there are no new large growth areas designated or anticipated by the County that would compromise service levels. However, there is highway commercial development anticipated along I-5 and Dunnigan FPD has a Development Impact Fee.

The recent Department of Finance Population Estimates for Cities, Counties, and the State (Report E-1) estimates are not useful for unincorporated population projections for this MSR due to COVID. In 2021, the unincorporated population is estimated to have declined by -14.8%. In 2022, it is estimated to have increased +26.5%. This has been mostly attributed to the UC Davis student population being

YOLO LAFCO MUNICIPAL SERVICE REVIEW/SPHERE OF INFLUENCE STUDY

sent home for online classes and then brought back in person again, so the data is too skewed to be meaningful for FPD population change.

The data that is more applicable to fire service demand is call data, which has increased more than population countywide. Over the last three fiscal years, total calls that resulted in dispatched apparatus/responders were 388 in FY 18/19, 574 in FY 19/20 and 551 in FY 20/21, a 42% increase in only three years.

b) *Do changes in service demand suggest a change in the agency's services?*

No. Population changes would not require a change to the Dunnigan FPD boundary or SOI.

Growth and Population MSR Determination

The population for Dunnigan FPD is currently estimated to be 1,110 and there are no new large growth areas designated or anticipated by the County that would compromise service levels. However, there is highway commercial development anticipated along I-5 and Dunnigan FPD has a development impact fee (DIF). Over the last three fiscal years, total calls that resulted in dispatched apparatus/responders were 388 in FY 18/19, 574 in FY 19/20 and 551 in FY 20/21, a 42% increase in only three years. Dunnigan FPD's call volume in FY 20/21 was the 3rd highest at 551 dispatches (including mutual aid calls). The difference is the FPDs with comparable/higher call volume have 2.5 – 4 FTE paid staff each.

2. DISADVANTAGED UNINCORPORATED COMMUNITIES

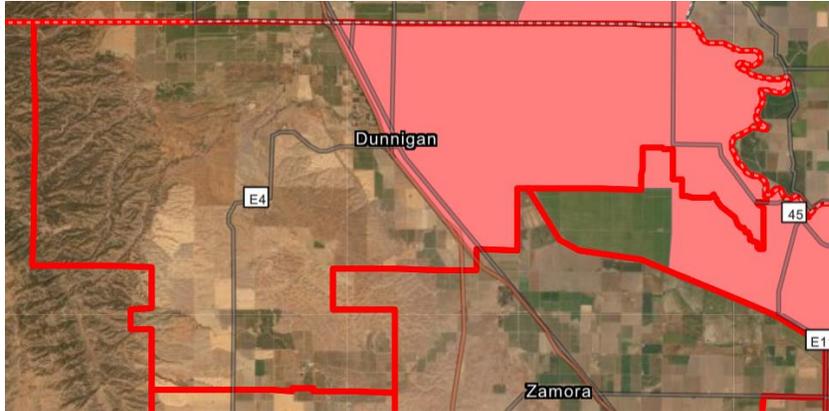
The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

	YES	MAYBE	NO
a) <i>If the subject agency provides services related to sewers, municipal and industrial water, or structural fire protection, are there any "inhabited unincorporated communities" (per adopted Commission policy) within or adjacent to the subject agency's sphere of influence that are considered "disadvantaged" (80% or less of the statewide median household income) that do not already have access to public water, sewer and structural fire protection?</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) <i>If "yes" to a), it is feasible for the agency to be reorganized such that it can extend service to the disadvantaged unincorporated community? If "no" to a), this question is marked "no" because it is either not needed or not applicable.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Discussion:

a) *If the subject agency provides services related to sewers, municipal and industrial water, or structural fire protection, are there any "inhabited unincorporated communities" (per adopted Commission policy) within or adjacent to the subject agency's sphere of influence that are considered "disadvantaged" (80% or less of the statewide median household income) that do not already have access to public water, sewer and structural fire protection?*

Maybe. Although all territory countywide receives structural fire protection services, Dunnigan FPD may not receive equal access to services due to its disadvantaged status. It appears the Dunnigan FPD is receiving a lower level of service as compared to other FPDs which is likely due in part to its disadvantaged status and corresponding lack of funding. For more information regarding service issues, please see item 3e.



b) If “yes” to a), it is feasible for the agency to be reorganized such that it can extend service to the disadvantaged unincorporated community? If “no” to a), this question is marked “no” because it is either not needed or not applicable.

No. All territory countywide receives structural fire protection services, therefore, the Dunnigan FPD boundaries do not need to be changed.

Disadvantaged Unincorporated Communities MSR Determination

Dunnigan FPD boundaries do not need to be changed because all territory countywide receives structural fire protection services, although Dunnigan FPD may not receive equal access to and revenue for needed services due to its disadvantaged status. It appears the Dunnigan FPD is receiving a lower level of service as compared to other FPDs which is likely due in part to its lack of funding. Support of a Proposition 218 is likely affected by the disadvantaged income status of roughly half of its territory.

3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES

Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

	YES	MAYBE	NO
a) Are there any deficiencies in the infrastructure, equipment, and capacity of agency facilities to meet <u>existing</u> service needs for which the agency does not have a plan in place to resolve (including deficiencies created by new state regulations)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Are there any deficiencies in the adequacy of services to meet <u>existing</u> service needs for which the agency does not have a plan in place to resolve? Also note how services are provided (i.e., number of staff and/or contracts).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Are there any issues regarding the agency’s capacity and ability to meet the service demand of reasonably foreseeable <u>future</u> growth?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) Is the agency needing to consider climate adaptation in its assessment of infrastructure/service needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there any service needs or deficiencies for disadvantaged unincorporated communities related to sewers, municipal and industrial water, and structural fire protection within or contiguous to the agency’s sphere of influence?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

YOLO LAFCO MUNICIPAL SERVICE REVIEW/SPHERE OF INFLUENCE STUDY

Discussion:

a) Are there any deficiencies in the **infrastructure, equipment, and capacity of agency facilities** to meet **existing** service needs for which the agency does not have a plan in place to resolve (including deficiencies created by new state regulations)?

Yes.

Fire Stations

The Dunnigan FPD has one station located at 29145 Main Street, Dunnigan. Station 12 is having well and septic issues. The District is moving forward with eminent domain to acquire land needed for the new leach field lines and well. Yolo County is assisting with grants to help with these costs, but the anticipated Dunnigan FPD costs are currently unknown. Additional station needs identified are raising the doors on the station and installing a new sensitive material secured area.



Apparatus

Dunnigan FPD has 6 apparatus (plus a new engine in process) and 1 command vehicle as follows. However, the new Chief has submitted a draft 5-year plan that would reduce this number to 5 apparatus and 1 command unit with one Type-I engine moving to reserve status.

Use	Apparatus	Type	Age (yrs)	Reserve? (Y/N)
	Engine 212* (new)	I	0	No
	Engine 212 (donated)	I	17	Yes
	Engine 12	II	17	No
Wildlands Fires	Grass 12	III	33	Yes
	Brush 12	V	14	No
	Squad 12	VI	1	No
Water Tenders	Water 12	I	23	No
Command/Utility	C 1200		12	No

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- * *Engine 212 was totaled in an accident in 2021 and a 17 year old donated engine will replace it July 2022 temporarily. A new engine will be ordered through insurance and the donated engine will become reserve apparatus.*

All Dunnigan FPD apparatus receive regular maintenance service, regularly scheduled rig checks, and annual pump testing. Hoses and ladders are tested every two years; however, the ladders were last tested in 2019.

The FPD currently supplies all responding members with appropriate, in-date personal protective equipment (PPE). PPE is regularly inspected and follows a PPE replacement schedule. All self-contained breathing apparatus (SCBA) receive annual flow testing and all bottles are current in hydro date. Dunnigan FPD operates adequate communications equipment including radios; but they need to be updated. Dunnigan FPD does not have portable radios for every seat, but enough for responding personnel.

ISO Rating

The Insurance Services Office, Inc. (ISO) evaluates fire departments for the purpose of establishing insurance premiums, called "ISO ratings". An ISO fire rating is a score from 1 to 10 that indicates how well-protected a community is by the fire department and will affect insurance rates. It's unknown if the Dunnigan FPD has an ISO rating. The new Chief has been unable to determine if the FPD has been rated and will call ISO to begin the process anew.

- b) *Are there any deficiencies in the **adequacy of services** to meet existing service needs for which the agency does not have a plan in place to resolve? Also note how services are provided (i.e., number of staff and/or contracts).*

Yes.

Staff, Coverage and Training

The Dunnigan FPD station has essentially volunteer staff of 24 firefighters total. The Chief receives a small stipend and some of the reserves (drivers only) receive a small stipend for an overnight shift. Dunnigan FPD is staffed by 2-3 volunteer personnel 24 hours per day, 7 days per week.

Dunnigan FPD has written guidelines and procedures and reports having a training program that ensures personnel are competent and safe to execute operations. The FPD trains all incident response personnel in ICS (incident command system) and participates in the Yolo County Fire Chiefs Association Training Program. Responding personnel are fit tested on an annual basis.

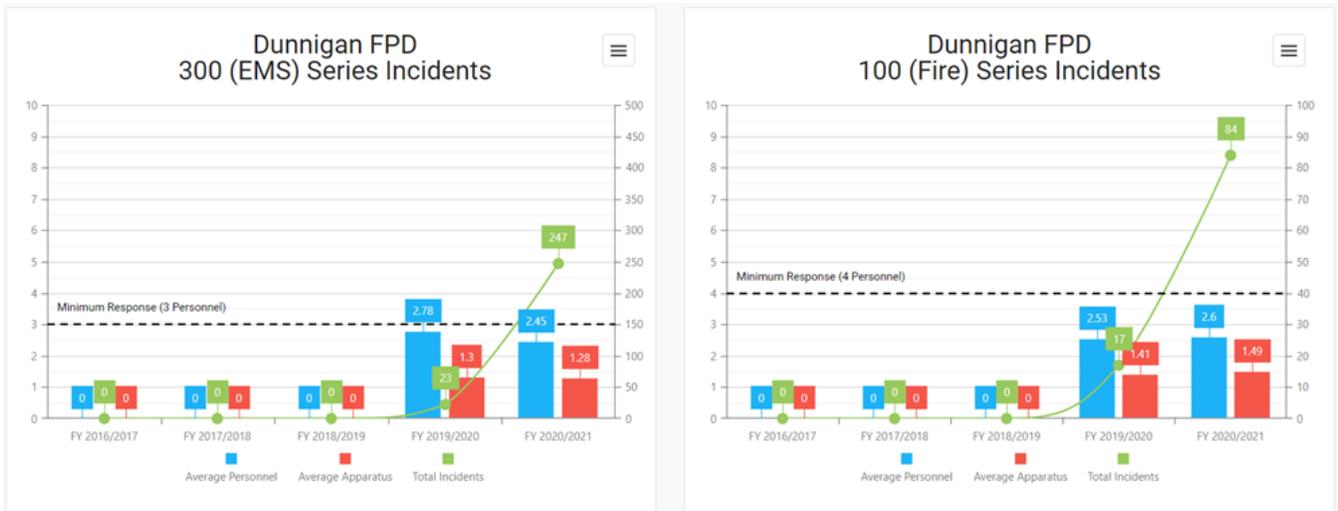
Incident Reporting and Adequacy of Services

Dunnigan FPD recently transitioned to and utilizes ESO web-based program for reporting and documentation. National Fire Incident Reporting System (NFIRS) reports are exported quarterly. Regarding the adequacy of response, standards for the number of personnel and apparatus were determined by the Fire Chiefs MSR Subcommittee for fire and rescue/EMS calls².

² By consensus of the Yolo Fire Chief's MSR Subcommittee, it was determined the minimum adequate response for a fire call is 4 personnel and 2 apparatus, and for a rescue/EMS call is 3 personnel and 1 apparatus.

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Below is Dunnigan FPD’s NFIRS response data for the last five fiscal years:

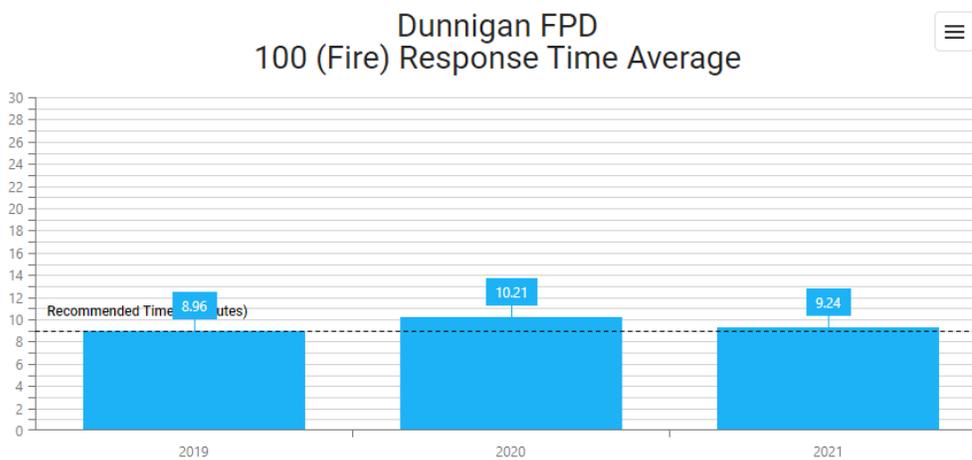
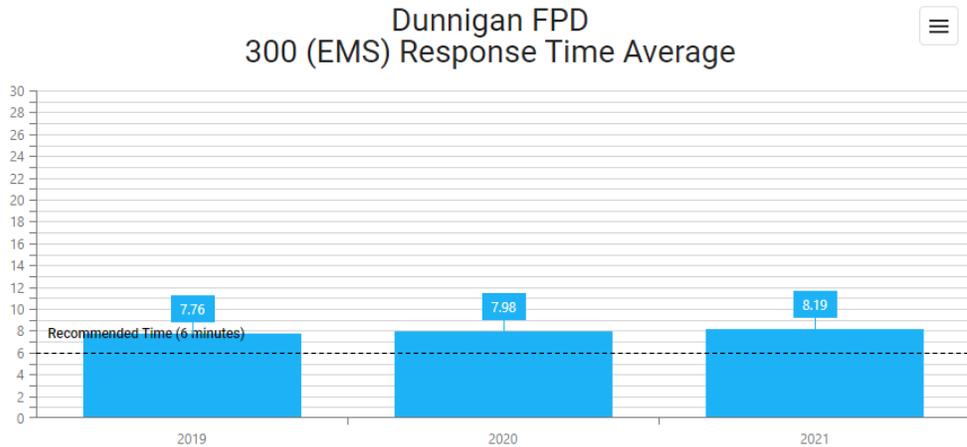


Dunnigan FPD incident data was apparently provided at least in part to NFIRS, but not signed off by the Chief so it was not completed in the system. The above graphs data that was provided to LAFCo directly for the last one plus FYs. The data shows that the Dunnigan FPD is unable to respond with the recommended minimum of 3 personnel to rescue/EMS calls (which outnumber fire calls by roughly 3:1) and 4 personnel to fire calls. Other FPDs typically have more personnel on fire calls as compared to rescue/EMS calls, which suggests volunteers are coming from the community to help. However, these response numbers are similar for both types of calls which may indicate there are 2 or 3 volunteers onsite at any given time (not all cleared to drive apparatus), and there is not as much community volunteer support to augment fire calls. Dunnigan FPD needs to increase its personnel response, especially considering the call volume it is handling.

Response Time and Missed Calls

The MSR Subcommittee developed response time goals for rescue/emergency medical service (EMS) calls (6 minutes) and fire calls (9 minutes) for the first responding unit to arrive on scene. LAFCo recognizes it may be more difficult for volunteer and/or more rural FPDs to meet this goal, however as the MSR Subcommittee indicated, it represents a goal to focus on. FPD response time averages³ for the 2019 – 2021 calendar years are shown below.

³ Based on YECA data. For a list of the data outliers omitted, please reference the methodology discussion on page 1-10 of this MSR/SOI.



Dunnigan FPD had 0 missed calls in FY 18/19, 1 missed call (or 0.2%) in FY 19/20, and 2 missed calls (or 0.4%) in FY 20/21.

Annual Performance Evaluation

NFPA requires FPDs to evaluate its level of service, deployment, and response time objectives on an annual basis. From review of the meeting minutes, it does not appear this review is occurring. Therefore, establishing this review and evaluation process at least on an annual basis is a recommendation.

- c) *Are there any issues regarding the agency's capacity and ability to meet the service demand of reasonably foreseeable future growth?*

Maybe. Dunnigan FPD is struggling to respond to the calls it has with sufficient personnel. Call volume has increased significantly at 42% over the last three years. More personnel, likely paid staff, is needed to serve the Dunnigan FPD demands for service. Please also see the response to 1(a).

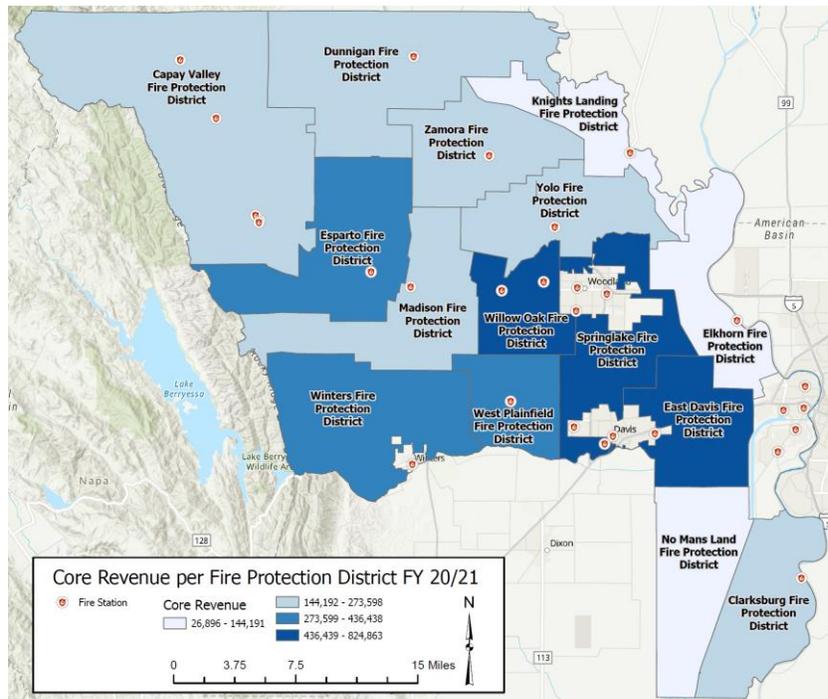
- d) *Is the agency needing to consider climate adaptation in its assessment of infrastructure/service needs?*

No. The FPDs collectively report that climate change is not a factor in the valley and is only an issue for those FPDs that border the Coastal Range. Many FPDs benefit financially from staff and apparatus reimbursement revenue for supporting CalFire during wildfire events. The drought is affecting the District's well. According to the Chief it is an older well that is not very deep, and 3-5 years ago started showing signs of inadequacy. But the FPD is already aware and addressing this issue.

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- e) Are there any service needs or deficiencies for disadvantaged unincorporated communities related to sewers, municipal and industrial water, and structural fire protection within or contiguous to the agency's sphere of influence?

Yes. The eastern half of the Dunnigan FPD is disadvantaged (see the response to 2a). While the Dunnigan FPD receives structural fire protection services, the level of service (measured by number of personnel responding) is lower than compared to other FPDs that are not disadvantaged. Dunnigan FPD's core revenues are relatively low, yet in FY 20/21 it had the highest number of dispatches of all the FPDs inside its jurisdiction (i.e., not including mutual aid calls). Dunnigan FPD needs increased personnel, which will likely require increased revenue. Some Dunnigan FPD fire commissioners and personnel express skepticism the voters will approve a Proposition 218 assessment to increase its revenue. Support of a Proposition 218 is likely affected by the disadvantaged income status of roughly half of its territory.



Capacity and Adequacy of Public Facilities and Services MSR Determination

Station 12 is having well and septic issues and is eminent domain proceedings to acquire land to accommodate new systems. Yolo County has assisted with preparing grant applications. All Dunnigan FPD apparatus receive regular maintenance service, regularly scheduled rig checks, and annual pump testing. The FPD currently supplies all responding members with appropriate, in-date personal protective equipment (PPE). Dunnigan FPD is not ISO rated and will reach out to ISO to begin the process.

The Dunnigan FPD station has 24 firefighters total which are essentially volunteer staff with some minimal stipends. Dunnigan FPD is staffed by 2-3 volunteer personnel 24 hours per day, 7 days per week. DFPD response times comply with NFPA 1720 standards. However, incident response data indicates Dunnigan FPD is struggling to respond to calls with sufficient personnel. Call volume has increased significantly at 42% over the last three years. More personnel, likely paid staff, is needed to serve the Dunnigan FPD high demands for service. But Dunnigan FPD's core revenues are relatively low, even though in FY 20/21 it had the highest number of dispatches of all the FPDs inside its jurisdiction (i.e., not including mutual aid calls). Dunnigan FPD needs increased personnel, which will likely require increased revenue. Some Dunnigan FPD fire commissioners and personnel have expressed skepticism the voters will approve a Proposition

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218 assessment to increase its revenue. Support of a Proposition 218 would likely be affected by the disadvantaged income status of roughly half of its territory.

Capacity and Adequacy of Public Facilities and Services MSR Recommendation(s)

- Schedule needed station improvements (well, septic, raised bay doors, hazardous materials handling, etc.) so it can be incorporated into a CIP.
- Call ISO to determine its rating or consider having a new rating done.
- Provide written evaluations of its level of service, deployment, and response time objectives on an annual basis at a Fire Commission meeting.
- Complete its NFIRS reporting on an ongoing basis and obtain training if needed.
- Dunnigan FPD needs to increase its personnel response, especially considering the call volume it is handling. More personnel are needed to serve the Dunnigan FPD demands for service, which will likely require paid staff and increased revenue. It may be difficult for the voters to support a Proposition 218 assessment to increase Dunnigan FPD revenue due to the disadvantaged income status of roughly half of its territory.

4. FINANCIAL ABILITY

Financial ability of agencies to provide services.

	YES	MAYBE	NO
a) <i>Is the subject agency in an unstable financial position, i.e. does the 5-year trend analysis indicate any issues? Does revenue growth keep pace with increased costs?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) <i>Can the subject agency improve its use of generally accepted accounting principles including: summaries of all fund balances, summaries of revenues and expenditures, general status of reserves, and any un-funded obligations (i.e. pension/retiree benefits)? Does the agency need accounting and/or financial policies that guide the agency in how financial transactions are recorded and presented?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) <i>Does the agency staff need to review financial data on a regular basis and are discrepancies identified, investigated and corrective action taken in a timely manner? The review may include reconciliations of various accounts, comparing budgets-to-actual, analyzing budget variances, comparing revenue and expense balances to the prior year, etc. If the agency uses Yolo County's financial system and the County Treasury, does the agency review monthly the transactions in the County system to transactions the agency submitted to the County for processing?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) <i>Does the agency board need to receive regular financial reports (quarterly or mid-year at a minimum) that provide a clear and complete picture of the agency's assets and liabilities, fully disclosing both positive and negative financial information to the public and financial institutions?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) <i>Is there an issue with the organization's revenue sources being reliable? For example, is a large percentage of revenue coming from grants or one-time/short-term sources?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

YOLO LAFCO MUNICIPAL SERVICE REVIEW/SPHERE OF INFLUENCE STUDY

f) <i>Is the organization's revenue insufficient to fund an adequate level of service, necessary infrastructure maintenance, replacement and/or any needed expansion? Is the fee inconsistent with the schedules of similar local agencies? Does the rate/fee schedule include a specific amount identified for capital asset replacement (tied to a capital improvement plan with implementation policies)?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) <i>Is the organization needing additional reserves to protect against unexpected events or upcoming significant costs (excluding capital asset replacement, see 4f)? Has the agency identified and quantified what the possible significant risks and costs of infrastructure or equipment failure? Does the agency have a reserve policy?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) <i>Does the agency have any debt, and if so, is the organization's debt at an unmanageable level? Does the agency need a clear debt management policy, if applicable?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

YOLO LAFCO MUNICIPAL SERVICE REVIEW/SPHERE OF INFLUENCE STUDY

Financial Background

**DUNNIGAN FIRE PROTECTION DISTRICT
STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCES**

	2017	2018	2019	2020	2021
Revenue					
Property tax, in-lieu tax, HOPTR	\$ 164,246	\$ 173,943	\$ 198,941	\$ 198,307	\$ 209,196
Development impact fees	24,381	19,376	18,732	6,856	12,747
Licenses and permits	5,296	19,649	17,312	25,807	37,715
Interest	1,132	3,507	8,962	13,008	(2,656)
County tribal mitigation	-	-	50,000	-	-
CA Fire	4,773	37,037	53,033	50,392	297,567
Other revenue	1,743	11,395	7,275	3,953	5,609
Total Revenue	201,571	264,907	354,255	298,323	560,178
Expenditures					
Salaries and benefits	51,489	107,876	136,633	87,520	255,165
Services and supplies	56,096	116,302	117,172	173,922	176,001
Debt service (principal and interest)	65,372	6,528	-	-	-
Capital Assets:					
Equipment	-	-	-	-	61,087
Total Expenditures	172,957	230,706	253,805	261,442	492,253
Net income (loss)	28,614	34,201	100,450	36,881	67,925
Beginning Fund Balance	246,542	275,156	309,357	409,807	446,688
Ending Fund Balances	\$ 275,156	\$ 309,357	\$ 409,807	\$ 446,688	\$ 514,613
Fund Balances					
Restricted - Development impact fee	\$ 35,916	\$ 41,434	\$ 40,751	\$ 40,415	\$ 8,715
Assigned - Capital asset replacement	117,300	177,534	203,196	258,031	30,693
Assigned - General reserve	6,000	6,000	6,000	6,000	6,000
Unassigned	115,940	84,389	159,860	142,242	469,205
Total Fund Balances	\$ 275,156	\$ 309,357	\$ 409,807	\$ 446,688	\$ 514,613
Y-T-Y Change in total Fund Balances					
Amount Increase (Decrease)	\$ 28,614	\$ 34,201	\$ 100,450	\$ 36,881	\$ 67,925
Percentage Increase (Decrease)	11.61%	12.43%	32.47%	9.00%	15.21%
Property Tax Analysis					
a. Assessed Value (AV)	\$ 347,555,132	\$ 369,904,793	\$ 407,460,103	\$ 403,296,128	\$ 423,936,432
b. Y-T-Y Percentage change in AV	6.87%	6.43%	10.15%	-1.02%	5.12%
c. Current secured, unsecured and H	\$ 160,377	\$ 169,721	\$ 197,395	\$ 196,034	\$ 205,886
d. District share of general 1% levy	4.6144%	4.5882%	4.8445%	4.8608%	4.8565%

Discussion:

- a) *Is the subject agency in an unstable financial position, i.e. does the 5-year trend analysis indicate any issues? Does revenue growth keep pace with increased costs?*

No. The District's core revenues (property taxes) have increased from \$164,246 in 2017 to \$209,196 in 2021, an average of 6% per year. Although total fund balances have increased from \$246,542 as of June 30, 2016 to \$514,613 as of June 30, 2021, it appears the fund balance has increased due to income from participating in strike teams, which is not a reliable revenue source (and requires the initial

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outlay of funds and a reimbursement process). Over the past five years strike team reimbursements totaled \$442,802, while over this same period fund balance has increased \$268,071. As of June 30, 2021, total fund balance was \$514,613 of which \$505,898 can be used for any purpose. The remaining \$8,715 is unexpended development impact fees that can only be expended on equipment and facilities that the District requires in order to provide services to new development within its service area.

Revenue

Dunnigan Fire Protection District’s revenue consists of property taxes, development impact fees, inspection fees related to new development, interest, a grant from the County and other miscellaneous revenue. Like other rural fire districts, Dunnigan PFD relies primarily on a share of the general 1% property tax levy for the majority of its revenue. In fiscal year 2021, property taxes of \$209,196 comprised 80% of total revenues (excluding CalFire reimbursements). The District’s share of property taxes within its boundaries is approximately 4.9%, while the average for all rural FPDs in the county is 6.2%. The District began receiving development impact fee (DIF) revenue in fiscal year 2005. The fee is required to be paid by developers for all new development within the district and can only be used by the District to fund equipment and facilities to service new development. From inception to June 30, 2021 the district has received \$243,246 from development impact fees of which \$82,092 has been collected over the past 5 years. In 2019 the District received a one-time grant in the amount of \$50,000 from the County to finance repairs to the training hall. In addition, over the past 5 years Dunnigan FPD has received, inspection fees of \$105,779, strike team reimbursements of \$442,802 and other revenue totaling \$29,975.

Expenditures

The District expenditures appear to have remained steady over the past five years, excluding expenditures related to strike teams. Salaries and benefits include pay for two part-time employees, shift pay to firefighters and strike team pay as presented in the table below.

	2017	2018	2019	2020	2021
Chief	4,821	4,802	4,800	5,571	6,026
Clerk	12,728	12,677	12,672	14,097	15,263
Shift pay	30,508	66,318	50,711	67,852	84,798
Strike Teams	3,432	24,079	68,450	0	149,078
	<u>51,489</u>	<u>107,876</u>	<u>136,633</u>	<u>87,520</u>	<u>255,165</u>

Service and supplies have increased due to participation in strike teams. In 2018 the District paid off a loan from the County.

Capital expenditures

2021: \$61,087, 2020 Ram 5500, Squad 12

The main core revenue of the district is property tax revenue which comprises about 80% of fiscal year 2021 total revenue, excluding CalFire reimbursements. Property tax receipts have increased on average 6% a year. Without additional revenue sources the district cannot support increased paid staffing to improve response performance calls, existing facility needs and replacement of apparatus.

- b) *Can the subject agency improve its use of generally accepted accounting principles including: summaries of all fund balances, summaries of revenues and expenditures, general status of reserves, and any un-funded obligations (i.e. pension/retiree benefits)? Does the agency need accounting and/or financial policies that guide the agency in how financial transactions are recorded and presented?*

No. The district maintains all funds in the County Treasury and uses the County’s financial system to maintain its accounting records. Since the district is a dependent district, it is subject to the same accounting and financial policies of the County. Accounting and budget data including all cash receipts and disbursements are reviewed by DFS staff before posting to the financial system.

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- c) *Does the agency staff fail to review financial data on a regular basis and are discrepancies identified, investigated and corrective action taken in a timely manner? The review may include reconciliations of various accounts, comparing budgets-to-actual, analyzing budget variances, comparing revenue and expense balances to the prior year, etc. If the agency uses Yolo County's financial system and the County Treasury, does the agency review monthly the transactions in the County system to transactions the agency submitted to the County for processing?*

No. District staff reviews financial reports, provided by the County, on a regular basis. Staff regularly reports financial information to the commission to request budget amendments, transfer reserves, etc.

- d) *Does the agency board fail to receive regular financial reports (quarterly or mid-year at a minimum) that provide a clear and complete picture of the agency's assets and liabilities, fully disclosing both positive and negative financial information to the public and financial institutions?*

No. Although not noted in the minutes, the commission receives a monthly financial report that includes budget-to-actual data and other balances.

- e) *Is there an issue with the organization's revenue sources being reliable? For example, is a large percentage of revenue coming from grants or one-time/short-term sources?*

Yes. Of the revenues received in 2021 approximately 56% are reliable. This includes only property taxes. The other 44% includes, permit inspection fees, development impact fees, interest, CalFire reimbursements and other revenue which are not considered reliable. Over the past 5 years the District received \$442,802 for participating in strike teams which was 26% of total revenue the past 5 years. The District received \$297,567 in fiscal year 2021. A large portion of the increases in fund balance over the past 5 years is attributable to strike team reimbursements and cannot be counted on annually to fund ongoing operating expenditures.

- f) *Is the organization's revenue insufficient to fund an adequate level of service, necessary infrastructure maintenance, replacement and/or any needed expansion? Is the fee inconsistent with the schedules of similar local agencies? Does the rate/fee schedule include a specific amount identified for capital asset replacement (tied to a capital improvement plan with implementation policies)?*

Yes. The District has many current needs such as additional paid staff to improve call responses, facility repairs, apparatus replacement and to maintain adequate reserves. Also see 4g).

- g) *Is the organization needing additional reserves to protect against unexpected events or upcoming significant costs (excluding capital asset replacement, see 4f)? Does the agency need to identify and quantify what the possible significant risks and costs of infrastructure or equipment failure? Does the agency need a reserve policy?*

Yes. The District does not have any written reserve policies or a capital improvement plan. In addition, the District's total fund balance as of June 30, 2021 is \$514,613 and is over \$1,000,000 below the minimum recommended fund balance. The minimum recommended fund balance is the total of 3 components as follows:

- Capital asset replacement. Using estimated apparatus replacement costs, this estimate divides this cost by the recommended life of each apparatus and assumes a straight-line projection and contribution to a capital asset replacement sinking fund.
- General reserve. This is the total of 50% of current secured taxes and 50% of special assessments to maintain liquidity from July through December each year when no tax/assessment revenue is received.
- Unassigned fund balance. GFOA recommendation of 15% of operating expenditures to mitigate revenue shortages and/or unanticipated expenditures.

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The June 30,2021 actual and estimated recommended fund balances amounts are as follows:

	6/30/2021 Actual Balance	6/30/2021 Recommended Balance	Excess/ (Shortage)
Apparatus Replacement			
Development impact fees	8,715		
Other funds	30,693		
	<u>39,408</u>	<u>1,413,000</u>	<u>(1,373,592)</u>
General reserve	6,000	98,000	(92,000)
Unassigned	469,205	20,000	449,205
Total Recommended Fund Balance	<u>\$ 514,613</u>	<u>\$ 1,531,000</u>	<u>\$ (1,016,387)</u>

- i) *Does the agency have any debt, and if so, is the organization’s debt at an unmanageable level? Does the agency need a clear capital financing and debt management policy, if applicable?*

No. As of June 30, 2021, the District did not have any debt, nor is liable for any unfunded pension and/or other postemployment benefits (OPEB), such as retiree health insurance. In fiscal year 2018 the district paid off the remaining balance of a loan from the County.

Financial Ability MSR Determination

The District has operated at a net gain over the past 5 years and has a total available fund balance of \$514,613. The District’s only core revenues (property taxes) grew on average only 6% a year and total fund balances have increased by \$268,071. Much of the growth in fund balance can be attributable to strike team reimbursements. Over the past 5 years the District received \$442,802 for participating in strike teams which was 26% of total revenue the past 5 years, cannot be counted on annually to fund ongoing operating expenditures. In addition, the District has staffing, facility and equipment needs which will require additional revenue to fund on an ongoing basis. The District does not have any written reserve policies or a capital improvement plan. In addition, the District’s total fund balance as of June 30, 2021 of \$514,613 is over \$1,000,000 below the minimum recommended fund balance. The Dunnigan FPD needs to increase its core revenue, but it may be difficult for the voters to support a Proposition 218 assessment to increase Dunnigan FPD revenue due to the disadvantaged income status of roughly half of its territory.

The District does not have written reserve policies nor a capital improvement plan. Dunnigan FPD maintains its funds in the County Treasury and uses the County’s financial system to maintain its accounting records. Dunnigan FPD fire commission receives financial reports at each meeting, but this needs to be reflected on meeting agendas and minutes. As a dependent district, Dunnigan FPD is included in the County’s Annual Comprehensive Financial Report (ACFR).

Financial Ability MSR Recommendation(s)

- Create a capital improvement plan to determine how much funding needs to be set aside each year and determine whether current revenues are adequate to fund the program. Develop reserve policies to fund increased services, the CIP, and maintain and adequate fund balances.
- Districts that collect an AB 1600 Development Impact Fees should, every five years, make the findings required by Government Code Section 66001(d) to help ensure that fees collected from new development are spent solely on appropriate facilities.
- The Dunnigan FPD has received over \$442,000 from participating in strike teams. This revenue should not be relied on as stable revenue source to fund ongoing/normal operating costs.
- Dunnigan FPD should reflect in the minutes that the fire commission received and reviewed the budget status report.

YOLO LAFCO MUNICIPAL SERVICE REVIEW/SPHERE OF INFLUENCE STUDY

- The Dunnigan FPD needs to increase its core revenue and should consider instituting a special assessment to fund increased staffing, facility and apparatus needs, and reserves. It may be difficult for the voters to support a Proposition 218 assessment to increase Dunnigan FPD revenue due to the disadvantaged income status of roughly half of its territory.

5. SHARED SERVICES AND FACILITIES

Status of, and opportunities for, shared facilities.

	YES	MAYBE	NO
a) <i>Are there any opportunities for the organization to share services or facilities with neighboring, overlapping or other organizations that are not currently being utilized?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Discussion:

- a) *Are there any opportunities for the organization to share services or facilities with neighboring, overlapping or other organizations that are not currently being utilized?*

Yes. LAFCo recommends Dunnigan FPD along with Knights Landing, Yolo and Zamora FPDs scale up its services and operate more as a regional unit via a JOA. These FPDs signed a JOA in May 2022 and need to work towards standardizing written operating policies and guidelines. It also has mutual/auto aid agreements with surrounding fire departments.

The goal for coordinated/joint operations is to achieve a similar service standard, efficient use of resources, consistent training/testing/reporting, standardization, and improved coordination during incident response. Additional things that should be included as a required element of the JOA is:

- Apparatus/equipment standardization,
- Shared reserve apparatus, and
- Cooperative purchasing

Shared Services MSR Determination

LAFCo recommends Dunnigan FPD along with Knights Landing, Yolo and Zamora FPDs scale up its services and operate more as a regional unit via a JOA. The FPDs have recently signed a JOA in May 2022 and need to work towards standardizing written operating policies and guidelines. It also has mutual/auto aid agreements with surrounding fire departments. The goal for coordinated/joint operations is to achieve a similar service standard, efficient use of resources, consistent training/testing/reporting, standardization, and improved coordination during incident response.

Shared Services MSR Determination Recommendation

- Additional items that should be included as a required element of the JOA are apparatus/equipment standardization, shared reserve apparatus, and cooperative purchasing. These efficiencies are currently either optional or not included in the JOA.

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6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES

Accountability for community service needs, including governmental structure and operational efficiencies.

	YES	MAYBE	NO
a) <i>Are there any recommended changes to the organization's governmental structure or operations that will increase accountability and efficiency (i.e. overlapping boundaries that confuse the public, service inefficiencies, and/or higher costs/rates)?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) <i>Are there any issues with filling board vacancies and maintaining board members? Is there a lack of board member training regarding the organization's program requirements and financial management?</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) <i>Are there any issues with staff capacity and/or turnover? Is there a lack of staff member training regarding the organization's program requirements and financial management?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) <i>Does the agency need adequate policies (as applicable) relating to personnel/payroll, general and administrative, board member and meetings, and segregating financial and accounting duties among staff and/or board to minimize risk of error or misconduct (see suggested policies list)?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) <i>Are any agency officials and designated staff <u>not</u> current in making their Statement of Economic Interests (Form 700) disclosures?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) <i>Does the agency need to secure independent audits of financial reports that meet California State Controller requirements? Are the same auditors used for more than six years? Are audit results <u>not</u> reviewed in an open meeting?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) <i>If the agency is not audited annually, does the agency need to have a qualified external person review agency finances each year (at a minimum), comparing budgets to actuals, comparing actuals to prior years, analyzing significant differences or changes, and determining if the reports appear reasonable?</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
h) <i>Does the organization need to improve its public transparency via a website (see https://www.yololafo.org/yolo-local-government-website-transparency-scorecards)?</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Discussion:

- a) *Are there any recommended changes to the organization's governmental structure or operations that will increase accountability and efficiency (i.e. overlapping boundaries that confuse the public, service inefficiencies, and/or higher costs/rates)?*

Yes. Dunnigan FPD entered into a JOA May 2022 with Knights Landing, Yolo and Zamora FPDs designed to improve operations and efficiencies. The recommendation below is to ensure Dunnigan FPD enters into the JOA and maintains standing in good faith to achieve JOA goals.

Another Dunnigan FPD issue regarding service inefficiencies is the Uniform Fire Code (UFC) plan check process. All the other FPDs except Dunnigan FPD use the Yolo County contract service provider for plan checks for a uniform process (except the FPDs that contract with cities for service that then utilize the cities for plan check). Customers complain of slow service and rigid UFC interpretations with Dunnigan FPD. LAFCo recommends Dunnigan FPD utilize the Yolo County contract service provider to streamline the plan check process and make it consistent with other unincorporated areas.

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- b) *Are there any issues with filling board vacancies and maintaining board members? Is there a lack of board member training regarding the organization’s program requirements and financial management?*

Maybe. A Dunnigan FPD fire commission vacancy was just recently filled after one seat had remained vacant for over two years. A review of Dunnigan FPD meeting minutes over the five-year review period indicated the commission had to cancel meetings multiple times for lack of a quorum.

Name / Title	Start	End
Tim Hornbuckle /	01/28/2020	12/01/2023
Neil Busch /	09/01/2020	08/01/2024
John Reyes /	03/09/2021	11/01/2024
Anita Tatum /	10/12/2021	04/01/2025
John Keeble /	03/22/2022	06/01/2025

- c) *Are there any issues with staff capacity and/or turnover? Is there a lack of staff member training regarding the organization’s program requirements and financial management?*

Yes. As discussed in the capacity section, in FY 2020/21 the Dunnigan FPD had more calls in jurisdiction than any other FPD countywide and is managing this demanding workload with a volunteer chief earning a minimal annual stipend and a combination of reserves/volunteers. The previous chief resigned in January 2022 and the commission recently appointed a longstanding Dunnigan FPD firefighter volunteer as Acting Chief. Dunnigan FPD should consider funding full-time positions as needed to reduce burnout, turnover, and create more department stability.

- d) *Does the agency need adequate policies (as applicable) relating to personnel/payroll, general and administrative, board member and meetings, and segregating financial and accounting duties among staff and/or board to minimize risk of error or misconduct?*

Yes. Dunnigan FPD has a comprehensive employee handbook. Dunnigan FPD should adopt policies related to fire commission meetings, to include attendance, conduct, and responsibilities of officers. Even though Dunnigan FPD is a dependent District and is subject to the County’s accounting policies it should review those accounting policies and develop ones that are unique to the District. They should include general accounting, processing and recording of disbursements and receipts, allowable expenditures, employee and commission travel and expense reimbursements, capital assets, debt and borrowing, credit card use, etc. LAFCo will provide policy templates for FPD use.

- e) *Are any agency officials and designated staff not current in making their Statement of Economic Interests (Form 700) disclosures?*

Yes. As of May 11, 2022, one Dunnigan FPD fire commissioner and the new Acting Chief were not current on their 2021 Form 700 disclosures. DPFD is working to get these filings submitted.

- f) *Does the agency need to secure independent audits of financial reports that meet California State Controller requirements? Are the same auditors used for more than six years? Are audit results not reviewed in an open meeting?*

No. The dependent FPD’s (including Dunnigan FPD) are included in the annual audit of the County’s Annual Comprehensive Financial Report (ACFR). The FPD is reported as a blended component unit and accounted for as a special revenue fund. According to the State Controller’s Office, the County’s audited ACFR meets general audit requirements and the ACFR satisfies the requirements of Government Code 26909⁴.

- g) *If the agency is not audited annually, does the agency need to have a qualified external person review agency finances each year (at a minimum), comparing budgets to actuals, comparing actuals to prior years, analyzing significant differences or changes, and determining if the reports appear reasonable?*

⁴ Per email dated July 6, 2021 from Sandeep Singh, Manager, Local Government Policy Section Office of State Controller, Local Government Programs and Services Division

Maybe. Dunnigan FPD is audited annually as part of the County's ACFR but it does not include individual review of the dependent FPDs, just the aggregate total balance of all dependent FPDs (so review is at a high level and not detailed). Yolo County should review agency finances with each dependent FPD each year, comparing budgets to actuals, comparing actuals to prior years, analyzing significant differences or changes, and determining if the reports appear reasonable.

- h) *Does the organization need to improve its public transparency via a website (see <https://www.yololafco.org/yolo-local-government-website-transparency-scorecards>)?*

Maybe. The Dunnigan FPD received a 17% transparency score in 2020 and a 0% transparency score in 2021. The FPDs website seems to have been taken down or disabled during fall 2021 when websites were scored. However, the FPD is a dependent district and is not required by law to have its own website. Please see the latest report posted on the LAFCo website for where improvements are needed.

Accountability, Structure and Efficiencies MSR Determination

Dunnigan FPD entered into a JOA with Knights Landing, Yolo and Zamora FPDs in May 2022 designed to improve operations and efficiencies. Fire Commissioner training may be useful to clarify commissioner roles, responsibilities, program requirements and financial management because the previous Chief had a difficult relationship with (and by some accounts was not very transparent with) the commission. As discussed in the capacity section, in FY 2020/21 the Dunnigan FPD had more calls in jurisdiction than any other FPD countywide and is managing this demanding workload with a volunteer chief earning a minimal annual stipend and a combination of reserves/volunteers. As funding allows, Dunnigan FPD should consider hiring full-time positions as needed to reduce burnout, turnover, and create more department stability.

The District has a comprehensive employee handbook and since Dunnigan FPD is a dependent district it is assumed to comply with the County's accounting policies. However, the district does not have any policies governing the fire commissioners, administrative and financial policies. Not all Dunnigan FPD officials are current on their 2021 Statement of Economic Interests (Form 700) disclosures. Dunnigan FPD is audited annually as part of the County's ACFR but it does not include individual review of the dependent FPDs. Yolo County should review agency finances with each dependent FPD each year to review agency finances, comparing budgets to actuals, comparing actuals to prior years, analyzing significant differences or changes, and determining if the reports appear reasonable. As a dependent district, Dunnigan FPD is not required to have a website but it has had one in years past. If the FPD decides to re-establish a website, it should review LAFCo's website transparency report for best practices.

Accountability, Structure and Efficiencies MSR Recommendation(s)

- Dunnigan, Knights Landing, Yolo and Zamora FPDs should provide for a coordinated and more uniform level of service and operation through either: (1) a Joint Operation Agreement (JOA); or (2) agency merger/consolidation. The goal for coordinated/joint operations in each Area is to achieve a similar service standard, efficient use of resources, consistent training/testing/reporting, standardization, and improved coordination during incident response. If any of these agencies enter into a JOA and fail to make reasonable efforts in good faith to promote these goals, a LAFCo reorganization to combine FPDs should be initiated if its determined consolidation would promote better service to the public and be a more efficient and effective utilization of resources.
- Dunnigan FPD utilize the Yolo County contract service provider to streamline the Uniform Fire Code plan check process and make it consistent with other unincorporated areas.
- Dunnigan FPD fire commissioner training may be useful to clarify commissioner roles, responsibilities, program requirements and financial management.
- Acknowledging core revenue as a limiting factor, Dunnigan FPD should consider hiring full-time positions as needed to reduce burnout, turnover, and create more department stability.
- The Dunnigan FPD should adopt policies related to meeting attendance, conduct, responsibilities of officers, and personnel (including employee/volunteer promotions, performance evaluations,

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drug and alcohol policies, payroll processing, etc.) In addition, accounting and financial policies should be developed to include general accounting, processing, and recording of disbursements and receipts, allowable expenditures, employee and commissioner travel and expense reimbursements, capital assets, debt and borrowing, credit card use, etc. LAFCo will provide policy templates for FPD use.

- Dunnigan FPD officials and designated staff need to get current and stay current in making their annual Statement of Economic Interests (Form 700) disclosures.
- Yolo County should review agency finances with each dependent FPD each year to review agency finances, comparing budgets to actuals, comparing actuals to prior years, analyzing significant differences or changes, and determining if the reports appear reasonable.
- Dependent special districts are not legally required to maintain a website. The Dunnigan FPD has a website but received a 17% transparency score for best practices in 2020 and a 0% transparency score in 2021 (the website appeared to have been taken down or disabled during fall 2021 when websites were scored). Please see the report at <https://www.yololafco.org/yolo-local-government-website-transparency-scorecards> for where improvements are needed.

7. BROADBAND ACCESS

Any other matter related to effective or efficient service delivery, as required by commission policy.

Per Yolo LAFCo Project Policy 6.2 “it is the intent of Yolo LAFCo to comprehensively review broadband access in MSR of local agencies that either serve communities and/or provide emergency services where broadband connection is critical (i.e. cities, CSDs, CSAs, FPDs and RDs).”

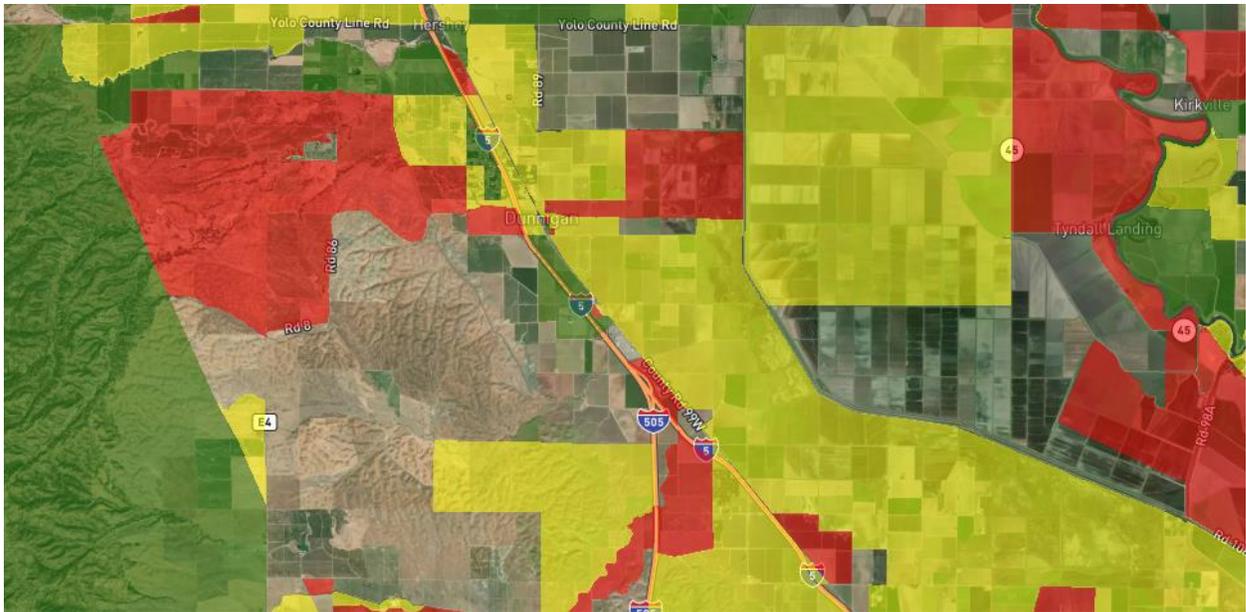
	YES	MAYBE	NO
a) <i>Is there a lack of high-performance broadband (25/3 Mbps) available in the community?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) <i>Is there a lack of low-income subscription rates and/or digital literacy programs available?</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Discussion:

- a) *Is there a lack of high-performance broadband (25/3 Mbps) available in the community?*

Yes. The town of Dunnigan is provided broadband service by AT&T but only mobile service is available at the Station. In some portions of the outlying residential areas, AT&T DSL will provide 25/3 Mbps (areas shown in green below), but the majority of Dunnigan FPD territory is underserved or unserved⁵. Therefore, broadband speeds of 25/3 Mbps is not generally available in the Dunnigan FPD territory.

⁵ CPUC Broadband Mapping Program data as of December 31, 2019. Speeds provided are maximum advertised speeds and not necessarily typical speeds actually experienced by the subscriber.



b) *Is there a lack of low-income subscription rates and/or digital literacy programs available?*

Maybe. AT&T offers low-income subscription rates, but broadband adoption remains an issue. According to the CPUC California Interactive Broadband Map, broadband adoption at 25/3 Mbps is only 20% to 40%. At any speed, its only 40% to 60%.

Yolo County Library staff provide one-on-one computer assistance, with even with basic functions like setting up an email account and generally help troubleshoot technology challenges. Information and instruction about basic computer/tablet/smartphone use is offered in ESL conversation clubs, classes and in Yolo Reads Adult and Family Literacy program. The library also provides hotspots and Chromebooks for those that need these items. The library does not have a formalized technology curriculum, although there have been discussions regarding adding it as a service. However, there is no library in Dunnigan and the closest are either 15 miles away in Yolo or 17 miles away in Knights Landing.

Broadband Access MSR Determination

The town of Dunnigan is provided broadband service by AT&T but only mobile service is available at the Station. In some portions of the outlying residential areas, AT&T DSL will provide 25/3 Mbps, but the majority of Dunnigan FPD territory is underserved or unserved. AT&T offers low-income subscription rates, but broadband adoption remains an issue. According to the CPUC California Interactive Broadband Map, broadband adoption at 25/3 Mbps is only 20% to 40%. At any speed, its only 40% to 60%. Digital literacy programs are offered by Yolo County libraries, however, there is no library in Dunnigan and the closest are either 15 miles away in Yolo or 17 miles away in Knights Landing.

Broadband Access MSR Recommendation

- Yolo County should consider the lack of broadband service (and library service) in the Dunnigan community and outlying areas as it addresses rural access issues.

8. STATUS OF PREVIOUS MSR RECOMMENDATIONS

	YES	MAYBE	NO
a) <i>Are there any recommendations from the agency's previous MSR that have not been implemented?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Discussion:

a) *Are there any recommendations from the agency's previous MSR that have not been implemented?*

2016 MSR Recommendations and Status

- Dunnigan FPD should consider reducing its annual operating costs significantly in order to achieve long-term fiscal sustainability.
- Dunnigan, Knights Landing, and Madison FPDs should consider seeking a benefit assessment to facilitate long-term fiscal viability.

Status of Previous Recommendations MSR Determination

Dunnigan FPD did reduce its annual operating costs by reducing salaries but did not seek a benefit assessment for long-term viability. And currently, the Dunnigan FPD is struggling to respond to its high call volume with sufficient personnel, so it needs to increase operating costs. Dunnigan FPD needs an increase in its core revenue to respond to its service demand. Although as discussed in the capacity section, Dunnigan FPD's ability to obtain support for a benefit assessment may be hampered by the disadvantaged economic status of roughly half the territory.

SPHERE OF INFLUENCE STUDY

On the basis of the Municipal Service Review:

- Staff has reviewed the agency's Sphere of Influence and recommends that a SOI Update is NOT NECESSARY in accordance with Government Code Section 56425(g). Therefore, NO CHANGE to the agency's SOI is recommended and SOI determinations HAVE NOT been made.

- Staff has reviewed the agency's Sphere of Influence and recommends that a SOI Update IS NECESSARY in accordance with Government Code Section 56425(g). Therefore, A CHANGE to the agency's SOI is recommended and SOI determinations HAVE been made and are included in this MSR/SOI study.