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November 18, 2009 (Agenda)

Contra Costa Local Agency Formation Commission  
 651 Pine Street, Sixth Floor  
 Martinez, CA 94553

**Fire Workshop**

Dear Commissioners:

On October 14, the Commission received a report from the Fire Committee, and approved sphere of influence updates for the following fire/emergency service providers: Contra Costa County Fire Protection District, East Contra Costa FPD, Moraga-Orinda Fire District, San Ramon Valley FPD, and County Service Area EM-1.

In addition, the Commission discussed sub-regional and regional fire issues and a proposal to hold a fire workshop sometime between early January and mid February 2010, with assistance from a workshop facilitator. At this time, LAFCO staff would like to present some ideas for the Commission’s consideration.

**Planning**

The Institute for Local Government provides a wealth of resources relating to collaborative governance. They advise that in planning an effective workshop, consideration be given to the following:

- ◆ Purpose
- ◆ Issues
- ◆ Format
- ◆ Participation
- ◆ Outcomes

**Workshop Facilitator**

The Commission expressed an interest in utilizing a professional workshop facilitator. The facilitator should be involved early in the planning process, and should have experience in facilitation and process design. It is important that the facilitator be an impartial advocate of good process, not of a particular substantive outcome. LAFCO staff has contacted several individuals and firms. A summary of interviews and responses is presented below.

**William (Bill) J. McCammon** – Bill is currently Executive Director of the East Bay Regional Communication System, responsible for development and operations of a communications system serving over 35 jurisdictions in Alameda and Contra Costa counties. He also serves as a consultant with Municipal Resource Group, LLC, a consulting firm dedicated to assisting public agency and private sector clients in achieving their strategic goals.

In addition, Bill has over 30 years in the fire service. He served as Fire Chief of the Alameda County Fire Department (ACFD). In 1993, Alameda County consolidated its unincorporated fire protection responsibilities into the ACFD; Bill became the first Fire Chief of the newly formed department. The Department doubled in size since 1993 with the addition of service contracts with the cities of San Leandro and Dublin, and the Lawrence Berkeley National Laboratory. Bill also served as Fire Chief for the San Leandro Fire Department, and worked for the Dublin San Ramon Services District Fire Department. Bill is a Harvard University Fellow of the Executive Development Program for senior governmental officials. He holds a Bachelor of Science from the University of California at Davis. Bill has served on numerous federal, State and local boards and commissioner, and is active in various community organizations. He resides in Alameda County.

Bill is willing to assist LAFCO as a co-facilitator. He suggests that a professional facilitator be used in conjunction with a fire service professional. Bill has offered to assist for the public good (pro bono).

**William (Bill) S. Chiat** – Bill has served as Executive Director of CALAFCO since 2004. He has a range of local government experience (county, city, special districts). Previous positions include *Chief Executive Officer*, Napa County; *Director of Organizational Effectiveness*, Santa Barbara County; *Assistant City Manager*, City of Oxnard; and *Planning and Development Director*, Ventura Regional Sanitation District. At the state level, Bill served under the Arizona Governor as Executive Director of the Governor's Office for Excellence in Government.

In addition to his work with CALAFCO, Bill consults with local governments on organizational development issues. He has facilitated numerous, and often controversial, community meetings for cities, counties and special districts in California, and state agencies in Arizona. Clients include Santa Barbara County, Children's Mental Health System of Care (Santa Barbara County), Bailard Landfill Extension Project (Ventura Regional Sanitation District), Mobile Home Rent Stabilization (City of American Canyon), Traffic Calming Issues (City of Thousand Oaks), incorporation (City of Goleta), Multijurisdictional Waste Management Task Force (Santa Barbara County), Strategic Planning (City of Yuba), Arizona State Historical Society, Arizona State Parks Strategic Planning, and Arizona Game & Fish Strategic Planning. He is a graduate of the Senior Executives in State & Local Government program from the Kennedy School at Harvard University; and holds a Masters of Science from the University of Michigan, and a Bachelor of Science from the University of Minnesota. Bill resides in Napa County.

Bill proposes a collaborative approach involving preparation, facilitation and summary tasks. He will work with LAFCO in advance to design and prepare for the workshop. Subsequently, he will convene, facilitate, summarize and debrief. The estimated cost for these services is \$1,600-\$2,000.

**Scott McCreary, PhD** – Scott is a Principal with CONCUR, Inc. a Bay Area-based firm specializing in policy analysis, agreement-focused facilitation, and strategic planning. CONCUR staff is trained in public policy, planning, and process skills for providing effective facilitation and mediation. They provide neutral and nonpartisan support with respect to the development of options; their focus is on structuring a well-informed and productive discussion.

Through the firm's experience and training in facilitation and strategic planning, as well as environmental and land use planning, they are familiar with the mandate and operations of LAFCOs. They have previously facilitated a series of five workshops for Marin LAFCO for their annual strategic plan. In this project,

participants included county and city elected officials, representatives of special service districts and members of the general public. The Marin LAFCO strategic planning retreats produced agreements on primary strategic planning goals as well as core objectives and milestones for each goal. In January 2007, Contra Costa LAFCO attended one of the Marin LAFCO strategic planning retreats.

CONCUR offers a custom design and workshop process based on LAFCO's needs. The firm has developed two options for consideration. Option 1 involves preparation (i.e., establishing workshop objectives, conducting interviews, outlining an agenda and supporting material); and convening/facilitating the workshop and preparing a meeting summary. Option 2 would add an additional task of preparing a robust meeting report with analysis of options. The estimated cost for these services is \$6,500-\$9,300.

### **Workshop Date and Facility**

In October, the Commission discussed potential workshop dates and facilities. The Commission expressed a desire to hold the workshop sometime between early January and mid February. The workshop can be held either in conjunction with a regular LAFCO meeting (e.g., January 13, February 10) or on a separate date.

With regard to facilities, LAFCO staff is currently researching meeting rooms with consideration to availability, size, accessibility (e.g., parking), technology (i.e., A/V capability, sound system) and cost. The Board Chambers, a relatively formal setting, is adequate in size, accessible, available on the LAFCO meeting dates as well as other possible dates, has adequate technology, and is available at no cost to LAFCO. In addition, staff has visited a number of other County meeting rooms, including those on Douglas Drive (Martinez) and Ellinwood Drive (Pleasant Hill). Neither of these facilities are available on the January and February LAFCO meeting dates, but are available on alternate dates. These rooms provide a less formal setting; however, do not offer some of the other amenities (e.g., convenient parking, in-house sound systems), and would possibly require a rental fee (\$200-\$500). Additional site visits to other County community rooms are planned.

### **OPTIONS AND RECOMMENDATIONS**

1. It is recommended that LAFCO retain Bill McCammon and Bill Chiat to co-facilitate the fire workshop, and direct staff to execute the necessary documents. Further, that we schedule a workshop planning session with the facilitators and Commission at the January 13, LAFCO meeting.
2. With regard to the workshop date and facility, it is recommended that the workshop be scheduled after the January 13 LAFCO meeting. Staff seeks input from the Commission regarding potential dates and preference for meeting facility.

Sincerely,

LOU ANN TEXEIRA  
EXECUTIVE OFFICER