

This document was received from Linnea Ugg on 12/20/24 for posting to the MFPD Website. Some of the items in this report had already been remedied prior to receipt. Contact the MFPD Board for more information.

Introduction to El Dorado Regional Fire Authority

The El Dorado Regional Fire Authority (EDRFA) was formed on September 5, 2023. The concept of the EDRFA is so that we can serve our citizens better through cooperation amongst the four member agencies (Garden Valley Fire Protection District, Georgetown Fire Protection District, Mosquito Fire Protection District and the Rescue Fire Protection District).

The EDRFA has been a productive and successful venture thus far, with agreements for fleet services and SCBA maintenance and repairs, and we continue to look for opportunities to better serve our member agencies and the citizens we serve.

“SPIRIT OF COLLABORATION” is what it states on our patch, and it is the single focus that drives the EDRFA.

Each of the agencies has appointed a single board member to the EDRFA Board and an alternate. Each agency has equal representation and equal voting power.

Difference between Merger/Consolidation/Annexation and a Fire Authority

In some of the community meetings, questions came up about this report and if this EDRFA process was an attempt at a merger/consolidation.

In a merger, consolidation or annexation between multiple fire districts, one government agency remains and has all the power. That government agency would be able to move monies where it felt they were most productive, even if that left another area with less.

With a Fire Authority, multiple government agencies remain in power and the partnership is a contractual relationship. If one agency or personnel would violate the contract the contract could be cancelled, and/or legal action could be taken against anyone that violated the agreement with any type of use of government funds in a way that was not approved by each government agency affected. Nobody would have the power to steal other agencies funds and move them to their own agency.

A Fire Authority gives protections that are not available with a merger/consolidation or annexation. The greatest protection is that the Fire Authority is formed under a contractual agreement that has an out clause that allows any agency to leave the authority at any time, by written 90-day notification.

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Definitions

EDRFA	El Dorado Regional Fire Authority
MFPD	Mosquito Fire Protection District
GFPD	Georgetown Fire Protection District
GVFPD	Garden Valley Fire Protection District
RFPD	Rescue Fire Protection District
County	El Dorado County
CalOES	California Office of Emergency Services
CalPERS	California Public Employees Retirement System
Light Duty Fleet	Vehicles, other than fire equipped apparatus (pickup truck, SUV, Sedan...Etc.)
R&R	Recruitment and Retention Grant
FEMA	Federal Emergency Management Agency
24/7/365	24 hours a day/ 7 days a week/ 365 days a year
NWCG	National Wildfire Coordinating Group
SCPOA	Swansboro Community Property Owner's Association
STIPEND	Flat pay rate for a set time (12 or 24-hour firefighter shift as an example)
SCBA	Self Contained Breathing Apparatus (air packs)
NFPA	National Fire Protection Association
ISO	Insurance Services Office

Executive Summary

The overall evaluation of the MFPD has led the EDRFA to believe that all parties of the MFPD are acting from a good place and with good intentions. It is the strong hope of the EDRFA that this report be utilized only for positive movement of the MFPD and not in any kind of negative act that could damage the MFPD.

The EDRFA was tasked with an honest evaluation of all MFPD functions and activities and is providing this report only to help the MFPD move forward in a positive manner and as a path to provide even better services to their citizens. Like all small fire districts, it is difficult to keep up with changes in standards and recommendations, let alone requirements and laws. This report is not meant in any way to disparage any current or former employees or elected officials of the Mosquito Fire Protection District. The goal of this report is to assist MFPD with a path forward and to release itself from the negatives of the past.

One of the biggest issues with the current makeup of the MFPD is it has led the board, the department and most important, the community, to a position of not being realistic. It is clear that the community, including the MFPD Board, would like to have a full-time Fire Chief that lives in Mosquito and is available for emergency response the vast majority of the time. This does not appear to be a realistic goal with the pay scale available, however should absolutely be considered if fully qualified applicants apply.

It is also clear that the community, including the MFPD Board, would like to have Station #75 staffed 24/7/365. This also does not appear to be a realistic goal, especially when the Recruitment and Retention Grant is complete.

The department must educate the people of the community on the costs of their desires and to examine if the public would be receptive to a tax measure that would provide the department pay for such desires. The community also needs to understand that without an increase in tax revenues, staffing will be severely reduced when the R & R grant is complete, and this could reflect on an increase in insurance rates within the community that could be more expensive than a tax increase.

The EDRFA has made several recommendations within the full body of this report that we hope will help the MFPD continue to provide an adequate level of services for the community. Those recommendations are repeated as Appendix A.

Lead and Contributing Consultants



Glenn W. Brown

Lead Consultant

The EDRFA appointed Glenn Brown, the Fire Chief of Georgetown, as their inaugural Fire Chief.

Glenn has an extensive background with Fire Authority's from his time on the Arizona Fire District Association Board of Directors. Glenn was hired as the Fire Chief of the Georgetown Fire Protection District on September 1, 2019. He has served as the Vice President of the JPA Ambulance Service for the West Slope as well as his current leadership role as the Fire Chief of the EDRFA.

Glenn has the following education and experience:

- Master of Science Degree in Executive Fire Service Leadership
- Executive Fire Officer Certification from the National Fire Academy
- Bachelor of Arts in Management
- Associate of Applied Science Degree in Fire Science
- Associate of Arts Degree in General Studies
- 5 years as the Fire Chief of The Georgetown Fire Protection District
- Over 20 years of Fire Chief experience
- Over 40 years of Public Safety Experience (Fire, Ambulance and Law Enforcement)
- Arizona Chief Fire Officer of the Year 2009
- Instructor at numerous conferences and Arizona State Fire School
- National presenter on the aftermath of the loss of the Prescott 19 Hotshot Firefighters in 2013
- Consulting Experience with Fire Departments similar in size to the MFPD.

Glenn's favorite fire department Mission Statement is "Be Nice."



Wes Norman

The EDRFA appointed Wes Norman, the Fire Chief of Garden Valley as their inaugural, Assistant Fire Chief.

As the Fire Chief of the Garden Valley Fire Protection District, I have had the privilege of working my way through the ranks and into this leadership role. Since joining the department in 2004, I have gained a comprehensive understanding of our operations which has sharpened my approach to leadership. My journey has instilled in me a deep appreciation for the challenges faced by every team member, and I strive to foster a culture that values continuous training, innovative problem solving, and strong community relationships.

My philosophy is grounded in honesty, integrity, and dedication to the district and the people it serves. I believe in leading by example and empowering our team to contribute their best. Under my guidance we focus on enhanced emergency response capabilities while prioritizing fire prevention education and community relationships. I am committed to ensuring that the Garden Valley Fire Protection District remains a leader in the fire service, inspiring our team and the community we serve.



Bryan Ransdell

"Bryan Ransdell has been in the fire service for 38 years. He started as a resident firefighter for the South Placer Fire District in 1986. Since that time, he has risen the ranks to the position of Fire Chief and is currently the Interim Fire Chief for the Rescue Fire Protection District. Bryan has also worked in El Dorado County for the past 12 years as a chief officer, which has given him the knowledge and expertise to function effectively in the County.

The Rescue Fire Protection Fire District is committed to delivering the most effective and efficient fire protection to its citizens and those of our neighboring communities when called upon. With the continual reduction of revenue and increased cost of delivering the most optimal fire services, we, like other agencies, must find creative ways to stretch the dollar. The El Dorado Regional Fire Authority is one of the approaches that allows our four agencies to share resources, purchase as one agency, collaborate training efforts, make policy decisions as one, and several other advantages to improve overall service. These collaborative efforts can achieve a significant increase in effectiveness towards our mission to protect and serve our communities at a higher level."



Edward (Eddie) Dwyer

Chief Dwyer is a 45-year veteran of the Fire Service. Starting his career as a Seasonal Firefighter with the California Department of Forestry (now CALFIRE) in 1979 serving two seasons. He completed Paramedic School in 1981 (he continues to maintain his State License), then went on to serve with the Alameda County Fire Department, rising through the ranks from Recruit Firefighter, Firefighter Engineer, and Fire Captain Paramedic. Chief Dwyer is a qualified HAZMAT Specialist, A Rescue Specialist with Certifications in Confined, Collapse and Technical Rescue.

Chief Dwyer was hired by the Mosquito Fire Protection District in August 2016 as a Fire Captain. On the retirement of Chief Mike Hazelet three weeks after his starting at the MFPD, he was promoted to interim Fire Chief in September of 2016. Then promoted to Chief of the Department in October 2016.

Chief Dwyer retired from the MFPD, in February 2020, going on to assist other regional fire agencies to build their Special Operations Programs. In June of 2023 Chief Dwyer was recruited back to the MFPD as a Battalion Chief to provide personnel management assistance to then Chief Jack Rosevear. On Chief Rosevears retirement form the MFPD, was once again promoted to Interim Fire Chief.

Chief Dwyer is also an adjunct instructor for the National Fire Academy providing collegiate level education and leadership training to Fire Officers from across the nation and globally.

Report Goals

The MFPD Board approached the EDRFA when they learned of the pending retirement of their Fire Chief, Jack Rosevear. The discussion led to an offer for the EDRFA to conduct a thorough, 3-month (potential for a fourth month extension), analysis of the MFPD and create a report that would cover a myriad of subjects on how the MFPD is currently operating and suggestions of how they should operate in the future.

The goal of this report is to provide the MFPD Board with a detailed assessment of EDRFA's findings and related mitigation recommendations across a wide range of administrative and operational areas. With this knowledge the MFPD Board can make informed decisions related to filling the Chief's roles and responsibilities with a services contract or direct hire or combination of both.

This report will be leveraged in determining if the MFPD should move forward independently or, depending on candidates and a successful Fire Chief hiring process, combine with an EDRFA services contract. The ultimate goal is to handle both Operational and Administrative functions of the district moving forward in the best way possible.

The current plan is for the EDRFA to provide a proposal once the current Fire Chief process is completed and the EDRFA has set a plan for their future.

In addition, this report can be leveraged by the MFPD to mitigate risks and gaps that have been identified in this report, resulting in a better overall district.

Process

The Lead Consultant was tasked with meeting with eleven community groups, and fifteen individual/small groups over a several month period, beginning back in June 2024, even though the consulting contract actually runs from August 1, 2024, through Oct. 31, 2024. This also included meetings with current and former fire department staff and board members.

The group meetings all included a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. All participants were asked to give their top 3 factors for each of the four categories. General questions followed usually concentrating on 1) What is working well, 2) What is not working well, 3) What is your role with the MFPD and 4) What are your expectations of the MFPD.

The top 3 factors in each category were as follows:

Strengths

- Volunteers

- Department always responds

- Teamwork

Weaknesses

- Social media (negativism)

- Financial Stability

- Infighting between Firefighters/Chief/Board

Opportunities

- New Mosquito Bridge

- El Dorado Regional Fire Authority

- Working together/Unify Community

Threats

- Social Media Attacks/False Information/Rumors

- Funding/Future Grant Availability

- Fire/ Wildfire Risk

With the completion of the SWOT Analysis, the lead consultant then took those results, along with records and information provided from the MFPD staff to develop a full report with several categories, each of which have recommendations to improve the services of the MFPD.

MEETINGS – this is not a complete list

June 1 – met with citizens and a board member at #75

June 8 – met with fire personnel, Chief Dwyer and a board member

June 27 – attended MFPD Board Meeting

July 20 – attended MFPD pancake breakfast

July 22 – attended SCPOA meeting

July 25 – attended MQT Evacuation Town Hall and MFPD Board Meeting

August 1 – met with former Fire Chief Chaloux

August 3 – MFPD Support Group Meeting and Special Board Meeting and Finance Committee Meeting

August 5 – MFPD Sustainability Committee Meeting

August 6 – met with Administrative Assistant and MVFA

August 18 – met with former Fire Chief Rosevear

August 22 – met with SCPOA

August 27 – met with MFSC

August 29 – met with Chief Dwyer

September 3 – Pilot’s Association

September 11 – met with D’AX (Department Auxiliary)

September 26 – attended MFPD Town Hall and Fire Board Meeting

Appendix C will have a complete list of SWOT Analysis results.

Financial Management

The MFPD is currently operating on an annual budget with the following estimates:

This information was provided to the consultant by MFPD staff in the initial process of this report and will be different but similar to the current budget reports.

Revenue

Tax Revenue (estimated)	\$375,000 (estimated)
R & R Grant	\$304,000
Other	\$306,000
Total Estimated Revenue	\$985,000

Expenses

Paid Staff	\$156,000
Stipends (Grant paid FF's)	\$182,000
Other	\$259,000
Subtotal Employee Pay	\$597,000
Services	\$280,000
Fixed Assets	\$ 60,500
Other	\$ 47,500
Subtotal Other Expenses	\$388,000
Total Expenses	\$985,000

*Note - Without the R&R Grant revenue, the MFPD budget would face a \$304,000 deficit, operating with a total revenue of \$681,000.

Recommendation: MFPD should prepare budgets for next year that do and do not include the R & R grant revenue. This will begin the plan for what operations would look like without the grant revenue.

MFPD Governance

Roles

The current management structure of the MFPD has been reported to have come to being, at least in part, over the course of dozens of years, and has resulted in the Fire Board of the MFPD conducting a number of functions that should be accomplished by staff. This has occurred by not having adequate staff that had the knowledge and ability to provide the necessary services to keep the MFPD on the right track. This cannot be attributed to one individual, but again, has occurred in a pattern over numerous years and over numerous administrations. The EDRFA believes that regardless of how the district decides to move forward the MFPD Board and board members need to move away from their current administrative and management roles in the agency and return to a body that provides oversight and guidance to the MFPD management/administrative staff. The management/administrative staff needs to conduct the daily business of operating the fire district and managing all business functions of the district.

Recommendation: The MFPD Governing Board step back into a traditional oversight role and that staff take over everyday management and administrative roles.

Brown Act

The EDRFA has concerns over the application of the Brown Act concerning open/public meetings. The recommendation is that the MFPD, as soon as possible, host a training session for the entire MFPD Governing Board and management staff regarding the application of the Brown Act. The EDRFA has provided Brown Act Compliance Manuals, as Appendix B to this report, to each member of the MFPD Board and management staff. All meetings of the Board, standing committees of the board, appointed bodies of the board, and even private organizations that support the MFPD, under certain circumstances described on page 9, #5 of the compliance manuals described above, must comply with the Brown Act. Again, the EDRFA does not believe that any members of the MFPD have acted out of anything other than a desire to help to the community. However, it is important that, moving forward, the MFPD come into full compliance with the Brown Act.

Recommendation: The MFPD host a Brown Act Training Class ASAP. MFPD should immediately review the Brown Act Compliance Manual attached as Appendix D and ensure compliance with the Brown Act in the future.

Apparatus

The EDRFA was not given detailed vehicle maintenance records to review for the completion of the report. The information provided is based on the information received.

Engine 75



2001 Ferrara on a Freightliner FL80 Chassis Type 1 Engine 4x4

1000 GPM Pump

Unknown last pump test

Engine 275



2007 Westmark on International 7400 Chassis 4x4 Type 2 Engine?

1000 GPM pump/500 GPM Auxiliary pump

Unknown last pump test

Air leak

Water Tender 75



2006 Kenworth Type 1 Tactical Water Tender

500 GPM pump

Unknown last pump test

3000 gallon tank

Suspension bushings need replaced

Patrol 75



1992 Chevrolet 2500 Type 6 Engine 4x4

100 GPM pump, 250 gallon tank

Unknown last pump test

Utility 75



1998 Ford F150 4x4

Utility



1992 Ford Explorer All Wheel Drive

Command 7500



2001 Ford Expedition 4x4

Chief 7500



2009 Ford Expedition 4x4?

Out of service – exhaust leak into cab

Support Group 75



2009 NorthStar Ambulance on a Ford F350 4x4

OES 4312 Type 3 Engine – Mutual Aid for Cal OES



2007 International 4x4?

500 GPM pump

750 Gallon Tank

The MFPD has an aging and large fleet for an agency its size, and probably does not need several of the existing vehicles. We do not believe that the MFPD has the ability to replace/upgrade their fleet in the ordinary ways (cash purchase or financing of new apparatus). The MFPD should work with CalOES, with whom they are already a mutual aid partner, on purchasing a newer Type 1 engine, fully equipped. The cost of this program is \$40,000, including equipment. This could also provide for a dramatic increase in firefighting equipment.

MFPD is not the type of agency that can develop a traditional equipment replacement plan (based on age, cost of repairs and mileage) and instead must develop a plan based on reality and financial ability as well as the traditional items.

Recommendation: The MFPD should consult with the EDRFA Fleet Services contractor, StretchFab to complete a complete, thorough review of all MFPD vehicles.

Recommendation: MFPD should pursue the purchase of a Type 1 Engine through CalOES's mutual aid program (The program is currently selling 2005 Engines with fairly low miles).

Recommendation: MFPD should consider acquiring a Type 3 and/or Type 6 engine through Federal Surplus in the near future.

Recommendation: MFPD should work with their EDRFA partners on becoming educated on the pump test process and then completing pump testing on a minimum of 1 apparatus per month, until all pump apparatus is tested. In the future all pumping apparatus should complete pump testing on an annual basis.

Recommendation: MFPD should consider reducing their fleet by looking into removing all 25-year-old apparatus from their fleet.

Recommendation: MFPD should consider reducing their light duty fleet.

Recommendation: MFPD should ensure vehicle inspection (daily, weekly and monthly) and proper maintenance is being completed and records are being maintained.

The existing MFPD Apparatus Fleet is shown above. It is recommended that staff contact Jason Warden (StretchFab) to complete a thorough analysis of each vehicle and determine what/if any vehicles should be removed from the fleet. In general, for an agency the size of MFPD, there are too many light duty vehicles, and the department is having difficulty keeping all units running properly and in service. Any apparatus that is 25 years or older in age, should be considered for surplus.

The 2001 Ferrara (Engine 75) is recommended for a planned replacement with a newer type 1 engine purchased used from OES. MFPD is a current OES mutual aid partner and has access to purchase used fire engines from OES, fully equipped. OES is currently selling 2005 Type 1 engines with fairly low miles. The engines have a one-time flat rate of \$40,000 and would require a paint job estimated to be a cost of approximately \$12,000. NFPA recommends the replacement of engines older than 25 years. E75 is rapidly approaching that age and with limited seating capacity and a smaller pump capacity could reduce the department getting higher credit in any future ISO rating processes.

The 1992 Chevy Type 6 (Patrol 75) is also recommended for replacement either through the OES system or through the Federal Surplus System. There would be no cost for the Federal Surplus System. If MFPD does not currently belong to the Federal Surplus System, they should join ASAP. A full type 6 is possible or a pickup that could be converted to a type 6 at a reduced cost from purchasing new.

The four Utility/Command vehicle fleet should be considered to be reduced. Some of the current fleet is out of service and may not be worth repairing before being sold or removed by surplus.

It should be noted that if the MFPD Board chooses to pursue either OES or Federal Surplus equipment, any specific vehicles should be reviewed by the EDRFA contracted mechanic after being reviewed by MFPD staff.

Station 75



The EDRFA was not given detailed station maintenance records to review for the completion of the report. The information provided is based on the information received.

Station 75 meets the short-term needs of the department. The vehicle exhaust system needs to be repaired and utilized. A plan to provide A/C to all interior areas of the station (minus apparatus bay) is recommended. A large portable A/C unit for the bay may be a possibility.

It is recommended that staff begin looking for grant opportunities to refurbish the current station 75.

Station 75 is in decent shape for its age. MFPD has taken fairly good care of the station. The MFPD should look into grants to upgrade the fire station in the future, to specifically supply a/c throughout and to provide for long term usability.

The roof has been reported to be past its serviceable life. If there are no current leaks the roof should be examined by a roofing professional and recommendations given.

Recommendation: Have the roof and siding examined and a plan developed for repair, painting and/or replacement.

Recommendation: Pursue grants to upgrade Station 75 and to repair out of service safety equipment.

Recommendation: Repairs should be made to vehicle exhaust system in the near future.

Recommendation: A more complete capital improvement plan should be created by MFPD staff with current costs estimates and recommended priorities.

Recruitment & Retention Grant

MFPD has been awarded 2 consecutive Recruitment and Retention Grants from FEMA. These grants are very difficult to achieve, and they have provided a culture change to the department. The department has moved away, somewhat, from reliance on in community volunteer firefighters to firefighters that live off the hill and come to Mosquito under the stipend program.

The reliance on off the hill firefighters has contributed to a higher turnover rate as personnel received training and then moved on to other organizations.

There were multiple concerns regarding the R&R Grant. A deeper review of the grant is required than could be accomplished as part of this consultant's report. This MFPD should consider reaching out directly to the Regional FEMA Fire Grant manager:

Sandi R. Tripp

510-627-7080

Sandra.Tripp@fema.dhs.gov

The major concerns brought forward were:

How the grant is being spent and does it match what the grant called for.

Has the grant manager asked for proper modifications through FEMA.

Is the grant manager producing correct and timely requests for reimbursement on funds being paid out by MFPD.

Were monies essentially left on the table with FEMA last year due to delays in the reimbursement process. If so, the money should not be lost, but simply extend the available grant period funding.

Is the grant manager allowed to be the agency that assisted in writing the grant.

Should the grant refunds be processed on a monthly basis.

There is no question that the MFPD is not purposely doing anything wrong with the R & R Grant, however, these concerns need to be thoroughly vetted to ensure grant compliance.

Recommendation: Reach out to FEMA for a grant review process to ensure compliance. Dangers of not being in full compliance with FEMA grants can be severe, pay back misspent monies, removal from future FEMA grant opportunities...etc.

Personnel

Fire Chief Roles

The MFPD Board should complete their Fire Chief selection process and determine if they have a qualified candidate who would fit some or all of the roles needed. Once that process is completed the MFPD Board should reach out to the EDRFA, or other agencies, and ask for a proposal to provide whatever services are needed to complete all the Fire Chief Roles. MFPD could also consider hiring part-time personnel to fill the gaps on the selected Fire Chief.

- MFPD is comfortable that their selected Fire Chief can handle all roles.
- MFPD chooses an Operational Fire Chief and needs assistance with the Administrative Roles
- MFPD chooses an Administrative Fire Chief and needs assistance with the Operational Roles.

There is concern that Interim Chief Dwyer is working substantially more than the planned 20 hours a week, while being paid a nominal stipend. Whatever direction the MFPD chooses to move forward great care needs to be given to this situation.

Volunteers

Volunteerism in the United States, and in particular in the fire service, is on the decline. There is concern about the qualifications and certifications of some personnel, in particular personnel that deploy under the NWGC standards.

MFPD has a significant group of volunteer fire personnel that are dedicated and desirous of providing good service to the citizens of the MFPD.

Currently the district relies heavily on volunteers that for the most part reside outside of the community and are compensated via a combination of R&R grant and MFPD funded shift stipends. Firefighters typically attend both Fire Fighter I and II at the various regional Fire Service academies funded by the R&R grant. This approach has pushed the department's turnover rate to 50% or higher. Due primarily because the fire fighters, outside the district, are motivated primarily to get trained, certified, and gain experience so they can move on to other larger departments.

Whereas historically, the fire department has been an “on-hill” volunteer culture where the motivation is to service the community.

The two approaches have very different recruitment and retention strategies:

Grant funded Volunteers - The first approach is that the district understands that turnover will be high and MFPD is basically preparing Fire Fighters for service to other departments.

This strategy works now because most of the expenses, such as stipends, training, uniforms are funded by the R&R Grant. Without this grant the district would need to absorb these costs. This and equipment costs can easily run into the tens of thousands of dollars per employee.

This approach also means that the recruitment cycle will be continuous and high volume to keep the pipeline full. The retention will be short term, as short as a year, as Fire Fighters move on to other opportunities.

One impact of this high turnover rate is that the culture of the department is constantly changing and requires strong leadership to establish and maintain the culture of a volunteer fire department.

Community based Volunteers - This approach to the recruitment and retention strategy is more community focused and requires a high level of engagement with potential volunteers. It needs to be understood that community volunteers cannot go off site to Firefighter I, II and EMT training classes that last for weeks, because they have their regular jobs. It also requires a different type of leadership. Community based Volunteers would have a much longer-term commitment to the MFPD.

Recommendation: MFPD should develop a training process that is closely monitored and includes assurances that personnel that deploy on wildfires have all necessary qualifications and have completed the annual training and physical agility test.

Recommendation: MFPD needs to work out an agreement with Chief Dwyer, to attempt to keep him long term, in a position that utilizes his talents while not burning him out.

Recommendation: MFPD should develop a certification/recognition program for levels of volunteers. Highest level is fully qualified structural/wildfire firefighters all the way down to the lowest level of personnel that can assist on scenes but not enter a hazard zone.

Recommendation: MFPD should consider a contractual relationship with new volunteers for training and equipment expenses. This should include requiring payback to MFPD on a sliding scale (example 0-1 year pay back 100%, 1-2 years, payback 75%...etc.)

Recommendation: EDRFA agencies pool resources to advertise and attract and give personnel a well-rounded experience in the fire service.

Recommendation: Reach out to EDRFA to teach a safety and hazardous materials training class. The goal is to get all personnel thinking about “what not to do on a scene”, rather than “what to do”.

Ideas from consultant meetings

Recommendation: Work with Pilot’s Association to improve emergency response plan on the airport

Recommendation: Offer Exit Interviews to all personnel leaving the organization (conducted by neutral personnel, possibly EDRFA partner personnel).

APPENDICES

- A) Recommendations
- B) Fire Chief Roles and Responsibilities
- C) Full SWOT Analysis results
- D) Brown Act Compliance Manual

Appendix A - RECOMMENDATIONS

GOVERNING BOARD

Recommendation: The MFPD Governing Board step back into a traditional oversight role and that staff take over everyday management and administrative roles.

Recommendation: The MFPD host a Brown Act Training Class ASAP. MFPD should immediately review the Brown Act Compliance Manual attached as Appendix D and ensure compliance with the Brown Act in the future.

APPARATUS

Recommendation: The MFPD should consult with the EDRFA Fleet Services contractor, StretchFab to complete a complete, thorough review of all MFPD vehicles.

Recommendation: MFPD should pursue purchase of a Type 1 Engine through CalOES's mutual aid program (The program is currently selling 2005 Engines with fairly low miles).

Recommendation: MFPD should consider acquiring a Type 3 and/or Type 6 engine through Federal Surplus in the near future.

Recommendation: MFPD should work with their EDRA partners on becoming educated on the pump test process and then completing pump testing on a minimum of 1 apparatus per month, until all pump apparatus is tested. In the future all pumping apparatus should complete pump testing on an annual basis.

Recommendation: MFPD should consider reducing their fleet by looking into removing all 25-year-old apparatus from their fleet.

Recommendation: MFPD should consider reducing their light duty fleet.

Recommendation: MFPD should ensure vehicle inspection (daily, weekly and monthly) and proper maintenance is being completed and records are being maintained.

STATION 75

Recommendation: Have the roof and siding examined and a plan developed for repair, painting and/or replacement.

Recommendation: Pursue grants to upgrade Station 75 and to repair out of service safety equipment.

Recommendation: Repairs should be made to vehicle exhaust system in the near future.

Recommendation: A more complete capital improvement plan should be created by MFPD staff with current costs estimates and recommended priorities.

FINANCIAL OVERVIEW

Recommendation: MFPD should prepare budgets for next year that do and do not include the R & R grant revenue. This will begin the plan for what operations would look like without the grant revenue.

R & R GRANT

Recommendation: Reach out to FEMA for a grant review process to ensure compliance. Dangers of not being in full compliance with FEMA grants can be severe, pay back misspent monies, removal from future FEMA grant opportunities...etc.

PERSONNEL

Recommendation: MFPD should develop a training process that is closely monitored and includes assurances that personnel that deploy on wildfires have all necessary qualifications and have completed the annual training and physical agility test.

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Recommendation: EDRFA pool resources to advertise and attract and give personnel a well-rounded experience in the fire service.

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Appendix B

ROLES OF A FIRE CHIEF

Administrative Chief:

- Provide leadership that supports the district's mission and the Board direction
- Payroll/Timesheets- Coordinate with Administrative Assistant and reviewed and approved by Chief
- Payment of Expenses/Vendors- Coordinate expenses and payments with the Administrative Assistant. Review and approve monthly expenses
- Key member of the Finance Committee
- Will serve as a JPA Board Member. Chief will assume JPA board member position with Board President Stever, as alternate
- Participate in JPA Board meetings and Fire Chief's Association meetings.
- Primary District contact for County DOT and Shimmick Construction for meetings and issues related to the new bridge project and impacts to Mosquito Road, including the upcoming Mosquito Bridge maintenance closure
- Coordinate Town Hall meetings regarding fire season and evacuation procedures. Will be Sheriff OES, Cal Fire and USFS primary contact for all District issues, preparedness and response
- Coordinate with Administrative Assistant as primary contact for El Dorado County Elections
- Primary contact for the County Administrator's Office for Development Impact Fee issues and AARPA grant reimbursement (uniform/PPE items)
- Primary contact (with Administrative Assistant) for CIRA insurance and our insurance broker (George Petersen Insurance). Assume the role of primary board member representative to CIRA with Board President Stever, as alternate
- Assist and participate with the Strategic Planning process
- Complete and submit the annual OES Salary Survey
- Primary contact for OES regarding the Type 3 Engine contract and any issues regarding deployment and invoicing
- Responsible for coordination with Administrative Assistant for on boarding of new personnel (application, county payroll/paperwork, physical, live scan, uniform, PPE issuance)
- Responsible for updating the Capital Improvement Plan for apparatus and equipment
- Participate in CIP Committee to update Station repair and improvement list
- Work with MFPD Board on annual budget
- Provide Semi-annual performance reviews to full-time staff
- Other duties as assigned by the MFPD Board

Operations Chief:

- Provide operational requirements to Administrative Chief during the annual budgeting cycle
- Oversee preventative maintenance and repair of all apparatus and utility vehicles, assisted by Mechanic Randy Campo, Fire Authority Apparatus Mechanic and Country Lube and Auto Repair (Diamond Springs)
- Ensure all District policy and procedures are followed
- Work with the board to establish operational Service Levels for the District
- Develop and implement a volunteer staffing plan
- In coordination with the Administrative Chief, develop and implement a staffing plan that supports the board's service level requirements
- In coordination with Administrative Chief, develop and implement a training strategy that supports the Boards service level requirements
- Provide Semi-annual performance reviews to volunteers
- In coordination with Support group leadership ensure Support group personnel are trained and capable of performing their duties
- Other duties as assigned by the MFPD Board