



Mosquito Fire Protection District

Board of Directors Meeting
Monday, April 5, 2021 – 6:00 PM
Mosquito FPD Station 75
8801 Rock Creek Road Placerville, Ca. 96557

AGENDA

Item	Presenter
<p>1. Call to Order.</p> <p>In order to ensure compliance with federal and state guidance regarding large gatherings and in accordance with State of California Executive Order N-29-20, to provide the public with the opportunity to provide comments to the Board, the Board is providing a call in number (please see below). The chair will call for public comment. When you hear the item called that you wish to comment on, please indicate your wish to comment, await the notification that you may comment. You may speak for three minutes or as otherwise provided by the Board Chair. While speaking, please reduce any background noise to ensure that your comments can be heard.</p> <p>Topic: MFPD Board Meeting 2021 April 5 Time: April 1, 2021 06:00 PM Pacific Time (US and Canada)</p> <p>Join Zoom Meeting https://zoom.us/j/8685165316?pwd=Mkd3WEtjNFpaTUZLVmFic0Q3dmNNUT09</p> <p>Meeting ID: 868 516 5316 Passcode: 223344 One tap mobile +16699006833,,8685165316#,,, *223344# US (San Jose) +12532158782,,8685165316#,,, *223344# US (Tacoma)</p> <p>Dial by your location +1 669 900 6833 US (San Jose) +1 253 215 8782 US (Tacoma) +1 346 248 7799 US (Houston) +1 929 205 6099 US (New York) +1 301 715 8592 US (Washington DC) +1 312 626 6799 US (Chicago)</p> <p>Meeting ID: 868 516 5316 Passcode: 223344 Find your local number: https://zoom.us/u/abBOFN2Go</p> <p>If you have a disability and are requesting an accommodation pursuant to the Americans with Disabilities Act, please contact district at 530-626-9017 or admin75@mfpd.us</p>	C. Persico

2. Roll Call & Quorum announced.	C. Persico
3. Pledge of Allegiance.	C. Persico
4. Public Comment Public may address the board on any District related item not included in this agenda. Please limit your comments to no more than 3 minutes in duration.	
5. ADOPTION OF THE AGENDA The Board may make any necessary additions, deletions, or corrections to the agenda including moving items to or from the Consent Calendar and adopt the agenda and the Consent Calendar with one single vote. A Board member may request an item be removed from the Consent Calendar for discussion and separate Board action. At the appropriate time as called by the Board Chair, members of the public may make a comment on matters on the Consent Calendar prior to Board action.	C. Persico
6. <u>Issue Item</u> 6.1 Response to South Fork Consulting for LAFCO MSR Draft Report-Finance Section 6.2 Approval of updates to Policy 3-01-02 and 3-01-02A- Job descriptions for Fire Captain and Firefighter Engineer 6.3 Affirm Board Governance Principles and Censure Director	T. Warner B. Mikel J. Rosevear C. Persico
7. Pending Agenda Items Directors may propose agenda items for future Board Meetings.	
8. Adjourn	

Chapter 13. Mosquito Fire Protection District Financial Section

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13.1 Financial Ability to Provide Services

LAFCO is required to make determinations regarding the financial ability of the Mosquito Fire Protection District (MQT) to provide public services. This section provides an overview of the financial health of the District and a context for LAFCO's financial determinations. The audited Comprehensive Annual Financial Report (CAFR) from the District for the fiscal years (FY) 2017/2018 and FY 2018/2019 are the primary source of all information for this section (MQT, 2018a; MQT, 2019a). The Preliminary and Final Budgets for FY 2019/2020 and FY 2020/2021 are also used in order to provide the most recent context to the analysis (MQT, 2019b; MQT, 2020a). However, it is important to note that budgets are estimates and subject to change. In California, special districts are classified as either enterprise or non-enterprise based on their source of revenue. The MQT generally operates as a non-enterprise district, collecting and utilizing property tax revenue to fund fire and emergency services.

13.2 Financial Policies and Transparency

The primary policy document for the Mosquito Fire Protection District is the Mosquito Fire Protection District Manual last updated on July 9, 2020. The manual describes the rules for the District's business operations including budget, procurement, and financial policies. The District adopts a 1-year budget and conducts an annual review to determine any changes that might be needed. The FY 2020/2021 Financial Plan was adopted by the Board on September 17, 2020. The District publishes an audited Comprehensive Annual Financial Report (CAFR) every year. Government Code and District policy require an annual independent audit of the District's financial records by a certified public accountant. The independent audits for FY 2017/2018 and 2018/2019 were performed by Robert W. Johnson, independent auditors. The Auditors judge whether the District's financial statements are presented in conformity with Generally Accepted Accounting Principles (GAAP) as established by the Government Accounting Standards Board (GASB). The District uses the accrual basis of accounting, where revenues are recognized when earned and expenses are recorded when liabilities are incurred.

The FY 2017/2018 and FY 2018/2019 auditor reports indicated that the District has not presented Management's Discussion and Analysis or budgetary comparison information. Based on accounting principles generally accepted, this information is required to be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the (GASB) who considers it to be an essential part of financial reporting for placing the financial statements in an appropriate operational, economic, or historical context.

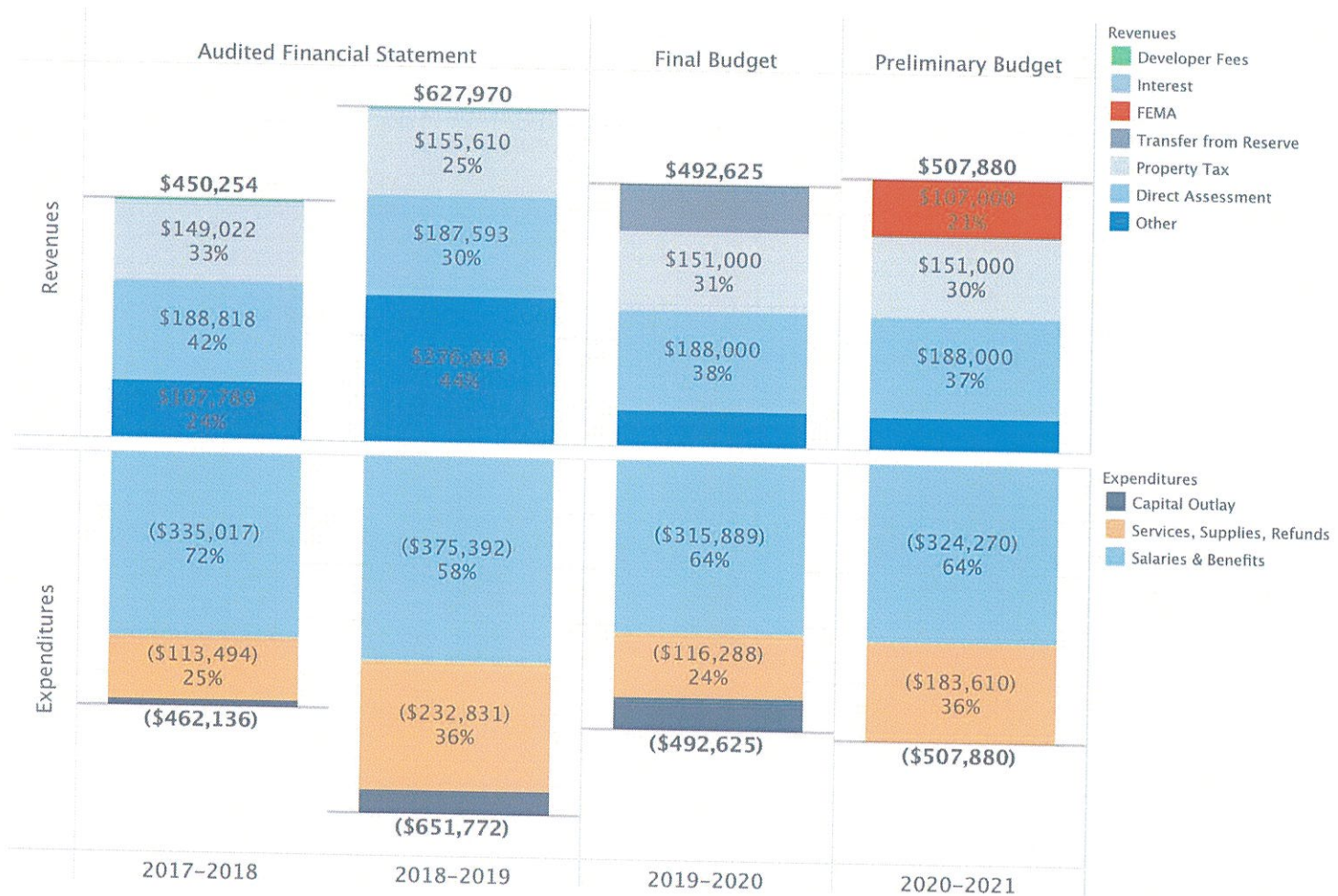
13.3 District Revenues and Expenditures

13.3.1 Revenues and Expenditures

On average, 32 percent of the District's revenues are from property taxes and 36 percent are from a special tax. The District's biggest expense is

Salaries & Benefits accounting for 72 percent of the District's expenditures in FY 2017/2018 and 62 percent in FY 2018/2019. A breakdown in revenues and expenditures can be seen in Figure 13-1 below. A breakdown of revenues and expenditures is also available in table format in Appendix G.

Figure 13-1: MQT Total Revenues and Expenditures for FY 2017/2018 & FY 2018/2019 and Projected for FY 2019/2020 & FY 2020/2021



Revenues

The District has three main revenue sources described as follows:

- A Fire/EMS Special Tax (Measure F, passed August 7, 2001) @ \$204 per parcel;
- Property Tax revenue; and
- "Other" funding sources.

Source: County of El Dorado 2019a

For FY 2018/2019 the District revenues amounted to approximately \$628,000 with the highest percentage of revenue received from the special tax followed by property taxes. Revenue identified as "Other" went up by \$169,000 between FY 2017/2018 and FY 2018/2019, or a 40 percent increase. [Dear MQT Staff, Can you please tell us what revenue sources are categorized as "Other"? Thank you!] However, the District makes no reference as to the source of this revenue. In FY 2017/2018, MQT was awarded a Paramedic Training (EMT-P) Grant for \$185,000, with a 5 percent District contribution. [Dear MQT Staff, Can you please tell us if this grant was accounted for in the "Other" revenue category for FY 2018/2019? Thank you!]

The EMT-P Grant has been extended another year to FY 2020/2021 due to the impacts of the pandemic causing limits on the practical implementations of the grant. Annually, the District also applies and receives a CAL FIRE 50/50 Grant for Wildland Personal Protective Equipment (PPE); however it is unclear how this grant is being accounted for within the Audited Financial Statements. The District was awarded a four-year, 100 percent federally funded Federal Emergency Management Agency (FEMA) Staffing and Adequate Fire and Emergency Response (SAFER) Recruitment and Retention Grant in September of FY 2018/2019 worth \$698,618. A portion of the FEMA SAFER Grant is represented in the FY 2020/2021 budget; however this Grant was not listed in the FY 2019/2020 budget.

The Special Tax revenue estimate calculations are based on a \$204 per parcel property tax and represents the highest percent of recurring revenue for the District. The District's Five-Year Revenue Framework, last updated in 2018, mentions that traditionally, the operations budget is funded by property taxes while the personnel budget is funded by the Special Tax. Any amount not required to balance the budget is placed in the "Transfer to Reserves" account and moved into reserves if available at year's end. For planning purposes, the MQT projects Property Tax revenue will increase by 1.04 percent each year. The District also notes that there are a couple of minor sources of recurring revenue that include Interest, State Homeowners Relief, and Unsecured Property, but together these provide only about \$4,500 annually (MQT, 2018b).

Mosquito Fire Protection District attempted to increase the Special Tax in March of 2019 in order to prevent significant service cutbacks to fire protection and emergency services. The proposed ballot measure would have increased the Special Tax to \$266 per parcel, or a \$62 (30%) increase. It was anticipated that the proposed increase would add \$245,784 annually to the District's budget (MQT, 2018b). The District proposed to use the funds solely for: providing fire protection, both prevention and suppression; and emergency response services within the District and for any responses outside the District under automatic/mutual aid agreements with other fire agencies. The ballot measure required a

two-thirds majority to pass and was defeated with only 56.7 percent voting in favor (County of El Dorado, 2019a).

Expenditures

The District's biggest expense is Salaries & Benefits as seen Figure 13-1. This accounted for 72 percent of the District's expenditures in FY 2017/2018 and 62 percent in FY 2018/2019. There was a 41 percent increase in expenses between FY 2017/2018 and FY 2018/2019 which can be attributed to a \$119,000 increase in "Services and Supplies." [Dear MQT Staff, are there more specifics that can be shared regarding this 41 percent increase in expenses? Can you provide two sentences here? Thank you!] The District has forecasted expenses to return to FY 2018/2019 levels for FY 2019/2020 and to include a Capital Outlay expense of \$60,000, a \$17,000 increase above FY 2018/2019. It is unclear from the Financial Statements what the capital outlay is expense is for.

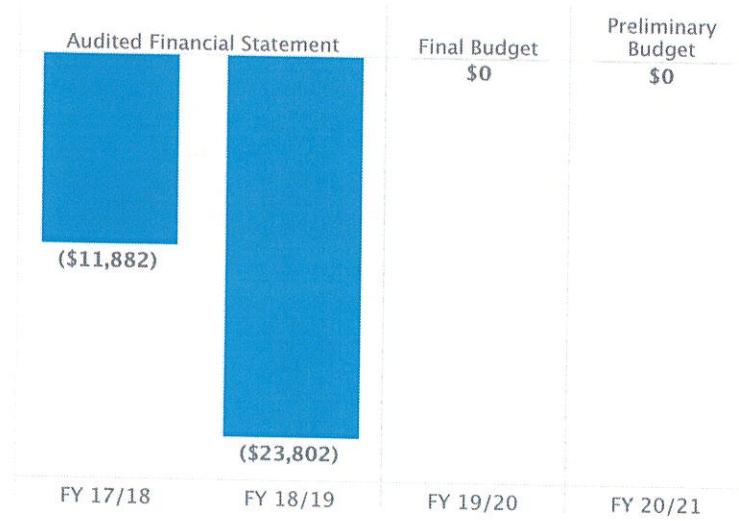
The District is currently staffed at the 1-0 staffing model, meaning there is one firefighter for every engine. The National Fire Protection Agency recommends 4-0 staffing. The District is augmented by volunteers with approximately six active volunteers available to cover after hours shifts and respond to incident calls. However, volunteers have other full-time jobs and are not always available to cover shifts (Chief J. Rosevear, interview with A. Ross, September 23, 2020).

As of July 1, 2020 the District had four full-time employees. This includes: one fire chief, one fire captain, one firefighter and one administrative assistant (El Dorado LAFCO, 2020). The District is a signatory to the West Slope JPA for emergency medical services, but does not qualify for Emergency Services Authority Funding for staff positions because the District does not provide ambulance services. In FY 2017/2018, the District staffed one fire station nine hours a day, seven days a week and had no unstaffed stations (El Dorado LAFCO, 2019).

13.3.2 Revenues (Over/Under) Expenditures

Revenues (Over/Under) expenditures can be seen in Figure 13-2 below. The District has had two years where expenditures exceeded revenue (FY 2017/2018 and FY 2019/2020). The District was able to balance its FY 2019/2020 budget by transferring funds from Reserves. It is expected that FY 2020/2021 and going forward, this trend may continue based on the amount of transfers from reserves and funding from FEMA identified in the budgets. The District saw an increase in revenues under expenditures by \$11,920 between FY 2017/2018 and FY 2018/2019.

Figure 13-2: MQT Net Revenues Over/Under Expenditures for FY 2017/2018 & FY 2018/2019 and Projected for FY 2019/2020 & FY 2020/2021

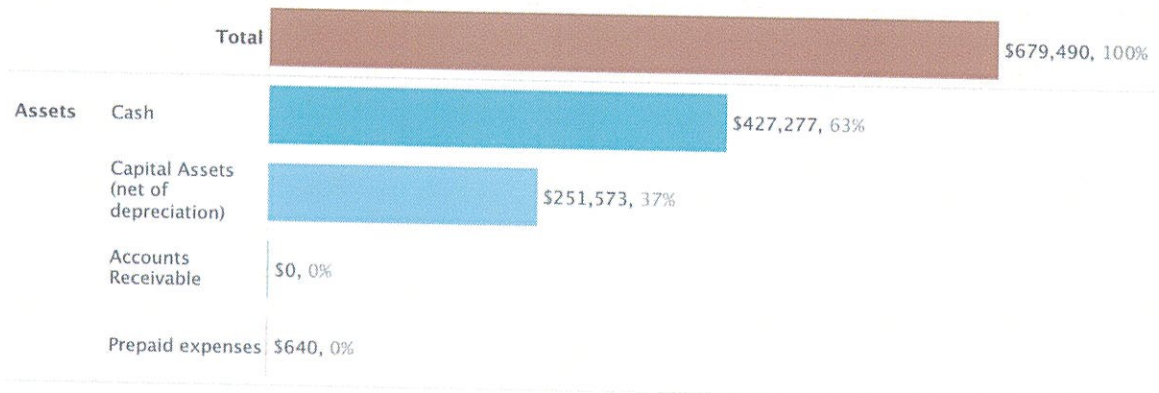


13.4 District Assets and Liabilities

13.4.1 District Assets

As of June 30, 2019, the District had \$679,490 in Total Assets as shown in Figure 13-3 below.

Figure 13-3: District Assets as of June 30, 2019



The District had a strong cash position of \$427,272, which makes up 63 percent of Total Assets. The District had capital assets and net of depreciation of \$251,573. Capital Assets for the District are mostly derived from apparatus and vehicles owned by the District. Between FY 2017/2018 and FY 2018/2019 the District saw a decrease in Assets of \$11,949 (or 2 percent) driven primarily by a decrease in cash.

13.4.2 Liabilities and Debt

The District had very low liabilities totaling \$22,017 as of June 30th, 2019. District liabilities and debts as of June 30, 2019 are shown in Figure 13-4 below.

Figure 13-4: District Liabilities and Debt as of June 30, 2019

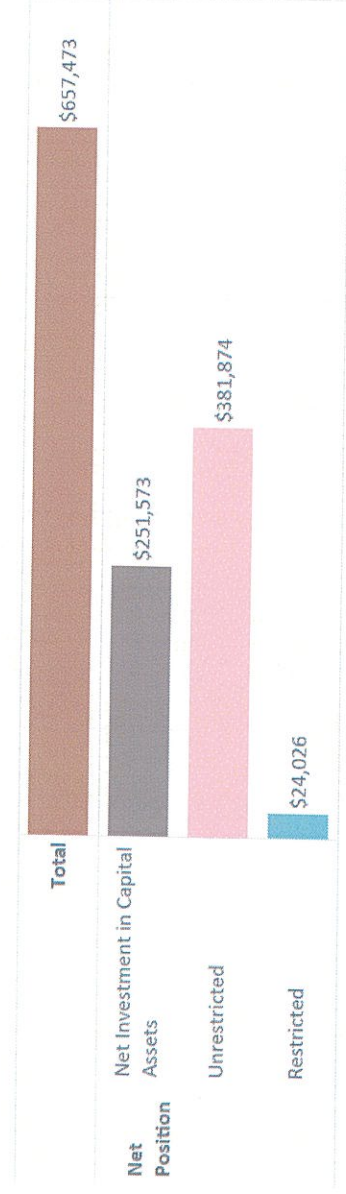


The District saw an increase of \$3,350 (or 18 percent) in liabilities and debts between FY 2017/2018 and FY 2018/2019. This is based on a slight increase in each liability category: accounts payable; compensated absences; and salaries and benefits. The District carries no debt or unfunded retirement liability. The consultants note that Salaries and Benefits are not commonly listed in the Liabilities section of a CAFR.

13.5 Net Position

The District ended FY 2018/2019 with a positive Net Position of \$657,473. The Statement of Net Position is shown in Figure 13-5 below and includes a summary of the District's assets, as well as restricted and unrestricted funds.

Figure 13-5: District Net Position as of June 30, 2019



The District saw a decrease in Net Position of \$15,399 between FY 2017/2018 and FY 2018/2019 (or 2 percent). The District has a strong net position based on their heavy cash position and low liabilities.

13.6 Asset Maintenance and Replacement

According to the Fire Chief for MQT, fire apparatus utilized by the District is in generally good condition, but has gone beyond the average acceptable life span (Chief Rosevear, personal communication,

September 23, 2020). Engines were purchased new in 2001 and 2007 and the Water Tender was purchased new in 2006. The primary response vehicle for medical aid and rescues is a 2010 Ford 'former' ambulance retired by another fire department. In addition, the District owns four light utility vehicles that are all over 15 years old. The Districts Five-Year Revenue Framework identifies the need for equipment replacement/upgrading projected to average \$30,000 annually. The Framework suggests these costs are being offset by Strike Team Equipment usage fees when MQT personnel go on Strike Teams out of the District (MQT, 2018b).

The District has limited funding for equipment and Personal Protective Equipment (PPE), relying on grant funding and donations to supplement needs. The District has recently gained access to the Federal Surplus program, which will allow for the purchase of low-cost apparatus, light vehicles, and equipment in good shape at a reduced cost. The District recently applied for a California Governor's Office of Emergency Services (Cal OES) fire engine (Type 6). Through this program, Cal OES provides apparatus on loan to local fire departments for use in their districts, while requiring those departments to staff the vehicles for the State when needed. Cal OES purchases the apparatus fully equipped, then assigns them to local governments and fire agencies on temporary use agreements where the state never relinquishes control of the vehicles (Cal OES, 2016). This program would allow the District to receive a brand-new engine to use within the District, but would also lock-in the District to respond to any calls from the State when needed (MQT, 2020).

The District fire station no longer meets many of the current requirements for fire equipment and OSHA standards. Additionally, there are regulatory issues requiring District compliance, however MQT has no ability to increase revenues to compensate (El Dorado LAFCO, 2020).

13.7 Cost Avoidance

According to the Fire Chief, the District has employed measures to reduce expenses by: obtaining grants and donations; utilizing volunteer expertise; partnering with other agencies; reducing paid staff; minimizing salaries and benefits; and eliminating overtime (Chief Rosevear, personal communication, September 23, 2020).

The District has evaluated reorganizations and consolidation with other neighboring Districts which could potentially increase the level of service to the community. While the District carries no debt, particularly unfunded retirement liability, it lacks the revenue which other fire agencies consider important in a consolidation.

Mosquito Fire Protection District recently entered into a Joint Operations Agreement with Georgetown Fire Protection District and Garden Valley Fire Protection District to allow sharing of resources and volunteer personnel between the Districts. The hope is for the formal agreement to solidify relationships with neighboring districts and open up discussions to explore other avenues to reduce costs and increase opportunities for personnel training as well as consolidation discussions.

13.8 Financial Summary and Ability to Provide Services

The Mosquito Fire Protection District is currently operating in a deficit and cannot maintain its operational budget into the future or provide financing for aging facilities and apparatus. District overhead and operational costs are modest compared to the other fire districts in El Dorado County. Future plans are focused on maintaining low operational costs and requesting that the community endorse an increase to the current property assessment. The District's 2019 Strategic Plan recognizes that the District is at a crossroads with dwindled resources, rising costs, a loss in volunteer firefighters, and unprecedented levels of wildfire risk; as well as medical emergencies (MQT, 2019c).

To provide 24 hours a day, seven days a week paid staffing (two personnel) at the District fire station, MQT would need to find additional funding in excess of \$500,000 per year; which would need to increase one to two percent per year to meet with inflation. In order to meet this funding gap, the District could look for alternative funding through increasing the Special Tax, merging with another District, or other funding sources such as grants. There are variations of staffing, which the District is evaluating.

One solution to address the deficit would be a full County-wide consolidation, where the revenue for fire protection was shared by all fire protection agencies and spread to staff fire stations in strategic and isolated locations, such as Mosquito. Revenue sharing for fire protection County-wide would bridge the revenue gap for the District. Detailed discussions on consolidations and potential reorganizations are discussed in the Sphere of Influence, Chapter 20.

13.8.1 Alternative Financing

The District attempted to increase the Special Tax on March 5, 2019, without success. If the proposed increase had passed, the District would have been authorized to levy a parcel fee at the annual rate of \$266 per parcel to fund fire protection and emergency response services. This would have been an increase of \$62 from the existing Special Tax established in 2001.

As mentioned previously, the District applied for and was awarded three grants over the last three years. The FEMA SAFER Recruitment and Retention Grant will run for four years and started in September 2018; and totals \$698,618 for four years. In FY 2017/2018, the District was awarded a Paramedic Training (EMT-P) Grant for \$185,000, with a five percent District contribution. This Grant has been extended for another year due to COVID-19. Annually the District applies for and receives a CAL FIRE 50/50 grant for Wildland PPE. In 2020, the District was included in a joint grant along with the Rescue Fire Protection District, Cameron Park Fire Department, Diamond Springs/El Dorado Fire Protection District, El Dorado County Fire Protection District, and Georgetown Fire Protection District for cardiac monitors and chest compression devices totaling \$88,207, with a District match of \$9,801.

13.9 Determinations for the Mosquito Fire Protection District

Based on the information included in this chapter, the following written determinations make statements involving each service factor which LAFCO must consider as part of a Municipal Service Review. The determinations listed below are based upon District data and are recommended to the Commission for


consideration. The Commission's final MSR determinations will be part of a Resolution which the Commission formally adopts during a public meeting.

Scoring for the determinations in Table 13-1 below are as follows:

▲ Above Average (compared to similar Districts), ● Average, ▼ Below Average, ◆ Statement of Fact(not rated).

Table 13-1: Financial Determinations for Mosquito Fire Protection District

Indicator	Score	Determination
Financial Accountability		
Agency has a published policy for reserve funds, including the size and purpose of reserves and how they are invested.	▼	MQT has a published policy document, the <i>Mosquito Fire Protection District Manual</i> updated on July 9, 2020. However, this document does not include the size and purpose of reserves and how they are invested.
Staffing Model meets or exceeds minimum national standard of 3-0.	▼	Generally, the District operates at a 1-0 Staffing Model with some shifts augmented with volunteers. However, because volunteers are not as reliable as paid staff, and volunteer levels fluctuate as volunteers are available, the District does not meet minimum standards for staffing.
Revenues exceed expenditures in FY 2017/2018 and FY 2018/2019	▼	District operated at a deficit of \$11,882 in FY 2017/2018, and \$87,000 in FY 2019/2020.

<p>A minimum of 50% total operating expense is kept on hand in the General Reserve Fund.</p>		<p>The District has about \$427,000 in Cash on the Balance Sheet, however it is unclear if this is from the General Reserve Fund. Operating Expenses for FY 2018/2019 was \$608,223. This means the District would require \$304,000 on hand to meet the 50 percent minimum. [Dear MQT Staff, can you clarify if the General Reserve Fund policy allows for covering operating expenses and if the balance aligns to the FY 2018/2019 Net Position? Thank you!]</p>
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Indicator	Score	Determination
District has an updated 5-year Strategic Plan that addresses financial goals.	▲	The 5-Year Strategic Plan for MQT was updated in 2019. This Plan sets goals and objectives including financial stability, community risk reduction, emergency service provision, community engagement, and good governance. In addition, the District has a 5-Year Revenue Framework that was last updated in 2018 and addresses financial goals.
Positive Net Position	▲	District had a \$657,000 Positive Net Position in FY 2018/2019. However, this is likely to diminish in future years.
Summary financial information presented in a standard format and simple language.	◆	The District publishes an audited Comprehensive Annual Financial Report (CAFR) every year. Government Code and District policy require an annual independent audit of the District's financial records by a certified public accountant. The independent audits for FY 2017/2018 and FY 2018/2019 were performed by Robert W. Johnson, independent auditors.
Alternative financing opportunities were explored and pursued by the Agency.	◆	Alternative financing in the form of ballot proposals and grants have been explored by the District. Ballot measures for increased funding have not been passed by the voters since 2001, however several grants have been applied for with success.

13.10 References

California Office of Emergency Services (Cal OES). 2016. Instructions for Becoming An OES Engine Assignee. Available online at:

<https://www.caloes.ca.gov/FireRescueSite/Documents/CalOES%20-%20Instructions%20for%20becoming%20an%20OES%20Engine%20Assignee.pdf>

County of El Dorado. 2019a. Mosquito Fire Protection District Special Ballot Election March 5, 2019. Available online at:

<https://www.edcgov.us/Government/Elections/Documents/VIP.Complete.11x17.pdf>.

_____. 2019b. Special Mail Ballot Election Update Report #1. Available online at:

<https://edcgov.us/Government/Elections/Documents/20190827.3.pdf>.

Jack Rosevear, interviewed by Amanda Ross, September 23, 2020.

Mosquito Fire Protection District (MQT). 2018a. Mosquito Fire Protection District Financial Statements and Independent Auditor's Report for the year ended June 30, 2018. Available in LAFCO files upon request.

- _____. 2018b. Mosquito Fire Protection District 5 Years Framework. Available online at: <https://www.mfpd.us/Minutes/2018%205%20Year.pdf>.
 - _____. October 2018b. Resolution 18-05: Resolution of the Mosquito Fire Protection District Proposing a Ballot Measure to Create a Special Tax to Maintain and Enhance the Emergency and Fire Protection Services of the Mosquito Fire Protection District. Available online at: <https://edegov.us/Government/Elections/Documents/MOSQUITO%20FPD%20RESOLUTION.pdf>.
 - _____. 2019a. Mosquito Fire Protection District Financial Statements and Independent Auditor's Report for the year ended June 30, 2019. Available in LAFCO files upon request.
 - _____. 2019b. Mosquito Fire Protection District Financial Final 2019-2020 Fiscal Year Budget. Available in LAFCO files upon request.
 - _____. November 2019c. Mosquito Fire Protection District Strategic Plan. Available online at: <https://www.mfpd.us/Minutes/2019%20Strategic%20Plan%20Nov%2014.pdf>.
 - _____. 2020a. Mosquito Fire Protection District 2020-2021 Preliminary Fiscal Year Budget June 30, 2019. Available in LAFCO files upon request.
- El Dorado LAFCO. 2019. Fire District Survey: Fire Suppression Agency Questionnaire. Received August 2020.
- El Dorado LAFCO. 2020. Request for Information: Fire Protection & Emergency Services Municipal Service Review & Sphere of Influence Update. Received August 2020.

MOSQUITO FIRE PROTECTION DISTRICT POLICY				
Name of Policy: Job Description –Captain				
Policy Number: 3-01-02	Date First Developed: May 13, 2010	Revision Date: May 09, 2019 April 5, 2021	Review Date: Sept 26, 2019 April 5, 2021	Page 1 of 3

PURPOSE:

To establish the position of Captain and define the Board's performance expectations of the person occupying that position.

POLICY:

General:

The position of Captain is established by the Mosquito Fire Protection District (MFPD) Board of Directors as an Hourly Position. The Captain shall operate under the general direction of the **Fire** Chief, ~~Captains and/or the Incident Commander for an incident.~~ Although there are other duties as described below, the primary responsibility of the position is to insure a continuing state of readiness of all responding fire apparatus and equipment.

The Captain shall function as a staff member to the Chief by providing input regarding daily operations, **shift scheduling, evaluating and correcting safety violations, enforcing District policy and procedures, assisting with the training and support of volunteers. The Captain is responsible for the supervision of the on-duty engineer and firefighters.** ~~being aware of safety concerns and pointing out positive as well as negative aspects of day to day operations.~~

Position Minimum Requirements:

The Captain must meet the following requirements. ~~Failure to do so may result in termination:~~
The Probationary Period shall be one year. Continuation in the position requires completion of below listed requirements and quarterly satisfactory personnel evaluation.

1. Be physically capable to function as a firefighter.
2. Possess a current certification to the level of an Emergency Medical Technician 1B **or, obtain within one year of appointment.**
3. ~~Possess the proper DMV license.~~ **Maintain a valid California Drivers license with Firefighter endorsement.**
4. Possess a Firefighter 2 certification **or equivalent.**
5. Qualified to operate all District apparatus.
6. ~~Be a current resident of the District or become a district resident within 90 days of hire.~~ **Reside in the District or within 60 miles of the district.**
7. Held paid position of firefighter for 1 year or volunteer firefighter for 2 years.
8. Complete all apparatus task books within one year after appointment.

MOSQUITO FIRE PROTECTION DISTRICT POLICY				
Name of Policy: Job Description –Captain				
Policy Number: 3-01-02	Date First Developed: May 13, 2010	Revision Date: May 09, 2019 April 5, 2021	Review Date: Sept 26, 2019 April 5, 2021	Page 2 of 3

Universal Standards:

The Board of Directors of the Mosquito Fire Protection District expects the Captain to adhere to the following universal performance standards:

1. Serve citizens of the District with courtesy and impartiality.
2. Comply with Standard Operating Procedures, Board Policy and law.
3. Decide issues without undue delay.
4. Build and maintain productive relationships with the volunteers, the support group and the Board of Directors.
5. Comply with and enforce safety rules.
6. Display vision and creativity when making recommendations to the Chief.
7. Assure efficiency and effectiveness in operations.
8. Maintain normal office hours at the Fire Station within the limitations imposed by other duties and/or functions.
9. Maintain off-duty conduct in a manner that does not bring embarrassment, criticism or other negative impacts upon the District or the Department.
10. Submit, when directed by the Chief to a standard D.O.T. drug test.

Specific Standards:

The Board of Directors of the Mosquito Fire Protection District expects the Captain to adhere to the following specific performance standards:

1. Respond immediately, when on duty, to all dispatched incidents. Perform in a professional manner to bring the incident to its final conclusion.
2. Inspect, maintain, and repair as necessary all fire apparatus and related equipment to assure that it is safe, functioning properly and ready to respond.
3. Possess following certifications:
 - a. ~~A DOT Brake Inspection/Repair Certification.~~
 - b. A NFPA Pump Testing Certification (**desirable**)
 - c. CFSM Driver/Operator Certification.
 - d. Red Card Certification.
 - e. Command 1A & 1B, ICS-200 & ICS-300 Certification or equivalent.
 - f. Maintain EMT 1B (**upon completion**).
3. Inspect, maintain, and repair as necessary the fire station itself and other related MFPD assets.
4. Maintain driver training program that assures safe, legal and proper use of all fire apparatus.

**MOSQUITO FIRE PROTECTION DISTRICT
POLICY**

Name of Policy:

Job Description –Captain

Policy Number:

3-01-02

Date First Developed:

May 13, 2010

Revision Date:

~~May 09, 2019~~

April 5, 2021

Review Date:

~~Sept 26, 2019~~

April 5, 2021

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5. Effectively represent the Department with state and county agencies, other fire departments, and especially the members of the community that this department serves.
6. Develop and maintain a high morale and efficiency among all volunteer fire fighters and support group members.
7. Maintain inventory control on equipment and parts.
8. **Organize and fill monthly shift schedule for fire station staffing.**
9. Perform other related duties as needed or directed by the Chief.
10. Ability to train or demonstrate to staff, volunteers, and community the proper safety and operations of all department emergency response equipment.

MOSQUITO FIRE PROTECTION DISTRICT POLICY				
Name of Policy: Job Description – Firefighter/Engineer				
Policy Number: 3-01-02-A	Date First Developed: May 13, 2010	Revision Date: May 09, 2019 April 5, 2021	Review Date: Sept 26, 2019 April 5, 2021	Page 1 of 3

PURPOSE:

To establish the position of Firefighter/Engineer and define the Board's performance expectations of the person occupying that position.

POLICY:

General:

The position of Firefighter/Engineer is established by the Mosquito Fire Protection District (MFPD) Board of Directors as an Hourly Position. The Firefighter/Engineer shall operate under the general direction of the Chief and Captains. ~~and/or the Incident Commander for an incident.~~ Although there are other duties as described below, the primary responsibility of the position is to insure a continuing state of readiness of all responding fire apparatus and equipment.

The Firefighter/Engineer shall function as a staff member to the Chief **and Captains** by providing input regarding daily operations, **evaluating and correcting safety violations, enforcing District policy and procedures, assisting with the training and support of volunteers.** ~~being aware of safety concerns and pointing out positive as well as negative aspects of day to day operations.~~

Position Minimum Requirements:

The Firefighter/Engineer must meet the following requirements. ~~Failure to do so could result in termination.~~ **The Probationary Period shall be one year. Continuation in the position requires completion of below listed requirements and quarterly satisfactory personnel evaluation.**

1. Be physically capable to function as a firefighter.
2. Possess a current certification to the level of an Emergency Medical Technician 1B **or, obtain within one year of appointment.**
3. ~~Possess the proper DMV license.~~ **Maintain a valid California Drivers license with Firefighter endorsement.**
4. Possess a Firefighter 2 certification **or obtain equivalent.**
5. Qualified to operate all District apparatus.
6. ~~Be a current resident of the District or become a district resident within 90 days of hire.~~ **Reside in the District or within 60 miles of the district.**
7. Held paid position of firefighter for 1 year or volunteer firefighter for 2 years.
8. Complete all apparatus task books within one year after appointment.

MOSQUITO FIRE PROTECTION DISTRICT POLICY				
Name of Policy: Job Description – Firefighter/Engineer				
Policy Number: 3-01-02-A	Date First Developed: May 13, 2010	Revision Date: May 09, 2019 April 5, 2021	Review Date: Sept 26, 2019 April 5, 2021	Page 2 of 3

Universal Standards:

The Board of Directors of the Mosquito Fire Protection District expects the Firefighter/Engineer to adhere to the following universal performance standards:

1. Serve citizens of the District with courtesy and impartiality.
2. Comply with Standard Operating Procedures, Board Policy and law.
3. Decide issues without undue delay **under direction of the Captain or Chief.**
4. Build and maintain productive relationships with the volunteers, the support group and the Board of Directors.
5. Comply with and enforce safety rules.
6. Display vision and creativity when making recommendations to the Chief **and Captain.**
7. Assure efficiency and effectiveness in operations.
8. Maintain normal office hours at the Fire Station within the limitations imposed by other duties and/or functions.
9. Maintain off-duty conduct in a manner that does not bring embarrassment, criticism or other negative impacts upon the District or the Department.
10. Submit, when directed by the Chief to a standard D.O.T. drug test.

Specific Standards:

The Board of Directors of the Mosquito Fire Protection District expects the Firefighter/Engineer to adhere to the following specific performance standards:

1. Respond immediately, when on duty, to all dispatched incidents. Perform in a professional manner to bring the incident to its final conclusion.
2. Inspect, maintain, and repair as necessary all fire apparatus and related equipment to assure that it is safe, functioning properly and ready to respond.
3. Possess following certifications:
 - a. ~~A DOT Brake Inspection/Repair Certification.~~
 - b. A NFPA Pump Testing Certification **(desirable).**
 - c. CFSM Driver/Operator Certification.
 - d. Red Card Certification.
 - e. Command 1A & 1B, ICS-200 & ICS-300 Certification or equivalent.
 - f. Maintain EMT 1B **(upon completion)**
3. Inspect, maintain, and repair as necessary the fire station itself and other related MFPD assets.
4. Maintain driver training program that assures safe, legal and proper use of all fire apparatus.

**MOSQUITO FIRE PROTECTION DISTRICT
POLICY**

Name of Policy:

Job Description – Firefighter/Engineer

Policy Number:

3-01-02-A

Date First Developed:

May 13, 2010

Revision Date:

~~May 09, 2019~~

April 5, 2021

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5. Effectively represent the Department with state and county agencies, other fire departments, and especially the members of the community that this department serves.
6. Develop and maintain a high morale and efficiency among all volunteer firefighters and support group members.
7. Maintain inventory control on equipment and parts.
8. Perform other related duties as needed or directed by the Chief **or Captain.**
9. Ability to train or demonstrate to staff, volunteers, and community the proper safety and operations of all department emergency response equipment.

Meeting Date: April 5, 2021

Title: Discussion and Possible Action to Affirm Board Governance Principles and Censure Director.

Summary:

The Board President proposes that the Board affirm certain principles of Board governance and censure Director Mikel for persistent unprofessional conduct towards District staff.

Discussion:

Board policy 1-02 states:

- "A Board member should strive to understand that his/her basic function is policy and not administration or operations."
- "Board members should aspire to respect the dignity of their office and to observe common standards of decorum to the extent possible."
- "It is the policy of the district to establish and maintain a work environment free of all forms of harassment and discrimination."

Other Board policies clarify that the Fire Chief works under minimal supervision and that the Board Chair shall be the primary interface between the Board and the Chief. The Board has authority to oversee the District and its operations, and the Board acts through majority votes at Board Meetings. However, oversight does not mean micromanagement. The Board hires the Fire Chief and evaluates the Chief's performance annually per Board Policy and the employment agreement with the Chief. The Fire Chief in turn manages District operations and all other staff. The Chief's performance evaluations are conducted in closed sessions of the Board. When Directors have feedback on the Chief's job performance, the feedback can be shared during these closed sessions.

Individual Directors do not have formal authority to direct the Fire Chief or staff. However, staff members understandably want to be responsive to an individual Director's requests, so it is important that Directors be mindful of this dynamic and the established chain of command when interacting with staff. If Directors have any feedback on other staff member's job performance, the feedback should be shared with the Chief.

In general, Directors have been more heavily involved in day-to-day administration of the District than Board policy and these Board governance principles would suggest. As previous Board Chair, Director Mikel was heavily involved in administration and operations and often asserted final say over administrative and operational issues.

A transition period back to Board policy and best practices is reasonable and the Board has worked since December 2020 to assert firm boundaries between the Board's role in setting the

strategic direction of the District and the Fire Chief's role in managing District operations to accomplish the Board's goals. However, the Fire Chief and other staff members still encounter significant Director interference in day-to-day operations. As the Fire Chief assumes responsibility for administration and operations, Director Mikel has privately and publicly adopted a more hostile and abusive tone and stance that is not confined to the Chief. At multiple Board meetings and private conversations, Director Mikel has been asked to stop demeaning and degrading the Chief.

It is the Board President's opinion that other public and private attempts to refocus the Board and its Directors on strategic planning and oversight instead of operational micromanagement, respecting the chain of command, and treating all staff members with professionalism and respect have failed. The Board President has placed this item and issue paper on the agenda to publically reaffirm principles of good governance and professionalism, and censure Director Mikel's hostile approach to District staff.

Recommendation:

The Board President will propose a motion to censure Director Mikel's unprofessional conduct and affirm the following principles:

- It is the policy of the Board to establish and maintain a work environment free of all forms of harassment, discrimination, and abusive conduct. All Directors and District staff members should be professional in their communications with each other and the public.
- The Board's role is to set the strategic direction and goals for the District, hire a Fire Chief, and hold a Fire Chief accountable for managing District operations to meet the District's strategic goals. The Board accomplishes this through majority votes of the Board.
- The Board hires the Fire Chief and evaluates the Chief's performance annually per Board Policy and the employment agreement with the Chief. The Fire Chief in turn manages all other staff. The Chief's performance evaluations are conducted in closed sessions of the Board. When Directors have feedback on the Chief's job performance, the feedback should be shared during these closed sessions. Directors can propose additional closed sessions to meet in-between annual performance reviews.
- Individual Directors do not have authority to direct staff, including the Fire Chief, and Directors should respect the established chain of command. If Directors have any feedback on other staff member's job performance, the feedback should be shared with the Chief.
- If the Board decides it is appropriate for Directors to be more involved in operational issues, the Board will create a subcommittee, select Directors to serve on the

subcommittee, and clearly outline the subcommittee and individual subcommittee member's authority.

Director

Connell Persico