



MI-WUK SUGAR PINE FIRE PROTECTION DISTRICT

"Providing Quality Emergency Response And Fire Protection For The Public"

MINUTES OF THE BOARD OF DIRECTORS SPECIAL MEETING FOLLOWED BY THE REGULAR MEETING TUESDAY, JUNE 14, 2016

1. Call to Order:

A **Special Meeting** of the Board of Directors for the Mi-Wuk/Sugar Pine Fire Protection District was called to order at the Sugar Pine Station facility located on Highway 108 at 6:30 PM, Tuesday, June 14, 2016.

2. The Pledge of Allegiance was led by **President Welch**. He welcomed all visitors.

3. **Roll Call:** Present were President Welch, Vice-President Rucker, Director Johnson, Director Doss and Director Klipple. Also present were Chief Crabtree, Secretary Dahlin and several members of the public.

4. **Oral Communications:** The public may address the Board on any subject not shown on the agenda. Time allowed is 15 minutes. President Welch asked if there were any public comments. There were none.

5. **Public Hearing: Benefit Assessment for FY 16/17 and Engineer's Report**

A. **Open Public Hearing regarding Benefit Assessment for FY 16/17: 6:32 P.M.**

B. **Review of Engineer's Report for Fire Assessment for FY 16/17 – Chief Crabtree introduced LeeAnn McCabe of SCI Consulting Group who presented the Engineer's Report and Benefit Assessment.**

C. **Public Comment: There were no public comments**

D. **Close Public Meeting: 6:45 P.M.**

President Welch called a break until 7:00 P.M. at which time the Regular Meeting was held.

6. **Approval of the Minutes of the Regular Meeting of May 10, 2016.** President Welch asked if there were any comments or questions from the Board or the public. Two typographical errors were noted on page 4. **Director Doss** moved to approve the minutes of the May 10, 2016 Regular Meeting as corrected. **Director Klipple** seconded. **Ayes: 5. Motion carried unanimously.**

7. **Presentation regarding the Strategic Planning process, goals and benefits –** Fire Chief Steve Kovacs presented a Strategic Plan that he developed for Murphys Fire Protection District as an example. The Board directed Chief Crabtree to obtain estimates for a strategic plan and to include an action item on the agenda for the July board meeting for the review of project proposals and estimates for a Strategic Plan for the District.

8. **Written Communications:**
 - A. **SDRMA: Workers' Compensation Program (Original Survey) Occupational Safety & Health Program Review and Hazard Identification Survey Report – 04/26/16 –** Chief Crabtree discussed the report which is in the meeting record.

9. **Financial Reports:**
 - A. **Tuolumne County Trial Balance for April 2016 – No Action Required**

 - B. **Tuolumne County Budget Status Report for April 2016 – Director Johnson** moved to accept the Tuolumne County Organizational Budget Status for April 2016. **Director Doss** seconded. **Ayes: 5. Motion carried unanimously.**

 - C. **MWSP QuickBooks Expenses by Check and Credit Card for April 2016 – No Action Required**

10. **MWSPFPD Auxiliary Report – President Ann Coleman** was not present, President Welch read her written report that is in the meeting record.

11. **C.A.S.T. Report – Tim Wallace** reported that local resident Ron Trout attended and they discussed the use of radio frequencies and channels.

12. **Highway 108 Fire Safe Council Report – Director Johnson –** There was no meeting. The next meeting will be on June 28th.

13. **Captains' Shift Reports – Captain Klyn** went over and elaborated on the written reports that are in the meeting record.

14. **Chief's Report – Chief Crabtree** went over and elaborated on the written report that is in the meeting record.

15. **Status of Grants – Chief Crabtree** did not have a written report as there was no real change.

16. SRA FPF Grant Status Update – Tim Wallace – The work for the grant has been completed and the final invoicing is being wrapped up.

17. Unfinished Business: Business continued from previous meetings for Discussion, Consideration and Action as Appropriate:

A. Regular District Standing Committees: Reports, etc.

1. Budget – Director Johnson – Chair – Refer to agenda item 18C

2. Policies & Procedures (with Manual updates) – President Welch – The committee did not meet. President Welch asked Director Doss if he would be the new Chairman for the committee. Director Doss agreed to.

3. Strategic Planning – Director Johnson – Chair – The committee met with Twain Harte Fire and Strawberry Fire Chief Todd McNeal.

At 8:20 President Welch called for a short break. He thanked Sue Crabtree for the refreshments.

At 8:35 President Welch called the meeting back to order.

18. New Business items for Consideration and Action as Appropriate.

A. Discussion, Consideration and Action as Appropriate in regard to Resolution No. 2016.06.14.1 Approving Engineer’s Report and Ordering Levy of Benefit Assessment in the amount of \$197.26 per Single Family Equivalent for FY 16/17. **Director Johnson** moved to approve. **Director Rucker** seconded. **Ayes: 5. Motion carried unanimously.**

B. Discussion, Consideration and Action as Appropriate in regard to the Mi-Wuk Sugar Pine Fire Protection District Financial Statements and Independent Auditor’s Report for the year ended June 30, 2015 prepared by Blomberg & Griffin Accountancy Corporation. **Director Johnson** moved to approve. **Director Rucker** seconded. **Ayes: 5. Motion carried unanimously.**

C. Discussion, Consideration and Action as Appropriate in regard the review and adoption of Preliminary Budget for FY 16/17, for the amount of \$650,169.00 pursuant to Health & Safety Code section 13890 and directing the Chief to post a notice pursuant to section 13893 – **Director Johnson** presented and discussed the preliminary budget. Chief Crabtree noted that “Contingencies” should be changed to “Reserves” if possible with the Tuolumne County Auditor Controllers Office. **Director Johnson** moved to approve. **Director Doss** seconded. **Ayes: 5. Motion carried unanimously.**

19. Other Business:

- A. Board Members:** The board members and community members commented on the success of the rummage sale.
- B. Audience/Attendee comments:** There were no comments.

20. Adjournment.

There being no further business, President Welch adjourned the meeting at 9:00 P.M.

Bonnie Dahlin, Department Secretary

Approved by the District Board of Directors in the meeting assembled

July 12, 2016

Michael Welch, President



MI-WUK SUGAR PINE FIRE PROTECTION DISTRICT

"Providing Quality Emergency Response And Fire Protection For The Public"

June 20, 2016

Evan Royce
Supervisor, District 3
Tuolumne County Board Of Supervisors
2 South Green Street
Sonora, CA 95370

Dear Mr. Royce:

I write this letter to express our appreciation to Mr. Duke York.

As you know, the Mi-Wuk Sugar Pine Fire Protection District was the recipient of a grant award from the State Responsibility Area Fire Prevention Fund in 2015. This grant was awarded to clear brush and other flammable vegetation from the sides of the County roadways in the Mi Wuk Village and Sugar Pine communities.

Mr. York was an invaluable asset in our project from the initiation to the completion. For example, he provided us with accurate maps whenever we requested, and he guided us flawlessly through the 'encroachment permit' process (which is something that fire departments don't usually deal with).

In short, we would like to commend Mr. York for not only the information and materials that he supplied, but also for the professional and timely assistance that he provided.

Sincerely,

Larry Crabtree
Fire Chief

cc: MWSP FPD Board Of Directors
Tuolumne County Board of Supervisors

Selection Criteria:

Fiscal Year 2016 Period 11 (May)
Fund 9030 Mi-Wuk Fire District

<u>Account</u>	<u>Description</u>	<u>Beginning</u>	<u>Net Activity</u>	<u>Ending</u>
100100	Equity In Treasurers Pooled Ca	98,760.14	-29,358.65	69,401.49
100400	Petty Cash	500.00	0.00	500.00
120000	Land	73,132.00	0.00	73,132.00
122000	Buildings And Improvements	731,393.11	0.00	731,393.11
124000	Equipment	240,961.85	0.00	240,961.85
124500	Vehicles	41,063.00	0.00	41,063.00
127000	Accum Depreciation-Bldgs & Imp	-186,836.00	0.00	-186,836.00
129100	Accum Depreciation-Equipment	-154,078.00	0.00	-154,078.00
	Total Assets	844,896.10	-29,358.65	815,537.45
202100	Accounts Payable	-100.15	100.15	0.00
202200	Sales Tax Payable	-11.17	-100.15	-111.32
203150	Payroll Clearing Account	0.00	0.00	0.00
203210	Salaries & Benefits Payable	-8,810.38	-1,591.31	-10,401.69
203500	Federal Withholding Payable	-1,043.19	18.16	-1,025.03
203600	FICA Payable	-1,676.44	-203.22	-1,879.66
203700	State Withholding Payable	-401.80	249.71	-152.09
203945	SDI Payable	-98.61	-11.96	-110.57
	Total Liabilities	-12,141.74	-1,538.62	-13,680.36
262010	Agency Obligation	-136,608.81	0.00	-136,608.81
280600	Capital Assets, net	-745,635.96	0.00	-745,635.96
	Total Fund Balance	-882,244.77	0.00	-882,244.77
411110	Ppty Taxes -Current Secured	-138,928.02	0.00	-138,928.02
412110	Ppty Taxes - Current Unsecured	-3,848.32	0.00	-3,848.32
441110	Interest Income	-411.60	0.00	-411.60
458110	State - Homeowners' Property T	-1,769.19	-337.60	-2,106.79
459206	State- SRAFPF Grant	-6,699.27	-49,787.22	-56,486.49
462209	Federal- SAFER	-1,952.00	-603.00	-2,555.00
469207	Fed- VFA Grant	-1,438.74	0.00	-1,438.74
469840	Other Govs- San Francisco	-613.00	0.00	-613.00
471211	Benefit Assessments-Fire Assmt	-227,395.00	0.00	-227,395.00
483110	Miscellaneous Income	-979.98	-400.00	-1,379.98
483111	Misc Income - Reimbursements	-5,664.68	-378.03	-6,042.71
491110	Sale Of Fixed Assets	-1,775.00	0.00	-1,775.00
496060	Donations- Auxiliary-Utilities	-2,800.99	-223.60	-3,024.59
496063	Donations- Auxiliary- Clothing	-2,911.13	0.00	-2,911.13
496065	Donations- Auxiliary- Misc	-2,923.29	-39.36	-2,962.65
	Total Revenue	-400,110.21	-51,768.81	-451,879.02
511110	Regular Salaries	159,491.05	18,632.61	178,123.66
511120	Salaries - Vacation Cashout	1,495.80	0.00	1,495.80
511150	Part-Time Salaries	17,347.92	2,240.00	19,587.92
511160	Overtime Salaries	45,751.51	2,938.50	48,690.01
512215	Employee Physicals	1,242.00	196.00	1,438.00
512225	Life Insurance	2,499.00	21.00	2,520.00
512310	Workers Compensation Insurance	14,192.21	0.00	14,192.21
512410	F.I.C.A.	17,142.62	1,821.57	18,964.19
521210	Clothing & Personal Supplies	12,401.29	263.38	12,664.67
521310	Communications	3,139.24	0.00	3,139.24
521425	Food - Other	475.65	0.00	475.65
521510	Household Expense	955.32	-60.00	895.32
521610	Insurance	5,189.00	0.00	5,189.00
522110	Maintenance Equipment	1,460.24	0.00	1,460.24
522120	Maint Equip-Vehicles	5,623.98	86.67	5,710.65

TRIAL BALANCE

BY FUND

Selection Criteria:

Fiscal Year 2016 Period 11 (May)
Fund 9030 Mi-Wuk Fire District

<u>Account</u>	<u>Description</u>	<u>Beginning</u>	<u>Net Activity</u>	<u>Ending</u>
522122	Maint- Vehicles- Internal	10,052.51	954.73	11,007.24
522177	Fire Extinguisher Testing	215.00	0.00	215.00
522510	Maintenance - Buildings & Imps	6,180.20	151.06	6,331.26
522512	Maintenance - Grounds	48.00	0.00	48.00
523210	Dues & Memberships	2,957.75	0.00	2,957.75
525110	Office Expense	1,819.15	-71.40	1,747.75
525140	Office Expense - Photocopy	273.89	580.50	854.39
525150	Office Expense - Postage	1,697.49	112.35	1,809.84
526110	P S & S-Professional Services	105,851.40	51,419.00	157,270.40
526124	P S & S-Auditor-Controller	1,530.25	145.50	1,675.75
527110	Publications & Legal Notices	2,420.25	-322.78	2,097.47
527210	Rents & Leases-Equipment	2,839.59	197.69	3,037.28
527220	Rents & Leases - Phone	427.20	0.00	427.20
527410	Small Tools	308.72	0.00	308.72
528110	Special Departmental Expense	2,097.67	1,897.04	3,994.71
529110	Transp. & Travel - Fuel	7,964.92	-460.39	8,425.31
529120	Travel - Training And Seminars	4,211.26	220.01	4,431.27
529130	Trans. & Travel - Private Auto	664.52	60.68	725.20
529140	Travel	45.54	0.00	45.54
529210	Utilities	7,196.06	721.58	7,917.64
529910	Expendable Equipment	1,902.59	0.00	1,902.59
542200	Buildings & Improvements	489.20	0.00	489.20
598420	Interest - Internal Borrowing	0.63	0.00	0.63
	Total Expenditures	449,600.62	82,666.08	532,266.70
822	Overtime Hours	2,033.40	130.60	2,164.00
850	Vacation Taken	173.50	104.80	278.30
852	Sick Leave	150.50	3.40	153.90
861	Leave Cashout	99.72	0.00	99.72
	Total Non-Budgetary Expenditures	2,457.12	238.80	2,695.92
		2,457.12	238.80	2,695.92

TRIAL BALANCE

BY FUND

Selection Criteria:

Fiscal Year 2016 Period 11 (May)
Fund 9030 Mi-Wuk Fire District

<u>Account</u>	<u>Description</u>	<u>Beginning</u>	<u>Net Activity</u>	<u>Ending</u>
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204 500 Revenues

M1 Muk Fire

Report ID: TCGL0012R
Fiscal Year: 2016 As of: 05-31-2016
Fund: 9030
Department: %
Beg. Account: 4% to 999999
Program Code: %

Fund Dept.	Program	Account	Description	Budgeted Amount	Current Period	Amount Received	Remaining Amount	Percent Remaining
9030 204500	0000	411110	Ppty Taxes - Current Secured	150,285.00	0.00	138,528.02	11,356.98	7.56
9030 204500	0000	412110	Ppty Taxes - Current Unsecured	4,436.00	0.00	3,848.32	587.68	13.25
9030 204500	0000	416110	Supplemental Property Taxes - Total Taxes	1,657.00	0.00	0.00	1,657.00	100.00
				156,378.00	0.00	142,376.34	13,601.66	8.70
9030 204500	0000	441110	Interest Income	300.00	0.00	411.60	-111.60	-37.20
			Total Revenue From Use of Money And	300.00	0.00	411.60	-111.60	-37.20
9030 204500	0000	458110	State - Homeowners' Property T	2,095.00	337.60	2,106.79	-11.79	-0.56
			Total State Revenues	2,095.00	337.60	2,106.79	-11.79	-0.56
9030 204500	0000	469805	Other Govts- TPPA Energy Grant	0.00	0.00	0.00	0.00	0.00
9030 204500	0000	469840	Other Govts- San Francisco	613.00	0.00	613.00	0.00	0.00
			Total Federal Revenues	613.00	0.00	613.00	0.00	0.00
9030 204500	0000	471211	Benefit Assessments-Fire Assmt	242,321.00	0.00	227,395.00	14,926.00	6.16
			Total Charges for Services	242,321.00	0.00	227,395.00	14,926.00	6.16
9030 204500	0000	483110	Miscellaneous Income	1,500.00	400.00	1,379.98	120.02	8.00
9030 204500	0000	483111	Misc Income - Reimbursements	3,000.00	0.00	4,744.80	-1,744.80	-58.16
			Total Miscellaneous Revenues	4,500.00	400.00	6,124.78	-1,624.78	-36.11
9030 204500	0000	491110	Sale Of Fixed Assets	0.00	0.00	1,775.00	-1,775.00	0.00
9030 204500	0000	496060	Donations- Auxiliary-Utilities	0.00	0.00	0.00	0.00	0.00
9030 204500	0000	496063	Donations- Auxiliary- Clothing	0.00	0.00	0.00	0.00	0.00
9030 204500	0000	496065	Donations- Auxiliary- Misc	0.00	0.00	0.00	0.00	0.00
			Total Other Financing Sources	0.00	0.00	1,775.00	-1,775.00	0.00
			Department Total	406,207.00	737.60	381,202.51	25,004.49	6.16

204 550 Revenues

M1 Muk- Special Projects

Report ID: TCGL0012R
Fiscal Year: 2016 As of: 05-31-2016
Fund: 9030
Department: %
Beg. Account: 4% to 999999
Program Code: %

Fund Dept.	Program	Account	Description	Budgeted Amount	Current Period	Amount Received	Remaining Amount	Percent Remaining
9030 204550	0000	459206	State- SRAPPF Grant	190,516.00	49,787.22	56,486.49	134,029.51	70.35
			Total State Revenues	190,516.00	49,787.22	56,486.49	134,029.51	70.35
9030 204550	0000	462209	Federal- SAFER	17,027.00	603.00	2,555.00	14,472.00	84.99
9030 204550	0000	469207	Fed- VFA Grant	0.00	0.00	1,438.74	-1,438.74	0.00
			Total Federal Revenues	17,027.00	603.00	3,993.74	13,033.26	76.54
9030 204550	0000	483111	Misc Income - Reimbursements	0.00	378.03	1,297.91	-1,297.91	0.00
			Total Miscellaneous Revenues	0.00	378.03	1,297.91	-1,297.91	0.00
9030 204550	0000	496060	Donations- Auxiliary-Utilities	5,873.00	223.60	3,024.59	2,848.41	48.50
9030 204550	0000	496063	Donations- Auxiliary- Clothing	6,187.00	0.00	2,911.13	3,275.87	52.95
9030 204550	0000	496065	Donations- Auxiliary- Misc	9,697.00	39.36	2,962.65	6,734.35	69.45
			Total Other Financing Sources	21,757.00	262.96	8,898.37	12,858.63	59.10
			Department Total	229,300.00	51,031.21	70,676.51	158,623.49	69.18
			Fund Total	635,507.00	51,768.81	451,879.98	183,627.02	28.89

PeopleSoft
ORGANIZATION BUDGET STATUS

204 500 Expenses

MI Wuk Fire

Report ID: TCGL0012

Fiscal Year: 2016 As of: 05-31-2016

Fund: 9030

Department: *

Beg. Account: A*

Program Code: *

to 999999

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Encumbered Amount	Expended Amount	Remaining Amount	Percent Remaining
9030	204500	0000	51110	Regular Salaries	160,760.00	18,307.61	0.00	171,436.16	-10,676.16	-6.64
9030	204500	0000	51120	Salaries - Vacation Cashout	4,320.00	0.00	0.00	1,495.80	2,824.20	65.38
9030	204500	0000	51132	Recruitment Expense	0.00	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	51150	Part-Time Salaries	30,000.00	2,240.00	0.00	19,587.92	10,412.08	34.71
9030	204500	0000	51160	Overtime Salaries	74,790.00	2,938.50	0.00	48,690.01	26,099.99	34.90
9030	204500	0000	51212	Medical Reimbursements	0.00	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	51215	Employee Physicals	2,453.00	196.00	0.00	1,438.00	1,015.00	41.38
9030	204500	0000	51225	Life Insurance	2,562.00	21.00	0.00	2,528.00	42.00	1.64
9030	204500	0000	51230	Workers Compensation Insurance	14,082.00	0.00	0.00	14,192.21	-110.21	-0.78
9030	204500	0000	51240	F.I.C.A.	18,351.00	1,786.71	0.00	18,452.59	-101.59	-0.55
9030	204500	0000	51241	Total Salaries and Employee Benefits	307,318.00	25,499.62	0.00	277,812.69	29,505.31	9.60
9030	204500	0000	52120	Clothing & Personal Supplies	948.00	263.38	0.00	8,191.36	-7,243.36	-85.27
9030	204500	0000	52130	Communications	1,600.00	0.00	0.00	2,964.24	-1,364.24	-85.27
9030	204500	0000	52142	Food - Other	100.00	0.00	0.00	475.65	-375.65	-375.65
9030	204500	0000	52150	Household Expense	1,200.00	-60.00	0.00	645.79	554.21	46.18
9030	204500	0000	52160	Insurance	5,250.00	0.00	0.00	5,189.00	61.00	1.16
9030	204500	0000	52210	Maintenance Equipment	2,000.00	0.00	0.00	1,335.29	664.71	33.24
9030	204500	0000	52212	Maint Equip-Vehicles	3,103.00	86.67	0.00	5,221.24	-2,118.24	-68.26
9030	204500	0000	52215	Maint - Vehicles- Internal	0.00	954.73	0.00	11,007.24	-11,007.24	0.00
9030	204500	0000	52277	Fire Extinguisher Testing	408.00	0.00	0.00	215.00	185.00	46.25
9030	204500	0000	52280	Maintenance - Buildings & Imps	1,500.00	151.06	0.00	5,679.40	-4,179.40	-278.63
9030	204500	0000	52310	Maintenance - Buildings	2,007.00	0.00	0.00	46.00	52.00	2.00
9030	204500	0000	52320	Dues & Memberships	2,000.00	-71.40	0.00	2,957.75	-950.75	-47.37
9030	204500	0000	52510	Office Expense - Photocopy	100.00	0.00	0.00	711.88	1,288.12	64.41
9030	204500	0000	52515	Office Expense - Postage	500.00	30.75	0.00	273.89	-173.89	-173.89
9030	204500	0000	52550	P S & S - Tax Admin Fee	4,500.00	0.00	0.00	869.68	-3,690.68	-73.94
9030	204500	0000	52610	P S & S - Tax Parcel Fee	1,850.00	0.00	0.00	0.00	4,500.00	100.00
9030	204500	0000	52612	P S & S - Auditor-Controller	10,000.00	20.00	0.00	12,343.15	-2,343.15	-23.43
9030	204500	0000	52613	P S & S - Auditor-Controller	1,600.00	145.50	0.00	1,675.75	-75.75	-4.73
9030	204500	0000	52710	Publications & Legal Notices	0.00	197.69	0.00	222.75	-222.75	0.00
9030	204500	0000	52720	Rents & Leases - Equipment	2,756.00	0.00	0.00	3,037.28	-281.28	-10.21
9030	204500	0000	52730	Rents & Leases - Phone	520.00	0.00	0.00	427.20	92.80	17.85
9030	204500	0000	52740	Rents & Leases - Bldgs & Impro	69.00	0.00	0.00	0.00	69.00	100.00
9030	204500	0000	52750	Small Tools	500.00	0.00	0.00	308.72	191.28	38.26
9030	204500	0000	52810	Special Departmental Expense	1,000.00	1,372.04	0.00	3,373.08	-2,373.08	-237.31
9030	204500	0000	52818	SDE-Awards & Certificates	200.00	0.00	0.00	0.00	200.00	100.00
9030	204500	0000	52910	Transp. & Travel - Fuel	10,000.00	358.60	0.00	7,537.07	2,462.93	24.63
9030	204500	0000	52912	Travel - Training And Seminars	3,600.00	220.01	0.00	4,431.27	-831.27	-23.09
9030	204500	0000	52913	Trans. & Travel - Private Auto	600.00	60.68	0.00	725.20	-125.20	-20.87
9030	204500	0000	52914	Travel	0.00	0.00	0.00	45.54	-45.54	0.00

PeopleSoft
ORGANIZATION BUDGET STATUS

204 500 Expenses

Report ID: TCGL0012

Fiscal Year: 2016 As of: 05-31-2016
Fund: 9030
Department: *
Beg. Account: 4* to 999999
Program Code: *

MI Wuk Fire

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Encumbered Amount	Expended Amount	Remaining Amount	Percent Remaining
9030	204500	0000	529150	Freight/Shipping	0.00	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	529210	Utilities	3,427.00	530.42	0.00	4,898.60	-1,471.60	-42.94
9030	204500	0000	529910	Expendable Equipment	0.00	0.00	0.00	467.16	-467.16	0.00
				Total Services and Supplies	62,430.00	4,260.13	0.00	85,278.18	-22,848.18	-36.60
9030	204500	0000	598420	Interest - Internal Borrowing	0.00	0.00	0.00	0.63	-0.63	0.00
				Total Depreciation	0.00	0.00	0.00	0.63	-0.63	0.00
9030	204500	0000	691110	Appropriation For Contingencie	173,068.00	0.00	0.00	0.00	173,068.00	100.00
9030	204500	0000	691113	Contingency - New Equipment	0.00	0.00	0.00	0.00	0.00	0.00
				Total Appropriation for Contingencie	173,068.00	0.00	0.00	0.00	173,068.00	100.00
				Department Total	542,816.00	29,759.95	0.00	363,091.50	179,724.50	33.11

PeopleSoft
ORGANIZATION BUDGET STATUS

204 550 Expenses

Report ID: TCGL0012

Fiscal Year: 2016 As of: 05-31-2016
Fund: 9030
Department: *
Beg. Account: 4* to 999999
Program Code: *

MI Wuk - Special Projects

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Encumbered Amount	Expended Amount	Remaining Amount	Percent Remaining
9030	204550	0000	511110	Regular Salaries	29,949.00	325.00	0.00	6,687.50	23,261.50	77.67
9030	204550	0000	511132	Recruitment Expense	200.00	0.00	0.00	0.00	200.00	100.00
9030	204550	0000	512310	Workers Compensation Insurance	1,360.00	0.00	0.00	0.00	1,360.00	100.00
9030	204550	0000	512410	F.I.C.A.	2,356.00	24.86	0.00	511.60	1,844.40	78.29
				Total Salaries and Employee Benefits	33,865.00	349.86	0.00	7,199.10	26,665.90	78.74
9030	204550	0000	521210	Clothing & Personal Supplies	6,187.00	0.00	0.00	4,473.31	1,713.69	27.70
9030	204550	0000	521310	Communications	300.00	0.00	0.00	175.00	125.00	41.67
9030	204550	0000	521510	Household Expense	900.00	0.00	0.00	249.53	650.47	68.81
9030	204550	0000	522110	Maintenance Equipment	0.00	0.00	0.00	124.95	-124.95	0.00
9030	204550	0000	522120	Maint Equip-Vehicles	6,897.00	0.00	0.00	489.41	6,407.59	92.90
9030	204550	0000	522510	Maintenance - Buildings & Imps	0.00	0.00	0.00	651.86	-651.86	0.00
9030	204550	0000	525110	Office Expense	900.00	0.00	0.00	1,035.87	-135.87	-15.10
9030	204550	0000	525140	Office Expense - Photocopy	0.00	580.50	0.00	580.50	-580.50	0.00
9030	204550	0000	525150	Office Expense - Postage	3,000.00	81.60	0.00	940.16	2,059.84	68.66
9030	204550	0000	526110	P S & S-Professional Services	133,375.00	51,399.00	0.00	144,927.25	-11,552.25	-8.66
9030	204550	0000	527110	Publications & Legal Notices	4,100.00	-322.78	0.00	1,874.72	2,225.28	54.78
9030	204550	0000	527210	Rents & Leases-Equipment	15,884.00	0.00	0.00	0.00	15,884.00	100.00
9030	204550	0000	528110	Special Departmental Expense	17,251.00	525.00	0.00	621.63	16,629.37	96.40
9030	204550	0000	529110	Transp. & Travel - Fuel	168.00	101.79	0.00	888.24	-720.24	-428.71
9030	204550	0000	529210	Utilities	5,573.00	191.16	0.00	3,019.96	2,553.04	45.83
9030	204550	0000	529910	Expendable Equipment	1,000.00	0.00	0.00	1,435.43	-435.43	-43.54
				Total Services and Supplies	195,435.00	52,556.27	0.00	161,486.90	33,948.10	17.37
9030	204550	0000	542200	Buildings & Improvements	0.00	0.00	0.00	489.20	-489.20	0.00
9030	204550	0000	544400	Fire Equipment	0.00	0.00	0.00	0.00	0.00	0.00
				Total Fixed Assets	0.00	0.00	0.00	489.20	-489.20	0.00
				Department Total	229,300.00	52,906.13	0.00	169,175.20	60,124.80	26.22
				Fund Total	772,116.00	82,666.08	0.00	532,266.70	239,849.30	31.06

MI-WUK/SUGAR PINE FIRE PROTECTION DISTRICT
Expenses by Check and Credit Card
May 2016

Type	Date	Name	Memo	Account	Class	Split	Amount
May 16							
Credit Card ...	05/03/2016	UNITED STATES P...	Postage & stamps	525150 · Office ...	500 Reg Dept	6438 · MiWuk S...	7.80
Credit Card ...	05/03/2016	UNITED STATES P...	Stamps for FP & S Grant mailing	525150 · Office ...	550:MWF20...	6438 · MiWuk S...	81.60
Credit Card ...	05/03/2016	JS WEST PROPANE	Districts 60% of Apr. propane - Inv. 9482...	529210 · Utilities	500 Reg Dept	6446 · MiWuk S...	131.98
Credit Card ...	05/03/2016	JS WEST PROPANE	Auxiliarys 40% of Apr. propane - Inv. 94...	529210 · Utilities	550:MWF40...	6446 · MiWuk S...	87.98
Credit Card ...	05/03/2016	MYERS-STEVEN S...	Apr. premium - Inv. 1204962	512225 · Life Ins...	500 Reg Dept	6446 · MiWuk S...	21.00
Credit Card ...	05/04/2016	UNITED STATES P...	Overnight Priority mail - grant appl.	525150 · Office ...	500 Reg Dept	6438 · MiWuk S...	22.95
Credit Card ...	05/09/2016	TWAIN HARTE LU...	March & April Stmt's - faucet & misc	522510 · Mainte...	500 Reg Dept	6438 · MiWuk S...	151.06
Credit Card ...	05/09/2016	TWAIN HARTE LU...	March & April Stmt's - credit of deposit fo...	521510 · House ...	500 Reg Dept	6438 · MiWuk S...	-60.00
Credit Card ...	05/09/2016	TUD	2/11/16 to 04/10/16 Fire Meter	529210 · Utilities	500 Reg Dept	6446 · MiWuk S...	118.63
Credit Card ...	05/09/2016	TUD	2/11/16 to 04/10/16	529210 · Utilities	500 Reg Dept	6446 · MiWuk S...	125.03
Credit Card ...	05/10/2016	The Christmas Tree...	S-290 Class - lodging for meteorologist / i...	528110 · Special...	500 Reg Dept	6438 · MiWuk S...	86.90
Credit Card ...	05/12/2016	Twain Harte Pharm ...	Get well card	528110 · Special...	500 Reg Dept	6438 · MiWuk S...	2.14
Credit Card ...	05/13/2016	SONORA REGION...	Pre-Employment - Vera	512215 · Employ...	500 Reg Dept	6438 · MiWuk S...	195.00
Credit Card ...	05/14/2016	Peppermill Resort & ...	Lodging - Chief Crabtree - VCOS Sympo...	529120 · Travel...	500 Reg Dept	6453 · MiWuk S...	220.01
Credit Card ...	05/17/2016	TUD	2/11/16 to 04/10/16 Fire Meter	529210 · Utilities	500 Reg Dept	6446 · MiWuk S...	0.00
Credit Card ...	05/18/2016	STAPLES	Heavy duty 3-hole punch & 2 flash drives	525110 · Office ...	500 Reg Dept	6438 · MiWuk S...	32.22
Check	05/18/2016	US Bank Equipmen ...	4/29/2016 - 5/29/2016 Inv. 304050636	527210 · Rents ...	500 Reg Dept	100100 · Equity i...	197.69
Check	05/18/2016	ZAK'S AUTO SHACK	Apr. vehicle maintenance	522120 · Mainte...	500 Reg Dept	100100 · Equity i...	26.67
Check	05/18/2016	ZAK'S AUTO SHACK	Apr. vehicle fuel	529110 · Transp...	500 Reg Dept	100100 · Equity i...	358.60
Check	05/18/2016	ZAK'S AUTO SHACK	Apr. E772 fuel	529110 · Transp...	550:MWF50...	100100 · Equity i...	101.79
Check	05/18/2016	Department of Fore...	FSTEP - Hired Vendor Class	528110 · Special...	500 Reg Dept	100100 · Equity i...	308.00
Credit Card ...	05/19/2016	T & C Signs	E771 decals - deposit	522120 · Mainte...	500 Reg Dept	6453 · MiWuk S...	60.00
Credit Card ...	05/22/2016	ORCHARD SUPPLY	screws for office shelving	522510 · Mainte...	500 Reg Dept	6453 · MiWuk S...	6.69
Credit Card ...	05/22/2016	COMCAST	05/01/16 to 05/31/16	521310 · Comm...	500 Reg Dept	6446 · MiWuk S...	126.28
Credit Card ...	05/22/2016	COMCAST	05/01/16 to 05/31/16 - Aux. to Reimb. for...	521310 · Comm...	550:MWF40...	6446 · MiWuk S...	25.00
Credit Card ...	05/23/2016	SMARTSIGN	Nameplates - Doss & Klipple	525110 · Office ...	500 Reg Dept	6438 · MiWuk S...	25.97
Check	05/25/2016	Murphys Fire Protec...	S290 Class - tuition	528110 · Special...	500 Reg Dept	100100 · Equity i...	525.00
Check	05/25/2016	Murphys Fire Protec...	S290 Class - tuition - 50% VFA Grant	528110 · Special...	550:MWF30...	100100 · Equity i...	525.00
Check	05/25/2016	Murphys Fire Protec...	S290 Class - vehicle rental	528110 · Special...	500 Reg Dept	100100 · Equity i...	450.00
Check	05/25/2016	Hope's Tree Service	Inv. 20160511 - Balance due on complet...	526110 · P S & ...	550:MWF10...	100100 · Equity i...	51,350.00
Check	05/25/2016	TIM WALLACE	Inv. 2016-4 Program Manager	526110 · P S & ...	550:MWF10...	100100 · Equity i...	49.00
Credit Card ...	05/26/2016	MYERS-STEVEN S...	May premium - Inv. 1208006	512225 · Life Ins...	500 Reg Dept	6446 · MiWuk S...	21.00
Check	05/31/2016		Service Charge	526110 · P S & ...	500 Reg Dept	100400 · Umpqu...	10.00
May 16							55,391.99



MI-WUK SUGAR PINE FIRE PROTECTION DISTRICT

"Providing Quality Emergency Response And Fire Protection For The Public"

July 7, 2016

Captain Klyn June

Training: Motor vehicle accident safety on roadways

- New firefighter orientation
- L.Z. safety
- Daily engine checks
- Policies and Procedures
- 2 minute drill
- Progressive hose lays
- Radio communication
- Tool rehab
- L.C.E.S.

Projects: Fixed P.P.V. and put back on E772

- Emptied fuel from generators and extrication power unit and replaced with fresh fuel
- Picked up 1S day packs from FEP
- E771 TAKEN TO Burtons, E77S taken to Fleet Services
- All hose on racks tested
- Picked up new used couch, threw out 2 others
- Christian Berets Camp fun days
- Old cars in back hauled away with other scrap metal
- Picked up new car for extrication training
- New tire bought and installed on U778
- Yard maintenance and clean up for pancake breakfast

Volunteer / Intern Hours: Vera-168

- Roth-192
- Boykin-264
- Garcia-264
- Pincus-384



MI-WUK SUGAR PINE FIRE PROTECTION DISTRICT

"Providing Quality Emergency Response And Fire Protection For The Public"

Inter-Office Memorandum

Date: July 7, 2016
Subject: June, 2016, Fire Chief's Report
From: Larry Crabtree
To: Board Of Directors

Strategic Planning

As follow up to the May Regular Board Meeting; you have this evening several proposals / estimates from consultants / firms to guide the District through the development of a five-year Strategic Plan. The proposals are all from qualified and experienced consultants.

Equipment

Engine 771 (the Type 1 from Ashland) – Returned to front-line service after the installation of a Pressure Relief Valve at Burton's Fire Equipment. Still need to have the rear axle housing welded. The decal "WAR WAGON" from the Auxiliary fund raiser is ready to be applied and will be scheduled this week.

Engine 772 (the TCFD Type 2) – Will be traded out for E-542; the engine currently at the Tuolumne County Long Barn fire station.

Engine 773 (Type 2 from Placer County) – Out-Of-Service; It will remain out of service until we have a chance to evaluate our fleet plan again (perhaps as an element of a Strategic Plan).

Engine 774 (the yellow Type 2) – In reserve status; can be placed into service if needed.

Engine 775 (the USFS Type 3) – In the shop (Fleet Services) with a fault code which causes it to go into "de-power" mode. Manufacturer says that the computer needs to be reprogrammed. Fleet Services is following up with that.

Unit 771 (Ford Expedition) – In service; Rented to Murphys Fire Department for use by Chief Konklin on the Trailhead Fire. Returned to MWSP on Tuesday, July 5, 2016. When not used for emergencies, it is assigned for the use of the Defensible Space Inspectors.

Unit 778 (Ford Expedition) – In service. Assigned to Captain Collier for use on the Trailhead Fire as a Fireline EMT

MERV-77 – TomCar is out of service until we develop an approved driver training program and put our drivers through that program.

Kubota Tractor – Operators are limited to Chief Krussow, Captain Klyn, and Captain Collier until we develop an approved operator training program and then all operators will be required to complete the program prior to operating the tractor.

Personnel

Continuing to work on the option to migrate to a three-platoon system which will save the District money. Tentative plan is to migrate to that system if/when we lose one of our two current captains. The three-platoon system would be a Captain on A Platoon and an Engineer on each of B and C Platoons. The Job Description for Engineer is on Agenda for discussion and action this evening. Migrating to that system will also require some other Policy amendments. We will be working with the Policies and Procedures Committee on those amendments.

457(b) Deferred Compensation plan with Nationwide Retirement Solutions was scheduled to become active on July 1, 2016. The Nationwide Retirement Consultant assigned to our account is meeting with all paid staff on July 22, 2016, to review the plan and options.

Meetings Attended

Meetings attended in May included: Auxiliary Luncheon Meeting, Auxiliary Pot-Luck and Bingo, Tuolumne County Board of Supervisors, Lunch meeting with Supervisor Royce library time, MAHA Meeting, Coffee break with Chief Josh White.

Responses (tentative data)

We will have complete information regarding responses at the August meeting.

Activities

Two personnel were assigned to the Trailhead Fire in El Dorado County. Chief Konklin was assigned as a Division/Group Supervisor (assignee of Murphys FPD) using Unit 771 and Captain Collier was assigned as a Fireline EMT using Unit 778. Captain Klyn covered the station during Captain Collier's absence.

Small fire (Sugar Fire) just east of the District was a cause for some concern for a while on Saturday, June 25, 2016. It took some time to locate the fire and access to it. The initial reports were from a lookout which was sketchy. Once located resources were on it quickly. Engine 772 with Captain Klyn and crew were the first ground resources to arrive at the fire. The fire was only about 430 feet from the property lines of the homes on the eastern boundary of the District.

The District now has a presence on the World Wide Web at <http://www.mwspfire.us>. On that website you will see several official documents and information including the SB-272 mandated catalog of enterprise systems. You can also find meeting agendas, supporting material and minutes (once approved). In addition, we are trying to post information of interest to the community such as fire and auxiliary activities.

Drafting the first ever District Annual Report for the Board. We expect to have it completed and ready for review at the August Board Meeting.

Grants

The SRA FPF Grant for roadside brush clearing has been closed. The work was completed and the close-out report has been filed with CAL FIRE. We recently received the largest reimbursement check from CAL FIRE which was just in excess of \$111,000.00. There is one more small reimbursement pending that was submitted at the same time as the closing report.

The FEMA Fire Prevention and Safety Grant to support our Defensible Space Inspection program is in full swing. The inspectors have recruited additional volunteers (CAL FIRE VIPs) and are well into the first round of residential inspections. After advertising we interviewed interested applicants and selected Diane Egan-Dies and David Straub as the two inspectors. Tim Wallace was selected as the program lead.

Another big thank you to the Auxiliary in general and Diane Gill in particular for assistance in the interview and selection process. We are submitting invoices to FEMA on a flow basis and have had no problems getting timely reimbursement for our expenses.

Volunteer Fire Assistance (VFA) grant application for 2016 / 2017 has been submitted. No response from CAL FIRE yet.

FEMA application for new fire engine has been submitted. No response yet.

FEMA application for new extractor and dryer has been submitted. No response yet.

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**California Special
Districts Association**
Districts Stronger Together

CALIFORNIA SPECIAL DISTRICTS ASSOCIATION

2016 BOARD ELECTIONS

MAIL BALLOT INFORMATION

Dear Member:

A mail ballot has been enclosed for your district's use in voting to elect a representative to the CSDA Board of Directors in your Network for Seat B.

Each of CSDA's six (6) networks has three seats on the Board. Each of the candidates is either a board member or management-level employee of a member district located in your network. Each Regular Member (district) in good standing shall be entitled to vote for one (1) director to represent its network.

We have enclosed the candidate information for each candidate who submitted one. Please vote for only one candidate to represent your network in Seat B and be sure to sign, date and fill in your member district information. If any part of the ballot is not complete, the ballot will not be valid and will not be counted.

Please utilize the enclosed return envelope to return the completed ballot. Ballots must be received at the CSDA office at 1112 I Street, Suite 200, Sacramento, CA 95814 by 5:00pm on Friday, August 5, 2016.

If you do not use the enclosed envelope, please mail in your ballot to:
California Special Districts Association
Attn: 2016 Board Elections
1112 I Street, Suite 200
Sacramento, CA 95814

Please contact Charlotte Lowe toll-free at 877.924.CSDA or charlottel@csgda.net with any questions.

**GINGER ROOT
CLERK OF THE BOARD OF DIRECTORS
AND GENERAL MANAGER / EXECUTIVE OFFICER
CANDIDATE FOR SIERRA NETWORK – SEAT B
CSDA BOARD OF DIRECTORS
COUNTRY CLUB SANITARY DISTRICT
EASTSIDE RURAL FIRE DISTRICT
LINCOLN RURAL FIRE DISTRICT
TRACY RURAL FIRE DISTRICT
TUXEDO COUNTRY CLUB RURAL FIRE DISTRICT
4330 NORTH PERSHING AVENUE, SUITE B-1
STOCKTON, CALIFORNIA 95207-6965
(209) 956-3516**

.....
I have served eight years as a member of the CSDA Board of Directors. I am currently on the CSDA Fiscal Committee and the Audit Committee. I want to continue to serve you as a Director.

I bring fiscal, budget, and financial knowledge to the Board. I am detail oriented and research oriented. The five Districts I work with are in stable financial positions.

All five of my five Districts are members of California Special Districts Association. Those Boards of Directors nominated me for the position of Director of CSDA. I have been working with Special Districts for twenty-seven years as an independent contractor, and prior to that, I was a staff accountant for a CPA firm with Special Districts as my specialty.

I attend and support CSDA functions as a representative of my Boards of Directors. In addition, I will represent you.

I have a strong commitment to community service

If you have any questions, please call me at the above telephone number.

I would appreciate your vote.

Thank you,

Ginger Root



California Special
Districts Association
Districts Stronger Together

2016 CSDA BOARD CANDIDATE INFORMATION SHEET

The following Information **MUST** accompany your nomination form and Resolution/minute order:

Name: GINGER ROOT

District/Company: LINCOLN RURAL COUNTY FIRE PROTECTION DISTRICT

Title: CHIEF ADMINISTRATIVE OFFICER / CLERK OF THE BOARD OF DIRECTORS

Elected/Appointed/Staff: APPOINTED

Length of Service with District: 1976 - CURRENT

1. Do you have current involvement with CSDA (such as committees, events, workshops, conferences, Governance Academy, etc.):

CURRENTLY ON THE BOARD OF DIRECTORS OF CSDA

ATTEND ALL CONFERENCES, LEGISLATIVE DAYS, COMPLETED SDLA

2. Have you ever been associated with any other state-wide associations (CSAC, ACWA, League, etc.):

NO

3. List local government involvement (such as LAFCo, Association of Governments, etc.):

TREASURER - SAN JOAQUIN COUNTY FIRE CHIEFS' ASSOCIATION

4. List civic organization involvement:

****Candidate Statement** – Although it is not required, each candidate is requested to submit a candidate statement of no more than 300 words in length. Any statements received in the CSDA office after June 2, 2016 will not be included with the ballot.

Candidate Statement

Gil Albiani
Cosumnes Community Services District – Director of the Board

A sincere thank you to my colleagues on the Cosumnes Community Services District for nominating me for a position on the California Special Districts Association Board.

Thank you also for your consideration and your support.

I have served as a Board member of the Cosumnes CSD since 2004 and I am a past President of the Board. I have extensive and varied board member experience, having served on the Board of the California Association of Realtors, the Sacramento Metro Chamber, where I currently serve as a PAC member and Methodist Hospital Sacramento.

I am a past Chair of the California State Fair Board of Directors having been appointed by two separate Governors. I served as President of the Board of the Sacramento Association of Realtors in 1990, the American Lung Association of Sacramento in 1999, and Mercy Foundation in 2004. I currently serve as a Board member of the Dignity Health Sacramento Service Area.

With this varied experience I bring to the position of Board member an understanding of the role a Board member plays. In every position I have been blessed to have served, I have always been looked upon as an idea person. I bring to the position of Board member the wisdom that comes with age, but the energy and enthusiasm of a teenager.

Your vote will be appreciated and you can rest assured that you will never regret it.

Sincerely,





California Special Districts Association
Districts Stronger Together

2016 CSDA BOARD CANDIDATE INFORMATION SHEET

The following information **MUST** accompany your nomination form and Resolution/minute order:

Name: Gil Albani

District/Company: Cosumnes Community Services District

Title: Director of the Board

Elected/Appointed/Staff: Elected

Length of Service with District: 12 years

1. Do you have current involvement with CSDA (such as committees, events, workshops, conferences, Governance Academy, etc.):

Attended educational events, Legislative Days and a conference in W. Virginia. Limited participation on Legislative Committee

2. Have you ever been associated with any other state-wide associations (CSAC, ACWA, League, etc.):

Board Member, California Association of Realtors, CA National Guard Association

3. List local government involvement (such as LAFCo, Association of Governments, etc.):

Board Member, Sacramento Metro Chamber of Commerce. Chaired two Mello Roos Tax Campaigns for the Elk Grove Unified School District (EGUSD). Ran two campaigns for Assembly. Chaired EGUSD Finance Committee.

4. List civic organization involvement:

EGUSD Bond Election, Sacramento County Planning Commission General Plan Committee. Chaired Mercy Foundation, Sacramento Association of Realtors Board, American Lung Association Sacramento, two Capital Campaigns for St. Maria Goretti Church, CA State Fair Board of Directors. Currently member of the Dignity Health Board and serving on Mercy Foundation Board. Former member of the Methodist Hospital Board.

****Candidate Statement – Although it is not required, each candidate is requested to submit a candidate statement of no more than 300 words in length. Any statements received in the CSDA office after June 2, 2016 will not be included with the ballot.**

Candidate statement for Paul R. Green Jr.

I am running for CSDA Board of Directors Seat B. Please find below information regarding my candidacy:

I would like to become a member of your Board because I feel I have a very well rounded background in many different types of Special Districts. I feel my past experience with the challenges of several types of Special Districts would be useful to your organization. I am retired so I will have the time needed to focus my full attention on the many issues that affect Special Districts. Below is a listing of the more pertinent Boards and committees I have served on:

I currently serve on the following Boards:

- Commissioner, Sacramento County Local Agency Formation Commission (LAFCo)
- Board member, Rio Linda/Elverta Community Water District
- Board member, Association of California Water Agencies Joint Powers Insurance Authority (ACWA/JPIA)
- Board member, Sacramento Ground Water Authority (SGA) governing Board.
- Board member, McClellan Restoration Advisory Board

Boards formerly served on:

- California Contractors State License Board
- Grant Joint Union School District
- California Legal Compliance review committee President, North Highlands Visions Task Force North Highlands Recreation and Parks District
- President, Neighborhood accountability Board, North Highlands

Military Service

- Senior Master Sergeant, USAF. Ret. 24 years served.

Captain, On-air Fundraising Committee

KVIE Public Television

October 1994-June 2007 (12 years 9 months) Sacramento, California Area



California Special
Districts Association
Districts Stronger Together

2016 CSDA BOARD CANDIDATE INFORMATION SHEET

The following information **MUST** accompany your nomination form and Resolution/minute order:

Name: Paul R. Green Jr.
District/Company: Rio Linda / Elverta Community Water Dist.
Title: Board member
Elected/Appointed/Staff: Elected -
Length of Service with District: 3 1/2 YRS

1. Do you have current involvement with CSDA (such as committees, events, workshops, conferences, Governance Academy, etc.):

NO

2. Have you ever been associated with any other state-wide associations (CSAC, ACWA, League, etc.):

ACWA/JPIA, ACWA

3. List local government involvement (such as LAFCo, Association of Governments, etc.):

LAFCO

4. List civic organization involvement:

RUIE CHANNEL 6

****Candidate Statement – Although it is not required, each candidate is requested to submit a candidate statement of no more than 300 words in length. Any statements received in the CSDA office after June 2, 2016 will not be included with the ballot.**

County Administrator's Office



Craig L. Pedro
County Administrator

Tuolumne County Administration Center
2 South Green Street
Sonora, CA 95370
Phone (209) 533-5511
Fax (209) 533-5510
www.tuolumnecounty.ca.gov

June 14, 2016

Larry Crabtree, Chief
Mi-Wuk Sugar Pine Fire Protection District
24247 Highway 108
P.O. Box 530
Mi-Wuk, CA. 95346

Re: Amendment #1 to Cooperative Agreement – Leased Engine

Dear Larry:

Well over a year ago, Tuolumne County Fire Department and Mi-Wuk Sugar Pine Fire Protection District representatives began discussions regarding the possibility of changing the engine to be leased to the District under the Cooperative Agreement between our two agencies. Completing such a change requires a formal amendment replacing Exhibit A of the Cooperative Agreement approved by both the County Administrator and the District's Fire Chief.

While discussions related to changing the engine went back and forth, it is my understanding that both agencies are willing to change the engine subject to the lease from #772 to #542. Accordingly, I have prepared Amendment #1 to the Cooperative Agreement which replaces Exhibit A making #542 the engine to be leased by the County to the District.

I have enclosed two originals of Amendment #1 for your signature. Once Amendment #1 is signed and one set is returned to my office *with required insurance certificates*, the swap of engine #772 and #542 can take place. I will leave the exact timing and process for inventory and exchange of engines to you and Chief Paul Avila. Any questions regarding the insurance certificates should be directed to HR/Risk Manager Ann Fremd (533-5566).

Should the change of engines not be completed within 30 days from the date of this letter, I would request that the District immediately provide the insurance certificates required under the Cooperative Agreement for engine #772. I will note that the County has never received these insurance certificates which places the County at risk should any accidents occur involving its engine.

...serving the Board of Supervisors, departments, and the community as good stewards of the County's fiscal and human resources through collaborative, professional and ethical leadership.

Nevertheless, we look forward to completing the engine exchange contemplated in Amendment #1. Should you have any general questions regarding Amendment #1, feel free to contact me at 533-5511.

Yours truly,

A handwritten signature in black ink, appearing to read "Craig L. Pedro". The signature is fluid and cursive, with the first name "Craig" and last name "Pedro" clearly distinguishable.

CRAIG L. PEDRO
County Administrator

Cc: Evan Royce, District 3 Supervisor
Josh White, Tuolumne/Calaveras CalFire Unit Chief
Paul Avila, Assistant County Fire Warden
Ann Fremd, HR/Risk Manager

**Amendment #1 to
Cooperative Agreement
Between the County of Tuolumne and
Mi-Wuk Sugar Pine Fire Protection District**

This Amendment #1 ("Amendment #1") is entered into this ____ day of _____, 2016 by and between the County of Tuolumne ("County") and Mi-Wuk Sugar Pine Fire Protection District ("District").

WHEREAS, on June 4, 2013, the County and the District entered into a Cooperative Agreement ("Agreement") to set-forth new terms for ongoing cooperative emergency services along the Highway 108 corridor including the lease of an engine by the County to the District; and

WHEREAS, the purpose of Amendment #1 is to change the engine being leased by the County to the District by changing Exhibit A of the Agreement. This is specifically provided for under Article 2 (Engine Lease), Section A of the Agreement.

NOW THEREFORE, THE COUNTY AND THE DISTRICT AGREE as follows:

1. Exhibit A as it appears in the June 4, 2013 Agreement is hereby replaced in its entirety with the attached Exhibit A. This Amendment #1 and its new Exhibit A effectively replaces the originally cited Engine 772 with Engine 542;
2. All references to Engine 772 in Article 2, Section C are hereby replaced with Engine 542; and
3. Except as amended herein, all other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Amendment #1 as of the date written above.

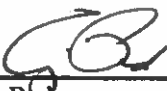
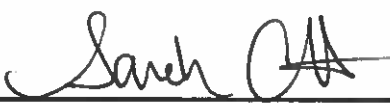
<p>COUNTY OF TUOLUMNE</p>  <hr/> <p>By: Craig Pedro County Administrative Officer</p>	<p>DISTRICT</p> <hr/> <p>By: Larry Crabtree Fire Chief</p>
<p>APPROVED AS TO LEGAL FORM:</p>  <hr/> <p>By: Sarah Carrillo, County Counsel</p>	

Exhibit A

Leased Engine

County will lease to District a 1986 International, Type 2, 4-Wheel Drive Fire Engine - #542 (Vehicle identification number #1HTLFTVN4GHA41590).



MI-WUK/SUGAR PINE FIRE PROTECTION DISTRICT

"Providing Quality Emergency Response And Fire Protection For The Public"

JOB DESCRIPTION ENGINEER

Adopted: _____

Supervised by: Captain, Chief Officers
Supervises: None
Leads: Firefighter

GENERAL

The Engineer classification is a lead position. Incumbents must set a good example of efficiency, honesty, integrity, work ethic, and a leadership presence in the face of adversity and unexpected events. Engineers must maintain control of the facilities, equipment and personnel that they lead under a variety of circumstances. Engineers are responsible for understanding and applying District policies and procedures that relate to them and those they lead.

DUTIES

1. When not directly supervised by a Captain, the Engineer is responsible for all actions and activities of the company to which he/she is assigned.
2. Care and maintenance of the fire station, including inspections, repairs, modifications, etc.
3. Drive and operate vehicles and equipment in response to and at the scene of emergency incidents as well as during routine operations.
4. Care, security and maintenance of District vehicles, including oil and other fluid changes, filter changes, lubrication, and minor repairs. Schedule major repairs with appropriate repair facility and/or repairman.
5. Assume command of incidents until relieved by a superior officer.
6. Be familiar with the district and first due response area of the station
7. Exercise good judgment in the performance of their duties, both at emergency incidents and during routine operations.
8. Train employees and volunteers.
9. Write and maintain various records including, Equipment Complements, Incident Reports, Training Records, Hose Testing & Repair Records, Ladder Testing and Repair Records.
10. Coordinate training with allied agencies to facilitate the smooth operations at the scene of emergency incidents.
11. Identify misconduct and/or shortcomings of those he/she leads and report the same to his/her supervisor.

12. Assign and lead the daily work of firefighters.

MINIMUM QUALIFICATIONS

1. State Fire Training Driver/Operator 1A and 1B
2. Engine Boss (CICCS ENGB)*¹
3. Current Candidate Physical Ability Test (CPAT) or equivalent*
4. Current Emergency Medical Technician Certificate
5. Current Cardio-Pulmonary Resuscitation Certificate / AED
6. Minimum of two (2) years of full time paid experience as an Engineer (Driver / Operator) or equivalent.
7. California Driver License with Fire Fighter endorsement, or Class B with appropriate endorsements
8. Hazardous Materials; First Responder Operational*
9. Confined Space Awareness*

DESIRABLE QUALIFICATIONS

1. S-290 Intermediate Wildland Fire Behavior (FSTEP)
2. State Fire Training Instructor Certificate
3. Fire Command 1A: Command Principles for Company Officers (CFSTES)
4. Incident Management 1 (Cal Fire)
5. Auto Extrication (FSTEP)
6. S-212 Wildland Fire Chain Saws (FSTEP)
7. State Fire Training SFM - Low Angle Rescue
8. State Fire Training SFM – Fire Officer 1 or equivalent

ADA WORKING CONDITIONS

The following physical requirements and work environment is characteristic of those that the incumbent will encounter and must successfully meet to perform the essential duties of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of the position.

1. **Physical Requirements:** Work is performed in a combination of environments, including: office, vehicle, emergency and nonemergency field conditions. Field command will be necessary in suppression assignments. The incumbent may on occasion be called upon to perform strenuous activity associated with an emergency field response.
2. **Mobility:** Frequent use of keyboard; frequent sitting for long periods of time; occasional bending or squatting; walking on stable, unstable, sloped and wet surfaces; ascending and descending stairs and ladders.
3. **Lifting:** Frequently up to 10 pounds; occasionally up to 100 pounds.
4. **Vision:** Constant use of overall vision; frequent reading and close-up work; occasional color and depth vision.
5. **Dexterity:** Frequent repetitive motion; frequent writing; frequent grasping, holding, and reaching.
6. **Hearing/ Talking:** Frequent hearing and talking, in person, on the radio, and on the phone.

¹ Items marked with an asterisk (*) may be completed within the probationary period (one year) as a condition of continued employment.

7. **Emotional/ Psychological:** Frequent decision-making and concentration; frequent public and/or coworker contact; occasional working alone.
8. **Environmental:** frequent exposure to noise; regularly travel in assigned vehicle to other locations or respond to emergency situations or incidents; exposed to heat, dust, noise, smoke, fumes, gases, oil, grease, wet and slippery surfaces, machinery with moving parts, moving objects and other vehicles while in the field; may work unusual and prolonged schedule during emergencies, seasonally-caused circumstances or special projects; may be exposed to varying climates or hot and cold temperature conditions while in the field.

6/13/16 DRAFT



**Mi-Wuk Sugar Pine Fire
Protection District**

**PROPOSAL TO DEVELOP an
Organizational Strategic Plan**

June 23, 2016



**Emergency Services
Consulting International**

*Providing Expertise and Guidance
that Enhances Community Safety*

LETTER OF SUBMITTAL

June 23, 2016

Chief Larry Crabtree
Mi-Wuk Sugar Pine Fire Protection District
24247 Highway 108
PO Box 530
Mi Wuk Village, CA 95346-0530

Dear Chief Crabtree,

Emergency Services Consulting International (ESCI) is pleased to submit the following proposal to conduct an Organizational Strategic Plan for the Mi-Wuk Sugar Pine Fire Protection District. We recognize the importance of this project and appreciate your consideration of our proposal.

ESCI has been completing successful fire department and emergency service studies since 1976. ESCI has a working knowledge and understanding of contemporary fire service and EMS organizations and the complexity of current delivery systems, as well as our ability to utilize advanced analytical technology and methodology to ensure accurate observations and recommendations.

We have developed a scope of work that addresses the aspects that your district has requested. The result will be a comprehensive five-year strategic plan that will effectively plot your course into the future.

ESCI has completed hundreds of projects throughout the country involving strategic plan facilitation and long range Master Planning, including numerous projects in California.

ESCI is your best choice because:

- All of our associates are fire and EMS professionals with extensive field experience
- ESCI exclusively offers fire and EMS consulting, we are not local government generalists that complete fire and EMS work as a sideline
- Our company founder, Chief Jack Snook wrote the book *Recruiting, Training and Maintaining Volunteer Fire Fighters*, and *Making the Pieces Fit: Cooperative Service Through Consolidations, Mergers and Contracts*. The books are considered to be the definitive text on the subjects.
- ESCI is committed to providing results *on time, on budget, and with quality*

We appreciate your consideration of our proposal and look forward to working with the Mi-Wuk Sugar Pine Fire Protection District in this important endeavor. If you have any questions, please do not hesitate to contact me at 800-757-3724.

Sincerely,



Chief Executive Officer

LETTER OF SUBMITTAL 1

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SELECT CLIENTELE (2010–2016) 1B

PROFILE OF PROPOSING FIRM

ESCI Capabilities

Emergency Services Consulting International (ESCI) is an international firm providing specialized, high quality, professional fire, police, communications, and EMS consulting services to organizations throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976, and is considered by many to be the nation's leader in emergency services consulting. Utilizing a staff of three personnel and over 40 field consultants nationwide, ESCI provides consulting services to municipalities, districts, non-profit organizations, and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency services community. This is confirmed by our ongoing relationship with the International Association of Fire Chiefs (IAFC), the Western Fire Chiefs Association, the National Fallen Firefighters Foundation, the National Volunteer Fire Council, and the hundreds of clients we serve from coast to coast.

ESCI at a Glance

- Mission: Provide Expertise and Guidance that Enhances Community Safety
- Established in 1976
- Headquartered in Wilsonville, Oregon, with branch offices in Argyle, Texas, and Fairfax, Virginia
- Extensive fire and EMS consulting throughout the US and Canada
- Three employees, over 50 expert field consultants

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within the emergency service disciplines and related fields, staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to **Provide Expertise and Guidance that Enhances Community Safety**. We will accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and emergency medical services issues and needs.

... Provide Expertise and Guidance that Enhances Community Safety

We provide a wide array of services including organization audits and evaluations; cooperative effort and consolidation; health and safety evaluations; master, strategic, and growth management plans; deployment planning; hazard mitigation planning; executive searches; assessment centers; and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

All of ESCI's field associates have been active practitioners in their respective fields, with many involved in highly visible and responsible national leadership positions in law enforcement and fire/rescue services. We understand your issues, challenges, responsibilities, and offer proven methods to improve your effectiveness.

Firm Experience—The ESCI Advantage

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable the Mi-Wuk Sugar Pine Fire Protection District to meet the challenges of providing fire protection and emergency medical services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for the district.

The *ESCI Advantage* includes:

- A clear understanding and appreciation of the complexity of the local and regional environment in California with emergency services consulting engagements with Santa Rosa, Sonoma, Alameda County, Big Bear City, Burbank, Chino Valley, Chula Vista and many other cities and fire districts, large and small.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements. Some recent Strategic Planning projects include the following:
 - Santa Rosa, CA
 - Cedar Hill, TX
 - Clifton Fire District, CO
 - Keller, TX
 - Northshore, WA
- The ability to deliver a high-quality product on time and with organizational support and endorsement.
- Knowledge of contemporary issues associated with delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, and state government.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your expectations.

In order to better serve our clients, ESCI maintains four regional offices. Contact information for each office and a complete organization chart are provided on the following page.

ESCI Offices

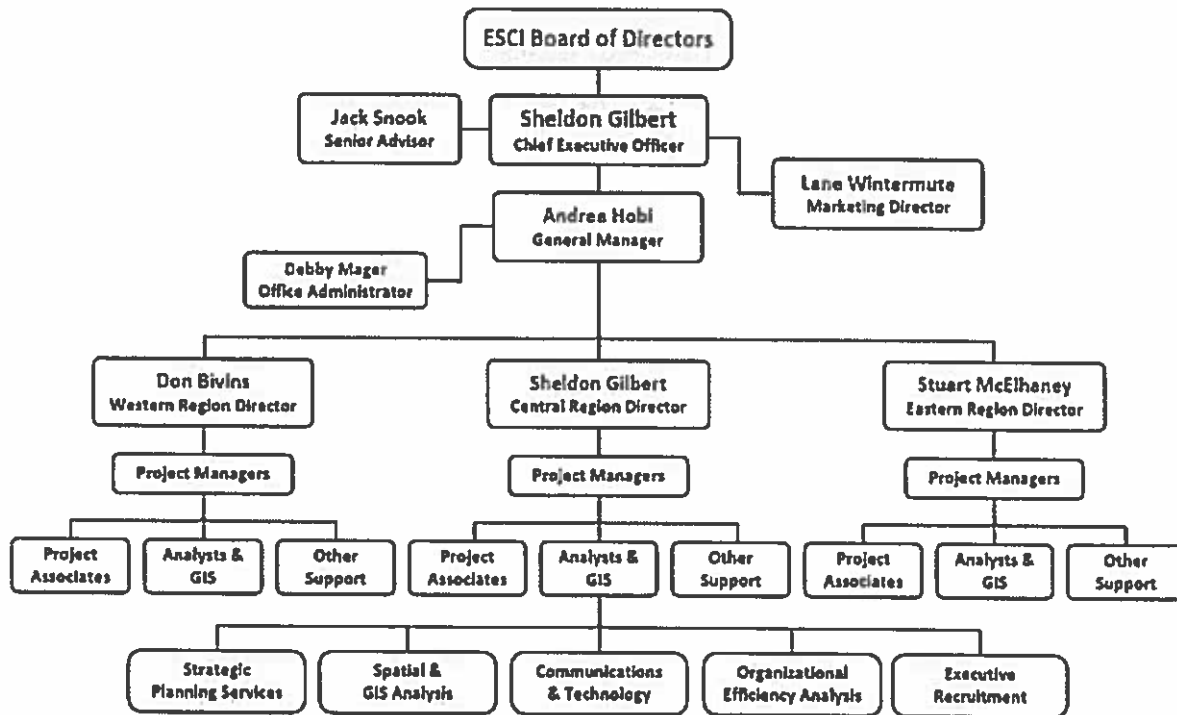
Corporate Headquarters
Andrea Hobi, General Manager
 25030 SW Parkway Avenue, Suite 330
 Wilsonville, OR 97070
 Phone: 800.757.3724
 Email: info@esci.us

Western Region
Don Bivins, Western Regional Director
 9505 NE 19th Street
 Vancouver, WA 98664
 Phone: 360.608.1326
 Email: don.bivins@esci.us

Central Region
Sheldon Gilbert, ESCI CEO/Regional Director
 Po Box 641
 Argyle, TX 76226-9998
 Phone: 940.453.1366
 Email: sheldon.gilbert@esci.us

Eastern Region
Stuart McElhaney, Eastern Regional Director
 Phone: 352.572.5190
 Email: stuart.mcElhaney@esci.us

ESCI Organizational Chart



PROJECT PLAN

The following phases and tasks will be completed to produce the final report and recommendations. This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

The evaluation and analysis of data and other information will be based on local standards, National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, Commission on Fire Accreditation International (CFAI¹) self-assessment criteria, health and safety requirements, federal and state mandates relative to emergency services.

The proposed methods, procedures, and anticipated deliverable items of this project have been organized into phases. Each project phase is described in detail below and on the following pages.

PROJECT SCOPE OF WORK

The following phases and tasks will be completed to produce the final report and recommendations. This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

The Strategic Planning process involves the element listed in the following scope of work. Upon completion, the district will have a documented understanding of its community's desires and service delivery expectations, a review of agency Mission, Vision and Values, and a comprehensive set of goals related to implementation of the Master Plan, along with objectives with which to achieve them.

Phase I: Project Preparation

Task 1-A: Project Initiation & Scheduling

ESCI will develop a project plan and converse with the community's project liaison to gain a comprehensive understanding of the organization's background, goals, and expectations for the strategic plan process. The project plan will be developed identifying:

- Local strategic planning team composition and recruitment
- Strategic planning workshop format
- Schedule
- Location and other logistical issues
- Potential impediments and organizational issues

This meeting will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

¹ The CFAI organization is now a subsection of the Center for Public Safety Excellence (CPSE) but maintains its prime function of accrediting fire agencies.

Phase II: Customer-Centered Environment Assessment

Task 2-A: Public Meeting and Assessment of Customer Needs and Expectations

ESCI facilitators will assist the department in identifying external customer's/key members of the community. Once identified, ESCI will convene these external customers/community leaders for the purpose of addressing the issues outlined above and gaining a realistic view of external customer needs and expectations. The project team will organize these meetings after normal working hours to accommodate citizen work schedules. ESCI has found through experience that 80 to 90 percent of the invitees attend these sessions and actively participate. We recommend the representatives of this citizen's focus group include, but not be limited to:

- Business owners
- Service groups representative(s) (i.e., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community
- Members of civic organizations
- Media representative(s)
- Multiple citizens who have been actual recipients of fire and EMS services respectfully
- Representatives of neighborhood organizations and/or homeowners associations
- Representatives of non-profit organizations
- Representatives of local industry
- Other citizen-customers as identified by the strategic planning group

ESCI will facilitate these group meetings with the presence of one organization representative, usually a Chief or chief officer, to act only as a technical resource and to answer questions that may arise that the facilitator is unable to answer. In addition to facilitating the session(s), ESCI may utilize surveys and questionnaires to gather necessary information. This step is critical, as it ensures that customer needs and concerns are incorporated into the strategic plan. More and more, the public is demanding the accomplishment of specific objectives and services with fewer resources. This step ensures that the public concerns are recognized by the organization and incorporated into the long-range strategic planning processes and arms influential members of the public with important background information about their public safety agency that they might not have been exposed to under normal circumstances.

The process will seek to identify:

- How customers prioritize the services provided by the organization
- Areas of customer concern about the organization
- Customer expectations
- Customers positive attributes of the organization
- How "good service" is measured by the customer

Phase III: Planning Workshop

ESCI will facilitate the development of an organizational strategic plan utilizing a local planning team (12 to 20 persons) that may include representatives at various levels of the organization. The strategic planning process will involve a one and one half day strategic planning "retreat" to be held on consecutive days at an appropriate location within the community suitable for both full group sessions, as well as breakout small group work sessions.

Task 3-A: Vision, Mission and Values

ESCI's experienced facilitators will guide the local planning team in the development of meaningful vision, mission, and values:

- Vision statements describe the way the organization views itself in the future
- Mission statement describes the purpose for which the organization exists
- Values enumerate the principles or ideas that are important to the members

ESCI will facilitate discussions that ensure participation by all present in order to stimulate challenging thought processes, prevent tangential discussion, and move the group to consensus. Consensus identification of key internal standards creates the moral and practical guidelines of the organization.

Task 3-B: Internal and External Assessments

ESCI will guide the local planning group through the honest and objective assessment of internal issues and external challenges, also known as the SWOT Analysis.

<i>Internal Assessment-</i>	<ul style="list-style-type: none">• Strengths of the organization• Weaknesses of the organization
<i>External Assessment-</i>	<ul style="list-style-type: none">• Opportunities facing the organization• Threats challenging the organization

Analyzing the strengths, weaknesses, opportunities and threats to the organization is the next critical step in the strategic planning process. Strengths are important as they represent areas of the organization to be built upon, and weaknesses are areas to be identified as potential sources for improvement. Opportunities are vital to the future of the organization and should be viewed as positive prospects for growth and enhancement, while threats must be identified and addressed in advance, where possible. Other critical issues facing the department may be identified by the strategic planning group at this point as well. These may include issues that the strategic planning group identifies as critical to the health and success of the organization.

Task 3-C: Goals and Objectives

ESCI will direct the local planning team in the establishment of goals and objectives, critical tasks, and timelines that are imperative to the organization and the participation of individual members.

- Establishment of organizational goals that address the identified concerns of the external and internal customers over a one to five-year timeframe
- For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful
- Development of associated tasks for each goal and objective utilizing the format of identified measurable criteria
- Development of reasonable time for completion

Attainment of this task will be demonstrated by the establishment of realistic goals and objectives for the organization. In order to meet the mission of the organization, the establishment of these goals is essential to providing the organization and the individual members with a clear direction.

The goals and objectives established during this process will become management tools and should be updated on a continuous basis as priorities change and as specific goals and/or objectives are achieved. The goals and objectives can then be used to identify what has been achieved and to denote changes within the community and the organization. Fastidiously following these goals and objectives will provide the department with the necessary direction and guidance into the future. This should also support the department by reducing the number of impediments, disruptions and uncertainties for the organization and its members.

Task 3-D: Performance Measurements

ESCI will direct the local planning team in discussions regarding the establishment of performance measures that assist the organization in measuring their progress toward the organizational vision. This will be an ongoing process, and may initially involve concepts of performance measurement that will require modifications in the collection of necessary data as the organization becomes more focused on measuring achievement and outcomes. The process may include:

- Identification of key performance areas
- Analysis of necessary and available performance data and
- Preparation of performance measures from the following categories:
 - Quality Measures
 - Input Measures
 - Output Measures
 - Outcome Measures
 - Efficiency Measures

Phase IV: Published Strategic Plan Document

Task 4-A: Publication of Final Strategic Plan Report

ESCI will compile the results of the strategic planning work sessions and produce ten (10) publication-quality bound, final versions of the written Strategic Plan document. An electronic version of the document will also be provided.

Project Timeline

ESCI anticipates the strategic planning process will take approximately 30 days to complete, beginning subsequent to the completion of the planning workshop.

Rate/Fee Schedule

Emergency Services Consulting International is pleased to present the following formal cost proposal for the project outlined in the Work Plan.

The fee ESCI is proposing to perform this study is:

Organizational Strategic Plan: \$18,811 inclusive of expenses.

Organizational Strategic Plan, without community forum: \$17,325

Proposed Payment Schedule

- 10% payment due upon contract signing.
- Monthly invoicing thereafter as work progresses.

Information relative to cost quotation

- Bid quotation is valid for 90 days.
- ESCI Federal Employer Identification Number – 23-2826074.
- ESCI will receive full cooperation from person(s) representing the District.
- While engaged in the project, ESCI will report to a single point of contact.
- When requested, and in a timely manner, the client representative will provide to the ESCI project manager, data, information, and materials required for the completion of the objectives outlined in the detailed work plans submitted in this proposal.
- ESCI shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

DISCLOSURE AND PRACTICES

Conflict of Interest Statement

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation. ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

Insurance

ESCI is insured in excess of \$2,000,000. Insurance certificates will be provided upon award of contract.

Litigation

ESCI has no past and/or pending litigation or unresolved lawsuits.

Employment Practices

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

PROJECT TEAM

Emergency Services Consulting International has assigned the following associates to the project. All team members will be available for the duration of the project. Along with the project team, ESCI's staff will be available to assist on the project as needed.



Don Bivins, Senior Associate

Mr. Bivins has over 35 years of experience in the fire service, 28 years as a chief officer. He has served in four different fire departments and through his leadership, three of those agencies merged with their neighboring jurisdiction. The agencies he has worked for range from small combination fire districts to large career fire departments. After serving the 250,000 citizens of the Vancouver (Washington) Fire Department for 16 years, the last 11 years as the fire chief, he retired on December 31, 2010.

In addition to the mergers he facilitated in his own department, Mr. Bivins has facilitated and led master plans, strategic plans, business plans, collaborative feasibility studies, and operational analyses of numerous fire departments. He has a track record of focusing on cost effectiveness and efficiency, with a reputation for building constructive labor-management relations.

Mr. Bivins was appointed by Governor Gregoire to the Washington State Emergency Management Council, where he served for four years and was subsequently selected to also serve as Chairman of the Washington State Emergency Response Commission.

Educational Background

- Fire Services Administration Program – Eastern Oregon University
- Associate of Technical Arts (Fire Science) – Tacoma Community College
- Executive Fire Officer – National Fire Academy

Professional Experience

- Fire Chief – Vancouver Fire Department, WA (2000-2010)
 - *Deputy Chief, Operations – Vancouver Fire Dept., WA (1994-2000)
 - *Assistant Chief, Operations – Clark Co. Fire Dist. #5, WA (1988-1994)
 - Fire Chief – Clark Co. Fire Dist. #4, WA (1985-1988)
 - Assistant Chief, Operations – King Co. Fire Dist. #40, WA (1981-1985)
 - Firefighter & Company Officer -- King Co. Fire Dist. #40, WA (1976-1981)
- *Rank change due to merge with neighboring department*

Associated Professional Accomplishments

- Led effort to merge a total of three fire agencies together in two successive processes
- Led master planning effort for Clark County Fire District #4, which led to merger
- Led business planning effort for Vancouver Fire Dept., implementing almost \$500,000 in savings through cost avoidance and efficiencies, and increased staffing by 18 personnel
- Elected to Board of Directors for Washington State Association of Fire Chiefs (WFC)
- Elected by WFC Board of Directors to Executive Committee
- Led effort to pass enabling legislation for Washington State Regional Fire Authorities

- Governor appointment to the Washington State Emergency Management Council
- Selected chair of the Washington State Emergency Response Commission (Haz-Mat emphasis)
- Served as Incident Commander for four county health departments and one tribal health agency in response to H1N1 pandemic

Summary of Projects

Master Plan

Woodinville Fire & Life Safety District, WA

Imperial County Fire Department, CA

Evaluation

Victoria Fire Department, B.C. Canada
 Northshore Fire Department, WA
 South Lane County Fire & Rescue, OR
 Hemet, CA – in progress

East Pierce Fire and Rescue, WA
 Chaffee County, CO
 Quincy, WA

Staffing and Deployment

East Pierce Fire and Rescue, WA

Strategic Plan

Woodinville Fire & Life Safety District, WA
 Cowlitz 2 Fire & Rescue and
 Longview Fire Department, WA
 Port Ludlow Fire Department, WA
 Washington Fire Chiefs Association
 Patterson, CA
 Everett, WA – in progress

Clark County Fire District #11, WA
 South East Thurston Fire Authority, WA
 Kirkland Fire Department, WA
 National Association of Elected Fire Officials
 Boulder Rural Fire Department, CO
 Mid-Columbia, OR

Cooperative Services Feasibility

Chaffee County, CO (5 agencies)
 Albany and Corvallis Fire Departments, OR
 Clark County Fire Dist. 5, WA (9 agencies)
 Clackamas Fire District 1/Boring Fire District, OR
 Bend Fire Dept. /Deschutes County, Fire Dist. OR
 Northlake, WA
 West Metro/Wheat Ridge, CO – in progress

Poulsbo Fire and N. Kitsap Fire and Rescue, WA
 Yakima, WA – RFA Fiscal Analysis (4 agencies)
 Lincoln County, OR (6 agencies)
 North Snohomish Counties, WA
 Linden, AZ
 Lakeside, Pine Top, and Show Low, AZ
 South Beach, WA – in progress



Lane R. Wintermute, Senior Associate

Lane Wintermute has served as a Fire Chief for 25 years in both cities and fire districts in three states. His service began at Oregon's Hoodland Fire District where he served for five years, rising through the ranks from Firefighter and Paramedic to Fire Chief. He was Fire Chief in the City of Astoria, OR Fire Department from 1987 to 2001, at which time he moved on to become Fire Chief for Longview, WA. He wrapped up his career as a Fire Chief in the Coeur D'Alene, Idaho area.

Chief Wintermute brings strong administrative and management skills to ESCI, cultivated by strong education and experience, with strength in organizational development, human resources management, and emergency medical services. Chief Wintermute is a graduate of Oregon's Fire Service Administrator's Institute

and holds an associate's degree.

Educational Background

- Fire Service Administrator's Institute, Eastern Oregon University, LaGrande, OR
- Paramedic Training Institute, Portland, OR
- Portland Community College, Associate of General Education/EMS, Portland, OR
- Extensive training in fire service administration, personnel management, incident command and fire department operations and planning
- National Registered EMT – Paramedic 1981 – 1988

Professional Experience

- Senior Consultant, Emergency Services Consulting International
- General Manager and Paramedic, Alpine Ambulance Service, Oregon
- Fire Chief and Paramedic, Hoodland Fire Protection District, Oregon
- Fire Chief, City of Astoria, Oregon
- Fire Chief, City of Longview, Washington
- Fire Chief, Northern Lakes Fire District, Idaho
- 28 years of diverse experience in fire and emergency medical services
- Fire Department Training Officer
- Certified Paramedic 1981-1988

Relevant Experience

- First Vice President and two-term Executive Board member, Oregon Fire Chiefs Association
- Chair, Teams Advisory Group, Oregon State Fire Marshal's Hazardous Materials Teams Program.
- Chair, Maritime Fire Safety Association, Fire Protection Agencies Advisory Council. 1990 - 2000
- Chair, Clackamas County Fire Defense Board 1985 -1987
- Chair, Clatsop County Fire Defense Board 1989-1995

Associated Professional Accomplishments

- Lead management representative in numerous labor negotiations
- Contract presenter for the Residential Fire Safety Institute – Residential Sprinkler Program
- Published author, two trade journal articles regarding the 1987 Mt. Hood Climbing Disaster
- Development of emergency management and response plans in two cities
- Successful processing and conviction of a two year serial arson case

Summary of Projects**Cooperative Services Feasibility**

Caldwell Fire and Rescue, ID	Middleton Rural Fire District, ID
Chelan County Fire District No.1, WA	SeaTac, WA
Clark County Fire District 11&12, WA	Tukwila, WA
Clark County Fire District 5 and Dept., WA	Bellevue, Hailey and Wood River Fire and Vancouver Fire Rescue, ID
Loretto and Hamel Fire Departments, MN	Poulsbo Fire/North Kitsap Fire & Rescue, WA
Hermiston-Stanfield Fire Districts, OR	City of Bend-Deschutes County FD#2, OR
Northfield, MN	Littleton/Englewood, CO
Lincoln County, OR	Hibbing, MN
Ramsey, MN	Stevens County, MN
North Snohomish County, WA	Buhl, ID
Spokane Fire District 10, WA	Forest Grove, OR
Oceana County, MI	Renville, MN
Grand Traverse/Traverse City, MI	Lakeside, Show Low, Pine Top, AZ

Agency Evaluation

Arvada, CO	Douglas County Fire District No.2, WA
Caldwell Fire and Rescue, ID	Middleton Rural Fire District, ID
Chelan County Fire District No.1, WA	North Whatcom Fire and Rescue, WA
City of Joshua, TX	SeaTac, WA
Clark County Fire District 6, WA	Tukwila, WA
Clatskanie Rural Fire Protection District, OR	Washington Terrace, UT
McKinney, TX	Spokane County Fire District 13, WA
Northern Lakes Fire District, ID	Snohomish County Fire District 15, WA
Polson Fire District, MT	Eagle Fire Department, ID
Clear Creek Fire Authority, CO	Klamath County Fire District, OR
Edmond, OK	Grapevine, TX

Master Plan

Arvada, CO	Clatskanie Rural Fire Protection District, OR
City of Joshua, TX	Douglas County Fire District No. 2, OR
Clark County Fire District 6, WA	Boise, ID
Lewiston, ID	St. Albert, AB
South Adams County, CO	Imperial County Fire Department, CA
South Lane Rural Fire District, OR	Missoula Rural Fire District, MT
Georgetown, TX	Telluride, CO
Cedar Hill, TX	Spokane Valley Fire District, WA
Eagle, ID	Pueblo of Laguna, NM

Executive Search

Spokane County Fire District #13, WA	Mid-Columbia Fire and Rescue, OR
Boone County, MO	City of Houston, TX
Spokane County Fire District #10, WA	

Strategic Plan

Alameda County Fire Department, CA	Telluride, CO
Mid-Columbia Fire and Rescue, OR	



Dan Qualman, Associate Consultant ESCI

Mr. Qualman brings 36 years of experience in the public sector related to fire protection and prior to that five years working as an engineer and supervisor in private industry. Dan, as fire chief, has experienced the consolidation of two moderately sized fire departments in the Denver Colorado area. The consolidated authority covered 178 square miles with 17 stations.

Mr. Qualman is a student of leadership and organizational culture. He has served in areas of leadership for many committees and councils. He has chaired the Colorado Statewide Interoperability Council, State and Metro Fire Chiefs organizations, and the Colorado Fallen Firefighter Foundation. Informally he has provided leadership mentoring to fire chiefs facing difficult issues. He has a passion for helping other officers and organizations succeed.

Educational Background

- Bachelor of Science degree in Engineering from John Brown University
- Master degree of Public Administration from the University of Colorado at Denver.
- Graduate of the Executive Fire Officer Program at the National Fire Academy
- Graduate of the Management of Fire Prevention Program at the National Fire Academy

Professional Experience

- Six years Fire Chief of South Metro Fire Rescue Authority (CO)
- Twenty-two years Fire Chief of Parker Fire Protection District (CO)
- Three years Assistant Fire Chief of Fire Prevention for Parker Fire Protection District
- Five years Fire Marshal for Leawood Fire Department (KS)

Relative Experience

- President of the Colorado State Fire Chiefs
- President of the Metro Denver Fire Chiefs Association
- Chair of the Colorado Statewide Interoperability Council
- Chair of the Colorado Fallen Firefighters Foundation

Associated Professional Accomplishments

- Chief Fire Officer designation by the Commission on Professional Credentialing
- Fire Chief for two Accredited agencies by the Commission on Fire Accreditation
- Special Districts Association of Colorado, Manager of the Year award 2012
- George Mazzotti Fire Chief of the Year Award presented by the Colorado State Fire Chiefs and Colorado Division of Fire Prevention and Control 2012
- Cornerstone Award presented by the Parker Economic Development Council 2007

REFERENCES

Sandy Fire District 72, Oregon

Project: Administrative Plus Support, Strategic Plan, Annual Report

Contact: Phil Schneider, Deputy Fire Chief
17460 Bruns Avenue
Sandy, OR 97055
Phone: 503-668-8093

Project Description: ESCI has been engaged on a variety of initiatives for the Sandy Fire District. A foundational deliverable under the Administrative Support Plus program includes the creation of the District Strategic Plan for 2011 – 2015. The plan included a facilitation and evaluation of the Top Five Community Concerns and Priorities along with directed goals and objectives. Follow on work includes the implementation of specific plan objectives including a full community survey, capital plan analysis and the creation of job descriptions for all management and staff.

Mid-Columbia Fire & Rescue, Oregon

Project: Customer Centered Strategic Plan

Contact: Robert Palmer
1400 West Eighth Street
The Dalles, OR 97058
Phone: 541-296-9445
Email: rpalmer@m CFR.org

Project Description: Mid-Columbia Fire & Rescue contracted with ESCI to conduct an internal staff survey, facilitate a citizen's forum, and facilitate the creation of a five year customer-centered strategic plan. Included in the process are the mission-, vision- and values creation, as well as goals, objectives, critical tasks, performance metrics and preferred outcomes identified. The plan includes a timeline with the assigned person(s) responsible for coordinating objective accomplishment.

Patterson, California

Project: Patterson Strategic Plan

Contact: Steve Hall, Fire Chief
PO Box 667
Patterson, CA 95363
Phone: 209-892-5621
Email: shall@ci.patterson.ca.us

Project Description: Client was seeking a Strategic Plan for the City of Patterson and West Stanislaus Fire Protection District. A plan was created utilizing community meeting/input and internal feedback that was utilized in the creation of a new mission statement, vision statements, values, Fire Chief vision statements, SWOT and 7 initiatives with corresponding goals and objectives.

SE Thurston Fire Authority, Washington	
Project: Strategic Plan	Contact: Mark King, Assistant Chief, Shift C 709 Mill Road SE Yelm, WA 98597 Phone: 360-458-2799 Ext. 24
Project Description: ESCI was engaged by SETFA to perform a Customer Centered Strategic Plan document for final delivery early fall 2011. The team facilitated public input sessions from community stakeholders as well as performed the internal interviews of SETFA staff. As part of this assignment, ESCI focused on Mission Statement, Membership Values, SWOT Analysis and Implementation Strategies. An additional add-on consulting assignment was to provide a fiscal analysis report that incorporated many of the staffing objectives explored during the Strategic Planning process.	

APPENDIX

Disclosures and Practices

Conflict of Interest Statement

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation.

ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter.

Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project.

In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

Insurance

ESCI is insured in excess of \$2,000,000. Insurance certificates will be provided upon award of contract.

Litigation

ESCI has no past and/or pending litigation or unresolved lawsuits.

Employment Practices

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

SELECT CLIENTELE (2010–2016)

Client	Project
Alachua County, FL	Master Plan
Alameda, CA	Strategic Plan
Albany/Corvallis, OR	Collaborative Effort Feasibility Study
Albemarle CO FR, VA	Officer Development Program
Albion, NY (Village of)	Fire and EMS Review
Anacortes FD/West Skagit County, WA	Fire and EMS Cooperative Services Facilitation
North Snohomish County, WA	Cooperative Services
Arvada Fire Protection, CO	Standards of Cover
Arvada/Fairmont, CO	Feasibility Study
Astoria, OR	Internal Review
Avon Lake, OH	Cooperative Agreement/Consolidation
Bainbridge Township, OH	Facility Deployment and Staffing Study
Bangor, ME	Fire Department Management Study
Barnstable Fire Department, MA	Facility Location Study
Bay Area Economics, CA	Financial Consulting
Bemidji, MN	Feasibility Study
Bend, OR	Cooperative Services Study
Benson, MN	Shared Services Feasibility Study
Berger ABAM, WA	Vancouver (WA) Fire Service Delivery Assessment
Boise, ID	EMS Master Plan, Standards of Cover
BonTerra Consulting	Evacuation Plan
Boone County, MO	Executive Search
Boring FD, OR	Administrative Support Plus
Boring/Clackamas Fire Districts, OR	Cooperative Services
Boulder Rural, CO	Retreat Facilitation, Strategic Plan
Boulder Rural/Mt. View, CO	Feasibility Study
Brook Park, OH	Emergency Services Facility Closure Study
Brookhaven, NY	Financial Analysis, Fire Department Dissolution Feasibility Study
Brookline, MA	Technology Integration Consulting
Brooklyn Park (North Hennepin), MN	Fire Department Shared Services Study
Buhl, ID	Annexation Feasibility Study
Burbank, CA	Fire Department Comprehensive Review
Burning Mountains, CO	Management Consulting

Client	Project
Canby Rural Fire District #62, OR	Sustainability Study
Carlisle, PA	Deployment Analyses
Carlton, MN	Shared Services Feasibility Study
Central Jackson County (Blue Springs), MO	Dispatch Evaluation/Feasibility Regionalization
Central Kitsap Fire & Rescue, WA	Executive Search
Central Valley, MT Fire District	Station Location
Chaffee County, CO	Feasibility Study
Charleston, SC	Executive Recruitment
Chino Valley Independent Fire District, CA	Standards of Cover
Chula Vista, CA	Deployment Analysis, EUC Modeling Update, Fiscal Analysis of Fire Facility Master Plan, Deployment Analysis, Trigger Points for Village of Fire/EMS Services
Clark County, WA FD #5	Annexation Feasibility Analysis, Fire Authority Feasibility Study
Clark County, WA FD #6	Executive Search
Clayton, MO	Consolidation Study
Cloquet Area Fire District, MN	Strategic Plan, Review & Financial Analysis
Coeur D'Alene, ID	Kootenai County EMS System
Cohocton, NY (Town of)	EMS Consolidation Feasibility Study
Columbia 911 Communication District, OR	Executive Search
Columbia Heights, MN	Shared Services
Corcoran, MN	RFP Support Services
Corvallis PD, OR	Regional Communications Center Feasibility
Costa Mesa, CA	Fire Station Location/Response Time Modeling
Cowlitz #2 F & R, WA	Admin Services Retainer
Curry County Health District, OR	Community Attitude Survey
Danville, VA	EMS Agency Evaluation, Fire Station Location Study
Dauphin County, PA	Comprehensive Emergency Services Study
Davidson, NC	Station Location Study
Depoe Bay FPD/Newport FD, OR	Impact Assessment of Consolidation Study
Douglas County, OR	Dispatch Center Feasibility Study
Eagle Fire Department, ID	Agency Evaluation
East Pierce County FPD #22, WA	Capital Facilities Consulting
East Pierce Fire & Rescue, WA	Staffing and Deployment Analysis
Edmond, OK	Organizational and Operational Efficiency Analysis
Estacada Fire District, OR	Volunteer Recruitment Retention Strategic Plan and Administration Support Plus

Client	Project
Eugene Fire & EMS Department, OR	Feasibility Study
Evans, CO	Fire and Emergency Services Study
Everett, WA	Strategic Plan
Ferndale (Michigan Muni League), MI	Shared Services Study
Florence County, SC	Fire and EMS Evaluation
Franklin Township, NJ	Update of the Resource Deployment Analysis, Master Plan
Ft. Lauderdale, FL (With Stewart Cooper Newell Architects)	Station Location
Georgetown, TX	Master Plan
Gladstone, OR	Focused Management Review
Grand Traverse Metro Emergency Services Authority, MI	Evaluation of Potential Regionalization/Consolidation of Operations
Groton, CT	Survey of Fire Staffing Services
Guilford County, NC	Fire Service Agency Evaluation
Hailey-Wood River FPD, ID	Fire and Emergency Medical Services Study
Hamel-Lorretto, MN	Cooperative Efforts Feasibility Study
Hermiston, OR	Regional Fire and EMS Consolidation Study
Hibbing, MN	Shared Services
Highlands Ranch Metropolitan District, CO	Emergency Services Options Analysis
Hillsboro, OR	Executive Search
Hillsborough County, FL	Performance Audit
Honolulu Fire Department, HI	Merger Feasibility Study – EMS and Fire
Houston, TX	Executive Recruitment
IAFC, VA	Conference Facilitation
Imperial County, CA	Strategic Master Plan
Irvine, CA	Services Cost Analysis
Island County FD #3, WA	Executive Search
Jackson County FD #3, OR	Interim Chief, Executive Search Fire Chief, Facilities and Equipment Maintenance Study, Focused Management Review
Kannapolis, NC	Standards of Cover Analysis
Kansas City, MO	Fire/EMS CAD and RMS Integration, Standards of Cover and Strategic Plan
Kansas City/MAST, MO	Strategic Integration
Keizer Fire District, OR	Executive Search, Citizen's Advisory Group
King County Fire District 20, WA	Executive Recruitment
Kirkland, WA	Strategic Plan, Standards of Cover
Kootenai County EMS System, ID	Master Plan

Client	Project
La Pine Rural Fire District, OR	Executive Search
Lafayette, OR	Cooperative Services
Lake and McHenry Counties Fire Departments, IL	Strategic Plan Facilitation
Lakeside-Show Low-Pinetop, AZ	Cooperative Services Study
Lane County FD #1, OR	Executive Search with a Comprehensive Background Investigation
Larkspur Fire Protection District, CO	Fiscal Analysis
Lewiston, ID	EMS Master Plan
Lincoln County (Depoe Bay), OR	Collaborative Effort Feasibility Study
Littleton, CO	SOC and Strategic Plan
Littleton/Englewood, CO	Feasibility Study
Lompoc, CA	Master Plan, Assessment Center
Madison, OH	Evaluation and Master Plan
Malta, NY	Master Plan
Maplewood, MO	Consolidation Study, Standard of Cover
McKinney, TX	Operational Review of the Fire Department
McMinnville Police Department, OR	Strategic Plan Facilitation
McNulty Peoples Utility District, OR	Community Attitude Survey
Medford, OR	Master Plan
Medford/Jackson Co. 3, OR	Cooperative Services Study
Meeker (Rio Blanco) CO	EMS Director Recruitment, Master Plan
Meridian, ID	Fire Department Strategic Plan
Mid-Columbia Fire and Rescue, OR	Division Chief Executive Recruitment, Strategic Plan
Minneapolis, MN	Fire Department Evaluation/Master Plan
Minnetrasta, MN	Shared Services Feasibility Study, Police Feasibility Study
Missoula Rural Fire District, MT	Emergency Services Master Plan
Monterey Park, CA	Fire Service Analysis
Mound, MN	Police Feasibility Study
Mt. Angel Rural Fire Protection, OR	Administration Support
N Washington FPD/SW Adams Co FD, CO	Financial Feasibility Study
North Kitsap Fire & Rescue, WA	Cooperative Efforts Feasibility Study
Nehalem Bay, OR	Executive Search
New Hanover County, NC	Master Plan/Feasibility Study
Newport Beach Fire Department, CA	Agency Evaluation, Standards of Coverage, Cooperative Services Feasibility Study, Strategic Plan
North Suburban 911 Center Des Plaines, IL	Quality Dispatch Solutions Communications Study

Client	Project
Northern Lakes Fire Protection District, ID	Service Contract Development, Validation of Perceived Needs
Northfield, MN	Consolidating Fire Services
Northshore, WA	Evaluation/Cooperative Efforts
Olivette, MO	Consolidation Study
Orange County Fire Authority, CA	Strategic Plan, Standards of Coverage
Palatine Rural Fire Protection District, IL	Strategic Plan Facilitation
Parkersburg, WV	Master Plan
Patterson/West Stanislaus, CA	Joint Agencies Strategic Plan
Polson Fire District, MT	Agency Evaluation
Port Ludlow Fire and Rescue, WA	Executive Search, Strategic Plan, Executive Recruitment
Poulsbo, WA	Feasibility Study
Quincy, WA	Fire Services Alternatives Study
Ramsey, MN	Shared Services Study
Regional Emergency Dispatch Center (Red Center), IL	Comprehensive Plan Update and Expansion Review
Reno, NV	Standards of Coverage Study with Truckee Meadows Fire Protection District
Richmond Heights, MO	Consolidation Study
Rifle Fire Protection District, CO	Cooperative Feasibility Study
Rifle/Burning Mountain, CO	Management Consulting
Salem, OR	Standards of Cover
Shaker Heights/University Heights, OH	Feasibility Study
Smyrna, GA	Executive Recruitment
Spokane, WA	Standards of Coverage and Annual Update
Tualatin Valley Fire and Rescue, OR	Volunteer Recruitment and Retention
Wausau, WI	Organizational Review of the Fire Department
Weirton, WV	Fire Department Operations Review
Whitewater, WI	Fire and EMS Services Review and Analysis
Yakima Fire Department, WA	RFA Fiscal Analysis

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James A. (Jim) McComb

July 12, 2016

Mr. Mike Welch, President, Board of Directors
Mr. Larry Crabtree, Fire Chief
Mi-Wuk Sugar Pine Fire Protection District
24247 Highway 108
P. O. Box 530
Mi Wuk Village, CA 95346-0530

Dear Messrs. Welch and Crabtree,

I welcome the opportunity to be included in your Board's process to select a professional to facilitate the development of the Mi-Wuk Sugar Pine Fire Protection District Strategic Plan. Please consider the attached proposal as my bid to provide those services to you.

This engagement is more than just the development of a strategic plan. It is about encouraging a culture of strategic thinking, creating a plan that prompts – and inspires – action, and managing a process that measures success in terms of quantifiable outcomes rather than just completed activities. My time, energy and expertise are committed to the success of your planning process and, therefore, to the future success of your District.

Accordingly, my proposal refers to this project as "*Strategic Management Facilitation and Counsel.*" Planning is just one step along the Strategic Management continuum of thinking, planning, acting and evaluating . . . and counsel is a necessary complement to facilitation in order to prepare the District's leaders to effectively manage the Strategic Management continuum going forward. This proposal provides the District with the strategic plan you need *and* the tools to make that plan work effectively to bring you the future you desire.

You anticipate a decision on this engagement at your July Board meeting, and I imagine that you would want a strategic plan presented no later than the September Board meeting since your fiscal year has already begun. I can begin the process as soon as the day we execute an agreement, and will conclude it in time to present the strategic plan document at your September Board meeting. My schedule contains no significant conflicts during that timeframe, so your process can be my primary focus.

I look forward to an opportunity to work with each of you – and with the other Directors and key District staff – to develop an effective strategic plan document and accompanying strategic management process that will sustain your District's continued success going forward.

Best regards,



James A. (Jim) McComb

P. O. Box 4158, San Dimas, CA 91773 • (909) 592-1446 • JimMcComb@WildCardStrategy.com

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Executive Summary of the Proposal

This proposal begins by outlining benefits the Board and the Chief are not likely to see in other proposals: a consultant with a 30+ year career in strategic planning that includes credentials no one else has . . . a unique approach to your District's planning process . . . deliverables beyond simply a Strategic Plan document, some of which are complimentary and not included in the project estimate.

After a short section reiterating the purpose of this engagement, the proposal includes a short analysis of the Mi-Wuk Sugar Pine Fire Protection District Mission Statement and Vision Statement, including some recommendations for District leadership to consider even if Jim McComb is not the consultant chosen. This assessment of the existing District Vision Statement is included because it will be a key part of ensuring that the statement truly represents the Vision of the District's Board of Directors and senior leadership. This is critical to the planning process because strategies, key performance indicators and action steps are all built on top of – and directly related to – the foundation that is the Vision. That concept is fundamental to all effective strategic planning.

The core of this proposal comes next: the project Approach & Scope, the project Schedule (timeline) and a recap of the Deliverables. These components of the project are the core of the proposal because they are likely to be of greatest interest to the Board and the Chief. The core elements are followed by an Estimate of the Cost of delivering the Approach & Scope. The estimate is extremely competitive, given the experience Jim McComb brings to the project and the value of the deliverables included beyond the Plan itself.

Following the cost estimate, Jim's background and credentials are presented in greater depth and include letters of reference from leaders of California special districts. This proposal closes with a brief discussion of the importance placed on client confidentiality, and a closing summary that reveals something else that is rarely seen in other proposals . . . the personal side of a consulting engagement; the essence of a lifelong strategic planner's passion for his profession and for his clients, a passion that he looks forward to sharing with the stakeholders, staff and Directors of Mi-Wuk Sugar Pine Fire Protection District.

Benefits to Mi-Wuk Sugar Pine FPD Not Seen in Other Proposals

✓ Depth of the Consultant's Strategic Planning Credentials

Jim McComb has facilitated strategic planning processes and developed strategic management systems for more than 33 years, both externally as a management consultant and internally as an employee in a senior executive capacity. His experience includes non-profits, government, and for-profits ranging from sole proprietors to the Fortune 100. He has served in senior management capacities in finance, marketing, strategic planning and organizational development in some of America's largest companies, including two Fortune 100 companies, so he has the solid business acumen that a strategic planner needs. Jim is familiar with special districts, having served two terms on the Board of Oregon's second largest school district, consulted with California special districts, and dealt with special district legislation while serving in the Oregon House of Representatives. Jim got an insider's look at fire district management when his wife served as fire district director (and board president) for several years.

Jim McComb is a thought leader in the strategic planning profession:

- Author of a strategic planning book (*Blueprint for Certain Success*), co-author of a strategy book (*Best Practices in Strategy*), author of a life planning book (*Undiscovered Horizons*)
- Partner Emeritus in the world's largest strategic planning consultancy, the *Centre for Strategic Management*
- Past president of the global professional association that represents the planning profession, the *Association for Strategic Planning*
- One of fewer than 100 people in the world to hold the Strategic Management Professional (SMP) certification
- 2009 inductee into the Strategic Planning Hall of Fame
- Taught strategic thinking to more than 10,000 people across the United States
- Introduced concept of Strategic Planning to churches more than 30 years ago
- Introduced concept of Strategic Planning to the Farm Credit System 20 years ago
- Introduced Strategic Planning to numerous small business owners and entrepreneurs during the past three decades

✓ Unique Approach to Your Engagement

Through his work with an Orange County think tank of C-suite executives (the Executive Next Practices Institute), Jim stays abreast of emerging trends and practices in effective business management and strategic planning. You *won't* find boilerplate models of decades-old planning processes in this proposal. You *will* find a systems thinking approach that defines success in terms of achieving measurable outcomes that collectively realize your organization's Vision. This approach – pioneered in the 1990's by the Centre for Strategic Management while Jim was a partner there – is used today by America's most successful organizations and most effective strategic planners.

The process begins by defining the District's value to the community it serves, and expressing the components of that value as an ideal Vision of the future of Mi-Wuk Sugar Pine FPD. Once the Board defines their Vision of the future, Key Performance Indicators are identified that will measure specific progress toward realizing the District Vision. *Only* after the Vision for the future is clear and is recognized by the Board and the Fire Chief as the definition of success for the District – and *only* after there are clearly defined measures of progress toward achieving that success – is a Current State Assessment done.

Benefits to Mi-Wuk Sugar Pine FPD You Won't See in Other Proposals

✓ **Unique Approach to the Engagement . . . continued**

Many strategic planners and consultants still conduct a Current State Assessment and SWOT as the first step in a planning process, but Jim won't because he understands that assessing the environment is of no value until OCCD has defined success and the progress measures that achieve it. Many planning consultants mistakenly believe that an organization's Vision is impacted by environmental factors, but the truth is that the environment rarely changes the picture of the future that resides in the minds of the organizational leaders who set the Vision. Instead, environmental factors impact the *paths* an organization takes to realize its Vision. Those paths are called Core Strategies, which are properly developed *after* the Current State Assessment is completed . . . so that no strategies will be included in the Plan that will later be deemed impossible to achieve.

This approach assures that Mi-Wuk Sugar Pine FPD gets clarity on the right outcomes, and certainty in knowing how to measure progress and success, and in knowing what to measure in the first place.

✓ **Deliverables Beyond Just a Plan Document**

Mi-Wuk Sugar Pine FPD has asked for a **Strategic Plan** that reflects the Board's Vision and strategic thought, and Jim will deliver that . . . and more. He will *also* deliver a comprehensive internal and external **Current State Assessment** that is easily updateable by your staff on a quarterly basis. This will be a valuable ongoing management tool for your Fire Chief and the Directors. In addition, Jim will deliver a **Strategic Management Barometer** – created just for your District – that will allow for a painless Strategic Progress Update to be a part of the agenda at each monthly Board meeting. He will also provide an **Evaluation and Corrective Action** template to the Board to guide them in knowing how and when to take corrective action during the life of the Plan.

Throughout the duration of this engagement, Jim will provide a **Weekly Progress Briefing** to the Fire Chief via email every Friday that will update the District on his activities during the week just ended, followed by a short check-in call with the Chief on the next Monday to answer any questions he may have and to discuss the activities of the coming week. This ensures that the District is always "in the loop" on what Jim is doing.

Included in this proposal – at no additional cost – is an optional two-hour version of **Personal Strategic Thinking**, a popular **workshop** that Jim has taught to more than 10,000 people. This session would take place before the planning process officially began, and would be for those on the Board of Directors, or among the ranks of District employees or volunteers, who want to learn more about how to think strategically and about how to apply that thinking to achieve greater success in their involvement with the District and in their personal lives.

Also included in this proposal – at no additional cost – is six months of **on-call advice and counsel** whenever the Board of Directors or the Fire Chief has questions about the implementation and the management of their new Strategic Plan. Q&A and advice will be available via telephone and email during normal business hours.

Purpose of the Proposed Engagement

The Mi-Wuk Sugar Pine Fire Protection District provides fire protection, fire prevention, basic life support and other ancillary services designed to protect the lives and property of the residents of the District of Mi-Wuk and Sugar Pine from the adverse effects of fires, medical emergencies and other adverse conditions. The District, a combination paid and volunteer fire department, is located in the Sierra Nevada Mountains, 125 miles east of San Francisco. Approximately 1.2 square miles in size, the District protects a community that is primarily residential, with a year-around population of 2,150 and an additional seasonal population of 5,000. The State of California rates the area as a high risk for wildfire.

Although several management reports and documents exist in the District that are used for planning purposes, there has never been a comprehensive Strategic Plan in place in the District.

During June 2016, the District's Fire Chief reached out to several providers of strategic planning facilitation and consulting services and asked that they submit proposals to facilitate the process of developing a District Strategic Plan with a five year planning horizon. The process would be tentatively set to begin in late July or early August and conclude in September or October. Each potential provider was asked to prepare to facilitate a planning process that:

- Identifies District stakeholders and contributors and includes them in the Plan development
- Identifies the resources used in the planning process
- Includes at least one facilitated meeting with stakeholders and contributors
- Identifies and addresses internal and external issues
- Results in a Plan document that includes:
 - A Mission, a Vision, and Core Values
 - Goals and Objectives
 - Performance standards and other tools that measure progress toward achieving the Goals and Objectives

Following discussions with Fire Chief Larry Crabtree, Jim believes the purpose of the proposed engagement is to facilitate a Board-driven process (with staff and stakeholder involvement) that produces a District Strategic Plan that is completed and presented to the Board for approval in late Q3 or early Q4 2016. The Plan has a planning horizon of five years, and includes a Mission, a Vision that represents the District's ideal future, Core Values that set the tone for the District's culture, Core Strategies that provide actionable paths to achieve the various components of the Vision, Key Performance Indicators that measure progress toward realizing the Vision, and Tactical Action Steps that support the achievement of each Core Strategy.

The ultimate goal of the strategic planning process is to focus the District's activities, resources and energies on realizing the District Vision within the next five years.

Analysis of the Current Mi-Wuk Sugar Pine FPD Mission and Vision

In studying the Mission and Vision Statements that appear on the Mi-Wuk Sugar Pine website, and in discussing those statements briefly with Fire Chief Larry Crabtree, a few suggestions for improving and strengthening the statements come to mind. Some of the suggestions are phrased as recommendations and some are not, but all are offered in the spirit of wanting to see the District achieve strategic success going forward – as quickly, painlessly and cost-effectively as possible.

The most important part of any Strategic Plan is the Vision Statement because the Plan only exists if Vision exists. Realizing Vision is the ultimate definition of success in any organization and because it is, everything in the Plan must directly tie back to the Vision.

A Vision is a narrative paragraph that expresses in present tense what the District looks like on a specific date in the future (such as June 30, 2021 – five years from now). In other words, it is a snapshot of the desired ideal future state of the District . . . a Vision of what the Board and the Chief want to see the District become. The key word is “see.” A Vision Statement paints a visual picture of a certain time in the future. Its narrative describes specific outcomes, so a Vision is necessarily measurable.

The District’s Vision Statement is not actually a Vision. Some of the bullets are objectives, while one or two others are actually Core Values. The bullets in the Statement are not actionable or measurable because they are not specific enough to be a Vision of the future. However, many of them *could* be by answering questions such as “How?” and “In what way?” when reading each bullet. For example, “In what specific ways will we create a partnership with the community we serve?” or “How will the District stress attainable goals?” Bullet #6 could be the beginning of a list of District Core Values. Respect, honesty and integrity are a good start to that list, but they are not usually found in a Vision unless – for example – an organization has a history of not being honest with customers and puts specifics about restoring honesty in its Vision. The final bullet is confusing. Perhaps a word is missing, but the sentence just doesn’t read right and the point it is making is not clear.

In preparing this bid package, Jim read the entire District policy manual, studied every part of the District’s website and Facebook page, and Googled the District. Based on available information, these are recommendations that come to mind:

RECOMMENDATION: District Vision

The District needs a new Vision Statement in order to build the Strategic Plan on a solid foundation. A visioning session with the Board and the Chief is an important part of the process outlined for the District through this proposal.

RECOMMENDATION: Timing of the Budget Process

The budget process should be married to the planning process, and should take place directly after the planning process so that the Action Steps in the Plan can be funded adequately (if any funding is needed) to ensure success.

Analysis of the Current Mi-Wuk Sugar Pine FPD Mission and Vision . . . continued

RECOMMENDATION: Progress Reporting

A Strategic Plan progress report should be on the Board of Directors agenda every month, even if the report only takes five minutes. The Fire Chief should update the Board on progress made on the Strategic Plan goals since the previous Board meeting; such brief, continuous reporting will help maintain the inertia necessary to achieve Plan success and realize the District's Vision. This proposal includes a deliverable – the *Strategic Management Barometer* – that will make progress reporting easy for the Chief to do, and easy for the Board of Directors to evaluate. The Strategic Plan should be a living document that is actively used as a management tool. The action plan should be updated regularly and progress reported to the Board monthly.

RECOMMENDATION: Plan Reviews

The Strategies and Key Performance Indicators in the Plan should be formally reviewed on an annual basis to determine their continuing relevancy to realizing the vision.

RECOMMENDATION: Core Values

In the Request for Informal Estimate, the District expressed a desire for a Values Statement to be included in the final Strategic Plan. I would recommend the selection of four to six Core Values instead, because they are easier to recognize and to live in that format. Several years ago I invented a process for Boards and management teams to use in identifying the Core Values of their organization and have used it successfully in many planning engagements.

Many organizations ask their employees to “commit to” their Core Values or their Values Statement. Actually, people *live* Core Values rather than *committing* to them. Values are inherent in people, and therefore they are inherent in collective organizational behavior. Values are rarely learned; they generally appear in an organization when people who already hold those values are hired.

When core values are included in a Strategic Plan or are communicated to employees or the public, they should always be accompanied by a definition of what is meant by that value, and by an example of how the District could actively live that value today. For example, even though most people have a basic understanding of what “integrity” means, defining it gives the reader a clear picture of how that Core Value is understood within the context of the organization. Here are two sample Core Values with definitions and accompanying examples of how to live them in the organization:

Respect: *We have feelings or attitudes of admiration and deference toward others, and enjoy the same in return.*

Living the value: Respect is simply the Golden Rule. In any given situation, treat others in the exact way you would want to be treated by them under the same circumstances if your roles were reversed.

Accountability: *We regularly accept responsibility for results or outcomes.*

Living the value: Apologize for unacceptable performance, take immediate action to correct the performance so that it meets or exceeds expectations, reimburse any loss if a customer or employee directly experienced the unacceptable performance, and tell the harmed party what steps you are now taking in order to assure that particular unacceptable performance will not occur again.

Approach & Scope

Since strategic planning is just one of the components of the Strategic Management continuum (along with thinking, taking action, and evaluating results), and that continuum is a closed, continuous system, a systems thinking approach is appropriate for this engagement. Accordingly, Jim proposes ten strategic management phases. Phases seven through ten are beyond the scope of this engagement and are the responsibility of the Board of Directors and the Fire Chief (with access to pro bono Advice & Counsel from Jim for six months after the Board adopts the Plan). The dates used are for illustrative purposes only, to demonstrate how long each Phase might last. The actual dates for commencement and completion of the project will be determined by the Board after the consulting contract is awarded.

Phase One: “Plan-to-Plan” (*begins July 18 and ends August 5*)

This is the organizational phase of the engagement . . . the “launch.” It begins the moment that the District formally retains Jim to facilitate and coordinate the 2016 District strategic planning cycle. This phase is highlighted by these events:

- Organizational meeting via Skype attended by Larry Crabtree, Mike Welch and Jim McComb. The agenda for the meeting includes:
 - Providing a formal start to the engagement, and discussing formal communication of the upcoming process to District staff and other stakeholders
 - Determining the roles of staff and any other stakeholders in this Board-driven process
 - Defining stakeholder groups – in addition to staff, Directors, vendors, residents, volunteers and the Auxiliary – who are relevant to the outcome of the planning process
 - Noting any jargon or acronyms that Jim should be familiar with
 - Scheduling planning sessions in early August and late August, and developing a project calendar around vacations, business travel and other known blocks of time when one or more Directors and/or the Chief will be unavailable
 - Dissemination of critical background information to Jim by staff, including monthly management reports, Board minutes, budgets and other relevant operating data
- Optional Strategic Thinking Workshop for interested District staff and Directors, if the District chooses to schedule this event (in conjunction with first Board planning session)

Phase Two: Ideal Future Vision (*begins July 25 and ends September 9*)

This is the foundational phase of the engagement . . . the point at which the Board and staff confirm their comfort with – and commitment to – the existing District Mission, draft a new Vision and identify a set of Core Values. This phase marks the beginning stage of the development of the Strategic Plan document, and is highlighted by:

- The first Board/staff planning session, scheduled on or around August 3. Agenda includes:
 - Reconfirming the District Mission
 - Identifying a set of District Core Values
 - Revising the Vision to ensure it reflects the vision of the Board and key staff
 - Defining what value means to those the District serves, and the outcomes necessary to deliver it
 - Define Key Performance Indicators

Approach & Scope . . . continued

Phase Three: Define Key Performance Indicators (*begins July 25 and ends August 5*)

This is the measurement phase of the engagement . . . where the metrics that measure the successful realization of the District Vision are defined (as a part of the Board/staff planning session that takes place during Phase Two). The Strategic Plan document continues to be developed during this phase.

Phase Four: Current State Assessment (*begins July 18 and ends August 26*)

This is a key phase of the engagement, because it is where the opportunities and the challenges facing the District are identified. The Strategic Plan document continues to be developed during this phase, which is highlighted by these events:

- Current State Assessment (internal and external environment)
 - Staff and Director interviews
 - Stakeholder interviews - residents, vendors, local government, volunteers, etc.
 - Secondary research
 - Review of Board minutes, monthly District management reports, etc.
- Board/staff planning session to conduct SWOT analysis and review Current State Assessment

Phase Five: Strategy (*begins August 15 and ends August 26*)

This phase identifies the strategic paths that lead to realizing the District Vision, and the measurable goals that define successful achievement of the Strategies. The Strategic Plan document continues to be developed during this phase, which is highlighted by this event:

- Board/staff planning session (in conjunction with Board/staff planning session in Phase Four) to define the Plan's Core Strategies

Phase Six: Action Planning (*begins August 29 and ends September 13*)

This is the final phase that is a formal part of this engagement . . . the point at which the Action Steps that support each of the Strategies are determined and are inserted into the Plan draft. At this point the Plan document is complete and ready for a final draft and formal presentation to the Board and key staff. This phase marks the end of the engagement, and is highlighted by these events:

- Action planning session with Chief and consultant to define the Action Steps (and their deadlines, resource requirements and owners) that support the Strategies
- Development of the *Strategic Management Barometer* – the monthly management tool that will help staff track the progress toward realizing the District Vision
- Presentation of the final draft of the 2016-2021 Mi-Wuk Sugar Pine FPD Strategic Plan to the Board and key staff at the September Board meeting

Approach & Scope . . . continued

Phase Seven: Budgeting

This phase is not a formal part of this engagement, but Jim recommends that District staff complete this critical piece of the Strategic Management process:

- Review the budget document resulting from the recent District budget process and earmark resources to fund near-term Action Steps (those scheduled to be completed by the end of the fiscal year covered by the budget)

Phase Eight: Implementation

This phase is also not a formal part of this engagement, but Jim recommends that District staff complete these critical pieces of the Strategic Management process:

- Staff calendars Action Steps and begins completing them once Plan is approved
- Staff utilizes pro bono “*Advice & Counsel*” assistance from Jim, if they choose to

Phase Nine: Evaluation and Corrective Action (*reporting begins with October board meeting and continues monthly*)

This phase is also not a formal part of this engagement, but Jim recommends that District staff complete these critical pieces of the Strategic Management process:

- Staff reports Strategic Plan progress to the Board monthly, using the *Strategic Management Barometer*
- Staff utilizes pro bono “*Advice & Counsel*” assistance from Jim, if they choose to
- Revisit Strategies and Action Steps with unsatisfactory progress and take corrective action

Phase Ten: Annual Strategic Review and Update (*June 2017*)

This phase is also not a formal part of this engagement, but Jim recommends that the Board consider this extremely critical piece of the Strategic Management process:

- Review the 2016-2021 Strategic Plan a year from now and evaluate the ongoing relevancy of the Strategies in the Plan, and draft new Action Steps (since the old ones should have been completed during 2016-2017)

Use of Outside Consultants

No outside consultants will be used to complete this proposed engagement. Jim McComb will complete 100% of the consulting and facilitation work identified for this project.

Resource Requirements

Jim McComb will provide all resources necessary to successfully complete this proposed engagement, except the meeting space required for consultations with staff and Directors, facilitated Board/staff planning sessions, and the *Strategic Thinking Workshop* if the District chooses to offer it.

Project Schedule

Recognizing the importance of delivering a Strategic Plan to the Board of Directors as early in the new fiscal year as possible, Jim is willing and able to begin work immediately. He will commit to completing the process according to the timeline set by the Board of Directors and the Fire Chief.

The Gantt chart below illustrates the functional flow of each phase of this engagement and includes the major milestones and deliverables in each phase. The dates used are for illustrative purposes only, to demonstrate how long each Phase might last. The actual dates for commencement and completion will be determined by the Board after the consulting contract is awarded. For greater depth on the specific content of each phase, please see the Approach & Scope section that begins on page 8 of this proposal.

Mi-Wuk Sugar Pine Fire Protection District 2016 Strategic Planning Project Schedule									
Milestone/Event	7/18/16	7/25/16	8/1/16	8/8/16	8/15/16	8/22/16	8/29/16	9/5/16	9/12/16
Weekly Progress Briefings		7/29 - 9/9							
Phase 1	7/18 - 8/5								
Organizational Meeting	7/20								
Strategic Thinking Workshop			8/3						
Phase 2	7/25 - 9/9								
Board/Staff Planning (Vision)		7/25 - 8/5							
Development of Strategic Plan		7/25 - 9/9							
Phase 3	7/25 - 8/5								
Board/Staff Planning (KPIs)		7/25 - 8/5							
Phase 4	7/18 - 8/26								
Current State Assessment	7/18 - 8/19								
Board/Staff Planning (SWOT)					8/15 - 8/26				
Phase 5					8/15 - 8/26				
Board/Staff Planning (Strategy)					8/15 - 8/26				
Phase 6								8/29 - 9/13	
Staff Action Planning							8/29 - 9/13		
Strategic Management Barometer							8/29 - 9/9		
Final Presentation to Board									9/13

Project Deliverables

Mi-Wuk Sugar Pine FPD has asked for a Strategic Plan, and Jim McComb will deliver that . . . and more. The Board of Directors and the Fire Chief will receive six key deliverables during the course of this proposed engagement:

Strategic Thinking Workshop: A two-hour version of *Personal Strategic Thinking*, a popular workshop that Jim has taught to more than 10,000 people. This session would take place early in the planning process, and would be for those on the Board of Directors, and among the ranks of District employees and volunteers, who want to learn more about how to think strategically and about how to apply that thinking to achieve greater success in their role at the District and in their personal lives. The workshop is included in this proposal, but is not included in the bid because Jim has included it in the process, at no additional cost because it is a popular workshop and he feels that it would be a fun and value-filled way to kick off the District's 2016 planning process.

Weekly Progress Briefings: Throughout the duration of the engagement, Jim will file *Weekly Progress Briefings* with the Fire Chief (and with the full Board if desired). Each *Briefing* will arrive on Friday afternoon, delivered via email and will be discussed via conference call the following Monday with the Chief and any Directors who have questions or comments and wish to participate in the discussion. The *Briefing* will follow the format of the overall Project Plan and will update progress to date on all currently active steps in the process. The *Briefing* will highlight problems or issues encountered since the previous *Briefing* and the steps taken to resolve those problems and issues. These weekly updates will assure the Fire Chief and the Directors that the project is proceeding efficiently and on deadline, and will provide regular opportunities to interact with Jim and make suggestions for improvement or expansion of the process.

Current State Assessment: This comprehensive internal and external *assessment* is a thorough analysis of information and insights gathered through staff and Director interviews, a SWOT analysis session with the Board and the Chief, and primary and secondary market research conducted by Jim. It is actually an ongoing management tool that is easily updateable by District staff on a quarterly, semi-annual or annual basis, depending on the needs of the Board.

Strategic Management Barometer: This monthly management dashboard, created specifically for the District, provides an "at-a-glance" update of progress made on the Strategic Plan Action Steps, as well as ongoing tracking of all of the Key Performance Indicators. Because it is easily updated, it will allow a regular Strategic Plan update to be added to each Board of Directors meeting agenda with minimal staff prep time and minimal Board discussion.

2016-2021 Mi-Wuk Sugar Pine FPD Strategic Plan: The crown jewel of the engagement – presented in person by Jim to the Board of Directors, the Chief and others invited by the Board. In a nutshell, the Plan will tie Strategies and Action Steps directly back to the District Vision that will be the primary ongoing focus of the Board and the staff.

Advice & Counsel: Ongoing on-call telephone and email assistance during business hours for the Fire Chief and the Board, to answer questions about implementing or managing the Plan during the first six months after the updated Plan document is approved by the Board.

Informal Estimate of Project Cost

Jim is pleased to submit an Informal Estimate to provide strategic planning facilitation and counsel to the Board of Directors and the Fire Chief of the Mi-Wuk Sugar Pine Fire Protection District as they develop their 2016-2021 Strategic Plan during the coming weeks. His genuine desire to provide added value for every dollar invested by the District is reflected in every aspect of this proposal.

The District's investment in the deliverables resulting from this proposed engagement includes:

- All planning facilitation and coordination
- All data and information gathering and compilation
- All interview preparation, coordination and facilitation
- All time spent communicating with the Directors and the Chief to update project progress
- Drafting the Strategic Plan document, and developing the *Strategic Management Barometer* and the *Current State Assessment*
- All travel to and from the District offices for two one-day Board planning sessions and for presentation of the Plan at a regular Board meeting
- All printing, telephone expense, office supplies and other incidental expenses associated with the successful completion of the engagement
- Exclusive rights to all deliverables

Jim estimates that it will take 147 hours of time to effectively and successfully deliver the Approach & Scope committed to in this proposal. This translates to 27 hours spent preparing for and facilitating Board/staff planning sessions, 18 hours spent drafting the Strategic Plan document, 15 hours spent developing the *Strategic Management Barometer*, 75 hours spent gathering data, interviewing stakeholders and staff and developing the *Current State Assessment*, and 12 hours spent updating staff on the progress of the engagement. There is no charge for travel hours.

Travel costs are estimated at \$600 per trip (round trip to Sacramento on Southwest, rental car, gas and 1-2 motel nights) for three trips to the District (two Board planning sessions and the presentation of the Plan), although costs are dependent on motel availability during the summer vacation season in the Sierra, and on the ability to book flights sufficiently in advance on Southwest. Labor costs are estimated at \$6,000. This calculates to less than \$41 an hour – unheard of in the realm of strategic planning facilitation, and an exceptional value considering the deliverables the District will receive.

Jim normally charges for his services on a project basis, rather than by the hour, so that clients can be confident that they know the entire extent of their investment in a project – up front. Progress billings are sent at the end of each calendar month in order to spread the investment evenly over the entire life of the project – creating fewer P&L headaches for clients. Any remaining balance is due upon delivery of the Plan document to the Board for their approval. Travel expenses are billed at the time trips are booked so that Jim does not have to carry balances on credit cards.

Since the District requested an informal estimate, Jim anticipates that after the contract is awarded, the District will determine the project timeline and negotiate the Approach & Scope and the Informal Estimate if necessary.

Consultant Qualifications & References

There is no more important activity that any organization – including Mi-Wuk Sugar Pine Fire Protection District – ever undertakes than the process of defining a Vision for its future, designing the strategic path that will take it to that future, and effectively executing the Action Steps that will carry it along the path and guarantee arrival at that desired future. This is the strategic planning and management process . . . a process that has literally been Jim McComb’s lifelong career.

Jim believes in the value of strategic planning, and in his ability to bring that value to your District. His thought leadership in the profession and his body of work with large, complex strategic plans (as well as with very small, simple plans) has given him a collective depth and breadth of experience that is a valuable resource upon which the District can draw throughout the planning process and beyond.

Before studying his credentials and references, those reading this proposal should first reflect on what they want in a strategic planning facilitator and consultant, so they can recognize the desired candidate more easily. Readers will see Jim reflected in each of these bullets.

An effective strategic planning facilitator and consultant is someone who . . .

- Resonates with the client, inspiring trust and building a personal relationship
- Has a depth of knowledge and expertise in strategic planning, consulting, facilitation and market research
- Has a working knowledge and understanding of the client organization, the products it offers, the people it serves and the challenges it faces
- Cares about you (and your organization) and about what is important to you (and your organization)
- Displays superior inter-personal and communication skills
- Understands that facilitation is about drawing out the most appropriate, relevant and innovative thoughts from everyone in the process
- Is comfortable working with boards and senior executives
- Inspires each Director and staff member to bring their best thinking to the process and to imagine what can be and transform it into what is
- Is a thought leader in the planning profession – someone who brings new content to the literature of the profession, stimulates innovative thinking among those in the profession, and is respected both by colleagues in the strategic planning profession, and by the clients the profession serves

Consultant Qualifications & References . . . continued

✓ Credentials and Experience

Jim McComb began a thirty-three year career in strategic planning in 1981 when he co-founded a marketing consulting firm / advertising agency and began offering strategic marketing planning as one of the firm's services. Since then, he has spent seventeen years in management consulting facilitating strategic planning processes and designing strategic management systems for firms – both large and small – on five continents.

He often took time off from consulting to return to the “real world” as a strategic planning executive who occasionally served as a marketing or finance executive yet also happened to manage the strategic planning process. He has spent sixteen years in executive roles since beginning his strategic planning career. Jim's favorite planning story comes from those executive days. In 2004 he was leading a scenario planning exercise, while SVP of Strategic Planning at Countrywide, that ultimately became prophetic. The result of two days of intense scenario planning was a plausible prediction that America would experience a mortgage crisis that would lead to an overall financial meltdown. The scenario also predicted that Countrywide would be sold. The CEO refused to put any stock into the results of the session . . . but we all know what happened four years later.

Even during his off hours, strategic planning has been a focus of his life. Jim has given countless pro bono hours offering advice, plotting strategy and facilitating planning sessions for his church, his homeowners association and a number of charitable non-profits.

Strategic planning and strategic management are the common threads that run through each of the roles he has taken on during his career. Every new assignment provides ample opportunity for him to apply his growing list of planning skills: facilitating planning processes, leading executives and boards in visioning sessions, forecasting Wild Cards, coaching executives, teaching strategic thinking, developing strategies and key performance indicators and action steps, creating and launching Next Practices, leading scenario planning and designing strategic management systems.

Education

University of Tennessee, B. S., Business Administration (double major in Finance and Marketing)

University of Colorado, ABA School of Bank Marketing & Management, graduation with Distinction

John F. Kennedy School of Government, Harvard, Master's in Public Policy

Books

Jim is the author or co-author of five books: *Transitional Life-Cycle Marketing* (1993), *Best Practices Strategy School* (1998) – co-authored with Stephen Haines, CEO of the Centre for Strategic Management, *Blueprint for Certain Success* (2012), *Your Destiny Plan* (2012), and *Undiscovered Horizons* (2013). His latest business book, *Positioning for Certain Success in an Uncertain World*, is anticipated in October 2016.

Jim McComb

Strategic Management Thought Leader



Three decades of experience in planning and strategy:

- ✓ Has facilitated strategic planning processes and developed strategic management systems for more than 33 years
- ✓ Management consultant *and* corporate planning executive
- ✓ Experienced with non-profits, government, and for-profits
- ✓ Experienced with both sole proprietors *and* the Fortune 100
- ✓ Senior leadership roles in finance, marketing, strategic planning and organizational development in large, complex organizations
- ✓ Has the solid business acumen that a strategic planner needs

Thought leadership in strategic planning:

- ✓ Author of *Blueprint for Certain Success*
- ✓ Co-author of *Best Practices Strategy School*
- ✓ Partner Emeritus in world's largest strategic planning consultancy
- ✓ Past president of the global Association for Strategic Planning
- ✓ One of the first 25 people in the world to earn Strategic Management Professional certification
- ✓ Inducted into the Strategic Planning Hall of Fame
- ✓ Taught strategic thinking to more than 10,000 people
- ✓ Introduced strategic planning to churches more than 30 years ago
- ✓ Introduced strategic planning to the Farm Credit System
- ✓ Introduced strategic planning to hundreds of small business owners, entrepreneurs and corporate executives

Specialties:

- Strategic planning
- Facilitation
- Executive/Board visioning sessions
- Scenario planning
- Strategy formation
- Wild cards
- Next practices
- Performance management
- Strategic management systems
- Forecasting
- Budgeting
- Executive coaching

What clients and co-workers have to say:

"exceeds expectations . . . ability to navigate and adapt the planning process to each organization's culture."

- Tim Trotter, Manager of Strategic Planning, DuPage County, IL

"Jim was nothing short of a master as he guided our team with a strategic vision."

- Molly Walpola, Sr. Consultant, Verizon IT Business Intelligence, Basking Ridge, NJ

"Ideal strategic planning facilitator . . . Jim McComb is the best I have ever seen."

- James Kee, SVP, Bank of America, Los Angeles, CA



Contact Jim:

909.592.1446 (office) • 909.374.4738 (cell)
JimMcComb@WildCardStrategy.com

Consultant Qualifications & References . . . continued

✓ Letters of Reference

Letters of reference from the General Managers of the Orange County Cemetery District in Lake Forest and Reclamation District No. 1000 in Sacramento follow this page. They are California special districts, and represent a variety of colleagues and clients who have worked with Jim and witnessed his use of skills and abilities that are relevant to this proposed engagement. These letters are addressed to Larry Crabtree and Mike Welch. Jim also has numerous letters from California based clients on file, and has included selected excerpts from those letters below. Those letters, although addressed to others, are available for review in their entirety if desired.

- Steven M. Powell, Senior Managing Director, Longaevitas Global LLC, San Diego, California
"skills he developed as an executive coach allow him to facilitate meaningful change while allowing session participants to remain the subject matter experts."
- James Kee, Senior Vice President, Bank of America, Los Angeles, California
"ideal strategic planning facilitator . . . Jim McComb is the best I have ever seen."
- Neelima Firth, Senior Director, Alfred Mann Foundation, Los Angeles, California
"His pleasant and empathetic facilitation manner has been successful in ensuring that all people participate and have consensus in the final result."
- Victor DiMichina, President, Villas at Rancho Via Verde, San Dimas, California
"Jim was responsible for introducing us to the importance of a strategic plan . . . his work ethic and attention to detail are the best I've seen."

Board of Trustees
Leslie Keane
William E. Nelson
Vivien Owen
Kelly Rivers
Cynthia Ward



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25751 Trabuco Road
Lake Forest, CA 92630-4348
Phone: (949) 951-9102
Fax: (949) 951-0236
www.occemeterydistrict.com

Tim Deutsch
General Manager

ORANGE COUNTY CEMETERY DISTRICT

June 27, 2016

Mike Welch, President, Board of Directors
Larry Crabtree, Fire Chief
Mi-Wuk Sugar Pine Fire Protection District
24247 Highway 108
P.O. Box 530
Mi Wuk Village, CA 95346-0530

Dear Mr. Welch and Mr. Crabtree:

I am writing to recommend Jim McComb for the strategic planning coordination and facilitation role with the Mi-Wuk Sugar Pine Fire Protection District. The Orange County Cemetery District recently completed a Five-Year Strategic Plan which was facilitated and developed by Jim McComb. The District selected Jim because of his professional experience and for his initiative to learn about the Orange County Cemetery District, public cemetery operation and special district operation, prior to submitting a very detailed proposal. He provided factual data and information about the cemetery industry, some of which I must admit, I had not been aware of during my 10 years of service to the District.

Jim's enthusiasm and passion towards strategic planning and the District helped keep our trustees and staff engaged throughout the process. As a special district and public entity, Jim was very cognizant of the District's need to be transparent throughout the process; always providing the required information for staff to post prior to public meetings. He represented the District very well with stakeholders involved in the process, who may typically be non-responsive to consultants. Jim's research and knowledge of Orange County and the cemetery industry really helped acquire input from the stakeholders.

Jim always handled each question from the Board, staff or stakeholders with such integrity and tactfulness that a professional relationship was easily established. He was not considered just as a "consultant", but as an "important member of our District team". As a matter of fact, he was hired by the District to assist in the implementation of the Public Relations Plan (also completed by Jim in 2015). He and I are working on the implementation of several public relation items which were identified in the District Strategic Plan.

The completed strategic plan was implemented in January 2015. The Board and staff were excited about the document because through Jim's direction, it provided realistic and measureable goals, objectives and action items, which will eventually accomplish the revised District vision, while maintaining the District's mission.

I recommend Jim McComb to your District and know that he will work very hard to provide you with a comprehensive plan; one which will help guide your organization now and in the future. Please feel free to reach out to me for more information using my contact information below.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Deutsch", written over a large, light-colored oval shape.

Tim Deutsch
General Manager
t.deutsch@orccd.com
(949) 951-9102, extension 112



RECLAMATION
DISTRICT 1000

June 23, 2016

Mike Welch, President
Larry Crabtree, Fire Chief
Mi-Wuk Sugar Pine Fire Protection District
24247 Highway 108
P. O. Box 530
Mi Wuk Village, CA 95346-0530

RE: Letter of Recommendation for Jim McComb for Strategic Planning Services

Dear Messrs Welch and Crabtree;

Our District recently engaged Jim McComb for consulting services to develop a five year Strategic Plan. We are a small reclamation district providing flood protection and drainage services to the Natomas area of Sacramento. We have a small staff of twelve employees, a seven member Board of Trustees and a \$3.0 million annual budget. The 2015-2020 Strategic Plan approved by the Board in September 2015 was the first strategic plan ever developed by our District.

Throughout the process to develop the strategic plan, Jim conducted himself in a courteous and professional manner often using humor and real life experiences to build positive relationships with the Board and staff. He worked extremely closely with myself as the General Manager to make sure the plan met our goals and objectives. He was also able to facilitate some difficult policy issues to come to a consensus with our seven member Board who come from diverse backgrounds/experiences and have distinct areas of interest and opinions. He has a tremendous amount of knowledge and experience in the area of strategic planning which he brought to our effort to insure a quality and complete plan that could be reasonably implemented for a small District with limited financial resources.

At the end of the process, the Board and staff alike felt we had a document that will guide our District for the next five years and fill some policy and planning gaps that have existed for a long time. I would recommend Jim McComb to other similar special districts for their strategic planning services.

Sincerely,

Paul Devereux
General Manager/District Engineer

1633 GARDEN HIGHWAY
SACRAMENTO, CA 95833
916-922-1449

Disclaimers & Confidentiality

Jim McComb's role in this proposed engagement is that of Advisor, Facilitator and Catalyst for Thought – a role that does not include making decisions as to the future course of the District, or telling the Board or the Fire Chief what the specific content of their Strategic Plan (i.e. Vision, Strategies, etc.) should be. Jim's advice and counsel will be limited to structural and process matters, although he will assist with wordsmithing Core Values, Vision, Strategies, Key Performance Indicators and Action Steps when his help is requested in order to ensure that the components of the Plan properly reflect the intentions of the Directors and the Fire Chief.

Achieving benefit from a Strategic Plan is contingent on the proper structure of the Plan, on the Strategies and Action Steps that are chosen to support the Vision, on measuring outcomes rather than completed activities, on the degree of commitment on the part of Directors and the Chief to make the Plan a top priority among the ongoing activities of the District, and on their commitment to actively pursue successful completion of the Strategies and Action Steps that support the Vision in the Plan.

The work product and deliverables produced during this engagement are considered proprietary information and ownership resides wholly with District. Jim McComb retains copies of all materials in his files, but will not distribute, discuss or display the work product or deliverables produced during this proposed engagement with any party outside the District unless expressly requested to do so by the Board of Directors or the Fire Chief when he/she is acting on their behalf.

Jim McComb understands and respects the District's need for confidential treatment of all information and knowledge he acquires about the affairs of the District during this proposed engagement. Jim will keep the District's identity as a client confidential until the Board or the Chiefs informs him otherwise in writing. Likewise, he will not discuss any aspect of this proposed engagement with any persons not previously identified in this proposal as parties to this project.

Closing Summary

Thank you for your commitment to study and evaluate this proposal. If you've read it all, you know by now that strategic planning and management is not just a career for me . . . it is the essence of who I am. For me, consulting engagements are about the people I meet, the relationships I develop, and the lives and organizations that I am able to play a role in transforming. That's why I do what I do.

Strategic plans are a source of hope for the future, a lighted path that leads to successes of all kinds that used to reside only in the imagination. Now, they're attainable. All it takes is someone like me to show the way. I see a strategic plan as a candy shop, and my clients are the children who wait excitedly with their faces pressed to the window, looking in at all of the treats that lie inside the shop, just out of reach. I'm the proprietor of the shop, and it's my job to open the door and invite the clients inside. It's up to me to show them how to acquire the treats (Vision) that they want.

I love what I do because I get to help people every day. I help organizations figure out how to get to the future that they want. When an organization gets to that future, Success Happens. When success happens, people accomplish things, and when they accomplish things, problems get solved and opportunities get leveraged. People live better lives and everybody wins. That's the kind of world I like. It's why I do what I do. It's why I responded to your call for Informal Estimates. You provide something the community can't do without, and I want to help support that. I believe in the importance of drafting an effective strategic plan that allows you to continue being a source of help and hope to families at a time when they need it most.

I will be in my office all day and all evening on July 12 to be available to answer any questions you have about this proposal, or about me. Call me directly at (909) 592-1446 or email me at JimMcComb@WildCardStrategy.com. **I want to work with you, and I'm prepared to begin working with you as soon as you need me.**

Rosabeth Moss Kantor, a noted expert on management and leadership, once said that *"A vision is not just a picture of what could be; it is an appeal to our better selves, a call to be something more."*

I continuously strive to be "something more," and I believe that each one of you does as well. Let's work together in the weeks ahead to design a future – and the path to get there – that will ensure that the families who depend on Mi-Wuk Sugar Pine Fire Protection District for support – and for help when they need it most – will come to see the District, your employees and the services you provide as **something more.**

I welcome an opportunity to be part of building a relationship with you . . . and of designing a meaningful future for those you serve.

Bonnie Dahlin

From: Larry Crabtree
Sent: Tuesday, July 05, 2016 10:39 AM
To: Bonnie Dahlin
Subject: Fwd: Strategic Planning Proposal and Estimate
Attachments: Mi-Wuk Strat Planning Plan.docx; ATT00001.htm; Table of Contents.docx; ATT00002.htm; Resume - Bill Metcalf - July 2016.doc; ATT00003.htm

Hi Bonnie:

Please make 7 printed and stapled copies of this estimate for the Board Meeting.

Larry

Sent from my iPhone

Begin forwarded message:

From: Bill Metcalf <bmetcalf1101@gmail.com>
Date: July 3, 2016 at 14:26:41 PDT
To: lcrabtree@mwsfire.us
Subject: Strategic Planning Proposal and Estimate

Chief Crabtree,

Please accept this e-mail as a proposal and cost estimate to provide consulting services to assist the Mi-Wuk Sugar Pine Fire Protection District with the development of a strategic plan. As requested in the solicitation, several documents are attached for your reference:

1. An overview of the planning process. This document includes the activity plan and rough time schedule. At the end of the planning process document, you will also find a cost estimate and a description of the benchmarks at which invoices will be submitted.
2. Draft Project Scope/Table of Contents. This document lists the major headings in the final plan document.
3. A copy of my resume.

I have an extensive emergency services leadership background, including a number of years in senior management and leadership positions. I began my experience with significant strategic planning while employed at the American College of Emergency Physicians (ACEP) where I led planning efforts for the College itself, for the Emergency Medicine Foundation (EMF) and for the American Medical Association's Foundation. I have also participated in 5 strategic/planning and direction initiatives for the International Association of Fire Chiefs (IAFC) while serving on the Board of Directors and as President of the Association.

More specifically on point for this proposal, I led/facilitated strategic planning efforts for the North Lake Tahoe Fire Protection District in Incline Village, Nevada where I served as the Assistant Chief/Acting Fire Chief and for the North County Fire Protection District where I served as the fire chief. Both of those planning efforts were conducted for special district fire agencies (one in Nevada and one in California). For both of these agencies, we conducted public meetings to solicit community input, then plugged that community input into a planning workshop with senior staff and the Board of Directors of the District. Once the plan was created, we conducted periodic/annual check-ins to measure and report

progress to the Board. The plans were revised at 3 years and were completely revised at the 5 year point. It sounds as if this is the sort of effort being sought by Mi-Wuk Sugar Pine Fire Protection District.

As the plan summarizes, I offer two suggestions: one with community input and one without. That would be entirely up to the Board of Directors. If they were interested in doing the public input meeting, I would suggest that it be scheduled the afternoon or evening before the full-day Board workshop. Then we could incorporate the public input into the Board's work.

Concerning the timetable. As you are aware, Dotty and I are on an extended RV trip this summer and do not return home until Labor Day Weekend. I would be available to start the project any time in September or later. We have one other 2-week trip planned for the last two weeks of October. Other than those other time limitations, I would be available to complete the project at the Board's (and your) pleasure.

Please advise if you need any further information or documentation. Feel free to contact me by e-mail or cell (760-644-1101) if you have questions or would like to discuss further.

Bill Metcalf, Fire Chief (retired)
Principal, Public Safety Leadership Solutions, LLC
President, International Association of Fire Chiefs 2013-2014

William R. Metcalf, Fire Chief
Public Safety Leadership Solutions, LLC

DRAFT

Planning Project Overview and Timeframe

1. Obtain and Review All Pertinent Historical Documents (2 weeks)

Previous Plans
Budgets
LFCO Reports
Anything else?

2. Telephone conference call with Chief and Board President (1 week)

History
Goals
Objectives
Frame On-site session, Identify Participants, Issue Invitations

3. On-site (Scheduled in Step #2, requires 2 days on site)

Option 1: Evening session with community members
Either open invitation to community; or
Select, invited members of community

Followed by full-day session with Board of Directors, Chief, other pertinent staff

- Review of Mission, Vision, Values (or creation if they don't exist)
- SWOT Analysis
- Incorporation of Community Input
- Development of Goals, Objectives, and Measures

Option 2: Full Day session with Board, Chief, other pertinent staff
Same as option 1 without community meeting/input

4. Return home – translate materials from on-site meetings into draft document (3 weeks)

5. Provide Draft Strategic Plan Document to Chief and Board President for review/comment (1 week)

6. Edit as needed based on reviews (1 week)

7. Attend Board Meeting and present completed Strategic Plan for Approval/Discussion/Modification as needed. (first available Board meeting or special meeting after completion of #6).

8. Modify/Edit (if needed) based on full Board discussion. Provide final copy to MWSPFPD. (within 10 days following Board meeting)

COST ESTIMATE:

Consulting Services (Facilitation, Writing, Board Presentation): \$5,000

Expense Reimbursement (Travel x2): Actual, not to exceed \$1,000

PAYMENT SCHEDULE:

\$2,000 (plus actual travel expenses) Invoiced upon conclusion of Board workshop (Step #3)

\$2,000 (Plus actual travel expenses) Invoiced upon conclusion of Board presentation meeting (Step #7)

\$1,000 invoiced upon delivery of final plan documents (Step #8)

William R. Metcalf, Fire Chief
Public Safety Leadership Solutions, LLC

DRAFT

Project Scope/Plan Table of Contents
Mi-Wuk Sugar Pine Fire Protection District
Strategic Planning Initiative

Executive Summary

Strategic Plan

Introduction

Process Overview
Stakeholders and Planning Participants

Environmental Assessment

Discussion of Factors and Issues Effecting the District Now and In The Future
(Economic, Political, Workforce, Community)

National
State
Regional
County
Community

Assessment of Strengths, Weaknesses, Opportunities, and Threats

Mission Statement

Vision Statement

Values

Prioritized Goal Statements (4-6)

Must be achievable and measureable

For Each Goal

Set of Objectives to Accomplish the Goal

Identification of Responsible Party(s)
Costs (if applicable and available)
Timetable/Benchmarks
Measurements

Wicked Problems Facing the District

A discussion of large/macro issues facing the District that may not have solutions or may not be measureable, but need attention and effort during the life of the plan

Methodology and Timetable for Review and Update of the Plan

Appendix A: Identification of Participants and Summary of Output of Public Meeting (if utilized)

William R. Metcalf

39156 Camino Las Hoyes, Indio, CA 92203
(760)644-1101 • bmetcalf1101@gmail.com
LinkedIn Profile: www.linkedin.com/in/chiefmetcalf

PROFILE

Experienced emergency services leader and corporate executive. Demonstrated ability to lead a contemporary public safety agency. More than forty years of experience in the emergency services field, with more than 20 years at the senior management level. Accomplished in strategic planning, organizational leadership, fiscal planning/management, and the development and maintenance of positive and collaborative labor relations. Excellent team player. An engaged leader in the community, both in the work environment and outside activities. Nationally recognized for financial expertise, large-scale emergency management experience, innovation, and emergency services leadership. Significant experience in emergency services leadership roles at the local, regional, state, and national levels.

EXPERIENCE

PRINCIPAL/OWNER

PUBLIC SAFETY LEADERSHIP SOLUTIONS, LLC
PALM DESERT, CA
2015 – PRESENT

PSLS is a professional services/consulting firm specializing in providing high level subject matter knowledge and expertise in the public safety arena, with particular emphasis on fire service, emergency medical services, and emergency/disaster planning and management.

FIRE CHIEF/CHIEF EXECUTIVE OFFICER

NORTH COUNTY FIRE PROTECTION DISTRICT
FALLBROOK, CA
2003 – 2015 (RETIRED 12/15)

The North County Fire Protection District (NCFPD) is a full service emergency services organization providing fire protection and emergency medical services to the communities of Fallbrook, Bonsall, and Rainbow in northern San Diego County, California.

ADJUNCT INSTRUCTOR

CROWN COLLEGE
ST. BONIFACIOUS, MN
2014 – PRESENT

Adjunct instructor in the Emergency Management undergraduate degree program. Responsible for course development and on-line instruction

ADJUNCT INSTRUCTOR

COGSWELL POLYTECHNICAL COLLEGE
SUNNYVALE, CA
2010 – 2013

Adjunct instructor in the Fire Science program. Taught "Personnel Administration for the Fire Service" in the undergraduate distance education program.

ASSISTANT FIRE CHIEF

NORTH LAKE TAHOE FIRE PROTECTION DISTRICT
INCLINE VILLAGE, NEVADA
1999 – 2003

The North Lake Tahoe Fire Protection District (NLTFPD) is a full service emergency services organization providing fire protection and emergency medical services to the communities of Crystal Bay and Incline Village on the north shore of Lake Tahoe, approximately 35 miles from Reno, Nevada.

PUBLISHER AND GENERAL MANAGER

JEMS Communications, Carlsbad, CA 1997-1999

DIRECTOR, NEW BUSINESS DEVELOPMENT

Mosby-Lifeline, Hanover, MD 1996-1997

EMS EXECUTIVE OFFICER

NORTH LAKE TAHOE FIRE PROTECTION DISTRICT
1995-1996

ASSOCIATE EXECUTIVE DIRECTOR, POLICY

American College of Emergency Physicians, 1989-1995

DIRECTOR, EMERGENCY MEDICAL SERVICES

COLORADO DEPARTMENT OF PUBLIC HEALTH
DENVER, COLORADO
1985-1989

FIREFIGHTER, PARAMEDIC, LIEUTENANT

ANNE ARUNDEL COUNTY FIRE DEPARTMENT
MILLERSVILLE, MARYLAND
1974 - 1984

Additional work history and detailed description of above positions available upon request.

EDUCATION AND PROFESSIONAL CREDENTIALS

MASTER OF ARTS, ORGANIZATIONAL LEADERSHIP (2008), Crown College, St. Bonifacious, MN

BACHELOR OF SCIENCE, MANAGEMENT STUDIES (2001), University of Maryland - University College
College Park, Maryland

ASSOCIATE IN ARTS, PARAMEDIC SCIENCES (1985), Anne Arundel Community College, Arnold, Maryland

EXECUTIVE FIRE OFFICER (2006), National Fire Academy, US Fire Administration, Emmitsburg, Maryland

EXECUTIVE LEADERS PROGRAM (2012), Center for Homeland Defense and Security, Naval Postgraduate School
Monterey, CA

CHIEF FIRE OFFICER DESIGNATION (CFOD) (2008), Center for Public Safety Excellence

FIRE CHIEF CERTIFICATION (2014), California State Board of Fire Services and California Office of the State Fire Marshal

FELLOW (2014), Institution of Fire Engineers

PROFESSIONAL RECOGNITION AND MEMBERSHIPS

International Association of Fire Chiefs

President's Council (2014-Present)
President and Chair of the Board of Directors (2013-2014)
Vice President (2011 – 2013)
Treasurer (2007-2011)
Member, Economic Challenge Task Force (2008 – Present)
Chair, Emergency Management Committee (2006-2007)
Vice-Chair, National Fire Service Policy Center Task Force (2005-2006)
Vice-Chair, National Fire Service Mutual Aid System Task Force (2005-2006)
Technical Expert, Intrastate Mutual Aid System Grant Project (2005-2006)
Secretary, Executive Board, EMS Section (2001-2005)

National Fire Service Research Center and Policy Institute

President (2012 – Present)
Treasurer (2007 – 2012)

Institute of Fire Engineers, Fellow (FIFireE) – US Branch (2009 – Present)

San Diego Fire Districts Association, President, 2004-2006

San Diego County Fire Chiefs Association

Board Member (Secretary), 2004-2006
Vice-President (2006 – 2007)

National Association of Emergency Medical Technicians

Community Involvement

Rotary International

Rotary Club of Fallbrook (2003-2005)
Rotary Club of Bonsall (2005-2015), President, 2007-2008

Legacy Endowment...The Community Foundation (2009 – 2013)

Board of Directors
Chair, Investment Committee

Fallbrook Chamber of Commerce (Member)

Bonsall Chamber of Commerce (Member)

Fallbrook Hospital Site Selection Committee

APPOINTMENTS

California FIRESCOPE Board of Directors (2010-2015)

US DHS Critical Infrastructure Protection Emergency Services Sector Coordinating Council (2008-Present)

San Diego Operational Area Fire Mutual Aid Coordinator (2006 – 2008), (2014 – 2015)

San Diego North Zone Mutual Aid Coordinator (2006 – 2007)

San Diego LAFCO Fire & EMS Advisory Task Force (2004 – 2015)

Emergency Management Assistance Compact (EMAC) -Advisory Group, National Emergency Management Association (2006-2007)

AWARDS

James O. Page National EMS Leadership Award, IAFC EMS Section (2012)

Valor Award, North County Fire Protection District (2005)

Presidential Award, International Association of Fire Chiefs (2005)

Ronald D. Stewart, MD Award for National EMS Leadership, National Association of EMS Physicians

| Emergency Medical Services Award, Maryland Chapter, American College of Emergency Physicians
Distinguished Service Award, EMT Association of Colorado (1988)
Presidential Award, EMT Association of Colorado (1987)