



# MI-WUK SUGAR PINE FIRE PROTECTION DISTRICT

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

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*The mission of the Mi-Wuk Sugar Pine Fire Protection District is to serve the residents of and visitors to the community and to partner with them to provide protection from fire, medical emergencies, and other dangerous conditions.*

**TUOLUMNE COUNTY** is nestled on the west slope of the central Sierra Nevada Mountain Range about an hour east of Modesto. It is home to about 54,000 permanent residents with a substantial increase during the many tourist seasons.

The entire area is **rich with natural resources** – most notably the gold that was mined during the gold rush era, and continues to be sought and found by local and visiting prospectors. It is also abundant in natural resources including timber – Sierra Pacific Industries has a large lumber mill here, the southern-most lumber mill in California.

Outdoor recreational opportunities abound within the county. Pinecrest Lake is located about twenty minutes east, a popular destination for summer fun and trout fishing. Next to Pinecrest Lake is Dodge Ridge Ski Resort with 67 runs on 1600 vertical feet ranging from green circles to double black diamonds. Bordering the district is the 898,099 acre Stanislaus National Forest. It includes mile after mile of trails for hiking, horseback riding, and off-roading. Its hundreds of lakes, rivers, and streams are renowned for their great trout fishing opportunities. Hike into one of the wilderness areas, or take a horseback trip for a relaxing vacation of fishing and camping.

Traveling east past the District and through the Stanislaus National Forest on State Highway 108 on your way to Highway 395 and Nevada, you will go over Sonora Pass, at 9624 feet the second highest pass in the Sierra; or take a day trip Yosemite National Park, about an hour and one-half drive by car.

Entertainment is ever-present in several communities in Tuolumne County. The annual Motherlode Roundup attracts cowboys and cowgirls from across the country, while the County fair presents world class livestock. Don't miss the Polar Express in Railtown 1987, or the Joyful Sounds of Christmas presented every year by the Word Of Life Fellowship right here in our own Village. The town of Tuolumne proudly presents the Strawberry Festival as well as its annual Lumber Jubilee. Live theatre is enjoyed in both Sonora and Columbia, which also hosts '49er' style events year-around in the Columbia State Historic Park. And don't miss the opportunities for gambling at the Chicken Ranch Casino in Jamestown or the Black Oak Casino Resort with its 65,000 square foot gambling floor, 4-star, 148 room hotel, and 5-star restaurant.

**COMMUNITIES SERVED BY THE DISTRICT** include those within and outside of the District boundaries. Mi Wuk Village and Sugar Pine, about 1,500 residential structures



and a handful of light commercial structures, are within the District boundaries. Under the Tuolumne County Mutual / Automatic Aid Agreement, the District is first-in for emergencies in the surrounding communities of Confidence, Sierra Village, Whispering Pines, Long Barn, Peaceful Pines, Leisure Pines, and High Sierra Park. In total this represents about 2,715 residential homes on lots of five acres or less, 25 commercial buildings, 48 multi-family home and 16 townhomes or condominiums. The assessed value of the properties protected is about \$539,045,138.00.



The year-around population is about 2,150 with an additional 5,000 during the tourist seasons. Most of the year-around residents are retired. The communities of Mi Wuk Village and Sugar Pine are planned development communities started in the mid 1950's. These communities are about 90% built out with the majority of undeveloped lots held by property owners for privacy. Commercial activities within these communities include a deli, two coffee shops, three auto repair shops, two gas stations, two general stores, laundromat, two churches, library, real estate offices, mobile home parks, RV parks, USFS Office, and the US Postal Office.

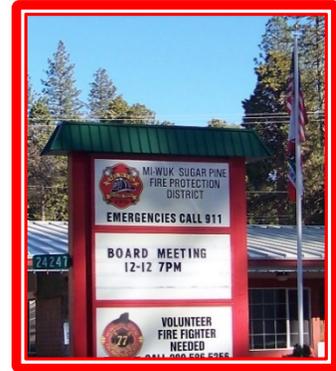
At an elevation of 4,500 feet above sea level, the District is entirely within a mixed conifer forest with a grass and brush understory and some hardwoods. The entire District is within the CAL FIRE State Responsibility Area and is also within its Very High Fire Hazard Severity Zone. The 2013 Rim Fire burned to within 4 air miles of the District; as a result the residents are very fire conscious and support defensible space efforts. State Highway 108, a major east-west route, bifurcates the District, and is a main thoroughfare between towns in the San Joaquin Valley, and the Stanislaus National Forest and State of Nevada. Snowfall is a regular and expected occurrence every winter, at times several feet accumulate in drifts and banks.



The District is fortunate to have the strong support of several local community groups including a fire department Auxiliary, the Sonora Area Foundation, the MiWuk Area Homeowners Alliance, the Sugar Pine Lake Association, and local churches. The MWSP FPD Auxiliary is in its 53<sup>rd</sup> year of continuous operation and still going strong. Its 250 members (with about 25 active) hold annual fund raising events such as Pancake Breakfasts, Spaghetti Dinners, Rummage Sales, and Salad & Fashion Shows. These fund raisers bring in about \$25,000.00 each year for the District. It also sponsors an annual bowling day for the firefighters and their families at the Black Oak Lanes. Not to be missed is the annual "Project Santa" managed by the fire fighters, when they get out into the communities with Santa Claus to distribute love, candy and photographic opportunities.



**MI-WUK VILLAGE FIRE PROTECTION DISTRICT** was organized by a Resolution of the Tuolumne County Board of Supervisors in 1959. In 1974, the District annexed the Sugar Pine community to become the current Mi-Wuk Sugar Pine Fire Protection District. In October of 2016, the Insurance Services Office (ISO) revised the District's Public Protection Classification from a 5 to the current rating of 4. It encompasses about 1.16 square miles straddling State Highway 108 about half-way between the City of Sonora and the Dodge Ridge / Pinecrest recreation areas. The current fire station was converted in 2010 from an existing hardware store to which the community added a five-bay heated apparatus building. This was financed completely by the sale of two previously existing substandard fire stations, monetary donations and donated labor from the Auxiliary and other community members.



The District's fleet includes one Type 1 4WD Engine, one Type 2 4WD Engine, one Type 2 2WD Engine, one Multi-Use Emergency Response Vehicle (MERV) (TomCar side-by-side UTV), one 4WD ½T Pickup (Chief's vehicle), and two 4WD SUVs. Plans are underway to purchase a Type 3 Engine to supplement the fleet.

The District has fire hydrants throughout with service provided by two mutual water companies and the Tuolumne Utilities District.

In 2017 the District adopted its first ever Strategic Plan with three goals planned for the next five years: Fiscal Planning, Operational Integration, and The Fleet. The Fiscal Planning goal will be completed before the current Fire Chief retires in May of 2018. The Operational Integration goal is well underway with two major elements: Integration of duty chief coverage duties with one or two neighboring departments to ensure reliable and planned coverage, and implementation of a larger scale Intern Fire Fighter program engaging Columbia Community College as well as local fire agencies. The Fleet goal is in initial stages and will, of course, rely somewhat on completion of the other two goals. There are two additional lower priority goals (Staffing & Community Risk Reduction) that were identified for action or reassessment once the first three goals are completed.

The staffing goal is to cover one engine with three firefighters at all times. Staffing is accomplished by a paid Captain or Engineer on shift in a three-platoon (48/96) pattern, supplemented by Intern (IFF) or Reserve Fire Fighters (RFF). IFFs and RFFs are recruited from the fire academies of the local community colleges. The District also has a Volunteer Fire Fighter program with a small number of volunteers. Relief is frequently provided from a pool of qualified, non-permanent captains and engineers. A full-time, paid secretary supports the administrative, clerical, and financial needs of the Chief. Substantial support is provided by the 17-member Community Assistance Support Team (CAST); which performs a variety of non-emergency tasks such as mapping, hydrant clearing, telephone support during emergencies, and physical labor projects.





Following the Rim Fire in 2013, the District partnered with CAL FIRE in its Volunteers-In-Prevention (VIP) program. Beginning its fourth year of Defensible Space Inspections these volunteers have inspected every residential property within the District at least once, and provided details to CAL FIRE for enforcement actions.

The District averages between 300 and 400 incidents each year. As the only staffed station between Twain Harte and the County line to the east, many of its responses are aid to the Tuolumne County Fire Department. About 10% are fires, 62% rescue / medical, and 13% good intent (lift

assists). Basic Life Support is provided twenty-four hours per day. Advanced Life Support is provided by the contract ambulance provider working as Tuolumne County Ambulance. The District has the only fire engine assigned Lucas 2 Chest Compression System in Tuolumne County and it gets used frequently because of its strategic location.



**The District's final (adopted) budget** for fiscal year 2017/2018 is \$713,867.10, which includes \$452,524.83 in operational expenditures and \$90,021.76 in expenditures funded by grants and donations, and general reserves of \$171,320.52. Final budgets for fiscal years 2015/2016, 2016/2017 and 2017/2018 can be found on the District's website.

**DISTRICT STAFF** includes one paid Fire Chief, one paid full-time Secretary, one paid full-time Captain and two paid full-time Engineers, unpaid Intern and Reserve Fire Fighters, and Volunteer Fire Fighters. There is one stipend Battalion Chief that was budgeted for FY 17/18 only. Its employees are not affiliated with a union.



The Fire Chief is an FLSA Exempt position, works a flexible schedule as required by the Board of Directors and the needs of the District. The current Chief is in the fifth year of a five-year contract and has announced his retirement effective May 1, 2018. The Secretary, working a 40-hour week, handles many of the administrative tasks including accounts payable, processing time reports, personnel records and applications, preparing material for meetings of the Board of Directors, and regular budget status updates.

The Captain and both Engineers work a three-platoon (48/96) shift pattern. Their time off needs are frequently covered from a pool of qualified (paid) relief personnel who are neither permanent nor full-time District staff. The stipend Battalion Chief works on an on-call basis, typically covering one of the three shifts. He also assists in administrative duties and supervision. This position was planned for a short term.

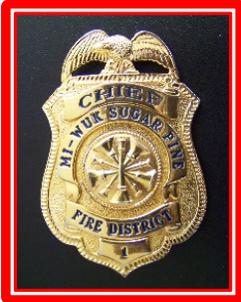
Unpaid Intern Fire Fighters (IFF) are within the Volunteer Division for administrative purposes. The District budgets for two IFFs every day at a stipend rate of \$50 / 24-hour shift. Interns are recruited from the local community colleges' fire academies. Interns are permitted to continue their college fire

education on District time if / when scheduled to work at class time. When available Interns are permitted use of a District Utility vehicle for travel to and from college classes, testing, and job interviews. Because of the nature of intern programs, the daily staffing is less than three persons at times.

The District enjoys the support of Volunteer Assistant Chief, Reserve (RFF) and Volunteer Fire Fighters (VFF). RFFs are fire fighters who have completed a fire academy from a community college, but who do not live or work nearby. RFFs self-schedule coverage at the station, typically for complete shifts. VFFs live or work nearby, are provided pagers and respond when needed for an incident or for coverage. VFFs must complete the Tuolumne County Regional Fire Academy (volunteer academy) within the first year of appointment.



**THE POSITION** of Fire Chief in the Mi-Wuk Sugar Pine Fire Protection District is a working position. As the highest level of the executive staff, the Fire Chief works with substantial independence under the policy guidance of the elected Board of Directors. The Chief is expected to live within a 20-minute response time of the District. The Chief responds to greater alarms and other incidents requiring a chief officer presence such as multi-agency incidents, or where there is potential for media interest or public relations opportunities. Occasionally, the Chief responds and assists front line resources as additional support staff. When out of the area or unavailable, the Chief arranges for duty coverage with the on-shift Captain, off-shift staff, or neighboring district staff.



The Chief is responsible for a variety of functions, including (many of these functions are occasional or shared with staff):

- ✓ Working with the Board Treasurer, develops Preliminary and Final Budget
- ✓ Working with the Board President and Secretary develops Notices and Agenda's for all Board and Committee meetings
- ✓ Direct and coordinate activities of the CAST
- ✓ Facilitation of the Defensible Space Inspection program of CAL FIRE and its VIP program
- ✓ Monitor employee qualifications including DMV licensing, EMS certification, fit testing, and other required training, certificates, and licenses
- ✓ Supervising scheduling of annual testing and maintenance activities including vehicle safety inspections, ladder testing, pump testing, etc.
- ✓ Drafting press releases regarding activities and incidents in the District or involving District staff or resources
- ✓ Represent the District to:
  - California Fire Chiefs Association
  - Fire Districts Association of California
  - California Special Districts Association
  - California State Firefighters Association
  - Tuolumne County Tree Mortality Task Force
  - Tuolumne County Fire Chiefs Association

- Tuolumne County Emergency Medical Services Authority (local EMSA)
- Tuolumne County Board of Supervisors, and its staff and program managers
- Columbia Community College
- Modesto Regional Fire Academy
- Tuolumne County Fire Department and its Fire Prevention Bureau
- Cal-OES (through the Operational Area Coordinator)
- MWSP FPD Auxiliary
- Miwuk Area Homeowners Alliance
- Highway 108 FireSafe Council
- Media outlets including the local radio station, print newspaper, and online news provider
- Insurance Services Office (ISO)
- ✓ Maintain both the District Policy Manual and its Injury and Illness Prevention program
- ✓ Review and update the District's Strategic Plan
- ✓ Review and revise the 5-year Multi-Jurisdictional Hazard Mitigation Plan
- ✓ Draft an Annual Report for the Board of Directors, citizens and media
- ✓ Provide required incident records to the California State Fire Marshal
- ✓ Ensure training records are up to date
- ✓ Approving work schedules, overtime, time reports and related items
- ✓ Apply for various grant opportunities from local foundations, state and federal sources

**THE IDEAL FIRE CHIEF** will be a modern, self-confident and visionary fire service executive who will bring to the District contemporary leadership ability complimented by a management style that will maintain the trust, motivation, involvement and empowerment of staff. The ideal Chief will understand the importance of being a visible part of the small communities served by the District. MWSP is a progressive department with a forward-thinking staff. Its Chief must have a strong personality when interacting with allied agencies and understand what that might entail. The Chief should be a strong advocate for the District in all settings and form effective relationships with regional agencies, businesses, residents, and other jurisdictions.

The ideal candidate will be a Chief Officer with experience in operations and administration, from a comparable size combination department. The new Chief should have the ability to couple a strong command presence with a leadership style that is committed to, and skilled in, mentoring and developing highly competent staff to maximize their potential and capabilities. This will require a leader who will operate under the assumption that the skills and abilities of the staff are high and will support them in meeting established goals for the District - a Chief that believes in participative management, includes staff in the decision-making process, and knows when and how to delegate effectively.

The new Chief will lead by example and will set a high standard for all employees, will be genuinely interested in getting to know the staff on a personal level, and will create a positive working environment through teamwork and innovation. He or she will be honest and fair with staff, trustworthy in keeping commitments and confidentiality, and have a high level of integrity. He or she will require skills in short-term organizational analysis and planning, and will be able to develop a clear vision for the District's future. The Chief will actively solicit and consider input from the Board, staff, the Auxiliary, and community members and organizations.

The Chief will also play an important role in regular review and revisions to the District's Strategic Plan. He or she should be able to develop long-term, implementable, fiscally sustainable strategies that will effectively guide the District into the future. The County of Tuolumne is completing a comprehensive review of all the fire services in the county, with the assistance of a professional consultant. The new Chief will be responsible for reviewing and analyzing that study and its recommendations, then making recommendations to the Board of Directors regarding options and impacts.

A primary focus will be on continuing to provide exceptional community-oriented fire and emergency services to the District's residents and visitors, and become familiar with the District's current administrative and personnel management capacity. The District is looking for a leader with a strong background in coaching, mentoring and organizational development.

The ideal Chief will be collaborative, transparent and will be straightforward, open, and consistent in all dealings with Board members, staff, and the communities served by the District. He or she will serve as a model for integrity, honesty, and work ethics in the District, will be open, candid, and work to engender the trust and confidence of the Board, paid fire fighters, volunteers, support staff, Auxiliary members, and the community. He or she will be someone who aspires to be a leader in the profession in the delivery of affordable, high quality fire, BLS and related services, and views the District as the agency that will provide her or him that opportunity.

The successful candidate will demonstrate a track record of fiscal responsibility, experience with financial statements and budgets, and strong financial and personnel management with the ability to understand the business side of the fire services not only in budgeting and cost recovery, but the true cost of providing services. He or she will be someone who considers herself or himself a visionary who is able to develop long-range plans and implement strategies to guide the District over the next 10 + years. He or she will know how to put together ideas and frame issues in a way that will succinctly identify issues and potential solutions and impacts. The new chief will be a mature, self-confident, articulate executive who can develop, present and justify written and verbal reports and recommendations for Board endorsement and approval. He or she will be a skilled communicator and active listener in a wide range of settings including public meetings, private meetings, and peer groups.

**FINALLY**, be sure to review these other important documents which can be found on the District website at: <http://www.mwspfire.us>.

- ✓ Employment Application
- ✓ Job Description
- ✓ Budgets from Fiscal Years 2015/2016, 2016/2017, and 2017/2018
- ✓ Organization Chart
- ✓ Strategic Plan
- ✓ Annual Report
- ✓ Application and Selection Process

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