



**EL DORADO COUNTY FIRE PROTECTION DISTRICT
BOARD MEETING**

AGENDA

**City of Placerville
Town Hall
549 Main Street
Placerville, CA 95667**

**Director Kaiserman
Napili Puamala
126 Napili Place
Napili, Hawaii**

**February 17, 2022
1:00 P.M. Open Session**

Join Zoom Meeting

<https://us02web.zoom.us/j/89625869650?pwd=aEkyUIV5T0hoaW8yVTBaNUl0NkphZz0>

9

Meeting ID: 896 2586 9650
Passcode: 367476

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Fire Chief, Tim Cordero

**Mark Brunton (Div. 1)
Mickey Kaiserman (Div. 2)
Chris Swarbrick (Div. 3) -Chair**

**Ken Harper (Div. 4)
Paul Gilchrest (Div. 5)**

1:00 P.M. OPEN SESSION

- 1. CALL TO ORDER:**
- 2. ROLL CALL:**

3. **PLEDGE OF ALLEGIANCE:**

4. **APPROVE AGENDA:**

5. **CONSENT CALENDAR:**

(All items approved on a single vote except those pulled for individual discussion and action).

A. Minutes: January 20, 2022, Board Meeting

B. Standard Operating Guideline:

a. Article 2 Section 34

b. Article 3 Section 23

c. Article 3 Section 24

C. Claim Payments/Deposits:

District Claims: District Deposits:

\$170,797.00 \$18,601.76

\$29,884.03 \$83,609.82

\$4,176.77 \$210,698.10

\$56,621.81 \$4,313.00

\$18,161.53

\$38,991.35

\$119,284.97

\$528.25

\$112,049.12

6. **PUBLIC COMMENT:**

(Any person wishing to address the Board on any item that is not on the agenda may do so at this time. Public comments are limited to three minutes per person.)

7. **DEPARTMENTAL MATTERS:**

A. **Administrative** – Station 17 Right Away

B. Board of Directors Division Boundaries

C. **Administrative** – Station 17 Construction Manager

- Review and Approve

D. **Communications** – Staffing Campaign / Financial Stability Campaign

- Discussion

E. **Operations** – Retention and Recruitment

- Nationwide Trends

8. **BOARD MATTERS:**

A. Website

- Board Member Bio and Information

B. Board Nominations Committee

- Discussion

9. **COMMITTEE REPORTS:**

Standing Committees:

A. Strategic Planning

B. Budget and Finance (Kaiserman, Gilcrest)

C. Communications & Outreach (Brunton, Gilchrest)

Ad-hoc Committees:

A. Operational Strategic Planning. (Swarbrick, Kaiserman)

B. Facilities & Equipment (Brunton, Kaiserman)

C. Human Resources (Swarbrick, Harper)

10. CORRESPONDENCE AND COMMUNICATION:

- Fire Engine Response Statistics.
- Medic Unit Response Statistics.
- Donation from the Gilmore Hero Foundation
- Letter to the Editor from Dr. Weidmer
- CEDAPP Recognition of Station 17 Crews

11. FIRE CHIEF'S REPORT:

12. BOARD COMMENTS:

13. FUTURE AGENDA ITEMS:

Next regularly scheduled Board Meeting, March 17, 2022.

14. ADJOURNMENT:

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability related modification or accommodation to participate in this meeting, then please contact Fire Chief Tim Cordero by telephone at 530-644-9630 or by fax 530-644-9636. Request must be made as early as possible and at least one full business day before the start of the meeting.

**EL DORADO COUNTY FIRE PROTECTION DISTRICT
BOARD MEETING**

January 20, 2022

12:30 Closed Session
1:00 P.M. Open Session

Join Zoom Meeting

<https://us02web.zoom.us/j/87344323335?pwd=Vy91ZWhwL3Q5MVhvckdHZWtPaEhoZz09>

Meeting ID: 873 4432 3335
Passcode: 514288

One tap mobile
1(669)900-9128

If you choose to attend the Zoom meeting and wish to make a comment on an item, please use the “raise a hand” button or press *9 if dialing in by phone. Public comments will be limited to 3 minutes. Thank you for your understanding during these challenging times.

Fire Chief, Tim Cordero

12:30 OPEN SESSION

PUBLIC COMMENT:

Any person wishing to address the Board on any item on the closed session portion of the agenda may do so at this time.

No Public Comment

12:35 P.M. CLOSED SESSION:

- A. Conference with Labor Negotiations
District Representative: Fire Chief
El Dorado County Professional Firefighters Association Local 3556, IAFF
Non-Represented Employee Group

1:00 P.M. OPEN SESSION

1. CALL TO ORDER:

Director Gilchrest called the meeting to order at 1:02 P.M.

2. ROLL CALL:

Present: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest
Absent: None

3. PLEDGE OF ALLEGIANCE:

The Pledge of Allegiance was recited.

4. APPROVE AGENDA:

It was moved by Director Kaiserman and seconded by Director Brunton to approve the agenda as presented. The motion was passed by the following vote:

Ayes: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest
Noes: None
Absent: None

5. CONSENT CALENDAR:

(All items approved on a single vote except those pulled for individual discussion and action).

- A. Minutes: November 16, 2021, Board Meeting
- B. Board Policy 1030
- C. Claim Payments/Deposits:

<u>District Claims Nov. 21:</u>	<u>District Claims Dec. 2021:</u>	<u>District Deposits:</u>
\$7,075.56	\$78,276.07	\$6,697.00
\$10,440.00	\$2,200.00	\$10,029.03
\$43,110.72	\$186.00	\$7,318.50
\$425.00	\$10,033.75	\$544,889.84
\$18,482.89	\$575.00	\$10,799.00
\$19,391.29	\$14,384.14	
\$10,033.75	\$18,332.13	
\$528.25	\$16,825.21	
\$112,049.12	\$1,139.13	
	\$1,050.0	
	\$43,795.76	
	\$118,337.21	

It was moved by Director Kaiserman and seconded by Director Harper to approve the Consent Calendar as presented. The motion was passed by the following vote:

Ayes: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest
Noes: None
Absent: None

6. PUBLIC COMMENT:

(Any person wishing to address the Board on any item that is not on the agenda may do so at this time. Public comments are limited to five minutes per person).

Andy Nevis

7. REPORT OF ACTION TAKEN IN CLOSED SESSION:

- A. Conference with Labor Negotiators
District Representative: Fire Chief
El Dorado County Professional Firefighters Association Local 3556, IAFF
Non-Represented Employee Group

Public Comment:

Jacob Poganski

It was moved by Director Swarbrick and seconded by Director Kaiserman to approve the two presented side letters pertaining to the benefit package increase in the amount of \$200.00 towards health care contributions with a sunset of June 30, 2022. The motion was passed by the following vote:

*Ayes: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest
Noes: None
Abstain: None
Absent: None*

8. DEPARTMENTAL MATTERS:

- A. Board Elections –
- Nominations from the November Meeting:
 1. Director Swarbrick – Chair

It was moved by Director Kaiserman and seconded by Director Brunton to approve the nomination of Director Swarbrick to continue as Chair of the Board. The motion was passed by the following vote:

*Ayes: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest
Noes: None
Abstain: None
Absent: None*

2. Director Kaiserman – Vice Chair

It was moved by Director Swarbrick and seconded by Director Brunton to approve the nomination of Director Kaiserman as the Vice Chair of the Board. The motion was passed by the following vote:

*Ayes: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest
Noes: None
Abstain: None
Absent: None*

- B. **Administrative** – Station 17 Update
- Chief Cordero
- C. **Administrative** – Strategic Planning Consultant
- Discussion

The Board gave direction to the Fire Chief obtain information for a Consultant.

D. Administrative – Human Resources Consultant

- Discussion

Director Gilchrest is to send contact information to Chief Cordero for an HR Consultant. Chief Cordero will provide that information to the members on the HR Committee and Director Swarbrick will follow up.

E. Operations - Station 72 Upstaff to 3-0

- Discuss and Approve

Public Comment

Jacob Poganski

It was moved by Director Harper and seconded by Director Brunton to approve the hiring of 3 additional Firefighter/EMT's to upstaff Station 72 to 3-0. The motion was passed by the following vote:

Ayes: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest

Noes: None

Abstain: None

Absent: None

F. Operations – Leadership Training and Development Program for Company and Chief Officers.

- Discussion

Director Brunton to meet with Division Chief McVay to discuss additional training opportunities for district staff. Director Brunton to report back to the board.

G. Administrative – Letter of Support for the Oak Hill Fire Safe Council Fuels Reduction Grant.

It was moved by Director Kaiserman and seconded by Director Brunton to approve a Letter of Support for the Oak Hill Fire Safe Council Fuels Reduction Grant. The motion was passed by the following vote:

Ayes: Swarbrick, Kaiserman, Brunton, Harper, Gilchrest

Noes: None

Abstain: None

Absent: None

9. BOARD MATTERS:

A. Strategic Planning

- Date Selection

The Board asked the Board Clerk to send out an email with a date range provided for the next Strategic Planning Workshop. The Workshop will take place on a Tuesday or Thursday in March 2022.

10. COMMITTEE REPORTS:

Standing Committees:

A. Strategic Planning

Director Swarbrick provided a summary of the Strategic Planning Workshop that took place on January 13, 2022

B. Budget and Finance (Kaiserman, Gilchrest)

Director Kaiserman provided a summary of the Budget and Finance Committee Meeting that took place on January 18, 2022

C. Communications & Outreach (Brunton, Gilchrest)

Director Gilchrest provided a summary of the Communication & Outreach Committee Meeting that took place on January 14, 2022.

Ad-hoc Committees:

A. Facilities and Equipment (Brunton, Kaiserman)

No Report

B. Human Resources (Swarbrick, Harper)

Director Swarbrick stated he wanted to report that Chief Cordero has been extremely diligent on sending briefings to the HR Committee on recent exit interviews.

11. CORRESPONDENCE AND COMMUNICATION:

- Fire Engine Response Statistics.
- Medic Unit Response Statistics.
- Thank you letter from Lake Tahoe Community College to El Dorado County Fire for the turnout donation.
- Letter from CSDA – COVID Relief Funds.

12. FIRE CHIEF'S REPORT:

- JPA:
 - We have begun contract discussions with the County for the requested 2-year extension. The JPA contract group consists of: Deputy Director Jorgensen, Chief Johnson, Chief Brown, Chief Norman and me. Meetings are set at around a 2-week interval.
 - The JPA will be entering into a contract with a consultant for a system analysis for west slope operations. This will be a comprehensive evaluation of the JPA operations, within the JPA's areas of responsibility.
 - We have reviewed the JPA/District loaned labor costs related to strike teams and open

positions, which reduced the original overage on the JPA budget last fiscal year.

- American Rescue Plan Act:
 - The County has allocated \$500,000 to the Fire Districts within the County. The County FCA is developing a methodology for disbursement amongst the fire districts, along with qualifying expenses.
- Hiring Update:
 - We have 5 new firefighters, 3 EMT's 2 paramedics coming onboard within the next few weeks. We recently had another FF/PM begin, assigned to Station 19.
- City of Placerville
 - Continue to work with City staff, attending staff meetings and City Council.
 - Several projects are underway within the city, involving our fire prevention bureau, such as a potential new hotel, apartment complex and temporary homeless shelter.
 - Dewberry Consulting continues to work on the Public Safety Building, we have a joint City Council / Board meeting scheduled for February 22, 2022, at 1500 for an update/presentation on the needs assessment. The report will be available for the Board and Council prior to the meeting for review.
 - We have begun engaging in a joint messaging campaign regarding the needs and deficiencies of both Station 25 and the current police station, for public awareness.
- District information
 - The district received a PRA request for board and committee agendas, minutes and recordings. This information has been provided the person making the request.
 - With the promotion of our 14 Engineers the District has been transitioning to the permanent engineer position across all stations and shifts, there have been a few challenges with Covid and FMLA leave but we are moving that direction.
 - We conducted Captains' meetings on 2 separate dates over the weeks. Attendance was good, there were some staffing and covid challenges, however, meaningful dialogue was had. Several Chief Officers also were in attendance.
 - The County has approved the use of the Homeland Security Funds for the fire service to purchase four side by side UTV's. ECF will be receiving one of these units, the others going to Diamond Springs, EL Dorado Hills and Georgetown. It will be our responsibility to purchase a trailer and outfit the unit. The vehicle will belong to ECF.
 - The regional grant for replacing the heart monitors within the fire districts has been completed, our district will be receiving 10 new Zoll monitors with our portion of the cost being \$38,991 – a 10% match. Thank you to Captain Snyder for his work on putting the information for our district together for this project.
 - The district website continues to be developed and improved. Captain Poganski has been diligently working on new content and improving the look and flow of the site. We have also added the “engage” component to the site, this is a Streamline feature for sign-ups to our site for information pushes. We also utilized the emergency banner component during the recent storms, to inform the public on warming shelters provided by the County.
 - The district received approximately \$114,500 from the CSDA ARPA Special District funds; this was about 70% of our original request.
 - The district is nearing completion of the FEMA/OES process for reimbursement of the Caldor Fire. Our request pertained to costs incurred by staffing of additional resources, primarily in the form of overtime costs, with some apparatus and administrative charges. Our request is for

approximately \$51,000.

- We are continuing to work with the Red Hawk Casino on their hotel and entertainment center. We have had several meetings as they move through the process. We appreciate the partnership and being able to provide input to our needs.
- Update on Station 28, the caulking work has been completed and is being monitored. This should greatly assist with the settling issues at that station.
- Station 17 – The RFP for the construction manager has been sent out by Chief Williams. We have received 2 bids so far. The draft request for the use of Development Impact Fees has been provided to County staff for review and input.
- The recent Omicron Covid variant has been impactful to our district and personnel. We have encountered some staffing challenges, however, the recent changes to a 5-day quarantine has been beneficial. We have also instituted a mask mandate for all personnel in alignment with the CDPH to ensure we can maintain a healthy workforce.
- We are continuing to evaluate and look to move away from Firehouse RMS to Image Trend. We anticipate bringing the request to the Board in the near future, funding needs to be identified as the ARPA request was not successful.
- The district has submitted for an AFG Grant for the replacement of Water Tender 28. Thank you to Captain Snyder for his continued diligence in our grant writing.
- There have been some changes in scheduling at the city level, for the time being Town Hall should be available for our monthly Board meetings. The County building is still unavailable for the foreseeable future.
- Ancillary duties for 2022, Chair of the El Dorado County Fire Chiefs Association, Vice Chair for JPA Board, and the County Wildfire Resiliency Committee.
- I will be attending a class at the National Fire Academy next week, along with Captain Shepard. Wildland Urban Interface, Fire Adaptive Communities. I will be available via phone and email; Chief Lohan will have district operations and needs in my absence.
- During late December and early January, a series of storms resulted in significant snow fall across the district, down to Shingle Springs. The storms produced power outages across the district with trees failing due to the snowfall. We also experienced a failure of the backup generator for Station 19. We were able to secure a backup to the back up from one of our members and ultimately from the County. Chief Williams is working on the repair/replacement for this unit. The storms created an incredibly challenging and busy workload for our crews. The resourcefulness of our personnel and their commitment to getting the job done was commendable. Road closures, traffic, and impassable roads did not stand in the way of our firefighters getting done what needed to be done.

12. **BOARD COMMENTS:**

Brunton: No Comment

Swarbrick: No Comment

Kaiserman: No Comment

Harper: No Comment

Gilchrest: Director Gilchrest stated after his meeting with the Union President to review the survey the district had conducted; he did some additional research and found a survey that was completed by a Chief Officer for a Department in South Carolina. He did this survey as part of his work for the National Fire Academy. Director Gilchrest stated what he found in the survey the district completed was very aligned with the survey this Chief Officer had completed. Director Gilchrest referenced the information he found in outside departments survey.

13. FUTURE AGENDA ITEMS:

Next regularly scheduled Special Board Meeting February 17, 2022

Board of Director Division Boundaries

Station 17 Right away

Board Nominations Committee

Website

- Board Member Information

Communication Committee Campaign

- Staffing
- Finance Stability

14. ADJOURNMENT: At 3:01 P.M. it was moved by Director Brunton and seconded by Director Kaiserman to adjourn; all in favor

EL DORADO COUNTY FIRE PROTECTION DISTRICT

STANDARD OPERATING GUIDELINE

ARTICLE 2: ADMINISTRATIVE POLICIES

EFFECTIVE DATE:

SECTION 34: SOCIAL MEDIA USAGE

REVISED:

- 2.34.1 **PURPOSE:** The purpose is to provide guidance to El Dorado County Fire Protection District members to clarify the boundaries between appropriate and inappropriate use of social media by District personnel and to provide guidelines on the management, administration, and oversight. This policy addresses social media in general terms as technology will outpace our ability to discover emerging technology and create policies governing its use. The inappropriate use of social media may lead to actual harm and disruption to the District in terms of the public's perception of the organization as willing to render services to them.
- 2.34.2 **POLICY STATEMENT:** Engaging in social media and social networking activities is a form of speech. Nothing in these rules is intended to unlawfully restrict a member's right to discuss as a private citizen, matters of public concern, nor engage in concerted activity with co-workers. Members have an affirmative obligation to avoid being perceived as a spokesperson for the District.
- 2.34.3 **BACKGROUND:** Facebook, Twitter, Instagram, and other social media outlets and systems are available and used by many people, including District personnel, and the District itself. Social media provides a valuable means of assisting the District in meeting community education, community information, fire prevention, and other related organizational and community objectives. This policy identifies possible uses that may be evaluated and used as deemed necessary by the Fire Chief. The District recognizes the role that social media tools may play in the personal lives of District personnel. The personal use of social media can affect District personnel in their official capacity as firefighters. This policy provides guidance of a precautionary nature as well as restrictions and prohibitions on the use of social media by District personnel. The District endorses the secure use of social media to enhance communication and information exchange, streamline processes, and foster productivity with its employees.
- 2.34.4 **DEFINITIONS**
- 2.34.4.1 *Blog:* A self-published diary or commentary on a particular topic that may allow visitors to post responses, reactions, or comments.
- 2.34.4.2 *Harassment:* is the systematic and/or continued unwelcome actions of one party or group intended to demean, threaten, intimidate, or alarm another party or group.
- 2.34.4.3 *Hate speech:* is speech that attacks a person or group on the basis of attributes including race, ethnic origin, national origin, skin color, gender (including status as pregnant or nursing), religion, disability, age, or sexual orientation, indicating a level of intolerance or hostility that is incompatible with a commitment to serve all members of the community.
- 2.34.4.4 *Post:* Content an individual shares on a social media site or the act of publishing content on a site.
- 2.34.4.5 *Profile:* Information that a user provides about himself or herself on a social networking site.
- 2.34.4.6 *Social Media:* A category of Internet-based resources that enable the user to generate content and encourage other user participation. This includes, but is not limited to, social networking sites: Facebook, Instagram, Twitter, YouTube, Wikipedia, blogs, and other sites (there are many social media sites and this is only a representative list.)

- 2.34.4.7 *Social Networks:* Platforms where users can create profiles, share information, and socialize with others using a range of technologies.
- 2.34.4.7 *Speech:* Expression or communication of thoughts or opinions in spoken words, in writing, by expressive conduct, symbolism, photographs, videotape, or any related forms of communication.
- 2.34.4.2 *Spokesperson for the District:* an employee/member who makes a statement: on behalf of the District; in his/her capacity as an employee or member of the District; or in such a way that it may reasonably be attributed to the District as opposed to making the statement as a private citizen.

- 2.34.5 **POLICY**
 - 2.34.5.1 **Strategic Policy**
 - 2.34.5.1.1 Each social media page shall include an introductory statement that clearly specifies the purpose and scope of the District's presence on the website.
 - 2.34.5.1.1.1 Social media page(s) shall link to or reference the fire District's official website.
 - 2.34.5.1.1.2 Social media page(s) shall be designed for the target audience(s) such as the community, civic leadership, employees, or potential recruits.

 - 2.34.5.2 **Procedures**
 - 2.34.5.2.1 All District social media sites or pages shall be approved by the Fire Chief and shall be administered by the Fire Chief or his designee.
 - 2.34.5.2.2 Social media pages shall clearly indicate they are maintained by the District and shall have the District logo and contact information prominently displayed.
 - 2.34.5.2.3 Social media content shall adhere to applicable laws, regulations, and policies, including all information technology and records management policies of the District.
 - 2.34.5.2.4 Social media content is subject to open public records laws.
 - 2.34.5.2.5 Relevant records retention schedules apply to social media content.
 - 2.34.5.2.6 Content must be managed, stored, and retrieved to comply with open records laws.
 - 2.34.5.2.7 Social media pages should state that the opinions expressed by visitors to the page(s) do not reflect the opinions of the District.
 - 2.34.5.2.8 Social media pages shall clearly indicate that posted comments will be monitored and that the District reserves the right to remove obscenities, off-topic comments, and personal attacks.
 - 2.34.5.2.9 Social media pages shall clearly indicate that any content posted or submitted for posting is subject to public disclosure.

 - 2.34.5.3 **District-Sanctioned Use**
 - 2.34.5.3.1 The following rules apply to District personnel acting as a spokesperson for the District via social media outlets:
 - 2.34.5.3.1.1 The use of District computers by District personnel to access social media is prohibited without authorization.
 - 2.34.5.3.1.2 Shall conduct themselves at all times as representatives of the District and shall adhere to all District standards of conduct and observe conventionally accepted protocols and proper decorum.
 - 2.34.5.3.1.3 Shall identify themselves as a member of the District.
 - 2.34.5.3.1.4 Shall not post, transmit, or otherwise disseminate confidential information, including photographs or videos related to District training, responses, activities, or work-related assignments without express written permission for the Fire Chief.
 - 2.34.5.3.1.5 Shall never post photos of EMS patients treated by the District.
 - 2.34.5.3.1.6 Shall not conduct political activities or private business.
 - 2.34.5.3.1.7 Shall not use personally owned devices to manage the District's social media activities or in the course of official duties.
 - 2.34.5.3.1.8 Shall observe and abide by all copyright, trademark, and service mark restrictions in posting materials to electronic media.

2.34.5.3.1.9 Content for any social media outlet should be submitted through a Public Information Officer (PIO), Communications Manager, the Fire Chief or designee.

2.34.5.4 **Potential Uses**

2.34.5.4.1 Social media is a valuable tool when providing information about:

- road closures
- special events
- weather emergencies
- updates on District programs and activities
- major ongoing events in the jurisdiction that affects the entire community

2.34.5.4.2 Employment Opportunities – Persons seeking employment use the Internet to search for opportunities.

2.34.5.4.3 Background Checks – For authorized members to conduct a background check on potential employees.

2.34.5.4.3.1 Candidates applying for employment must sign a release document enabling the District to conduct a background check using any resource including social media.

2.34.5.4.3.2 The District has an obligation to include Internet-based content when conducting background investigations of job candidates.

2.34.5.4.3.3 Searches should be conducted by Human Resources or with permission from the Fire Chief and only for the purposes of providing possible background material on an employee candidate.

2.34.5.4.3.4 Information pertaining to protected class status shall be filtered out prior to sharing any information found online with decision makers.

2.34.5.4.3.5 Persons authorized to search Internet-based content shall be deemed as holding a sensitive position and shall keep and treat all information found as confidential.

2.34.5.4.3.6 Search methods shall not involve techniques that are a violation of existing law.

2.34.5.4.3.7 Vetting techniques using social media as one of many resources to provide valid and up to date information shall be applied uniformly to all candidates.

2.34.5.4.3.8 Every effort must be made to validate Internet-based information considered during the hiring process.

2.34.5.4.3.9 An Internet search shall not be the only mechanism used to provide background information on a possible candidate.

2.34.5.5 **Personal Use, Precautions, and Prohibitions**

2.34.5.5.1 District personnel shall adhere to the following when using social media.

2.34.5.5.2 District personnel are free to express themselves as private citizens on social media sites to the degree that their speech does not impair or impede the performance of their duties, impair discipline and harmony among coworkers, or negatively affect the public perception of the District. No member, while speaking as a private citizen on a matter of public concern, shall speak in such a way as to cause actual harm or disruption to the mission and functions of the District.

2.34.5.5.3 Members may speak on a matter of public concern as a spokesperson for the District only with permission through the chain of command.

2.34.5.5.4 As public employees, District personnel are cautioned that their speech either on or off-duty, and in the course of their official duties that has a connection to the employee's professional duties and responsibilities, may not be protected speech under the First Amendment.

2.34.5.5.5 Speech that violates this policy may form the basis for discipline if deemed detrimental to the District.

2.34.5.5.6 District personnel shall assume that their speech and related activity on social media sites will reflect upon their position within the District and of the District.

2.34.5.5.7 District personnel shall not post, transmit, or otherwise disseminate any information to which they have access as a result of their employment without written permission from the Fire Chief.

- 2.34.5.5.8 District personnel shall use good judgment, moral conduct, and adhere to the professional standards and code of conduct of the District if they elect to do the following on personal social media pages or outlets:
 - 2.34.5.5.8.1 Identify themselves as a member of the District and/or display District logos, uniforms, or similar identifying items on personal web pages.
 - 2.34.5.5.8.2 Post personal photographs or provide similar means of personal recognition that may cause them to be identified as a firefighter, fire officer, employee, or member of the District.
 - 2.34.5.5.9 Understand that when using social media, anything they say or post becomes a permanent part of the World Wide Web.
 - 2.34.5.5.10 Personnel who elect to identify themselves as a member of the District shall post a disclaimer that they do not represent the fire District in any official capacity.
 - 2.34.5.5.11 Adherence to the District's code of conduct is required in the personal use of social media.
 - 2.34.5.5.12 When engaging in social media or social networking activities, all personnel will maintain a level of professionalism in both on-duty and off-duty conduct that is consistent with the honorable mission of our District.
 - 2.34.5.5.13 Members shall not engage in speech that is false, deceptive, libelous, slanderous, misleading, obscene, sexually explicit, expresses bias against any race, any religion, or any protected class of individuals, or causes harm to others, including speech that constitutes hate speech, or harassment, nor shall members discuss protected or confidential matters of the District, including:
 - 2.34.5.5.13.1 matters that are under investigation
 - 2.34.5.5.13.2 patient and employee information protected by HIPAA or medical confidentiality laws, or personnel matters that are protected from disclosure by law.
 - 2.34.5.5.14 District personnel may not divulge information gained by reason of their position or authority; make any statements, speeches, appearances, and endorsements; or publish materials that could reasonably be considered to represent the views or positions of the District without express written authorization from the Fire Chief.
 - 2.34.5.5.15 District personnel should be aware that they may be subject to civil litigation for publishing or posting false information that harms the reputation of another person, group, or organization otherwise known as defamation to include:
 - 2.34.5.5.15.1 publishing or posting private facts and personal information about someone without their permission that has not been revealed previously to the public, is not of legitimate public concern, and would be offensive to a reasonable person;
 - 2.34.5.5.15.2 using someone else's name, likeness, or other personal attributes without that person's permission for an exploitative purpose; or
 - 2.34.5.5.15.3 publishing the creative work of another, trademarks, or certain confidential business information without the permission of the owner.
 - 2.34.5.5.16 District personnel shall understand that privacy settings and social media sites are constantly changing, and shall never assume that personal information posted on such sites is protected.
 - 2.34.5.5.17 District personnel shall expect that any information created, transmitted, downloaded, exchanged, or discussed in a public online forum may be accessed by the District at any time without prior notice.
 - 2.34.5.5.18 On-duty members discussing incident and/or work-related matters in social media may inadvertently trigger public records requirements under the California Public Records Act.
- 2.34.6 **VIOLATIONS**
 - 2.34.6.1 Reporting violations.
 - 2.34.6.1.1 Any employee becoming aware of or having knowledge of a posting or of any website or webpage in violation of the provision of this policy shall notify his or her supervisor immediately for follow-up action.
 - 2.34.6.1.2 Violation of this social media policy may result in disciplinary action up to, and including, termination in accordance with the District's disciplinary action policy.

El Dorado County Fire Protection District

Standard Operating Procedures

Article: 3 Emergency Operations
Section: 23 ECF Rescue Boat Operations

Adopted: DRAFT
Revised: 02/01/2022

1. Purpose

- To promote safe guidelines for operating both motorized and non-motorized boats in the water environment. The District has many lakes and rivers within its boundaries that have caused incidents that include water rescues, boating accidents, and remote area rescues. If needed, the District can deploy the proper boat according to the incidents needs. Any requests by an outside agency must be approved by the Duty Chief.

2. Definitions

- **Boat**- Inflatable boat with motor
- **Hazard** – Any object that can cause damage to personnel, boat, or engine.
- **Operator**- District approved personnel who is responsible for the boat & crew.
- **Raft**- White water rated inflatable floating platform used as a boat.
- **Rescue Swimmer** – District approved personnel who has passed minimum qualifications set by the training division.
- **Spotter**- An individual who is at the bow of the boat looking for hazards.
- **Static Water**- Water with no current or less than one knot
- **Swift Water** – Water moving at a rate greater than one knot (1.15 mph or almost 2 ft./sec.). Class I: moving water with small waves; Class II: easy rapids with up to 3-ft. waves, Class III: rapids with high, irregular waves, requiring complex maneuvering, Class IV: long, difficult rapids with constricted passages, Class V: Extremely difficult.
- **Flat Water** – Body of water that is free of current and or sheltered from excessive wind.
- **Swim Test**- Annual swim proficiency test that is required for any personnel to enter the water.
- **IDLH**- Immediately Dangerous to Life and Health.

3. Guideline

- Any incident occurring on or near a body of water is reason to bring one of the Districts boats. If time allows, it is the preferred rescue method to reduce the risk of injury or exposure to both rescuers and victims.
 - Boat 17 should be used to access areas that are inaccessible by non-motorized vessels or to cover a large distance by water.
 - Raft 74/17 should be considered anytime there is a river rescue. The rafts maneuverability and floatation are superior to any rescue swimmer.
- Only District personnel who have who have successfully completed District Training requirements in that water environment may be allowed to operate the boat.
 - Boat 17 Operators must have the following:
 - Static Water Use- CA Boating License and to pass District Training Standards for flat water.

El Dorado County Fire Protection District

Standard Operating Procedures

Article: 3 Emergency Operations
Section: 23 ECF Rescue Boat Operations

Adopted: DRAFT
Revised: 02/01/2022

- Swift Water Use- CA Boating license, approved rescue boat operator course and has the rescue swimmer qualifications.
- Raft 74/17 Operators must have the following:
 - Static Water Use- pass annual swim test.
 - Swift Water Use- required to be rescue swimmer qualified and have passed the District Training Standards.
- Only qualified personnel who have successfully completed the District Training requirements in a water environment may be allowed in a boat.
 - Boat 17 Crewmembers must have the following:
 - Static Water Use- pass annual swim test.
 - Swift Water Use- rescue swimmer qualified.
 - Raft 74/17 Crewmembers must have the following:
 - Static Water Use- pass annual swim test.
 - Swift Water Use- rescue swimmer qualified.

4. Operations

- Prior to any launch, the operator must ensure that those in the boat have passed the appropriate swim test for the environment they are entering.
- Appropriate level of PPE will be worn for the expected water conditions.
- A risk assessment should be completed before launch and equipment needs determined.
- A briefing should be conducted with the crew outlining what their assignments will be, plan for entry, victim contact and egress.
- Maintain communications with resources on land.
- Use a spotter(s).
- Do not tie the victim to the boat or any equipment that could restrict their ability to swim if the boat were to flip.
- Victim care may need to be modified until you return to land and exit the IDLH environment.
- Use of other agency personnel:
 - Boat 17- must be qualified as a Rescue Swimmer by their department.
 - Raft 74/17- must be qualified as a Rescue Swimmer by their department.

5. Loading and Transporting

- a. Raft 74- stored at Station 74. Resides on top of Air 72 which is a one-ton pickup with a flat top service bed. It is advised to use the electric pump in the passenger side compartment to “top off” the raft and tighten the 4 straps before departing. Air 72 is a manual transmission.
- b. Boat 17- stored at Station 17. It has a dedicated trailer that it rests on at all times. Trailer shall be properly connected to hitch with safety chains and wiring harness attached. Any vehicle with a hitch and wiring harness will do. When responding to high elevation lakes, do not top off the boat before departure.

El Dorado County Fire Protection District Standard Operating Guideline

Article: 3 Emergency Operations
Section: 24 Rope Rescue Operations

Adopted:
Revised: DRAFT

I.

Purpose:

El Dorado County Fire Protection District will follow the procedures outlined in this policy while operating on incidents that require the use of a rope rescue system.

Rope Rescue emergencies are generally high risk, low frequency events that require multi agency cooperation. By standardizing equipment, training, and procedures, we can provide quicker, safer, and competent service delivery to the citizens of El Dorado County.

It is the objective of El Dorado County Fire Protection District to utilize a system that is simple, will not delay emergency operations, is compatible with neighboring jurisdictions and follows the minimum standards from NFPA and State Fire Training guidelines. With this in mind, the system will be continually reevaluated in order to make any necessary operational and hardware adjustments.

The primary intention of the Rope Rescue Policy is to bring common terminology, standardized training, required equipment, and uniform ICS to El Dorado County Fire Protection District and surrounding agencies.

II. **Standard**

1. Low Angle Rope Rescue refers to an environment with slopes of 15-40 degrees. 0 degrees is considered flat land and 90 degrees is considered completely vertical.
2. Low Angle Rescue is considered any environment that the "on rope" rescuer is predominantly able to support themselves and the load without relying on the rope system due to fall and/or slip hazards.
3. El Dorado County Fire Protection District will use the Rope Rescue policy when operating on an incident that requires LARRO (Low Angle Rope Rescue Operations) and/or High Angle in order to maintain cooperation and safe effective operations between agencies.
4. High Angle Rope Rescue refers to an environment with slopes greater than 41 degrees.

El Dorado County Fire Protection District

Standard Operating Guideline

Article: 3 Emergency Operations
Section: 24 Rope Rescue Operations

Adopted:
Revised: DRAFT

5. High Angle Rescue is considered any environment that the “on rope” rescuer is predominantly supported by the rope system and relies solely on this system to prevent slips and or falls.

III. Definitions

See El Dorado County FPD Training manual for definitions.

IV. Procedure

1. ECF personnel shall utilize Rope Rescue Operations on all incidents where there is a potential for falls to the rescuer and victim.
2. ECF personnel shall utilize Rope Rescue Operations on all incidents where mechanical advantage would assist the rescuer(s) with raising victims and prevent injury to rescuer(s) and victims.
3. Ideal staffing is approximately 6-8 qualified rescuers. ECF personnel can utilize other personnel on scene with duties. Such as assisting with the haul team. Such personnel can include Caltrans, CHP, EDSO, Fish and Game, etc.
4. ECF shall use approved anchors unless environment suggest otherwise.
5. Each ECF Operational employee shall be trained up to Low Angle Rope Rescue Operational.
 - i. Annual LARRO training shall consist of 8 hours.
 - ii. Crews that are training in High Angle Operations shall complete an additional 8 hours.
 - iii. ECF will attempt to have 1 multi company drill for all shifts, engine companies and medic units.
 - iv. Module Training will include basic rope rescue drills to teach fundamentals and keep skills up to date.
 - v. All training records will be maintained in FIREHOUSE reporting system.
 - vi. System Review
 - a. This policy will be reviewed annually to confirm current practices are consistent with industry standards.

El Dorado County Fire Protection District Standard Operating Guideline

Article: 3 Emergency Operations
Section: 24 Rope Rescue Operations

Adopted:
Revised: DRAFT

6. Maintenance and Inspections
 - i. All Rope Rescue Equipment shall be inspected during weekly checks and after each use.
 - ii. Inventory will be confirmed
 - iii. Equipment condition will be documented.
 - iv. All equipment will be cleaned as needed.

DRAFT

EL DORADO COUNTY FIRE FINANCE REPORT

1. Fire Operations Budget Summary
2. District Claims Submitted for Payment

District Claims:

- \$170,797.00
- \$29,884.03
- \$4,176.77
- \$56,621.81
- \$18,161.53
- \$38,991.35
- \$119,284.97

District Deposits/Journal Entries:

- \$18,601.76
- \$83,609.82
- \$210,698.10
- \$4,313.00

EL DORADO COUNTY FIRE PROTECTION DISTRICT

Final Fire Operations Budget Summary 2021-2022

July 1, 2020 Through January 31, 2022 59% Expended

Sub	Revenues / Sources	Final Budget 2021-2022	Expended 2021-2022	Over or Under Budget	Percentage Collected
	<i>Carry-over funds from previous year</i>				
100	Property Taxes-Secured (current year)	\$9,994,230.00	\$5,407,871.09	(\$4,586,358.91)	54%
110	Property Taxes-Unsecured (current)	\$172,904.00	\$164,807.92	\$0.00	95%
140	Supplemental Property Taxes-Current	\$229,271.00	\$100,270.50	(\$129,000.50)	44%
174	Tax: Timber Yield	\$86.00	\$28.40	(\$57.60)	33%
342	Fund Balance (Measure S Fund Transfer St. 28)	\$0.00	\$0.00	\$0.00	0%
820	State Homeowners Property Tax Relief	\$77,609.00	\$38,304.10	(\$39,304.90)	49%
	<i>Prior Years Property Taxes</i>				
120	Property Taxes-Prior Secured	\$3,867.00	(\$1,633.41)	(\$5,500.41)	0%
130	Property Taxes-Prior Unsecured	\$6,840.00	\$3,843.88	(\$2,996.12)	56%
150	Supplemental Property Taxes-Prior	\$20,535.00	\$12,086.99	(\$8,448.01)	59%
360	Taxes-Penalties	\$9,009.00	\$4,448.09	(\$4,560.91)	49%
	<i>Voter Approved Special Taxes</i>				
175	Direct Assessment	\$514,176.00	\$298,130.63	(\$216,045.37)	58%
1310	Fire Suppression (Shingle Springs)	\$5,214.00	\$3,585.00	(\$1,629.00)	69%
	<i>Other Fees & Service Reimbursements</i>				
881	Federal/State Reimbursements	\$639,782.00	\$634,883.55	\$195,101.55	130%
400	Interest	\$20,655.00	\$6,007.42	(\$14,647.58)	29%
420	Rent: Land & Building	\$25,969.00	\$0.00	(\$25,969.00)	0%
1100	Other Federal Revenue CARES Relief Funds	\$0.00	\$0.00	\$0.00	0%
1200	Temporary T.O.T. Reimbursement	\$65,465.00	\$68,000.00	\$2,535.00	0%
1400/1401	Inspection Fee's - Prevention - Plan Review Fees	\$146,505.00	\$59,832.67	(\$86,672.33)	41%
1403	Development Fees Trust Fund	\$0.00	\$0.00	\$0.00	0%
4304	Ambulance Admin Reimbursement (1686)	\$304,328.00	\$0.00	(\$304,328.00)	0%
1744	Misc: Inspection or Services VHR	\$0.00	\$12,025.00	\$12,025.00	0%
1940	Miscellaneous	\$5,465.00	\$1,762.72	(\$3,702.28)	32%
1942	Misc: Reimbursement	\$0.00	\$0.00	\$0.00	0%
1947	Insurance Refunds & Safety Funds	\$6,466.00	\$3,096.00	(\$3,370.00)	48%
2000	Sale of Fixed Assets	\$2,880.00	\$0.00	(\$2,880.00)	0%
1207	Shingle Springs Rancheria	\$641,062.00	\$0.00	(\$641,062.00)	0%
1800	Interfund Rev.: Service Between Fund Types	\$138,040.00	\$138,040.00	\$0.00	100%
	Total Revenue	\$13,030,358.00	\$7,155,390.55	(\$5,866,871.37)	54.91%

EL DORADO COUNTY FIRE PROTECTION DISTRICT

Final Fire Operations Budget Summary 2021-2022

July 1, 2021 Through January 31, 2022 59% Expended

Sub	Salaries & Benefits Expenditures / Uses: Class I	Final Budget 2021-2022	Expended 2021-2022	Over or Under Budget	Percentage Expended
3000	Salaries and Wages	\$4,961,111.00	\$2,548,459.16	(\$2,412,651.84)	51%
3001	Directors/Apprentice FF/Prevention Consultants	\$0.00	\$2,920.00	\$2,920.00	0%
3002	Overtime	\$1,652,627.00	\$932,618.37	(\$720,008.63)	56%
3004	Other Compensation	\$267,377.00	\$159,788.78	(\$107,588.22)	60%
3020	Retirement	\$2,282,433.00	\$2,229,579.66	(\$52,853.34)	98%
3021	OASDI	\$6,279.00	\$181.04	(\$6,097.96)	3%
3022	Medicare	\$78,044.00	\$52,446.39	(\$25,597.61)	67%
3040	Health & Dental	\$937,303.00	\$843,420.76	(\$93,882.24)	90%
3041	Unemployment Insurance	\$2,986.00	\$0.00	(\$2,986.00)	0%
3042	Long Term Disability & Volunteer Program	\$20,765.00	\$6,960.00	(\$13,805.00)	34%
3043	Defer Comp Employer Share	\$63,231.00	\$37,368.12	(\$25,862.88)	59%
3044	Vision	\$12,228.00	\$6,406.17	(\$5,821.83)	52%
3060	Workman's Compensation Insurance	\$495,408.00	\$374,691.00	(\$120,717.00)	76%
	Total	\$10,779,792.00	\$7,194,839.45	(\$3,584,952.55)	66.74%

EL DORADO COUNTY FIRE PROTECTION DISTRICT

Final Fire Operations Budget Summary 2021-2022

July 1, 2021 Through January 31, 2022 59% Expended

Sub	Expenditures / Uses: Class II	Final Budget 2021-2022	Expended 2021-2022	Over or Under Budget	Percentage Expended
4020	Clothing	\$15,000.00	\$3,591.13	(\$11,408.87)	24%
4021	Safety Equipment	\$13,000.00	\$3,779.14	(\$9,220.86)	29%
4022	Uniforms	\$5,000.00	\$2,063.43	(\$2,936.57)	41%
4040	Communications	\$149,400.00	\$55,215.56	(\$94,184.44)	37%
4044	Cable/Internet Service	\$0.00	\$0.00	\$0.00	0%
4060	Food	\$5,200.00	\$3,161.57	(\$2,038.43)	61%
4080	Warehouse Expenses	\$25,000.00	\$19,154.27	(\$5,845.73)	77%
4085	Refuse Disposal	\$19,000.00	\$9,931.17	(\$9,068.83)	52%
4087	Extermination	\$1,000.00	\$750.00	(\$250.00)	75%
4100	Insurance Premiums	\$76,500.00	\$88,626.47	\$12,126.47	116%
4140	Maintenance - Equipment	\$9,750.00	\$6,083.76	(\$3,666.24)	62%
4142	Maintenance - Radios	\$8,000.00	\$1,216.72	(\$6,783.28)	15%
4145	Maintenance - Equipment Parts	\$16,500.00	\$7,866.17	(\$8,633.83)	48%
4160	Maintenance - Vehicles	\$59,000.00	\$19,691.97	(\$39,308.03)	33%
4162	Maintenance - Vehicle Supplies	\$70,000.00	\$50,677.67	(\$19,322.33)	72%
4164	Maintenance - Tires & tubes	\$25,000.00	\$24,878.11	(\$121.89)	100%
4180	Maintenance - Buildings & Improvements	\$10,000.00	\$9,718.42	(\$281.58)	97%
4197	Building Supplies	\$15,000.00	\$9,640.80	(\$5,359.20)	64%
4200	Medical Supplies	\$0.00	\$0.00	\$0.00	0%
4220	Memberships	\$10,000.00	\$7,044.11	(\$2,955.89)	70%
4260	Office Expense	\$10,000.00	\$4,961.07	(\$5,038.93)	50%
4261	Postage	\$3,000.00	\$1,378.03	(\$1,621.97)	46%
4263	Subscriptions	\$200.00	\$0.00	(\$200.00)	0%
4300	Professional & Specialized Services	\$277,600.00	\$100,443.79	(\$177,156.21)	36%
4304	Agency Administration	\$0.00	\$0.00	\$0.00	0%
4313	Legal Services - Being Paid out of 4300	\$50,000.00	\$0.00	(\$50,000.00)	0%
4324	Medical, Dental, & Lab Services	\$20,000.00	\$11,728.00	(\$8,272.00)	59%
4400	Publications & Legal Notices	\$500.00	\$298.50	(\$201.50)	60%
4420	Rent & Leases Equipment	\$18,300.00	\$6,080.56	(\$12,219.44)	33%
4440	Rents & Leases	\$500.00	\$0.00	(\$500.00)	0%
4461	Minor Equipment	\$62,700.00	\$18,836.15	(\$43,863.85)	30%
4462	Equipment: Computers	\$4,000.00	\$1,111.39	(\$2,888.61)	28%
4500	Special Departmental Expense	\$26,450.00	\$9,262.79	(\$17,187.21)	35%
4503	Educational Training	\$5,000.00	\$0.00	(\$5,000.00)	0%
4507	Fire & Safety Supplies	\$25,000.00	\$3,113.69	(\$21,886.31)	12%
4529	Software License	\$30,625.00	\$35,063.14	\$4,438.14	114%
4536	Retirement Benefit	\$0.00	\$0.00	\$0.00	100%
4617	Staff Development	\$57,600.00	\$8,270.43	(\$49,329.57)	14%
4600	Transportation & Travel	\$0.00	\$36.00	\$36.00	0%
4606	Fuel Purchase - Bulk	\$103,000.00	\$73,491.12	(\$29,508.88)	71%
4620	Utilities	\$97,000.00	\$51,952.15	(\$45,047.85)	54%
	Total	\$1,323,825.00	\$645,526.15	(\$678,298.85)	49%

EL DORADO COUNTY FIRE PROTECTION DISTRICT

Final Fire Operations Budget Summary 2021-2022

July 1, 2021 Through January 31, 2022 59% Expended

Sub	Expenditures: Class III	Final Budget 2021-2022	Expended 2021-2022	Over or Under Budget	Percentage Expended
5060	Retirement/Interest of Other Long Term Debt	\$99,204.00	\$106,269.19	\$7,065.19	107%
5100	Interest	\$38,836.00	\$29,884.03	(\$8,951.97)	77%
5142	Audit Findings	\$0.00	\$0.00	\$0.00	0%
	Total	\$138,040.00	\$136,153.22	(\$1,886.78)	99%
Sub	Fixed Assets - Class IV	Final Budget 2021-2022	Expended 2021-2022	Over or Under Budget	Percentage Expended
6020	Fixed Assets - Structures & Improvements	\$125,000.00	\$15,393.81	(\$109,606.19)	12%
6040	Fixed Assets - Apparatus/Equipment	\$453,500.00	\$89,555.76	(\$363,944.24)	20%
6042	Fixed Assets - Computer Systems	\$0.00	\$0.00	\$0.00	0%
	Total	\$578,500.00	\$104,949.57	(\$473,550.43)	18%

EL DORADO COUNTY FIRE PROTECTION DISTRICT

**Final Fire Operations Budget Summary 2021-2022
July 1, 2021 Through January 31, 2022 59% Expended**

	Final Budget 2021-2022	Expended 2021-2022	Over or (Under) Budget	Percentage Collected
Expenditures: Class III	Final Budget 2021-2022	Expended 2021-2022	Over or Under Budget	Percentage Expended
Class I: Salaries/Benefits	\$10,779,792.00	\$7,194,839.45	(\$3,584,952.55)	67%
Class II: Service & Supplies	\$1,323,825.00	\$645,526.15	(\$678,298.85)	49%
Class III: Long Term Debt	\$138,040.00	\$136,153.22	(\$1,886.78)	99%
Class IV: Fixed Assets	\$578,500.00	\$104,949.57	(\$473,550.43)	18%
TOTALS	\$12,820,157.00	\$8,081,468.39	(\$4,738,688.61)	63%

Outside District Claim Form

District: El Dorado County Fire	AUDITOR USE ONLY	PROCESSOR USE ONLY
Date: 1/10/2022		
Prepared By: Kathleen Freeman		
Contact Phone: 530-644-9630 # 104		
83 2021-22 1-10-2022 EDCF Bills		
DEPT:		BATCH:
FILE NAME:		Entered by:
AUDITED BY:		Date:

PLEASE INDICATE CHECK DISTRIBUTION METHOD IN THE SPACE BELOW:

US MAIL: Return to District:
 Call/Email for pickup:
 Document Total: **\$4,176.77**

THE ARTICLES FOR SERVICES DESCRIBED BY THE INVOICE(S) ATTACHED AND LISTED BELOW WERE APPROVED AND ARE INCLUDED IN THE DISTRICT BUDGET THAT HAS BEEN ADOPTED BY THE BOARD OF DIRECTORS AND WERE NECESSARY FOR USE BY THE DISTRICT AND HAVE BEEN DELIVERED OR PERFORMED AND THAT NO PRIOR CLAIM HAS BEEN PRESENTED FOR SAID ARTICLES OR SERVICES. I FURTHER CERTIFY I AM AUTHORIZED BY THE BOARD OF DIRECTORS TO APPROVE PAYMENT REQUESTS TO THE AUDITOR-CONTROLLER FOR THE ATTACHED INVOICE(S).

Authorizing signatures:

[Handwritten Signature]

ALWAYS 1	VENDOR	BUYER	Invoice Number (Limit 20)	AMOUNT	FILE NAME	DATE	ALWAYS 2	ORG	OBJECT	DESCRIPTION (LIMIT 50 CHARACTERS)	AMOUNT	VENDOR NAME	SEPARATE CHECK
1	59	0	318-409516	248.73	EDCF011022	1/10/22	2	8561000	4162	EDCF Inv. 318-409516 7702	248.73	Riebas	
1	59	0	318-410143	-18.00	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 318-410143 Credit	-18.00	Riebas	
1	59	0	388-478153	15.43	EDCF011022	01/10/22	2	8561001	4162	EDCF Inv. 388-478153 JPA	15.43	Riebas	
1	59	0	296-518802	161.74	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-518802	161.74	Riebas	
1	59	0	296-518827	415.83	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-518827	415.83	Riebas	
1	59	0	296-518850	803.61	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-518850	803.61	Riebas	
1	59	0	296-518851	-213.38	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-518851 Credit	-213.38	Riebas	
1	59	0	296-518852	293.69	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-518852	293.69	Riebas	
1	59	0	2296-518891	-801.00	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 2296-518891 Credit	-801.00	Riebas	
1	59	0	388-478928	35.10	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 388-478928	35.10	Riebas	
1	59	0	296-518945	318.90	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-518945	318.90	Riebas	
1	59	0	388-480203	83.01	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 388-480203	83.01	Riebas	
1	59	0	296-519435	24.58	EDCF011022	01/10/22	2	8561001	4162	EDCF Inv. 296-519435 M219	24.58	Riebas	
1	59	0	296-519636	35.10	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-519636 U-23	35.10	Riebas	
1	59	0	388-481036	41.70	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 388-481036 St-72	41.70	Riebas	
1	59	0	318-414401	96.25	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 318-414401 Betsy	96.25	Riebas	
1	59	0	388-481726	15.10	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 388-481726	15.10	Riebas	
1	59	0	318-415257	48.68	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 318-415257 St-74	48.68	Riebas	
1	59	0	318-415292	5.43	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 318-415292	5.43	Riebas	
1	59	0	296-520259	35.10	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-520259 St-17	35.10	Riebas	
1	59	0	296-520436	249.13	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-520436	249.13	Riebas	
1	59	0	296-520437	62.41	EDCF011022	01/10/22	2	8561000	4162	EDCF Inv. 296-520437	62.41	Riebas	

Outside District Claim Form

District: El Dorado County Fire		AUDITOR USE ONLY		PROCESSOR USE ONLY	
Date: 1/11/2022	Prepared By: Kathleen Freeman	DEPT: 530-644-9630 # 104	FILE NAME:	US MAIL: Return to District:	BATCH:
Contact Phone: 84 2021-22 1-11-2022 EDCF Bills				California for pickup:	Entered by:
				Document Total:	Date:

PLEASE INDICATE CHECK DISTRIBUTION METHOD IN THE SPACE BELOW:

\$56,621.81

THE ARTICLES FOR SERVICES DESCRIBED BY THE INVOICE(S) ATTACHED AND LISTED BELOW WERE APPROVED AND ARE INCLUDED IN THE DISTRICT BUDGET THAT HAS BEEN ADOPTED BY THE BOARD OF DIRECTORS AND WERE NECESSARY FOR USE BY THE DISTRICT AND HAVE BEEN DELIVERED OR PERFORMED AND THAT NO PRIOR CLAIM HAS BEEN PRESENTED FOR SAID ARTICLES OR SERVICES. I FURTHER CERTIFY I AM AUTHORIZED BY THE BOARD OF DIRECTORS TO APPROVE PAYMENT REQUESTS TO THE AUDITOR-CONTROLLER FOR THE ATTACHED INVOICE(S).

ALWAYS	VENDOR	SUFFIX	INVOICE NUMBER (LIMIT 20)	AMOUNT	FILE NAME	DATE	ALWAYS	ORG	OBJECT	DESCRIPTION (LIMIT 50 CHARACTERS)	AMOUNT	VENDOR NAME	SEPARATE CHECK
1	1965	1	10042	170.00	EDCF011122	01/11/22	2	8561000	4324	EDCF Inv. 10042 Fit For Duty/ DMV Exam	170.00	ADM Screening	
1	1985	0	10048	255.00	EDCF011122	01/11/22	2	8561000	4324	EDCF Inv. 10048 Fit For Duty/ DMV Exam	255.00	ADM Screening	
1	2580	0	D406292	5605.96	EDCF011122	01/11/22	2	8561000	3040	EDCF Inv. D406292 Jan. 2022 Premiums	5605.96	American Fidelity	
1	241	0	805249116	886.43	EDCF011122	01/11/22	2	8561000	4620	EDCF Inv. 805249116 Acct. 200737467 St-25	886.43	Amerigas, Inc.	
1	3200	0	96894	234.03	EDCF011122	01/11/22	2	8561000	4022	EDCF Inv. 96894 Engineer Name Tags	234.03	Arnolds For Awards, Inc.	
1	4834	0	10726181	31.48	EDCF011122	01/11/22	2	8561000	4162	EDCF Inv. 10726181 E-26	31.48	C & H Motor Parts, Inc.	
1	487	0	1691569	16.47	EDCF011122	01/11/22	2	8561000	4162	EDCF Inv. 1691569 Betsy	16.47	Capitol Clutch And Brake, Inc.	
1	444	0	123121	230.00	EDCF011122	01/11/22	2	8561000	4180	EDCF Inv. 123121 St-17 Generator	230.00	Comcast	
1	1491	0	01062022-01	141.44	EDCF011122	01/11/22	2	8561000	4040	EDCF Inv. 01062022-01 Acct. 81556000510591228 S	141.44	Comcast	
1	1491	0	12252021-02	146.19	EDCF011122	01/11/22	2	8561000	4040	EDCF Inv. 12252021-02 Acct. 81556000510591228 S	146.19	Comcast	
1	41	0	BE004773827-1	6118.36	EDCF011122	01/11/22	2	8561001	3040	EDCF Inv. BE004773827-1 Digt. Dental Jan. 2022	6118.36	Delta Dental	
1	41	0	BE004773827-2	3254.19	EDCF011122	01/11/22	2	8561001	3040	EDCF Inv. BE004773827-2 JPA Dental Jan. 2022	3254.19	Delta Dental	
1	21	0	174011435	190.60	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174011435 Acct. 4030-300305 St-21	190.60	El Dorado Disposal	
1	21	0	174011075	220.69	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174011075 Acct. 4030-500428 St-28	220.69	El Dorado Disposal	
1	21	0	174010896	223.06	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174010896 Acct. 4030-30039868 St-28	223.06	El Dorado Disposal	
1	21	0	174011457	190.60	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174011457 Acct. 4030-300214 St-23	190.60	El Dorado Disposal	
1	21	0	174011456	127.07	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174011456 Acct. 4030-300213 St-19	127.07	El Dorado Disposal	
1	21	0	174011436	220.04	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174011436 Acct. 4030-300306-001 St-17	220.04	El Dorado Disposal	
1	21	0	174012163	137.41	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174012163 Acct. 4030-6062262 Gold Hill	137.41	El Dorado Disposal	
1	21	0	174012215	137.41	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174012215 Acct. 4030-6062081 St-72	137.41	El Dorado Disposal	
1	21	0	174012298	139.30	EDCF011122	01/11/22	2	8561000	4085	EDCF Inv. 174012298 Acct. 4030-6047719 St-74	139.30	El Dorado Disposal	
1	46	0	12292021-01	120.11	EDCF011122	01/11/22	2	8561000	4700	EDCF Inv. 12292021-01 Acct. 039078-001 St-19	120.11	El Dorado Irrigation District	

Authorizing signatures:

Paul M. ...

Authorizing signatures:

1	46	0	12292021-02	EDCF Inv. 12292021-02 Acct. 065028-001 St-23	111.00	EDCF011122	01/11/22	2	8561000	4700	111.00	El Dorado Irrigation District
1	46	0	12172021-02	EDCF Inv. 12172021-02 Acct. 118458-001 St-21	166.09	EDCF011122	01/11/22	2	8561000	4700	166.09	El Dorado Irrigation District
1	103	0	01312022-01	EDCF Inv. 01312022-01 Acct. 060-1030-001 St-73	93.69	EDCF011122	01/11/22	2	8561000	4700	93.69	Georgetown Divide Public Utility Dist
1	4660	0	3813	EDCF Inv. 3813 Legal Services Dec. 2021	705.00	EDCF011122	01/11/22	2	8561000	4300	705.00	Girard, Edwards, Stevens & Tucker LLP
1	2654	0	15567	EDCF Inv. 15567 St-28	8.68	EDCF011122	01/11/22	2	8561000	4197	8.68	Gold Country Ace Hardware and Labs
1	2654	0	15856	EDCF Inv. 15856 St-28	23.91	EDCF011122	01/11/22	2	8561000	4197	23.91	Gold Country Ace Hardware and Labs
1	3434	0	C1030699	EDCF Inv. C1030699 7704	91.57	EDCF011122	01/11/22	2	8561000	4162	91.57	Golden State Emergency Vehicle Service
1	3434	0	C1031095	EDCF Inv. C1031095 E-28	413.33	EDCF011122	01/11/22	2	8561000	4162	413.33	Golden State Emergency Vehicle Service
1	3434	0	C1031317	EDCF Inv. C1031317	385.22	EDCF011122	01/11/22	2	8561000	4162	385.22	Golden State Emergency Vehicle Service
1	3434	0	C1031552	EDCF Inv. C1031552 E-17	50.19	EDCF011122	01/11/22	2	8561000	4162	50.19	Golden State Emergency Vehicle Service
1	2532	0	68073	EDCF Inv. 68073 M-228	111.54	EDCF011122	01/11/22	2	8561001	4140	111.54	Hangtown Fire Control
1	2532	0	68074	EDCF Inv. 68074 U-28	111.54	EDCF011122	01/11/22	2	8561000	4140	111.54	Hangtown Fire Control
1	10523	1	20633-1	EDCF Inv. 20633-1 D-5 Labor	562.50	EDCF011122	01/11/22	2	8561000	4160	562.50	HFW Enterprises LLC
1	10523	1	20633-2	EDCF Inv. 20633-2 Parts D5	206.11	EDCF011122	01/11/22	2	8561000	4162	206.11	HFW Enterprises LLC
1	10523	1	20669-1	EDCF Inv. 20669-1 Labor	250.00	EDCF011122	01/11/22	2	8561000	4160	250.00	HFW Enterprises LLC
1	10523	1	20669-2	EDCF Inv. 20669-2 Parts	5.63	EDCF011122	01/11/22	2	8561000	4162	5.63	HFW Enterprises LLC
1	10523	1	20662-1	EDCF Inv. 20662-1 Labor E-328	937.50	EDCF011122	01/11/22	2	8561000	4160	937.50	HFW Enterprises LLC
1	10523	1	20662-2	EDCF Inv. 20662-2 Parts E-328	758.51	EDCF011122	01/11/22	2	8561000	4162	758.51	HFW Enterprises LLC
1	10523	1	20651-1	EDCF Inv. 20651-1 Labor E-328	210.00	EDCF011122	01/11/22	2	8561000	4160	210.00	HFW Enterprises LLC
1	10523	1	20651-2	EDCF Inv. 20651-2 Parts E-328	8.93	EDCF011122	01/11/22	2	8561000	4162	8.93	HFW Enterprises LLC
1	10523	1	20668-1	EDCF Inv. 20668-1 Labor E-19	125.00	EDCF011122	01/11/22	2	8561000	4160	125.00	HFW Enterprises LLC
1	10523	1	20668-2	EDCF Inv. 20668-2 Parts E-19	6.30	EDCF011122	01/11/22	2	8561000	4162	6.30	HFW Enterprises LLC
1	10523	1	20644-1	EDCF Inv. 20644-1 Labor E-23	1812.50	EDCF011122	01/11/22	2	8561000	4160	1812.50	HFW Enterprises LLC
1	10523	1	20644-2	EDCF Inv. 20644-2 Parts E-23	124.53	EDCF011122	01/11/22	2	8561000	4162	124.53	HFW Enterprises LLC
1	10523	1	20643-1	EDCF Inv. 20643-1 Labor E-72	1875.00	EDCF011122	01/11/22	2	8561000	4160	1875.00	HFW Enterprises LLC
1	10523	1	20643-2	EDCF Inv. 20643-2 Parts E-72	1627.29	EDCF011122	01/11/22	2	8561000	4162	1627.29	HFW Enterprises LLC
1	822	1	847326	EDCF Inv. 847326 St-17	906.84	EDCF011122	01/11/22	2	8561000	4620	906.84	JS West
1	2519	0	11856492	EDCF Inv. 11856492 Telestaff Lines	53.22	EDCF011122	01/11/22	2	8561000	4040	53.22	Kronos
1	514	0	INV538057	EDCF Inv. INV538057 Foam	120.25	EDCF011122	01/11/22	2	8561000	4507	120.25	L.N. Curtis & Sons, Inc.
1	514	0	INV554674	EDCF Inv. INV554674 OES	99.53	EDCF011122	01/11/22	2	8561000	4162	99.53	L.N. Curtis & Sons, Inc.
1	4984	1	1163378	EDCF Inv. 1163378 St-25	254.03	EDCF011122	01/11/22	2	8561000	4500	254.03	Life-Assist
1	514	0	1163953	EDCF Inv. 1163953 St-72	55.62	EDCF011122	01/11/22	2	8561000	4500	55.62	L.N. Curtis & Sons, Inc.
1	62	0	12302021-01	EDCF Inv. 12302021-01 Acct. 3752486564-1 St-23	52.47	EDCF011122	01/11/22	2	8561000	4700	52.47	Pacific Gas & Electric, Inc.
1	62	0	12302021-02	EDCF Inv. 12302021-02 Acct. 9575072740-6 St-23	40.23	EDCF011122	01/11/22	2	8561000	4700	40.23	Pacific Gas & Electric, Inc.
1	62	0	12162021-01	EDCF Inv. 12162021-01 Acct. 9563044298-6 St-28	814.64	EDCF011122	01/11/22	2	8561000	4700	814.64	Pacific Gas & Electric, Inc.
1	62	0	12172021-03	EDCF Inv. 12172021-03 Acct. 4577462625-8 St-16	159.13	EDCF011122	01/11/22	2	8561000	4700	159.13	Pacific Gas & Electric, Inc.
1	62	0	12222021-02	EDCF Inv. 12222021-02 Acct. 1755802518-9 St-28	12.16	EDCF011122	01/11/22	2	8561000	4700	12.16	Pacific Gas & Electric, Inc.
1	3193	0	116617	EDCF Inv. 116617 St-25	54.50	EDCF011122	01/11/22	2	8561000	4197	54.50	Placerville Hardware
1	1553	0	S997431	EDCF Inv. S997431 St-17	11.03	EDCF011122	01/11/22	2	8561000	4197	11.03	Pollock Pines True Value
1	1553	0	A997875	EDCF Inv. A997875 St-17	11.77	EDCF011122	01/11/22	2	8561000	4197	11.77	Pollock Pines True Value
1	1553	0	A1000469	EDCF Inv. A1000469 St-21	28.95	EDCF011122	01/11/22	2	8561000	4197	28.95	Pollock Pines True Value
1	1553	0	A1000517	EDCF Inv. A1000517 St-17	57.89	EDCF011122	01/11/22	2	8561000	4197	57.89	Pollock Pines True Value
1	1553	0	A1000838	EDCF Inv. A1000838 St-17	5.68	EDCF011122	01/11/22	2	8561000	4197	5.68	Pollock Pines True Value

Authorizing signatures:

1	1553	0	A1001167	62.18	EDCF011122	01/11/22	2	8561000	4197	EDCF Inv. A1001167 St-17	62.18	Pollock Pines True Value
1	1553	0	A1001296	33.23	EDCF011122	01/11/22	2	8561000	4197	EDCF Inv. A1001296 St-17	33.23	Pollock Pines True Value
1	3337	0	18393	7146.48	EDCF011122	01/11/22	2	8561000	4300	EDCF Inv. 18393 Platinum Service Plan Feb. 2022	7146.48	RTS IT
1	2737	0	512631-1	107.00	EDCF011122	01/11/22	2	8561000	4160	EDCF Inv. 512631-1 Labor	107.00	Sierra Nevada Tire & Wheel
1	2737	0	512025-2	502.28	EDCF011122	01/11/22	2	8561000	4164	EDCF Inv. 512025-1 Labor E-317	502.28	Sierra Nevada Tire & Wheel
1	2737	0	512025-1	207.00	EDCF011122	01/11/22	2	8561000	4160	EDCF Inv. 512025-2 Tires E-317	207.00	Sierra Nevada Tire & Wheel
1	2737	0	512025-2	1853.11	EDCF011122	01/11/22	2	8561000	4164	EDCF Inv. 512021-01 ACLS Reimbursement	1853.11	Sierra Nevada Tire & Wheel
1	6542	0	12312021-01	231.53	EDCF011122	01/11/22	2	8561001	4617	EDCF Inv. 12312021-01 ACLS Reimbursement	231.53	Simons, Hunter
1	8530	1	B99F41BF-0007	600.00	EDCF011122	01/11/22	2	8561000	4040	EDCF Inv. B99F41BF-0007 Jan. 2022	600.00	Streamline
1	434	0	9595195666	1142.71	EDCF011122	01/11/22	2	8561000	4040	EDCF Inv. 9595195666 Cell Service 11/16-12/15	1142.71	Verizon Wireless
1	434	0	9895195668	51.24	EDCF011122	01/11/22	2	8561000	4040	EDCF Inv. 9895195668 iPad Data	51.24	Verizon Wireless
1	434	0	9895195667	847.54	EDCF011122	01/11/22	2	8561000	4040	EDCF Inv. 9895195667 iPad Data	847.54	Verizon Wireless
1	1353	0	77330124	11522.17	EDCF011122	01/11/22	2	8561000	4606	EDCF Inv. 77330124 Fuel Dec. 2021	11522.17	WEX

Outside District Claim Form

District: El Dorado County Fire	AUDITOR USE ONLY	PROCESSOR USE ONLY
Date: 1/19/2022		
Prepared By: Kathleen Freeman		BATCH:
Contact Phone: 530-644-9630 # 104		Entered by:
		Date:
86 2021-22 1-19-2022 EDCF Bills		

PLEASE INDICATE CHECK DISTRIBUTION METHOD IN THE SPACE BELOW:

US MAIL: Return to District:
 Call/email for pickup:
 Document Total: **\$18,161.53**

AUDITED BY: _____ **Date:** _____

THE ARTICLES FOR SERVICES DESCRIBED BY THE INVOICE(S) ATTACHED AND LISTED BELOW WERE APPROVED AND ARE INCLUDED IN THE DISTRICT BUDGET THAT HAS BEEN ADOPTED BY THE BOARD OF DIRECTORS AND WERE NECESSARY FOR USE BY THE DISTRICT AND HAVE BEEN DELIVERED OR PERFORMED AND THAT NO PRIOR CLAIM HAS BEEN PRESENTED FOR SAID ARTICLES OR SERVICES. I FURTHER CERTIFY I AM AUTHORIZED BY THE BOARD OF DIRECTORS TO APPROVE PAYMENT REQUESTS TO THE AUDITOR-CONTROLLER FOR THE ATTACHED INVOICE(S).

Authorizing signatures: _____

ALWAYS 1	VENDOR	SUFFIX	Invoice Number (Limit 20)	AMOUNT	FILE NAME	DATE	ALWAYS 2	ORG	OBJECT	DESCRIPTION (LIMIT 50 CHARACTERS)	AMOUNT	VENDOR NAME	SEPARATE CHECK
1	5145	0	02012022-02	625.00	EDCF011922	01/19/22	2	8561000	4536	EDCF Inv. 02012022-02 Retiree Opt-Out Feb. 22	625.00	Campbell, Mike	
1	1633	0	02012022-03	625.00	EDCF011922	01/19/22	2	8561000	4536	EDCF Inv. 02012022-03 Retiree Opt-Out Feb. 22	625.00	Hunt, Bradley	
1	6306	0	02012022-04	625.00	EDCF011922	01/19/22	2	8561000	4536	EDCF Inv. 02012022-04 Retiree Opt-Out Feb. 22	625.00	Littlejohn, Alan	
1	7828	0	02012022-05	625.00	EDCF011922	01/19/22	2	8561000	4536	EDCF Inv. 02012022-05 Retiree Opt-Out Feb. 22	625.00	Lewis, Scott	
1	9084	0	02012022-06	149.00	EDCF011922	01/19/22	2	8561000	4536	EDCF Inv. 02012022-06 Retiree Opt-Out Feb. 22	149.00	Steele, Phillip	
1	3235	0	03012022-01	13804.00	EDCF011922	01/19/22	2	8561000	3040	EDCF Inv. 03012022-01 Retiree Health March 202	13804.00	AUL Mid America Administrative	
1	4725	00	02012022-07	902.44	EDCF011922	01/19/22	2	8561000	3044	EDCF Inv. 02012022-07 Dist. Vision Feb. 22	902.44	FDAC EBA	
1	4725	00	02012022-08	197.60	EDCF011922	01/19/22	2	8561000	4100	EDCF Inv. 02012022-08 Dist. Life Feb. 22	197.60	FDAC EBA	
1	4725	00	02012022-09	40.80	EDCF011922	01/19/22	2	8561000	4300	EDCF Inv. 02012022-09 Dist. EAP Feb. 22	40.80	FDAC EBA	
1	4725	00	02012022-10	462.09	EDCF011922	01/19/22	2	8561001	3044	EDCF Inv. 02012022-10 JPA Vision Feb. 22	462.09	FDAC EBA	
1	4725	00	02012022-11	87.20	EDCF011922	01/19/22	2	8561001	4100	EDCF Inv. 02012022-11 JPA Life Feb. 22	87.20	FDAC EBA	
1	4725	00	02012022-12	18.40	EDCF011922	01/19/22	2	8561001	4300	EDCF Inv. 02012022-12 JPA EAP Feb. 22	18.40	FDAC EBA	

**EL DORADO COUNTY
AUDITOR-CONTROLLER
ELECTRONIC FUNDS TRANSFER
MEMORANDUM**

TO: K.E. Coleman, Treasurer/Tax Collector

FROM: Department/District: El Dorado County Fire District

Authorized Signature: 

Joe Harn, Auditor-Controller

Authorized Signature: _____

DATE:

RE: AUTHORIZATION TO ELECTRONICALLY TRANSFER FUNDS

This is my official warrant to pay via electronic transfer on 1/26/2022, as described below:

METHOD OF TRANSFER: ACH WIRE TRANSFER

AMOUNT: \$119,284.97

BANK NAME: Union Bank

BANK BRANCH: 400 California Street

San Francisco, CA 94104

ABA NUMBER/ROUTING NUMBER: 1220200496

BANK ACCOUNT NUMBER: 0050206971

BANK ACCOUNT/PAYEE NAME: CalPERS Fiscal Services Division


PAYEE INVOICE NUMBER (if any): 100000016682088

FENIX DOCUMENT NUMBER: _____

I hereby certify that the above ACH/Wire transfer instructions and account information has been confirmed by me.

Kathleen Freeman
Print name of employee responsible
for accuracy of wire instructions

1/19/22
Date


Signature

Treasury Use Only

PAYMENT # _____ DATE _____ TIME _____ INITIAL _____

APPROVED _____ RELEASED _____ TIME _____ INITIAL _____

ACH/WIRE TRANSFER REQUEST

PREPARED BY: Kathleen Freeman
 SIGNATURE AND DATE: *K. Freeman*
 REQUIRED

PRINT NAME

DEPARTMENT NAME: El Dorado County Fire District
 DEPARTMENT NUMBER: 8561
 (4 DIGIT NUMBER)

Tim Cordeiro
 PRINT AUTHORIZED NAME
 AUTHORIZED SIGNATURE

DEPARTMENT AUTHORIZATION: I HERBY CERTIFY THAT THE DETAILS OF THIS REQUESTED WIRE DISBURSEMENT ALONG WITH THE ATTACHED SUPPORTING DOCUMENTS ARE: WITHIN MY AUTHORITY TO APPROVE; WERE NECESSARY TO CONDUCT COUNTY BUSINESS; ARE ITEMS RECEIVED OR FOR A SERVICE THAT HAS OR WILL BE DELIVERED AS OBLIGATED BY VENDOR; AND THAT NO PRIOR DISBURSEMENT HAS BEEN MADE FOR SAID

VENDOR NAME: CalPERS Fiscal Services Division
 FENIX VENDOR NUMBER: 225
 INVOICE NUMBER (20CHARACTERS): 100000016682088
 AMOUNT: \$119,284.97
 SUFFIX: 2

ACH AUTO WITHDRAWAL
 ACH TRANSFER (ABA/ACCT# REQ)
 WIRE TRANSFER (REQUIRES JUSTIFICATION)

REQUESTED TRANSFER DATE: 01/26/22
 CONFIRMED 48 HRS NOTICE TO TREASURY
 INITIAL

****WIRE TRANSFER JUSTIFICATION: District/JPA Health Premiums February 2022**

ORG CODE	OBJECT	PROJECT STRING	DESCRIPTION (30 CHARACTERS MAX)	AMOUNT
8561000	3040		Dist. Health February 2022	\$90,252.61
8561001	3040		JPA Health February 2022	\$29,032.36
TOTAL				\$119,284.97

AUDITOR'S USE ONLY

BATCH #
 CASH ACCT: 99120
 DOC #
 CK/WIRE #
 ACTION DATE

HEADER DESCRIPTION:

ENTERED BY
 DATE

REVIEWED BY

APPROVED BY

PROCESSING

APP JOURNAL #

DATE

TJ JOURNAL #

DATE

NOTES:



P.O. Box 942715, Sacramento, CA 94229-2715
 888 CalPERS (or 888-225-7377) | Fax: (800) 959-6545
 TTY: (877) 249-7442
 www.calpers.ca.gov

California Public Employees' Retirement System

Tim Cordero
 El Dorado County Fire Protection District
 PO BOX 807
 4040 CARSON ROAD
 CAMINO, CA 95709-0807

Business Unit: 1800
 CalPERS ID: 4388508673
 Statement Date: 01/14/2022

Dist \$90,252.61
PA \$29,032.36

Health Premium Statement - PERS

Receivable ID	Description	Billing Month	Amount
100000016682088	Total Active & Retired Premium: \$170,369.83	02/2022	
	PA Billing Active Premium		\$110,217.05
	PA Billing Employer Share of Retired Premium		\$8,642.00
	Admin Fee for Active: (0.25% of Total Active Premium)		\$275.54
	Admin Fee for Retired: (0.25% of Total Retired Premium)		\$150.38
	Subtotal		\$119,284.97
100000016651144	Previous Payment Due	01/2022	\$118,241.67
	Payment Applied		(\$118,241.67)
	Subtotal		\$0.00

Total Payment Due 02/10/2022: \$119,284.97



Retain this Statement for your records.

Health Premium payments are to be paid in full by the 10th of each month. Payments which are not received in full on or before this date will be assessed interest on the next month's statement (California Code of Regulations §599.515) and may be subject to the delinquency process. Please note that this monthly statement is a demand for payment in accordance with the Public Employees' Medical and Hospital Care Act, and failure to timely remit health premium payments in full by the 10th of each month may result in the termination of health care coverage for your agency pursuant to Government Code §22939 and collection of any outstanding amounts, including, but not limited to, all outstanding health premium payments/contributions, interest, penalties, and the costs of collection, including reasonable legal fees, when necessary to collect the amount due.

Please pay this statement using Electronic Funds Transfer (EFT) debit or Automated Clearing House (ACH) credit method. Please visit my.calpers.ca.gov to schedule a debit EFT payment or call our CalPERS Customer Contact Center at 888 CalPERS (or 888-225-7377) for information regarding EFT ACH credit payments. Please allow two banking days prior to the due date for payments to be received at CalPERS on time.

To view the Monthly Employer Billing Roster, please log on to my.calpers.ca.gov and select the Download Roster option that is located within the Billing and Payment Summary section. If discrepancies are discovered when reconciling the Statement to the Roster or the Roster to your internal records, please contact us. The Health Premium Billing should be reconciled on a monthly basis.

If you have questions, please contact the **CalPERS Customer Contact Center** at **888 CalPERS** (or 888-225-7377).



EL DORADO COUNTY DEPOSIT PERMIT

TREASURER HAS RECEIVED A DEPOSIT FROM

EL DORADO COUNTY FIRE PROTECTION DISTRICT

DEPARTMENT OR AGENCY NAME (including division)

DATE 1/4/2022

PREPARED BY Michael Harkov

Phone # 5536

DEPOSITOR NUMBER 808561

B of A 03026328259

ENTER COIN AND CURRENCY (auto populates Total Deposit section)

Coin and Currency	\$ 0.01	x	0	\$ -	\$ 1.00	x	0	\$ -
	\$ 0.05	x	0	\$ -	\$ 5.00	x	0	\$ -
	\$ 0.10	x	0	\$ -	\$ 10.00	x	0	\$ -
	\$ 0.25	x	0	\$ -	\$ 20.00	x	0	\$ -
	\$ 0.50	x	0	\$ -	\$ 50.00	x	0	\$ -
					\$ 100.00	x	0	\$ -

Total Deposit Section	
COIN	0.00
CURRENCY	0.00
CHECKS	0.00
OFF - SITE	0.00
DIRECT DEPOSIT / WIRE	18,601.76

Total Coin: \$ - Total Currency: \$ -

Enter Total Checks: \$ - Enter Total Offsites: \$ -

Enter Total Direct Deposit/Wire: \$ 18,601.76

TOTAL DEPOSIT	18,601.76
----------------------	------------------

GENERAL LEDGER ACCOUNT LINES (type apostrophe first if there are leading zero):

S F X	ORG	OBJECT NUMBER	PROJECT STRING	DESCRIPTION (50 CHARACTERS MAX.)	AMOUNT
1	8561000	'0881		CLDR SING REQ STRKE TEAM REIMB	18,601.76
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

JOE HARN, C.P.A. AUDITOR / CONTROLLER

K.E. COLEMAN, TREASURER / TAX COLLECTOR

BY _____

BY _____

DATE _____

DATE 1/4/22

DP # 03362

CERTIFIED INTO THE COUNTY
TREASURY

UNDER SECTION GOVT CODE
27008

JE NUMBER	2022-__-__
INPUT BY	

EL DORADO COUNTY DEPOSIT PERMIT

TREASURER HAS RECEIVED A DEPOSIT FROM

EL DORADO COUNTY FIRE PROTECTION DISTRICT

DEPARTMENT OR AGENCY NAME (including division)

DATE 1/13/2022

PREPARED BY Amy Longwill

Phone # 5421

DEPOSITOR NUMBER 808561

B of A 12011775615

ENTER COIN AND CURRENCY (auto populates Total Deposit section)

Coin and Currency	\$ 0.01	x	0	\$ -	\$ 1.00	x	0	\$ -
	\$ 0.05	x	0	\$ -	\$ 5.00	x	0	\$ -
	\$ 0.10	x	0	\$ -	\$ 10.00	x	0	\$ -
	\$ 0.25	x	0	\$ -	\$ 20.00	x	0	\$ -
	\$ 0.50	x	0	\$ -	\$ 50.00	x	0	\$ -
					\$ 100.00	x	0	\$ -

Total Deposit Section

COIN	0.00
CURRENCY	0.00
CHECKS	0.00
OFF - SITE	0.00
DIRECT DEPOSIT / WIRE	83,609.82

Total Coin: \$ - Total Currency: \$ -

Enter Total Checks: \$ - Enter Total Offsites: \$ -

Enter Total Direct Deposit/Wire: \$ 83,609.82

TOTAL DEPOSIT	83,609.82
----------------------	------------------

GENERAL LEDGER ACCOUNT LINES (type apostrophe first if there are leading zero):

S F X	ORG	OBJECT NUMBER	PROJECT STRING	DESCRIPTION (50 CHARACTERS MAX.)	AMOUNT
1	8561000	0881		CALDOR TF ORDER#24030	83,609.82
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

JOE HARN, C.P.A. AUDITOR / CONTROLLER

K.E. COLEMAN, TREASURER / TAX COLLECTOR

BY _____

BY _____

DATE 1/13/22

DATE 1/13/22

DP #

CERTIFIED INTO THE COUNTY
TREASURY

JE NUMBER 2021-__-__

UNDER SECTION GOVT CODE
27008

INPUT BY

EL DORADO COUNTY DEPOSIT PERMIT

TREASURER HAS RECEIVED A DEPOSIT FROM
EI DORADO COUNTY FIRE PROTCTION DISTRICT
 DEPARTMENT OR AGENCY NAME (including division)

DATE 1/24/2022
 PREPARED BY Kathleen Freeman

Phone # _____
 DEPOSITOR NUMBER 808561

ENTER COIN AND CURRENCY (auto populates Total Deposit section)

Coin and Currency	\$ 0.01	x	0	\$ -	\$ 1.00	x	0	\$ -
	\$ 0.05	x	0	\$ -	\$ 5.00	x	0	\$ -
	\$ 0.10	x	0	\$ -	\$ 10.00	x	0	\$ -
	\$ 0.25	x	0	\$ -	\$ 20.00	x	0	\$ -
	\$ 0.50	x	0	\$ -	\$ 50.00	x	0	\$ -
					\$ 100.00	x	0	\$ -

Total Deposit Section	
COIN	0.00
CURRENCY	0.00
CHECKS	210,698.10
OFF - SITE	0.00
DIRECT	0.00
1/24/2022	

Total Coin: \$ - Total Currency: \$ -

Enter Total Checks: Enter Total Offsites: \$ -

Enter Total Direct Deposit/Wire: \$ -

TOTAL DEPOSIT	210,698.10
----------------------	-------------------

GENERAL LEDGER ACCOUNT LINES (type apostrophe first if there are leading zero):

S F X	ORG	OBJECT NUMBER	PROJECT STRING	DESCRIPTION (30 CHARACTERS MAX.)	AMOUNT
1	8561000	3040	204	Refund - May 2020 Premiums	324.13
2	8561000	3000	197	Claim #22005531 Galbraith, Shane 1/6-1/22/22	1,153.60
3	8561000	3000	197	Claim #22005127 Flanagan, Brien 1/5-1/12/22	1,759.68
4	8561000	4162	239	Refund - Duplicate Payment - Golden State	297.53
5	8561000	3000	197	Claim #22004919 McVay, Paul 12/27-1/4/22	1,743.84
6	8561000	3000	197	Claim #22004922 Lemos, Andrew 12/27-1/6/22	2,131.36
7	8561000	3000	197	Claim #22002558 Adams, Steve 1/3-1/16/22	2,712.62
8	8561000	3000	197	Claim#22005128 Andreis, Andy 1/4-1/12/22	2,545.29
9	8561001	3000	197	Claim #22004923 Vogeli, Jason 12/27-1/14/22	1,671.12
10	8561001	3000	197	Claim #22004911 Kotey, Justin 12/27-1/14/22	1,680.12
11	8561000	3000	197	Claim #22004921 Spiegelberg, Ryan 12/27-1/16/22	1,887.71
12	8561000	1400	431	Inspection Fees	1,225.37
13	8561000	1947	227	Incident Insurance Reimbursement	1,392.00
14	8561000	881	220	Strike Team Reimbursement - Dixie	139,084.67
15	8561000	881	220	Strike Team Reimbursement - Dixie	51,089.06
16					

JOE HARN, C.P.A. AUDITOR / CONTROLLER

C.L. RAFFETY, TREASURER / TAX COLLECTOR

BY [Signature]
 DATE _____

BY [Signature]
 DATE 2/2/22

DP # 283723

CERTIFIED INTO THE COUNTY TREASURY UNDER SECTION GOVT CODE 27008

JE NUMBER	2019-__-__
INPUT BY	

TRIBUTION: WHITE - AUDITOR / GREEN - TREASURY / YELLOW - DEPARTMENT RECEIP

Updated 1/1/18

EL DORADO COUNTY DEPOSIT PERMIT

TREASURER HAS RECEIVED A DEPOSIT FROM
EL DORADO COUNTY FIRE PROTECTION DISTRICT
 DEPARTMENT OR AGENCY NAME (including division)

DATE 1/24/2022
 PREPARED BY Kathleen Freeman
 Phone # 530-644-9630
 DEPOSITOR NUMBER 808561

ENTER COIN AND CURRENCY (auto populates Total Deposit section)

Coin and Currency	\$ 0.01	x	0	\$ -	\$ 1.00	x	0	\$ -
	\$ 0.05	x	0	\$ -	\$ 5.00	x	0	\$ -
	\$ 0.10	x	0	\$ -	\$ 10.00	x	0	\$ -
	\$ 0.25	x	0	\$ -	\$ 20.00	x	0	\$ -
	\$ 0.50	x	0	\$ -	\$ 50.00	x	0	\$ -
					\$ 100.00	x	0	\$ -

Total Deposit Section	
COIN	0.00
CURRENCY	593.00
CHECKS	3,720.00
OFF - SITE	0.00
DIRECT	0.00
1/24/2022	

Total Coin: \$ - Total Currency: \$ -

Enter Total Checks: Enter Total Offsites: \$ -

Enter Total Direct Deposit/Wire: \$ -

TOTAL DEPOSIT	4,313.00
----------------------	-----------------

GENERAL LEDGER ACCOUNT LINES (type apostrophe first if there are leading zero):

S F X	ORG	OBJECT NUMBER	PROJECT STRING	DESCRIPTION (30 CHARACTERS MAX.)	AMOUNT
1	8561000	4300	80	CR#502 Cash Shift Calendar	25.00
2	8561000	1401	223	CR#503 CK#1602 8125 Bridger Lane	186.00
3	8561000	1401	223	CR#504 CK#1097 3840 Mineshaft Lane	186.00
4	8561000	1401	223	CK#505 CK#0003 2507 Barnett Ranch Road	186.00
5	8561000	1401	223	CR#506 CK#267 4260 Moonflower Lane	186.00
6	8561000	1401	223	CR#507 CK#4588 2216 Larsen Drive	186.00
7	8561000	4022	291	CR#508 Cash Duty Jackets - Duncan	242.00
8	8561000	1401	223	CR#452 CK#145 070-500-002 Site Review	186.00
9	8561000	1401	223	CR#483 CK#1266 2577 Consolation Court	186.00
10	8561000	1401	223	CR#484 CK#274 4745 Lonesome Dove	186.00
11	8561000	1401	223	CR#485 Cash 5553 Fernwood Drive	100.00
12	8561000	1401	223	CR#487 CK#2037 Marble Valley Sub Division	558.00
13	8561000	1401	223	CR#488 CK#2036 Marble Valley Roadway	186.00
14	8561000	1401	223	CR#489 CK#5280 3001 Jacquier	186.00
15	8561000	1401	223	CR#490 CK#7814 5061 Falmon Falls Road	186.00
16	8561000	4022	291	CR#491 Cash Duty Shirts	2.00

JOE HARN, C.P.A. AUDITOR / CONTROLLER

C.L. RAFFETY, TREASURER / TAX COLLECTOR

BY [Signature]
 DATE 1/24/22

BY [Signature]
 DATE 1/24/22

JP # 202124

CERTIFIED INTO THE COUNTY TREASURY
 UNDER SECTION GOVT CODE 27008

JE NUMBER	2019-__-__
INPUT BY	

DISTRIBUTION: WHITE - AUDITOR / GREEN - TREASURY / YELLOW - DEPARTMENT RECEIPT

Updated 1/1/18

EL DORADO COUNTY

DEPOSIT PERMIT

PAGE 2 OF 2

TREASURER HAS RECEIVED A DEPOSIT FROM
EL DORADO COUNTY FIRE PROTECTION DISTRICT
 DEPARTMENT OR AGENCY NAME (Including Division)

DATE January 24, 2022

PREPARED BY _____
 PHONE NUMBER: 808561
 DEPOSITOR NUMBER _____

GENERAL LEDGER ACCOUNT LINES (type apostrophe first if there are leading zero):

S F X	ORG	OBJECT NUMBER	PROJECT STRING	DESCRIPTION (50 CHARACTERS MAX.)	AMOUNT
17	8561000	1401	223	CR#492 CK#184 4310 Hwy 49	186.00
18	8561000	1401	223	CR#493 CK#1001 1090 Los Robles Road	186.00
19	8561000	4022	291	CR#494 Cash Duty Shirts	24.00
20	8561000	1401	223	CR#495 CK#1535 5120 Riffles	186.00
21	8561000	1401	223	CR#496 CK#1148 3850 Meyers Road	186.00
22	8561000	1401	223	CR#497 CK#2403 4805 Riverdale	93.00
23	8561000	1401	223	CR#498 CK#1068 3401 Eastview Drive	186.00
24	8561000	1401	223	CR#499 Cash 3135/3141 Hassler	200.00
25	8561000	1401	223	CR#501 CK#1056 2284 Peaceful Glen	93.00
26					
27					
28					
29					
30					
31					
32					
33					
34					
35					
36					
37					
38					

JOE HARN, C.P.A. AUDITOR / CONTROLLER

C.L. RAFFETY, TREASURER / TAX COLLECTOR

BY _____
 DATE _____

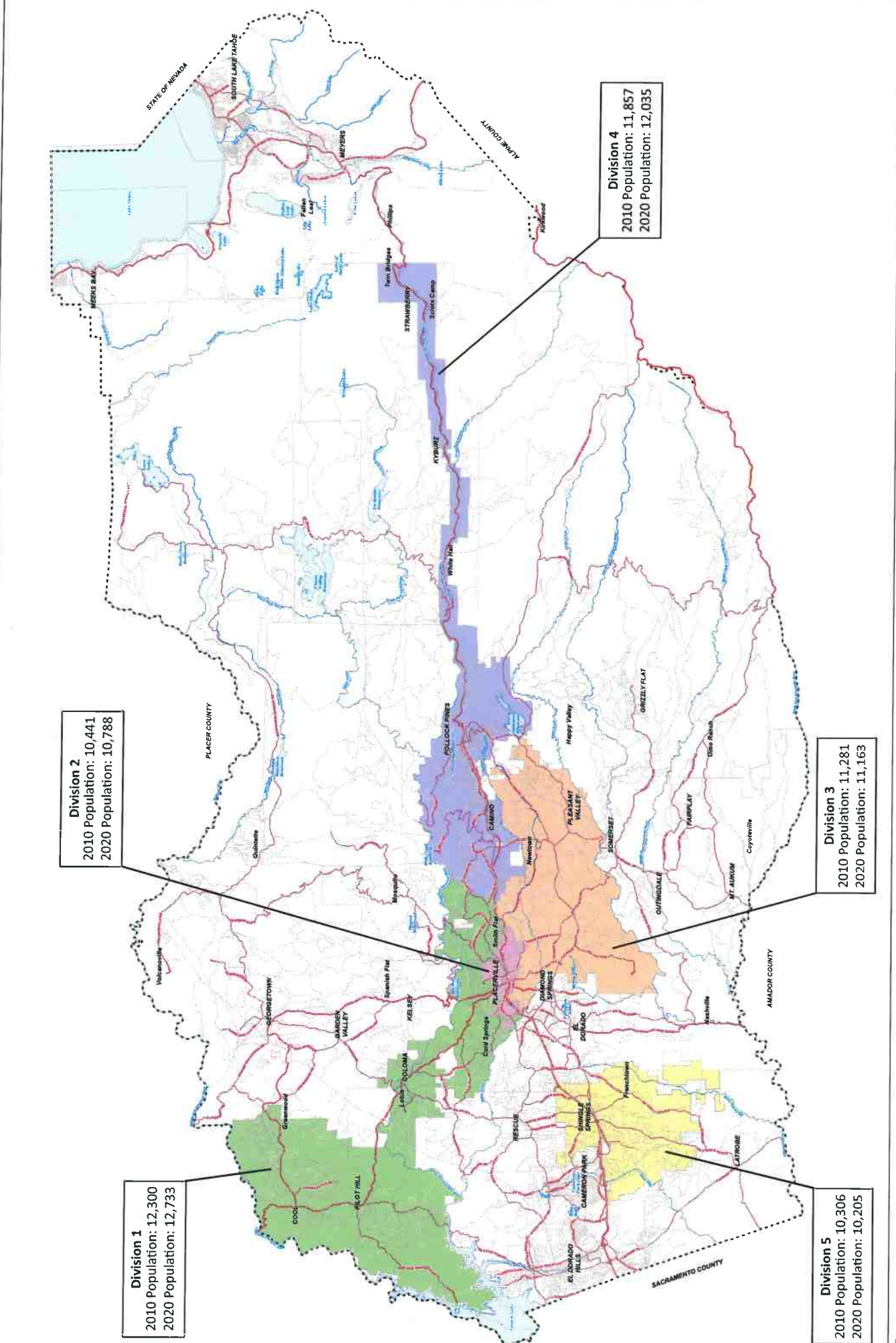
BY _____
 DATE 2/2/22

DP # 238724

CERTIFIED INTO THE
 COUNTY TREASURY

R SECTION GOVT CODE

BATCH DATE	
CODED BY	



- LEGEND**
- BOUNDARIES**
 - Division 1
 - Division 2
 - Division 3
 - Division 4
 - Division 5
 - LAND**
 - Census Blocks, 2020
 - County Outline
 - Highways
 - Major Roads
 - Minor Roads
 - Rivers
 - Lakes

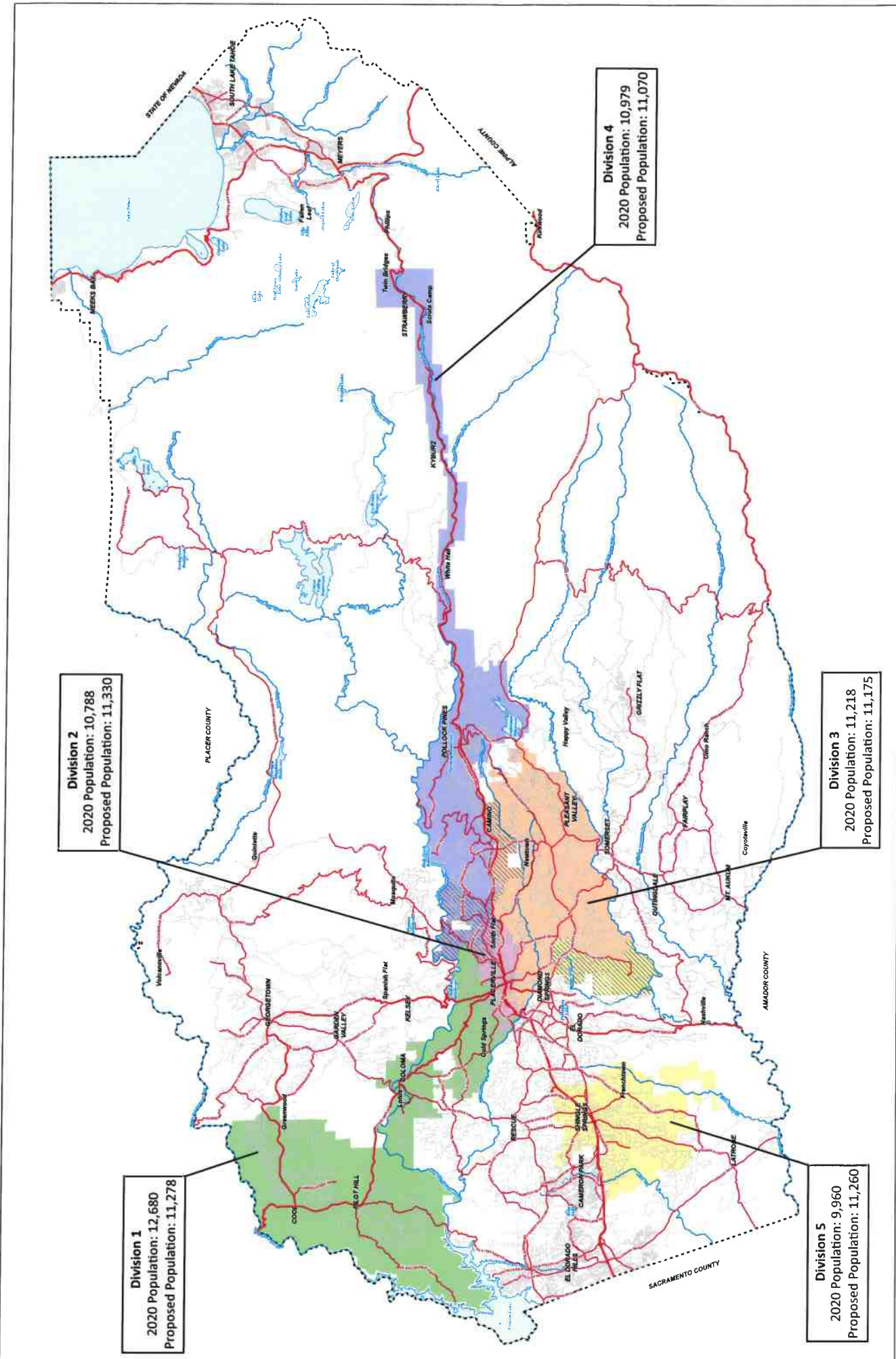
El Dorado County Fire District Population, 2010-2020

County of El Dorado
State of California



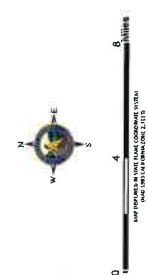
INFORMATION FOR CITY AND TOWNSHIPS OUTSIDE OF THE DISTRICT AREA:
 REQUEST THE REQUEST OF THIS GEOGRAPHIC UNIT FROM THE DISTRICT AREA.
 DATE: 05/20/2024 RELEASED UNDER: PUBLIC INFORMATION ACT
 PREPARED BY: AMBERLYN BAKER, GIS SPECIALIST
 MAILING ADDRESS: 10000 EL DORADO AVENUE, SUITE 100, EL DORADO, CA 95762
 PHONE: (916) 424-2200 FAX: (916) 424-2201
 WWW.ELDORADOCA.CA.GOV

Director	Current Web Count	2010	2020	Percent Variance				
				Div 1	Div 2	Div 3	Div 4	Div 5
Div 1	13,154	12,300	12,733	n/a	18.03%	14.06%	5.80%	19.85%
Div 2	9,906	10,441	10,788	18.03%	n/a	3.36%	10.36%	5.71%
Div 3	12,183	11,281	11,163	14.06%	3.36%	n/a	7.81%	8.58%
Div 4	11,878	11,857	12,035	5.80%	10.36%	7.81%	n/a	17.93%
Div 5	9,807	10,306	10,205	19.85%	5.71%	8.58%	17.93%	n/a
Total			56,924					
Average			11,385					



El Dorado County Fire District Proposed Boundaries

County of El Dorado
State of California



LEGEND

Color Key:

- Division 1 (Green)
- Division 2 (Orange)
- Division 3 (Blue)
- Division 4 (Purple)
- Division 5 (Yellow)
- Proposed Division Change (Hatched)

Symbol Key:

- County Outline (Dashed line)
- Highways (Thick red line)
- Major Roads (Thin red line)
- Minor Roads (Thin black line)
- Rivers (Blue line)
- Lakes (Light blue area)

NOTES:

1. THESE INFORMATION ARE FOR INFORMATIONAL PURPOSES ONLY AND SHOULD NOT BE USED FOR ANY OTHER PURPOSE.

2. THE INFORMATION IS PROVIDED AS IS AND WITHOUT WARRANTY OF ANY KIND, INCLUDING MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, AND NON-INFRINGEMENT.

3. THE INFORMATION IS PROVIDED AS IS AND WITHOUT WARRANTY OF ANY KIND, INCLUDING MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, AND NON-INFRINGEMENT.

4. THE INFORMATION IS PROVIDED AS IS AND WITHOUT WARRANTY OF ANY KIND, INCLUDING MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, AND NON-INFRINGEMENT.



To: Board of Directors
From: Trent Williams, Division Chief
Date: February 1, 2022
**Subject: Station 17- Partial Remodel Project-
Construction Manager**

The Fire District has recognized the need to make improvements to the facilities at Station 17 in Pollock Pines. This project will consist of light demolition work, new plumbing, new electrical, relocating interior walls, a second shower and improvements to the gym area. Due to the complexity and estimated costs of the project, the District is working to hire a Construction Manager (CM) to oversee the project to meet the needs the District has identified.

Last Fall, the District received back from the County Building Department, approved plans and permit. A Request for Proposal (RFP) was developed that outlined the Districts' requirements for a Construction Manager (CM) and approved by our legal council. The required legal notification and outreach were made, which included advertising a "Notice to Bid" in our local news paper, posting the RFP in 5 public buildings as well as posting the RFP online.

On December 9th, 2021 the RFP opened for a formal bidding process with a closing date of January 7th, 2022. On January 7th, 2022 the District had received 2 requests for extensions as a result of Covid. After consulting with legal council, the District issued Addendum No.1 to extend the deadline with a new closing date of January 21st, 2022.

Only one company submitted a bid as outlined in the RFP and was invited to be interviewed tomorrow, February 28th 2022. This interview/meeting will be an opportunity for both parties to discuss the project in detail and for District representatives to be sure the potential consultant understands its needs. The

interview panel will consist of an Architect of Engineering, a Fire Board/Facilities Sub Committee Member and Captain from Station 17. The potential consultant will be evaluated and if approved, will enter into negotiations for an "Agreement for Consulting Services" with the District.

If approved by the panel and Facilities Sub-Committee, the Staff would recommend that the Fire Board approve the Fire Chief to enter into an agreement not to exceed 15% of the total cost of the project.

End of report.

Running Head: HIGH TURNOVER AMONG PUBLIC SAFETY EMPLOYEES

High Turnover among Public Safety Employees

Brad Kavetski

COLL300 B001 Win 16

Dr. William Overton

Abstract

Public safety departments across the United States face many challenges on a daily basis simply by the nature of their job. Managing these types of departments can be even a greater challenge. Departments are seeing a dramatic increase of turnover rates among their personnel caused from several different variables. A normal agency or private sector business will always see a small percent of employee turnover resulting from employees changing their profession, retiring, or becoming disabled. However, there is more to high turnover that can be seen within public safety departments. This paper will identify reasons why public safety employees choose to leave a department such as a lack of direction among department leaders and meager pay and benefit packages. Discussion of what systems and practices can be put in place to reduce turnover and maintain much needed staffing within these struggling departments.

High Turnover among Public Safety Employees

Today's public safety department encounters a variety of complex and challenging obstacles. For instance, ensuring personnel receive adequate and proper training, budgetary constraints, or experiencing employee burnout are just a few. Fire and Emergency Medical Service (EMS) departments already have enough on their plate simply from the stressful and dangerous nature of their job. Let's imagine for a minute your family lives in a growing suburbanized area that has a small career fire department as their primary means of fire protection. As the area grows, population increases. Businesses like hotels, restaurants, and attractions become more established. Roads are full of traffic and the grocery store is always busy no matter the day of the week it is. This creates more calls for emergency service from the local public safety department. Department leaders and local government deem it necessary to expand the department by hiring more personnel and purchasing more apparatus and equipment. For whatever reason, there is poor leadership among high ranking members and a lack of direction within the department. This causes a snowball effect of many other setbacks that negatively affect the department. Well-trained and seasoned firefighters and even some company officers begin to leave for better organized organizations. Administration either fails to detect that there is even a problem or is aware, but simply don't correct the problem fully by implementing temporary solutions or only applying 'Band-Aids' in situations. The department is now short staffed, unable to adequately fulfill open positions on apparatus which negatively affect the level of service you and your family expect in the event of an emergency. This forces overtime budgets to be overdrawn which could eventually influence the department's budget and the amount of taxes you pay every year. Morale among employees is more than likely at an all-time low. This viscous cycle spirals the departments potential, ability to recruit and retain knowledgeable hardworking employees, and their level of service to the community right down

the drain. This serious predicament of high employee turnover in public safety departments now occur more than ever.

The explanations and causes why employees like firefighters, paramedics, or police officers leave their positions can be endless. Retaining quality public servants are becoming more difficult throughout the nation and wreak havoc on staffing levels, budgets, and personnel morale. Innovative and proactive actions need to be put into motion such as effective leadership and management practices, appreciating employees and treating them with respect, and potentially revamping wage and benefit packages to create a more appealing organization. These solutions can improve department wide morale, reduce overtime costs, and maintain sufficient personnel to preserve departmental readiness in which continual adequate service to the community will be provided.

Identifying retention problems among a department must take place. Administration and management level roles need to recognize they have a problem in order to act on it. Taken from a nationwide survey consisting of over 500 public safety employees, 85% (430) of respondents agreed that public safety departments have issues with high turnover rates among their employees. Public safety personnel such as firefighters, EMS, and law enforcement and it does not seem to matter whether a department is municipal, county, state, or even federally organized, employee retention is rapidly increasing. With that in mind, without immediate progressive action to defeat any retention problem, a department can easily and quickly fall behind the eight ball and will face a daunting uphill battle to regain its numbers. Ambulances are being parked as paramedics and EMTs leave the profession at record rates. In some parts of the country, there is 20% turnover (Robert Powers 2007, p.100). Departments should ask why employees leave. Survey results revealed the top reasons why public safety employees leave organizations.

Benefits and pay (42%), Lack of direction from upper management or poor leadership (30%), and a problem or issue with one's co-worker or supervisor (14%).

Compensation can easily become the deciding factor in an employee's decision to leave an organization. Many public safety employees choose this line of work because of the great benefit packages fire departments give their employees. Unions are another factor that helps aid in the compensation process. However, when these benefits are reduced or taken away, it creates animosity among the employees and their employer. Ellen Kehoe with the Haines City Fire and Rescue Department explains, "A typical employee benefit package may include paid sick time, paid vacation time, health insurance, dental insurance, disability insurance, life insurance, paid holidays, and a retirement pension" (2009, p. 8). An example of this can be found more and more in today's high cost of health insurance. The older generations were given health insurance even after retiring, but companies have gone away from keeping retirees on their insurance in attempts to save money. This affects not only the retiree but prospect employees to that particular department. If they had to choose between a department that had the option of health insurance after retiring and not, their decision of what department to work for could be made easy. Administrators need to look at innovative ways to compensate employees. Mark McKinney explains, "In the high-tech industries we find companies catering to their employees such as GM, General Electric, or IBM. Today Google provides their employees with free gourmet lunches, free available childcare, free employee health programs, and job flexibility" (2013, p. 24).

Poor leadership and the lack of direction of a department can be critical in retaining employees. Who wants to work for someone who can't effectively manage people or run a company? The majority of people simply do not and any professional well-rounded individual wants to see their department, their co-workers, and themselves grow and succeed into something bigger than themselves. Mark McKinney from the Antigo Fire Department states in

his Executive Fire Officer paper, “Employees are looking for an employer that walks the walk and talks the talk. In these cases of leadership from middle management to all the way to the CEO are expected to be honest and have integrity of their decisions and their actions” (2013, p. 22). Strong leadership traits are hard to come by and require years of grooming and experience. Someone does not become a leader overnight and most argue that leaders are born not bred. With poor leadership come many other negative impacts than just difficulty retaining employees. Loyalty coincides directly with leadership. A knowledgeable and experienced leader will have loyal followers and employees. In an article written by Reid Wodicka in *Fire Engineering*, he explains, “Although all organizations experience disagreement and conflict, those that develop a strong level of loyalty within their membership can respond to problems and strengthen the efficacy of the organization in the long run” (2012, p.12). Also under leadership falls how well employees are treated. Results from the survey I conducted showed that almost 60% of respondents believed how well employees were treated and respected was the most important quality of an employer or organization to have. Leadership classes should be available to up and coming leaders and even for managers in current leadership roles. Through training, supervisors can become more effective leaders and ultimately create and higher functioning department where employees will want to stay.

Circumstances out of a departments control can also attribute to losing employees. David Pitts (2011) explains, “A growing body of research in both organization theory and public administration points to a number of common factors frequently associated with turnover” (p. 752). Situations where employees retire from their position, terminated due to policy infractions, or leave for family or medical reasons can increase turnover numbers even higher. With that being said, private sector businesses and government agencies, alike already account for these instances. It’s more in depth circumstances that are unique to public safety which have greater

impact on departments. Impacts of high turnover within a department can consist of an array of variables.

First and foremost, staffing is reduced as employees leave. This can be critical in any public safety department as adequate manpower to maintain enough firefighters to perform their job safely and efficiently. Patterson et al (2010) states, "In this cross-sectional survey of local EMS agency directors, Freeman and colleagues determined that approximately half of all agencies surveyed were not fully staffed; 37% of directors said recruitment was always a problem, and 55% reported difficulty with retention" (p. 220). Communities and tax payers expect the police department along with other public safety departments to respond in a timely manner to mitigate whatever problem they may have and be professional while doing so. It might not affect at first, but response times from EMS agencies is a reality if an ambulance is taken out of service because lack of staffing and the ambulance from the next district over would have to respond a farther distance. Though many departments are lucky to never reach this point in retention issues, department leaders will try other practices to avoid closing a station or shutting down a unit.

This leads to budgetary problems associated with overtime and new hire training costs. Departments now face the challenge of filling those empty spots with people who will be compensated with overtime pay or vacation days or with some incentive. Certainly not for free, however. It takes a substantial amount of funds to hire and train new public safety personnel. Training firefighters and law enforcement officers their job is not as easy as stocking shelves, flipping a burger, or filling paperwork. David Pitts (2011) explains, "In addition to creating turmoil and causing disruptions in service delivery, turnover imposes considerable costs on organizations: separation costs such as severance pay, as well as replacement costs, including the cost of hiring, screening, and training new employees" (p. 751). The ability to maintain well-trained and professional personnel without having to rehire and retrain new employees constantly

will drastically reduce department wide spending. Spending can be directed to purchasing better equipment or apparatus, even investing in more manpower to provide an even better service to the community. In agencies where high turnover is found, the most significant impact of cost comes from vacancy costs linked to overtime, and the training costs associated with training and getting new-hires on the street. Taylor et al (2006) states, "Workforce cost is the largest expense for most municipal departments, and employee turnover (replacement) costs approach 50 percent of a departing employee's salary" (p. 649). If this is an accurate statement, employers should do everything in their power to retain employees they have already invested such a great amount of time, money, and energy into. Recruitment, selection, hiring, placement, training separation are all among direct costs the employer is faced with in association with employee turnover. Indirect costs can contribute to more financial burdens caused by transferring personnel from other positions, time for assigned training, the lost of productivity, negative public relations, the disruption of social networks, and simply the cost of filling the vacancy. Patterson et al (2010) states, "Across agencies that experience turnover, we determined that the total annual median agency cost of turnover was approximately \$72,000" (p. 216). Maintaining employees from a managerial standpoint may be hard at times but losing them will cost the department more money in the long run.

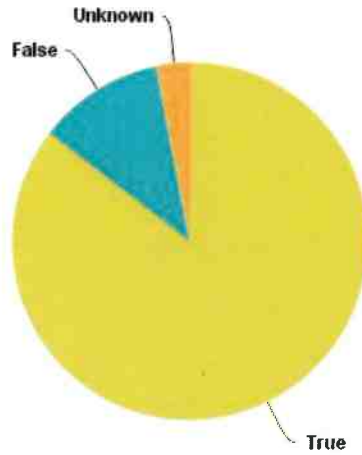
If all the negative impacts high turnover rates generate isn't enough, high turnover creates a lot of animosity and low morale among employees. Survey results taken from 500 public safety employees revealed the number one answer to what negative effects/impacts would an employee expect to see within an organization with high turnover was low morale or approximately 39% of respondents.

The increase of turnover seen among public safety employees has become a serious concern for many departments across the United States. Firefighters, EMT's and law enforcement officers

alike are choosing to leave their positions for reasons related to the lack of direction and the poor leadership of their respected organizations and meager pay and benefit packages. The depletion of well trained and dedicated public safety professionals place a large strain on the level of service provided to the community, department budgets with the increase of overtime issued, and low morale among other employees. Proactive and unique programs need to be implemented to ensure the adequate recruitment and retention needs of these struggling departments are met. Organizational leaders and administration must recognize there is a retention problem and identify what factors are causing high turnover within their departments. Clear and concise communication between upper management and field personnel is essential to guarantee efficient and effective direction within the department. Leadership classes should be provided to all levels of management within an organization in order to have high functioning and effective leaders. It is necessary to revamp and revitalize pay and benefit packages to create a competitive organization in today's public safety field.

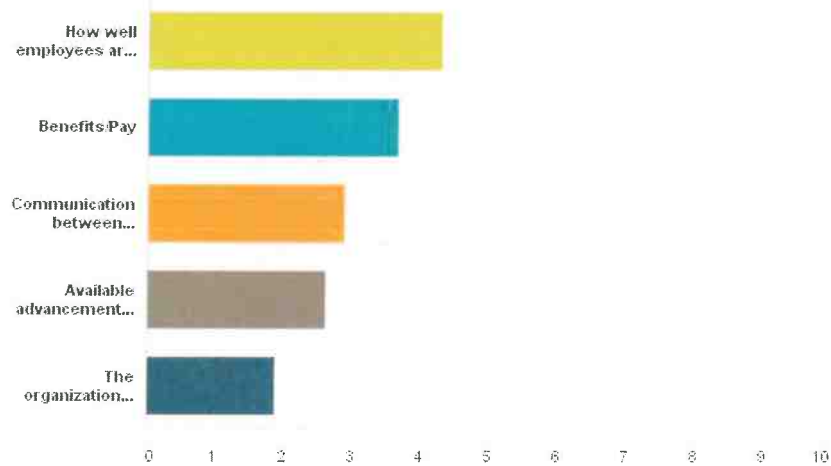
Q1 Do you believe public safety departments currently have issues with high turnover rates among their employees?

Answered: 584 Skipped: 3



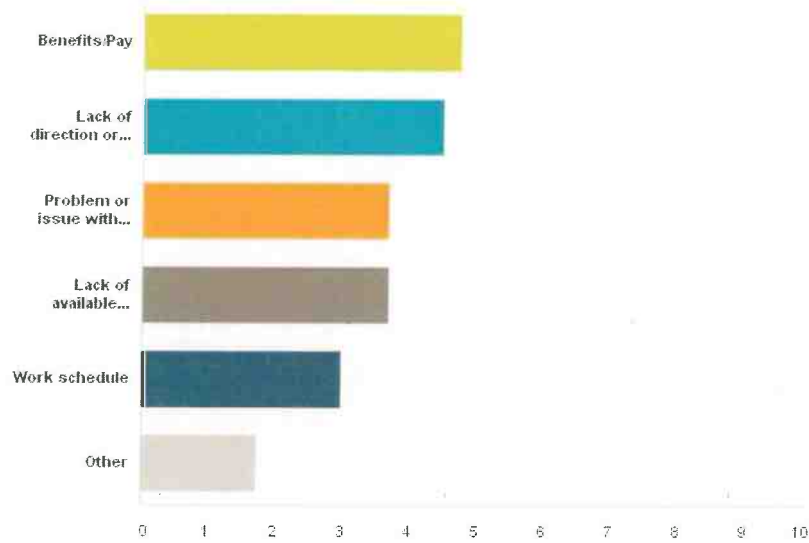
Q2 What qualities of an employer or organization do you find to be most important? Rank 1 being the most important and Rank 5 being the least important.

Answered: 508 Skipped: 9



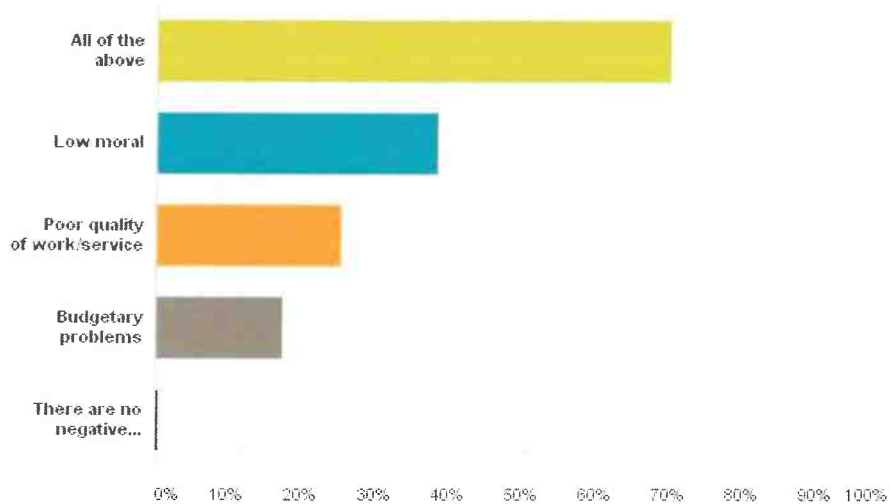
Q3 What deciding factor would you suspect to have the most effect on an employees reason to leave an organization? Rank 1 having the most effect and 5 having the least effect.

Answered: 506 Skipped: 2



Q4 What kind of negative effects/impacts would you suspect to see within an organization with high turnover rates?

Answered: 597 Skipped: 1

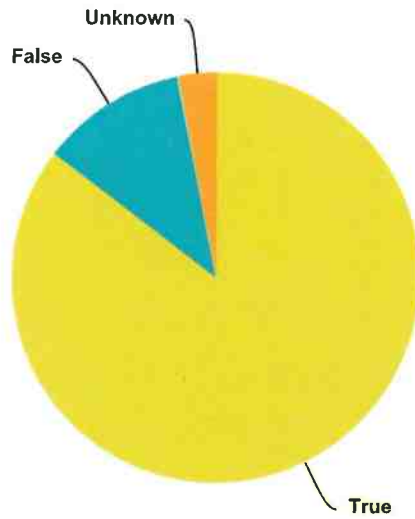


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Q1 Do you believe public safety departments currently have issues with high turnover rates among their employees?

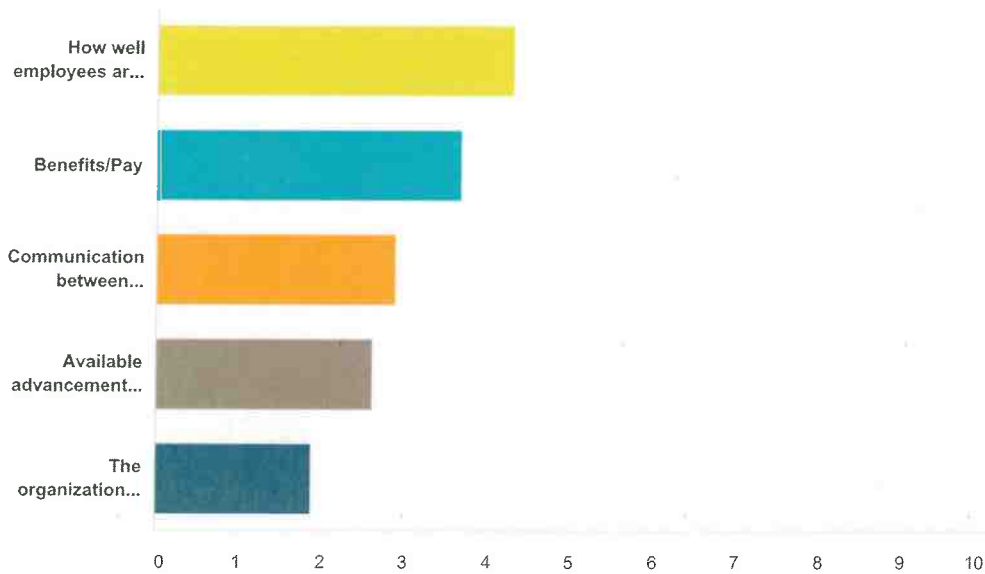
Answered: 504 Skipped: 3



Answer Choices	Responses	
True	85.32%	430
False	11.51%	58
Unknown	3.17%	16
Total		504

Q2 What qualities of an employer or organization do you find to be most important? Rank 1 being the most important and Rank 5 being the least important.

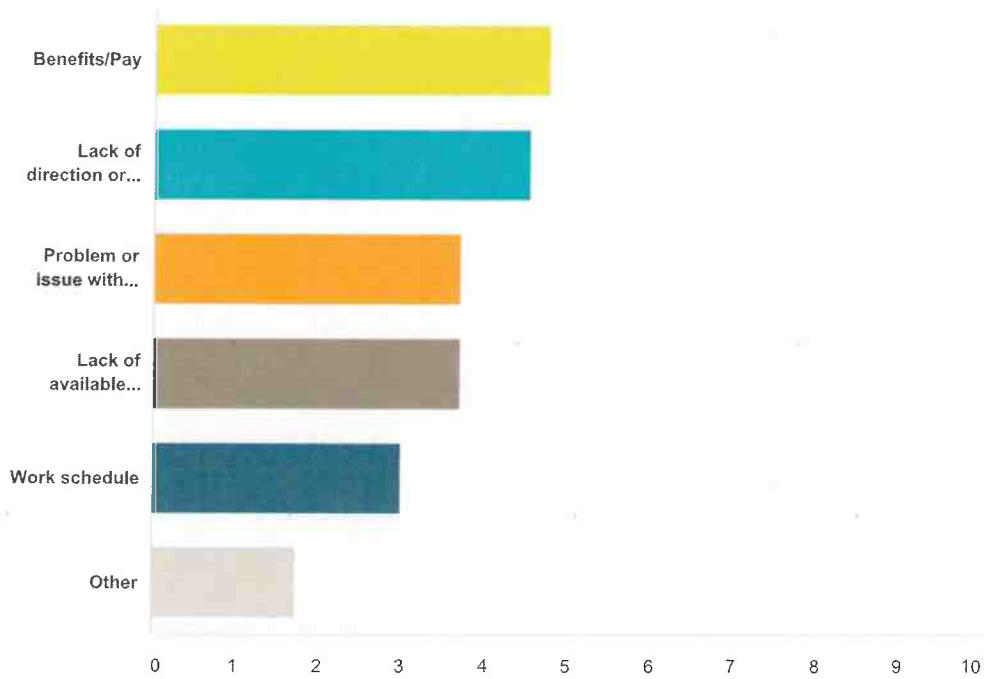
Answered: 507 Skipped: 0



	1	2	3	4	5	Total	Score
How well employees are treated/respected	59.11% 266	22.89% 103	11.33% 51	2.44% 11	4.22% 19	450	4.30
Benefits/Pay	28.41% 129	36.34% 165	15.20% 69	13.44% 61	6.61% 30	454	3.67
Communication between management and their subordinates	8.51% 41	19.71% 95	31.95% 154	31.74% 153	8.09% 39	482	2.89
Available advancement opportunities within the organization	4.09% 19	15.95% 74	31.68% 147	32.54% 151	15.73% 73	464	2.60
The organization's or companies track record	6.36% 32	7.55% 38	12.33% 62	15.11% 76	58.65% 295	503	1.88

Q3 What deciding factor would you suspect to have the most effect on an employees reason to leave an organization? Rank 1 having the most effect and 5 having the least effect.

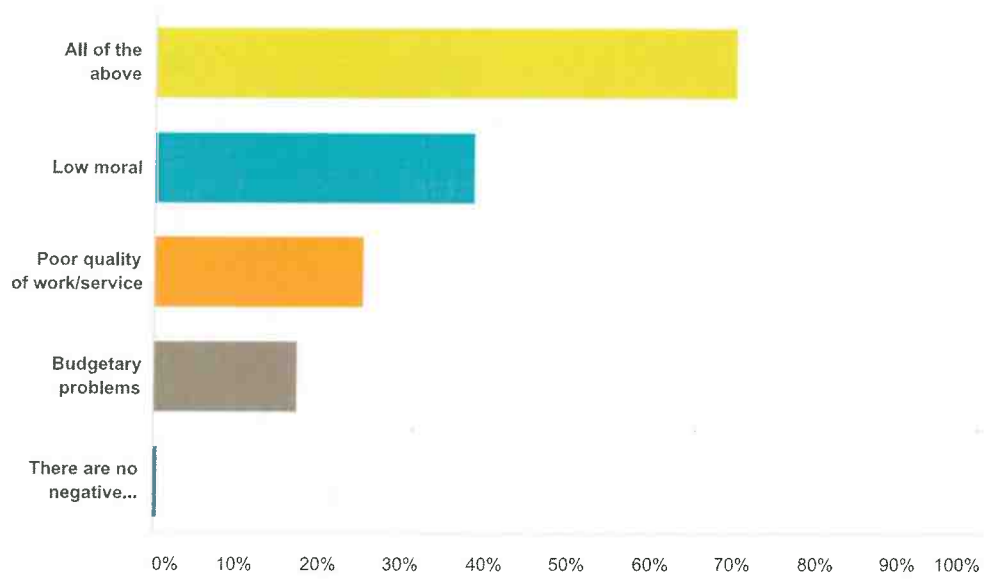
Answered: 505 Skipped: 2



	1	2	3	4	5	6	Total	Score
Benefits/Pay	42.22% 198	20.26% 95	17.48% 82	13.43% 63	4.69% 22	1.92% 9	469	4.76
Lack of direction or communication from upper management positions or the organization itself	30.04% 140	28.76% 134	16.31% 76	15.02% 70	7.30% 34	2.58% 12	466	4.52
Problem or issue with one's co-worker or supervisor	13.85% 63	18.02% 82	21.76% 99	21.98% 100	18.24% 83	6.15% 28	455	3.69
Lack of available advancement opportunities	5.86% 28	20.71% 99	29.08% 139	27.20% 130	15.69% 75	1.46% 7	478	3.69
Work schedule	5.70% 28	13.65% 67	12.42% 61	17.92% 88	41.34% 203	8.96% 44	491	2.98
Other	7.18% 29	1.49% 6	4.95% 20	3.47% 14	10.64% 43	72.28% 292	404	1.74

Q4 What kind of negative effects/impacts would you suspect to see within an organization with high turnover rates?

Answered: 506 Skipped: 1



Answer Choices	Responses	
All of the above	70.16%	355
Low moral	38.54%	195
Poor quality of work/service	25.30%	128
Budgetary problems	17.39%	88
There are no negative effects associated with high turnover rates	0.59%	3
Total Respondents: 506		

Q5 In what ways do you believe organizations can combat high turnover rates among their employees?

Answered: 392 Skipped: 115

Q5 In what ways do you believe organizations can combat high turnover rates among their employees?

Answered: 392 Skipped: 115

#	Responses	Date
1	In most EMS companies that I have worked the commrodary between the EMTs and paramedics is strong. This is your family that you live with every third day. The managers and supervisors are not part of this commrodary, but are more like the parents. They are removed from actually working on the ambulance, and forget how things were when they did work on the truck.	1/21/2016 2:41 PM
2	Treat them with respect and properly compensate them	1/21/2016 2:35 PM
3	One contributing factor to Paramedic burnout that I have found and experienced is running the same non-emergent calls to the same person, often called frequent flyers. This problem has existed for decades but because of this litigious society government and private agencies do not have the back bone to stand behind their paramedics and allow them to say "No ma'am that is not an emergency I can call you a cab". We are trained to assess and treat patients in some of the most stressful conditions one could imagine, we work under a doctor's approved protocols, and most of us take the time to assess properly. EMS and Fire Services need to develop and implement guidelines that deal with these types of situations by instituting a cab voucher program or having a non-emergency personnel available. If they factored in the overall cost either of those solutions would be effective.	1/21/2016 12:42 PM
4	Better pay. Better schedules . Employee appreciation	1/21/2016 11:21 AM
5	Take care of your employees and they will take care of the organization!!!	1/21/2016 10:07 AM
6	Treat employees respectfully, have good communication, have equipment in working order and a good maintenance program. Nothing is worse than coming to work and not having the tools to do your job effectively, such as working ambulances without maintenance issues that don't get repaired, computers that are slow, broken, and outdated	1/21/2016 9:28 AM
7	A very competitive Pay/Benefits package. In the department I work, that is our main problem. Every year our insurance increases and our pay stays the same, which is less than some smaller and slower departments in the metro area.	1/21/2016 8:36 AM
8	Increase moral by improving communication and less top down inflicion and unnecessary enforcement of administrative policy. PAY MORE	1/21/2016 8:07 AM
9	Please remember i am in the voluntary service. For us it is moral. Keeping people involved and showing respect for all ranks. Letting them be heard. They want tk part of something and not just a tool. Good luck on your report Brad.	1/21/2016 7:42 AM
10	I think a big cause of turnover is morale. Negativity is a cancer within any organization, especially public safety that has many outside stress factors. Fix the morale, create clear definition of tasks, have supervisors that are always looking to improve the department	1/21/2016 6:40 AM
11	Fix the problems above	1/21/2016 5:55 AM
12	More strict hiring process with physical fitness standards and more pay. Morale will increase and more will respect the jobs.	1/21/2016 5:49 AM
13	Talk with their staff	1/21/2016 4:42 AM
14	Stop focusing on how many letters appear after a fire chief's name. We need true leaders. Subordinates decide who is a leader, not the politicians with the authority to appoint a fire chief. Subordinates want someone who knows their needs, and who supports them. These two simple things seem to be lost on far too many chief officers. It is purely anecdotal, but the best leaders I ever worked for had high school diplomas. The guys I worked for with EFO/CFO/etc after their name lacked leadership and were failures. To give a conclusion to my long-winded explanation, high turnover rates typically result from low morale, which typically comes from lack of leadership. High turnover rates can be reduced by real leadership, not paper leadership.	1/21/2016 2:52 AM
15	Better pay and work environment	1/21/2016 1:46 AM
16	Better pay and morale from superiors. Verbally expressed respect and thanks from superiors. Good benefits.	1/21/2016 1:41 AM
17	Reward time with increasing benefits and wages. Reward loyalty and dedication for those who do more than basic requirement	1/21/2016 12:46 AM
18	Listening to workers opinions and fair wages/ proportional vacation time to hours worked	1/21/2016 12:08 AM

High Turnover Rates Among Public Safety Departments

SurveyMonkey

19	Treat people fairly. Stop cronyism	1/20/2016 11:41 PM
20	Stay competitive with wages and benefits. Treat people right. Lead by example.	1/20/2016 11:19 PM
21	More respect toward employees, and compassion towards their scheduling needs especially for single parents	1/20/2016 10:54 PM
22	Eliminate double standards between line staff and management	1/20/2016 10:49 PM
23	Caring about employees and their opinions.	1/20/2016 10:16 PM
24	Communications. The fire service can be summed up in one word. That is "People". If the leaderships focus is always on people they cannot go wrong. "Do on to others as you would have them do on do you" applies in everyway in the fire service. Management needs to do the right thing all of the time not just we it suits them. We understand they we cannot have everything all of the time. However if there is no communication to advised members of progress and advances then we will not know what management is working on. To improve our situation.	1/20/2016 9:21 PM
25	Generally treat them better. Don't assume everyone is replaceable and back the crews up when a bogus complaint comes through	1/20/2016 9:21 PM
26	Actually value and listen to employees.	1/20/2016 9:11 PM
27	Treat the foot soldiers better.	1/20/2016 8:51 PM
28	Treat employees right and quit paying them 28000. A year and they get over 100000. And bitch when you ask for a raise or benefits that the company offers and they won't let you have it cause it effects their bonus.	1/20/2016 8:44 PM
29	Get a new fire chief	1/20/2016 8:38 PM
30	Treat their employees with respect and give them a fair wage. Don't make promises you can't keep like pay scales, with no way to achieve the next step. Don't treat the upper management better than the troops. Stop playing favorites to your buddies. Keep race out of it all together.	1/20/2016 8:22 PM
31	Put the best people in leadership positions, who are willing to make the station a place where everyone is welcome.	1/20/2016 8:12 PM
32	Increase communication between staff and leadership, and allow leadership to show meaningful interest in helping the staff.	1/20/2016 8:07 PM
33	They can start by treating their employees with respect and not just thinking of them as a body filling a seat. That includes a decent wage and benefits, but I would start with respecting them and valuing their opinion, people tend to stay even if the pay isn't the best if they are treated like they are valued	1/20/2016 8:00 PM
34	Take care of your employees and they will take care of you.	1/20/2016 7:44 PM
35	Competitive pay with room for advancement in a reasonable amount of time.	1/20/2016 7:42 PM
36	There are a lot of variables to consider, but ultimately I believe that organizations need to pay a competitive wage with benefits, treat employees like the valuable assets they are and strive to give the employees input.	1/20/2016 7:42 PM
37	Trust employees, advance employees but training of promotion. Generally care for the employee	1/20/2016 7:42 PM
38	Effective leadership at all levels of the organization with particular focus on company officers. A look at the leadership attitude, focus and competence is a fool proof way to quickly and accurately assess the quality of an organization, their performance, and the satisfaction and engagement of the members	1/20/2016 7:39 PM
39	Treat your employees well. Pay them well. Communicate.	1/20/2016 7:39 PM
40	Pay fairly, get employees involved in as many areas as you can. Let them develop the look and feel of the organization whenever possible. Give clear direction when needed	1/20/2016 7:31 PM
41	Ask the guys on the floor not assume you know what they want. Be truthful. Respect the employee first then they will respect you in return	1/20/2016 7:20 PM
42	Have management and supervisors to value and respect those underneath them and to have an excellent benefits package(amply sick time, full medical and dental coverage, give the employees the schedules they want regardless of seniority. Don't give a hard time when need time off for sickness (themselves or their family member/kids).	1/20/2016 7:18 PM
43	First and foremost is treating employees like people, pay is important but not being micromanage makes people feel better long term. The effect of raises wears off.	1/20/2016 6:53 PM
44	Paying attention to employees	1/20/2016 6:38 PM
45	Find ways to make the employee feel appreciated for what they do for so little money	1/20/2016 6:33 PM
46	Most people leave supervisors not jobs. Train and hold leaders accountable. Human elements are the most precious ones.	1/20/2016 6:24 PM

High Turnover Rates Among Public Safety Departments

SurveyMonkey

47	Increase moral with the their employees Pay a livable wage	1/20/2016 6:07 PM
48	Paying a living wage and better communication and respect	1/20/2016 6:01 PM
49	Respect!!! Teamwork TQM	1/20/2016 6:01 PM
50	Employee participation/ feedback is crucial to the success of an organization. When employees feel disregarded and disrespected combined with the high stress of the Public Safety career it breeds apathy and hostility. People seek out better and more favorable work environments.	1/20/2016 5:50 PM
51	Communication from top to bottom being clear and concise, appropriate pay, and clear direction with policies for everyone and not just certain groups of employees	1/20/2016 5:46 PM
52	Pay enough so that employee does not have to work excessive OT or another job for a livable wage.	1/20/2016 5:45 PM
53	Better communication and respect of staff.	1/20/2016 5:41 PM
54	Good comunication , suport from medical director , ems director , any management and co-workers . Having the correct equipment on units (not cutting corners on supplies or new and better equipment) !!!	1/20/2016 5:31 PM
55	Provide fair compensation, benefits, and environment. Nurture communication, personal growth, and training. Maintain accountability and discipline.	1/20/2016 5:30 PM
56	Fair pay, good communication, management lead employees, not boss them around. Help solve problems that arise and find ways to make sure that problem doesn't keep happening.	1/20/2016 5:30 PM
57	Value employees and involve them in the departments success. Pay and benefits high enough keep good employees. Leadership needs to at least be willing to listen to employees and vice versa.	1/20/2016 5:23 PM
58	Listen to employees. Stop treating them as replaceable monkeys.	1/20/2016 5:23 PM
59	Better scheduling.	1/20/2016 5:12 PM
60	Listen to the problems that the work force identity, mid the workers are happy then then job runs smoothly	1/20/2016 5:07 PM
61	Better pay and more opportunities for advancement along with benefits/perks for employees. I also feel that better communication and direction between management and employees in a positive manner would be beneficial not just the correction/negative aspect . Remember we are only human	1/20/2016 5:05 PM
62	Actually care about their employees. Don't micromanage, if there is an issue take care of the individual (s) involved instead of punishing all employees. Deal with the important issues before the petty stuff.	1/20/2016 4:58 PM
63	Either pay more or have more units available to prevent crew burnout. High call volumes due to shortage of units makes everyone suffer. Units sent home due to budget overages leaves others to work harder and leaves the community at risk.	1/20/2016 4:56 PM
64	Better communiton from management and positive feedback	1/20/2016 4:54 PM
65	Better managers,	1/20/2016 4:51 PM
66	Equal pay to other companies and employee respect by management.	1/20/2016 4:45 PM
67	Pay people a living wage, and give more praise for a job well done than pointing out flaws.	1/20/2016 4:43 PM
68	Unified management team with clear direction for employees, proper and thorough orientation/ training and RAISES FOR ALL EMS PROVIDERS!!!	1/20/2016 4:39 PM
69	Better pay/benefits and advancement within organization	1/20/2016 4:33 PM
70	Good communication and competitive salaries/benefits. It is hard to look at your service and realize that you must change in order to be viable in this field. Letting employees stay that are a cancer to the service, be it Directors to Field staff, is a sure way to keep turnover high. You cannot be detached from your employees and maintain a healthy work environment.	1/20/2016 4:32 PM
71	Stop treating employees like shit. Engage the employee by delegation. That whole pride and ownership thing.	1/20/2016 4:31 PM
72	Good communication between supervisors and employees. Listening to employee concerns and doing whatever is possible to appease them.	1/20/2016 4:28 PM
73	Merit raises, and true accountability on leadership personal	1/20/2016 4:24 PM
74	One major factor is stress related too types of runs or situations that affect people emotionally. Benifits are a major issue that needs fixed nationally.	1/20/2016 4:24 PM
75	Take care of your employees and they will take care of your clients	1/20/2016 4:24 PM

High Turnover Rates Among Public Safety Departments

SurveyMonkey

76	I wish I knew, we have worst benefits in our county, that doesn't help	1/20/2016 4:23 PM
77	Give employees better opportunity to voice their opinions and try and implement the positive changes. Allow employees better opportunity to find positive ways to have better rapport with each other and higher ups. Definitely treat employees with respect and let them know they are appreciated.	1/20/2016 4:21 PM
78	Better pay better treatment of employees	1/20/2016 4:18 PM
79	Reasonable pay so I can work one job and be able to pay the bills. Open door communication,	1/20/2016 4:14 PM
80	Fight for improved conditions with county/municipal administrators who often block progress and create turmoil	1/20/2016 4:12 PM
81	Having better bottom up communication, employees should be seen as valuable contributor to the company	1/20/2016 4:12 PM
82	The survey ignores the primary issue of most new grads using EMS as a stepping stone job rather than a career. Which is the #1 cause of turnover I have seen for the past several years.	1/20/2016 4:12 PM
83	Better communication between upper management and the field staff. Better pay and benefits	1/20/2016 4:11 PM
84	Oust the good of boys club. Hold leaders to same standards as all members.	1/20/2016 4:10 PM
85	Pay a living wage, provide decent benefits, treat employees like they matter, and have a solid set of expectations among management of employees' actions.	1/20/2016 4:08 PM
86	Competitive pay, respect and recognition of employees, honest and open communication - but ultimately unless you have worked in this specific field, it's hard to understand why there is a turnover rate. I currently work EMS and am a slave to my job solely to survive and provide for my family. You enter this field and the next thing you know, your entire life has been changed in the blink of an eye. Not all bad, but physically and mentally tiring...so without a strong internal support system there will forever be a high turnover rate.	1/20/2016 4:08 PM
87	Treat and pay the people like they would want themselves.	1/20/2016 4:05 PM
88	Let employees do job without being micro managed and armchair quaterbacked.	1/20/2016 4:04 PM
89	Ensuring that employees' needs are met, as opposed to treating employees as replaceable pawns that aren't worth being accommodated.	1/20/2016 4:04 PM
90	Better working relationships between managment and employees . Most public service managers only care about their profit margains. Not how their employees are doing mentally or physically.	1/20/2016 4:03 PM
91	Better pay and staff welfare	1/20/2016 4:03 PM
92	Treat this profession like it actually deserves respect.	1/20/2016 4:02 PM
93	Salary that equals FireMedic agencies. 3rd service EMS can not compete with FD medics, but 3rd service is by far busier.	1/20/2016 4:02 PM
94	Treat them better	1/20/2016 4:01 PM
95	Respect.	1/20/2016 4:01 PM
96	Better pay, advancement opportunities, good work schedule, high moral	1/20/2016 4:01 PM
97	Talk to their people frequently, have competitive pay and take care of your employees needs	1/20/2016 4:00 PM
98	Treat this as a career, not a stepping stone.	1/20/2016 4:00 PM
99	treat people well and not micro manage	1/20/2016 3:59 PM
100	Bring back ethics in management/organization	1/20/2016 3:59 PM
101	Treat employees well and listen to them.	1/20/2016 3:53 PM
102	Competitive benefit package, continuing education opportunities, good leadership that puts the "troops" first	1/20/2016 3:16 PM
103	The loss of defined benefit programs have young guy's jumping to departments with better retirement packages.	1/20/2016 2:59 PM
104	Good pay available advancements and respect between low levels and management	1/20/2016 2:57 PM
105	Try to put employees first if possible.	1/20/2016 2:42 PM
106	Better compensation; able to give input on upcoming changes or current issues; respect.	1/20/2016 2:36 PM
107	Pay them like they are top employees, and you will attract and retain, the top employees. Pay them like they are 2nd rate and that's who you will attract and retain.	1/20/2016 2:32 PM

High Turnover Rates Among Public Safety Departments

SurveyMonkey

108	High moral and great benefits with the possibility of promotion. With the economy I am just really happy to have a career in the fire service	1/20/2016 2:27 PM
109	Increased pay/benefits, initiating recruitment/retention programs, help gather support from outside the organization (public).	1/20/2016 2:24 PM
110	Treat their people right, and keep moral up	1/20/2016 2:23 PM
111	Higher people that actually have a work ethic and are self motivated. Quit giving in to the masses that want the pay but no responsibility.	1/20/2016 2:11 PM
112	An organization must have good communication with itself from the top down but most importantly from the bottom up. Supervisors must listen to the lower guys on the totem pole	1/20/2016 2:07 PM
113	Deliver what was Promised. Be clear about expectations. Treat employees respectfully. Be competitive in compensation	1/20/2016 2:07 PM
114	Better pay, clear communication and fair treatment.	1/20/2016 2:05 PM
115	Invite employees to an exit interview with an impartial person so no anxiety/intimidation is felt and listen to their reasons	1/20/2016 2:02 PM
116	Better communication from the top all the way down (including county officials). Offer better retirements like 20 yrs and out regardless of age that will compensate a lot for the lack of pay.	1/20/2016 2:01 PM
117	Good equipment, a good training regiment, competitive pay and benefits, and a command staff that is always asking what can we do better and willing to listen to what the department needs.	1/20/2016 1:24 PM
118	City or County Comm. only see the amount of revenue a department brings in vs overtime monies spent.	1/20/2016 1:12 PM
119	Treat their employees with the same respect that we are expected to treat our customers. Have compassion and treat others the way you would want to be treated, not how you were treated. Create a truly open environment that promotes creative thinking and embodies the fire service.	1/20/2016 1:07 PM
120	Value employees, involve them in department decisions. Ownership has been taken away form the ranks with the new management styles creeping into public safety. When people dont feel like they matter to an organization they will search for on that will.	1/20/2016 12:53 PM
121	Employees tends to stay in organizations that have community support (both citizens and political). Organizations that don't have political support often develop bunker mentalities that lead to poor moral and high turnover. I have seen this occur in departments that pay very well, but don't have political support.	1/20/2016 12:44 PM
122	Ilanong Canadian paid departments turnover is not an issue. The money is so good compared to the private sector that people will stay and retire in place even if completely disillusioned with the organization.	1/20/2016 12:37 PM
123	Higher pay and respect from management. Big thing is appreciation and a thank you from management we are not just a number.	1/20/2016 11:55 AM
124	Pay, working conditions, fair advancement opportunities	1/20/2016 11:47 AM
125	Open communication and respect are the biggest issues I have run into within the companies I have worked for.	1/20/2016 11:17 AM
126	Acknowledge that they are over worked and under payed. Down act like they are not	1/20/2016 11:14 AM
127	Pay, benefits, staffing and training.	1/20/2016 11:02 AM
128	Treat their employees correctly, have every one properly trained. Give decent benefits as well as time off	1/20/2016 10:33 AM
129	Offer better than competitive pay and/or benefits. Create opportunities for advancement. Treat your workers well. People want to be appreciated for what they do and the above three factors are the day to day recognition factors.	1/20/2016 9:17 AM
130	Restore pay and benefit cuts. Retention never a problem before	1/20/2016 9:02 AM
131	Having consistency when dealing with departments within a government agency. Spending millions upon millions on sporadic raises for departments that lobby the commissioners or approvals for frivolous spending when public safety has not seen even a COL raise in over 8 years will obviously cripple morale. People are leaving in droves when the county has essentially said, "be glad you have a job".	1/20/2016 8:40 AM
132	Annual step increases. Not having to ride an ambulance.	1/20/2016 8:34 AM
133	Place the employee first, not last .	1/20/2016 7:54 AM
134	By staying competitive with other organizations. Maintaining high moral and showing respect to it's employees.	1/20/2016 7:04 AM

High Turnover Rates Among Public Safety Departments

SurveyMonkey

135	With the demise of defined benefit pensions, higher percentage matches on 401 retirements would help. Increasing Employer insurance payouts would help and giving longevity pay for individuals with tenure.	1/20/2016 6:51 AM
136	Top brass setting the proper example to follow. Many chiefs forget the need to train, interact or have a progressive attitude towards the department . Resolve the retirement bottle neck! If the employee has been a piece of drift wood for years, send them on their way. Promote competent highly motivated people not your buddy. Lives hang in the balance, Incompetence and pompis have no place in the fire service	1/20/2016 6:25 AM
137	By providing the proper training, respecting and working with employees, providing resources to combat stress, good benefits and pay, and providing room for advancement with in the company.	1/20/2016 4:42 AM
138	Maintain benefits and pay, strive for excellence, good PR within the community (which takes care of the first thing) and work to keep morale up.	1/20/2016 4:33 AM
139	listen to your employees. They are the ones doing the job everyday. They know whats best for the the people they are serving.	1/20/2016 1:37 AM
140	- job stability - improve communication from the top down - identify performance issues and work with employees to find cost effective solutions	1/20/2016 1:22 AM
141	I don't have the answer, it sad to see companies view long term employees as numbers and not people. No communication or respect for the employees, My current company is losing senior staff and getting newbies with no experience, I too am looking for a new job	1/20/2016 12:35 AM
142	Effectively communicate ideas, SOG's etc... from the top down. Implement a solid training program for all levels, including management. Make sure compensation/benefits parallel work performed	1/20/2016 12:00 AM
143	Treat their employees as best they can while still communicating and running a business.	1/19/2016 11:53 PM
144	Having good Communication, more opportunity, good moral between employees	1/19/2016 11:49 PM
145	Many employers are driven these days by outside forces, usually by their own doing. Hiring mandates, piss poor financial planning, municipality leaders that probably should be working for McDonalds (and not as a manager). Standing up for what's right and fighting for your most important resource would be a good start. Improve labor/management relations by not having ulterior motives. genuinely wanting to work with labor, and leaving egos at the door.	1/19/2016 11:34 PM
146	Better Communication within the ranks and admin. How the department is run less micromanagement. Take care of the men/women who work and not cater to the ones who always complain don't do anything. Because of that everyone else take the heat from their drama/probiems.	1/19/2016 11:33 PM
147	Matching pay with other departments within the same county, and have more promotional positions available in a small department.	1/19/2016 11:21 PM
148	Treat your people right. Less micro-management, more trust in your people. Strive to maintain good morale.	1/19/2016 11:20 PM
149	Get rid of the uneducated good ole boys that have no idea how to run a business.	1/19/2016 11:18 PM
150	Treat each employee with respect..offer advancement....	1/19/2016 11:11 PM
151	Better hiring/training process that ensures that all new employees fully understand their role, responsibility, and expectations, and means to achieve and surpass those goals	1/19/2016 11:08 PM
152	Invest in them and recognize thier value not only to the city/county but to the citizen. Pay has to come first because in a world of 401K style plans there are no more pensions keeping anyone in a single place. The next is respecting their work and showing an interest in what your public safety employees actually do in the community. Lastly they should develop, communicate, and enact a plan to keep employees. In our organization people have lost hope that the elected officials even care and want to do something. The employees must be able to see and understand that they are valued and work is being done on their behalf.	1/19/2016 11:08 PM
153	effective communication, minimal micromanagement. competitive benefits package.	1/19/2016 11:08 PM
154	Competitive pay/benefits and Upper management that believes in coaching and mentoring. Employees want to know they are appreciated and their job is crucial to the vision of the organization.	1/19/2016 11:04 PM
155	Support employees with quality gear and equipment. Allow employees to function at a high level, and promote aggressive tactics. Celebrate and empower those employees that choose to go above and beyond. Pay employees a respectable wage that would allow firefighting to be their primary job, if not their only job. Provide a pension, a defined contribution is essential in maintaining employees throughout the longevity of their careers.	1/19/2016 10:58 PM
156	Listen to and empower their employees.	1/19/2016 10:58 PM
157	Competitive pay with surrounding department. Bring able to use annual leave to spend time with family.	1/19/2016 10:54 PM

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158	Competitive pay benefits, stop over working employees, communication	1/19/2016 10:53 PM
159	Tell your employees 'thank you' for once.	1/19/2016 10:40 PM
160	Simple listen to the employees and act on the advice,	1/19/2016 10:38 PM
161	Have competitive pay and Benefits, provide opportunities for advancement, and provide the necessary training to achieve those levels of advancement. Make intelligent purchasing decisions when it comes to equipment.	1/19/2016 10:29 PM
162	Better benefits, value employee work experience in the field, better educational opportunities, huge gaps in communication	1/19/2016 10:25 PM
163	Number one ...treat the employees with respect. Number 2...Competitive pay and benefits.	1/19/2016 10:19 PM
164	Respect, communication, compensation, and opportunities	1/19/2016 10:09 PM
165	They can find ways to generate money revenue such as adding ems transport to generate funds for a fire department.	1/19/2016 10:08 PM
166	Positive communications from Leadership to all employees to keep moral and spirit of unity at a constant high level. Leadership that is prepared and organized, and works in unison toward common goals in a spirit of unity. Consistency in dealing with employees. Well planned and achievable goals and staying on track in meeting those goals. Performance based reviews that reward employees both financially and with advancement. Those reviews should also include proper discipline and a written corrective plan with goals for change and the consequences of failure to achieve those goals.	1/19/2016 10:04 PM
167	Manage the culture daily	1/19/2016 10:04 PM
168	Communication, pathways for advancement within the organization, treated well and with respect, and paying these employees for the jobs they do, They see and do things throughout their career that can have negative effects throughout all aspects of their lives. The last thing they should have to worry about is not being able to pay their mortgage or rent,	1/19/2016 10:02 PM
169	Appreciate the employees, work to get them the best pay & benefits. Keep the employees informed on the progress & what you're doing to make this happen.	1/19/2016 10:02 PM
170	Take care of their people and not the bottom line, your personnel is your most important investment.	1/19/2016 10:01 PM
171	Every organization is different. If they have a high turnover rate, they need to find out what the problem is. Take care of your employees and they will probably stay with the organization.	1/19/2016 10:00 PM
172	Treat their employees well and provide competitive pay/benefits	1/19/2016 10:00 PM
173	Increase the benefit package would be the biggest solution. Currently metro Atlanta has gone to a "hybrid" package, with some departments doing as little as 1 percent per year with a 457 elective. The privatized benefit offering doesn't work due to the fact firefighters are paid at public sector rates.	1/19/2016 10:00 PM
174	Treat the employees as if they actually matter to the cause. Give the employees chances to advance and fight for better pay/ benefits for them.	1/19/2016 9:57 PM
175	Treat their employees with respect and value them. Pay them what they deserve.	1/19/2016 9:56 PM
176	#1. Cut HR out of the picture. They have their hands in too much stuff. Way over reaching. They want they 5-7 yr turn over. #2. We sacrifice pay for benefits to an extent. Why would a 21yo come to a dept to spend 30yrs killing himself for a crap retirement with a multiplier around 1 even though the employee has contributed 8% of every check for 30yrs and no health insurance upon retirement? Oh, and a 35% penalty per yr if you're a LODD past the day of Eligibility!! Shooting yourself in the foot. You want 30yr guys to come in, take over and leave it better. Have vested employees who care, not be a stepping stone for people.	1/19/2016 9:55 PM
177	Better pay, good communication	1/19/2016 9:54 PM
178	Listen to them.	1/19/2016 9:54 PM
179	Pay their employees a wage they can live. Maintain retirement packages and benefits.	1/19/2016 9:52 PM
180	Tough call, budgetary constraints effect all facets of a department. So finding a way to improve morale without costing money. The easiest way would be open and honest communication between management and the subordinates. Which is getting harder and harder to find.	1/19/2016 9:50 PM
181	Benefits and pay to be equal across the board with all fire departments and department structure.	1/19/2016 9:47 PM
182	Treat their employees well. Reward successes, train and retrain to avoid failures.	1/19/2016 9:46 PM
183	Higher pay and better working conditions	1/19/2016 9:44 PM
184	Involving the EEs in problem solving i.e. Ownership/ investment, feeling valued. Better pay/benefits	1/19/2016 9:41 PM

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185	Competitive pay and benefits. #1 issue by far driving turnover in our area. People jump from job to job until they get competitive pay and a pension.	1/19/2016 9:40 PM
186	Strong leadership, with a known direction, mission; aligning with pay and benefits. Too many times I feel like it's hard to get the best; from a fire prospective; lots of quality calls= low budget- no pay/ benefits- high turnover (stepping stone, young guns cruise thru); high pay/ well trained= low runs. A difficult line to walk as public entity, the employee must "care" and have a stable environment to keep long term employees. We all want to be able to sustain ourselves, but barely get by? Or provide and grow? It makes it easy in time, that's how turnover happens. I don't feel that people leave the field; they just look higher, for opportunity whether it be pay, benefits or both.	1/19/2016 9:34 PM
187	Look at Mark Von Appens "Big 4" - treat people right - have an all in attitude (frim the top ranks down) - do your job -	1/19/2016 9:34 PM
188	Communicating with employees	1/19/2016 9:31 PM
189	Upper level managers need to understand how to manage organizations. Arrogance is an issue	1/19/2016 9:30 PM
190	I believe that high turnover can be combatted in several ways. First and foremost is pay. The pay has to at least be competitive with area departments. We recently had 2 members leave for other departments, one for a three dollar an hour raise and he other a 30K a year raise. If you are not going to be competitive, hires are only going to stay long enough to get career experience and are out the door. If you offer members a competitive pay rate and benefits package and treat them well they will stay and go to the ends of the earth. The second reason is with department management and their lack of commitment, direction or goals of the department. When management is not committed to the department and only view the position as a job that trickles down to the members attitudes. If members are not invested in the betterment and future of the department, why should they stay? It will only be a job to them. Lastly, if members are constantly being watched by big brother, disciplined and harassed with unnecessary policies and procedures it causes morale to fall. Don't get me wrong, policies and procedures are necessary in the fire service but when they are enacted as a knee jerk reaction and widespread disciplinary action takes place as a result, why should members stay? In conclusion, the low pay, lack of commitment and harassment by management are all ingredients for members to quickly search for another department.	1/19/2016 9:26 PM
191	Better leadership with a return of emphasis on service, rather than an excessive focus on safety, to the point of being ineffective.	1/19/2016 9:26 PM
192	##?#1Don't take every opportunity to F* over your employees #2 more work i.e. Fires	1/19/2016 9:24 PM
193	Less workload per person. Most time off possible	1/19/2016 9:21 PM
194	Respect the employees and not talk negative or down to them.	1/19/2016 9:20 PM
195	Morale, and hire people not by their certs but by their drive.	1/19/2016 9:17 PM
196	Find out what the ground levels desires.	1/19/2016 9:17 PM
197	Make all members full time	1/19/2016 9:16 PM
198	We give up our time to provide for our families. If you don't want to take of employees in a manner in which we can do that- bye Felicia	1/19/2016 9:14 PM
199	Discontinue the current trend of taking benefits and providing fair wages	1/19/2016 9:13 PM
200	There's a book called "The Men, The Mission, Then Me". Your people are the most important. Treat them right and a common ground is established, resulting in the mission bein accomplished from both employee and employer. Then comes the employer, far too often people forget there wouldn't be an employer without the employees.	1/19/2016 9:10 PM
201	More competitive pay in relation to cost of living, better and less expensive benefit packages. Have a good plan to combat staffing issues and the ability to work with the local iaff. Give employees a reason to want to work at your dept by providing good continuing ed.	1/19/2016 9:09 PM
202	Treat their employees better. Find better work schedules for parents	1/19/2016 9:09 PM
203	Allow firefighters to have pride and ownership in their organization.	1/19/2016 9:05 PM
204	Treat employee like people as and not dogs. Compensate them for what they are worth with xompetive pay. Do not over work and burn out ur employees	1/19/2016 9:03 PM
205	Take care of the firefighters so they can take care of the public.	1/19/2016 9:03 PM
206	Show respect for employees and genuinely care for their well being. Provide quality tools and equipment to perform the job.	1/19/2016 9:02 PM
207	1.Knowing that administration has your back on the decisions that company officers make 2.More opportunities for advancement through the career ladder.	1/19/2016 9:01 PM
208	Treating their employees well.	1/19/2016 9:01 PM

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209	evaluate and change supervisors as needed	1/19/2016 9:01 PM
210	Valuing employees. Putting the focus on quality supervisors and positive labor/management relations. As a Career Fire Chief I believe company officers and the positive or negative working environment they create has the biggest influence of job satisfaction and turnover rates for a fire department. I put intense pressure on my company officers to ensure they create positive working environments.	1/19/2016 8:59 PM
211	In a career dept, it starts with effective management. It is understood that pay/ benefits are often times out of managements control due to lack of funding/ staffing. But effective managers make the most with what they are given. Personal experience is that lack of a structure is the biggest moral killer	1/19/2016 8:58 PM
212	Treat there people like they or more than a number and give step increases periodically. If there are tracks to follow to move up in your career you should be given the opportunity to better yourself and in turn bettering the said department. There also shouldn't be a double standard no matter who you are.	1/19/2016 8:57 PM
213	Competitive salary and	1/19/2016 8:57 PM
214	Pay them a decent wage I work in the southeast.	1/19/2016 8:56 PM
215	Care,	1/19/2016 8:56 PM
216	Creating loyalty. Encouraging helmet cams to be made public because ff's want to leave a legacy, they do work for ego scratches.12 hr shifts allow workers to unite after work, which keeps bonds. Raises...of course.	1/19/2016 8:55 PM
217	Make the job safer by maintaining the proper amount of staff to handle the hazards of the job	1/19/2016 8:54 PM
218	Respect, in all ways	1/19/2016 8:53 PM
219	Don't threaten them ever year with massive budget cuts.	1/19/2016 8:52 PM
220	Pay/benefits. Listen to employee suggestions.	1/19/2016 8:50 PM
221	Stay away from cronyism and nepotism take race out if promotion/hiring -merit based promotions	1/19/2016 8:50 PM
222	I believe either departments treat their employees well or pay them well, other wise you'll have a high turn over.	1/19/2016 8:50 PM
223	Identify the problem, fix the problem and move on in a positive way.	1/19/2016 8:23 PM
224	Give reason to stay.... Pay, steps, and good benefits... Treat your employees like you care that they stay... Not that you just care about someone filling a seat... Listen to the employee...	1/19/2016 7:20 PM
225	Simply put- when employers take better care of their employees before their bottom line, the employees will in turn take better care of their employers, effectively assisting in the bottom line.	1/19/2016 7:16 PM
226	A "boss" does not have to be a dictator, they need to be a leader. Set by example, don't be "that" person that no one wants to work for. Provide training to your management staff on leadership and how not to be a boss but how to be a leader. Treat employees with respect. A happy employee gives excellent, loyal service.	1/19/2016 5:56 PM
227	The biggest issue I have had to deal with has been due to the fact that I work for a local government. Morale is low because we cannot take off work without receiving attitude from the chief. We get attitude because there are no part time EMTs to cover shifts. There are no part time EMTs to cover shifts because the township pays the part timers crap money to work a busy truck. To combat high turnover rates: Organizations should regularly recognize their employees for personal and professional achievements. Hold regular staff meetings to allow every employee to voice concerns and opinions without fear of retaliation. Hold regular trainings and budget funds to send employees to trainings offered outside of the organization. Basically, anything you can do to keep morale high will reduce turnover.	1/19/2016 4:44 PM
228	Having the right people in the right seats on the right bus going the right way. Anything else leads to dysfunction and failure.	1/19/2016 4:40 PM
229	Give a sense of direction and appreciation to the employees. Offer competitive salaries as surrounding organizations. Allow fair decisions and credit to be paid to those who earn it	1/19/2016 3:51 PM
230	Greater incentives for less popular assignments. Example: Our county provides EMS transport as part of their fire department. A paramedic on the transport unit makes the same as one on a suppression unit. Since the assignment is based on a seniority bidding system, junior people are assigned to a transport unit fur the first 5 years of their career. Many leave to work at the municipalities simply because they do not transport. A fix would be to pay medics on the transport unit a higher rate than those on the suppression unit.	1/19/2016 3:42 PM
231	Honesty and open communication	1/19/2016 3:30 PM
232	find out what problems are the most prevalent for employees leaving, and try to buffer in this area. whatever the problem may be; the organization must offer something attractive to counter respectively. if not; one will just keep having the same turnover.	1/19/2016 3:28 PM

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233	Treat employees better. Fight for employees benefits and pay. Better communication.	1/19/2016 2:00 PM
234	There are things that can be done to improve conditions and morale that no money. Letting the crews have some pride and ownership with company specific shirts, coins, or some other swag to represent their truck/station.	1/19/2016 1:47 PM
235	Keeping promises/agreements. Not keeping secrets. Communicate! All too often one hears everything he or she is doing wrong, usually not in a very professional or tactful manner, and very rarely is there any positive feedback. With that said there's plenty of positives for those who 'belong' to the good of boy club. Fair, updated compensation.	1/19/2016 12:26 PM
236	Incorporate good leadership at all levels of the organization. Leaders "Lead By Example" Managers "Manage Assets and Things"	1/19/2016 10:40 AM
237	Fair and competitive pay/benefits. A knowledgeable management system that treats employees with respect.	1/19/2016 10:39 AM
238	Pay attention to managers losing people. people don't leave organizations or missions. They leave managers. I transferred from one agency to another to escape bad managers and know several dozen who've done the same.	1/19/2016 9:28 AM
239	Many if the public safety associations that I deal with are top heavy so there are no advancement opportunities. Since it is the public domain the pay is low until you get to the top. I find its hard to wait for advancement while in the bottom end. Additionally the "old boys club" sydrone takes root and "young guys" cannot get in the loop informationally and professionally; thus are not qualified when advancement becomes available. It is a vicious cycle that perpetuates turnover.	1/19/2016 8:59 AM
240	Find better ways to treat their employees and listen to the employees opinions or facts to help see what would actually help fix it.	1/19/2016 8:41 AM
241	Invest in their employees. Present opportunities to progress. Have step raises. Dispute accurate information to all levels of staff. Be consistent throughout the dept.	1/19/2016 8:25 AM
242	Shared vision and goals. Better pay.	1/19/2016 8:13 AM
243	Start respecting employees and stop having politicians blame them for all their budget problems. Public employees are so underpaid compared to the private sector	1/19/2016 8:10 AM
244	Build leaders, provide the best possible gear, apparatus, and fire stations you can.	1/19/2016 7:56 AM
245	Some Don't They Don't get it.	1/19/2016 7:13 AM
246	Treat them with the upmost respect. Pay them what they are worth.	1/19/2016 6:35 AM
247	Treat their employees with respect and for bosses to not forget where they came from.	1/19/2016 6:26 AM
248	Evolve from old practices and ways of thinking	1/19/2016 5:33 AM
249	As much as us firefighters say we don't need a thank you, because "it's what we do," we still want to hear it directly from our company officers, the CO's want to hear it from battalion Chiefs, and so on and so forth, all the way up to county council. A simple "thank you" and "we appreciate your service to this county" from the upper county admin would be nice. Communication between everyone is horrible. The upper administration of the dept. has a meeting and expects for the info to stay top secret, but then something in that meeting was supposed to get out to everyone and didn't. We in the field get yelled at for not knowing that information, yet we were never relayed that info in the first place. To me it's all or nothing, if things need to stay top secret, keep it all top secret. If not, then tell us everything, because in the end we are all here for the same thing and a county entity. The pay is ok, but not great of course. We all think we deserve more for us working our butts off, and well we do. Step raises/longevity raises should be implemented. The senior guys aren't complaint that the pay is so awful that they have to quit, they are complaining that they make the same as a brand new firefighter, not even out of fire school, which is true. Keep new hires where their pay is, and implement step increases for 5,10,15,25 year and so forth. That is just plain respect to your long term employees, and in the end all we want is respect. Yes this will cost money, but in the long run it will save because guess what.. You want have to go out and recruit new employees, and waste money on new people to train. Keep the ones you have and build them up, you then can brag about being a top dept. Once we all can come to work with even a tad bit of positive attitude and outlook, moral will eventually get better. It's not an overnight fix by anymeans, but this mess we made is definitely a fixable problem. Include all of your employees from bottom, up and you will get good ideas, good feedback, and in the end good attitudes. I have plenty ideas to give but no one seems interested in listening. Sometimes it just seems easier to complain and nag all shift. I was born and raised here, and I am very young, so I plan on staying here and one day hopefully making a major impact on this dept., this county and maybe even further. Thank you so much.	1/19/2016 12:03 AM
250	Treat employees with respect. Listen to what they have to say about new ideas and helping the company advance into the future. Don't discourage or put your employees down. Put a leader in a leadership roll not just a boss. Anyone can be a boss and tell people what to do. A true leader with be by your side helping you in the trenches when times get tough. Make the work place enjoyable. Don't make you employees regret working for your company. Have you employees like their job and be able to look forward into coming back in the next day.	1/18/2016 11:55 PM

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251	360 surveys of employees to find potential issues and work collectively to solve them.	1/18/2016 11:24 PM
252	Respect your employees and treat them for what they are your most valuable resource.	1/18/2016 11:09 PM
253	Increasing pay and benefits could eliminate a large array of the issues with the high turnover rate.	1/18/2016 11:09 PM
254	Employers have to be competitive especially with surrounding agencies. Employers must also treat employees well and show that they matter. All must be on the same page and have a common vision.	1/18/2016 10:57 PM
255	Better pay, better organization, and listen to suggestions by employees that do it everyday. Learn from strengths that others coming in already have and build off of it. Don't be stuck in the tradition of how it's always been done. Evolve, adapt and over come. That's an everyday battle in emergency services	1/18/2016 10:36 PM
256	Recognition of jobs well done, better communication, better raises that are equivalent to years served along with job performance	1/18/2016 10:30 PM
257	Decent wages,raises, and advancement opportunities	1/18/2016 10:20 PM
258	Employees need to be shown what they are worth. FF and FF/Medics do not do the same job as a clerk but get paid the same and do not get compensated for holidays like they should. The south is the worst for paying people who put thier lives on the line everyday to make sure they are safe.	1/18/2016 10:10 PM
259	Treat all employees fairly and be act as a friendly department instead of one who disrespects all new employees.	1/18/2016 10:00 PM
260	Change in administration. Competitive salaries with surrounding departments. Incentives.	1/18/2016 9:48 PM
261	Never lie to the employees. Actually have conversations with the employees to help morale.	1/18/2016 9:33 PM
262	I believe that a leaders that meet with the employees and actually listen to them, coach them, and treat them fairly can combat some turnover.	1/18/2016 9:25 PM
263	Better pay and understanding of the individuals needs.	1/18/2016 9:25 PM
264	Quit taking benefits, health care , personal leave time, mandatory overtime etc....	1/18/2016 9:24 PM
265	Exercising employee committee for input, clear/timely communication, providing opportunities for increased autonomy through delegation and reasonable opportunities for advancement.	1/18/2016 9:17 PM
266	Here in SWPA, the hourly wage for EMS providers is a DISGRACE. That, in my opinion, is the single most significant reason for turnover. The ratio of pay and benefits between management and the rank and file is ridiculously one-sided and heavily in favor of management. The service I work for currently pays management over 70% more than the employees.	1/18/2016 9:17 PM
267	Show mutual respect. Honor your employees time and commitment instead of expecting it. Gratitude	1/18/2016 9:11 PM
268	Communicate better with employees. Without the people on the street, the job won't be completed.	1/18/2016 9:10 PM
269	Provide compensation/benefits comparable to neighboring departments. Provide a quality device though education and appreciation of the employee. This will lead to less turnover, more quality employees and a greater sense of pride in employees jobs.	1/18/2016 9:02 PM
270	Find a way to make pay and or incentives better.	1/18/2016 9:00 PM
271	Follow the lead of Phoenix Fire Department when former Chief Alan Brunacini managed it.	1/18/2016 8:58 PM
272	Pay	1/18/2016 8:58 PM
273	Communication with what the departments goals are and where it's headed. I feel there should be discussions on what the "hot topics" are i.e. rumor control. Keeping the troops informed in my opinion should be a priority. Additionally there should be incentive to do a good job (good assignment or a chance to take free classes,etc) and for the department to reward the "senior men"	1/18/2016 8:56 PM
274	Find ways to reward employees for their work to keep moral high	1/18/2016 8:55 PM
275	Value the employee set a consistent fair work environment	1/18/2016 8:54 PM
276	Allow employees to be involved in all aspects of the department (committees) creating ownership	1/18/2016 8:51 PM
277	Constantly striving for long term goals that will benefit the employee. This includes management being transparent in what they are doing to meet those goals. The largest problem today is local governments are cannibalizing on their own employees nationwide to meet their temporary budgets.	1/18/2016 8:48 PM
278	Treat employees like they matter. Stop telling them to be happy they have a job, all while their employer strips them of their value and benefit	1/18/2016 8:48 PM

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279	Fight for fair pay and benefits for their employees. The name organization kinda implies that you should be organized in your daily operation, policies and vision for the department . Give people something to work towards, 5 year and 10 year marks should mean something. Extra responsibilities should also receive extra compensation.	1/18/2016 8:37 PM
280	There needs to be consistency. Employees need to be challenged in order to keep their interests. Employees who work hard only to watch less motivated people pass them or get promoted faster will most certainly leave. They need to take care of their people; keep them informed, be honest with them, and compensate them properly.	1/18/2016 8:36 PM
281	Do the right thing instead of playing favorites.	1/18/2016 8:34 PM
282	Taking care of the ones that stay	1/18/2016 8:34 PM
283	Take a moment and just listen to their employees.	1/18/2016 8:28 PM
284	Benefits and quality leadership	1/18/2016 8:28 PM
285	Treat employees as humans, not a number. Always be open, honest, fair and show no favoritism. Let them know that their families come before their job. Stand up for them when needed, be fun but firm.	1/18/2016 8:25 PM
286	Communication and respect for others is critical!	1/18/2016 8:20 PM
287	Treat their employees well. Stop cutting benefits. Clear direction from the administration	1/18/2016 8:20 PM
288	Competitive wages and benefits.	1/18/2016 8:20 PM
289	Stop treating people like garbage	1/18/2016 8:19 PM
290	Raise moral by providing merit increases and open lines of communication between the Orgaization and its employees, both up and down the Chain of Comand	1/18/2016 8:14 PM
291	If pay doesn't increase which in most cases it will not. Then employees need to be given moral boosters. Some examples are employee picnics, gifts, or other opportunities that make an employee feel important.	1/18/2016 8:12 PM
292	Treat people right	1/18/2016 8:11 PM
293	Treat them with respect and not as a replaceable number	1/18/2016 8:09 PM
294	Treat them like they matter.	1/18/2016 8:08 PM
295	Increasing pay is huge. Also there needs to be more down time during the day.	1/18/2016 8:07 PM
296	Communicate, communicate, communicate. Have a strong leader that has a defined vision for the organization.	1/18/2016 8:01 PM
297	Competitive pay and good communication	1/18/2016 8:01 PM
298	Implement merit raises along with various other employee incentives. And a strong presence of the upward managers and the trust that they will have your back.	1/18/2016 7:59 PM
299	Competitive pay, retirement benefits, respect from upper management, stability in placement.	1/18/2016 7:54 PM
300	Competitive wages with opportunity for raises and or incentive pay for advanced training i.e. Haz mat tech, tech rescue, college degree etc	1/18/2016 7:46 PM
301	Livable wages, proper equip/training.	1/18/2016 7:45 PM
302	Treat employees with respect and dignity, along with fighting to keep benefits and steady pay raises!	1/18/2016 7:44 PM
303	By the brass coming down to the floor and talking to the silver!	1/18/2016 7:41 PM
304	Keep moral up among its employees, good communication, and treat their employees like actual people and not just bodies in a uniform.	1/18/2016 7:38 PM
305	Need to be starting pay at market rates. HCFR is very behind. And management needs to fight for employees instead of political connections.	1/18/2016 7:38 PM
306	Get back to the fundamentals being a brotherhood. Don't stab your brothers in the back or step on them to try to get ahead. I think we have lost it's all mental objective.	1/18/2016 7:32 PM
307	Good communication within the department. All SOP should be the same across the board for all employees. Good morale in the department. Officers and senior guy's stepping up and leading by example. Pay and benefits with step increases .	1/18/2016 7:31 PM
308	99% of the issue I found was pay. I couldn't afford to only work one job and that lead to premature burnout. Honestly, the pay issue is out of the control of anyone other than elected officials. Good luck with your coursework, brother.	1/18/2016 7:31 PM
309	Take of the employees. Communication.	1/18/2016 7:28 PM

High Turnover Rates Among Public Safety Departments

SurveyMonkey

310	Open communication with employees about their current issues within the department. Able to work with department members for a common solution vs My way or the high way. They will choose the High way.	1/18/2016 7:26 PM
311	Treat them as valuable assets and give the benefits they have earned	1/18/2016 7:26 PM
312	We are public servants. Stop using my pay and benefits to balance your budget. Most would never do our jobs but most refuse to pay us for the job they wouldn't do. Elected officials need to support the best and praise them for what they do. The more negative news makes it easier to label all of us together. There needs to be support for public servant from the local to PODUS. If an elected or appointed leader has hate eventually the uninformed electors will agree with him just because they elected him. If I could get paid 10k more for doing a different job I still would not take it. I love my job and will always serve and protect to the best of my ability.	1/18/2016 7:23 PM
313	Toughen up the troops	1/18/2016 7:22 PM
314	Insure high employee involvement in influencing changes and programming	1/18/2016 7:20 PM
315	I believe these to be with any/all organizations, government or private. Treatment of employees and lack of direction. This would include, but not limited to an employee feeling safe in his/her job.	1/18/2016 7:16 PM
316	More and better training opportunities. Better pay so public safety personnel can make a decent living.	1/18/2016 7:14 PM
317	Allow employees to work towards their strengths and give employees something to be proud of.	1/18/2016 7:11 PM
318	Increase pay, Foster higher moral	1/18/2016 7:10 PM
319	More advancement opportunities, public safety seems to have a dead end when it comes to advancement.	1/18/2016 7:10 PM
320	Have One set of standards and everybody follows them. Not the Justin Gibbins way of take care of the Charlie's Angels and screw everybody else by backstabbing them. That's why I left	1/18/2016 7:02 PM
321	Give people an incentive to stay such as step raises at 5+ years	1/18/2016 6:58 PM
322	While pay and benefits are not always able to be controlled. How you treat the workers is easily controlled by management.	1/18/2016 6:55 PM
323	Need more room than my phone can allow me to type. Call me brad if you like and I would be happy to share some insight. 570 263 0780. Mike Seiler	1/18/2016 6:54 PM
324	better...Benefits/pay..... more advancement opportunities....	1/18/2016 6:52 PM
325	Incentive programs (education reimbursement, bonus for cost saving ideas, Training leave, etc)	1/18/2016 6:48 PM
326	Treat their employees right, Friendly workplace, Provide great leadership, Advancement, Competitive pay.	1/18/2016 6:45 PM
327	Treat employees better. A better work environment will make the lesser pay easier to deal with.	1/18/2016 6:45 PM
328	Being honest and admotting when there is a problem instead of turning a blind eye and recruiting replacement employees as if we workes at McDonalds.	1/18/2016 6:45 PM
329	Better pay and benefits, better leadership from the top, and positive feedback from local government.	1/18/2016 6:42 PM
330	Better leadership	1/18/2016 6:40 PM
331	Better pay and benifits	1/18/2016 6:38 PM
332	I believe that all employees should have a brotherhood/sisterhood like a family in the public safety administration. Including higher rankings. They should be respected more by the public and not just each other. They are pretty much family. You're with the firefighter/police family almost as much as you are with your daily family. All of them should love and respect each other as if they were blood relations, also take care of each other as blood relation. Public safety workers are almost like the military, they put their lives on the line to save citizens. They should be treated with the respect and honor they deserve, esepcially by each other.	1/18/2016 6:36 PM
333	Transparency in daily operations, making efforts to recognize and improve moral problems	1/18/2016 6:36 PM
334	Take care of employees they will take care of the community leave a spot open rather than putting "just a body to fill it". LISTEN TO THE SEASONED PERSONAL.	1/18/2016 6:35 PM
335	I would at that the biggest way to combat high turnover rates would be to treat everyone respectfully and properly. I understand that some people just don't get along but there is a time and place to have issues. While on the clock is not the time.	1/18/2016 6:34 PM
336	Top down leadership commitment to actively communicate with, and engage staff	1/18/2016 6:33 PM

High Turnover Rates Among Public Safety Departments

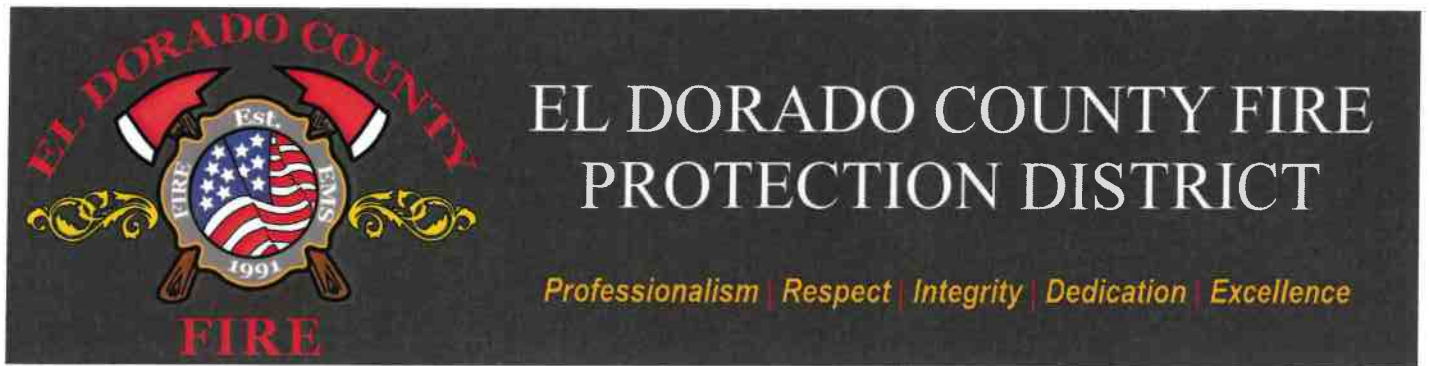
SurveyMonkey

337	Treat people like they are people. Maintain high levels of professionalism and clear and concise expectations with clear direction. Make your goals and objectives clear to all employees and nurture an environment that builds teamwork from top to bottom.	1/18/2016 6:27 PM
338	Maintain a good work environment. Treat your employees with respect and dignity along with having a manageable work schedule. Public Safety in general I feel has a high turnover rate due to high call volume, with a little turnaround times due to over working especially in stressful environments. Pay and benefits are an issue especially when your continually overworked time spent away from family with a little pay. An increase in money and/or benefits would be appreciated as an annual incentive to help show appreciation for your employees. An organization needs to be able to retain its employees in order to have a good track record for future applicants as it shows how the organization is productive and maintains its employees for years to come.	1/18/2016 6:23 PM
339	Treat everyone fairly, have direction, stay focused, and great leadership. Set attainable goals and keep it fun.	1/18/2016 6:20 PM
340	Have a better relationship of higher management and their employees	1/18/2016 6:17 PM
341	Be in the same pay grade of local surrounding areas, benefits after retirement, and employers that value its employees.	1/18/2016 6:14 PM
342	Sufficient pay, proper training and treating your people like family.	1/18/2016 6:11 PM
343	Better pay, benefits, and communication from command staff.	1/18/2016 6:10 PM
344	Upper management needs to be supportive of those in the field.	1/18/2016 6:08 PM
345	Pay better and stop cutting benefits. No one cares if there is, 2 guys on a truck or 6 but do care about getting food stamps to offset the lack of pay	1/18/2016 6:08 PM
346	More support from government, funding, safety and better gear	1/18/2016 6:07 PM
347	Pay and respect from the employer.	1/18/2016 6:06 PM
348	Placing higher importance on employees opinions and desires when making decisions that ultimately determine how the employee functions on the job.	1/18/2016 6:04 PM
349	Better communication, competitive pay, known pay raises as your training/experience increases.	1/18/2016 6:03 PM
350	Treat employees with respect. Allow them to spend time with families. A mandatory overtime list is not the answer to high turnover/low staffing levels.	1/18/2016 6:01 PM
351	Managerial changes in the way employees are communicated with and pay increases(regular raises)	1/18/2016 6:01 PM
352	Take care of your employees.	1/18/2016 5:59 PM
353	It's not a easily fixed problem but it takes common sense. County/city administrators need to realize the value of the job done by public safety.	1/18/2016 5:59 PM
354	Improve benefits, Treat your people as if they matter. Be consistent with your staff , the same rules apply to everyone. The punishment for rule infractions need to be the same for everyone and properly fit the crime.	1/18/2016 5:58 PM
355	They have to find the cancerous cells and get rid of them. Treat your people good and they will stick around. Treat them poorly and they will find a way to leave no matter how high the salary is.	1/18/2016 5:56 PM
356	Eliminate cancerous people within the organization. Have a sense of consistency in command staff. Be willing to admit there are issues and work on solving them. Fix the source of the issue instead of putting a band aid on it then wonder why it bled through.	1/18/2016 5:55 PM
357	Competive fair wages, advancement opportunities, good communication between adm.and peers. Fair treatment and respect of all. No favoritism.	1/18/2016 5:55 PM
358	Long term benefits (health) pay raises for performance Longevity rewards Better communication between HQ and the field Call volume rewards EMS rewards or incentives such as raise for the busiest units More respect	1/18/2016 5:55 PM
359	Take time to listen to the employees. Let them know they are more than a number	1/18/2016 5:53 PM
360	Admit there is a problem	1/18/2016 5:52 PM
361	Actually give a shit and then admit mistakes or they are not always right.	1/18/2016 5:49 PM
362	By empowering them to contribute their passions to the organization.	1/18/2016 5:47 PM
363	Respect and appreciate the employees.	1/18/2016 5:47 PM

High Turnover Rates Among Public Safety Departments

SurveyMonkey

364	Treat the employees well. Run it like a business instead of allowing political agenda getting in the way of effective management. Get rid of the good old boy mentality. Do something about the proven cancers that lie within the organization.	1/18/2016 5:43 PM
365	Set the expectations from the beginning, but don't promise people stuff that you know you can't accommodate. Reward great behavior and discipline those that fail to meet the expectations. Refrain from blanket policies to address a single infraction. Set up a budget that allows growth in all areas, from training and classes, new equipment, stations, overtime, vacation, and personnel loss or promotion.	1/18/2016 5:42 PM
366	Hire quality people. Don't promote deuchebags. Stand up to political strong arm tactics. The fire service has lost its ability to see through bullshit and instead will listen to and promote the dog that barks the loudest and disregard the overwhelming evidence that the promotional candidate is a self promoting asshole.	1/18/2016 5:40 PM
367	Better employee screening processes . We live in a world where choices are plentiful. We need to consider employees past choices to determine future choices.	1/18/2016 5:40 PM
368	Taking a vested interest in their current employees. also taking the time to hire candidates with strong moral and character attributes that will breed positive attitudes	1/18/2016 5:38 PM
369	Appreciation for excellence in job performance	1/18/2016 5:37 PM
370	Treat employees fairly and with respect. There must also be transparency from the top down as well as very little salary compression. When a supervisor makes very little more than their subordinates it is a problem for everyone.	1/18/2016 5:31 PM
371	Employee input on morale issues. Exit interviews. Show employees that the employer cares.	1/18/2016 5:31 PM
372	Show that they actually care about their employees and the employee's family	1/18/2016 5:30 PM
373	Better pay/benefits, treating employees fair, increase positive reinforcement	1/18/2016 5:27 PM
374	COMMUNICATION, COMMUNICATION, COMMUNICATION	1/18/2016 5:26 PM
375	Restructure of the organization starting at the top of the organization then working the way down	1/18/2016 5:26 PM
376	Respect. no lies. Treatment.	1/18/2016 5:25 PM
377	Better pay and more respect.	1/18/2016 5:25 PM
378	Pay, Respect, Leadership	1/18/2016 5:22 PM
379	Treat them well, good pay and opportunities for advancement.	1/18/2016 5:21 PM
380	Pay them well and give them more room to make the right choices.	1/18/2016 5:20 PM
381	Better promotional practices and keeping higher ups accountable	1/18/2016 5:19 PM
382	Clear line of communication from top down. Unified mission, and the elimination of in-crowds and second class citizenship. Unique benefits for a unique line of work, I.e. Leave, overtime, so on.	1/18/2016 5:16 PM
383	Good communication and fair management	1/18/2016 5:14 PM
384	Stop accepting and rewarding mediocrity. Recognize individuals going above the call of service. Fair pay.	1/18/2016 5:13 PM
385	Better leadership and better communication	1/18/2016 5:12 PM
386	Employees want to be happy. They need guidance and consistency with they things are handled.	1/18/2016 5:07 PM
387	Transparency and strong Communication through all levels of management and work force. Incentives as in raises and promotional opportunities	1/18/2016 5:04 PM
388	Raise pay in upper ranks	1/18/2016 5:04 PM
389	Respect from both the employer and the public. With good pay and benefits the employee is likely to stay with the organization.	1/18/2016 5:01 PM
390	I believe that high turnover rates are due in large part to the job itself rather than a company or organization. Many leave to go back to school, or change profession.	1/18/2016 5:00 PM
391	Good communication between management and workers. Advancement opportunities.	1/18/2016 4:58 PM
392	Better low level leadership and pay that is at least consistent with other jobs in the local area.	1/18/2016 4:57 PM



(<https://www.eldoradocountyfire.com/>)

530-644-9630 (/contact-us)

M-F 8am-4:30pm (/contact-us)

THIS ITEM APPEARS ON

[NEWS \(/NEWS\)](#)

Firefighters Recieve Donation from Gilmore Hero Foundation



Pictured left to right: Fire Chief Tim Cordero, Chris Whitaker - President of Gilmore Hero Foundation, Fire Captain Rob Sime and Fire Captain Jacob Poganski.

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This week The El Dorado County Fire Protection District received a three thousand dollar donation from Gilmore Hero Foundation. The donation will be used specifically to provide additional support to firefighters by providing them with additional uniform items. Firefighters are using and laundering uniforms more frequently due to COVID-19 exposures, enhanced decontamination procedures after fires and increased fitness initiatives. This donation will assure that firefighters have access to additional clean uniform items during their work day.

The [Gilmore Hero Foundation \(https://gilmorehero.us/\)](https://gilmorehero.us/) provides support to first responders, active military and veterans throughout El Dorado County as a non-profit foundation.

As an independent special district, the El Dorado County Fire Protection District relies entirely on the support of the community it protects. Although the District is funded largely through property taxes and other revenue streams, donations like this help to fund special projects and programs or other areas where service needs exist.



About Us

The El Dorado County Fire Protection District proudly serves the communities of:

[READ MORE »](#)

[\(/about-us\)](/about-us)

About Special Districts

As the most local form of local government, special districts work hard every day to serve their communities. [Join our mailing list](#)

Tim Cordero

From: ceweidmer <curtw725@gmail.com>
Sent: Tuesday, February 8, 2022 6:27 AM
To: Gina Alvarado; Tim Cordero
Subject: Letter to the Editor Commendations to the Firefighters on the Caldor Fire

Mountain Democrat

PLACERVILLE, CALIFORNIA

Commendations to firefighters

By [Letters to the Editor](#)

EDITOR:

Our firefighters were heroic in their battling the explosive Caldor Fire on the ground.

Firefighters put their lives on the line to protect others from the ravages of wildfires. In fact, 16 firefighters were injured while fighting the raging Caldor Fire. Some were seriously injured.

In the recent Tamarack Fire, a group of firefighters barely escaped being hemmed in and killed by that wildfire.

Fighting wildfires is a dangerous thing. Firefighters have been killed in the past fighting wildfires in El Dorado County.

On the Western Slope firefighters did an amazing job of protecting homes and communities threatened by the racing and ravaging Caldor Fire. As the fire raced toward Pleasant Valley, our firefighters were able to stop it before it overran Pleasant Valley. Without their efforts, Pleasant Valley would have been burned to ashes.

There are numerous homes and several communities along Sly Park Road from Holiday Market at Mount Aukum Road all the way up to Jenkinson Lake. As the fire raced toward Sly Park Road, our firefighters were able to keep it from destroying the homes and communities along this road and from destroying the homes by Jenkinson Lake.

By building fire breaks on the south side of the Caldor Fire, firefighters were able to prevent Omo Ranch and the homes in the area from being destroyed.

Firefighters on the south side of the Caldor Fire also built firebreaks that extended from Omo Ranch east to Highway 88. They were able to keep the Caldor Fire from jumping to the south and east side of the highway from its junction with Omo Ranch Road all the way to Silver Lake and beyond. They saved the High Sierra campgrounds and resorts along Highway 88 from burning up.

Along Highway 50, although the Caldor Fire bore down on Kyburz, firefighters were able to keep Kyburz from burning. Also along Highway 50, the fire was approaching Strawberry and firefighters were able to hold the fire and prevent Strawberry Lodge and the homes in the vicinity from being turned to ashes.

In the South Lake Tahoe Basin, when the Caldor Fire jumped over Echo Summit and down the cliffs into the Tahoe Basin many thought the city of South Lake Tahoe was gone. But firefighters there were able to hold this raging wildfire and keep the city and surrounding communities from burning.

We greatly appreciate our firefighters who risk life and limb to protect us from the ravages of wildfires. The massive damages caused by the Caldor Fire would have been horrifically worse if it were not for them.

CURTISS WEIDMER

Former El Dorado County health officer

Tim Cordero

From: jmharper2@comcast.net
Sent: Saturday, January 15, 2022 12:16 PM
To: Lmr7736@gmail.com; Matthew French; Tim Cordero
Cc: Jeanne Harper; John D'Agostini; Sue Novasel; George Turnboo
Subject: Award Ceremony for Valor - RSVP respectfully requested

Importance: High

Happy Saturday all!

This is an invitation to attend the usual monthly meeting for CEDAPP on Monday, February 7th at 6:00 PM at Z Group Real Estate Office corner of Sanders and Pony Express Trail in Pollock Pines. We will begin our meeting with a brief award ceremony to honor the valor of several people who came to the aid of an elderly gentleman on Thursday, January 13 in the Sierra Springs development in Pollock Pines. This was a social event that turned into what could have been a catastrophe if it were not for the quick acting and efficient leadership of the people to be honored:

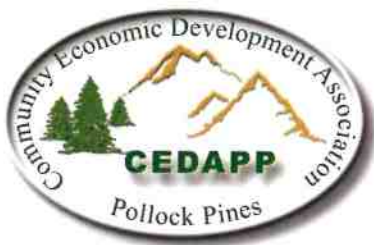
**Deputy Matthew French, EDSO
Retired Fire Captain, Lee Ramsey
EDCFPD Station 19.**

WE hope that you will all be able to attend, even if you can only stay for a little while. When such heroic actions happen before your very eyes, the real necessity, training, and reality check of what keeps us alive in very bad situations is an eye opener. All these folks deserve to be shown our deepest appreciation. To the "bosses" included in this list of invitees, we hope these acts of heroism will not be lost on your evaluations! 😊 Some people might say they were only doing their job but that's what these awards are all about... to let those folks know how appreciated they are while they are the ones in the hot seat literally making life and death decisions!

Please RSVP so I can be sure to have adequate seating available.

Thanks!

*Jeanne Harper, Executive Director
(530) 613-1332*



"THERE'S GOLD IN THEM THAR HILLS!"



Station 17 Run Review January 2022

ENGINE 17: 142 Total Calls

Medical Aid- 78

Fire- 5

Traffic Collision- 15

Public Assist- 17

Misc- 19

Move/Cover - 8

MEDIC 17: 253 Total Calls

Medical Aid- 120

Fire- 4

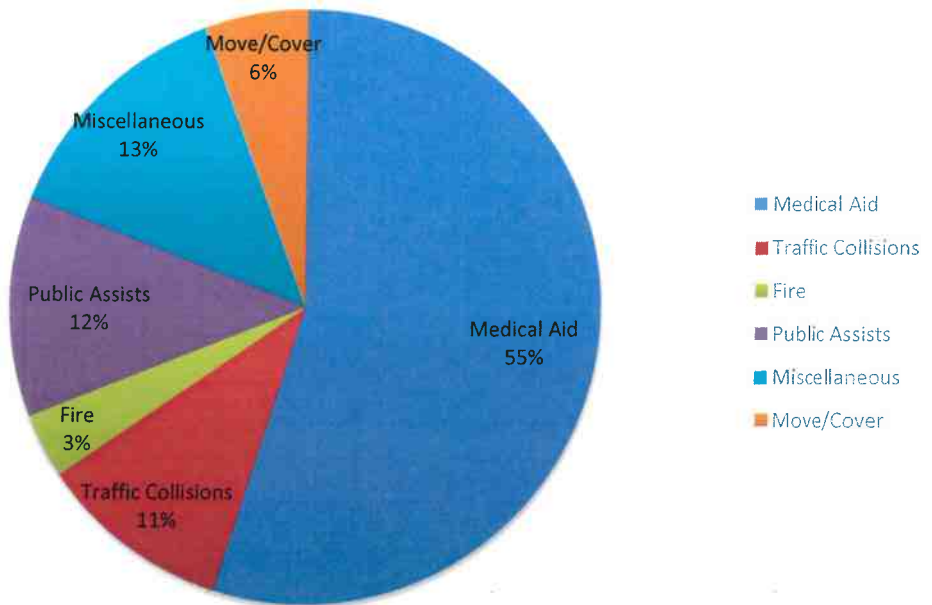
Traffic Collision- 4

Transfer- 15

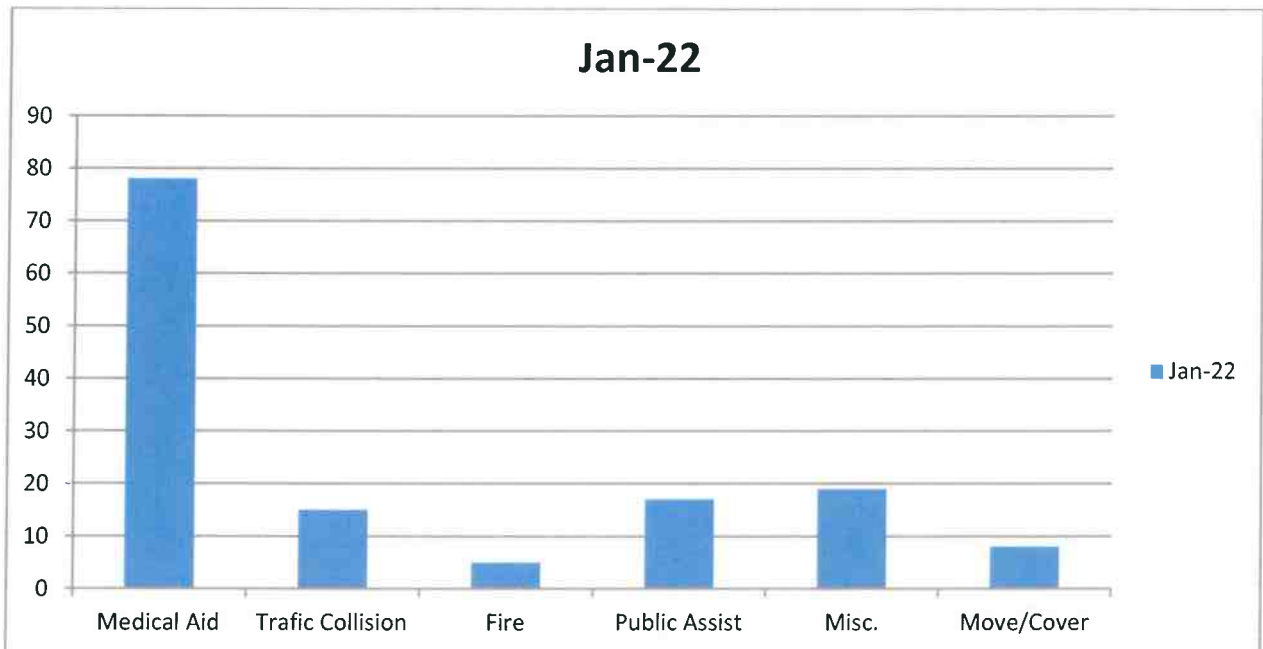
Misc- 2

Move/Cover - 108

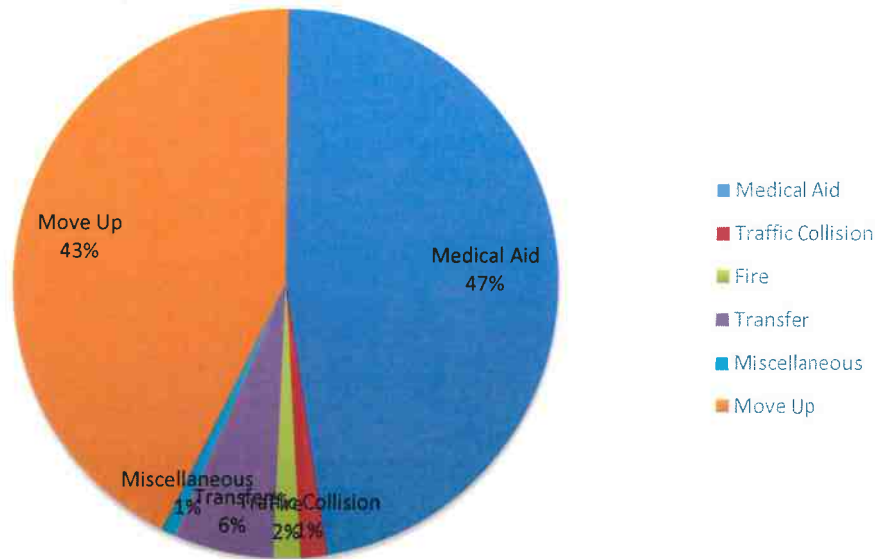
E17



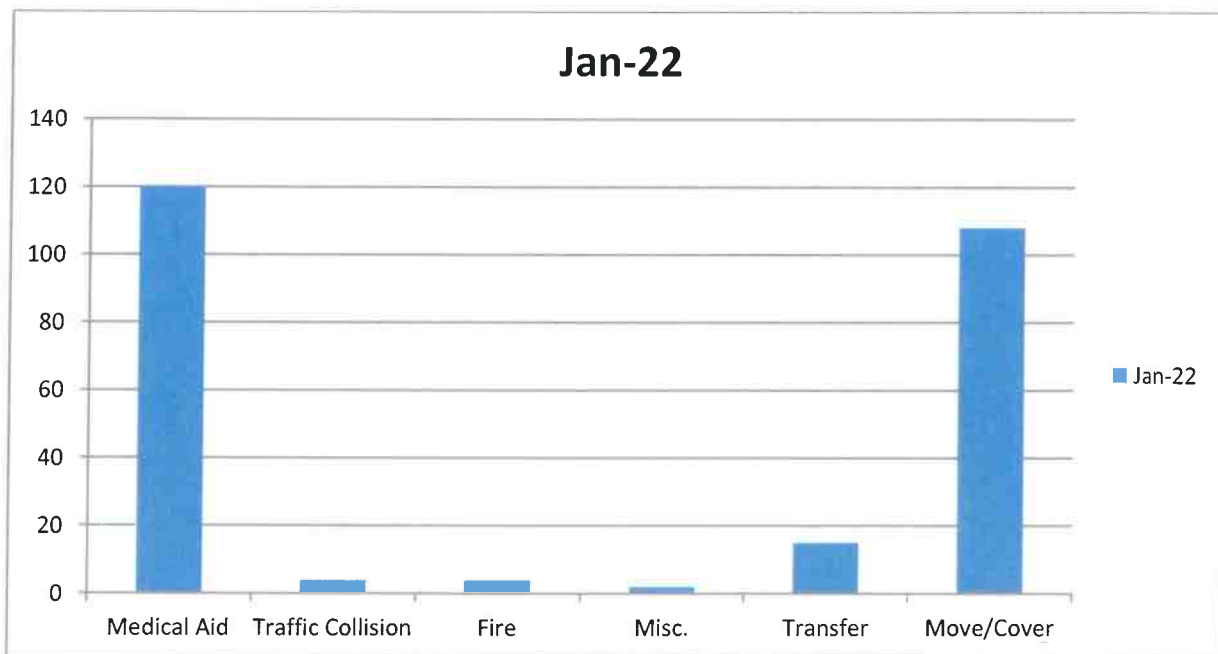
E17 Monthly Statistics Comparison



M17



M17 Monthly Statistics Comparison





Station 19 Run Review January 2022

ENGINE 19: 85 Total Calls

Medical Aid - 42

Fire - 8

Traffic Collision - 7

Public Assist - 8

Misc - 11

Move/Cover - 9

MEDIC 19: 119 Total Calls

Medical Aid - 107

Fire - 5

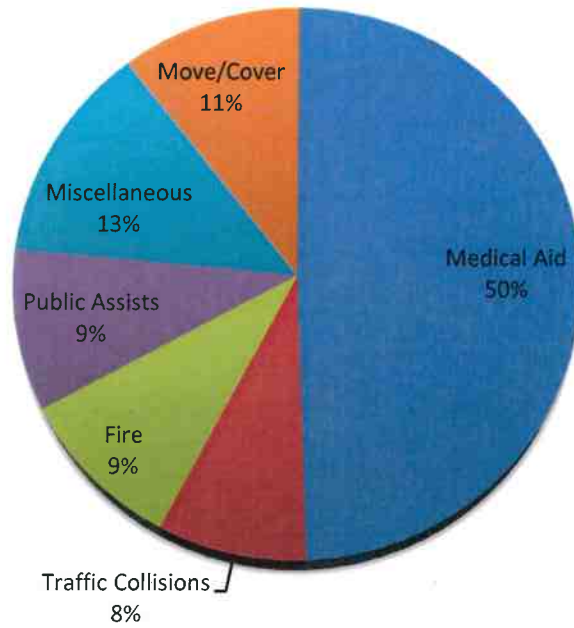
Traffic Collision - 5

Transfer- 13

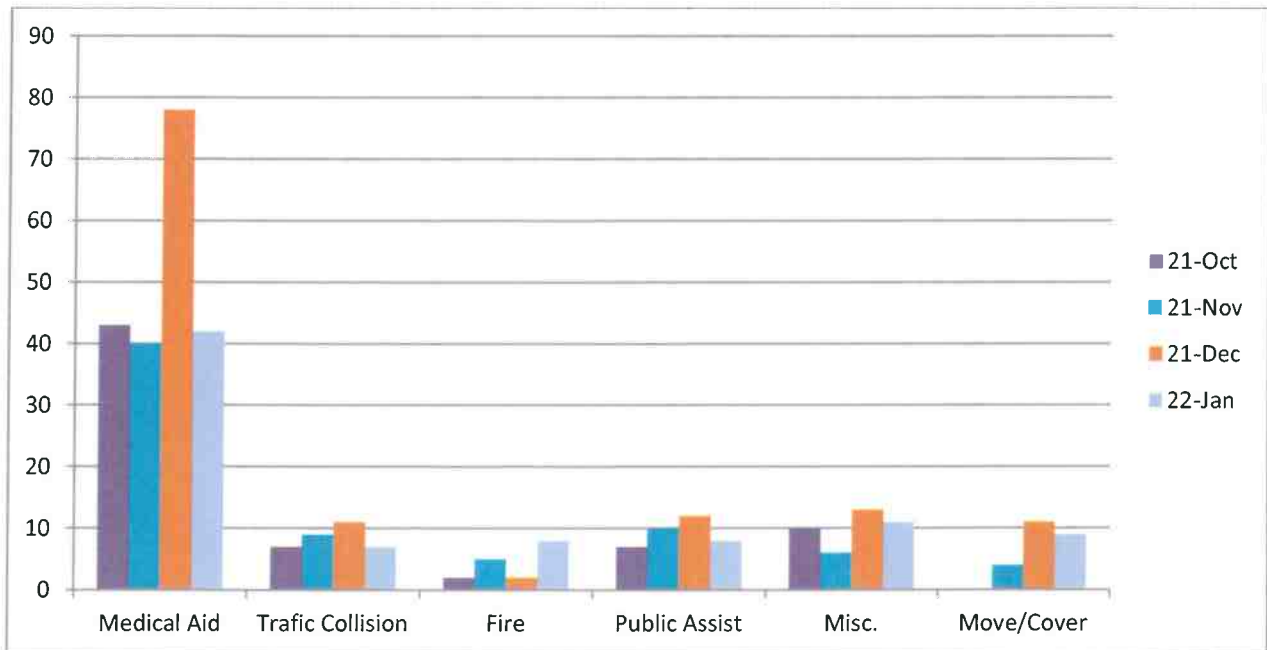
Misc - 2

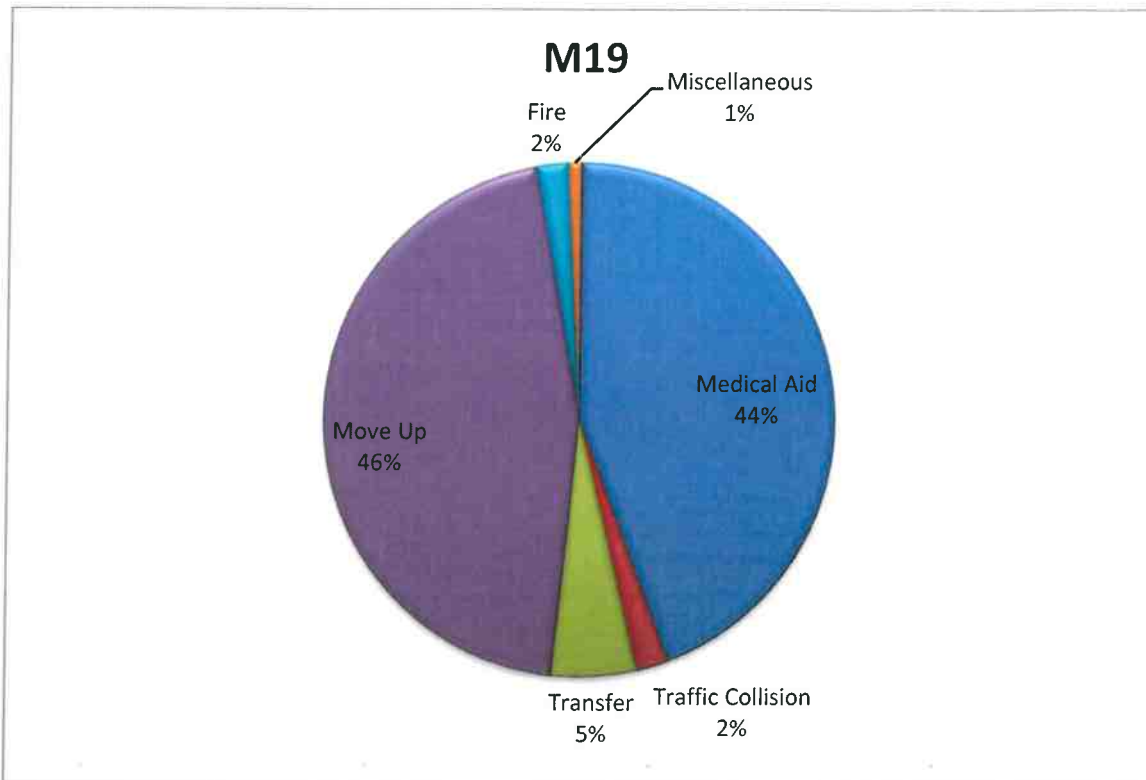
Move/Cover - 110

E19

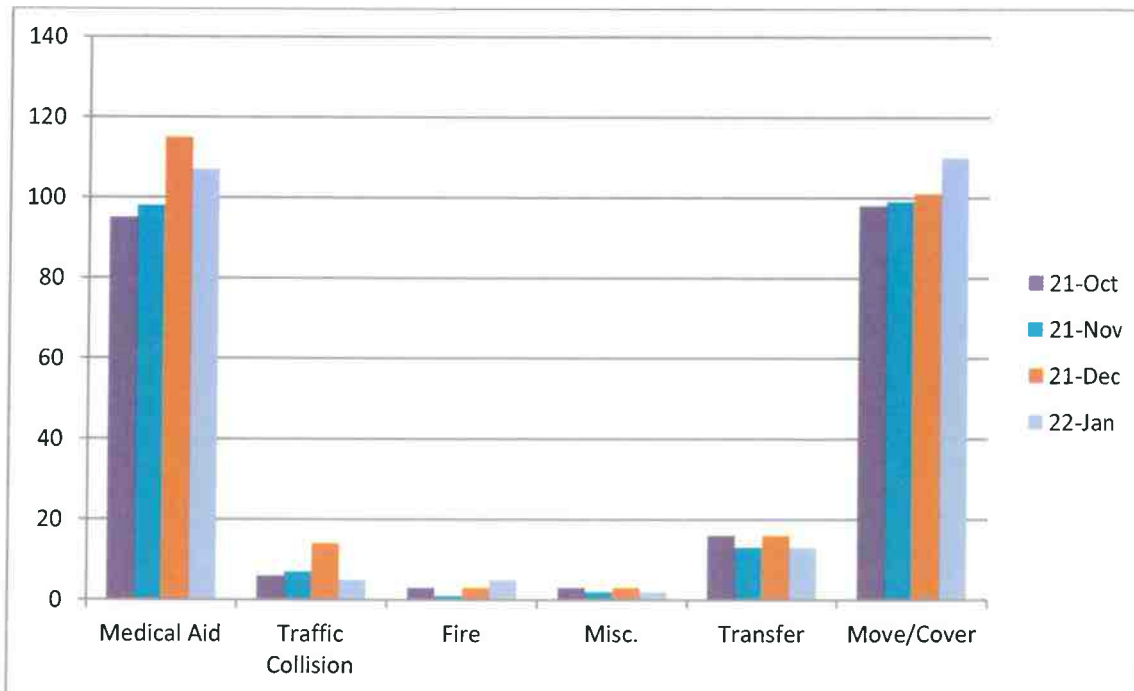


E19 Monthly Statistics Comparison





M19 Monthly Statistics Comparison





Station 25 Run Review January 2022

ENGINE 25: 270 Total Calls

Medical Aid- 179

Fire- 13

Traffic Collision- 11

Public Assist- 23

Misc- 20

Move/Cover - 8

MEDIC 25: 302 Total Calls

Medical Aid- 210

Fire- 6

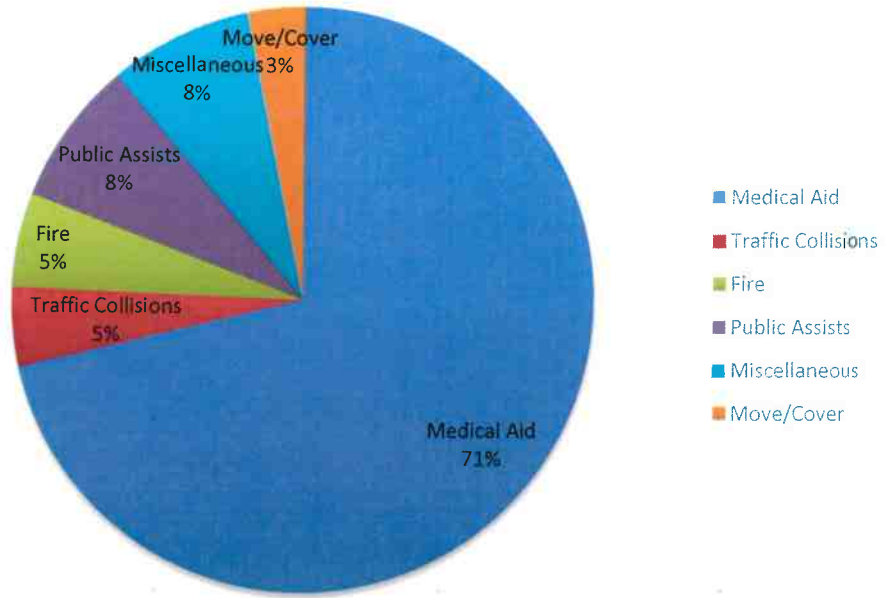
Traffic Collision- 5

Transfer- 37

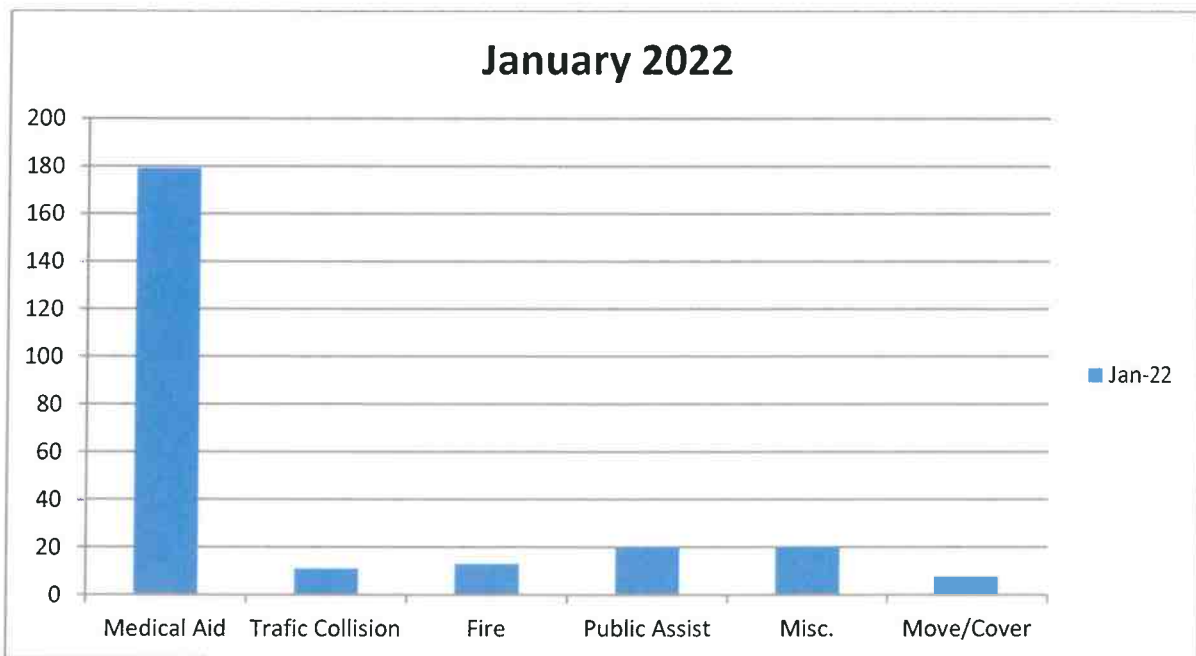
Misc- 1

Move/Cover - 43

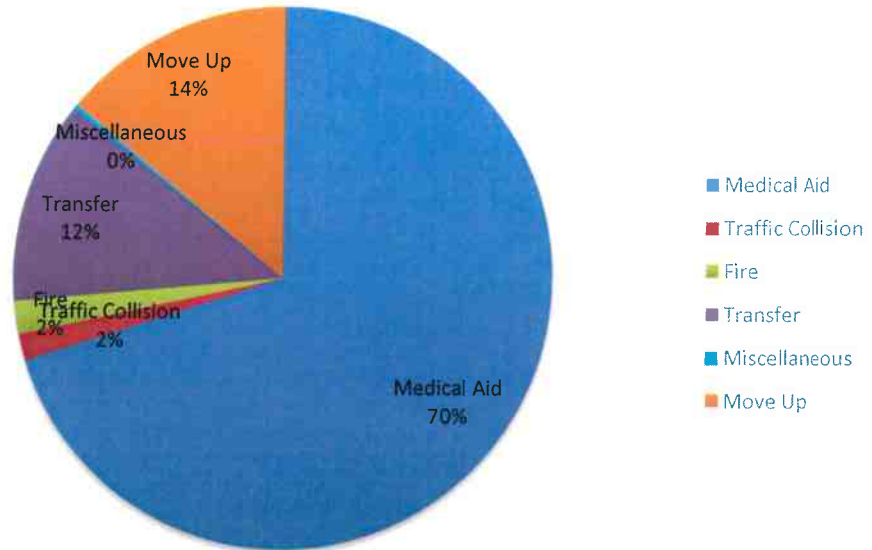
Engine 25 January 2022



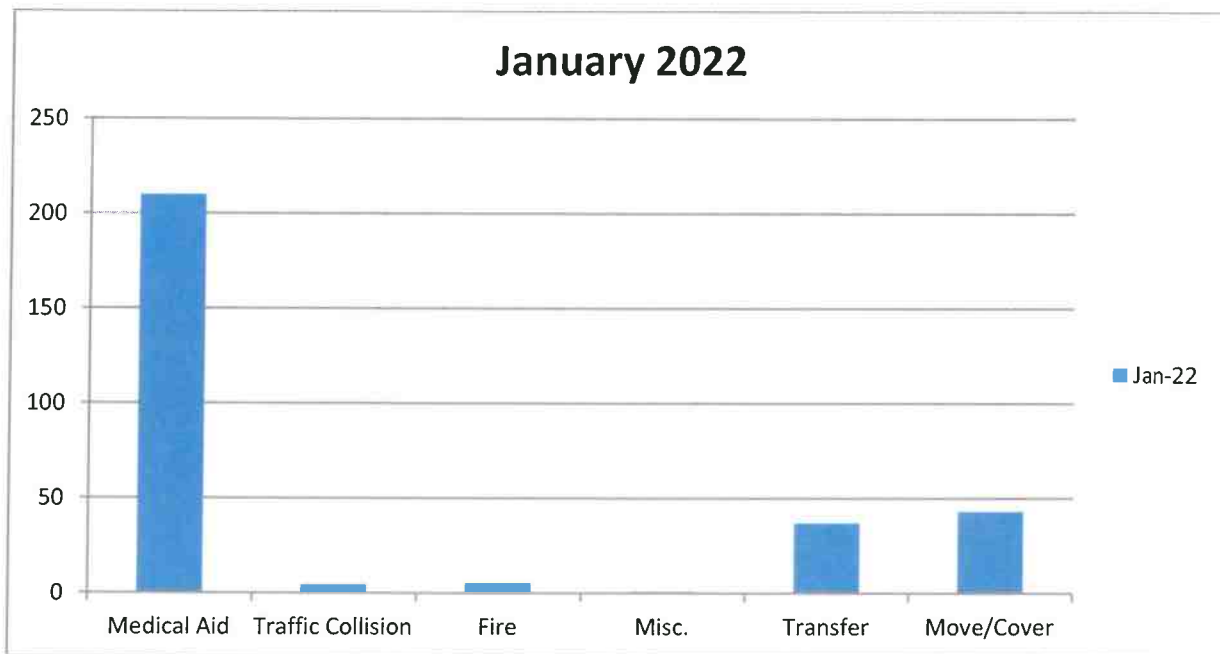
E25 Monthly Statistics Comparison



Medic 25 January 2022



M25 Monthly Statistics Comparison





Station 28 Run Review January 2022

ENGINE 28: 138 Total Calls

Medical Aid - 87

Fire - 7

Traffic Collision - 11

Public Assist - 5

Misc - 10

Move/Cover - 18

MEDIC 28: 230 Total Calls

Medical Aid- 196

Fire- 1

Traffic Collision- 11

Transfer- 22

Misc- 0

Move/Cover - 78

CQI Statistics:

M28: 145/145 – 100%

E28: 11/11– 100%



El Dorado County Fire Protection District

Station 72 Run Review January 2022

ENGINE 72: 43 Total Calls

Medical Aid- 26

Fire- 5

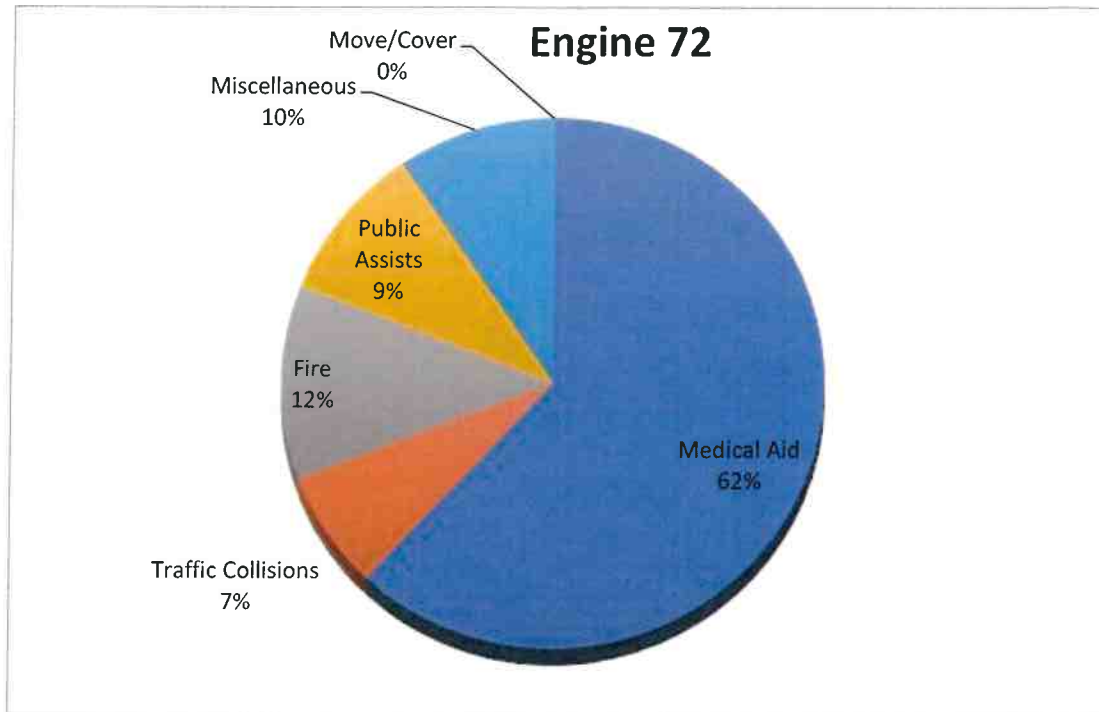
Traffic Collision- 3

Public Assist- 4

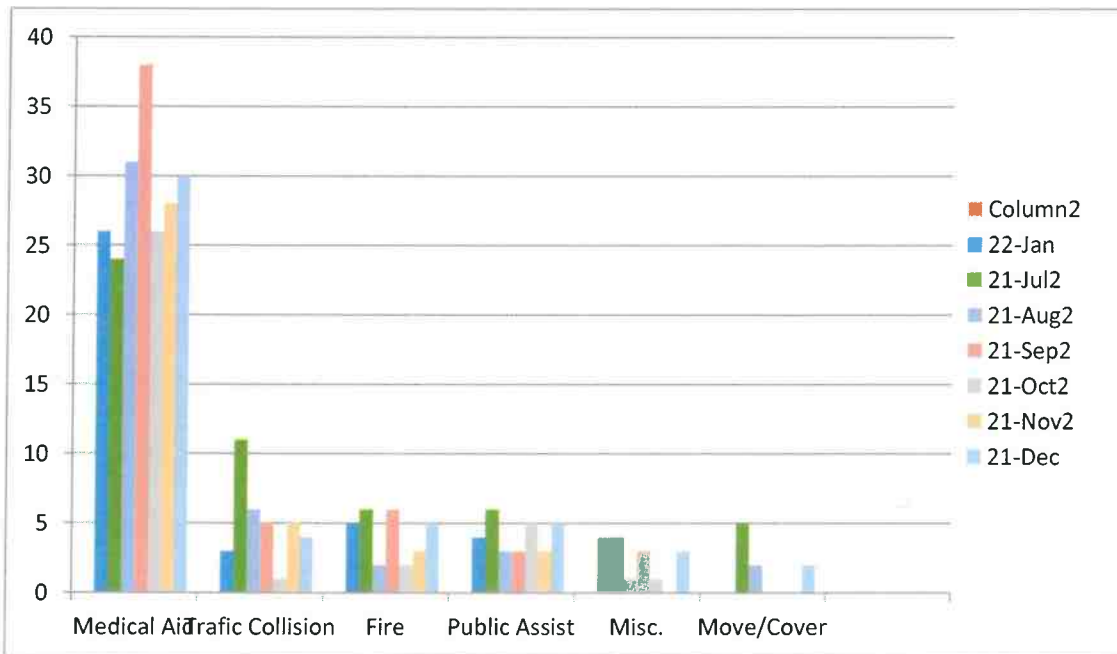
Misc- 4

Move/Cover - 0

CQI Statistics: 5/5- 100%



E72 Monthly Statistics Comparison





Station 25 Run Review January 2022

ENGINE 25: 270 Total Calls

Medical Aid- 179

Fire- 13

Traffic Collision- 11

Public Assist- 23

Misc- 20

Move/Cover - 8

MEDIC 25: 302 Total Calls

Medical Aid- 210

Fire- 6

Traffic Collision- 5

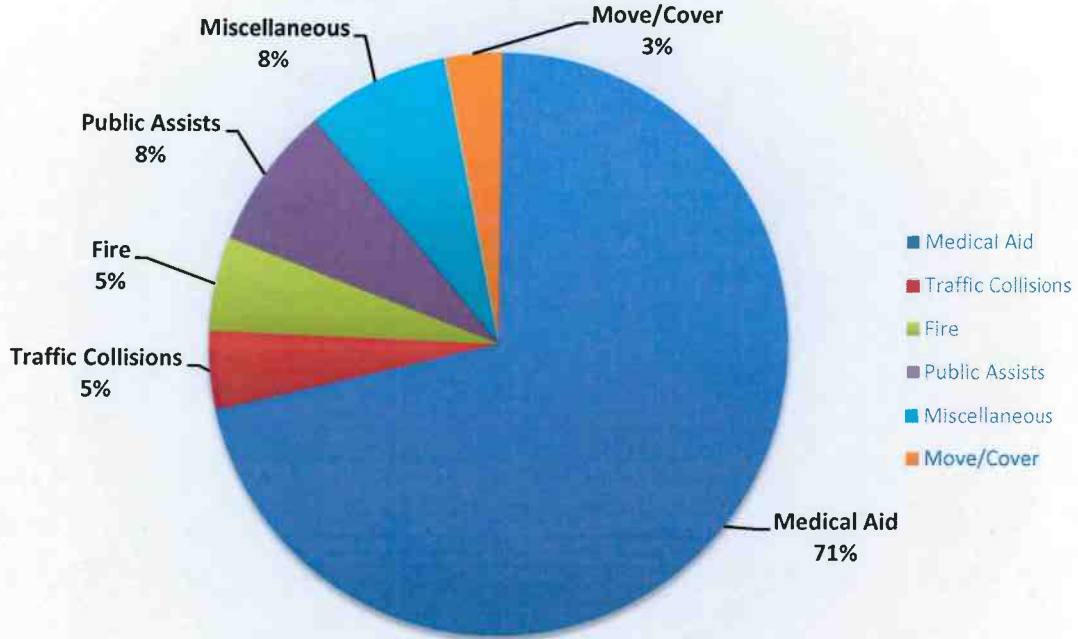
Transfer- 37

Misc-1

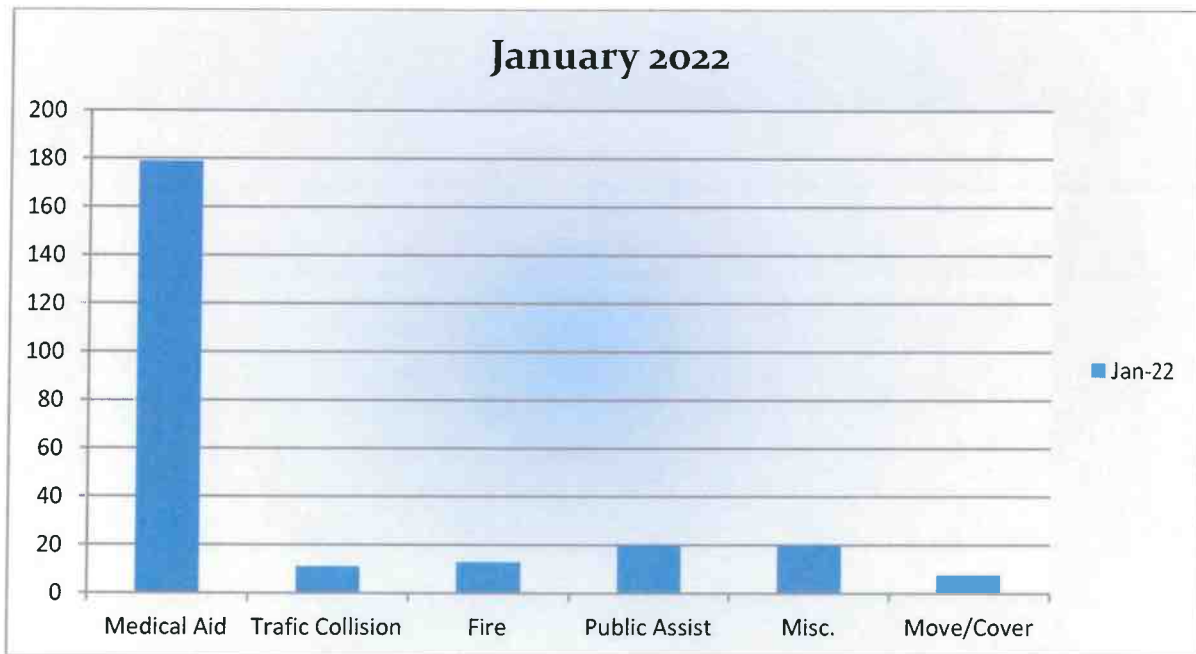
Move/Cover - 43



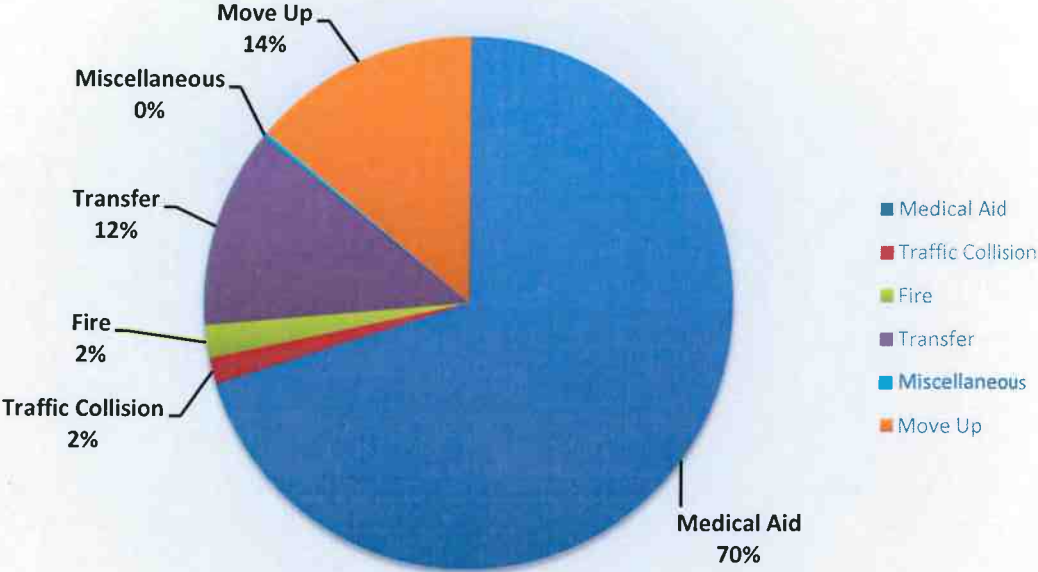
Engine 25 January 2022



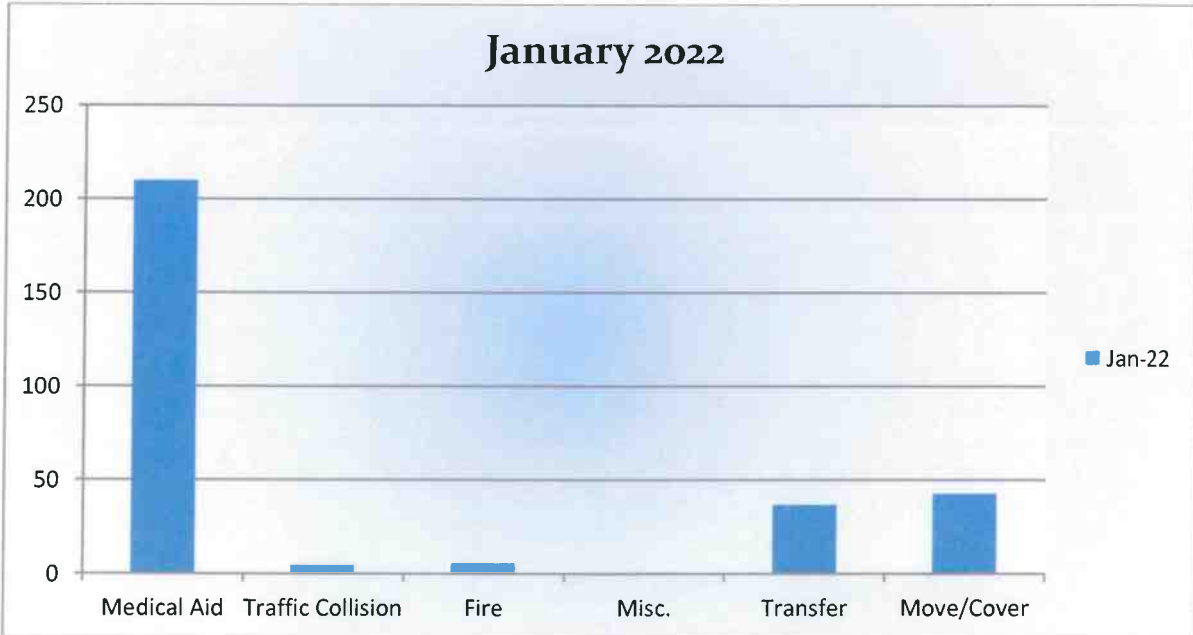
Engine 25 Monthly Statistics Comparison



Medic 25 January 2022



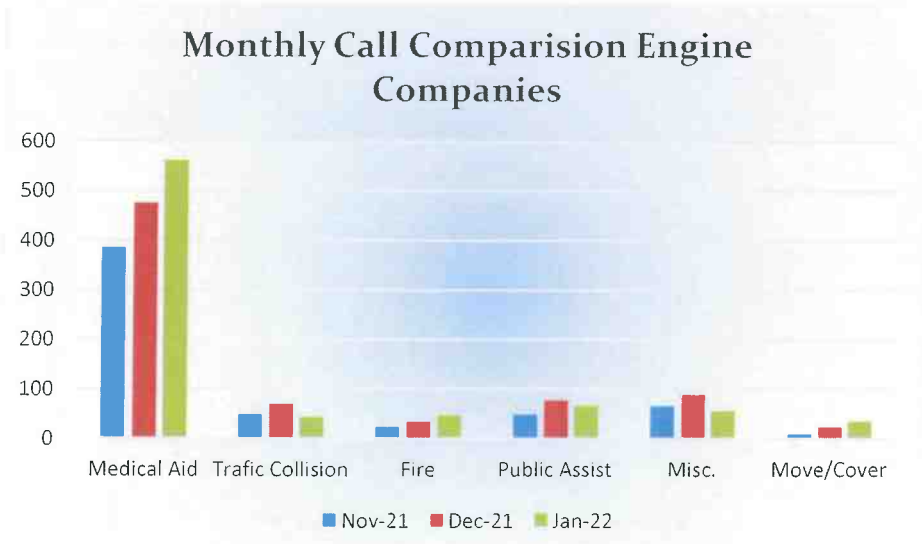
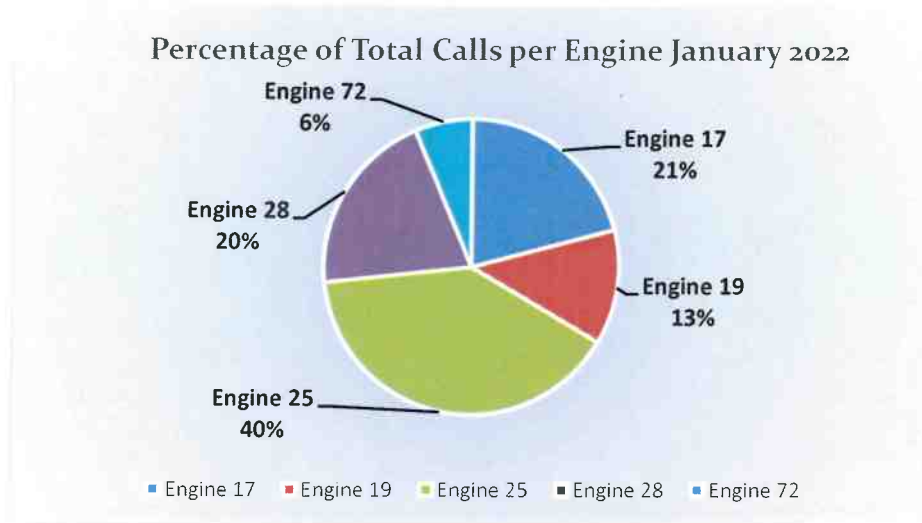
Medic 25 Monthly Statistics Comparison





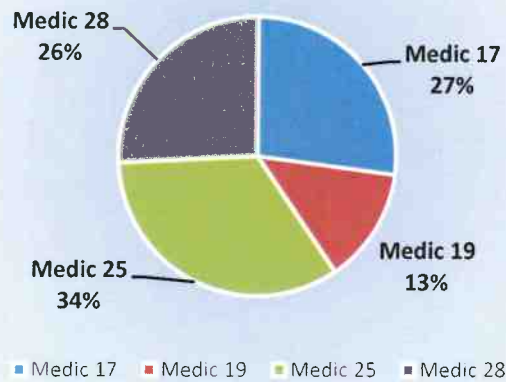
Monthly Run Statistics and Call Break Down – January 2022 Engine Companies and Medic Units

Total Responses for Engine Companies: 778



Total Responses for Medic Units: 893

Percentage of Total Calls per Medic Unit
January 2022



Monthly Comparison Medic Units

