



**EL DORADO COUNTY FIRE PROTECTION DISTRICT
Strategic Planning Workshop**

AGENDA

January 13, 2022

1:00 P.M. – 3:00 P.M.

Camino Seventh-Day Adventist Church
3520 Carson Road, Camino, Ca 95709

Join Zoom Meeting

[https://us02web.zoom.us/j/82193498391?pwd=cHdOem43VmxiO1BjTEw1Y3FoejIMU
T09](https://us02web.zoom.us/j/82193498391?pwd=cHdOem43VmxiO1BjTEw1Y3FoejIMU
T09)

Meeting ID: 821 9349 8391

Passcode: 924804

One tap mobile

1(669)900-9128

Fire Chief, Tim Cordero

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

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

1:00 P.M. OPEN SESSION

1. **CALL TO ORDER:**
2. **ROLL CALL:**
3. **PLEDGE OF ALLEGIANCE:**
5. **APPROVE AGENDA:**
6. **PUBLIC COMMENT:**

(Any person wishing to address the Committee 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. **Strategic Planning Workshop:**
 - Outside Agency Good Governance Policies
 - Preliminary Report
 - Review SWOT Analysis
 - Breakout Groups
 - SWOT (Strengths, Weaknesses, Opportunities & Threats) Discussion
 - Strategic Planning Consultant
 - Discussion

8. **Future Meeting Dates: TBD**

9. **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 FINANCE COMMITTEE

Agenda Item; Outside Agency Good Governance Policies
Preliminary Report by Paul Gilchrest.
Presented 14-Sep-2021

This report provides an overview of research performed to date. In the next several months and before the end of 2021 recommendations will be provided so as to drive good governance application within all areas of the El Dorado County Fire Protection District. This will be accomplished with Good Governance principles to create the necessary policy.

The process followed was to research various entities associated with either the development and or application of "Good Governance" with local government entities. Thus far three publications are referenced; Institute for Local Government, Counterpoint; Why Special Districts Promote Good Governance and Special District Leadership Foundation.

1) Institute for Local Government

a. **Good Governance Checklist; Good and Better Practices**

- i. The Institute for Local Government (ILG) has created a checklist to help elected officials, county administrative officers, city managers, agency counsel, local agency staff and the community-at-large answer these fundamental questions. Some of the "good practices" are those necessary to comply with California law. Others set the agency's sights higher and take good practices to a level of "better practices."
- ii. The checklist combines legal requirements included in California law as well as practices suggested by the following resources:
 - Government Finance Officers Association's best practices,
 - League of California Cities City Managers Department, "Transparency and Your City Self-Assessment Checklist
 - California Special District Leadership Foundation
 - Sunshine Review
- iii. The checklist divided into four areas and sub-areas as well as Minimum Standard Practices and Beyond the Minimum / Better Practices.
 - 1 - Stewardship of Public Resources (Financial Practices, Use of Public Resources, Procurement and Contracting)
 - a. Financial Practices General
 - b. Financial Practices Internal Agency Controls
 - c. Financial Practices Periodic Financial Reports
 - d. Financial Practices Budget



- e. Financial Practices Audits
 - f. Use of Public Resources Expense Reimbursements
 - g. Use of Public Resources Allowances
 - h. Use of Public Resources Agency Resources and Equipment
 - i. Procurement and Contracting Rules and Policies
 - 2 - Transparency (Open Government Practices, Meetings, Decision-Making)
 - a. Open Government Practices Promoting Transparency
 - b. Open Government Practices Public Records Act Requests
 - c. Open Government Practices Public Engagement
 - d. Open Government Practices Info about Key Elected, Appointed Officials & Staff
 - e. Open Government Practices Board and Commissions
 - f. Meetings; Policies and Procedures
 - g. Meetings; Website Content
 - h. Decision Making; Decision Makers
 - i. Decision Making; Process
 - 3 - Education, Training and Personnel
 - a. Education / Training Onboarding
 - b. Education / Training Ongoing Education
 - c. Education / Training Promoting Organizational Ethics
 - d. Education / Training Ethics Training (AB 1234)
 - e. Personnel / Practices and Policy
 - f. Personnel / Incentives for Speaking Truth To Power
 - g. Personnel / Chief Executive
 - h. Personnel / Agency Council
 - i. Personnel / Agency Clerk
 - 4 – Campaigns
 - a. Candidates
 - b. Officials and Employees
- b. Based on several years of service as a Director on the Board, my preliminary assessment pertaining to the Minimum Standard Practices is mixed. When looking at the “Better Practices” it is my perception significant work is needed in these areas.

At this point my recommendation would be that the Board form an add-hock committee to perform a deep dive review with staff and assess how the EDCF performing / operating in relation to this check list. The purpose to understand the gaps and develop a program as part of the district’s to fully meet all Minimum Standard Practices as well as begin to tie in Beyond the Minimum / Better Practices



2) Counterpoint: Why Special Districts Promote Good Governance

How Special Districts in California Are being Open, Accountable, and Connected. Article highlights are noted here;

a. **Striving to Meet Unmet Needs;**

- i. ... special districts are community-owned agencies, governed by a board of community residents to deliver specialized services to the community
- ii. Rarely does a one-size-fits-all approach provide viable solutions to our nation's vastly diverse communities and their unique challenges.
- iii. Since 1997 (the United States conducts its census of local governments every five years, for years ending in 2 and 7), the number of special districts in California has declined 5 percent, while the number nationwide grew by 10 percent during that same period.
- iv. This is particularly significant given that the population in California and presumably the demand for services has increased by nearly 21 percent since 1997. There are now fewer special districts serving substantially more residents in California than there were 20 years ago.
- v. Currently, there are more than 2,070 independent special districts in California.

b. **Heart of public engagement;**

- i. special districts foster qualitative public engagement
- ii. Special districts often provide greater responsiveness to their community than other forms of government
- iii. All levels of government have advantages and disadvantages, and all levels of government have room to improve.
- iv. Most people do not have the time or inclination to regularly monitor their local government
- v. When residents have an issue want somebody from their community who will listen, and who can take action. Special districts do that.

c. **Checking the Accountability Wish List;**

- i. special districts foster qualitative public engagement
- ii. Special districts in California must meet a wide range of public accountability laws, many of which exceed those governing state and federal governments. These Laws include;
 - Open meetings
 - California Public Records Act
 - Municipal service reviews
 - Regular financial audits
 - Ethics training
 - Political Reform Act
 - Right to Vote on Taxes Act
 - Compensation disclosure and financial reports



- iii. Beyond California's robust statutory standards for special districts, the Special District Leadership Foundation (SDLF), a nonprofit 501(c)(3) established to promote good governance for special districts, promotes transparency through its district transparency certificate of excellence program.
 - iv. More than 100 districts in California have received the SDLF certificate, which ensures special districts provide key governance and finance information on their websites and conduct special community outreach and engagement.
 - v. The California Special Districts Association (CSDA) has partnered with Streamline, a business affiliate, to offer districts affordable websites that make compliance with the SDLF transparency requirements clear, simple, and efficient.
- d. Special Districts Leading the Way;**
- i. **Chino Valley Independent Fire District.** CVIFD became the first fire-protection district in California to receive the SDLF District of Distinction accreditation in 2008.
 - ii. **Cucamonga Valley Water District.** CVWD demonstrates open government through use of its website, social media, and active community engagement.
 - iii. **Palm Springs Cemetery District.** PSCD is a member of five cities' chambers of commerce and regularly presents to businesses, service organizations, and other local governments.
 - iv. **McKinleyville Community Services District.** Although not incorporated as a city, McKinleyville is the third largest community in Humboldt County.



3) Special District Leadership Foundation

The Special District Leadership Foundation (SDLF) is a 501(c)(3) organization founded in 1999. It was formed to provide recognition and certification opportunities to special district officials and employees to enhance service to the public. It is dedicated to excellence in local government.

Mission Statement; To promote and recognize excellence in the governance and management of special districts.

Vision Statement; Every special district in California has well trained, knowledgeable decision-makers and engages the public through a transparent process.

a. **SDLF offers leadership programs in four areas:**

i. Special District Governance

- Designed to honor special district board members and trustees. Comprised two distinct parts:

a. **Completion of the Special District Leadership Academy. Four Courses**

- Governance Foundations
- Setting Direction/Community Leadership
- Board's Role in Human Resources
- Board's Role in Finance and Fiscal Accountability

a. **10 hours of continuing education.**

- Designed to honor special district board members and trustees. Comprised two distinct parts:

a.

ii. Certified Special District Manager

- Designation sought by individuals who strive to be the best. Managers with various academic and professional backgrounds, as well as from all sizes of special districts are program candidates.

a. **Application qualifications;** A candidate must have worked three out of the last five years in a position of management in a California special district. A total of 400 points is required to qualify for the opportunity to take the examination, to be obtained through professional special district and related work experience, continuing education courses, higher education background and community service.

b. **Certified Special District Manager CSDM program requires studying the follow topics and free access is provided to:**

- Public Personnel Management
- Handbook of Public Administration
- Budget Tools: Financial Methods in the Public Sector
- Brown Act Compliance Manual



iii. District of Distinction Accreditation

- This accreditation is designed as a way for districts to highlight their prudent fiscal practices along with other areas important to effectively operate and govern a special district. Districts will be recognized for three full years.

iv. Transparency

- It is now more important than ever for local governments (including special districts), to be open and accessible to the public. The Special District Leadership Foundation's Transparency Challenge will showcase the many steps your district takes to show it is available and transparent to the constituents and customers you serve.

Preliminary Report

March 25, 2021

Strategic Planning Workshop

Key Objectives

Strengths

- ✓ Fiscal Responsibility
- ✓ Dedication
- ✓ Aware of problems with WUI and Supportive of efforts to improve readiness.
- ✓ Establishing the JLMC (Joint Labor Management Committee)
- ✓ Collaboration with the Fire Safe Councils
- ✓ Community involvement
- ✓ Communication Complexities:
 - Operational
 - Fiscal
 - Mergers

Opportunity

- ✓ Communication of State of District efficiency
- ✓ Bolster social media
- ✓ Mergers/consolidations
- ✓ Attend/Zoom Fire Safe Council meetings/CWPPP
- ✓ New recruitment model
- ✓ Fire insurance
 - What part can the District contribute
- ✓ Public Awareness

Threats

- ✓ Retention
- ✓ Evacuation Plan
 - Operational
- ✓ Succession Planning
- ✓ UAL
- ✓ Solvency of neighboring Districts
- ✓ Reduction of fire service capability county wide
- ✓ JPA Contract
- ✓ Operational threat:
 - Staffing
 - Firefighter burnout

Weakness'

- ✓ Facilities
- ✓ Staffing

Action Items:

1. Public Information Request to the Board of Supervisors:
 - a. Identify where PILT funds are going and why the District is not receiving any.
2. Target Reserve Policy
3. Facility Lease payoff for Station 28
4. Retention & Hiring/Recruitment
5. Succession planning for command staff