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# Arcata Fire District

## Final Classification

## And Total Compensation Report

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## I. Introduction

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CPS HR Consulting (CPS HR) was retained by the Arcata Fire District (District) to conduct a classification and total compensation study of eight (8) benchmark classifications using a labor market of ten (10) comparable agencies. The stated study objectives were as follows:

- Ensure that the District’s classification specifications provide an accurate description of current jobs;
- Determine the competitiveness of the District’s compensation plan in an appropriate labor market; and
- As part of the labor market survey, identify potential classification, compensation, and organizational strategies for improving District staff recruitment and retention.
- Provide a comprehensive report outlining the methodology, results, and recommendations of the project.

This final total classification and compensation report describes the project scope and work plan, the methodologies utilized throughout the project, and the results and recommendations of the project.

The classification study results are summarized in [Section IV](#) of this report. Final updated classification specifications are presented in [Appendix C](#). Compensation study results are summarized in [Section VI](#). In addition, other benefits, and premium pay elements of interest to the District were collected and are summarized in [Section VII](#) with additional details presented in [Appendix E](#).

## II. Project Scope and Work Plan

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- The CPS HR team met with the District's *Fire Chief* (Justin McDonald) and *Business Manager* (Becky Schuette) on January 13, 2021, to initiate the project and review the project scope and work plan.
- CPS HR requested and reviewed the District's background materials, including classification specifications, salary schedules, position control documents, policies, MOUs, and organization charts.
- CPS HR developed a customized Position Description Questionnaire (PDQ) to be completed electronically by all study incumbents. The purpose of the PDQ was to capture relevant job information from each incumbent. A copy of the PDQ form used for this study is provided in [Appendix A](#).
- CPS HR conducted an online meeting on January 26, 2021, to introduce the incumbents to the project and review the PDQ completion process.
- District employees completed the online PDQ by March 22, 2021. Supervisors completed the online PDQ for some of the vacant positions.
- CPS HR conducted incumbent and supervisor interviews between March 15 and March 23, 2021, to obtain additional information about employees' and subordinates' job duties, as appropriate.
- CPS HR researched information to propose an appropriate labor market of ten (10) labor market agencies (LMA's) for the total compensation study. This proposed market was presented to, and approved by, the *Fire Chief* on March 31, 2021.
- CPS HR met with the *Fire Chief* on April 14, 2021, to propose and receive confirmation of the benefits elements to be gathered during the total compensation study.
- The CPS HR project team gathered position, salary, and benefits data from the selected LMA's during April, May, and June of 2021. CPS HR determined that the most expeditious way of obtaining data was to gather as much information as possible from online sources and follow up with each surveyed agency to validate and complete missing data. This included salary schedules, classification specifications, budgets, benefits summaries, MOUs, organization charts, and position control documents where available. CPS HR followed through with agencies to request further information or clarification on job matching and/or benefits levels. For consistency in labor market comparisons, all salary and benefits data are represented as of April 15, 2021.
- CPS HR provided preliminary job matching data to the *Fire Chief* on April 17, 2021, for review and approval.
- CPS HR provided the preliminary total compensation datasheets to the *Fire Chief* on June 11, 2021, for review and approval. The final total compensation datasheets are provided in [Appendix D](#) in this report.
- At the request of the District *Fire Chief*, the CPS HR project manager contacted the LMA *Fire Chiefs* to seek their assistance in discussing selected recruitment, retention, and organizational structure issues. Six (6) of the ten (10) agencies agreed to participate, and phone interviews were conducted between June 21 and 30, 2021.

- CPS HR conducted a salary recommendation analysis and met with the District *Fire Chief* on July 2, 2021, to review the results of that analysis, in addition to the salary recommendation tables inserted into the body of this report. During that same meeting, CPS HR reviewed the preliminary results from the LMA Fire Chief interviews and confirmed the final updated class specifications included in the Final Classification and Total Compensation Report. Copies of the final classification specifications are provided in [Appendix C](#).
- CPS HR prepared and delivered the Draft Classification and Total Compensation Report to the District *Fire Chief* on July 9, 2021.
- CPS HR met with the *Fire Chief* on July 30, 2021 to receive feedback on the draft report.
- CPS HR has prepared this Final Classification and Total Compensation Report which incorporates minor corrections and changes as requested by the *Fire Chief*.

### III. Conceptual Framework – Classification

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This section of the report presents a conceptual framework for the classification plan proposed for Arcata Fire District. As applied to positions included in this study, the classification analysis relies upon sound principles of job evaluation and job analyses. The approach identifies distinct differences in levels and types of work determined by using established allocation factors and class concepts.

#### Classification Concepts and Principles

A position classification plan is a critical human resources tool. It describes the basic personnel framework within an organization and defines the standards and concepts used to maintain and/or change that framework. It serves as the basis for organizing job assignments, developing job announcements, recruiting employees, evaluating qualifications for the job, developing methods for assessing performance, and identifying and making changes to the organizational structure. It also provides the foundation for establishing a compensation plan. Thus, the classification plan impacts virtually every phase of the employment process.

Position classification is a dynamic process since the plan itself, and the class specifications must continually respond to the organization's changing needs. Thus, a regular and periodic review of the plan is needed to ensure that it accurately reflects changes in the agency's organizational goals, organizational structure, policy, size, and leadership styles. The plan must also respond to changes in technology, programs, legal requirements, and workforce characteristics.

Once established, the classification plan must be utilized consistently to serve its purpose as a management tool. If employment decisions are not consistent with the plan, then either the plan or the decisions must be amended to be consistent with each other.

#### Basic Classification Guidelines

##### *Position, Class, Series, and Job Family*

A **position** represents a group of duties and responsibilities performed by one employee. In contrast, **class** refers to a position or group of positions that are so sufficiently similar in duties and responsibilities that they may be treated the same for pay, general minimum qualifications, title, and a variety of other administrative activities.

A class **series** may be established when two or more classes are related in a linear or other fashion. Typically, classes are placed in a series when the work performed in the classes is similar in nature but not in level. The work performed at the lower-level class helps develop the knowledge, skills, and abilities to perform at a higher level. It should be noted, however, that the ability of an individual incumbent to promote from the lower level to the higher-level class in a series may still be limited by the availability of a vacant position, unless positions are "flexibly staffed" (see discussion later in this report).

A **job family** is a group of classes and/or class series closely related in terms of the type of work being performed. Classes in a job family usually have similarities in their employment requirements that may support career progression. However, it is common for classes in the same job family to require different levels of education, experience, skill, effort, or responsibility. For example, a financial job family may include clerical, technical, professional/analytical, supervisory, and management classes.

### ***Classification Versus Allocation***

**Classification** is the process of identifying and describing the various kinds of work in an organization and grouping similar positions together under the same common job title. **Allocation** is more specifically tied to the placement and/or budgeting of positions within an organization. Thus, a recommendation to allocate a position within an organization is based on the results of the classification analysis for that position.

### ***Broad Versus Narrow Classes***

It is relatively easy to see that several positions belong to the same class when the duties are identical. In practical application, however, the duties and responsibilities of positions need not be identical to be placed in the same class. Instead, classification plans generally place positions into classes based on a determination of “sufficient similarity,” or what degree of job variability is acceptable. Within an individual organization, “sufficient similarity” can be broadly or narrowly interpreted. A broad interpretation classifies positions based on a shared core set of duties and responsibilities but accepts substantial variation between positions. This type of broad interpretation results in broad classes. In contrast, a narrow interpretation might prefer to create separate narrow classes to address job variations.

The implementation of a broad versus narrow classification structure is an organizational policy decision, which is undertaken based upon the organization’s goals and objectives. Both approaches have advantages and disadvantages that should be considered when developing a classification plan.

The advantages of grouping sufficiently similar positions into broad classes include ease of administering the classification plan; the ability to add, delete or change duties of a position and still be consistent with the classification plan; the ability to transfer individuals laterally within the organization; and a reduced need for recruitment and testing to fill single position classes. Likewise, suppose an organization desires or needs to have the flexibility to move positions temporarily or permanently between work units. In that case, broad classes can allow movement to occur without creating classification or equity concerns. Such flexibility also minimizes layoffs resulting from reorganization processes and allows for greater employee career mobility by broadening the opportunities for advancement. For these reasons, organizations typically choose to group positions into broad classes whenever practical.

On the other hand, broad classes may impact salary administration. In determining class salaries, most organizations use a combination of market and internal relationship data, tempered with organizational philosophy and experience. An organization with difficulty recruiting for a particular type of position may wish to elevate the salary for that position. However, if such positions are part of a broad class, salary changes would impact the entire class. For these reasons, organizations sometimes choose to divide a broad class because of salary issues. Suppose it can be demonstrated that certain types of positions within a broad class unnecessarily influence the entire class's salary. In that case, the organization may prefer separate classes to establish salaries for each position group.

A good classification plan seeks to balance “ease of administration” with position validity. Complex classification structures with multiple job families, multiple class series, and multiple levels within each series can be difficult to administer. However, when class concepts are excessively broad and/or too general, position classification maintenance (and responding to out-of-class complaints) is often difficult, time-consuming, and expensive. Thus, when the type of work assigned to different positions varies substantially, it may make sense to place them in separate classes and/or job families to make valid market comparisons. Likewise, when the level of work within



a job family has clear, job-related distinctions, separate classes usually offer the most efficient way to pay for the work that is being done. A realistic and successful classification plan usually has both broad and narrow classes.

### ***Preponderance***

Some positions may have a mixture of duties related to several different occupational fields, and incumbents may even have various levels of responsibility. In these cases, allocation of the class is based on preponderant duties. Since preponderance is a measurement of importance, it is possible that the most time-consuming duties assigned to a position are not the most important and therefore not preponderant. Likewise, it is possible that the most responsible and complex duties of a job are not the most time-consuming. However, most of the time, preponderant duties are those that are both critical and performed frequently.

### ***Classification of the Position, Not the Employee***

The class of a position should be consistent regardless of who holds the position. As such, the classification study process classifies **positions**, not individual **employees**. Positions are generally evaluated based on what they would require if they were vacant.

Furthermore, the classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs. Classification is not a tool to reward individual achievement, nor should classes be created simply to reward length of service.

### ***Level Versus Volume of Work***

Position classification reflects the **type** and **level** of work performed by an employee, and thus it is generally independent of **volume**. If one employee has twice the amount of work of another, yet they spend the same percentages of time on those tasks and other comparable duties, they will be placed in the same class. Study questionnaires do not ask for, and CPS HR does not consider employees' relative productivity as a classification factor. A classification study does not consider the volume of work produced because problems of excessive workload are properly solved by redistributing work or adding employees, not by reclassifying existing positions.

### **Using Classification Factors**

To develop classification/allocation recommendations, each position is first analyzed based on the **nature** of work performed. Nature of work refers to the occupation, profession or subject matter field in which each position falls. Positions that perform work of a similar nature are considered to be in the same "job family." Within each job family, the **levels** of the positions are determined based on various factors such as:

- **Scope and Complexity** – defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification and the variety and nature of work performed.
- **Decision-Making/Authority** – consists of (a) the decision-making responsibility and degree of authority, independence, or latitude that is inherent in the position, and (b) the impact of the decisions. This also considers the extent to which rules, regulations, manuals, procedures, prescribed work practices, principles, policies, or other written instruction or methods are available or required to perform the work.
- **Contact with Others Required by the Job** – measures (a) the types of contacts and (b) the purpose of the contacts.

- **Supervision Received and Exercised** – describes the level of supervision received from others and the nature of supervision provided to other workers. It also relates to the independence of action inherent in a position.
- **Knowledge, Skills, and Abilities** – defines the minimum requirements to qualify for the position, including the training, education, experience, licenses, certificates, physical demands, mental exertion, and other factors necessary to perform the assigned responsibilities.
- **Authority/Responsibility** – defines the impact on the organization, including accountability and the likelihood/consequence of error.
- **Work Conditions** – identifies a hazardous, dangerous, or unpleasant environment and notes any adverse conditions.

This information is then used to develop a class specification (description) for each identifiable body of work. Individual positions are compared against the class specifications to determine how they should be allocated.

### Class Leveling Conventions

Within any organization, the need for various class levels will be based on the organization's specific structure. At the same time, certain standardized leveling conventions are commonly used when establishing classification plans. The following are some of the standardized class levels that were applied to the classification of the positions included in this study.

- **Entry/First Working-Level** – is commonly identified as the lowest class in a multi-level series. Most entry-level classes do not require job applicants to have substantial related work experience. Instead, they may serve as “trainee” classes with the expectation that, as experience is obtained, employees will perform the full range of duties with less immediate supervision. Alternatively, a class may be more appropriately described as the “first working” level of the series if positions in the class are permanently assigned the most routine functions of the series.
  - **For Arcata Fire District**, the *Firefighter* class has historically been the “first working-level” in the fire suppression series. Recently, the District reclassified all the *Firefighter* positions to *Fire Engineers* since all incumbents were performing *Engineer*-related duties (e.g., driving and operating the fire engine/apparatus). Since the District may still want to hire new academy graduates and/or applicants with minimal firefighting experience but is willing to promote such individuals to *Fire Engineer* when they are fully qualified, CPS HR recommends that this class be retained with the understanding that *Firefighter* positions would be flexibly allocated (see explanation below) with *Fire Engineer*.
- **Journey-Level/Second Working-level** – may be the class above the entry/first working-level in a multi-level class series, but always describes the class where incumbents are fully trained to perform the full scope of non-specialized, non-leadership class series work. Incumbents at this level do not have “official” lead worker or supervisory duties but may assist in training and providing direction to others, particularly those at the entry level.
  - **For Arcata Fire District**, the proposed class of *Fire Engineer* is the level in the fire suppression series where incumbents are fully trained to perform the full scope of non-leadership firefighting work. Likewise, the proposed classes of *Fire Inspector* and *Business Manager* are also journey-level classes

in those functional areas (fire prevention and administration). However, those areas' current size and staffing do not justify developing a class "series."

- **Supervisor** – is the class level where the preponderant responsibility is to supervise subordinate positions. Supervisors may also perform day-to-day work similar to their subordinates in type but usually are responsible for the more difficult or sensitive work in addition to their supervisory duties. Supervisory criteria can vary between organizations, but most supervisory classes are defined by their supervision over "regular" (full-time) employees because, in most public agencies, regular employees have statutory employment rights and personnel actions imposed on them, such as hiring/firing, corrective action, and performance evaluations and supervisors must comply with these legal, contractual and/or policy guidelines. Furthermore, several state and federal laws define supervisors as being legally responsible for their employment-related actions. Thus, true supervision is a distinct, complex, and highly responsible duty.

It is important to distinguish between supervision and lead work. Incumbents that assign, direct, and monitor the work of subordinate staff but do not have substantial control over subordinates' employment through personnel actions like hiring/firing, corrective action, and performance evaluations, are not "supervisors." Instead, such positions may be most appropriately classified to a lead worker class.

Also, note that while managers may supervise staff, their positions are distinguished by certain other duties and responsibilities, as discussed below.

- **For Arcata Fire District**, the proposed supervisory-level class is *Fire Captain*.
- **Manager** – is the class level that describes positions with complex and strategic duties and responsibilities that typically focus on planning, organizing, directing, staffing, and controlling their assigned programs and/or functions. Managers who oversee operational divisions or units typically supervise staff through subordinate supervisors. However, a program-focused manager may not have significant supervisory duties but instead has broad, comprehensive responsibility for overseeing one or more major programmatic functions within the organization.

It is common for an organization to have several management layers, depending on the size and structure of the organization.

- **For Arcata Fire District**, the proposed manager-level classes are *Fire Division Chief* and *Fire Chief*. The class of *Fire Division Chief* will manage a major section within the District and report to the *Fire Chief*. The *Fire Chief* provides overall District leadership and works under policy direction from the District Board of Directors.

### Flexible Allocation

Flexible allocation is an administrative and budgeting tool that assists organizations in planning for work that can be assigned at more than one class level. In a flexibly allocated position, an employee may be hired at an initial level (e.g., the entry or first working level) and then be promoted to the next level without a competitive process when the qualifications for the next level are met.

Flexible allocation is beneficial when an organization is willing to initially hire an employee with limited qualifications, provide the training needed for the employee to learn and eventually perform the full scope of journey-level duties, and then promote the employee to the next level when qualified without requiring a visible

competitive process (no vacancy is necessary). Instead, the employee's demonstrated performance of the higher-level duties functions as the "test" by which promotion is justified. By flexibly allocating the position, the organization benefits from bringing new employees into the organization at a lower (and less costly) level while allowing the organization to appropriately classify their positions if/when the duties change without going through a cumbersome recruitment or classification process. Thus, it is useful for both recruitment and retention.

Since promoting from one level to the next higher level in a flexibly allocated position may be perceived as a promotion without an official, merit-based test, the manager/supervisor should provide written measurement of the employee's performance with attention to timeliness, accuracy, and detail. The employee's performance should be at a level that demonstrates that promotion is warranted. Criteria for advancement should be based on an established policy decision before implementing flexible allocation and should be sufficiently understood that it can be articulated to all staff.

## IV. Classification Analysis and Recommendations

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### Overview

This section of the report summarizes the findings and recommendations of this classification study. In addition, [Appendix A](#) provides a copy of the Position Description Questionnaire (PDQ) used in the study. [Appendix B](#) provides a table summarizing the allocation recommendations for all study positions sorted by incumbent name and including comments. [Appendix C](#) provides copies of the proposed classification specifications. Please note that, for the classification specifications in Appendix C, all proposed edits and changes have been accepted. CPS HR has provided the District with fully annotated versions (in Microsoft Word) separately from this report.

### Business Manager

One (1) civilian (non-sworn) position of *Business Manager* was included in the study. The incumbent works a standard 40 hour per week shift. The incumbent's duties include, but are not limited to: serving as clerk to the District Board of Directors; administering District financial transactions and records including payables, receivables, and parcel assessments; administering, processing, and reporting the biweekly payroll; directing and managing the District's administrative office, including public and internal reception and communications; providing administrative assistance to District chief officers, including document support and technical media assistance; coordinating the submission of District reports to the National Fire Incident Reporting System; administering District purchasing activities; administering District records management; administering technical human resources activities related to hiring, background checks, recordkeeping, and employee onboarding; and serving as the liaison to the Arcata Volunteer Firefighters Association. Most of these duties are consistent with the District's current class specification for *Business Manager*. However, CPS HR recommends several minor updates that do not alter the essential characteristics or level of the class (see [Appendix C](#)).

CPS HR notes that the Business Manager class does not meet the definition of a manager (described above), even though "manager" is in the class title. However, CPS HR does not recommend changing that class title at this time since this is a single position class, the incumbent's duties are largely consistent with the current class specification, and the title does not create confusion with other District classes.

### Fire Engineer

CPS HR received four (4) PDQ's for positions in the class of *Fire Engineer*. Five (5) vacant positions were also classified based on a stipulation by the Fire Chief that the positions would also be assigned similar duties when filled.

Incumbents in this class are sworn and are work an emergency response shift (currently 72 hours on, 96 hours off). Historically, these positions have been classified as *Firefighters* rather than *Fire Engineers*. However, during the interviews, the incumbents stated that the District recently reclassified all *Firefighter* positions to *Fire Engineer* in recognition that the incumbents were performing duties typically assigned at the *Fire Engineer* level in other fire agencies. These include, but are not limited to: responding to fire alarms, emergency medical calls, hazardous materials, and other incidents that require mitigation of circumstances that may threaten life or property, including fire suppression, emergency medical care, and rescue of victims; driving, operating, situating, and overseeing the use of various fire apparatus, including fire engines, ladder trucks, pumps, and other vehicles and equipment; performing basic life support (BLS) medical emergency procedures within the scope of licensure; connecting, charging, and laying hoses; placing water curtains; performing ventilating and access maneuvers; using foam and chemical extinguishers as required by the nature of the fire; cleaning, maintaining, and conducting

basic equipment and facilities repairs; participating in training exercises and classes; participating in public education and public relations activities as assigned; performing special projects and collateral duties as assigned.

Although the District still has an existing *Firefighter* classification specification, it does not have a classification specification for *Fire Engineer*. Therefore, CPS HR has prepared a *Fire Engineer* final classification specification for the District based on the duties and responsibilities assigned to the incumbents (see [Appendix C](#)).

In discussions with the *Fire Chief*, CPS HR noted that the District still needs a mechanism to recruit and hire applicants who do not have all the necessary training, certificates, and experience required to drive and operate fire apparatus. While it is possible to create a single class with the minimum qualifications of a *Firefighter* (no equipment operation certifications) and require incumbents to obtain the necessary driver's license endorsements and driver/operator certifications within a specified period of time (typically the probationary period), this approach could potentially require that an individual who fails to meet those requirements be terminated from employment, even if the incumbent's performance was otherwise satisfactory. As an alternative and preferred approach, CPS HR recommends that the District retain the class of *Firefighter* and use it as a recruitment level with the understanding that positions will be flexibly-staffed as *Firefighter/Fire Engineer*, and that incumbents will be promoted to *Fire Engineer* when they meet the established requirements (e.g., training, certification, experience, and performance requirements) for that class. Therefore, CPS HR has provided an updated *Firefighter* class specification in [Appendix C](#).

## Fire Captain

Six (6) *Fire Captain* incumbents provided PDQ's and were included in the study. An additional three (3) positions were classified based on the stipulation by the *Fire Chief* that the incumbents will perform similar duties when the positions are filled. Incumbents are sworn and work an emergency response shift.

In Arcata Fire District, *Fire Captains* provide supervision and leadership to crews responding to fires and other types of emergency calls. They also typically oversee the operations of an assigned fire station during an assigned shift. Specific duties include, but are not limited to: leading and directing a fire crew's response to fire alarms, emergency medical calls, hazardous materials, and other incidents that require mitigation of circumstances that may threaten life or property, including fire suppression, emergency medical care, and rescue of victims; directing and participating in the operation of various fire apparatus, the application of water and/or chemical agents to control and extinguish fires, the performance of ventilating and access maneuvers, the delivery of basic life support (BLS) medical emergency procedures, and the performance of search and rescue, forcible entry, ventilation, salvage, and overhaul activities; supervising and administering daily station operations by scheduling personnel, assigning duties and tasks, overseeing station and equipment maintenance, directing station activities, maintaining records, ordering supplies, preparing correspondence, forms and reports; developing personnel by creating and implementing training programs and providing training as required; participating in training exercises and classes; conducting and attending meetings; participating in public education and public relations activities as assigned; performing special projects and collateral duties as assigned.

Overall, the duties assigned to the incumbents are consistent with the District's existing classification specification for Fire Captain, though CPS HR recommends minor updates that do not alter the essential characteristics or level of the class (see [Appendix C](#)). CPS HR notes that several incumbents expressed concern over the volume and scope of their assignments, stating that some of their assigned "collateral duties" had previously been performed at the *Battalion Chief* level. However, CPS HR did not find these collateral duties so technically complex or responsible that they were inappropriate for a *Fire Captain*. Specifically, while some of the incumbents claimed that their authority to purchase items, develop training programs, conduct fire investigations, and oversee equipment programs are above class duties, CPS HR considers such duties to be consistent with the class of *Fire*

*Captain*. Furthermore, the fact that incumbents frequently cited time constraints rather than lack of skills for performing these tasks suggests that these concerns may primarily reflect current staffing shortages rather than above-class responsibilities. Finally, it should be noted that, while all the *Fire Captains* have collateral duties, such duties appear to rotate periodically and are not a preponderant aspect of their jobs based on their frequency or criticality.

### **Fire Inspector**

Two (2) civilian positions of *Fire Inspector* were included in the study. Both incumbents work part-time. Their duties include, but are not limited to: assisting with the implementation of the District's fire inspection program, with an emphasis on multi-family residential unit inspections; researching property ownership; contacting owners and/or visiting facilities to obtain information on compliance with fire safety requirements; issuing violations as necessary and conducting follow up visits to assure compliance; preparing required inspection forms, documents and reports; and performing other tasks as assigned.

During the interview, CPS HR noted that one of the current inspectors, Sophie Levy-Sheon, was relatively new to the job, whereas the other inspector, Matt Knowles, had been on the job for 1.5 years. Mr. Knowles was helping to train Ms. Levy-Sheon and had been given some responsibility for leading and monitoring her work. Mr. Knowles also assisted with billing activities, though such duties had not been assigned to Ms. Levy-Sheon.

CPS HR asked the incumbents' supervisor, the *Fire Marshal*, if the differences in the job duties between Mr. Knowles and Ms. Levy-Sheon were permanent. The *Fire Marshal* said that, as Ms. Levy-Sheon gains experience, it is anticipated that both *Fire Inspectors* will perform their duties independently, and that Ms. Levy-Sheon will be expected to participate in activities such as billing. Furthermore, he anticipated that both inspectors will be learning to do more complex business-related inspections, with neither incumbent having any more or less responsibility than the other.

Based on this information and the comments from the *Fire Marshal*, CPS HR proposes updates to the classification specification for *Fire Inspector* (see [Appendix C](#)) and recommends that these two positions be maintained in the class.

### **Fire Marshal**

One (1) part-time civilian position of *Fire Marshal* was included in the study. The incumbent works a limited number of hours as assigned. The incumbent's duties include, but are not limited to: overseeing and administering the District's fire prevention division/programs, with responsibility for ensuring fire and building code compliance, interpretation, and enforcement; supervising the work of two (2) part-time *Fire Inspectors*; reviewing plans for new and existing buildings for fire code compliance, including commercial, residential, and tenant improvements; conducting physical compliance inspections; participating in multi-agency meetings to review project developments; conducting fire and building code research; overseeing the residential inspection program, and coordinating and providing public education regarding fire prevention.

The incumbent's duties are largely consistent with the District's classification specification for *Fire Marshal*. However, CPS HR has proposed minor updates that do not alter the essential characteristics or level of the class (see [Appendix C](#)) and recommends that this position be maintained as a *Fire Marshal*.

### **Battalion Chief**

CPS HR received one (1) PDQ for a *Battalion Chief* position. This is a sworn position, and the incumbent is currently assigned to work a standard, 40 hours per week shift but also splits the on-call duty chief responsibilities with the *Fire Chief*.

CPS HR was advised that three (3) *Battalion Chief* positions are currently allocated within the District. However, the organizational role of the *Battalion Chiefs* has changed multiple times since the classification specification was developed in July 2016. The duties assigned to the current incumbent of this class include, but are not limited to: providing complex managerial support to the *Fire Chief* as a member of the District command staff; participating in the strategic planning, directing, and development of District goals, objectives, policies, and procedures; participating in the development, administration, and management of the District budget; participating in the forecasting of funds needed for effective operation of the District; monitoring and approving expenditures; recommending budget corrections and implementing resulting adjustments; planning, organizing, and directing assigned District operations; resolving operational problems and issues; assigning work, projects, and programs to subordinate staff, including subordinate supervisors; monitoring work production, methods, procedures, and outcomes for areas of assignment; coordinating and participating in District recruitment and hiring processes; coordinating personnel programs, such as employee performance management, corrective action, and professional development; representing the District and *Fire Chief* to other agencies as assigned; preparing and presenting analytical reports and correspondence to the *Fire Chief*, District Board, allied agencies, and the public as assigned; communicating with the media, conducting interviews, and presenting information as assigned; responding to major emergency incidents as required and/or as the scheduled duty officer; providing senior management of fire prevention activities; coordinating and/or conducting complex fire origin and cause investigations; coordinating with the District Attorney's Office as needed; attending professional meetings, conferences, and workshops, and serving on committees and task forces as authorized; serving as the District Safety Officer; coordinating/managing special projects and other duties as directed by the *Fire Chief*; and acting in the absence of the *Fire Chief* as assigned.

The incumbent's duties are substantially different from those described in the *Battalion Chief* classification specification. The specification states that the incumbent performs complex journey-level mechanical work in the maintenance and repair of District vehicles and equipment. It further states that *Battalion Chief* is a "supervisory class", and incumbents may oversee and coordinate the operations and activities of an assigned shift. Although some of the duties listed in the specification are applicable to the incumbent, the specification does not recognize the incumbent's role in providing advanced and complex senior-level managerial support to the *Fire Chief*, nor does it capture the incumbent's participation in strategic duties related to planning, organizing, directing, staffing, and controlling District activities.

During discussions with the *Fire Chief*, he indicated that he anticipates filling at least two (2) positions at this level, each responsible for overseeing a major organization division. Although he had not yet determined the operational assignments given to each incumbent, he anticipates that the incumbents will share in the administrative management activities. Thus, CPS HR has drafted a new classification specification of *Fire Division Chief* (see [Appendix C](#)) that broadly describes the full scope of the incumbent's job duties, with the understanding that some of these duties were temporarily absorbed by the incumbent due to staffing shortages and will ultimately be divided between two or more positions. We recommend deleting the existing *Battalion Chief* specification.

## Fire Chief



The class of *Fire Chief* describes a single, sworn position. The incumbent submitted a PDQ and is currently assigned to work a standard, 40 hours per week shift. However, he also splits the on-call duty chief responsibilities with the *Battalion Chief*.

The *Fire Chief* serves as the highest-level executive manager responsible for all District operations, programs, and activities. His duties include, but are not limited to: serving under the policy direction of the District Board of Directors to plan, organize, direct, staff, and control the operations, programs, and activities of the District, including the strategic development of District plans, goals, objectives, policies, and procedures; developing Board meeting agendas/staff reports, and attending Board meetings; directing and overseeing the development, administration, and management of the District budget; forecasting funds needed for effective operation of the District; authorizing expenditures; implementing budget corrections; overseeing and directing the deployment of technologies, including the District's website and social media accounts; overseeing and directing all District operations, including apparatus, equipment, and facilities; resolving operational problems and issues; assigning work, projects, and programs to subordinate staff, including managers and supervisors; monitoring work production, methods, procedures, and outcomes; overseeing and directing District recruitment and hiring processes; overseeing and directing employee performance management, corrective action, and professional development programs; performing investigations into alleged employee disciplinary issues; representing the District to other agencies; preparing and presenting analytical reports and correspondence to the District Board, allied agencies, and the public; overseeing and directing District outreach and community relations activities; communicating with the media, conducting interviews, and presenting information as assigned; responding to major emergency incidents as required and as the scheduled duty officer; overseeing and directing fire prevention activities; overseeing and directing complex origin and cause investigations; coordinating with the District Attorney's Office as needed; attending professional meetings, conferences, and workshops, and serving on committees and task forces; overseeing District safety programs; overseeing and directing special projects; performing other duties as required.

The incumbent's duties are not adequately described in the existing *Fire Chief* classification specification. Although the minimum qualifications are reasonably consistent with a *Fire Chief* class, the rest of the specification does not capture the scope and level of the position. Instead, it describes duties that are largely similar to those of a Firefighter.

For these reasons, CPS HR has drafted a new classification specification, keeping the title of *Fire Chief* (see [Appendix C](#)) but substantially revising the duties and responsibilities. We recommend deleting the current specification.

## V. Compensation Study Parameters

The first step in conducting a total compensation survey is to determine the basic parameters for the survey. For this study, these parameters include:

- Confirmation of the labor market data points and position
- Selection of the labor market agencies (comparable agencies)
- Confirmation of the survey classifications (benchmark classifications)
- Confirmation of the survey scope (information to be collected)

### Labor Market Data Points and Position

Unless the client specifically requests differently, CPS HR provides a labor market data analysis based on the market's median. The labor market median, which is described as the “middle” of the market, is the data point at which half of the complete range of data (excluding the District’s data) is higher, and half of the complete range of data (excluding the District’s data) is lower. The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high and low payers in the market.

Once the data points are verified, the client can choose to lead the market, to meet the market, or to lag the market. Leading the market means aligning the pay parameters and positions higher than the market median (i.e., 60th percentile or 70th percentile). Lagging the market means positioning the pay parameters below the market median (i.e., 40th percentile). Meeting the market is positioning the pay parameters at the median of the market.

- **Arcata Fire District** chose to analyze and position their pay parameters based on the median of the market (meeting the market).

### Labor Market Agencies

In accordance with the parameters of this project, the District agreed to have CPS HR gather compensation data from ten (10) labor market agencies. To assist the District in selecting these labor market agencies, CPS HR provided an initial list of potentially comparable agencies based on several factors, including population, area size, proximity to the District, and cost of living/cost of wages, as outlined below. This initial list of agencies included the following:

*\*Indicates selected labor market agency.*

Potential Labor Market Agencies	Miles From Arcata FD	Budget	FTE's	Average Cost of Wages (COW)	Average Cost of Living (COL)
Arcata Fire District	0	3,553,678	26	0.00	0.00
Anderson Fire Protection District	149	No info	8	1.70	-30.70
Auburn City Fire Department*	330	2,241,416	22	7.85	-33.70
CalFire Humboldt/Del Norte*	71	No info	100+	-0.05	-29.70
City of Chico Fire Rescue Department*	211	13,739,028	62	0.45	-35.10

Potential Labor Market Agencies	Miles From Arcata FD	Budget	FTE's	Average Cost of Wages (COW)	Average Cost of Living (COL)
City of Grass Valley Fire Department	284	2,052,638	18	4.62	-21.70
City of Lincoln Fire Department	286	5,542,018	20	7.83	-30.60
City of Marysville Fire Department	258	2,114,519	15	4.62	-40.70
City of Oroville Fire Department*	233	3,325,569	26	1.37	-29.10
City of Red Bluff Fire Department*	171	2,951,445	16	1.43	-34.20
City of Redding Fire Department	140	21,761,750	80	2.57	-29.80
City of Ukiah Valley Fire District	172	5,200,000	20	-0.03	-29.20
Humboldt Bay Fire*	13	No info	60	0.20	-22.20
Lake County Fire Protection District*	210	4,867,500	35	0.77	-34.00
Nevada County Consolidated Fire District*	289	6,963,230	23	4.62	-21.70
Northern Sonoma County Fire	207	1,864,194	8	10.87	-1.40
Northshore Fire Protection District	191	No info	21	0.85	-34.90
Schell Vista Fire Protection District	259	No info	7	11.42	-8.80
Shasta Lake Fire Protection District	146	No info	10	2.57	-29.80
Sonoma County Fire District	221	20,450,895	66	11.70	-12.00
Sonoma Valley Fire District	259	14,497,538	No info	11.42	-8.80
Sutter County Fire Department*	264	3,499,902	22	3.50	-35.40
Yuba City Fire Department*	256	9,998,871	58	3.57	-30.70

- **Industry** – In general, agencies that provide the same services are more likely to have similar job classifications and recruit from the same applicant pool. All the above agencies are fire departments, though some are city or county departments, while others are special districts.
- **Competing agencies** – CPS HR also considered information provided by the District’s *Fire Chief* regarding the agencies that the District frequently competes with for talent (i.e., the District has lost employees to or recruited employees from such agencies).
- **Geographic proximity** – When considering a labor market, it is important to consider the geographic proximity of potential agencies since they may be competitors in the recruitment market. If there are not enough agencies within the local market to conduct a study, the geographic area may be expanded to include agencies farther away but still similar in other aspects.
- **Budget** – The size of an agency’s budget generally correlates with the size of the agency but can also reflect other economic factors. Thus, it provides a useful comparative factor. However, in selecting a balanced labor market, it is reasonable to include some agencies with smaller or larger budgets.
- **Agency size** – In general, agencies that employ similar numbers of employees may have similar economic demographics. Since it is rare to find agencies that are the same as the client agency, the goal is to provide a balanced mix of larger and smaller agencies, thereby minimizing the “skewing” effect when either of these is used exclusively.

- **Cost of Living/Cost of Wages** – As part of the labor market analysis, CPS HR provided “cost of living” and “cost of wages” information about the agencies being considered. Together, these factors paint a general economic picture of the comparator agencies.
  - **Cost of Wages** is based on all the expenses paid by employers in a particular geographic area to employ their staff, including direct (salaries and benefits) and indirect expenses. For purposes of the above table, the total wages for each comparator agency is expressed as a percentage above or below Arcata Fire District, which is identified as “zero”.
  - **Cost of Living** is based on the amount of money needed to cover basic living expenses such as housing, food, taxes, and healthcare for a particular geographic area. For purposes of the above table, the total cost of living for each comparator agency is expressed as a percentage above or below Arcata Fire District, which is identified as “zero”.

It is notable that, most of the agencies listed in the table have a lower cost of living than Arcata though their cost of wages is higher. In other words, it generally costs more to live in Arcata but average wages in Arcata’s geographical area are lower than for the other agencies listed.

After reviewing the recommended potential agency list, the District selected the following (10) labor market agencies:

1. Auburn Fire Department
2. Cal-Fire Humboldt/Del Norte
3. City of Chico Fire Rescue Department
4. City of Oroville Fire Department
5. City of Red Bluff Fire Department
6. Humboldt Bay Fire Authority
7. Lake County Fire Protection District
8. Nevada County Consolidated Fire District
9. Sutter County Fire Department
10. Ukiah Valley Fire Authority

### Survey Classifications

The survey benchmark classifications for the study are presented below.

1. Battalion Chief (reclassified to *Fire Division Chief* during the classification study)
2. Business Manager
3. Fire Captain
4. Fire Chief
5. Fire Engineer
6. Fire Inspector
7. Fire Marshal
8. Firefighter

When seeking to match these classes to comparable classes in the labor market, CPS HR based the matching analysis on the class concepts established in the classification analysis portion of this study.

## Survey Data Collection Scope

### ***Comparable Classifications – Classification Matching***

When conducting a salary survey, the intent is to provide general market trends by identifying classes comparable to the survey benchmarks. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that, while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching the study benchmarks to comparable classifications from other agencies, CPS HR starts by gathering those agencies' class specifications and comparing the span of control, the duties and responsibilities, and the knowledge, and skill, and ability requirements. However, we don't rely only on classification specifications. CPS HR also references position control documents, where available, to specifically identify which classification, and level of classification performs the duties comparable to the client's classifications. This is particularly relevant to non-supervisory, non-management classifications where there may be multi-level classifications within a series. In addition, organizational charts, budget allocations, or other fiscal tools may help identify series progression through multiple levels and provide greater clarity in the use of the classification structure than is evident in the content of the classification specification alone. To the extent possible, CPS HR identifies the operational use of a classification in determining whether it is a comparable job match.

### ***Comparable Classifications – Required Number of Comparable Classifications***

CPS HR's best practice is that benchmark positions must have a minimum of three (3) classification matches to be considered valid. It is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data, including:

- Differences in the delivery of services
- Differences in the span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service

### ***Internal Equity Considerations When Insufficient Number of Comparable Classifications***

A compensation plan considers both external market data and internal relationships. The absence of sufficient labor market data for a particular classification does not mean that no salary recommendation can be developed since many salary recommendations are ultimately based upon internal equity with other classes. If CPS HR cannot find a sufficient number of comparable classifications for a valid analysis, we can use internal equity to develop salary recommendations.

### ***Labor Market Benefits and Compensation Practices***

In addition to collecting base salary and other total compensation data, CPS HR collected information about numerous benefits and compensation practices to provide the District with a complete and thorough total compensation evaluation of the District in comparison to the labor market. When measuring the market, the goal

is to identify an agency’s competitive position in the labor market to attract and retain talent, in addition to promoting internal equity. This is done by measuring those benefits and/or perquisites that new employees would receive upon their hire date. Reported benefits are those which all employees in an employee group would qualify for. This is done by measuring those benefits and/or perquisites that new employees would receive upon their hire date. Reported benefits are those which all employees in an employee group would qualify for. The benefit data and compensation practices collected for the study are presented in Table 1 below. This is not an inclusive list of all data collected.

**Table 1: Benefit and Compensation Practices Categories Collected**

Component Categories	Description	Included in Total Compensation
Basic Welfare Benefits	An employer provides plans to protect an employee and/or an employee's family from loss of income in the event of injury or death, commonly life insurance and/or long-term disability plans.	Not included
Defined Contribution (DC) Plans	A type of retirement plan in which the employee and/or employer make contributions on a regular basis (i.e., 457 and 401 plans).  **Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in total compensation calculations.	Discretionary
Employee Group Representation	Lists the Employee Groups' organizational name and local if represented by a union or association or other documentation that provides conditions for unrepresented employment, i.e., Salary Resolution, Employee Agreement, or other documentation.	Not included
Employee Health Contributions	The value of the employee’s monthly contribution for health benefits, which includes medical, dental, and vision benefits based on criteria defined for the Client Benchmark Plan.	Not included
Employer Health Contributions	The value of the employer’s monthly contribution for health benefits, including medical, dental, and vision benefits, based on family coverage (employee + 2 or more dependents), is used to calculate total compensation. Includes Flex Credits.	Included
Employer Retirement Contribution	Employer's contribution for defined benefit retirement plans based on a percentage of payroll as defined by plan's actuarial report.	Included

Component Categories	Description	Included in Total Compensation
Federal Insurance Contributions Act (FICA)	Refers to the Federal Insurance Contributions Act (FICA), a United States federal payroll contribution of employees and employers to fund Social Security and Medicare. State and local government employees may be covered for social security and Medicare either by mandatory coverage or under a Section 218 Agreement between the state and the Social Security Administration. Under some circumstances, an employee may be excluded from social security or Medicare (uncommon practice).	Included
General Salary Adjustment	The general adjustment that applies to the entire salary structure (i.e., salary scale) applies to all employees at and below the maximum of the salary range of their position and is not contingent on performance or service in a position.	Not included
Health Opt-Out/In-Lieu Subsidy	Employees with alternate group health insurance are eligible to receive a subsidy in lieu of benefits based on meeting the agency's eligibility requirements.	Not included
Paid Leave	Paid leave practices that an agency may provide to eligible employees. Reporting can include annual, vacation and sick leave, holidays, floating holidays, bereavement leave, management leave.	Not included
Paid Leave Cash-out/Conversion	Leave accrual cash-out/buy-out practices to allow employees to receive payment in lieu of time off for accrued leave credits. Requirements may have a maximum allowable number of credited leave hours to be paid out, may require a minimum leave accrual to be maintained after payout or other eligibility and/or requirements. Does not include separation payouts.	Not included
Other Compensation	Additional compensation which may include allowances or financial incentives that are paid in equal increments with the normal payroll process.	Not included
Other Post-Employment Benefits (OPEB) at Retirement	Benefits provided to eligible retirees' post-retirement.	Not included
Retiree Health Savings Plan (RHS)	Retiree Health Savings (RHS) savings plans to allow contributions to put aside for post-retirement health care expenses.	Not Included
Salary Structure	Identifies the pay structure, Steps or Range, used by the agency to determine wages, rates, and salary schedules.	Not included

## VI. Compensation Survey Results

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### Compensation Results

The District's overall position compared to both the labor market medians and averages for each classification are presented in the datasheets provided as [Appendix D](#). Additional benefits information for all surveyed classifications is displayed in table format as [Appendix E](#).

- [Appendix D](#) presents all study benchmark classifications, applicable employer benefit contributions & premium pay with total compensation results.
- [Appendix E](#) presents the collected benefit information for all employee groups. An analysis of these benefits is presented in [Section VII](#) below.

### Benchmark Comparable Classification Requirement

Most of the classifications met the requirement of a minimum of three (3) comparable matching classifications. However, the classes of *Fire Marshal* and *Fire Inspector* did not meet this criteria and therefore, for purposes of recommending an appropriate salary, CPS HR primarily relied on internal equity (see [Section VIII](#) of this report) to provide salary recommendations.

### Labor Market Response

CPS HR was able to obtain data from all labor market agencies. All (10) comparator agencies listed above participated in the study.

### Labor Market Position by Classification

This section provides a summary of the District's position within the labor market by classification. Tables 2 and 3 below illustrates the following information for each classification.

- The surveyed classification titles.
- The number of comparable classifications that were matched to each benchmark classification.
- The District's control points of monthly salary (minimum, midpoint, maximum) for the benchmark classifications.
- The labor market median and mean of the control points which is calculated using the same control point for each of the comparable classes; that range of data is then computed to provide the median or mean amount. The agency's salary is not included in the median and mean calculation.
- The percentage of the agency's control points are above or below the median and mean of the labor market; these numbers indicate what percentage of the Agencies salary is required to move it up or down to the market median or mean.
- The job classifications that returned insufficient comparable classifications to compute base salary and total compensation market results are presented in Table 3 for reference.



## Reporting Definitions

- The term “No Comparable Class” (NCC) is used if CPS HR did not find a comparable classification within an agency to a specific benchmark classification.
- The term “Data Not Available” (DNA) is used when CPS HR could not obtain the required data from an agency after numerous attempts.
- The term “Years of Experience” (YOE)\_refers to the number of actual years of experience directly related to the job, including experience acquired outside of the current employer.
- The term Years of Service (YOS) refers to the number of years of service an employee must have to be eligible for a benefit; YOS is based on each agency’s personnel rules and regulations and bargaining agreements.
- The term Final Average Compensation (FAC) is used in the retirement formula and is used when determining an employee’s retirement compensation for a defined benefit plan.
- The term “Full Time Equivalent” FTE refers the number of budgeted positions that an agency reports.

Please note that, with regard to the data analysis, positive numbers mean that the District lags the market, e.g., what percentage of the current salary that the District would need to **add** in order to reach the market. Conversely, a negative number shows the percentage that the District is **above** the labor market.

**Table 2: Arcata Fire District's Percent (%) Above/Below Labor Market Medians by Classification**




Classification Title	# of Matches												
		Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	LM Base Salary Minimum	LM Base Salary Midpoint	LM Base Salary Maximum	Mrkt Variance from Min	Mrkt Variance from Mid	Mrkt Variance from Max	Agency TC	Mrkt TC	Mrkt Variance from TC
Battalion Chief	8	\$7,204.13	\$7,496.63	\$7,789.13	\$7,125.91	\$7,835.10	\$8,544.30	-1.09%	4.51%	9.70%	\$12,320.68	\$12,343.34	0.18%
Business Manager	8	\$3,511.73	\$3,890.47	\$4,269.20	\$3,846.84	\$4,268.08	\$4,710.66	9.54%	9.71%	10.34%	\$7,535.07	\$7,461.71	-0.97%
Fire Captain	9	\$3,426.80	\$4,358.47	\$5,290.13	\$5,453.87	\$6,041.54	\$6,908.72	59.15%	38.62%	30.60%	\$9,191.67	\$10,293.66	11.99%
Fire Chief	9	\$10,040.50	\$10,040.50	\$10,040.50	\$10,273.47	\$11,380.20	\$12,486.93	2.32%	13.34%	24.37%	\$14,558.00	\$17,094.22	17.42%
Fire Engineer	9	\$2,960.53	\$3,764.97	\$4,569.41	\$4,719.16	\$5,227.67	\$5,882.24	59.40%	38.85%	28.73%	\$8,301.94	\$9,155.23	10.28%
Firefighter	8	\$2,558.40	\$3,253.30	\$3,948.19	\$4,326.58	\$4,829.32	\$5,396.80	69.11%	48.44%	36.69%	\$7,535.04	\$8,466.42	12.36%

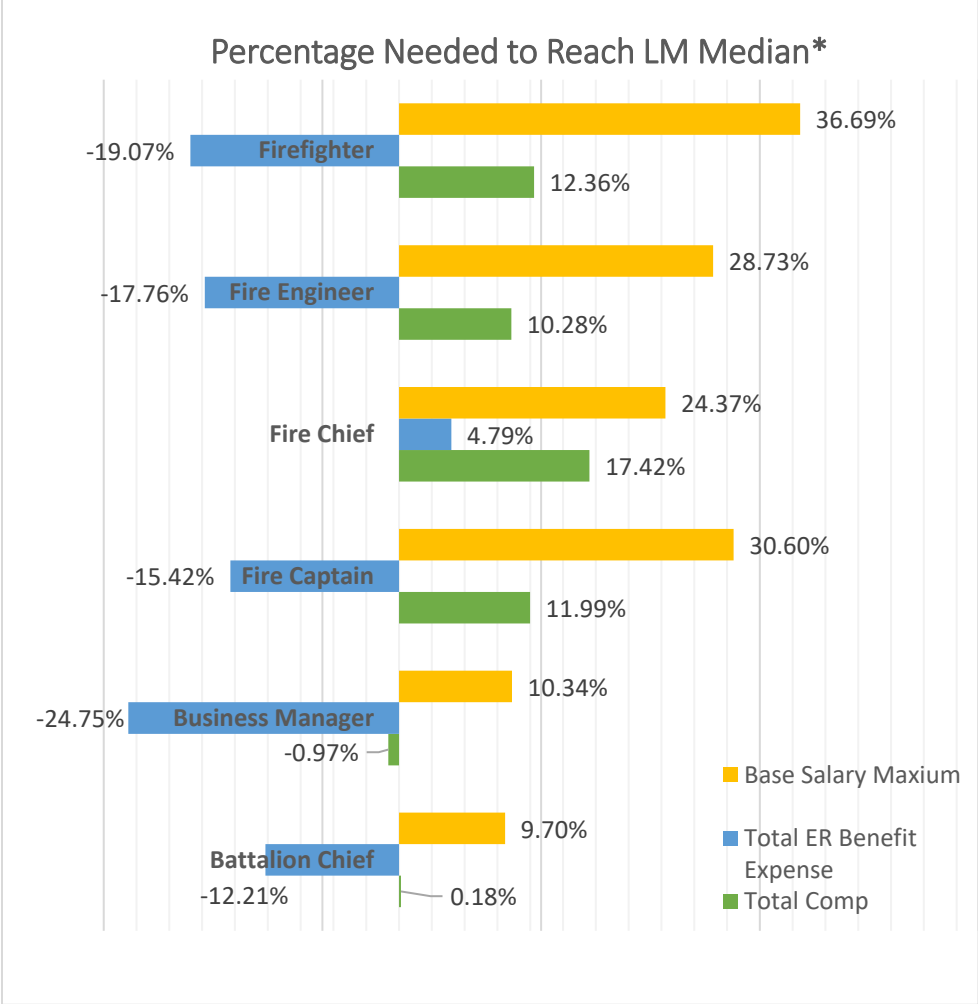
**Table 3: Arcata Fire District's Percent (%) Above/Below Labor Market Medians by Classification – Classifications with Insufficient Matches**

Classification Title	# of Matches												
		Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	LM Base Salary Minimum	LM Base Salary Midpoint	LM Base Salary Maximum	Mrkt Variance from Min	Mrkt Variance from Mid	Mrkt Variance from Max	Agency TC	Mrkt TC	Mrkt Variance from TC
Fire Inspector	1	\$2,860.00	\$3,006.47	\$3,152.93	\$3,740.53	\$4,035.20	\$4,329.87	30.79%	34.22%	37.33%	\$6,244.17	\$7,089.59	13.54%
Fire Marshal	1	\$8,418.80	\$8,418.80	\$8,418.80	\$7,730.67	\$8,454.05	\$9,177.42	-8.17%	0.42%	9.01%	\$12,333.84	\$12,857.64	4.25%

**Summary of Labor Market Position**

The percentage in the labor market varies based on whether the reference is the market mean (average) or market median (mid-point). The data included in this report shows that, when comparing **median** base salary and total compensation categories, the District’s job classifications are significantly below the labor market. The calculations applicable to each class are summarized in the charts below. Please note that positive numbers mean that Arcata's salaries and/or benefits are **below** the LM median and the indicated percentage is needed to reach LM median. Negative numbers mean Arcata is **above** the LM median.

		Battalion Chief	Business Manager	Fire Captain	Fire Chief	Fire Engineer	Firefighter
	Base Salary Maximum	9.70%	10.34%	30.60%	24.37%	28.73%	36.69%
	Total ER Benefit Expense	-12.21%	-24.75%	-15.42%	4.79%	-17.76%	-19.07%
	Total Compensation	0.18%	-0.97%	11.99%	17.42%	10.28%	12.36%



The District's overall base salaries are trending an average of 25.6% below labor market at midpoint and 8.5% below market for total compensation. The market median tends to be a more stable representation of trends in the market since it eliminates high and low payers, which can skew data and outcomes. For this reason, CPS HR's methodology is to use the market median for compensation considerations and salary recommendations.

A more detailed analysis of the District's salaries and position in the market is presented in [Section VIII - Salary Recommendations](#), later in this report.

## VII. Summary of Benefit Tables & Other Compensation

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In addition to the base salary and total compensation data presented in the datasheets provided within [Appendix D](#), CPS HR presents summary benefits information for the surveyed classifications, which is displayed in table format in [Appendix E](#). Summary calculations include any labor market agency with at least one employee group having data to report.

A summary analysis of each table is provided below:

### ■ Table E-1: Employee Group Representation

Table E-1 reports data related to the representation of employee groups.

Employee Groups: Employee Groups can be unrepresented or represented. Represented groups are exclusively represented by a union or employee organization. Employee groups that a classification(s) is assigned to is used for reporting benefit and other compensation data throughout the report.

The data is collected for reporting purposes only and is not included in total compensation calculations.

- Eight (8) agencies have matched classifications that are designated as non-safety administrative classifications may be represented or not represented. *\*The District has one (1) non-safety unrepresented administrative classification.*
- Nine (9) of the agencies have represented fire units; One (1) agency does not have matches comparable to classifications that would typically be in a fire unit employee group. *\*The District does have represented fire unit.*
- One (1) agency has a management classification that is represented all other management and higher classifications are unrepresented. *\*The District management classification is represented, and higher classifications are unrepresented.*

### ■ Table E-2: Salary Structure and Compensation Adjustments

Table E-2 reports data related to salary structure and general compensation adjustments.

Salary Structure: Identifies the pay structure, steps, salary ranges, flat rates etc., used by an agency to determine wages, rates, and salary schedules. Reporting is based on classification groups and not labor market agencies. Therefore, one agency can have multiple types of salary structures.

Salary Schedule Effective Date: Reports the effective date of the salary schedule provided by the labor market agency and used to report compensation for the salary survey.

General Salary Adjustments: General salary adjustments that apply to the entire salary structure (i.e., salary scale) are applicable to all employees at and below the maximum salary range of their position and are not contingent on performance or service in a position.

The data is collected for reporting purposes only and is not included in total compensation calculations.

- Salary Structure: Compensation for five (5) agencies structure is based on steps for all classifications ranging from 5 to 15 steps; three (3) agencies executive management classifications have a flat rate structure; one (1) agency all classifications compensation structure was based on a salary range. *\*The District's salary structure is based on 3 employee groups that have steps ranging from three (3) to five (5); the executive management classification has a flat rate.*
- General Salary Adjustments: Of the reported general salary adjustments, based on positive percentages, for fiscal year 20/21 for all employee groups within all labor market agencies, the average adjustment is 2.43%, with a median of 2.6%; one (1) agency reported a (9.23%) reduction. *\*The District reported there has been no general compensation adjustment since June of 2015 when the employees received a 5% COLA.*

### ■ Table E-3: Retirement Contribution Practices and FICA Participation

Table E-3 reports data about the retirement plan's administrator, employer's contribution rate, and each agency's participation in Social Security, and it is presumed that all agencies participate in Medicare.

Contribution Rates: The contributions are based on a percentage of payroll. Defined benefit plans contribution represents the annual cost of service accrual for the fiscal year for active employees as reported in the defined benefit plan's actuarial valuation document. Contributions to a defined contribution plan are based on approved plan documents.

Employer Paid Member Contributions (EPMC): Refers to an employment benefit provided to Classic members of a Defined Benefit Retirement Plan, in which the employer agrees to pay some or all of the statutorily required employee contribution to the retirement system, sometimes referred to as "pick-up" contribution.

Social Security: When an agency participates in Social Security, the contribution rate is 6.20% of taxable compensation.

The Employer Contribution Rate, Social Security, if applicable, and Medicare contributions are included in total compensation calculations.

- All labor market agencies and the District's retirement plans are administered by CalPERS.
- Safety Employer Contribution Rates: The labor market agency's safety classification's average rate is 22.1% with a median of 21.0%. *\*The District's employer contribution rate for all safety classifications is, 22.0%, which is 0.1% below the safety average and 1.0% above the median.*
- Non-Safety Employer Contribution Rates: The labor market agency's non-safety classification's average rate is 11.6% with a median of 10.7%. *\*The District's employer contribution rate for all non-safety classifications is, 14.19%, which is 2.6% above the non-safety average and 3.5% above the median.*
- Two (2) agencies reported EPMC for safety classifications; one (1) agency reported EPMC for both safety and non-safety classifications. *\*The District reported EPMC for both safety and non-safety classifications.*

- Social Security: Two (2) agencies all classifications, safety and non-safety contribute to social security benefits; one (1) agency the safety classifications does not contribute while the non-safety classification does contribute. *\*The District does not contribute to social security benefits.*

#### ■ **Table E-4: Defined Contribution Plans**

Table E-4 reports data pertaining to deferred contribution plans which can provide a non-matching or matching contribution; in many cases, this is a voluntary employee benefit.

Defined contribution plans such as 457(b), 401(k), or 401(a) allows for a portion of an employee's income or employer contribution to be paid out at a later date after which the income is actually earned allowing for a deferral of taxes. The amount(s), if any, that the agency contributes to an employee's deferred compensation plan are reported; in many cases, this is a voluntary employee benefit.

The data is collected for reporting and included in total compensation calculations. If the employer makes a non-matching contribution, eligibility for receiving contribution is based on participation in the plan mandating employee contribution, or no employee contribution is required to receive an employer contribution.

- All agencies provide a 457(b) plan; one (1) agency provides a non-matching contribution of \$50 per month; one (1) agency provides a matching contribution of \$25 per pay period. *\*The District provides a 457(b) plan which provides matching contributions all employee groups ranging from \$100 to \$200 per pay period.*

#### ■ **Table E-5: Retiree Health Savings Plans (RHS)**

Table E-5 reports data pertaining to retiree health savings plans which allow contributions to put aside for post-retirement health care expenses.

- One (1) agency, a state agency, reported providing a plan to prefund retiree health with matching employee and employer contributions of 4.4%. *\*The District does not provide a RHS plan.*

#### ■ **Table: E-6: Health Plans Monthly Contributions**

Table E-6 reports data related to health benefits, including medical, dental, and vision plans offered to employees and their eligible dependents. Average and median calculations are based on all employee groups within all reporting labor market agencies. The benchmark plans used to determine employer and employee contributions of each agency was based on a High Deductible Plan (HDP) or highest premium plan if HDP is not an option; dental & vision the highest premium plan was reported.

Health Benefit Contributions: The value of the employer's and employee's monthly contributions for health benefits, which include medical, dental, and vision benefits, are collected.

Flex Credit: A "flex credit" is an employer contribution to a health plan. The employee then allocates to benefits that may subsidize basic health benefits and include life insurance, disability plans, and other voluntary health benefits. Where Flex Credits are in addition to health plan contributions, the Flex Credits were used in calculating the averages and medians of employer contributions and included in total compensation.

Health Savings Accounts (HSA): Health savings accounts (HSAs) are tax-deductible savings plans that allow contributions to put aside pre-tax dollars for future health care expenses. The HSA monthly contributions were used in calculating the averages and medians of total employer contributions and included in total compensation calculations.

The data is collected for reporting, and the total monthly employer contribution is included in the total compensation calculations.

- Employer's Total Health Benefit Contributions: The average employer's total contribution for all agencies is \$1,604.70, and the median is \$1,723.00. *\*The District's employer's total contribution for all employee classifications, other than Fire Chief, which is \$993.39 above the average and \$875.09 above the median; the Fire Chief's employer's total contribution is \$2,056.33 which is \$541.76 below all other employee groups.*
- Employee's Total Health Benefit Contributions: The average employee's total contribution for all classifications, other than Fire Chief, is \$603.97, and the median is \$528.98. *The District's total employee contribution is \$0.00 which is \$603.97 below the average and \$528.98 below the median. The employee's total contribution for the Fire Chief classification is \$541.76.*

#### ■ **Table E-7: Waived Health Benefit Subsidy**

Table E-7 reports if a subsidy is provided when an employee waives/opts out of health benefits. Employees with alternate group health insurance are eligible to receive a subsidy when waiving benefits based on meeting the agency's eligibility requirements.

The data are collected for reporting only and not included in the total compensation calculations.

- Five (6) agencies reported providing a subsidy; the reported subsidies ranged from \$100 to \$827.97 per month depending on the employee/dependent coverage being waived. *\*The District does not provide a subsidy for waiving out of health insurance benefits.*

#### ■ **Table E-8: Other Post-Employment Benefits (OPEB) at Retirement**

Table E-8 reports data pertaining to other post-employment benefits (OPEB), which are benefits other than retirement distributions.

The data is collected for reporting only and not included in the total compensation calculations.

- Six (6) agencies provide post-retirement health insurance subsidies. *\*The District provides a subsidy to all classifications based on employee group.*



### ■ **Table E-9: Basic Life Insurance and Long-Term Disability Insurance**

Table E-9 reports data pertaining to basic benefits of life insurance and long-term disability coverage that an agency provides to its employees.

The data are collected for reporting only and not included in the total compensation calculations.

- Basic Life Insurance: Nine (9) agencies provide basic life insurance ranging from \$10,000 to 2 times annual base compensation. one (1) agency did not provide this benefit to any employee groups. *\* The District provides \$50,000 basic coverage for all employee groups.*
- Basic Long Term Disability: Two agencies (2) provide basic benefits providing 66.67% of base compensation, with a limit ranging from \$7,500 to \$10,000. *\*The District does not provide this benefit.*

### ■ **Table E-10: Other Employer Paid Health Plans**

Table E-10 reports data pertaining to other paid health plans that are provided by the employer.

The data are collected for reporting only and not included in the total compensation calculations.

- One (1) agency provides an air medical transport through a network membership for the employee and household members. *\* The District provides insurance coverage that provides air transport for medical necessity for the employee and dependents.*
- One (1) agency provides counseling services for family members when a loss occurs in the line of duty.

### ■ **Table E-11: Leisure Leave & Sick Paid Leave Accruals**

Table E-11 reports paid time off from work for leisure activities and time away for illness and/or injuries.

Leisure Leave: Vacation leave is the most common leave, with annual leave combining leisure leave, sick leave, and/or other leaves. Accrual rates are based on years of service and are normally taken in blocks of days or weeks by an employee. Annual accrual credits and maximum annual carryover credits for the minimum and maximum years of service are reported.

Sick Leave: Paid leave for time off for sick leave offered to employees to compensate for time away from work for an employee or eligible family member related to illness or injury. Accrual rates are annual and are not based on years of service and are normally taken in hours or days.

The data is collected for reporting only and not included in total compensation calculations. Data reported below is based on all employee groups in all labor market agencies reporting data.

- All agencies provide vacation and sick leave; one (1) agency provides the option of electing annual leave.
- The first year of service vacation annual accrual range from five (5) to 22 days *\*The District provides 13.5 to 18 days per year based on classification.*
- The annual maximum vacation accrual rate ranges from 20 to 43 days based on classification. *\*The District provides a range of 20 to 42 days per year based on classification.*

- The average annual sick leave accrual provided is an average of 13.78 days per year, with a median of 15 days. *\*The District provides 8 to 22.5 days of sick leave credits annually based on classification.*

### ■ Table E-12 Other Paid Leaves

Table E-12 reports other paid leave accruals that employee groups may or may not be eligible for; accruals and maximums are reported in days.

Holidays: Holidays are days off from work on days of special religious, cultural, social, or patriotic significance in which work, and business ordinarily cease.

Floating Holidays: Floating Holidays or Personal leave accruals is a general-purpose leave benefit, used for reasons important to the individual employee, but not otherwise provided by other forms of leave; can be referred to as Personal Leave.

Management Leave: Leave awarded to employees who are FLSA exempt from recognizing additional time worked to perform job duties.

Bereavement Leave: Time-off from work, paid or unpaid, due to the death of an eligible individual, usually a close relative.

This data is collected for reporting only and not included in total compensation calculations. Data reported below is based on all employee groups in all labor market agencies reporting data.

- Holidays: The ten (10) labor market agencies provide 10 to 18 days holiday based on classifications. *\*The District provides 11 days to all employee classifications.*
- Floating Holidays: Eight (8) agencies provide floating holidays to at least employee group, the number of days ranged from one (1) to eleven (11) days. *\*The District provides 2 days to all employee groups.*
- Management Leave: All agencies provide at least one (1) employee group management leave ranging from two (2) to 15 days. *\*The District provides six (6) management leave days per year for unrepresented and senior management employee groups that are FLSA exempt; the Fire Chief receives 12 days.*
- Bereavement Leave: All agencies provide Bereavement Leave ranging from 3 to 15 days; two (2) agencies provide two (2) days for travel. *\*The District provides five (5) to nine (9) days based on employee group.*

### ■ Table E-13: Paid Leave Cash Out

Table E-13 reports practices that allow employees to receive payment instead of taking time off work by being “paid in place of time off” or may convert one type of leave for another. Requirements may have a maximum allowable number of hours to be paid out, require a minimum leave accrual to be maintained after payout or other eligibility and/or requirements.

The data is collected for reporting only and not included in the total compensation calculations.

- Nine (9) agencies provide this benefit for at least one leave type. *\*The District does provide this benefit for both vacation and floating holidays.*

#### ■ **Table E-14: Other Compensation - Longevity Incentives**

Table E-14 reports a monetary payment or other incentives to an employee based on seniority or length of service.

The data is collected for reporting purposes and not included in the total compensation calculations.

- Six (6) agencies provide longevity compensation. *\*The District does not have this pay practice.*

#### ■ **Table E-15: Other Compensation - Vehicle Allowance/Usage**

Table E-15 reports vehicle allowances which is an amount of money given or usually allotted for a specific purpose without accounting for its use, and if a labor market agency assigns vehicles for agency transportation to conduct business.

The data are collected for reporting only and not included in the total compensation calculations.

- All labor market agencies provide the use of a vehicle for specific classification; one (1) agency provides a vehicle allowance. *\*The District provides an assigned vehicle.*

#### ■ **Table E-16: Other Compensation**

Table E-16 reports reimbursements which are the act of reimbursing an employee for an out-of-pocket approved expense by giving them an amount of money based on an agency's general reimbursement policy.

The data are collected for reporting only and not included in the total compensation calculations.

- Four (4) agencies provide incentives for certifications, wellness, and fitness; one (1) agency provide reimbursement for membership fees for the state firefighter's association. *\*The District provides for the fire unit an incentive for a physical fitness program.*

## VIII. Salary Recommendations

Following a review and analysis of the data collected and aggregated from the relevant labor markets, CPS HR has determined that the client’s base compensation is below the relevant labor market. This is shown in Table 4 below.

**Table 4: Labor Market Comparison**

Classification Title	# of matches	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	LM Base Salary Minimum	LM Base Salary Midpoint	LM Base Salary Maximum	Mrkt Variance from Min	Mrkt Variance from Mid	Mrkt Variance from Max
Battalion Chief	8	\$7,204.13	\$7,496.63	\$7,789.13	\$7,125.91	\$7,835.10	\$8,544.30	-1.09%	4.51%	9.70%
Business Manager	8	\$3,511.73	\$3,890.47	\$4,269.20	\$3,846.84	\$4,268.08	\$4,710.66	9.54%	9.71%	10.34%
Fire Captain	9	\$3,426.80	\$4,358.47	\$5,290.13	\$5,453.87	\$6,041.54	\$6,908.72	59.15%	38.62%	30.60%
Fire Chief	9	\$10,040.50	\$10,040.50	\$10,040.50	\$10,273.47	\$11,380.20	\$12,486.93	2.32%	13.34%	24.37%
Fire Engineer	9	\$2,960.53	\$3,764.97	\$4,569.41	\$4,719.16	\$5,227.67	\$5,882.24	59.40%	38.85%	28.73%
Fire Inspector	1	\$2,860.00	\$3,006.47	\$3,152.93	\$3,740.53	\$4,035.20	\$4,329.87	30.79%	34.22%	37.33%
Fire Marshal	1	\$8,418.80	\$8,418.80	\$8,418.80	\$7,730.67	\$8,454.05	\$9,177.42	-8.17%	0.42%	9.01%
Firefighter	8	\$2,558.40	\$3,253.30	\$3,948.19	\$4,326.58	\$4,829.32	\$5,396.80	69.11%	48.44%	36.69%

All eight (8) of the studied job classifications were found to be below the relevant labor market in midpoints and maximums, whereas two (2) job classifications are above the labor market when comparing minimums of the range. Specifically, the job classification of *Battalion Chief* was 1.09 percent above the market when comparing the minimum of the range, but below the labor market in midpoint and maximum at 4.51 and 9.7 percent, respectively. Likewise, the job classification of *Fire Marshal* had a single contractual rate of \$8,418. Compared to the market minimum, found to be 8.17 percent above market, and below market in midpoint and maximum of the range at 0.42 and 9.01 percent, respectively.

However, it is notable that the *Fire Inspector* and *Fire Marshal* (both civilian classifications) each had only one benchmark found in the labor market. Therefore, CPS HR used the existing internal relationship between jobs in Arcata Fire District to determine an appropriate position within the classification system for these two classifications.

To better understand the leveling and separation between job classification within the fire suppression series, CPS HR also calculated the separation between *Firefighter* and *Fire Engineer* and between *Fire Engineer* and *Fire Captain*. Both separations were consistent and showed 15.7 percent between levels. A similar separation of 16.9 percent was found between *Fire Marshal* and *Battalion Chief*.

CPS HR developed a proposed pay structure with the following parameters to put all classifications into organized and market-aligned ranges. To develop a consistent range spread (bandwidth), CPS HR used 30 percent for range width between minimum and maximum pay grades. This better-aligned pay grades with market pay ranges and created career progression for all job classifications.

**Table 4a: Recommended Pay Structure (Open-Range Model)**

Recomm. Grade	Recomm. Grade Minimum	Recomm. Grade Midpoint	Recomm. Grade Maximum	Bandwidth
<b>A</b>	\$4,000	\$4,600	\$5,200	30.0%
<b>B</b>	\$4,320	\$4,968	\$5,616	30.0%
<b>C</b>	\$4,752	\$5,465	\$6,178	30.0%
<b>D</b>	\$5,465	\$6,285	\$7,104	30.0%
<b>E</b>	\$7,204	\$8,285	\$9,365	30.0%
<b>F</b>	\$7,780	\$8,948	\$10,115	30.0%
<b>G</b>	\$10,273	\$11,814	\$13,356	30.0%

To ensure systematic and organized career movements, CPS HR proposes keeping pay grades in an open-range format (as shown in Table 4a above) or breaking pay ranges into 10 steps (see Table 4b below).

**Table 4b: Recommended Pay Structure (Step-System Model)**

Recomm. Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
<b>A</b>	\$4,000	\$4,133	\$4,267	\$4,400	\$4,533	\$4,667	\$4,800	\$4,933	\$5,067	\$5,200
<b>B</b>	\$4,320	\$4,464	\$4,608	\$4,752	\$4,896	\$5,040	\$5,184	\$5,328	\$5,472	\$5,616
<b>C</b>	\$4,752	\$4,910	\$5,069	\$5,227	\$5,386	\$5,544	\$5,702	\$5,861	\$6,019	\$6,178
<b>D</b>	\$5,465	\$5,647	\$5,829	\$6,011	\$6,193	\$6,376	\$6,558	\$6,740	\$6,922	\$7,104
<b>E</b>	\$7,204	\$7,444	\$7,684	\$7,925	\$8,165	\$8,405	\$8,645	\$8,885	\$9,125	\$9,365
<b>F</b>	\$7,780	\$8,040	\$8,299	\$8,559	\$8,818	\$9,077	\$9,337	\$9,596	\$9,855	\$10,115
<b>G</b>	\$10,273	\$10,616	\$10,958	\$11,301	\$11,643	\$11,986	\$12,328	\$12,671	\$13,013	\$13,356

Upon completion of the pay structure design, CPS HR assigned the District’s classifications to pay grades. During this process, the main considerations were to maintain appropriate leveling and separations between job classifications to alleviate pay compression, and to ensure that career progression and promotional opportunities exist. In cases of insufficient market data (see *Fire Marshal* and *Fire Inspector* in Table 4), the decision of slotting jobs into pay grades was based on the internal equity and preserving existing internal relationships between job classifications. The recommended grade assignments for each job classification are shown in Table 4c (below).

**Table 4c: Assigning Jobs to Pay Grades**

Classification Title	Recomm. Grade	Recomm. Grade Minimum	Recomm. Grade Midpoint	Recomm. Grade Maximum
Firefighter	<b>A</b>	\$4,000	\$4,533	\$5,200
Fire Inspector	<b>B</b>	\$4,320	\$4,968	\$5,616
Fire Engineer	<b>C</b>	\$4,752	\$5,465	\$6,178
Fire Captain	<b>D</b>	\$5,465	\$6,285	\$7,104
Business Manager	<b>D</b>	\$5,465	\$6,285	\$7,104
Battalion Chief	<b>E</b>	\$7,204	\$8,285	\$9,365
Fire Marshal	<b>F</b>	\$7,780	\$8,948	\$10,115
Fire Chief	<b>G</b>	\$10,273	\$11,814	\$13,356

While the recommendations in Table 4c above are based on valid market data analysis, CPS HR identified the following salary relationship trends worthy of consideration when making final salary assignments to these classifications.

- While only one of the survey agencies had a stand-alone class of Fire Marshal, several assign the role to one of their Battalion Chiefs. Thus, there appears to be labor market support for putting the two (2) classifications at the same pay level.
- In most of the surveyed labor market agencies, Firefighters and Engineers conduct fire inspections as part of their jobs. Only one agency (Humboldt Bay Fire) has a separate, civilian fire inspection class. While that class is paid at a higher level than Arcata, it also requires applicants to have some fire service experience. These factors argue for assigning a salary range to *Fire Inspector* that is no higher than that for *Firefighter*.
- The use of Battalion Chief classifications varied widely between the labor market agencies. Some agencies have up to three (3) Battalion Chiefs who report to the Fire Chief or Deputy Fire Chief and primarily oversee operations for an assigned shift. For others, the Battalion Chief roles are more similar to Arcata, with incumbents responsible for overseeing both operations and administrative programs and projects. In all cases, compensation for the Battalion Chief appears to be influenced by their functional level within the organization. If the agency has three tiers of management (e.g., Fire Chief, Deputy Fire Chief, Battalion Chief), then the Battalion Chief salaries are typically at the lower end of the market. If the agency only has two tiers (e.g., Fire Chief plus two or more Battalion Chiefs), then the Battalion Chief salaries tend to be higher since duties performed by such Battalion Chiefs tend to have a stronger administrative management focus. Arcata follows this latter pattern, and therefore CPS HR has recommended a new class of *Fire Division Chief* to replace the current *Battalion Chief*.
- Furthermore, when determining the appropriate salary range for *Fire Division Chief*, we view the relationship to the *Fire Chief* class as a primary consideration. Specifically, establishing a maximum salary of 25-30% below the Director (and at least 15-20% above the next lower manager or supervisory level) is consistent with best practice for classes at this level. This would suggest that the *Fire Division Chief* class placement at salary range F above (instead of E) could be considered.

## IX. Recruitment and Retention Strategies

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### Methodology

As noted in the introduction to this report, one of the District's objectives in conducting this study was to identify potential classification, compensation, and organizational strategies for improving District staff recruitment and retention. To meet this objective, CPS HR asked the Fire Chiefs in the labor market agencies if they would be willing to participate in a brief interview to discuss the strategies that have worked for them. The CPS HR project manager contacted eight (8) of the ten (10) labor market agencies. CPS HR did not contact CalFire because that organization is a state agency with minimal local influence over recruitment and retention. Likewise, CPS HR did not contact the Lake County Fire Protection District as that agency requires all of their operations staff to be certified paramedics. Thus, the salary survey only matched two (2) of their classifications and found that organization to be very different from Arcata Fire District.

Six (6) of the labor market Fire Chiefs agreed to participate, and the CPS HR project manager contacted each of them by phone. The responding agencies/Fire Chiefs were as follows:

- City of Auburn Fire Department (Chief Dave Spencer)
- City of Red Bluff Fire Department (Chief Ray Barber)
- Humboldt Bay Fire Department (Chief Sean Robertson)
- Nevada County Consolidated Fire District (Chief Jim Turner)
- Sutter County Fire Department (Chief John Shalowitz)
- Ukiah Valley Fire Authority (Chief Doug Hutchison)

During the phone calls, the CPS HR project manager asked agency demographics questions to confirm the number of stations operated, staff work schedules, the minimum apparatus staffing, and whether the agency used paramedics. CPS HR also asked questions about the organization's structure, including the roles of staff at each level. Finally, CPS HR asked what recruitment/retention strategies had worked for each agency, including such things as incentive pays, educational reimbursement, and special assignment pays. The key results of these discussions and relevant comments gleaned from the employee classification interviews are summarized below. Note that this information primarily applies to sworn staff.

### Agency Demographics

- Number of active stations: 1 - 5
- Shift schedule: 48/96 (all)
- Total FTE's: 16 - 60

### Management Structures

- **Humboldt Bay:** Fire Chief (1); Deputy Fire Chief (1); Battalion Chief (3); the Deputy Fire Chief is designated as the Fire Marshal.
- **Red Bluff:** Fire Chief (1); Division Chief (1); the Division Chief is designated as the Fire Marshal.
- **Nevada:** Fire Chief (1); Battalion Chief (2); Fire Marshal (1); a Deputy Chief being considered.

- **Auburn:** Fire Chief (1); Battalion Chief (3); a Fire Engineer is currently being trained to perform Fire Marshal duties.
- **Sutter, Ukiah:** Fire Chief (1); Battalion Chief (2); either the Fire Chief or one of the Battalion Chiefs serves as the Fire Marshal.
- In **Red Bluff, Sutter, and Ukiah**, the Battalion Chiefs work 40 hours/week schedules and are typically responsible for managing a major section/division of the agency. Since they do not get overtime pay (but are part of the duty chief schedule), these agencies offer special incentives such as paid management leave (40-120 hours). **Ukiah** also pays “duty officer pay” of 2 hours per shift (4 hours per shift is assigned to a strike team). **Ukiah** also offers “extraordinary circumstance pay,” which takes effect if the manager responds to an extended incident, generally defined as longer than 15 hours.
- The remaining Battalion Chief positions are working as “shift managers.” Those Fire Chiefs stated that, while operations staff like that arrangement, it can leave the Fire Chief without sufficient management support. When asked how this is resolved, most stated that communication is paramount, and careful selection of staff for the Battalion Chief positions is also essential. Furthermore, to ensure that the Battalion Chiefs are functioning at a management level. They stated that it is important to give them responsibilities that have some degree of “status,” seeking opportunities to recognize their status with “perks” such as participation in high-level meetings, attendance at conferences and special training, and assignments that encourage them to “stretch.” The Fire Chiefs also said that this type of Battalion Chief structure works best when the Fire Captains are given “stretch” assignments, ensuring that the Battalion Chiefs do not get bogged down in operations activities that prevent them from performing their managerial duties.

### Hiring Level (Entry)

- Five of the agencies primarily hire staff at the Firefighter level.
- Like Arcata, Sutter is using their Fire Engineer class as the hiring level. However, to do that, the minimum qualifications for that class had to be set at the Firefighter level, e.g., requiring only Firefighter I and EMT certifications and a valid driver’s license. After hire, incumbents must obtain EMT1-D within one year and must obtain Driver/Operator 1-A/1-B and Hazmat Technician certifications prior to the completion of probation.

### Minimum Emergency Operations Staffing

- Three (3) agencies (**Nevada, Red Bluff, Ukiah**) staff their fire engines with a minimum of two (2) full-time employees. The others (**Auburn, Humboldt Bay, Sutter**) have a minimum staffing level of three (3) on their engines.
- All the Fire Chiefs said that ensuring minimum staffing was a priority for their agencies and a key safety concern. To achieve this, all agencies utilize part-time, intern, or volunteer staff to “fill out” their staffing (see below). Such programs were especially active in those agencies with minimum staffing of two (2) full-time employees.



- Minimum staffing was consistently raised as an issue by Arcata's *Fire Engineers* and *Fire Captains* during their classification interviews. They identified this as one of the primary reasons they would consider moving to another agency, citing safety concerns.

### Apprenticeship/Internship/Part-time Programs

- **Auburn** utilizes an internship program. Participants must have basic academy training or some field experience. They receive a stipend for every shift worked.
- **Red Bluff** has a part-time (reserve) program. Participants are paid a minimum hourly wage and can only work a limited number of hours (within PERS rules). The agency provides uniforms and may pay for some training.
- **Humboldt Bay** uses some volunteers and interns (with stipends) as well. Whenever possible, the agency tries to provide non-salary incentives, such as paid training. **Currently, they are paying for some interns to attend the academy.**
- **Nevada** supplements their staffing with part-time employees on a seasonal basis.
- **Sutter** has an internship program that pays a stipend of \$50/day. The agency does pay for their training whenever possible if it benefits the organization.
- **Ukiah** uses volunteers to supplement their staffing, and they also operate an apprenticeship program (with paid stipends).

### Salary Step Structure

- **Auburn** has 10 steps (A-J) within each salary range. There is a 2.5% differential between steps. Employees spend 6 months at steps A and B, and progress annually thereafter.
- **Red Bluff** has 5 regular steps in each range. Progression is annual. Longevity pay (5%) added at 10+ years.
- **Humboldt Bay** has 6 steps per range. Employees advanced from step 1 to step 2 after 6 months, and progress annually thereafter.
- **Nevada** has 5 regular steps in each range. Progression is annual. Longevity pay tops out at 4.5%, depending on years of service.
- **Sutter** has 11 step ranges, but steps 9-11 require 15-25 years of service (longevity).
- **Ukiah** has 5 step ranges with annual progression. Longevity is a flat amount: 7<sup>th</sup> year = \$1000, 12<sup>th</sup> year = \$2500, 20<sup>th</sup> year = \$3500 (not additive).

### Tuition Reimbursement

Most of these agencies budget generously for employee training (see below). However, their practice is to pay for training that is valuable to the organization rather than to reimburse employees for classes that may not be beneficial to the agency. However, **Auburn** offers tuition reimbursement up to \$1200/year, giving employees the flexibility to choose their priorities.

## Incentive Pays

Various incentive pays are offered by these agencies. When asked whether such incentives play a significant role in recruitment/retention, the Fire Chiefs all agreed that the incentives help retain motivated employees, but not necessarily all employees. They also acknowledged that financial incentives are not always sustainable from a budget perspective and that paying employees for certifications or personal achievements that are not beneficial to the agency's business operations may not be practical. Nonetheless, the surveyed Fire Chiefs all agreed that incentives have a moderate impact on employee retention and encourage career development. Typical incentives offered include:

- Education/Training Incentives: most of these agencies offer additional pay for education/training above the minimum required for the job. These pay supplements range from 2.5% to 12.5%, depending on the degree(s) or certificate(s) earned.
- Special Assignment Incentives: several agencies pay for special skills such as bilingual pay, but Humboldt Bay appears to be the most generous with special assignment incentives, offering pay for assignment to the Hazmat Response Team (3%); Paramedic Team (10%); as a Fire/Shift Investigator (3% + 3% more if a Lead); Urban Search and Rescue Team (3%); Water Rescue Team (3%); and as a Training Captain (3%). Employees can only earn a maximum of 6% in incentives, but many employees are getting that maximum given the number of special team options. The Chief in Humboldt Bay acknowledged that because these special teams are rarely activated, one could question the value of the incentive pays. However, by offering the expertise of his staff to other agencies, he has been able to keep these special teams sufficiently active to maintain their training.

## Training

All the Fire Chiefs stated that having a generous training budget is a critical factor in retaining staff. In the fire service, employees perceive training as the primary mechanism for self-improvement and career growth. Training can pay double dividends: employees consider training a benefit that enhances them personally and professionally, and the agency benefits from having better trained and knowledgeable employees. They acknowledged that there is the risk that employees will stay with an agency for the training but then use that training to find a higher-level job elsewhere. However, the Fire Chiefs universally said that it is a risk worth taking because of the overall positive impact training has on work quality and employee morale. Several Fire Chiefs noted that, while it can be expensive to send employees to off-site classes, high quality but low-cost online programs are also available.

- During our interviews with Arcata staff, several employees stated that the lack of training opportunities was a significant factor causing low staff morale and poor retention.

## Special Funding/Outsourcing/Consolidation

Several Fire Chiefs stated that some grant funding could be found that helps address budgetary challenges. The short-term nature of grants makes them largely unsuitable for adding staff, but grants can be helpful when it comes to adding equipment or developing certain types of training programs.

Since most of the Fire Chiefs interviewed are affiliated with city or county governments, administrative support related to human resources, payroll, information technology, and finance is centrally provided. The Fire Chiefs

for Nevada and Humboldt agreed that outsourcing some administrative services, particularly information technology, recruitment, and payroll, has been cost-effective.

Some of the Fire Chiefs also referred to recruitment services and reimbursements they have received through the California Firefighter Joint Apprenticeship Committee (Cal-JAC). Although a detailed analysis of such programs was beyond the scope of this study, CPS HR reviewed the Cal-JAC website ([CA Fire Fighter Joint Apprenticeship Committee - California Firefighter Joint Apprenticeship Committee \(cffjac.org\)](http://CA Fire Fighter Joint Apprenticeship Committee - California Firefighter Joint Apprenticeship Committee (cffjac.org))) and it appears that some funding may be available to agencies that hire from their apprenticeship programs.

Finally, several Fire Chiefs stated that consolidation with another agency may be worth considering maintaining organizational viability. Joint partnerships with cities or counties, or other fire districts, offer an opportunity to pool resources and avoid duplication of services.

### Summary of Findings

In addition to the specific findings above, the Fire Chiefs offered some general comments and recommendations summarized below.

- **Commit to transparency and open communication.** Several of the Fire Chiefs acknowledged that, like Arcata, they had faced severe budgetary limitations at one time or another. Complete transparency and constant communication with the staff were essential to maintaining employee morale during such times. Furthermore, the Fire Chiefs said that management must be both visible and accessible to staff. While good labor relations are important, it is not sufficient for management to interact only with union representatives. Every Fire Chief used the word “family” to describe their organization and discussed the importance of ensuring that every employee sees themselves as essential. Likewise, when presented with organizational challenges, employees who were fully engaged in the organization were willing to go “above and beyond” the minimum to solve problems.
- **Invest in employees, even if it does not seem cost-effective.** As explained above, certain employee benefits may not seem like a good investment based on their actual costs. However, in the end, the cost of staff turnover will significantly outweigh the cost of investing in staff. Furthermore, fire service employees place a high value on training and interpret training opportunities as a recognition of their value to the organization.
- **Establish clear performance expectations and help employees succeed in meeting them.** When asked whether it was difficult to get leadership staff (e.g., Battalion Chiefs, Captains) to take on “collateral duties” or special assignments, the Fire Chiefs stated that, while management must be fully aware of staff workloads and not make unreasonable demands, success depends on ensuring that staff is clear about what is being asked of them, that they have the resources needed to do the job, that they receive any training necessary to ensure they can succeed, and that success is rewarded. Rewards need not be monetary but can be “lunch with the Chief” or assignments to a special task force.
- **Maximize hiring options.** All these agencies are small and rural, and the Fire Chiefs generally agreed that local applicants are the most likely to stay with the organization. However, they found that placing unnecessary residency restrictions on the applicant pool reduced their hiring options and did not significantly improve staff retention. Instead, broadening their hiring options to include part-time employees, interns, apprentices, etc., has been most successful, and they have been able to fill most full-

time vacancies from those part-time ranks. One agency pays for academy training to understand that graduates must commit to one year of employment or must pay back the funds. The premise is that if the agency is a healthy and desirable place to work, staff retention will be a minimal concern.

- **Maintain the classification and compensation plans.** While not specifically identified by the Fire Chiefs, CPS HR wishes to note that, to encourage employee growth and development, employers should continuously monitor their class plans for consistency with best market practices, particularly in terms of class titling, leveling, recruitment standards, and salary comparability. This includes transparently publicizing classification specifications and compensation tables to help employees see how classes are “related” to each other and identify what is needed to promote to the higher levels. Also, ensuring that promotional standards are clearly and consistently applied is essential to avoiding claims of bias or favoritism.

CPS HR was advised by the District’s *Fire Chief* that the Arcata Fire salary schedule has not been increased since 2015 and that no market surveys have been done since that time. While we have described many financial and non-financial incentives that can impact recruitment and retention, maintaining a market-based compensation structure is essential to being competitive in the labor market. Thus, CPS HR recommends that our clients conduct an annual base salary “spot check” of key benchmark classes in their labor market, with a full total compensation analysis/study at least every three (3) years.

## X. Conclusion

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This Final Classification and Total Compensation Report provides detailed information concerning the scope of the project, the methodology used to complete the project, and the study results, including where the District is positioned in comparison to the labor market. Should you require any further information or have questions concerning this final report, do not hesitate to contact Jan Bentley at [jbentley@cpsr.us](mailto:jbentley@cpsr.us).

## Appendix A: Position Description Questionnaire

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**Arcata Fire District and CPS HR Consulting**

**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

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The Position Description Questionnaire (PDQ) is designed to obtain information about your position for classification purposes. The goal of the PDQ is to capture a current and accurate understanding of the work you perform. The information you provide will be used when making classification recommendations and to ensure compliance with federal and state laws.

**Instructions**

Please complete and save the PDQ as Classification Title\_LastName-FirstName\_Agency\_PDQ (example: Accountant\_Smith-John\_State Human Resources Board\_PDQ).

It is important to answer all the questions on the PDQ, so a complete and accurate description of your position is available.

If you have a copy of your Position Description, please attach it with any needed changes highlighted to reflect your current position (e.g., added tasks and essential functions, deletion or edits of inaccurate information).

You may attach additional supporting information such as organizational charts, job flyers, etc. with your PDQ. We ask that you please save supporting documents with the following file naming convention: Classification\_LastName-FirstName\_Agency\_Supporting.doc.

The PDQ should take approximately two to three hours to complete. **Please complete your portion of the PDQ survey by February 5, 2021.** When you have finished, **CPS HR will forward the survey to your supervisor** via adobe sign. If you have any questions about the PDQ, please contact Jan Bentley at [jbentley@cpshr.us](mailto:jbentley@cpshr.us). We appreciate your participation in this process.

**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**1. BACKGROUND INFORMATION**

Name		Class Title			
If this is a group questionnaire, please list additional names here. All respondents must be the same classification and have the same supervisor or must complete a separate PDQ.					
Organization, Department, & Location					
Work Schedule		Total Hours Per Day		Is the position Fulltime (FT), Part-time (PT), or Intermittent (I)	
Approximate length of time in present position				Years	Mos.
Last previous position within the organization (if applicable)					
Work Email Address & Phone Number					
Supervisor Name & Title					

Does your current class title accurately describe your position?		Yes		No
Does your current classification specification accurately describe your duties?		Yes		No
If you responded "no" for either of the previous 2 questions, please summarize your concerns. Discuss any changes in the scope of work (e.g., what new duties are you performing or old duties that you are no longer performing).				

Do you wish to request an interview with the consultants? (Note: interviews are scheduled based on consultant discretion and checking this box does not guarantee that you will be interviewed)		Yes		No
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**2. JOB SUMMARY**

Please summarize the major purpose of your job:



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**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**3. SPECIFIC DUTIES AND RESPONSIBILITIES**

Describe the regular duties and work that you perform. In the columns to the right, rate the importance (footnoted), frequency of the tasks, and percentage (%) of time spent using the rating scales provided. For percentage of time spent, please provide the percentage of time spent on each task. The total of all task percentages should equal 100%.

#	Representative Duties and Responsibilities	% of Time	Importance <sup>1</sup>	Frequency
1	For example, the task “provide formal training to government agencies on risk assessment, internal controls and interpretation of contract language to ensure compliance with federal regulations” may be very important to the position of a Risk Manager but may not be completed very often. Therefore, it could be rated “critical” for importance but “less than once a month” for frequency. The % of time spent would be 5%.		<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> < Once/Month
2			<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> < Once/Month
3			<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> < Once/Month
4			<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> < Once/Month
5			<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> < Once/Month
6			<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> < Once/Month
7			<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> < Once/Month

<sup>1</sup> [1] Importance Ratings - an inability to do the job will: **Critical**: lead to significant failure and will seriously affect the department/public/other stakeholders; **Very**: likely result in failure on the job and may result in negative consequences on the department/public/other stakeholders; **Moderately**: affect performance but will not lead to failure on the job; **Slightly**: have a noticeable effect on performance resulting in an inability to perform some aspects of the job; **Not Important**: no effect on performance (not essential/performed/trivial to successful performance).

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**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**4. KNOWLEDGE, SKILLS, AND ABILITIES**

List the specific areas of knowledge, skills, and abilities that a person must possess to successfully perform your job. Some of the areas of knowledge to consider are laws, regulations, technical aspects, policies, procedures, software applications, equipment operation, etc. Some of the areas of abilities to consider are abilities to perform certain functions, develop, repair, operate, coordinate, review, etc. In the columns to the right, rate the importance and expected at entry of each knowledge, skill, and ability using the rating scales provided. Add additional rows as necessary.

#	Knowledge, Skills, and Abilities	Importance	Expected at Entry
1	For example, the “knowledge of formal training methods and procedures (e.g., instructional systems design models) to train government agencies on risk assessment, internal controls, and interpretation of contract language” may be rated “very important” to successful job performance for a Risk Manager, and “essential” to have upon entry to the position.	<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Essential <input type="checkbox"/> Needed <input type="checkbox"/> Not Needed
2		<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Essential <input type="checkbox"/> Needed <input type="checkbox"/> Not Needed
3		<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Essential <input type="checkbox"/> Needed <input type="checkbox"/> Not Needed
4		<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Essential <input type="checkbox"/> Needed <input type="checkbox"/> Not Needed
5		<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Essential <input type="checkbox"/> Needed <input type="checkbox"/> Not Needed
6		<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Essential <input type="checkbox"/> Needed <input type="checkbox"/> Not Needed
7		<input type="checkbox"/> Critical <input type="checkbox"/> Very <input type="checkbox"/> Moderately <input type="checkbox"/> Slightly <input type="checkbox"/> Not Important	<input type="checkbox"/> Essential <input type="checkbox"/> Needed <input type="checkbox"/> Not Needed

**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**5. DECISIONS & FINANCIAL RESPONSIBILITIES**

Describe the most important decision(s) you make in the course of your work.

Do you complete any budget development or budget oversight in your current position (e.g., developing or directing staff who develop budgets, approving, authorizing expenditures, monitoring and adjusting budget)? If so, please explain the scope and level.

**6. SUPERVISION**

A. Supervision Received

Please select one of the following that best describes the type and amount of supervision that the position receives.

Supervisor frequently checks job activities.	
Works alone on routine or regular work assignments and checks with supervisor on non-routine assignments or when in doubt as to the correct procedures to follow.	
Receives occasional supervision while working toward a definite objective that requires use of a wide range of procedures. Plans and/or determines specific procedures or equipment required to meet assigned objectives and solves non-routine problems. Refers only unusual matters to supervisor.	
Works from broad policies and towards general objectives. Refers specific matters to superior(s) only when interpretation or clarification of organizational policies is necessary.	
Works from general directives or broadly defined missions of the organization.	

B. Supervisory Responsibilities

Please mark an "X" in any box that applies to your responsibility level for supervising employees.

\* (salary increases/promotion/transfers/discipline/reassignment etc.)

DIRECT SUPERVISION		LEAD WORK	
Performance Appraisals		Lead and Provide Work Direction	
Plan/Conduct Professional Development		Assign/Review/Monitor Work Assignments	
Interview/Selection of Staff		Provide Input During Evaluations	
Personnel Action Recommendations*			
Personnel Action Determinations			

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**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

What type of supervision/lead is performed? Please select all of the supervisory/lead duties performed, the level of authority, and indicate whether the activity is performed for employees, non-employees (e.g. contractors), or both.

Duty	No Authority	Recommend	With Prior Approval	On Own Authority	Employee (EE)/ Non-Employee (NE)
Train others					
Hire employees					
Plan and/or schedule work for others <b>on specific projects</b>					
Plan and/or schedule work for others <b>on a daily basis</b>					
Assign or delegate work to others <b>on specific projects</b>					
Assign or delegate work to others <b>on a daily basis</b>					
Monitor work of others on specific projects or on a daily basis					
Establish rules, procedures, and/or standards					
Approve overtime and/or leave					
Evaluate performance					
Take corrective action					
Resolve complaints and/or grievances					

If applicable, list subordinate employees whom you supervise directly or indirectly. Indicate number of employees in each classification and their status (full time, part time or temporary).

DIRECTLY
Employee Name & Classification

LEAD WORK
Employee Name & Classification

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**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**7. AUTHORITY**

Place a mark in the box which most closely describes the level of discretion and independent judgment that correlates to the level of authority assigned to the position for each listed work activity.

Where there are options listed for organization/department/division/section, please fill-in with the appropriation level within the organization for which the authority and/or independent judgment is exercised.

Work Activity	No Authority	Recommend	Within Prescribed Guidelines	On Own Authority	Frequency (Daily, Weekly, Monthly)	For the: O = Organization Dept = Department Div. = Division S = Section
Determine long-term strategic planning objectives						
Determine and develop policies and procedures						
Change/re-direct policies and procedures						
Implement policies and procedures						
Determine and develop goals and objectives						
Implement goals and objectives						
Acquire resources needed to accomplish goals and objectives						
Establish and organize work priorities and processes for own position						
Establish and organize work priorities and processes for other positions						
Establish operational and/or capital budget amounts						
Annual budget amount:     \$						
Authorized expenditure level per occurrence assigned to your position:     \$						
Manage/administer operational and/or capital budget amounts						
Annual budget amount:     \$						
Authorized expenditure level per occurrence assigned to your position:     \$						

**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**8. EDUCATION, TRAINING AND EXPERIENCE REQUIREMENTS**

Indicate the qualifications and requirements for successful performance which should be required in filling a future vacancy in your classification. Describe what you believe is necessary for proper performance, not necessarily your own qualifications.

Education: Please mark an "X" for the level of education required upon entry to this classification.

Less Than High School Graduation		Graduation from High School/ GED		Some College-Level Coursework	
Two Years College-Level Coursework /Associate's Degree		Bachelor's Degree		Master's or Doctorate Degree	

Experience: Please mark an "X" for the level of experience required upon entry to this classification.

Less Than 1 Yr		1-2 Yrs		3-4 Yrs		5 Yrs		6+/Other (please indicate # of years)	
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Does the position require a driver's license or commercial driver's license? If so, please specify level/type and what job tasks the license is needed for.

Licenses, Certifications, Permits, Credentials or Specialized Training (list whether it is required by the organization, State or professional standard)

**9. EQUIPMENT**

Indicate any equipment that is regularly used on the job.

POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

10. ESSENTIAL FUNCTIONS – ADA

Physical, Visual & Other Functional Requirements

Please review the definitions and mark an “X” in the box that indicates how often you perform each physical requirement listed.

**Frequency:** This factor considers the frequency in which the requirements are performed as part of the essential functions of the job.

**Rarely:** once or twice, or never

**Seldom:** quarterly to yearly basis

**Occasionally:** monthly/bi-monthly basis

**Frequently:** weekly basis

**A few times per day:** 1-4 times per day

**Several times per day:** 5+ times per day

Activity	Rarely	Seldom	Occasional	Frequently	Few Times/Day	Several Times/Day
<b>CLIMBING:</b> Ascends or descends ladders, stairs, scaffolding, ramps, poles, etc. using feet and legs and/or hands and arms						
<b>STOOPING:</b> Bends body downward and forward by bending spine at waist						
<b>KNEELING:</b> Bends legs at knee; comes to rest on a knee or knees						
<b>CROUCH:</b> Bends body downward and forward by bending leg and spine						
<b>CRAWLING:</b> Moves about on hands and knees or hands and feet						
<b>REACHING:</b> Extends hand(s) and arm(s) in any direction						
<b>STANDING:</b> Stands for long periods of time						
<b>WALKING:</b> Moves about on feet						
<b>SITTING:</b> Sits for extended periods of time						
<b>PUSHING:</b> Uses upper extremities to press against something with steady force to thrust object forward, downward or outward						
<b>PULLING:</b> Uses upper extremities to exert force to draw, drag, haul or tug objects in a sustained motion						
<b>FINGER DEXTERITY:</b> Picks, pinches, types, or otherwise primarily works with fingers rather than the whole hand or arm						
<b>GRASPING:</b> Applies pressure to an object with the fingers and palm						
<b>FEELING:</b> Perceives attributes of objects, such as size, shape, temperature, texture, by touching with skin, particularly that of fingertips						
<b>TALKING:</b> Expresses or exchanges ideas by means of the spoken word						
<b>HEARING:</b> Receives detailed information through oral communication						
<b>BALANCING:</b> Maintains body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces (Exceeds that needed for						

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POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

Activity	Rarely	Seldom	Occasional	Frequently	Few Times/Day	Several Times/Day
ordinary locomotion and maintenance of body equilibrium)						
<b>VISUAL:</b> Work performed requires the ability to see distances under 12 inches						
<b>VISUAL:</b> Work performed requires the ability to see at an arm's length						
<b>VISUAL:</b> Work performed requires the ability to see distances over 20 feet						
<b>VISUAL:</b> Work performed requires the use of both eyes (field of vision)						
<b>VISUAL:</b> Work performed requires the ability to distinguish basic colors						
<b>VISUAL:</b> Work performed requires the ability to distinguish shades of colors						
<b>VISUAL:</b> Work performed requires depth perception						
<b>FUNCTIONAL:</b> Operates truck, tractor, motor vehicle, forklift, or other moving equipment						
<b>REPETITIVE USE OF FOOT CONTROL:</b> <input type="checkbox"/> Right only <input type="checkbox"/> Left only <input type="checkbox"/> Both						
<b>REPETITIVE USE OF HANDS:</b> <input type="checkbox"/> Right Only <input type="checkbox"/> Left Only <input type="checkbox"/> Both						



**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**EMPLOYEE STATEMENT**

If there are other aspects about your job not covered in this questionnaire that are important in understanding your job content, please describe below. You may also attach additional information or pages if needed.

I HAVE READ THE INSTRUCTIONS AND TO THE BEST OF MY KNOWLEDGE, I BELIEVE THE INFORMATION PRESENTED HERE IS ACCURATE AND COMPLETE.

Signature of Employee		Date	
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If this is a group PDQ, please use the space below for additional signatures.

*\*This employer is an Equal Employment Opportunity Employer. Nothing contained within this document should be construed as an indication that the employer will not engage in the interactive process to provide a reasonable accommodation for any qualified employee or applicant with a disability, in compliance with state and federal law.*

**You have completed the PDQ. CPS HR will forward your response to your supervisor via adobe sign by February 5, 2021.  
Thank you for your participation!**

**Arcata Fire District and CPS HR Consulting**

**POSITION DESCRIPTION QUESTIONNAIRE (PDQ)**

**SUPERVISOR'S REVIEW – To be completed by 5:00 pm on February 12, 2021**

Does the employee's classification title accurately reflect the duties performed?	Yes		No	
Does this questionnaire accurately reflect the duties of the employee?	Yes		No	

If no, please explain your comments/concerns, referring to the numbered item in the employee's questionnaire. (Please do not change information in the questionnaire).

Please provide minimum qualifications of education and experience necessary to perform the responsibilities of this classification (if different from job classification/description).

Please indicate the degree of independence/autonomy necessary to perform the responsibilities of this classification (e.g., works under close supervision, works independently with little direction, is not assigned decision-making responsibilities)

Other supervisor comments. We strongly encourage and appreciate any further information and input you would provide.

Have you discussed your comments with the employee?	Yes		No	
---	-----	--	----	--

Signature of Supervisor		Date	
Title			
Work Telephone Number (including extension)			
Work E-Mail			

Arcata Fire District and CPS HR Consulting

POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

**FIRE CHIEF'S REVIEW – To be completed by February 17, 2021**

Do you agree with the information given by the employee?	Yes		No	
Do you agree with the information given by the supervisor?	Yes		No	

If no, please explain your concerns, making reference to the numbered item in the questionnaire. (Please do not change information in the questionnaire).

Signature of Manager		Date	
Title			
Work Telephone Number (including extension)			
Work E-Mail			

# Appendix B: Position Allocation Table

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**Position Allocation Table (Sorted by Current Class Title)**

Incumbent Name	Current Class Title	Recommended Class Title
Campbell, Sean	Battalion Chief	Fire Division Chief
Schuette, Becky	Business Manager	Business Manager
Evenson, John	Fire Captain	Fire Captain
Hawks, Angie	Fire Captain	Fire Captain
Lillard, Marcus	Fire Captain	Fire Captain
Manousos, Alex	Fire Captain	Fire Captain
McDonald, Ross	Fire Captain	Fire Captain
Padula, Nate	Fire Captain	Fire Captain
VACANT	Fire Captain	Fire Captain
VACANT	Fire Captain	Fire Captain
VACANT	Fire Captain	Fire Captain
McDonald, Justin	Fire Chief	Fire Chief
Benelisha, Anthony	Fire Engineer	Fire Engineer
Gibbs, Evan	Fire Engineer	Fire Engineer
Kadle, Russell	Fire Engineer	Fire Engineer
Sutter, Alex	Fire Engineer	Fire Engineer
VACANT	Fire Engineer	Firefighter/Fire Engineer
VACANT	Fire Engineer	Firefighter/Fire Engineer
VACANT	Fire Engineer	Firefighter/Fire Engineer
VACANT	Fire Engineer	Firefighter/Fire Engineer
VACANT	Fire Engineer	Firefighter/Fire Engineer
Knowles, Matt	Fire Inspector	Fire Inspector
Leve-Sheon, Sophie	Fire Inspector	Fire Inspector
Laidlaw, Ed	Fire Marshal	Fire Marshal

# Appendix C: Final Classification Specifications

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**ARCATA FIRE DISTRICT**  
 Job Description / HR Book

**Job Title: BUSINESS MANAGER**

Division: Administration  
 Supervisor: Fire Chief  
 Effective: June 2016  
 Revised: XXXX

Bargaining Unit: Unrepresented  
 FLSA Status: Non-Exempt  
 PERS Status: Miscellaneous

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Provides responsible administrative, accounting, clerical, purchasing, personnel and payroll assistance and support to the Fire Chief and Fire Division Chiefs by carrying out the administrative functions of the District. Performs a wide range of clerical, reception and technical administrative support services including the maintenance and processing of financial records and transactions involving a variety of items in different forms. Serves as the official Clerk for the District Board of Directors. Performs other related duties as assigned. This is an “at-will” position.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary	Light X	Medium	Heavy	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

	Physical Strength Code	ESSENTIAL FUNCTIONS
1	S	Provides reception in the District administrative office; receives and routes a variety of telephone calls, emails, mail/correspondences, and greets visitors to the District office; sorts mail; files, organizes, and types documents; responds to staff inquiries and resolves administrative problems.
2	S	Performs bookkeeping functions, including but not limited to accounts payable and receivable and account reconciliation and maintenance; provides budgetary administrative assistance to the Fire Chief.
3	S	Maintains and audits changes to the District’s special tax and benefit assessment; prepares annual billing statements for low value and public entity properties within the District.
4	S	Receives special tax and benefit assessment fees and deposits revenue with the County Auditor’s Office.



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

5	S	Classifies budget accounting documents for proper distribution of expenditures into budget categories or accounts affected; maintains budget status reports; posts deposits, maintains accounts status, and reconciles the accounts of District's budget.
6	S	Prepares, processes, and reports the District's biweekly payroll using computerized software; prepares reports and payments for CalPERS, child support, benefits, and other deductions; prepares payroll tax and other liability payments.
7	S	Processes employee benefits and provides benefits and payroll information to employees in conformance with appropriate MOU's and all other related agreements, contracts, and policies.
8	S	Provides fiscal information to the accountant to create year-end Federal and State W-2's and 1099's
9	L	Assists the Fire Chief by administering hiring processes, including background checks and onboarding of new employees; maintains employee personnel files, including workers compensation claims and insurance information; monitors the need for required examinations and certification renewals.
10	S	Prepares, compiles, tabulates, analyzes, and accurately maintains a variety of information and data; prepares technical and specialized financial, statistical and operational reports, records, and information on a scheduled and as requested basis.
11	S	Assists in the administration of the District's purchasing system; processes purchase orders and invoices and prepares claims; ensures timely payment of incurred expenses and maintains accurate accounting records.
12	S	Interfaces with various vendors, consultants and maintenance representatives to maintain office equipment and supplies.
13	S	Provides support to District personnel, members of the public and other agencies, during emergency and non-emergency situations.
14	S	Coordinates the District's participation in the National Fire Incident Reporting System; prepares and submits required reports to the State Fire Marshal.
15	S	Attends Board meetings and serves as the official record keeper as the Clerk of the Board, providing for the preparation, indexing and retention of meeting notifications, agendas, minutes, ordinances, resolutions, contracts, bids, franchise agreements, codes, deeds, historic records, and related documents.
16	S	Operate a PC based computer within a local area network (LAN) environment utilizing word processing, data base and spreadsheet software.
17	S	Reviews finished materials for completeness, accuracy, format and appropriate English usage
18	S	Provides Brown Act training and support to elected and appointed officials and staff.





**ARCATA FIRE DISTRICT**  
Job Description / HR Book

15	S	Assists the Fire Chief in processing, preparing and coordinating Public Records requests in compliance with the Public Records Act.
16	S	Assists the Fire Chief with the District election processes; issues and tracks required FPPC conflict of interest reporting.
17	S	Monitors changes in laws, regulations and technology that may affect office operations; implements policy and procedural changes as required.
18	S	Serves as the liaison to the Arcata Volunteer Firefighters Association.
19	L	Performs other related duties as assigned

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education	High school/GED with
Experience	Three (3) years of progressively responsible experience providing high level administrative support for an executive and/or elected official, preferably within a public sector setting.
Certifications and Other Requirements at the Time of Application	<ul style="list-style-type: none"> <li>• Valid insurable driver’s license</li> <li>• CPR certification</li> </ul>
Desirable Qualifications	<ul style="list-style-type: none"> <li>• Completion of some business school or applicable college-level coursework</li> <li>• Experience with payroll and benefits within a public agency, including considerable experience and proficiency working with automated payroll systems and employee benefit programs.</li> </ul>
Required Knowledge	Modern office methods, practices, and equipment; standard office, administrative, and secretarial practices and procedures, including filing and business letter and report writing; technical accounting practices and procedures; CalPERS policies and procedures; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; public relations and customer service techniques.
Specialized Abilities	Provide complex office administrative assistance to the Fire Chief and other management staff; perform technical accounting work; perform duties of the Clerk of the Board and administer all District general business; organize work, set priorities, meet critical deadlines, and follow up assignments with a minimum of direction; use tact, discretion, initiative and independent judgment within established guidelines; express ideas and give instructions



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	effectively; apply rules and regulations to specific cases; analyze data and draw logical conclusions; serve as a primary source of reference for assigned areas of responsibility; compose correspondence independently or from brief instructions; organize and maintain accurate records and files; make arithmetic calculations with speed and accuracy; operate standard office equipment, including a personal computer and multi-line telephone; direct and train others in work procedures.
Reading Ability	Read letters, reports, memos, messages, complex financial documents.
Math Ability	Perform basic math calculations; apply concepts such as fractions and percentages to practical situations.
Communication Ability	Communicate effectively in English, both orally and in writing; write reports and letters and fill out forms.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Plan, organize and supervise the work of others in the performance of financial record-keeping and general clerical work.
Managerial Ability	N/A
Complexity and Decision-Making Ability	Choose actions within broad but standard practices and procedures and use considerable judgment to apply the proper course of action.
Budgeting Ability	Assist the Chief with the budget development, administration, and implementation process.
Interpersonal / Human Relations Abilities	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with others within the organization to obtain or provide information; communicate with individuals outside the District such as other fire agencies, businesses, community organizations/groups, state and federal agents, and the general public; contact vendors and suppliers as needed for information on purchases, supplies or products. Confidentiality is held in the highest regard.

**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	O	Office equipment, presentations
Sitting	F	Computer, desk work, answering telephone



**ARCATA FIRE DISTRICT**  
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Walking	R	Inter-office
Lifting	R	Office supplies, files, reports
Carrying	R	Office supplies, files, reports
Pushing/Pulling	R	Office files, office equipment, file cabinets
Reaching	F	Office files, office equipment, supplies
Handling	O	Supplies, files, reports.
Fine Dexterity	C	Computer keyboard, writing, telephone keypad
Kneeling	R	Retrieving files
Crouching	R	Retrieving files
Crawling	N	
Bending	R	Retrieving files
Twisting	O	Retrieving files
Climbing	R	Stairs
Balancing	R	Stairs
Vision	C	Computer monitor, reading, writing, driving
Hearing	C	Communicating with personnel and general public
Talking	F	Communicating with personnel and general public
Foot Controls	N	
Other (specify)	N	

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Copy machine, fax machine, telephone, computer, printer, standard Microsoft Windows and Office Software, QuickBooks software, and Firehouse Records Management System software.

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	N	Dirt and Dust	N	Office Environment	D
Chemical Hazards	N	Extreme Temperatures	N	Warehouse	--
Electrical Hazards	N	Noise and Vibration	N	Shop	--
Fire Hazards	N	Fumes and Odors	N	Vehicle	S
Explosives	N	Wetness/Humidity	N	Outdoors	S
Communicable Diseases	N	Darkness or Poor Lighting	N	Other	--
Physical Danger or Abuse	N				
Other	N				



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**PROTECTIVE EQUIPMENT REQUIRED:**

None

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	R
Emergency Situations	R
Frequent Change of Tasks	R
Irregular Work Schedule/Overtime	R
Performing Multiple Tasks Simultaneously	O
Working Closely with Others as Part of a Team	F
Tedious or Exacting Work	F
Noisy/Distracting Environment	R
Other	



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**Job Title: FIRE CAPTAIN**

Division: Operations  
Supervisor: Fire Division Chief  
Effective: April 2009  
Revised: XXXX

Bargaining Unit: IAFF  
FLSA Status: Non-Exempt  
PERS Status: Safety

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Serves as a fire station shift supervisor in an operational assignment. Supervises and directs the work of assigned subordinate Firefighters and Fire Engineers by providing training and pre-incident planning, and directing fire safety inspections, public education, and equipment and facility maintenance. Responds to fire, medical, hazardous material, technical rescues, and other types of emergency, non-emergency, and hazardous incidents and provides on-scene, working supervision for the incident commander to assist with incident command and control and manage the appropriate actions to control the emergency and care of the sick and injured. Performs assigned ancillary duties and special projects. Performs other related duties as assigned.

The Fire Captain receives general direction from the Fire Division Chief or other management staff and exercises direct supervision over line staff.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary	Light	Medium	Heavy X	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

	Physical Strength Code	ESSENTIAL FUNCTIONS
1	L	Supervises the staff and operations of a fire station for an assigned shift; directs and administers daily station operations by planning and scheduling personnel, assigning duties and tasks, and directing and evaluating their work; provides performance counseling and may provide input into employee selection, disciplinary, and other personnel matters; oversees station and



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		equipment maintenance, maintains records, orders supplies, prepares correspondence, and prepares forms.
2	VH	Responds to fires, medical emergencies, hazardous materials incidents, rescues, and other emergency and non-emergency situations; directs the initial response activities to safely rescue, protect, and/or treat endangered or injured persons, control the spread of fire, and protect property pending the arrival of another incident commander; takes responsibility for directing some or all aspects of the incident as assigned by the incident commander.
3	VH	Directs and participates in the provision of emergency non-emergency medical services at a Basic Life Support (BLS) level; evaluates situations; directs and performs emergency and nonemergency medical procedures, both stationary and in a moving vehicle; directs and participates in the transfer of patients to medical facilities; ensures compliance with North Coast Emergency Medical Services (NCEMS) protocols.
4	VH	Directs and participates in fire suppression activities using various equipment and gear for fire suppression and control; directs and participates in the application of water and/or chemical agents to control and extinguish fires as well as the performance of search and rescue, forcible entry, ventilation, salvage, and overhaul activities; ensures that a cause and origin are determined at all fire incidents.
5	VH	Directs and participates in the response to hazardous materials emergencies (accidental or intentional); determines, directs, and participates in effective hazard control strategies.
6	VH	Directs and participates in the response to technical rescue emergencies (accidental or intentional).
7	H	Provides salvage and recovery support to owners and/or occupants of damaged properties.
8	H	May drive fire apparatus and/or other vehicles to an emergency scene; may position, prepare, and operate equipment if required.
9	H	Develops personnel by creating, implementing, and maintaining training programs; oversees training operations and develops training objectives; provides direct training instruction, evaluation, counseling, and coaching to employees; maintains and updates training records.
10	M	Administers, coordinates, oversees, and/or personally performs collateral duties, projects, and/or programs involving, but not limited to, air equipment, battery purchasing, communications equipment, facilities maintenance/safety, hoses and ladders, mapping, media/production, medical equipment, public education, school inspections, station supplies, structure PPE, training, wellness/fitness, uniforms, wildland PPE and equipment, and technology development.
11	M	Attends meetings and training seminars; participates on committees and task forces; reviews and evaluates new technologies, equipment, and information relating to fire and emergency work; may provide input to management on budgetary proposals; may monitor expenditures for areas of assignment.



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12	M	Maintains proficiency and provides supervisory guidance to subordinates in the use of various software applications and technological advancements in both emergency and non-emergency situations.
13	L	Monitors compliance with the FLSA and other payroll-related requirements; provides information to superiors when issues are discovered.

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education / Knowledge	High School/ GED
Experience	<ul style="list-style-type: none"> <li>• Five (5) years progressive of experience in the fire service that included fire suppression, EMT-level emergency medical assistance, and apparatus operation.</li> <li>• Six (6) months successful performance in an acting company officer role.</li> </ul>
Certifications and Other Requirements at the Time of Application	<ul style="list-style-type: none"> <li>• EMT-1</li> <li>• CSFM FFI and FFII</li> <li>• Command 1-A, 1-B, 1-C</li> <li>• Fire Management</li> <li>• ICS-100, 200, 300</li> <li>• Valid insurable driver's license with firefighting endorsement</li> <li>• CSFM Driver Operator 1A, 1B</li> <li>• Hazmat First Responder Awareness Level 1</li> <li>• Rescue Systems I</li> <li>• Emergency vehicle operations (EVOC)</li> </ul>
Desirable Qualifications	<ul style="list-style-type: none"> <li>• CSFM Fire Officer</li> <li>• Completion of the AFD company officer program</li> </ul>
Required Knowledge	Principles and practices of employee supervision, including work planning, assignment, delegation, review, and evaluation; basic administrative policies and practices, including budget development and administration; principles, practices, and techniques of fire suppression, containment, rescue, cleanup, salvage; BLS emergency medical care; techniques of driving varied emergency vehicles and operating a wide range of fire equipment and apparatus; fire ground hydraulics; hazardous materials response; confined space awareness; SIDS; blood borne pathogens; elder/child abuse; wildland firefighting; basic building construction techniques and practices, including building fire safety systems such as fire sprinklers, alarm systems, elevators, and other related systems; local geography and streets; first aid and CPR; applicable laws, codes, ordinances; safety



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	practices related to the work; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; public relations and customer service techniques.
Specialized Abilities	Plan, schedule, assign, supervise, review, and evaluate the work of assigned personnel; train assigned personnel in work procedures; administer, perform and/or coordinate assigned collateral duties, projects, and programs; safely direct and perform fire suppression, rescue, and salvage work; direct and provide emergency medical care at a BLS level; safely deal with hazardous materials incidents in accordance with established procedures; operate vehicles, equipment, and apparatus safely and in conformance with District procedures and traffic laws; learn the geography of the District and the location of fire suppression utilities.
Reading Ability	Read standard operating procedures, memos, administrative orders, records, training materials and letters.
Math Ability	Perform general math calculations such as addition, subtraction, multiplication and division; calculate water flow problems.
Communication Ability	Communicate effectively in English, both orally and in writing; write memos, evaluations, inspections, letters, training materials, and various reports.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Provide daily supervision and performance monitoring for a group of employees in a work unit, assign work duties, plan training, realign work as needed, conduct performance evaluations, and provide input on hiring/disciplinary actions and work objectives/effectiveness.
Managerial Ability	N/A
Complexity and Decision-Making Ability	Choose actions within limits set by standard practices and procedures and use moderate judgment to apply the proper course of action in emergency and non-emergency situations.
Budgeting Ability	Prepare documents and do research to justify budget allocations; prepare budget narratives; monitor limited budget expenditures.
Interpersonal / Human Relations Ability	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with others within the organization to obtain or provide information; communicate with individuals outside the District such as other fire agencies, businesses, community organizations/groups, state and federal agents, and the general public; contact vendors and suppliers as needed for information on purchases, supplies or products.





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**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	F	Ladders, rooftops, truck platforms, painting, repair and maintenance work, public relations, training.
Sitting	F	Computer, desk work, answering telephone, driving
Walking	F	Station, fire scenes
Lifting	F	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Carrying	F	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Pushing/Pulling	F	Medical equipment and supplies, fire hose, ropes, doors
Reaching	F	Medical equipment and supplies, fire hose, ropes, doors
Handling	F	Medical equipment and supplies, fire hose, ropes, doors.
Fine Dexterity	F	Computer keyboard, writing, checking equipment, patient care.
Kneeling	F	Firefighting, patient care, maintenance and cleaning, training.
Crouching	F	Firefighting, patient care, maintenance and cleaning, training.
Crawling	F	Firefighting, patient care, maintenance and cleaning, training.
Bending	F	Firefighting, patient care, maintenance and cleaning, training.
Twisting	F	Firefighting, patient care, maintenance and cleaning, training.
Climbing	F	Ladders, steps, rooftops, truck platforms.
Balancing	F	On ladders, steps, rooftops, truck platforms.
Vision	C	Computer, desk work, observations at fire scenes, driving.
Hearing	C	Firefighters, police, dispatch, general public.
Talking	F	Firefighters, police, dispatch, general public.
Foot Controls	F	Driving, depressing siren switch.
Other (specify)	N	



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**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Emergency medical equipment including airways, oxygen, monitor/defibrillators, stretchers, backboards and stokes baskets, diagnostic equipment, and basic first aid supplies; firefighting equipment including fire hoses and appliances, portable ladders, rope, fans, portable lights; general hand tools; portable electric, mechanical, pneumatic, hydraulic, and gasoline powered tools; emergency vehicles including sedans, heavy fire apparatus, and support/utility vehicles and associated equipment; and communications equipment including radios, computer hardware and software, and cellular telephones.

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	W	Dirt and Dust	D	Office Environment	D
Chemical Hazards	W	Extreme Temperatures	D	Warehouse	W
Electrical Hazards	W	Noise and Vibration	D	Shop	W
Fire Hazards	D	Fumes and Odors	D	Vehicle	D
Explosives	W	Wetness/Humidity	D	Outdoors	D
Communicable Diseases	D	Darkness or Poor Lighting	D	Other (see 1 below)	D
Physical Danger or Abuse	D				
Other	N				

(1) Fire stations and emergency incident scenes

**PROTECTIVE EQUIPMENT REQUIRED:**

Turn out gear, fire gloves, fire resistive hood, helmet, safety glasses, safety shoes, self-contained breathing apparatus (SCBA), Wildland PPE (including helmet, shroud, goggles, nomex shirt, nomex pants, approved Wildland boots, gloves, and web-gear with fire shelter), body substance isolation garments, N95 mask, latex exam gloves, traffic safety vest.

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	F
Emergency Situations	F
Frequent Change of Tasks	F
Irregular Work Schedule/Overtime	F
Performing Multiple Tasks Simultaneously	F



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Working Closely with Others as Part of a Team	C
Tedious or Exacting Work	F
Noisy/Distracting Environment	F
Other	

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**Job Title: FIRE CHIEF**

Division: Administration  
Supervisor: Fire District Board  
Effective: April 2009  
Revised: XXXXXX

Bargaining Unit: Unrepresented  
FLSA Status: Exempt  
PERS Status: Safety

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Performs very complex leadership and managerial work to plan, organize, direct, staff, and control all District programs and operations in accordance with Board policy and applicable laws, regulations, and requirements. Plans and directs the implementation of strategic goals and objectives based on the District’s established mission and vision. Ensures District-wide operational readiness at all times. Supervises all personnel, including subordinate managers and supervisors. Plans and designs operational and administrative programs and projects. May participate in emergency response activities as a duty officer on an as needed or rotating basis. Performs other related duties as required.

Receives policy direction from the District Board of Directors.  
Exercises direct and indirect supervision over subordinate staff, including subordinate managers and supervisors.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary	Light X	Medium	Heavy	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

	Physical Strength Code	ESSENTIAL FUNCTIONS
1	S	Plans, organizes, directs, staffs, and controls all District operations and programs; works with the District Board to determine strategic goals, plans, and objectives in accordance with applicable laws, regulations, rules, and requirements.
2	L	Develops and directs the implementation of operational and/or programmatic work plans; monitors work quality and quantity; reviews and evaluates work products, methods and procedures; identifies opportunities for improving service delivery methods and procedures and develops plans for

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		implementing organizational changes and delegates activities effectively; directs system improvements and changes.
3	L	Supervises District staff, including subordinate managers and supervisors; administers personnel policies in accordance with department policies, federal and state labor laws, and applicable employee represented group MOUs; directs staff recruitment and selection; allocates human resources; evaluates and develops employees through advising and coaching.
4	S	Oversees the administration of employee and labor relations matters; authorizes personnel actions, including employee discipline as required; develops and recommends District goals and objectives to the Board for bargaining purposes; represents the District in meet and confer activities.
5	S	Reviews and assesses organizational training needs; authorizes training programs; approves the attendance of District staff and volunteers at training programs and seminars; oversees the implementation of policies and procedures related to training activities.
6	S	Oversees the development and administration of the District's annual operating budget; monitors expenditures and implements budgetary adjustments as needed; conducts research on a variety of topics, conducts cost/benefit analyses, and determines future service needs; develops capital improvement plans and projects for Board approval; oversees purchasing activities in accordance with District policy.
7	L	Prepares and presents Board items and staff reports; conducts analytical research on a variety of administrative and operational matters; directs surveys and the development of statistical and narrative reports; prepares complex correspondence; oversees the development and maintenance of records, including confidential human resources records.
8	L	Manages and oversees District operational readiness activities, including periodic safety inspections of assigned vehicles, equipment, and/or facilities; approves required maintenance and repair with external vendors as required; approves specifications for the purchase of firefighting apparatus and equipment, emergency medical services and rescue equipment.
9	L	Researches, investigates, responds to, and resolves difficult and sensitive citizen inquiries and complaints as well as internal incidents; reviews incident reports, ensuring they contain accurate, complete and legitimate information.
10	L	Attends and participates in external meetings, conferences, workshops, and training sessions; researches and stays current on emerging trends and innovations in the field; schedules, conducts, and/or attends internal staff meetings.
11	L	Assigns special projects and assignments to subordinate staff.
12	L	Represents the District to regulatory officers, other fire agencies, businesses, community organizations/groups, the media, and the public; responds appropriately to inquiries and concerns; provides required information; prepares press releases, outreach materials, or other public information.
13	M	Directs and oversees fire prevention programs, including fire inspections and plan reviews; directs and oversees public education and public relations



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		activities; speaks to businesses, schools, clubs, and a variety of citizen groups in order to promote public awareness and the interest in fire safety; conducts media interviews and press conferences; may serve as the District's designated fire marshal.
14	L	Directs and oversees District safety programs; reviews investigations of employee accidents and evaluates recommendations to improve safety procedures; directs and oversees District wellness and/or fitness programs.
15	L	Directs and oversees the development and/or implementation of new technologies; administers contracted information technology services.
16	H	May serve as duty officer on a periodic or rotating basis by responding to and managing all-staff fire, rescue, hazardous materials, emergency medical, and other incidents; applies the incident command system as well as accepted emergency management techniques; participates in all aspects of firefighting and medical assistance operations as necessary, including the operation of various fire apparatus, vehicles, and equipment; coordinates with external agencies as needed to request or authorize District participation in mutual aid activities; directs origin and cause investigations and reviews investigative reports; testifies in court as required.

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education / Knowledge	Bachelor's degree from an accredited four-year college or university with major coursework in fire service management, public administration, business administration, or a related field.
Experience	10 years of progressive experience in municipal fire service, including at least three years as a chief officer.  including administration, suppression, training, prevention and public relations. 4) Knowledge and experience with California Fire District Laws, regulations, taxation and funding methods.
Certifications and Other Requirements	<ul style="list-style-type: none"> <li>• EMT-1</li> <li>• CPR Pro for the Professional Rescuer certification or equivalent</li> <li>• CSFM Chief Officer, NFA Executive Fire Officer, or equivalent</li> <li>• CSFM Fire Command Series, Fire Management Series, and Fire Instructor Series Fire Management</li> <li>• ICS-100, 200, 300, 400</li> <li>• Valid insurable Class C Driver's license with firefighting endorsement</li> <li>• CSFM Driver Operator 1A, 1B</li> <li>• Hazmat First Responder Awareness Level 1</li> </ul>

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	<ul style="list-style-type: none"> <li>• Rescue Systems I</li> <li>• Emergency vehicle operations (EVOC)</li> <li>• Valid insurable driver's license with firefighting endorsement</li> </ul>
Desirable Qualifications	<ul style="list-style-type: none"> <li>• Experience with fire service volunteers or in a combination department</li> <li>• Significant experience with budget preparation, fiscal management and personnel regulations and management</li> <li>• Experience in the operation of a California Fire District</li> </ul>
Required Knowledge	<p>Advanced principles and practices of fire department administration, including suppression, prevention, inspection, investigation, damage control, and emergency medical services, as well as applicable laws, codes, and ordinances; special district administrative policies and practices, including Board relations, budget development, fiscal administration, labor relations, and personnel administration; organizational and management practices as applied to the analysis and evaluation of programs, policies, and operational needs; principles and practices of employee supervision, including work planning, assignment, delegation, review, and evaluation; common building construction techniques and practices related to fire safety; fire prevention building regulations related to fire sprinklers, alarm systems, elevators, and other related systems; techniques of driving varied emergency vehicles and operating a wide range of fire equipment and apparatus; fire ground hydraulics; hazardous materials response; confined space awareness; SIDS; blood borne pathogens; elder/child abuse; wildland firefighting; local geography and streets; safety practices related to fire service and emergency medical response work; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; advanced public relations and customer service techniques.</p>
Specialized Abilities	<p>Plan, organize, direct, staff, and control all operational and/or programmatic areas within a fire department; understand, interpret and enforce laws, regulations, policies, procedures, and requirements related to the fire service; plan and develop strategic and operational work plans; assign, supervise, review, and evaluate the work of subordinate personnel, including subordinate managers and supervisors; ensure that staff receive appropriate training to perform their assigned duties; develop and delegate collateral duties, projects, and programs to subordinate staff; administer personnel and labor relations matters; safely direct and participate in fire suppression, rescue, and salvage work; direct and participate in the provision of emergency medical care at a BLS level; safely direct and participate in the management of hazardous materials and other types of emergency incidents in accordance with established</p>

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	procedures; operate vehicles, equipment, and apparatus safely and in conformance with District procedures and traffic laws; learn the geography of the District and the location of fire suppression utilities.
Reading Ability	Ability to read various reports, professional publications, technical references, rules and regulations, codes and ordinances, legal documents, and general correspondence.
Math Ability	Perform general math calculations such as addition, subtraction, multiplication and division; calculate water flow problems.
Communication Ability	Communicate effectively in English, both orally and in writing; write complex letters, reports, memos, research findings, operational procedures, and general correspondence.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Supervise and manage subordinate employees, including subordinate managers and supervisors; assign work duties, plan training, realign work as needed, conduct performance evaluations, and authorize hiring/disciplinary actions and work objectives.
Managerial Ability	Direct and oversee strategic planning and logistical analyses; organize all agency operations for maximum effectiveness and efficiency; prioritize and direct all functions, services, and activities; determine staffing requirements and authorize hiring; allocate and control resources; establish broad organizational goals.
Complexity and Decision-Making Ability	Choose actions within very broad Board policies with significant latitude for determining methods, practices and procedures; apply substantial independent initiative and professional judgment to determine the proper course of action, often without the benefit of precedent.
Budgeting Responsibility	Oversee the preparation and administration of the district budget; review and approve expenditures of significant budgeted funds; research and prepare recommendations for budget expenditures.
Interpersonal / Human Relations Ability	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with the Board for strategic and authorization purposes; communicate frequently with subordinates within the organization as well as with external regulatory agents, other fire agencies, businesses, community organizations/groups, the media, and the public; work frequently with various state and federal agencies; communicate with vendors and suppliers to obtain information on purchases, supplies or products.

**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	O	Ladders, rooftops, truck platforms, painting, repair and maintenance work, public relations, training.
Sitting	F	Computer, desk work, answering telephone, driving
Walking	F	Emergency response, visiting stations, safety and routine inspections
Lifting	O	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Carrying	O	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Pushing/Pulling	O	Medical equipment and supplies, fire equipment and supplies.
Reaching	O	Medical equipment and supplies, fire equipment and supplies.
Handling	O	Medical equipment and supplies, fire equipment and supplies.
Fine Dexterity	F	Computer keyboard, writing, checking equipment, patient care.
Kneeling	O	Firefighting, patient care, maintenance and cleaning, training.
Crouching	O	Firefighting, patient care, maintenance and cleaning, training.
Crawling	R	Firefighting, patient care, maintenance and cleaning, training.
Bending	O	Firefighting, patient care, maintenance and cleaning, training.
Twisting	O	Firefighting, patient care, maintenance and cleaning, training.
Climbing	O	Ladders, steps, rooftops, truck platforms.
Balancing	O	On ladders, steps, rooftops, truck platforms.
Vision	C	Computer, desk work, observations at fire scenes, driving.
Hearing	C	Firefighters, police, dispatch, general public.
Talking	F	Firefighters, police, dispatch, general public.
Foot Controls	O	Driving, depressing siren switch.
Other (specify)	N	

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Emergency medical equipment including airways, oxygen, monitor/defibrillators, stretchers, backboards and stokes baskets, diagnostic equipment, and basic first aid supplies; firefighting equipment including fire hoses and appliances, portable ladders, rope, fans, portable lights; general hand tools; portable electric, mechanical, pneumatic, hydraulic, and gasoline powered

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tools; emergency vehicles including sedans, heavy fire apparatus, and support/utility vehicles and associated equipment; and communications equipment including radios, computer hardware and software, and cellular telephones.

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	M	Dirt and Dust	M	Office Environment	D
Chemical Hazards	M	Extreme Temperatures	M	Warehouse	--
Electrical Hazards	M	Noise and Vibration	D	Shop	--
Fire Hazards	M	Fumes and Odors	M	Vehicle	--
Explosives	S	Wetness/Humidity	S	Outdoors	--
Communicable Diseases	S	Darkness or Poor Lighting	S	Other (see 1 below)	D
Physical Danger or Abuse	M				
Other	N				

(1) Fire stations and emergency incident scenes

**PROTECTIVE EQUIPMENT REQUIRED:**

Turn out gear, fire gloves, fire resistive hood, helmet, safety glasses, safety shoes, self-contained breathing apparatus (SCBA), Wildland PPE (including helmet, shroud, goggles, nomex shirt, nomex pants, approved Wildland boots, gloves, and web-gear with fire shelter), body substance isolation garments, N95 mask, latex exam gloves, traffic safety vest.

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	F
Emergency Situations	F
Frequent Change of Tasks	F
Irregular Work Schedule/Overtime	F
Performing Multiple Tasks Simultaneously	F
Working Closely with Others as Part of a Team	F
Tedious or Exacting Work	F
Noisy/Distracting Environment	F
Other	



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**Job Title: FIRE ENGINEER**

Division: Operations  
 Supervisor: Fire Captain  
 Effective: XXXX  
 Revised: XXXX

Bargaining Unit: IAFF  
 FLSA Status: Non-Exempt  
 PERS Status: Safety

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Responds to emergency fire and medical calls by driving and operating fire apparatus or other vehicles, performing fire suppression duties, and performing medical pre-hospital procedures. Maintains facilities and equipment for maximum efficiency. Performs other related duties as assigned.

Receives direction from a Fire Captain or management staff.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary <b><u>PHYSICAL STRENGTH DEMANDS:</u></b> Sedentary	Light	Medium	Heavy X	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

Physical Strength Code	ESSENTIAL FUNCTIONS
1 VH	Responds to fires, medical emergencies, hazardous materials incidents, rescues, and other emergency and non-emergency situations; drives fire apparatus and/or other vehicles to an emergency scene; positions, prepares and operates equipment as directed by a command officer; maintains firefighting apparatus and other emergency response vehicles and equipment and ensures that all apparatus, tools and other related equipment are in good working order and readiness condition for any emergency situation.



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2	VH	Provides emergency non-emergency medical services at a Basic Life Support (BLS) level; evaluates situations; performs emergency and nonemergency medical procedures, both stationary and in a moving vehicle; transfers patients to medical facilities.
3	VH	Performs fire suppression duties using various equipment and gear for fire suppression and control; searches for and rescues occupants, ventilates structures, salvages contents, and applies water and other chemicals to fires.
4	VH	Maintains facilities and equipment by cleaning, inspecting, repairing and any other maintenance deemed necessary.
5	L	Maintains all certifications, continuing education and training; inspects buildings for fire code violations; logs activities; prepares reports; confines hazardous materials; and performs as acting officer if necessary.
6	M	Performs other related duties as assigned.

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education	High School/ GED
Experience	One year of experience in the fire service that included fire suppression and EMT-level emergency medical assistance.
Licenses, Certifications and Other Requirements at Time of Application	<ul style="list-style-type: none"> <li>• EMT-I</li> <li>• CSFM FF I</li> <li>• Valid insurable driver's license with firefighting endorsement</li> <li>• CSFM Driver Operator 1A</li> <li>• Hazmat First Responder Awareness Level 1</li> <li>• Rescue Systems I</li> <li>• ICS-100</li> <li>• Emergency vehicle operations (EVOC)</li> </ul>
Desirable Qualifications	<ul style="list-style-type: none"> <li>• CSFM FF2</li> <li>• CSFM Driver Operator IB</li> <li>• ICS-200</li> </ul>
Required Knowledge	Practices and techniques of driving varied emergency vehicles and operating a wide range of fire equipment and apparatus; fire ground hydraulics; fire suppression, containment, rescue, cleanup, salvage; BLS emergency medical care; hazardous materials response; confined space awareness; SIDS; blood borne pathogens; elder/child abuse, basic wildland firefighting; local geography and streets; first aid and CPR; applicable laws, codes, ordinances; operation of fire



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	service vehicles, equipment, facilities; safety practices related to the work; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; public relations and customer service techniques.
Specialized Abilities	Operate vehicles, equipment, and apparatus safely and in conformance with District procedures and traffic laws; safely perform fire suppression, rescue, and salvage work; provide emergency medical care at a BLS level; safely deal with hazardous materials incidents in accordance with established procedures; learn the geography of the District and the location of fire suppression utilities.
Reading Ability	Read reports, orders, instructions, and fire manuals.
Math Ability	Perform general math calculations such as addition, subtraction, multiplication, and division, and to calculate water flow problems.
Communication Ability	Communicate effectively in English, both orally and in writing; write reports and letters and fill out forms.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Function as a lead worker with responsibility for overseeing, training, instructing, and/or scheduling the work of less experienced employees while also performing essentially the same work as those directed.
Managerial Ability	N/A
Complexity and Decision-Making Ability	Choose actions within limits set by standard practices and procedures and use moderate judgment to apply the proper course of action in emergency and non-emergency situations.
Budgeting Ability	Prepare documents and do research to justify budget allocations; contribute to budget narratives.
Interpersonal / Human Relations Abilities	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with others within the organization to obtain or provide information; communicate with individuals outside the District such as other fire agencies, businesses, community organizations/groups, state and federal agents, and the general public; contact vendors and suppliers as needed for information on purchases, supplies or products.

**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	F	Ladders, rooftops, truck platforms, painting, repair and maintenance work, public relations, training.
Sitting	F	Computer, desk work, answering telephone, driving
Walking	F	Station, fire scenes
Lifting	F	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Carrying	F	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Pushing/Pulling	F	Medical equipment and supplies, fire hose, ropes, doors
Reaching	F	Medical equipment and supplies, fire hose, ropes, doors
Handling	F	Medical equipment and supplies, fire hose, ropes, doors.
Fine Dexterity	F	Computer keyboard, writing, checking equipment, patient care.
Kneeling	F	Firefighting, patient care, maintenance and cleaning, training.
Crouching	F	Firefighting, patient care, maintenance and cleaning, training.
Crawling	F	Firefighting, patient care, maintenance and cleaning, training.
Bending	F	Firefighting, patient care, maintenance and cleaning, training.
Twisting	F	Firefighting, patient care, maintenance and cleaning, training.
Climbing	F	Ladders, steps, rooftops, truck platforms.
Balancing	F	On ladders, steps, rooftops, truck platforms.
Vision	C	Computer, desk work, observations at fire scenes, driving.
Hearing	C	Firefighters, police, dispatch, general public.
Talking	F	Firefighters, police, dispatch, general public.
Foot Controls	F	Driving, depressing siren switch.
Other (specify)	N	

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Emergency vehicles including sedans, heavy fire apparatus, and support/utility vehicles and associated equipment; emergency medical equipment including airways, oxygen, monitor/defibrillators, stretchers, backboards and stokes baskets, diagnostic equipment, and basic



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first aid supplies; firefighting equipment including fire hoses and appliances, portable ladders, rope, fans, portable lights; general hand tools; portable electric, mechanical, pneumatic, hydraulic, and gasoline powered tools; and communications equipment including radios, computer hardware and software, and cellular telephones.

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	W	Dirt and Dust	D	Office Environment	D
Chemical Hazards	W	Extreme Temperatures	D	Warehouse	W
Electrical Hazards	W	Noise and Vibration	D	Shop	W
Fire Hazards	D	Fumes and Odors	D	Vehicle	D
Explosives	W	Wetness/Humidity	D	Outdoors	D
Communicable Diseases	D	Darkness or Poor Lighting	D	Other (see 1 below)	D
Physical Danger or Abuse	D				
Other	N				

(1) Fire stations and emergency incident scenes

**PROTECTIVE EQUIPMENT REQUIRED:**

Turn out gear, fire gloves, fire resistive hood, helmet, safety glasses, safety shoes, self-contained breathing apparatus (SCBA), Wildland PPE (including helmet, shroud, goggles, nomex shirt, nomex pants, approved Wildland boots, gloves, and web-gear with fire shelter), body substance isolation garments, N95 mask, latex exam gloves, traffic safety vest.

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	F
Emergency Situations	F
Frequent Change of Tasks	F
Irregular Work Schedule/Overtime	F
Performing Multiple Tasks Simultaneously	F



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Working Closely with Others as Part of a Team	C
Tedious or Exacting Work	F
Noisy/Distracting Environment	F
Other	





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**Job Title: FIRE INSPECTOR**

Division: Prevention  
Supervisor: Fire Marshal  
Effective: October 2017  
Revised: XXXX

Bargaining Unit: Unrepresented  
FLSA Status: Non-Exempt  
PERS Status: Part-time/Non-Safety

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Performs fire prevention inspections in all occupancy types to enforce laws, ordinances and regulations pertaining to the control and prevention of fires. Assists with the review of plans and specifications on new buildings and fire protection systems. Participates with public fire safety education programs and public-relations programs. Investigates routine complaints of fire/life safety hazards. Performs other related duties as assigned.

Receives general supervision from the Fire Marshall, Fire Chief, or designee.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary	Light X	Medium	Heavy	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

	Physical Strength Code	ESSENTIAL FUNCTIONS
1	M	Performs fire prevention inspections to enforce laws, ordinances and regulations pertaining to the control and prevention of fires.
2	M	Inspects private and public buildings for compliance with pertinent life-safety, building, and fire-safety standards as mandated by applicable codes.
3	L	Investigates complaints of fire hazards and prepares reports and abatement notices to obtain compliance on appropriate codes and ordinances.
4	L	Issues violation notices and follows up as required to assure compliance.
5	L	Assists with the review of plans and specifications for fire safe construction and appropriate designs of fire protection systems in accordance with established codes, ordinances, and fire protection standards adopted by the appropriate jurisdiction.



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6	L	Assists with the preparation of billings and the processing of payments.
7	L	Makes presentations to groups on fire-safety, evacuation, fire suppression with portable equipment, use of fire alarms, and the use of telephones and citizen's band radios for reporting fires and other emergencies.
8	L	Performs related administrative duties; prepares routine correspondence; maintains physical and electronic files.

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education	High School/ GED
Experience	Any combination of education and experience that would provide the required knowledge and abilities is qualifying.
Certifications and Other Requirements at Time of Application	Possession of a valid, insurable driver's license.
Desirable Qualifications	<ul style="list-style-type: none"> <li>• AS/BS Degree in Fire Science or related field</li> <li>• CSFM Fire Inspector Certification,</li> <li>• CSFM Prevention 3 Series</li> <li>• Fire Management Series</li> </ul>
Required Knowledge	Basic principles and methods fire prevention, as well as applicable laws, codes, and ordinances; safety practices related to the work; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; public relations and customer service techniques.
Specialized Abilities	Safely perform fire prevention and inspection work; learn the geography of the District; read maps and/or utilize GPS mapping applications to locate businesses and residences.
Reading Ability	Read various reports, professional publications, technical references, rules and regulations, codes and ordinances, legal documents, and general correspondence.
Math Ability	Perform general math calculations such as addition, subtraction, multiplication and division.
Communication Ability	Communicate effectively in English, both orally and in writing; write letters, reports, memos, and general correspondence; research information.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Function as a lead worker with responsibility for overseeing, training, instructing, and/or scheduling the work of less



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	experienced employees while also performing essentially the same work as those directed.
Managerial Ability	N/A
Complexity and Decision-Making Ability	Choose actions within limits set by standard practices and procedures and use moderate judgment to apply the proper course of action in non-emergency situations.
Budgeting Ability	N/A
Interpersonal / Human Relations Ability	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with others within the organization to obtain or provide information; communicate with individuals outside the District such as businesses, community organizations/groups, state and federal agents, and the general public.

**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	F	Safety inspections, giving presentations, public relations, training
Sitting	F	Computer, desk work, answering telephone, driving
Walking	F	Safety and routine inspections, inside offices
Lifting	O	Safety inspections, flashlight, camera, tablet & pen, office supplies, audio-visual equipment
Carrying	O	Safety inspections, flashlight, camera, tablet & pen, office supplies, audio-visual equipment
Pushing/Pulling	R	Safety inspections, file cabinets, drawers
Reaching	F	Test smoke alarms and lights
Handling	F	Safety inspections, flashlight, camera, tablet & pen, office supplies, audio-visual equipment
Fine Dexterity	F	Computer keyboard, writing
Kneeling	F	Safety inspections
Crouching	F	Safety inspections
Crawling	O	Safety inspections
Bending	F	Safety inspections
Twisting	F	Safety inspections
Climbing	F	Ladders, steps, stairs, rooftops, catwalks



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Balancing	R	On ladders, steps, stairs, rooftops, catwalks
Vision	C	Computer, desk work, safety inspections, driving.
Hearing	C	Telephone, police officers, firefighters, property owners, citizens, presentations, meetings
Talking	F	Telephone, police officers, firefighters, property owners, citizens, presentations, meetings
Foot Controls	F	Driving
Other (specify)	R	Operates Safety Trailer for public education programs

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Copy machine, fax machine, telephone, computer, printer, standard Microsoft Windows and Office Software, and Firehouse Records Management System software.

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	M	Dirt and Dust	M	Office Environment	D
Chemical Hazards	M	Extreme Temperatures	S	Warehouse	--
Electrical Hazards	M	Noise and Vibration	M	Shop	--
Fire Hazards	N	Fumes and Odors	M	Vehicle	D
Explosives	N	Wetness/Humidity	S	Outdoors	W
Communicable Diseases	N	Darkness or Poor Lighting	S	Other (see 1 below)	D
Physical Danger or Abuse	N				
Other	N				

(1) Fire stations and emergency incident scenes

**PROTECTIVE EQUIPMENT REQUIRED:**

Helmet, PIO safety vest.

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	F
Emergency Situations	R
Frequent Change of Tasks	F

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Irregular Work Schedule/Overtime	R
Performing Multiple Tasks Simultaneously	F
Working Closely with Others as Part of a Team	C
Tedious or Exacting Work	F
Noisy/Distracting Environment	R
Other	

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**Job Title: FIRE MARSHAL**

Division: Prevention  
Supervisor: Fire Chief  
Effective: June 2018  
Revised: XXXX

Bargaining Unit: Unrepresented  
FLSA Status: Non-Exempt  
PERS Status: Miscellaneous

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Plans, organizes, manages, and participates in District fire prevention programs and activities. Performs plan checks that include, but are not limited to, new/remodeled buildings, sprinkler systems, fire alarm systems, and other fire protection devices and equipment. Conducts occupancy inspections and hazardous materials inspections. Issues permits. Directs and supervises staff in the performance of residential and business fire inspection and fire education activities. Interprets and enforces fire codes interpretation and enforcement. Performs other related duties as assigned.

Receives general supervision from the Fire Chief or designee.

Exercises direct supervision over part-time Fire Inspectors; may provide functional or technical guidance and direction to career and/or volunteer firefighting personnel.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary	Light X	Medium	Heavy	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

	Physical Strength Code	ESSENTIAL FUNCTIONS
1	L	Reviews building and construction plans for compliance with applicable fire safety codes; checks subdivision maps and fire protection systems; works closely and cooperatively with builders and developers as well as other permitting agencies and officials.
2	M	Directs and supervises the inspection of private and public buildings for compliance with pertinent life-safety, building, and fire-safety standards as mandated by applicable codes.

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3	M	Inspects buildings under construction for compliance with Fire Code sections which relate to fire prevention, detection, and suppression; inspects built-in detection and suppression systems as well as materials and methods used in construction.
4	L	Issues violation notices as needed and follows up as required to assure compliance.
5	L	Develops and participates in public information and education programs; prepares pamphlets, brochures and other informational and educational materials.
6	L	Makes presentations to groups on fire-safety, evacuation, fire suppression with portable equipment, use of fire alarms, and the use of telephones and citizen's band radios for reporting fires and other emergencies.
7	L	Attends and participates in project referral and planning related meetings with the City of Arcata and the County of Humboldt.
8	L	Coordinates work activities with City and County staff and officials, as well as other fire agency representatives, as required.
9	L	Supervises fire prevention staff and operations; schedules personnel; assigns duties and tasks, provides training, and directs and evaluates their work; provides performance counseling and may provide input into employee selection, disciplinary, and other personnel matters.
10	L	Directs the maintenance of fire suppression records and invoices; orders supplies, prepares correspondence, and completes forms; supervises billing activities, as well as the receipt and processing of payments for services.
11	L	Supervises and provides oversight and direction to staff in using various software applications and technological advancements in fire prevention.
12	L	Supervises Develops personnel by overseeing inspection and life safety programs as well as providing direction, training and support to personnel.
13	L	Responds to public inquiries and complaints related to fire safety matters, investigates complaints and performs follow up work on complaint resolution.
14	L	Attends meetings and briefings and keeps the Fire Chief properly informed.

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education	High School/ GED
Experience	Five (5) years of progressive experience in fire prevention that included building and plans inspections and public education.

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Certifications and Other Requirements at the Time of Application	Possession of valid, insurable driver's license.
Desirable Qualifications	<ul style="list-style-type: none"> <li>AS/BS Degree in Fire Science or a related field</li> <li>CSFM Fire Inspector Certification</li> <li>CSFM Prevention 3 Series, Fire Management Series</li> </ul>
Required Knowledge	Principles and practices of employee supervision, including work planning, training, assignment, delegation, review, and evaluation; basic administrative policies and practices, including budget development and administration; fire and building codes, life safety codes, and standards; principles, practices, and techniques of modern fire prevention; streets, water supplies, target hazards, and wildland fire risks in the District's service area; safety practices related to the work; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; public relations and customer service techniques.
Specialized Abilities	Plan, schedule, assign, supervise, review, and evaluate the work of assigned personnel; train assigned personnel in work procedures; administer, perform and/or coordinate fire prevention duties, projects, and programs; safely direct and perform fire prevention work; learn the geography of the District and the location of fire suppression utilities.
Reading Ability	Read various reports, professional publications, technical references, rules and regulations, codes and ordinances, legal documents, and general correspondence.
Math Ability	Perform general math calculations such as addition, subtraction, multiplication and division; calculate water flow problems.
Communication Ability	Communicate effectively in English, both orally and in writing; write memos, evaluations, inspections, letters, training materials, and various reports.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Provide daily supervision and performance monitoring for a group of employees in a work unit, assign work duties, plan training, realign work as needed, conduct performance evaluations, and provide input on hiring/disciplinary actions and work objectives/effectiveness.
Managerial Ability	Perform strategic planning and logistical analyses; organize areas of assignment for maximum effectiveness and efficiency; prioritize and direct assigned functions, services, and activities; determine staffing requirements; allocate and control resources.



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Complexity and Decision-Making Ability	Choose actions within limits set by standard practices and procedures and use moderate judgment to apply the proper course of action in non-emergency situations.
Budgeting Ability	Prepare documents and do research to justify budget allocations; prepare budget narratives; perform ongoing monitoring of budget expenditures for areas of assignment.
Interpersonal / Human Relations Ability	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with others within the organization to obtain or provide information; communicate with individuals outside the District such as other fire agencies, businesses, community organizations/groups, state and federal agents, and the general public; contact vendors and suppliers as needed for information on purchases, supplies or products.

**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	R	Safety inspections, interviews, giving presentations, public relations, training
Sitting	F	Computer, desk work, answering telephone, driving
Walking	F	Safety and routine inspections, inside offices
Lifting	O	Safety inspections, flashlight, camera, tablet & pen, office supplies, audio-visual equipment
Carrying	O	Safety inspections, flashlight, camera, tablet & pen, office supplies, audio-visual equipment
Pushing/Pulling	R	Safety inspections, file cabinets, drawers
Reaching	F	Test smoke alarms and lights
Handling	F	Safety inspections, flashlight, camera, tablet & pen, office supplies, audio-visual equipment
Fine Dexterity	F	Computer keyboard, writing
Kneeling	F	Safety inspections
Crouching	F	Safety inspections
Crawling	O	Safety inspections
Bending	F	Safety inspections
Twisting	F	Safety inspections
Climbing	F	Ladders, steps, stairs, rooftops, catwalks
Balancing	R	On ladders, steps, stairs, rooftops, catwalks

**ARCATA FIRE DISTRICT**  
HR Book / Job Description



Vision	C	Computer, desk work, safety inspections, driving.
Hearing	C	Telephone, police officers, firefighters, property owners, citizens, presentations, meetings
Talking	F	Telephone, police officers, firefighters, property owners, citizens, presentations, meetings
Foot Controls	F	Driving
Other (specify)	R	Operates Safety Trailer for public education programs

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Copy machine, fax machine, telephone, computer, printer, standard Microsoft Windows and Office Software, and Firehouse Records Management System software.

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	M	Dirt and Dust	M	Office Environment	D
Chemical Hazards	M	Extreme Temperatures	S	Warehouse	--
Electrical Hazards	M	Noise and Vibration	M	Shop	--
Fire Hazards	N	Fumes and Odors	M	Vehicle	D
Explosives	N	Wetness/Humidity	S	Outdoors	W
Communicable Diseases	N	Darkness or Poor Lighting	S	Other (see 1 below)	D
Physical Danger or Abuse	N				
Other	N				

(1) Fire stations and emergency incident scenes

**PROTECTIVE EQUIPMENT REQUIRED:**

Helmet, safety vest.

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	F
Emergency Situations	R
Frequent Change of Tasks	F

**ARCATA FIRE DISTRICT**  
HR Book / Job Description



Irregular Work Schedule/Overtime	F
Performing Multiple Tasks Simultaneously	F
Working Closely with Others as Part of a Team	C
Tedious or Exacting Work	F
Noisy/Distracting Environment	R
Other	



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

**Job Title: FIREFIGHTER**

Division: Operations  
Supervisor: Fire Captain  
Effective: April 2009  
Revised: XXXX

Bargaining Unit: IAFF  
FLSA Status: Non-Exempt  
PERS Status: Safety

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Responds to fire and emergency medical calls by performing fire suppression duties and medical pre-hospital procedures. Maintains facilities and equipment for maximum efficiency. Performs other related duties as assigned.

Receives general supervision from a Fire Captain or management staff.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary <b><u>PHYSICAL STRENGTH DEMANDS:</u></b> Sedentary	Light	Medium	Heavy X	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

	Physical Strength Code	ESSENTIAL FUNCTIONS
1	VH	Responds to fires, medical emergencies, hazardous materials incidents, rescues, and other emergency and non-emergency situations.
2	VH	Provides emergency non-emergency medical services at a Basic Life Support (BLS) level; evaluates situations; performs emergency and nonemergency medical procedures, both stationary and in a moving vehicle; transfers patients to medical facilities.
3	VH	Performs fire suppression duties using various equipment and gear for fire suppression and control; searches for and rescues occupants, ventilates structures, salvages contents, and applies water and other chemicals to fires.



**ARCATA FIRE DISTRICT**  
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4	VH	Maintains facilities and equipment by cleaning, inspecting, repairing and any other maintenance deemed necessary.
5	L	Maintains all certifications, continuing education and training; inspects buildings for fire code violations; logs activities; prepares reports; confines hazardous materials; and performs as acting officer if necessary.
6	M	Performs other related duties as assigned.

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education	High School/ GED
Experience	None
Licenses, Certifications and Other Requirements at Time of Application	<ul style="list-style-type: none"> <li>• EMT-I</li> <li>• CSFM FFI</li> <li>• Hazmat First Responder Awareness Level 1</li> <li>• Valid insurable driver's license</li> </ul>
Desirable Qualifications	<ul style="list-style-type: none"> <li>• Driver's license firefighting endorsement</li> <li>• Rescue Systems I</li> <li>• ICS-200</li> <li>• Emergency vehicle operations (EVOC)</li> </ul>
Knowledge	Fire suppression, containment, rescue, cleanup, salvage; BLS emergency medical care; hazardous materials response; confined space awareness; SIDS; blood borne pathogens; elder/child abuse, basic wildland firefighting; local geography and streets; first aid and CPR; applicable laws, codes, ordinances; operation of fire service vehicles, equipment, facilities; safety practices related to the work; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; public relations and customer service techniques.
Specialized Abilities	Safely perform fire suppression, rescue, and salvage work; provide emergency medical care at a BLS level; safely deal with hazardous materials incidents in accordance with established procedures; learn the geography of the District and the location of fire suppression utilities.
Reading Ability	Read reports, orders, instructions, and fire manuals.
Math Ability	Perform general math calculations such as addition, subtraction, multiplication, and division.



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

Communication Ability	Communicate effectively in English, both orally and in writing; write reports and letters and fill out forms.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Function as a lead worker with responsibility for overseeing, training, instructing, and/or scheduling the work of less experienced employees while also performing essentially the same work as those directed.
Managerial Ability	N/A
Complexity and Decision-Making Ability	Choose actions within limits set by standard practices and procedures and use moderate judgment to apply the proper course of action in emergency and non-emergency situations.
Budgeting Ability	Provide general input on budget allocations.
Interpersonal / Human Relations Abilities	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with others within the organization to obtain or provide information; communicate with individuals outside the District such as other fire agencies, businesses, community organizations/groups, state and federal agents, and the general public; contact vendors and suppliers as needed for information on purchases, supplies or products.

**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	F	Ladders, rooftops, truck platforms, painting, repair and maintenance work, public relations, training.
Sitting	F	Computer, desk work, answering telephone, driving
Walking	F	Station, fire scenes
Lifting	F	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Carrying	F	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Pushing/Pulling	F	Medical equipment and supplies, fire hose, ropes, doors



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

Reaching	F	Medical equipment and supplies, fire hose, ropes, doors
Handling	F	Medical equipment and supplies, fire hose, ropes, doors.
Fine Dexterity	F	Computer keyboard, writing, checking equipment, patient care.
Kneeling	F	Firefighting, patient care, maintenance and cleaning, training.
Crouching	F	Firefighting, patient care, maintenance and cleaning, training.
Crawling	F	Firefighting, patient care, maintenance and cleaning, training.
Bending	F	Firefighting, patient care, maintenance and cleaning, training.
Twisting	F	Firefighting, patient care, maintenance and cleaning, training.
Climbing	F	Ladders, steps, rooftops, truck platforms.
Balancing	F	On ladders, steps, rooftops, truck platforms.
Vision	C	Computer, desk work, observations at fire scenes, driving.
Hearing	C	Firefighters, police, dispatch, general public.
Talking	F	Firefighters, police, dispatch, general public.
Foot Controls	F	Driving, depressing siren switch.
Other (specify)	N	

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Emergency medical equipment including airways, oxygen, monitor/defibrillators, stretchers, backboards and stokes baskets, diagnostic equipment, and basic first aid supplies; firefighting equipment including fire hoses and appliances, portable ladders, rope, fans, portable lights; general hand tools; portable electric, mechanical, pneumatic, hydraulic, and gasoline powered tools; emergency vehicles including sedans, heavy fire apparatus, and support/utility vehicles and associated equipment; and communications equipment including radios, computer hardware and software, and cellular telephones.

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	W	Dirt and Dust	D	Office Environment	D
Chemical Hazards	W	Extreme Temperatures	D	Warehouse	W



**ARCATA FIRE DISTRICT**  
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Electrical Hazards	W	Noise and Vibration	D	Shop	W
Fire Hazards	D	Fumes and Odors	D	Vehicle	D
Explosives	W	Wetness/Humidity	D	Outdoors	D
Communicable Diseases	D	Darkness or Poor Lighting	D	Other (see 1 below)	D
Physical Danger or Abuse	D				
Other	N				

(1) Fire stations and emergency incident scenes

**PROTECTIVE EQUIPMENT REQUIRED:**

Turn out gear, fire gloves, fire resistive hood, helmet, safety glasses, safety shoes, self-contained breathing apparatus (SCBA), Wildland PPE (including helmet, shroud, goggles, nomex shirt, nomex pants, approved Wildland boots, gloves, and web-gear with fire shelter), body substance isolation garments, N95 mask, latex exam gloves, traffic safety vest.

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	F
Emergency Situations	F
Frequent Change of Tasks	F
Irregular Work Schedule/Overtime	F
Performing Multiple Tasks Simultaneously	F
Working Closely with Others as Part of a Team	C
Tedious or Exacting Work	F
Noisy/Distracting Environment	F
Other	





**ARCATA FIRE DISTRICT**  
Job Description / HR Book

**Job Title: FIRE DIVISION CHIEF**

Division: Administration  
Supervisor: Fire Chief  
Effective: XXXXX  
Revised:

Bargaining Unit: Senior Management Grp  
FLSA Status: Exempt  
PERS Status: Safety

**BRIEF DESCRIPTION OF THE CLASSIFICATION:**

Performs complex leadership and managerial work with responsibility for planning, organizing, directing, staffing, and controlling a major operating division and/or programmatic section of the District. Assists the Fire Chief in planning and implementing the strategic goals and objectives of the District, maintaining operational readiness, and managing special projects/programs as assigned. Supervises assigned staff, including subordinate supervisors. Serves as duty officer on a rotating basis. Acts in the absence of the Fire Chief as assigned. Performs other related duties as assigned.

Receives administrative direction from the Fire Chief.

Exercises direct and indirect supervision over assigned subordinate staff, including subordinate supervisors.

**OVERALL PHYSICAL STRENGTH DEMANDS:**

Sedentary	Light	Medium X	Heavy	Very Heavy
S = Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time	L = Light Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	M = Medium Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	H = Heavy Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. constantly.	VH = Very Heavy Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

**ESSENTIAL FUNCTIONS:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

	Physical Strength Code	ESSENTIAL FUNCTIONS
1	S	Plans, organizes, directs, staffs, and controls a major operating division or programmatic section of the District; assists the Fire Chief in determining strategic goals, plans, and objectives in accordance with applicable laws, regulations, rules, and requirements; develops and recommends policies and procedures.
2	L	Develops, directs, and coordinates work plans for assigned operations and/or programs; monitors work flow, quality, and quantity; reviews and evaluates



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

		work products, methods and procedures; identifies opportunities for improving service delivery methods and procedures; recommends plans for implementing organizational changes; prepares and reviews recommendations with the Fire Chief; implements improvements and changes as directed.
3	L	Supervises subordinate staff, including subordinate supervisors; manages daily staffing and prepares staffing schedules, including overtime schedules per department policy and in accordance with federal and state labor laws and applicable employee represented group MOUs; authorizes and tracks employee leaves; assigns and reviews tasks, special projects, and collateral duties; recommends the allocation of human resources resources; evaluates and develops employees through advising and coaching.
4	S	Assists with the administration of employee and labor relations matters; recommends personnel actions, including employee discipline as required, and coordinates their implementation; assists in the development of management goals for bargaining purposes; may participate in meet and confer activities if assigned.
5	S	Reviews and assesses training needs and available programs; organizes and schedules trainings; oversees and coordinates the attendance of District staff and volunteers at training programs and seminars; researches and recommends policies and procedures related to training activities.
6	S	Assists in the development and administration of the District's annual operating budget; monitors expenditures for areas of assignments and recommends budgetary adjustments as needed; conducts research on a variety of topics, conducts cost/benefit analyses, and recommends future service needs; assists the Fire Chief in the development of capital improvement plans and projects; manages purchasing activities in accordance with District policy.
7	S	Provides complex staff assistance to the Fire Chief; prepares and presents staff reports and assists with the development of Board items; conducts analytical research on a variety of administrative matters; conducts surveys and prepares statistical and narrative reports; prepares complex correspondence; develops and maintains a variety of records; makes presentations as assigned.
8	H	Serves as duty officer on a rotating basis by responding to and managing all-staff fire, rescue, hazardous materials, emergency medical, and other incidents; applies the incident command system as well as accepted emergency management techniques; participates in all aspects of firefighting and medical assistance operations as necessary, including the operation of various fire apparatus, vehicles, and equipment; coordinates with external agencies as needed to request or participate in mutual aid activities; directs and/or conducts origin and cause investigations and prepares investigative reports; testifies in court as required.
9	M	Manages and ensures operational readiness for areas of assignment; conducts periodic safety inspections of assigned vehicles, equipment, and/or facilities and ensures required maintenance and repair; negotiates and schedules maintenance/repair services with external vendors as required; develops



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

		specifications for the purchase of firefighting apparatus and equipment, emergency medical services and rescue equipment.
10	L	Researches, investigates, responds to, and resolves difficult and sensitive citizen inquiries and complaints as well as internal incidents; writes and reviews incident reports, ensuring they contain accurate, complete and legitimate information.
11	L	Attends and participates in external meetings, conferences, workshops, and training sessions; researches and stays current on emerging trends and innovations in the field; schedules, conducts, and/or attends internal staff meetings.
12	M	Manages special projects and performs other assignments as directed by the Fire Chief.
13	L	Represents the District as assigned to regulatory officers, other fire agencies, businesses, community organizations/groups, the media, and the public; responds appropriately to inquiries and concerns; provides required information; may prepare press releases, outreach materials, or other public information.
14	M	May manage fire prevention programs, including fire inspections and plan reviews; may direct and oversee public education activities by speaking to businesses, schools, clubs, and a variety of citizen groups in order to promote public awareness and the interest in fire safety; may serve as the District's designated fire marshal.
15	M	May serve as District safety officer by investigating employee accidents and making recommendations to improve safety procedures; may manage District wellness and/or fitness programs.
16	M	May manage the development and/or implementation of new technologies.
17	M	May act in absence of Fire Chief if assigned.

**CLASS REQUIREMENTS:**

*Any combination of training and experience that provides the required knowledge and abilities may be qualifying. A typical way to obtain the required qualifications is described below.*

SKILL	REQUIREMENT
Formal Education	High School Diploma or GED.
Experience	5 years of successful performance at or above the level of Fire Captain, including supervisory experience in an organized fire department.
Certifications and Other Requirements at the Time of Application	<ul style="list-style-type: none"> <li>• EMT-1</li> <li>• CSFM and/or NFA Chief Officer</li> <li>• Command 1-A, 1-B, 1-C</li> <li>• Fire Management</li> <li>• ICS-100, 200, 300, 400</li> </ul>



**ARCATA FIRE DISTRICT**  
 Job Description / HR Book

	<ul style="list-style-type: none"> <li>Valid insurable driver's license with firefighting endorsement</li> <li>CSFM Driver Operator 1A, 1B</li> <li>Hazmat First Responder Awareness Level 1</li> <li>Rescue Systems I</li> <li>Emergency vehicle operations (EVOC)</li> </ul>
Desirable Qualifications	<ul style="list-style-type: none"> <li>AS/BS in Fire Science or a related field</li> <li>CSFM Fire Command Series, Fire Management Series, and Fire Instructor Series</li> </ul>
Required Knowledge	<p>Principles and practices of fire department administration, including suppression, prevention, inspection, investigation, damage control, and emergency medical services, as well as applicable laws, codes, and ordinances; special district administrative policies and practices, including Board relations, budget development, fiscal administration, labor relations, and personnel administration; organizational and management practices as applied to the analysis and evaluation of programs, policies, and operational needs; principles and practices of employee supervision, including work planning, assignment, delegation, review, and evaluation; common building construction techniques and practices related to fire safety; fire prevention building regulations related to fire sprinklers, alarm systems, elevators, and other related systems; techniques of driving varied emergency vehicles and operating a wide range of fire equipment and apparatus; fire ground hydraulics; hazardous materials response; confined space awareness; SIDS; blood borne pathogens; elder/child abuse; wildland firefighting; local geography and streets; safety practices related to fire service and emergency medical response work; basic computer operations and standard business applications; English usage, grammar, spelling, vocabulary, punctuation; advanced public relations and customer service techniques.</p>
Specialized Abilities	<p>Plan, organize, direct, staff, and control assigned operational and/or programmatic areas within a fire department; understand and interpret laws, regulations, policies, procedures, and requirements related to areas of assignment; plan and develop work plans; schedule, assign, supervise, review, and evaluate the work of subordinate personnel, including subordinate supervisors; train assigned personnel in work procedures; administer, perform and/or coordinate assigned collateral duties, projects, and programs; administer personnel and labor relations matters; safely direct and participate in fire suppression, rescue, and salvage work; direct and participate in the provision of emergency medical care at a BLS level; safely direct and participate in the management of hazardous materials and other types of emergency incidents in accordance with established procedures; operate vehicles, equipment, and apparatus</p>



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

	safely and in conformance with District procedures and traffic laws; learn the geography of the District and the location of fire suppression utilities.
Reading Ability	Read various reports, professional publications, technical references, rules and regulations, codes and ordinances, legal documents, and general correspondence.
Math Ability	Perform general math calculations such as addition, subtraction, multiplication and division; calculate water flow problems.
Communication Ability	Communicate effectively in English, both orally and in writing; write complex letters, reports, memos, research findings, operational procedures, and general correspondence.
Computer Ability	Operate a personal computer and utilize standard business software.
Supervisory / Organizational Control Ability	Provide daily supervision and performance monitoring for subordinate employees, including subordinate supervisors; assign work duties, plan training, realign work as needed, conduct performance evaluations, and provide input to the Fire Chief on hiring/disciplinary actions and work objectives/effectiveness.
Managerial Ability	Perform strategic planning and logistical analyses; organize areas of assignment for maximum effectiveness and efficiency; prioritize and direct assigned functions, services, and activities; determine staffing requirements; allocate and control resources.
Complexity and Decision-Making Ability	Choose actions within broad administrative policies, practices, and procedures; apply substantial independent initiative and professional judgment to determine the proper course of action.
Budgeting Ability	Coordinate the development of major budgetary sections; prepare documents and do research to justify budget allocations; prepare budget narratives; perform ongoing monitoring of budget expenditures for areas of assignment.
Interpersonal / Human Relations Ability	Establish and maintain effective working relationships with those contacted in the course of work; interact frequently with the Fire Chief at a strategic level; work cooperatively and interact supportively with peers; in a leadership capacity, communicate frequently with subordinates within the organization as well as with external regulatory agents, other fire agencies, businesses, community organizations/groups, the media, and the public; work frequently with various state and federal agencies; communicate with vendors and suppliers to obtain information on purchases, supplies or products.

**PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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**ARCATA FIRE DISTRICT**  
Job Description / HR Book

PHYSICAL DEMANDS	FREQUENCY CODE	DESCRIPTION
Standing	O	Ladders, rooftops, truck platforms, painting, repair and maintenance work, public relations, training.
Sitting	F	Computer, desk work, answering telephone, driving
Walking	F	Emergency response, visiting stations, safety and routine inspections
Lifting	O	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Carrying	O	Medical equipment and supplies, fire equipment and supplies, patients, stretchers, debris.
Pushing/Pulling	O	Medical equipment and supplies, fire equipment and supplies.
Reaching	O	Medical equipment and supplies, fire equipment and supplies.
Handling	O	Medical equipment and supplies, fire equipment and supplies.
Fine Dexterity	F	Computer keyboard, writing, checking equipment, patient care.
Kneeling	O	Firefighting, patient care, maintenance and cleaning, training.
Crouching	O	Firefighting, patient care, maintenance and cleaning, training.
Crawling	R	Firefighting, patient care, maintenance and cleaning, training.
Bending	O	Firefighting, patient care, maintenance and cleaning, training.
Twisting	O	Firefighting, patient care, maintenance and cleaning, training.
Climbing	O	Ladders, steps, rooftops, truck platforms.
Balancing	O	On ladders, steps, rooftops, truck platforms.
Vision	C	Computer, desk work, observations at fire scenes, driving.
Hearing	C	Firefighters, police, dispatch, general public.
Talking	F	Firefighters, police, dispatch, general public.
Foot Controls	O	Driving, depressing siren switch.
Other (specify)	N	

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:**

Emergency medical equipment including airways, oxygen, monitor/defibrillators, stretchers, backboards and stokes baskets, diagnostic equipment and basic first aid supplies; firefighting



**ARCATA FIRE DISTRICT**  
Job Description / HR Book

equipment including fire hoses and appliances, portable ladders, rope, fans, portable lights; general hand tools; portable electric, mechanical, pneumatic, hydraulic, and gasoline powered tools; emergency vehicles including sedans, heavy fire apparatus, and support/utility vehicles and associated equipment; and communications equipment including radios, computer hardware and software, and cellular phones

**ENVIRONMENTAL FACTORS:**

D = Daily	W = Several Times Per Week	M = Several Times Per Month	S = Seasonally	N = Never
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HEALTH AND SAFETY		ENVIRONMENTAL FACTORS		PRIMARY WORK LOCATION	
Mechanical Hazards	M	Dirt and Dust	M	Office Environment	D
Chemical Hazards	M	Extreme Temperatures	M	Warehouse	--
Electrical Hazards	M	Noise and Vibration	D	Shop	M
Fire Hazards	W	Fumes and Odors	M	Vehicle	D
Explosives	S	Wetness/Humidity	S	Outdoors	D
Communicable Diseases	S	Darkness or Poor Lighting	S	Other (see 1 below)	D
Physical Danger or Abuse	M				
Other	N				

(1) Fire stations and emergency incident scenes

**PROTECTIVE EQUIPMENT REQUIRED:**

Turnout gear, fire gloves, fire resistive hood, helmet, safety glasses, safety shoes, self-contained breathing apparatus (SCBA), Wildland PPE (including helmet, gloves, shroud, goggles, nomex shirt and pants) traffic safety vest.

**NON-PHYSICAL DEMANDS:**

C = Continuously 2/3 or more of the time.	F = Frequently From 1/3 to 2/3 of the time.	O = Occasionally Up to 1/3 of the time.	R = Rarely Less than 1 hour per week.	N = Never Never occurs.
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NON-PHYSICAL DEMANDS	
Time Pressures	F
Emergency Situations	F
Frequent Change of Tasks	F
Irregular Work Schedule/Overtime	F
Performing Multiple Tasks Simultaneously	F
Working Closely with Others as Part of a Team	F
Tedious or Exacting Work	F

**ARCATA FIRE DISTRICT**  
Job Description / HR Book



Noisy/Distracting Environment	F
Other	



# Appendix D: Compensation Datasheets

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Arcata Fire District  
Final Classification and Total Compensation Report



Client Benchmark: Battalion Chief

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Battalion Chief	\$7,204.13	\$7,496.63	\$7,789.13	8.12%	\$2,598.00	\$1,713.61	107.00		\$112.94		\$12,320.68	\$4,531.53
Auburn Fire Department	Battalion Chief	\$5,199.38	\$5,835.65	\$6,471.92	24.47%	\$2,272.00	\$1,486.60	30.00		\$93.84		\$10,354.36	\$3,882.44
Cal-Fire Humboldt-Del Norte	Assistant Chief	\$7,726.00	\$8,734.00	\$9,742.00	26.09%	\$1,723.00	\$3,516.96	138.00	\$428.65	\$141.26		\$15,689.77	\$5,947.77
City of Chico Fire Rescue Department	Battalion Chief	\$7,631.87	\$9,893.52	\$12,155.17	59.27%	\$1,155.00	\$2,721.54	42.00		\$176.25		\$16,249.96	\$4,094.79
City of Oroville Fire Department	Battalion Chief	\$9,459.15	\$11,384.71	\$13,310.27	40.71%	\$1,020.00	\$2,647.41	68.00		\$193.00		\$17,238.68	\$3,928.41
City of Red Bluff Fire Department	No Comparable Class												
Humboldt Bay Fire Authority	Battalion Chief	\$6,954.83	\$7,703.46	\$8,452.08	21.53%	\$1,739.00	\$1,791.84	40.00		\$122.56		\$12,145.48	\$3,693.40
Lake County Fire Protection District	No Comparable Class												
Nevada County Consolidated Fire District	Shift Battalion Chief	\$7,296.99	\$7,966.75	\$8,636.51	18.36%	\$1,694.00	\$1,657.35	78.00		\$125.23		\$12,191.09	\$3,554.58
Sutter County Fire Department	Fire Battalion Chief	\$6,801.63	\$7,550.05	\$8,298.47	22.01%	\$1,964.00	\$1,598.29			\$120.33	\$514.51	\$12,495.59	\$4,197.12
Udiah Valley Fire Authority	Fire Battalion Chief	\$6,399.00	\$7,249.56	\$8,100.12	26.58%	\$1,969.00	\$1,858.98	83.00		\$117.45		\$12,128.55	\$4,028.43

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$7,125.91	\$7,835.10	\$8,544.30
Base Salary Means (Min, Mid, Max)	\$7,183.61	\$8,289.71	\$9,395.82
Percentage Needed to Reach LM Median*	-1.09%	4.51%	9.70%
Percentage Needed to Reach LM Mean*	At Market	10.58%	20.63%
Additional Percentile (or Control Point)			

Total Compensation Median	\$12,343.34	\$3,978.42	Total ER Benefit Exp. Median
Total Compensation Mean	\$13,561.68	\$4,165.87	Total ER Benefit Exp. Mean
Percentage Needed to Reach LM Median*	0.18%	-12.21%	Percentage Needed to Reach LM Median*
Percentage Needed to Reach LM Mean*	10.07%	-8.07%	Percentage Needed to Reach LM Mean*

\* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number client is above the LM

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	
Health Benefits	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more)
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

Arcata Fire District  
Final Classification and Total Compensation Report



Client Benchmark: Business Manager

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Business Manager	\$3,511.73	\$3,890.47	\$4,269.20	21.57%	\$2,598.00	\$605.97			\$61.90		\$7,535.07	\$3,265.87
Auburn Fire Department	No Comparable Class												
Cal-Fire Humboldt-Del Norte	No Comparable Class												
City of Chico Fire Rescue Department	Administrative Analyst II	\$4,293.47	\$5,095.14	\$5,896.80	37.34%	\$1,155.00	\$702.31			\$85.50		\$7,839.61	\$1,942.81
City of Oroville Fire Department	Administrative Assistant	\$3,049.08	\$3,669.72	\$4,290.36	40.71%	\$1,020.00	\$425.60			\$62.21		\$5,798.17	\$1,507.81
City of Red Bluff Fire Department	Fire Administrative Technician	\$3,337.34	\$3,696.95	\$4,056.56	21.55%	\$1,725.00	\$390.24			\$58.82	\$251.51	\$6,482.13	\$2,425.57
Humboldt Bay Fire Authority	Executive Secretary	\$4,823.87	\$5,343.87	\$5,863.87	21.56%	\$1,739.00	\$642.68			\$85.03		\$8,330.58	\$2,466.71
Lake County Fire Protection District	Finance Assistant	\$3,206.67	\$3,206.67	\$3,206.67	0.00%	\$1,889.00	\$529.10	33.00		\$46.50		\$5,704.27	\$2,497.60
Nevada County Consolidated Fire District	Operations Support Manager	\$5,369.00	\$5,893.67	\$6,418.33	19.54%	\$1,694.00	\$661.09			\$93.07		\$8,896.48	\$2,448.15
Sutter County Fire Department	Administrative Assistant	\$4,199.10	\$4,665.03	\$5,130.96	22.19%	\$1,791.00	\$539.78			\$74.40	\$318.12	\$7,854.26	\$2,723.30
Udiah Valley Fire Authority	Administrative Secretary-Fire Authority	\$3,494.58	\$3,871.14	\$4,247.69	21.55%	\$1,969.00	\$542.18			\$61.59	\$263.36	\$7,083.81	\$2,836.12

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$3,846.84	\$4,268.08	\$4,710.66
Base Salary Means (Min, Mid, Max)	\$3,971.64	\$4,430.27	\$4,888.91
Percentage Needed to Reach LM Median*	9.54%	9.71%	10.34%
Percentage Needed to Reach LM Mean*	13.10%	13.88%	14.52%
Additional Percentile (or Control Point)			

Total Compensation Median	\$7,461.71	\$2,457.43	Total ER Benefit Exp. Median
Total Compensation Mean	\$7,244.91	\$2,356.01	Total ER Benefit Exp. Mean
Percentage Needed to Reach LM Median*	-0.97%	-24.75%	Percentage Needed to Reach LM Median*
Percentage Needed to Reach LM Mean*	-3.85%	-27.86%	Percentage Needed to Reach LM Mean*

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DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
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Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	
Other Compensation	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) are included in the total compensation calculation. Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

# Arcata Fire District Final Classification and Total Compensation Report



**Client Benchmark: Fire Captain**

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Fire Captain	\$3,426.80	\$4,358.47	\$5,290.13	54.38%	\$2,598.00	\$1,163.83	63.00		\$76.71		\$9,191.67	\$3,901.54
Auburn Fire Department	Fire Captain	\$4,809.91	\$5,408.72	\$6,007.52	24.90%	\$2,272.00	\$1,379.93	30.00		\$87.11		\$9,776.56	\$3,769.04
Cal-Fire Humboldt-Del Norte	Battalion Chief	\$7,205.94	\$8,159.36	\$9,112.78	26.46%	\$1,709.00	\$3,289.71	177.50	\$400.96	\$132.14		\$14,822.09	\$5,709.31
City of Chico Fire Rescue Department	Fire Captain	\$6,454.93	\$7,675.55	\$8,896.16	37.82%	\$1,155.00	\$1,991.85			\$128.99		\$12,172.00	\$3,275.84
City of Oroville Fire Department	Fire Captain	\$5,154.24	\$6,031.48	\$6,908.72	34.04%	\$855.00	\$1,374.14	68.00		\$100.18		\$9,306.04	\$2,397.32
City of Red Bluff Fire Department	Fire Captain	\$5,753.79	\$6,373.78	\$6,993.77	21.55%	\$1,538.00	\$1,158.87	68.00		\$101.41	\$433.61	\$10,293.66	\$3,299.89
Humboldt Bay Fire Authority	Fire Captain	\$5,362.93	\$5,940.48	\$6,518.03	21.54%	\$1,739.00	\$1,381.82	40.00		\$94.51		\$9,773.36	\$3,255.33
Lake County Fire Protection District	No Comparable Class												
Nevada County Consolidated Fire District	Fire Captain	\$6,120.05	\$6,708.52	\$7,296.99	19.23%	\$1,694.00	\$1,400.29	78.00		\$105.81		\$10,575.09	\$3,278.10
Sutter County Fire Department	Fire Captain	\$4,181.37	\$5,046.15	\$5,910.92	41.36%	\$1,791.00	\$1,138.44	79.00		\$85.71	\$366.48	\$9,371.55	\$3,460.63
Udiah Valley Fire Authority	Fire Captain	\$5,453.87	\$6,041.54	\$6,629.21	21.55%	\$1,969.00	\$1,521.40	83.00		\$96.12		\$10,298.74	\$3,669.53

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$5,453.87	\$6,041.54	\$6,908.72
Base Salary Means (Min, Mid, Max)	\$5,610.78	\$6,376.17	\$7,141.57
Percentage Needed to Reach LM Median*	59.15%	38.62%	30.60%
Percentage Needed to Reach LM Mean*	63.73%	46.29%	35.00%
Additional Percentile (or Control Point)			

Total Compensation Median	\$10,293.66
Total Compensation Mean	\$10,709.90
Percentage Needed to Reach LM Median*	11.99%
Percentage Needed to Reach LM Mean*	16.52%

\$3,299.89	Total ER Benefit Exp. Median
\$3,568.33	Total ER Benefit Exp. Mean
-15.42%	Percentage Needed to Reach LM Median*
-8.54%	Percentage Needed to Reach LM Mean*

\* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number client is above the LM

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
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Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
<b>Retirement:</b>	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
<b>Health Benefits:</b>	
Health Benefits	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more)
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

Arcata Fire District  
Final Classification and Total Compensation Report



Client Benchmark: Fire Chief

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Fire Chief	\$10,040.50	\$10,040.50	\$10,040.50	0.00%	\$2,056.00	\$2,208.91	107.00		\$145.59		\$14,558.00	\$4,517.50
Auburn Fire Department	Fire Chief	\$13,292.92	\$13,292.92	\$13,292.92	0.00%	\$2,272.00	\$3,053.38		\$50.00	\$192.75		\$18,861.03	\$5,568.13
Cal-Fire Humboldt-Del Norte	Unit Chief	\$8,111.00	\$9,171.00	\$10,231.00	26.14%	\$1,723.00	\$3,693.39	138.00	\$450.16	\$148.35		\$16,383.90	\$6,152.90
City of Chico Fire Rescue Department	Fire Chief	\$13,333.34	\$13,333.34	\$13,333.34	0.00%	\$1,155.00	\$2,985.33	400.00		\$193.33		\$18,067.01	\$4,733.67
City of Oroville Fire Department	No Comparable Class												
City of Red Bluff Fire Department	Fire Chief	\$6,882.17	\$8,327.96	\$9,773.75	42.02%	\$1,538.00	\$1,619.51	68.00		\$141.72	\$605.97	\$13,746.95	\$3,973.20
Humboldt Bay Fire Authority	Fire Chief	\$10,273.47	\$11,380.20	\$12,486.93	21.55%	\$1,739.00	\$2,647.23	40.00		\$181.06		\$17,094.22	\$4,607.29
Lake County Fire Protection District	Fire Chief	\$8,093.75	\$8,093.75	\$8,093.75	0.00%	\$1,889.00	\$1,671.36	63.00		\$117.36		\$11,834.47	\$3,740.72
Nevada County Consolidated Fire District	Fire Chief	\$12,824.75	\$14,151.75	\$15,478.75	20.69%	\$1,694.00	\$2,970.37	92.00		\$224.44		\$20,459.56	\$4,980.81
Sutter County Fire Department	Fire Services Manager	\$8,298.47	\$9,209.89	\$10,121.25	21.97%	\$1,964.00	\$1,949.35			\$146.76	\$627.52	\$14,808.88	\$4,687.63
Udiah Valley Fire Authority	Fire Chief	\$11,766.31	\$13,034.17	\$14,302.03	21.55%	\$1,969.00	\$3,282.32	83.00		\$207.38		\$19,843.73	\$5,541.70

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$10,273.47	\$11,380.20	\$12,486.93
Base Salary Means (Min, Mid, Max)	\$10,319.58	\$11,110.55	\$11,901.52
Percentage Needed to Reach LM Median*	2.32%	13.34%	24.37%
Percentage Needed to Reach LM Mean*	2.78%	10.66%	18.54%
Additional Percentile (or Control Point)			

Total Compensation Median		Total ER Benefit Exp. Median	
\$17,094.22	\$17,094.22	\$4,733.67	\$4,733.67
\$16,788.86	\$16,788.86	\$4,887.34	\$4,887.34
17.42%	17.42%	4.79%	4.79%
15.32%	15.32%	8.19%	8.19%

\* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number client is above the LM

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
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Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
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BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	
Health Benefits	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more)
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

Arcata Fire District  
Final Classification and Total Compensation Report



Client Benchmark: Fire Engineer

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Fire Engineer	\$2,960.53	\$3,764.97	\$4,569.41	54.34%	\$2,598.00	\$1,005.27	63.00		\$66.26		\$8,301.94	\$3,732.53
Auburn Fire Department	Fire Engineer	\$4,578.67	\$5,148.27	\$5,717.86	24.88%	\$2,272.00	\$1,313.38	30.00		\$82.91		\$9,416.16	\$3,698.30
Cal-Fire Humboldt-Del Norte	Fire Apparatus Engineer	\$5,784.91	\$6,374.32	\$6,963.73	20.38%	\$1,709.00	\$2,513.91	177.50	\$306.40	\$100.97		\$11,771.51	\$4,807.78
City of Chico Fire Rescue Department	Fire Apparatus Engineer	\$5,576.48	\$6,630.87	\$7,685.25	37.82%	\$1,155.00	\$1,720.73			\$111.44		\$10,672.41	\$2,987.16
City of Oroville Fire Department	Fire Engineer	\$4,302.48	\$5,092.36	\$5,882.24	36.72%	\$855.00	\$1,169.98	68.00		\$85.29		\$8,060.51	\$2,178.27
City of Red Bluff Fire Department	Fire Engineer	\$4,971.55	\$5,507.25	\$6,042.95	21.55%	\$1,538.00	\$1,001.32	68.00		\$87.62	\$374.66	\$9,112.53	\$3,069.60
Humboldt Bay Fire Authority	Fire Engineer	\$4,632.51	\$5,131.19	\$5,629.87	21.53%	\$1,739.00	\$1,193.53	40.00		\$81.63		\$8,694.04	\$3,054.17
Lake County Fire Protection District	No Comparable Class												
Nevada County Consolidated Fire District	Lieutenant	\$5,105.71	\$5,612.88	\$6,120.05	19.87%	\$1,694.00	\$1,174.44	78.00		\$89.74		\$9,155.23	\$3,035.18
Sutter County Fire Department	Fire Engineer	\$3,546.79	\$4,326.46	\$5,106.12	43.96%	\$1,791.00	\$983.44	79.00		\$74.04	\$316.58	\$8,350.18	\$3,244.06
Udiah Valley Fire Authority	Fire Engineer	\$4,719.16	\$5,227.67	\$5,736.17	21.55%	\$1,969.00	\$1,316.45	83.00		\$83.17		\$9,187.80	\$3,451.63

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$4,719.16	\$5,227.67	\$5,882.24
Base Salary Means (Min, Mid, Max)	\$4,802.03	\$5,450.14	\$6,098.25
Percentage Needed to Reach LM Median*	59.40%	38.85%	28.73%
Percentage Needed to Reach LM Mean*	62.20%	44.76%	33.46%
Additional Percentile (or Control Point)			

Total Compensation Median	\$9,155.23
Total Compensation Mean	\$9,378.93
Percentage Needed to Reach LM Median*	10.28%
Percentage Needed to Reach LM Mean*	12.97%

\$3,069.60	Total ER Benefit Exp. Median
\$3,280.68	Total ER Benefit Exp. Mean
-17.76%	Percentage Needed to Reach LM Median*
-12.11%	Percentage Needed to Reach LM Mean*

\* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
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Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
<b>Retirement:</b>	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
<b>Health Benefits:</b>	
Health Benefits	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more)
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

Arcata Fire District  
Final Classification and Total Compensation Report



Client Benchmark: Fire Inspector

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Fire Inspector	\$2,860.00	\$3,006.47	\$3,152.93	10.24%	\$2,598.00	\$447.53			\$45.72		\$6,244.17	\$3,091.24
Auburn Fire Department	No Comparable Class												
Cal-Fire Humboldt-Del Norte	No Comparable Class												
City of Chico Fire Rescue Department	No Comparable Class												
City of Oroville Fire Department	No Comparable Class												
City of Red Bluff Fire Department	No Comparable Class												
Humboldt Bay Fire Authority	Fire Inspector	\$3,740.53	\$4,035.20	\$4,329.87	15.76%	\$1,739.00	\$917.93	40.00		\$62.78		\$7,089.50	\$2,759.72
Lake County Fire Protection District	No Comparable Class												
Nevada County Consolidated Fire District	No Comparable Class												
Sutter County Fire Department	No Comparable Class												
Udiah Valley Fire Authority	No Comparable Class												

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$3,740.53	\$4,035.20	\$4,329.87
Base Salary Means (Min, Mid, Max)	\$3,740.53	\$4,035.20	\$4,329.87
Percentage Needed to Reach LM Median*	30.79%	34.22%	37.33%
Percentage Needed to Reach LM Mean*	30.79%	34.22%	37.33%
Additional Percentile (or Control Point)			

Total Compensation Median	\$7,089.59	\$2,759.72	Total ER Benefit Exp. Median
Total Compensation Mean	\$7,089.59	\$2,759.72	Total ER Benefit Exp. Mean
Percentage Needed to Reach LM Median*	13.54%	-10.72%	Percentage Needed to Reach LM Median*
Percentage Needed to Reach LM Mean*	13.54%	-10.72%	Percentage Needed to Reach LM Mean*

\* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

**DEFINITIONS:**

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and

**BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:**

<b>Retirement:</b>	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
<b>Health Benefits:</b>	
Health Benefits	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more)
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

# Arcata Fire District Final Classification and Total Compensation Report



**Client Benchmark: Fire Marshal**

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Fire Marshal	\$8,418.80	\$8,418.80	\$8,418.80	0.00%	\$2,598.00	\$1,194.96			\$122.07		\$12,333.84	\$3,915.04
Auburn Fire Department	No Comparable Class												
Cal-Fire Humboldt-Del Norte	No Comparable Class												
City of Chico Fire Rescue Department	No Comparable Class												
City of Oroville Fire Department	No Comparable Class												
City of Red Bluff Fire Department	No Comparable Class												
Humboldt Bay Fire Authority	No Comparable Class												
Lake County Fire Protection District	No Comparable Class												
Nevada County Consolidated Fire District	Fire Marshal	\$7,730.67	\$8,454.05	\$9,177.42	18.71%	\$1,694.00	\$1,761.15	92.00		\$133.07		\$12,857.64	\$3,680.22
Sutter County Fire Department	No Comparable Class												
Utah Valley Fire Authority	No Comparable Class												

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$7,730.67	\$8,454.05	\$9,177.42
Base Salary Means (Min, Mid, Max)	\$7,730.67	\$8,454.05	\$9,177.42
Percentage Needed to Reach LM Median*	-8.17%	0.42%	9.01%
Percentage Needed to Reach LM Mean*	At Market	0.42%	9.01%
Additional Percentile (or Control Point)			

Total Compensation Median		Total ER Benefit Exp. Median	
\$12,857.64	\$3,680.22	\$12,857.64	\$3,680.22
Total Compensation Mean	\$12,857.64	Total ER Benefit Exp. Mean	\$3,680.22
Percentage Needed to Reach LM Median*	4.25%	Percentage Needed to Reach LM Median*	-6.00%
Percentage Needed to Reach LM Mean*	4.25%	Percentage Needed to Reach LM Mean*	-6.00%

\* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

DEFINITIONS:	
Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
<b>Retirement:</b>	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
<b>Health Benefits:</b>	
To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more)	
<b>Other Compensation</b>	
Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.	



Arcata Fire District  
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Client Benchmark: Firefighter

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Total ER Health Contribution	ER Normal Cost Retirement Rate	Allowance	Retiree Health Savings (RHS)	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
Arcata Fire District	Firefighter	\$2,558.40	\$3,253.30	\$3,948.19	54.32%	\$2,598.00	\$868.60	63.00		\$57.25		\$7,535.04	\$3,586.83
Auburn Fire Department	Firefighter	\$4,359.59	\$4,902.41	\$5,445.23	24.90%	\$2,272.00	\$1,250.77	30.00		\$78.96		\$9,076.96	\$3,631.73
Cal-Fire Humboldt-Del Norte	Fire Fighter II	\$4,967.30	\$5,622.51	\$6,277.72	26.38%	\$1,709.00	\$2,266.26	177.50	\$276.22	\$91.03		\$10,797.72	\$4,520.00
City of Chico Fire Rescue Department	Firefighter	\$4,814.51	\$5,725.72	\$6,636.93	37.85%	\$1,155.00	\$1,496.01			\$96.24		\$9,374.17	\$2,737.24
City of Oroville Fire Department	Firefighter	\$3,991.87	\$4,670.12	\$5,348.37	33.98%	\$855.00	\$1,063.78	68.00		\$77.55		\$7,412.71	\$2,064.34
City of Red Bluff Fire Department	Firefighter	\$4,293.57	\$4,756.22	\$5,218.87	21.55%	\$1,538.00	\$864.77	68.00		\$75.67	\$323.57	\$8,088.88	\$2,870.01
Humboldt Bay Fire Authority	Firefighter	\$3,999.15	\$4,553.64	\$5,108.13	27.73%	\$1,739.00	\$1,082.92	40.00		\$74.07		\$8,044.12	\$2,935.99
Lake County Fire Protection District	No Comparable Class												
Nevada County Consolidated Fire District	Firefighter/Operator	\$4,212.69	\$4,659.20	\$5,105.71	21.20%	\$1,694.00	\$979.79	78.00		\$74.03		\$7,931.53	\$2,825.82
Sutter County Fire Department	No Comparable Class												
Ukiah Valley Fire Authority	Firefighter/EMT OR Paramedic	\$4,491.77	\$4,975.78	\$5,459.78	21.55%	\$1,969.00	\$1,253.02	83.00		\$79.17		\$8,843.97	\$3,384.19

Total Matches			
Base Salary Medians (Min, Mid, Max)	\$4,326.58	\$4,829.32	\$5,396.80
Base Salary Means (Min, Mid, Max)	\$4,391.31	\$4,983.20	\$5,575.09
Percentage Needed to Reach LM Median*	69.11%	48.44%	36.69%
Percentage Needed to Reach LM Mean*	71.64%	53.17%	41.21%
Additional Percentile (or Control Point)			

Total Compensation Median	\$8,466.42
Total Compensation Mean	\$8,696.26
Percentage Needed to Reach LM Median*	12.36%
Percentage Needed to Reach LM Mean*	15.41%

Total ER Benefit Exp. Median	\$2,903.00
Total ER Benefit Exp. Mean	\$3,121.17
Percentage Needed to Reach LM Median*	-19.07%
Percentage Needed to Reach LM Mean*	-12.98%

\* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

**DEFINITIONS:**

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and

**BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:**

<b>Retirement:</b>	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the Employer Paid Member Contributions (EPMQ) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
<b>Health Benefits:</b>	
Other Compensation	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) are included in the total compensation calculation. Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

# Appendix E: Benefit and Compensation Practices Tables

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**Table E-1: Employee Group Representation**

\*Original Collective Bargaining Unit (CBA) extended by side letter

FTE – Full Time Equivalent; LT – Long Term; PT – Part Time; UF – Unfunded; Vol – Volunteer(s)

NS – Non-Safety; S - Safety

Agencies	Budgeted/ Allocated # FTEs/ Positions	Employee Group(s)	Representation	Agreement/Resolution Term		Document Type
				Begin	End	
Arcata Fire District  <i>Safety</i>	18 FTE 3 PT 10 Vol	<i>Fire Unit</i>	Arcata Professional Firefighters Local 4981	1/1/2018	6/2021	CBA
		<i>Battalion Chief</i>	Arcata Fire District Senior Management Group	2/1/2017	12/31/2020*	CBA
		<i>General Unit</i>	Unrepresented	--	--	--
		<i>Fire Chief</i>		6/1/2016	6/1/2022	Employee Agreement
Auburn Fire Department  <i>Safety</i>	22 FTE 7 LT FTE <sup>1</sup>	<i>Fire Unit</i>	Auburn Firefighters (IAFF), Local 4110	7/1/2017	6/30/2020	CBA
		<i>Fire Chief</i>	Unrepresented	6/17/2018	Until termination	Employee Agreement
CalFire Humboldt/Del Norte	100+	<i>Fire Unit</i>	CAL FIRE Local 2881	1/1/2017	7/1/2021	CBA
		<i>Excluded Supervisory</i>	Unrepresented	NA	NA	NA
		<i>Excluded Management</i>				

<sup>1</sup> Auburn Fire Department: Special Fire Fund - Funds 7.0 FTE Limited-Term Fire personnel as part of Fire Wildland Urban Interface Strategic Plan implementation.

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Agencies	Budgeted/ Allocated # FTEs/ Positions	Employee Group(s)	Representation	Agreement/Resolution Term		Document Type
				Begin	End	
City of Chico Fire Rescue Department <i>Non-Safety</i>	62 FTE 30 Vol	<i>General Unit</i>	United Public Employees of California, Local 792 (UPEC)	7/1/2019	12/31/2021	CBA
<i>Safety</i>		<i>Fire Unit</i>	International Association of Firefighters (IAFF)	1/1/2017	6/30/2021	
		<i>Battalion Chiefs</i>	Chico Battalion Chiefs Resolution (CBC)	7/1/2020	12/31/2021	Pay & Benefits Resolution (PBR)
		<i>Fire Chief</i>	Unrepresented	1/24/2018	Until terminated	Employee Agreement
City of Oroville Fire Department <i>Non-Safety</i>	21 FTE 5 UF	<i>General Unit</i>	Oroville City Employees Association (OCEA)	1/7/2020	1/6/2023	CBA
<i>Safety</i>		<i>Fire Unit</i>	Oroville Fire Fighters' Association (OFFA)	7/1/2019	6/30/2021	CBA
		<i>Battalion Chief</i>	Oroville Public Safety Mid-Manager's Association (OPSMMA)	7/1/2020	6/30/202	CBA
City of Red Bluff Fire Department <i>Non-Safety</i>	15 FTE	<i>Miscellaneous Unit</i>	Operating Engineers Union Local NO. 3	1/1/2021	6/30/2023	CBA
<i>Safety</i>		<i>Fire Unit</i>	United Public Employees Of California,	7/1/2017	6/30/2021*	CBA

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Agencies	Budgeted/ Allocated # FTEs/ Positions	Employee Group(s)	Representation	Agreement/Resolution Term		Document Type
				Begin	End	
			Local 792, LIUNA, AFL-CIO (RBFA)			
		<i>Fire Chief Management A</i>	Unrepresented	7/1/2020	6/30/2021	Resolution
Humboldt Bay Fire Authority <i>Non-Safety</i>	60 FTE	<i>Confidential</i>	Unrepresented	NA	NA	--
<i>Safety</i>		<i>Fire Unit</i>	Humboldt Bay Firefighters Local, #652	1/1/2019	12/31/2023	CBA
		<i>Battalion Chief</i>	Unrepresented - Management	NA	NA	--
		<i>Fire Chief</i>	Unrepresented			
Lake County Fire Protection District	29 FTE					
<i>Non-Safety</i>		<i>Administrative</i>	Unrepresented	7/1/2019	6/30/2022	Employee Agreement
<i>Safety</i>		<i>Fire Chief</i>		7/1/2019	7/1/2020	
Nevada County Consolidated Fire District	38 FTE					
<i>Non-Safety</i>		<i>Administrative Mgmt</i>	Unrepresented	NA	NA	--
<i>Safety</i>		<i>Fire Unit</i>	Nevada County Consolidated Professional Firefighters, (IAFF) Local 3800	7/1/2019	6/30/2021	CBA
<i>Safety</i>		<i>Fire Marshal</i>	Unrepresented	9/19/2019	No end date	Employee Agreement
<i>Safety</i>		<i>Fire Chief</i>				
Sutter County Fire Department	16 FTE 6 LT FTE					
<i>Non-Safety</i>		<i>General Unit</i>	General Supervisory & Professionals, Local 1	1/1/2020	6/30/2022	CBA
<i>Safety</i>		<i>Fire Unit</i>	Sutter Firefighters Association	7/1/2018	12/31/2019	
		<i>Battalion Chief</i>	Management-Unrepresented	NA	NA	Resolution
		<i>Fire Chief</i>		NA	NA	

Arcata Fire District  
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Agencies	Budgeted/ Allocated # FTEs/ Positions	Employee Group(s)	Representation	Agreement/Resolution Term		Document Type
				Begin	End	
Ukiah Valley Fire Authority (UVFA) <i>Non-Safety</i>	19.80 FTE	<i>Administrative</i>	Operating Engineers Local Union No 3	9/19/2018	9/18/2021	CBA
<i>Safety</i>		<i>Fire Unit</i>	Ukiah Valley Fire District Employee Association			CBA
		<i>Battalion Chief</i>				
		<i>Fire Chief</i>	Department Head - Unrepresented			Agreement

**Table E-2: Salary Structure and Compensation Adjustments**

Agencies	Employee Group (s)	Salary Structure	Salary Schedule Effective Date	Compensation Adjustments		Compensation Adjustments Based on:	
				Date	Amount		
Arcata Fire District	<i>Fire Unit</i>	3 Steps	4/2021	6/21/2015	5%	Based on performance	
	<i>Management</i>						
	<i>Unrepresented</i>	5 Steps					
	<i>Fire Chief</i>	Flat Rate					
Auburn Fire Department	<i>Fire Unit</i>	10 Steps	7/1/2019 Range B	7/2017 7/2018 7/2019	2.0% 2.0% 2.0%	Based on merit	
	<i>Fire Chief</i>	Flat Rates	7/17/2018 8/1/2019	8/1/2019 7/1/2020	10.0% 0.0%		
CalFire Humboldt/Del Norte	<i>Fire Unit</i>	Salary Range	1/20/2021	7/1/2020		Based on merit	
	<i>Battalion Chief</i>						2.0%
	<i>All Others</i>						2.75%
	<i>Excluded Supervisory</i>						(9.23%) <sup>2</sup>
	<i>Excluded Management</i>						
City of Chico Fire Rescue Department						Based on performance	

- <sup>2</sup> CalFire Humboldt/Del Norte: Per the excluded employee pay plan for 2020-2021 fiscal year there is a two day-per month Personal Leave Program (PLP) reducing compensation by 9.23% and providing 16 hours of leave credit per month. General salary increases are suspended.

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Agencies	Employee Group (s)	Salary Structure	Salary Schedule Effective Date	Compensation Adjustments		Compensation Adjustments Based on:
				Date	Amount	
	<i>General Unit</i>	14 Steps	9/20/2019	9/20/2019	2.5%	Merit - not to exceed five percent (5%) per year
	<i>Fire Unit</i>			6/9/2019	6/9/2019	
	<i>Battalion Chiefs</i>	Flat Rate			5%	
	<i>Fire Chief</i>					
City of Oroville Fire Department	<i>General Unit</i>	15 Steps	9/1/2020	1/7/2020 7/1/2020 7/1/2021 7/1/2022	3% 3% 3% 3%	Based on performance
	<i>Fire Unit</i>	13 Steps		7/1/2018 7/1/2019	2% 2% as lump sum	
	<i>Battalion Chief</i>	8 Steps		NA	TBD	
City of Red Bluff Fire Department	<i>General Unit</i>	5 Steps	5/1/2021	1/1/2021 7/1/2021 7/1/2022	3% 3% 3%	Unknown
	<i>Fire Unit</i>			7/1/2017 1/1/2018 1/1/2019	2% 2% 2%	
	<i>Management A</i>	Salary Ranges		7/1/2020 7/1/2021 7/1/2022	3% 3% 3%	
Humboldt Bay Fire Authority	<i>Confidential</i>	5 Steps	4/14/2021	1/1/2019	5%	Based on performance
	<i>Fire Unit</i>	5 to 6 Steps		1/1/2020	2%	
	<i>Battalion Chief</i>	Steps		1/1/2021	2%	
	<i>Fire Chief</i>			1/1/2022	3%	
			1/1/2023	3%		



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Agencies	Employee Group (s)	Salary Structure	Salary Schedule Effective Date	Compensation Adjustments		Compensation Adjustments Based on:
				Date	Amount	
Lake County Fire Protection District	Administrative	3 Steps	7/1/2019	11/1/2021	NA	Based on performance
	Fire Chief	Flat Rate		7/1/2020	Unknown	
Nevada County Consolidated Fire District	Administrative Mgmt	5 Steps	9/22/2019	6/30/2019	\$1.98/hr.	Based on performance
	Fire Unit		6/30/2019	6/30/2019	\$1.98/hr.	
	Fire Marshal	5 Steps	9/22/2019	9/2020	2%	Based on performance
	Fire Chief					
Sutter County Fire Department	Administrative Mgmt	5 Steps	4/28/2021	4/10/2021	1.0%	
	Fire Unit	8 Steps		Unknown	Unknown	
	Management	5 Steps				
Ukiah Valley Fire Authority (UVFA)	Administrative	5 Steps	9/22/2019	9/18/2018	4.0%	
	Fire Unit			9/19/2019	3.0%	
	Battalion Chief			9/19/2020	3.0%	
	Fire Chief					

**Table E-3: Retirement Contribution Practices and FICA Participation**

Medicare: It is presumed that all agencies participate in Medicare with a 1.45% employer contribution, if not it will be noted.

Agency	Plan Administrator	Number of Active Members					Employer Normal Cost Blended Rate <sup>3</sup>	Employer Paid Classic Member Contributions (EPMC) <sup>4</sup>	Social Security
		Tier 1	Tier 2	Tier 3	PEPRA	Total			
Arcata Fire District	CalPERS**								
<i>Non-Safety</i>		1	--	--	--	1	14.194%	8%	NA
<i>Safety</i>		12	4	--	6	32	22.0%	9%	
Auburn Fire Department	CalPERS**	6	3	--	3	12	22.97%	--	NA
<i>Safety</i>	CalPERS	Not available					36.10%	9%	NA
CalFire Humboldt/Del Norte	CalPERS	Not available					36.10%	9%	NA
<i>Safety</i>	CalPERS	Not available					36.10%	9%	NA
City of Chico Fire Rescue Department	CalPERS	146	--	--	64	210	11.91%	--	NA
<i>Non-Safety</i>		52	--	--	5	57	22.39%		
<i>Safety</i>									
City of Oroville Fire Department	CalPERS**	27	--	--	26	53	9.92%	--	NA
<i>Non-Safety</i>		24	--	--	4	28	19.89%		
<i>Safety</i> <sup>5</sup>									
City of Red Bluff Fire Department	CalPERS**	35	--	--	26	61	9.62%	--	6.2%
<i>Non-Safety</i>		8	--	--	7	15	16.57%		
<i>Safety</i>									
Humboldt Bay Fire Authority	CalPERS**	2	--	--	2	4	10.96%	--	NA
<i>Non-Safety</i>		24	17	--	10	51	21.32%		
<i>Safety</i>									

<sup>3</sup> Normal Cost Blended Rate, also referred to as “All Tiers Combined” is applicable to Defined Benefit plans only. If Normal Cost Bended Rate is not reported in a plan’s actuarial valuation a weighted average will be calculated.

<sup>4</sup> Employer Paid Member Contributions (EPMC) - Refers to an employment benefit provided to Classic members of a Defined Benefit Retirement Plan, in which the employer agrees to pay some or all of the statutorily required employee contribution to the retirement system, sometimes referred to as “pick-up” contribution.

<sup>5</sup> City of Oroville Fire Department – Classic plan includes fire and police members; PEPRA is fire only.

Agency  <i>Employee Group(s)</i>	Plan Administrator	Number of Active Members					Employer Normal Cost Blended Rate <sup>3</sup>	Employer Paid Classic Member Contributions (EPMC) <sup>4</sup>	Social Security
		Tier 1	Tier 2	Tier 3	PEPRA	Total			
Lake County Fire Protection District <i>Non-Safety</i>	CalPERS**	2	--	--	0	2	16.50%	--	NA
<i>Safety</i>		18	--	--	7	25	20.65%	9%	
Nevada County Consolidated Fire District <i>Non-Safety</i>	CalPERS**	2	--	--	1	3	10.30%	--	NA
<i>Safety</i>		24	--	--	0	24	19.19%		
Sutter County Fire Department <i>Non-Safety</i>	CalPERS	51	335	70	355 <sup>6</sup>	811	10.518%	--	6.2%
<i>Safety</i>		6	3	--	5	14	19.260%		
Ukiah Valley Fire Authority (UVFA) <i>Non-Safety</i>	CalPERS**	91	--	--	53	144	12.764%	8%	6.2%
<i>Safety</i>		15	--	--	1	16	22.95%	9%	NA

<sup>6</sup> Sutter County Fire Department: Rates and members are inclusive of all of Sutter County.

**Table E-4: Defined Contribution Plans**

Agency	Plan Type	Employer Non-Matching Contribution	Employer Matching Contribution
<i>Employee Group(s)</i>		Employee is either not required or is mandated to contribute to be eligible to participate in the plan; <i>therefore, employer contribution is included in the total compensation calculations unless noted otherwise</i>	Employee contribution is required to receive employer contribution; <i>therefore, the employer contribution is discretionary &amp; is not included in the total compensation calculations</i>
Arcata Fire District <i>All other employees</i> <i>Fire Chief</i>	457(b)	Not applicable	\$100/pay period \$200/pay period
Auburn Fire Department <i>Fire Chief</i>	457(b)	-- \$50/month	--
CalFire Humboldt/Del Norte	457(b)	--	--
City of Chico Fire Rescue Department	457(b)	--	--
City of Oroville Fire Department	457(b)	--	--
City of Red Bluff Fire Department	457(b)	--	--
Humboldt Bay Fire Authority	457(b)	--	--
Lake County Fire Protection District	457(b)	--	--
Nevada County Consolidated Fire District	457(b)	--	--
Sutter County Fire Department	457(b)	--	\$25/pay period
Ukiah Valley Fire Authority (UVFA)	457(b)	--	--

**Table E-5: Retiree Health Savings Plans (RHS)**

Agency	Retiree Health Savings Plans
<i>Employee Group(s)</i>	
<b>Arcata Fire District</b>	<b>Benefit not provided</b>
Auburn Fire Department	Benefit not provided
CalFire Humboldt/Del Norte	State and employee will prefund retiree healthcare, 4.4% each both employer and employees
City of Chico Fire Rescue Department	Benefit not provided
City of Oroville Fire Department	Benefit not provided
City of Red Bluff Fire Department	Benefit not provided
Humboldt Bay Fire Authority	Benefit not provided
Lake County Fire Protection District	See post-retirement health
Nevada County Consolidated Fire District	Benefit not provided
Sutter County Fire Department	Benefit not provided
Ukiah Valley Fire Authority (UVFA)	Benefit not provided

**Table E-6: Health Plans Monthly Contributions**

Note: The benchmark plan for each health coverage type is based on: Medical – Preferred Provider Organization (PPO), if not offered comparable plan will be selected; Dental & Vision – lowest premium plan.

Agency <i>Employee Group(s)</i>	Medical Contribution Formula % EE/EE+1/EE+2 or more <sup>7</sup>	Monthly Employer (ER) Contribution				Monthly Employee (EE) Contribution				Total Health Monthly Premiums	
		Flexible Credit <sup>8</sup> & HSA*	Medical	Dental	Vision	Total ER Health	Medical	Dental	Vision		Total EE Health
<b>Arcata Fire District</b>		--	<b>2,433.18</b>	<b>141.91</b>	<b>\$23<sup>9</sup></b>	<b>2,598.09</b>	--	--	--	<b>0.00</b>	<b>2,598.09</b>
<i>All other employee groups</i>	<b>100/100/100</b>										
<i>Fire Chief</i>	<b>88/88/88</b>		<b>1,891.42</b>			<b>\$2,056.33</b>	<b>541.76</b>	--	--	<b>541.76</b>	
Auburn Fire Department	80/80/80 <sup>10</sup>	--	2,141.07	125.00 <sup>11</sup>	5.60	2,271.67	292.41	0.00	0.00	292.41	2,564.08
CalFire Humboldt/Del Norte <i>Fire Unit</i>	Unknown	1,709.00	--	--	--	1,709.00	499.00	35.71	8.27	542.98	2,251.98
<i>Excluded Supervisory</i>		1,723.00				1,723.00	485.00	35.71	8.27	528.98	
<i>Excluded Management</i>											
City of Chico Fire Rescue Department	90/90/90	--	1,093.61	56.25	5.47	1,155.33	473.39	18.75	10.24	502.38	1,657.71
City of Oroville Fire Department <i>General Unit</i>	Unknown	--	958.48	48.20	12.93	1,019.61	828.52	0.00	0.00	828.52	1,848.13

<sup>7</sup> \*\*Formula does not include Flexible Credits; ^^Formula does include Flexible Credits.

<sup>8</sup> A "flex credit" is an employer contribution in a cafeteria plan that the employee then allocates to benefits which may include life insurance, disability plans and other health voluntary benefits.

<sup>9</sup> Arcata Fire District: Vision self-insured plan provides \$280 reimbursement for each employee and family member per year. Reported employer contribution based on 1 participant requesting reimbursement.

<sup>10</sup> Auburn Fire Department: The 80% is calculated as the average premium of the CalPERS plans offered to employees, excluding the highest and lowest cost plans.

<sup>11</sup> Auburn Fire Department: Dental plan is self-insured; each covered person can submit expenses for a maximum 1,500/year reimbursement based on 1<sup>st</sup> \$200 is paid at 100%; next \$1,000 is paid by the Dept. 80% (\$800) and next \$1,000 is paid at 50% (\$500). Department could not provide an employer contribution amount for family coverage have calculated monthly amount based on reimbursement for one person equal to \$125/month.

Agency <i>Employee Group(s)</i>	Medical Contribution Formula % EE/EE+1/EE+2 or more <sup>7</sup>	Monthly Employer (ER) Contribution					Monthly Employee (EE) Contribution				Total Health Monthly Premiums
		Flexible Credit <sup>8</sup> & HSA*	Medical	Dental	Vision	Total ER Health	Medical	Dental	Vision	Total EE Health	
<i>Fire Unit</i>			793.48			854.61	993.52			993.52	
<i>Battalion Chief</i>			958.48			1,019.61	828.52			828.52	
City of Red Bluff Fire Department <i>All other employees</i>	79/66/63		1,724.92	--	--	1,724.92	708.28	200.63	**	908.91	2,633.83
<i>Fire Unit</i>	65/66/63		1,537.68			1,547.68	895.52	200.63		1,096.15	
Humboldt Bay Fire Authority	80/80/80	233.33 <sup>12</sup>	1,344.15	148.16	13.16	1,738.80	336.04	0.00	0.00	336.04	2,074.84
Lake County Fire Protection District	100/100/100		1,888.68 <sup>13</sup>	--	--	1,888.68	--	--	--	--	1,888.68
Nevada County Consolidated Fire District	Not applicable <sup>14</sup>	1,693.58	--	--	--	1,693.58	See Footnote				1,693.58
Sutter County Fire Department <i>All other employees</i>	83/82/81	NA	1,723.00	46.80	21.10	1,790.90	409.50	0.00	0.00	409.50	2,200.40
<i>Management</i>	91/90/89		1,896.00			1,963.90	236.50			236.50	
Ukiah Valley Fire Authority (UVFA)	85/85/85		1,832.00	121.72	15.47	1,969.19	323.00	21.48	2.73	347.21	2,316.40

<sup>12</sup> Humboldt Bay Fire Authority: The agency provides a Health Savings Account (HAS) contribution

<sup>13</sup> Lake County Fire Protection District: District does not have a traditional insurance plan, provides a hybrid plan which is age banded and includes a Health Reimbursement Account (HRA), High Deductible Health Plan (HDHP) and contracts with a broker to provide a traditional POP plan once deductible of the HDHP plan is meant. District contributions based plan usage; District monthly contribution reported is based on 19/20 fiscal year average of District costs per covered individual.

<sup>14</sup> Nevada County Consolidated Fire District: Health premiums for all plans are based on age of each covered employee and dependent(s); Average premium for all employees and all dependent(s) currently is \$1,486.37/month; amounts over \$1,693.58/month are deposited to Health Savings Account; Employee monthly contributions could not be calculated.

**Table E-7: Waived Health Benefit Subsidy**

Agency <i>Employee Group(s)</i>	Monthly Waived Health Benefit's Subsidy					Comments
	Medical	Dental	Vision	All Plans	Total	
<b>Arcata Fire District</b>	--	--	--	--	--	Benefit not provided
Auburn Fire Department	--	--	--	\$827.97	\$827.97	--
CalFire Humboldt/Del Norte	130	25	--	--	\$155	Can opt out of medical or medical and dental but not dental alone.
City of Chico Fire Rescue Department <i>Fire Unit</i>	\$200				\$200	Subsidy deposited to Flexible Spending Account (FSA) or deferred compensation plan
City of Oroville Fire Department	--	--	--	--	--	Benefit not provided
City of Red Bluff Fire Department		--	--	\$100	\$100	--
Humboldt Bay Fire Authority	\$300	--	--	--	\$300	--
Lake County Fire Protection District	See Comment	--	--	--	--	Stipend for 50% of the average employee-only cost calculated using the District's current health insurance provider and current rates at the time of opt-out.
Nevada County Consolidated Fire District	--	--	--	--	--	Benefit not provided
Sutter County Fire Department	--	--	--	--	--	Benefit not provided
Ukiah Valley Fire Authority (UVFA)	--	--	--	--	--	Benefit not provided



**Table E-8: Other Post-Employment Benefits (OPEB) at Retirement**

Agency	Employee Group(s)	Retiree Health Insurance Practices Benefits
Arcata Fire District	<i>Fire Unit</i>	Dependents may elect to be covered at the retiree’s own cost; employee subsidy difference between the District’s minimum contribution to PERS required by PEMHCA and the full cost of enrollment in PERS Choice; subsidy provided until retiree reaches age 65.
	<i>Management</i>	Dependents may elect to be covered at the retiree’s own cost; employee subsidy = Ten (10) or more years of service - 5% of the premium cost paid for each year of service provided, including the first ten years retroactively (100% at 20 years of service); subsidy provided until retiree reaches age 65.
	<i>Fire Chief</i>	100% paid employee & eligible dependent for lifetime
Auburn Fire Department		Minimum employer contribution amount per the Public Employees’ Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143; contribution ceases when employee becomes eligible for Medicare.
CalFire Humboldt/Del Norte		Employer contribution toward post-retirement health benefits, medical & dental, will be based on credited years of service at retirement. Vesting schedule ranging from 15 YOS = 50% benefit to 25 YOS = 100% benefit. Retirees and their dependents enrolled in a basic health benefit plan will receive an employer contribution equal to 80 percent of the weighted average premium of the four largest basic health benefit plans based on state active employee enrollment. Retirees and their dependents enrolled in a Medicare health benefit plan will receive an employer contribution equal to 80 percent of the weighted average premium of the four largest Medicare health benefit plans based on state retiree enrollment.
City of Chico Fire Rescue Department		Benefit not provided
City of Oroville Fire Department		Benefit not provided
City of Red Bluff Fire Department		Retiree only eligible Department subsidy of \$160/month
Humboldt Bay Fire Authority		No response from LMA
Lake County Fire Protection District	<i>Fire Chief</i>	Based on Contract: District deposits into a special account, employee has no ownership of account, designated to provide post-retirement benefits. Minimum of 20 YOS with District minimum of 55 years of age. Retiree only coverage funded 100% by District, retiree may pay for dependent coverage, subsidy paid until age 65.
Nevada County Consolidated Fire District		Benefit not provided

Agency	Retiree Health Insurance Practices Benefits
<i>Employee Group(s)</i>	
Sutter County Fire Department	Retiree and dependents are eligible to continue medical benefits; County provided subsidy based on years of service 5 to 30+ years for a subsidy ranging from \$16 to \$216 per month; once retiree is 65+ years of age the subsidy is \$55/month.
Ukiah Valley Fire Authority (UVFA)	An employee retiring with ten or more years of City of Ukiah service may purchase, medical, dental and/or vision insurance at his/her own expense

**Table E-9: Basic Life Insurance and Long Term Disability Insurance**

Agency	Employee Group(s)	Basic Life Insurance	Long Term Disability	Comments
<b>Arcata Fire District</b>		<b>\$50,000</b>	<b>Benefit not provided</b>	--
Auburn Fire Department	<i>Fire Unit</i>	\$50,000	Benefit not provided	--
	<i>Fire Chief</i>	2 times base salary	No response from LMA	
CalFire Humboldt/Del Norte	<i>Fire Unit</i>	Benefit not provided	--	--
	<i>Excluded Supervisory</i>	\$150,000	Maximum benefit of 66.67% of salary up to \$10,000 per month	
	<i>Excluded Management</i>		Maximum benefit of 66.67% of salary up to \$10,000 per month	
City of Chico Fire Rescue Department		1x annual compensation	Benefit not provided	--
City of Oroville Fire Department		2 times base salary \$250,000	Maximum benefit of 66.67% up to \$7,500	
City of Red Bluff Fire Department		\$50,000	Benefit not provided	--
Humboldt Bay Fire Authority	<i>Fire Unit</i>	\$50,000	Benefit not provided	--
	<i>Others</i>	No response from LMA	--	
Lake County Fire Protection District	<i>Administrative</i>	\$10,000	Benefit not provided	--
	<i>Fire Chief</i>	\$300,000		
Nevada County Consolidated Fire District		\$100,000	Benefit not provided	--
Sutter County Fire Department	<i>Administrative Mgmt</i>	\$150,000	Benefit not provided	--
	<i>Fire Unit</i>	\$75,000		
	<i>Battalion Chief</i> <i>Fire Chief</i>	\$150,000		
Ukiah Valley Fire Authority (UVFA)		\$10,000	Benefit not provided	--

**Table E-10: Other Employer Paid Health Plans**

Agency	Employee Group	Employee Paid Voluntary Health Plans
<b>Arcata Fire District</b>		<b>Life Flight – employee and dependents flight coverage when transported due to medically necessity.</b>
Auburn Fire Department		Benefit not provided
CalFire Humboldt/Del Norte		Benefit not provided
City of Chico Fire Rescue Department		Benefit not provided
City of Oroville Fire Department		Benefit not provided
City of Red Bluff Fire Department		Benefit not provided
Humboldt Bay Fire Authority	<i>Air Ambulance</i>	AirMedCare network membership for employees and their entire household. AirMedCare network includes REACH, MedTrans, Guardian Flight & Air Evac Lifeteam. If you need medical transport and air evacuation, an AMCN provider can fly you to the nearest appropriate hospital and your flight is 100% covered.
	<i>Dignity Memorial Public Servants Program</i>	No cost for career and volunteer law enforcement officers, firefighters and emergency services personnel who fall in the line of duty. The program also provides for extended counseling services to help family members deal with sudden loss of a loved one.
Lake County Fire Protection District		Benefit not provided
Nevada County Consolidated Fire District		Benefit not provided
Sutter County Fire Department		Benefit not provided
Ukiah Valley Fire Authority (UVFA)		Benefit not provided

**Table E-11: Leisure Leave & Sick Paid Leave Accruals**

*Paid leave hours are converted to paid leave days based on 8 hours per day.*

*YOS = Years of Service*

Agency	Employee Group(s)	Paid Leisure Leave Type	1 <sup>st</sup> Year of Service Accrual		Maximum Accrual and Accrual Years of Service		Sick Leave	
			Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits
Arcata Fire District	Fire Unit - Shift Management Unrepresented Fire Chief	Vacation	18	75	42	75	18	Unlimited
			12	50	22 @ 25 YOS	50	12	
				18		33		
			18	70	22 @ 10 YOS	70		
Auburn Fire Department	Fire Unit Fire Chief	Vacation	12	24	22 @ 15 YOS	44	12	Unlimited
					23 @ 16 YOS	46		
CalFire Humboldt/Del Norte	Fire Unit	Vacation	12	80	22.5 @ 20 YOS	80	12	Unlimited --
		Annual	18		28.5 @ 20 YOS		--	
	Excluded Supervisory							
	Excluded Management							
City of Chico Fire Rescue Department	General Unit Fire Unit Battalion Chief Fire Chief	Vacation	10	40	25 @ 25 YOS	47.5	12	Unlimited
			10.5	25	20.5 @ 25 YOS	30	16.8	
			22	35	43 @ 25 YOS	62.5		
			15	40	25 @ 25 YOS	52.50	12	
City of Oroville Fire Department	General Unit Fire Unit Battalion Chief	Vacation	10	20	20 @ 17 YOS	40	12	Unlimited
					28 @ 18 YOS	56	16.8	
				10	20 @ 17 YOS	20	12	
City of Red Bluff Fire Department	General Unit	Vacation						Unlimited
			13.5	27	23.5 @ 15 YOS	47	12	

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Agency	Employee Group(s)	Paid Leisure Leave Type	1 <sup>st</sup> Year of Service Accrual		Maximum Accrual and Accrual Years of Service		Sick Leave	
			Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits
	Fire Unit		19	38	33 @ 15 YOS	66	16.8	
	Fire Chief		18	36	28 @ 15 YOS	54	12	
Humboldt Bay Fire Authority	Fire Unit	Vacation	21	60	33 @ 20 YOS	60	18	Unlimited
	Unrepresented	No response from LMA	--	--	--	--	--	
Lake County Fire Protection District	Administrative	Vacation	5	10	20 @ 15 YOS <sup>15</sup>	10	12	Unlimited
	Fire Chief						18	
Nevada County Consolidated Fire District	Administrative Mgmt	Vacation	11	15	21 @ 11 YOS	25	15	Unlimited
	Fire Marshal		15	25	30 @ 11 YOS	37.5	22.5	
	Fire Chief		20	50	20 @ 1YOS	50	15	
Sutter County Fire Department	Administrative	Vacation	11	40	20 @ 15 YOS	40	8	Unlimited
	Battalion Chief							
	Fire Chief							
	Fire Unit		18	16.5	22.5 @ 10 YOS	20	21	
Ukiah Valley Fire Authority (UVFA)	Administrative	Vacation	13	28	26 @ 20 YOS	54	12	Unlimited
	Fire Unit		36.4 <sup>16</sup>	75.6	49.07 @ 16	101	18	
	Battalion Chief		6					
	Fire Chief		20.15	42.3	27.3 @ 15 YOS	56.6	12	

<sup>15</sup> Lake County Fire Protection District: For each additional year of service in excess of 15 YOS accrual of 10 hours per YOS will be earned.

<sup>16</sup> Ukiah Valley Fire Authority (UVFA): Floating Holiday of 11.2 hours for Fire Unit all other Units 8 hours included in vacation accrual hours.

**Table E-12: Other Paid Leaves Accruals**

*Paid leave hours are converted to paid leave days based on 8 hours per day.*

*PTO – Personnel Time Off*

Agency	Employee Group(s)	Holidays	Floating Holidays (FH)	Management Leave	Total Holidays & Mgmt Leave Days	Bereavement Leave <sup>17</sup>				
						Basic	Supplemental due to Travel or Other Approved Reason			
Arcata Fire District	Fire Unit	11	2	6 FLSA Exempt	13	9	1			
	Unrepresented				17			5	0	
	Senior Management		4							
	Fire Chief		0		12			27		
Auburn Fire Department	Fire Unit	13	4	0	17	4	0			
	Fire Chief <sup>18</sup>		2	10	25					
CalFire Humboldt/Del Norte	Fire Unit	15	1	0	16	5	2			
	Excluded Supervisory Excluded Management	11			12					
City of Chico Fire Rescue Department	General Unit	11	1 FH 10 PTO	0	22	5	NA			
	Fire Unit		1.5		12.5			12		

<sup>17</sup> Presumption is reported bereavement leave days are per bereavement instance and is not an accrued leave.

<sup>18</sup> Auburn Fire Department: City Manager may award to Fire Chief, as a department director, based on job performance one to five days of Executive Leave.

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Agency	Employee Group(s)	Holidays	Floating Holidays (FH)	Management Leave	Total Holidays & Mgmt Leave Days	Bereavement Leave <sup>17</sup>	
						Basic	Supplemental due to Travel or Other Approved Reason
	<i>Battalion Chief</i>		0		11		
	<i>Fire Chief</i>			6	17	5	
City of Oroville Fire Department	<i>General Unit</i>	12	1 FH 3 PTO Used from 11/1 to 1/1	0	16	5	0
	<i>Fire Unit</i>		3 PTO		15	15	
	<i>Battalion Chief</i>		0	8.63	20.63	3	
City of Red Bluff Fire Department	<i>All employees</i>	12.5	0	0	12.5	5	0
	<i>Fire Chief</i>			10	22.50		
Humboldt Bay Fire Authority	<i>Fire Unit</i>	18	0	0	18	No response from LMA	--
	<i>All Others</i>	No response from LMA	--	--	--		
Lake County Fire Protection District	<i>Administrative</i>	12	3 FH 3 PTO	0	18	3	0
	<i>Fire Chief</i>	10	3	11	24	5	
Nevada County Consolidated Fire District	<i>Administrative Mgmt</i>	11	1	7	19	0	0
	<i>Fire Unit</i>	11	0	0	11		
	<i>Fire Marshal</i>			15	26		
	<i>Fire Chief</i>						
Sutter County Fire Department	<i>Administrative</i>	13	2	0	15	5	0



Arcata Fire District  
Final Classification and Total Compensation Report

Agency  <i>Employee Group(s)</i>	Holidays	Floating Holidays (FH)	Management Leave	Total Holidays & Mgmt Leave Days	Bereavement Leave <sup>17</sup>	
					Basic	Supplemental due to Travel or Other Approved Reason
<i>Fire Unit</i>	14		2	14	7	
<i>Battalion Chief Fire Chief</i>	13	2	2	15	5	
Ukiah Valley Fire Authority (UVFA)  <i>Administrative Fire Unit Battalion Chief Fire Chief</i>	13	3 PTO	0	16	3	2
		0			4.5	0
			15	28	3	2

**Table E-13: Paid Leave Cash Out/Conversion Practices**

Cash Out/Conversion Practices for separation of employment are excluded.

Agency	Employee Group(s)	Leave Type	Cash Out/Conversion
Arcata Fire District	<i>All employees</i>	Vacation	Cash out of overage of accruals; annually
	<i>Safety Management Fire Chief</i>		Cash out of unused accumulated vacation hour to a maximum of 20 hours
	<i>All employees</i>	Floating Holidays	Cash out in lieu of time off; 2 times per year
Auburn Fire Department	<i>Fire Unit</i>	Vacation	Cash out up to 56 hours per fiscal year
	<i>Fire Chief</i>		May receive cash out compensation, in full or in part, at any time of the year for unused leave
CalFire Humboldt/Del Norte	<i>Fire Unit</i>	Holidays	4 days per year
	<i>Excluded Supervisory Excluded Management</i>	Leisure Leaves	Maximum amount of buy back for managerial and related classes is 80 hours. Supervisors, confidential, and other eligible excluded employees may cash out up to 40 hours.
City of Chico Fire Rescue Department	<i>Fire Unit</i>	Sick Leave Conversion	Annual Sick Leave Conversion Program – Based on sick leave hours used; the more hours used in the previous calendar the less the maximum conversion; hours used range from 24 to 72 hours with the maximum conversion ranging from 96 to 24 hours; conversion based on hours in excessive of 480.
City of Oroville Fire Department	<i>Battalion Chief</i>	Administrative Leave	Cash out up to 20 hours per fiscal year
City of Red Bluff Fire Department	<i>Fire Unit</i>	Holidays	In lieu of holiday time off for observed City holidays, 56-hour employees shall be compensated at straight time for three (3) holidays recognized by the City. Each 56-hour employee shall receive 11.2 hours of time for each holiday whether worked or not to an aggregate total of 33.6 hours per year. Such hours shall be paid at the current straight time wage in one check. The check shall be paid on the first pay period in December.

Agency	Employee Group(s)	Leave Type	Cash Out/Conversion
	<i>Fire Chief</i>	Severance Pay	Dept. Heads who are involuntarily terminated or asked to resign may receive severance pay at the discretion of the City Manager in accord with their length of service as follows: the equivalent of one month of pay for 1-12 months of City service, the equivalent of two months of pay for 13-24 months of service, the equivalent of three months of pay for 25 or more months of service. Severance pay is not mandatory and will only be granted when, in the opinion of the City Manager, it is in the best interests of the City. Normally, severance pay, if offered, will be contingent on the departing Department Head's agreement to waive all claims associated with City employment and the termination thereof.
Humboldt Bay Fire Authority	<i>Fire Unit</i>	Vacation Cash Out	Employees shall be allowed to submit unused, accumulated vacation hours for monetary compensation at straight time rates. Employees may convert in anyone (1) fiscal year, not more than fifty percent (50%) of their annual accumulation of vacation time to cash payment.
	<i>Unrepresented</i>	No response from LMA	--
Lake County Fire Protection District	<i>Fire Chief</i>	Vacation Cash Out	Paid compensation in lieu of vacation leave taken for accrued leave hours.
Nevada County Consolidated Fire District	<i>All employees</i>	Vacation Cash Out	Cash out of up to 150 hours per year.
	<i>Fire Chief</i>	Management Leave Cash Out	Cash out of up to 24 hours per year.
	<i>Fire Marshal</i> <i>Fire Chief</i>	Severance Pay	If agreement is terminated and the employee is terminated without cause and the employee does not remain employed by the District in another capacity, they will be entitled to compensation in the amount of 180 days of salary. If terminated for cause, no severance pay will be paid.
Sutter County Fire Department		Benefit not provided	--
Ukiah Valley Fire Authority (UVFA)	<i>Administrative Leave</i>	Vacation Cash Out	Employees who reach their maximum vacation accrual may cash out one (1) week (40 hours) vacation, limited to one (1) time per fiscal year. This may be requested within two pay periods prior to the employee reaching their vacation accrual maximum.
	<i>Fire Unit</i>	Vacation Buy Back	An employee may sell back up to 120 hours of vacation to the City for the equivalent payment of the employee's current salary on an hour-for-hour basis
	<i>Fire Chief</i>	Vacation Cash Out	Cash out up to two (2) weeks of vacation when they are within two pay periods of reaching one-half of their maximum vacation accrual, limited to two (2) times per fiscal year.

Agency	Employee Group(s)	Leave Type	Cash Out/Conversion
		Management Incentive Pay	Executive Leave Pay can be taken as cash payment.
		Separation Agreement	<p>If the City terminates the employment of a Department Head without cause, including but not limited to lay off or elimination of position, and the Department Head is willing and able to perform his/her job duties, then the Department Head shall be placed on administrative leave to maintain current pay and benefits for up to six (6) months while seeking other employment options. At the employee's election any remaining balance of the 6 month administrative leave shall be paid in a lump sum payment within (30) days of the request for payment.</p> <p>For a period of six (6) months following termination, the City shall pay its share of costs to continue health, dental, and vision insurance for the Department Head and all dependents.</p>

**Table E-14: Other Compensation - Longevity Incentives**

YOS – Years of Service

Agency	Longevity Pay Incentives							
<i>Employee Group(s)</i>	Paid As	5 YOS	10 YOS	15 YOS	20 YOS	25 YOS	30 YOS	35 YOS
Arcata Fire District	Benefit not provided	--	--	--	--	--	--	--
Auburn Fire Department	Benefit not provided	--	--	--	--	--	--	--
CalFire Humboldt/Del Norte <i>Fire Unit</i>	Percentages are non-cumulative; monthly differential			1% @ 17 2% @ 19	3% @ 20 4% @ 21 5% @ 22, 23, 24 YOS	7%		
City of Chico Fire Rescue Department	Benefit not provided	--	--	--	--	--	--	--
City of Oroville Fire Department <i>Fire Unit Battalion Chief</i>	Onetime payment	--	--	\$150 15-19 yrs.	\$300	\$300	\$300	\$300
City of Red Bluff Fire Department	Increase in compensation		5%					
Humboldt Bay Fire Authority	Benefit not provided	--	--	--	--	--	--	--
Lake County Fire Protection District	Benefit not provided	--	--	--	--	--	--	--
Nevada County Consolidated Fire District	Increase in compensation	0.5%	1%	1%	1%	1%	--	--
Sutter County Fire Department <i>Fire Unit</i>	Steps 9-11 require 15-25 YOS; 5% pay bonus; Onetime payment	--	--	5%	5%	5%	--	--
<i>Management Administrative</i>	Steps 6-10 require 10-30 YOS	--	5%	5%	5%	5%	5%	--
Ukiah Valley Fire Authority (UVFA)	One time payments	\$1,000 7 YOS	\$2,500 12 YOS	--	\$3,500	--	--	--

**Table E-15: Other Compensation – Vehicle Allowance/Usage**

Agency	Employee Group(s)	Vehicle Practice	Amount	Comments
Arcata Fire District	<i>Management Fire Chief</i>	Assigned vehicle to take home	Not applicable	--
Auburn Fire Department		Assigned City vehicle in lieu of allowance	Not applicable	--
CalFire Humboldt/Del Norte		Assigned vehicle	Not applicable	--
City of Chico Fire Rescue Department	<i>Fire Chief</i>	Allowance	\$400/month	--
City of Oroville Fire Department	<i>Battalion Chief</i>	Assigned vehicle to take home	Not applicable	--
City of Red Bluff Fire Department		Assigned vehicle	Not applicable	--
Humboldt Bay Fire Authority		No response from LMA	--	--
Lake County Fire Protection District	<i>Fire Chief</i>	Assigned vehicle to take home	Not applicable	--
Nevada County Consolidated Fire District	<i>Fire Marshal Fire Chief</i>	Assigned vehicle to take home	Not applicable	--
Sutter County Fire Department		Assigned vehicle	Not applicable	--
Ukiah Valley Fire Authority (UVFA)	<i>Battalion Chief Fire Chief</i>	Assigned vehicle as needed	Not applicable	--

**Table E-16: Other Compensation - Allowances**

Agency	Employee Group(s)	Types	Amount (monthly unless noted otherwise)	Comments	
Arcata Fire District	Fire Unit Battalion Chief Fire Chief Battalion Chief	Allowance	Uniform	\$63	--
			Uniform	\$42	
			Cell Phone	\$65	
				\$42	
Auburn Fire District	Fire Unit	Allowance	Uniform Maintenance	\$30	--
CalFire Humboldt/Del Norte	Fire Unit All employee groups	Allowance	Boots	40.00	--
			Uniform	137.50	--
City of Chico Fire Rescue Department	Fire Unit Battalion Chief	Provided by City	Uniform	NA	--
		Allowance	Uniform	\$42	
City of Oroville Fire Department	Fire Unit Battalion Chief	Allowance	Uniform	\$68	On hire receive onetime payment of \$750
City of Red Bluff Fire Department	Fire Unit Fire Chief	Allowance	Uniform	\$68	--
Humboldt Bay Fire Authority	All Safety Classifications	Allowance	Uniform	\$40	--
Lake County Fire Protection District	Administrative Fire Chief	Allowance	Uniform	\$33	District Shirts
				\$63	--
		Provided by County	Cell Phone	--	
Nevada County Consolidated Fire District	Fire Unit	Allowance	Uniform and PPE	\$78	District provides 6 uniform t-shirts per fiscal year Upon completion of probation employee provided 1 standard Class "A" uniform

Agency	Employee Group(s)	Types	Amount (monthly unless noted otherwise)	Comments
	<i>Fire Marshal</i> <i>Fire Chief</i>	Uniform	\$67	Provide Class A uniform
	<i>Fire Marshal</i>	Boot	\$25	--
Sutter County Fire Department	<i>Fire Unit</i>	Allowance	\$79	--
	<i>Battalion Chief</i> <i>Fire Chief</i>	Reimbursement	Uniform	Maximum of \$950/year
Ukiah Valley Fire Authority (UVFA)	<i>Fire Unit</i> <i>Battalion Chief</i> <i>Fire Chief</i>	Allowance	Uniform	\$83



**Table E-17: Other Compensation**

Agency <i>Employee Group(s)</i>	Compensation Type	Types	Amount	Comments
Arcata Fire District <i>Fire Unit</i>	Incentive	Physical Fitness Program	\$400/year	USFA Work Capacity Test
Auburn Fire Department <i>Fire Unit</i>	Incentive	Employee Incentive Pay	3% of base pay to maximum of 6%; based on City Fire Dept. Experience education/certification: <ul style="list-style-type: none"> <li>▪ 4yrs. exp. and Associate Degree</li> <li>▪ 2 yrs. exp. and certified as Driver Operator 1 by Office of the State Fire Marshal</li> <li>▪ 4 yrs. exp. and certificated as Company Officer by the Office of the Fire Marshal</li> </ul>	--
<i>Fire Chief</i>		Pay for Performance	Annual award for special performance as a one-time bonus not to exceed 15% of base salary.	--
CalFire Humboldt/Del Norte	Benefit not provided	--	--	--
City of Chico Fire Rescue Department <i>Fire Unit</i>	Incentive	Health & Fitness Facilities	\$444/year	Employees choosing to participate shall do so at least thirteen (13) times per calendar year quarter, or five (5) times per calendar month, and that evidence of such participation shall be obtained from the health and fitness center and submitted to the City.
		Wellness Program	100% City paid	Consulting firm provides physiology, exercise and similar

Agency <i>Employee Group(s)</i>	Compensation Type	Types	Amount	Comments
				disciplines evaluation and monitoring program that will evaluate and provide information regarding the overall health and wellbeing of Employees.
<i>Battalion Chief</i>	Reimbursement	Wellness/Physical Fitness Program	\$660/year	Reimbursement cost of health and fitness facilities
<i>Fire Chief</i>				--
City of Oroville Fire Department	Benefit not provided	--	--	--
City of Red Bluff Fire Department	Benefit not provided	--	--	--
Humboldt Bay Fire Authority <i>Fire Unit</i>	Incentive	Health & Wellness Program	--	During the working hours of 0800 and 1700 hours one (1) hour of physical fitness shall be provided. One (1) hour of physical fitness training shall not be during the employees' lunch hour break, unless the employee chooses to voluntarily work out during this time,
	Incentive	Licensed Paramedics	10% salary increase above base salary	During the period of such assignment
		Shift Fire Investigator	3% salary increase above base salary	A maximum of 10 HBFL represented employees can be assigned Completion of fifteen (15) continuing education units (CE's) bi-annually & commit to a minimum pf 3 years assignment
		Lead Fire Investigators	Additional 3% incentive for a maximum 6%	Completion of thirty (30) CE's bi-annually & commit to a minimum pf 3 years assignment

Agency <i>Employee Group(s)</i>	Compensation Type	Types	Amount	Comments
		Urban Search And Rescue (USAR) Program	3% salary increase above base salary	A maximum of 12 HBFL represented employees can be assigned Commit to 1 year assignment Must commit to required training
		Water Rescue Program	3% salary increase above base salary	A maximum of 15 HBFL represented employees can be assigned Commit to 1 year assignment Must commit to required training
Lake County Fire Protection District	Benefit not provided	--	--	--
Nevada County Consolidated Fire District	Reimbursement	California State Firefighters' Association (CSFA)	Pay annual membership fee - \$85/yr.	All employees regardless of classification or safety or non-safety
Sutter County Fire Department	Benefit not provided	--	--	--
Ukiah Valley Fire Authority (UVFA)	Benefit not provided	--	--	---