



# ARCATA FIRE DISTRICT

## MINUTES

*Regular Board Meeting*

*August 10, 2021*

*5:30 p.m.*

*Location: Remote Via Zoom*

### **Board of Directors**

*Nicole Johnson (Division 2) - President, Randy Mendosa (Division 3) - Vice-President,  
Blaine Maynor (Division 1) - Director, Elena David (Division 4) - Director  
David Rosen (Division 5) - Director*

### CALL TO ORDER

The regular session of the Board of Directors for the Arcata Fire District was called to order by President Nicole Johnson at 5:33 pm.

### PLEDGE OF ALLEGIANCE

The Pledge of Allegiance has been suspended during Shelter in Place.

### ATTENDANCE AND DETERMINATION OF A QUORUM

The meeting continued with a quorum and the following were present remotely via zoom: President Nicole Johnson, Vice President Randy Mendosa, Director Blaine Maynor, and Director David Rosen. Director Elena David was absent.

Additional District administrative staff included Fire Chief Justin McDonald, Battalion Chief Sean Campbell, and Board Secretary Becky Schuette.

### APPROVAL OF AGENDA

It was moved to approve the agenda.

**Motion:** Mendosa; **Second:** Maynor

**Roll Call: Ayes;** Maynor, Mendosa, Rosen and Johnson. **Absent;** David.

Motion Carries

### PUBLIC COMMENT

Senior Management Group – Nothing to report.

Local 4981 – Captain Marcus Lillard thanked the AVFA for the Wildland Web gear obtained through grant funding.

Arcata Volunteer Firefighters Association (AVFA) – Roy Willis, President reviewed his submitted activity report.

There were no additional comments from the public.

### CONSENT CALENDAR

1. Minutes from July 13, 2021, Regular Meeting
2. July 2021 Financial Report

3. Accept the Fiscal Year End 2021 GASB 75 Actuarial Report
4. Adoption of Resolution 21-241 Approving Exemptions to Specific Parcels for the 2006 Benefit Assessment and the New 2020 Special Tax (Measure F)
5. Adoption of Resolution 21-242 Approving Disposal of Surplus Equipment and Supplies

There were no comments from the Directors or the public.

It was moved to approve the consent calendar items 1-5.

**Motion:** Rosen; Second: Mendosa

**Roll Call:** **Ayes;** Maynor, Mendosa, Rosen and Johnson. **Absent;** David.

Motion Carries

### **CORRESPONDENCE & COMMUNICATIONS**

1. Public Correspondence – Nothing additional was reported.
2. Committee Reports
  - a. Arcata Station Rent Committee – Nothing to report.
  - b. Fire Chief's Evaluation Committee – No report.
3. Fire Chief's Monthly Report – Chief McDonald reviewed his staff report aloud.
4. Director Matters – There were none.

### **DISTRICT BUSINESS**

Item 1 was passed over at the time it was called, as Cameron Weist was not on the call yet, and Item 2 was called in its place at 5:55pm.

**2. Receive the Classification and Total Compensation Report from CPS HR:** Jan Bently from CPS HR, who was joined by project team member, Igor Shegolev, reviewed a PowerPoint that will be included as an attachment to the minutes. Igor joined, offering the Salary Survey Summary for Benchmarks portion of the program.

Director Mendosa requested clarification on the Battalion Chief position and expectation that if the multiple BC positions are eliminated, will there be multiple Division Chief positions. This also brought a brief discussion of handling "the duty" and sustainability for two positions versus learning from historical practices on three Battalion Chief positions trying to be both supervisors and management.

There were no further questions or comments from the Board and no comments from the public.

The item was for information only and there were no actions taken.

**1. Update from Weist Law Regarding Interest Rates and Savings for Public or Private Offering:** Cameron Weist joined the meeting and spoke about the restructuring of the unfunded liabilities and the two options described in his memo attachment. Several of the Directors had questions regarding terminology, other local agencies considering or undergoing this process and a lengthy discussion about when the decision was made to commit to the process of refinancing.

Mr. Weist spoke to the Director's questions, discussing each and explaining that at this point there was no "agreement" to the refinance, that the firm was simply seeking direction on which of the finance options the Board would like to pursue, based on the current



information. An actual agreement or decision to refinance will potentially come later. At a future meeting, the Board will be presented with the researched and evaluated specifics of whichever option the Board directs the law firm to seek out. At that time, the commitment will need to be made, or not.

There were no comments from the public and no further comments from the Directors.

It was moved to direct staff to work with Weist Law Firm to look at the private placement for the District's UAL (unfunded liability).

**Motion:** Mendosa; Second: Maynor

**Roll Call: Ayes;** Maynor, Mendosa, Rosen and Johnson. **Nays;** Rosen. **Absent;** David.  
Motion Carries

**3. Approve the Expenditure of Funds to Repair the Mad River and McKinleyville Station Parking Lots:** Chief McDonald reviewed the staff note aloud and made his recommendation.

There were questions posed to the Chief about rushing the approval of the expenditure ahead of the budget process, what would it look like if the process did not move forward at this time and what the cost of \$93,000 was paying for. Chief McDonald explained that the rush was because the quote periods were limited, contractors are incredible busy, and costs of petroleum products and services continue to increase. A delay will make the cost of the needed work more expensive. The funds would be covering grinding and repaving the Mad River lot and completely resealing the McKinleyville lot. Simply sealing the cracks did not work last year. The Chief went on to explain that if approved tonight, the funds would be encumbered now, the rates locked in, and included as part of the budget to be voted on in September. He concluded that if there was no action taken tonight, it would go through the normal budget process, thereby delaying the ability to get the work done until October. This would mean new estimates and potentially higher cost and delays in getting the work done due to scheduling.

Several of the Directors agreed that it would be more "transparent" to go through the budget process, rather than rush a vote tonight.

There were no comments from the public and no action was taken by the Board.

### **CLOSED SESSIONS**

**Conference with Real Property Negotiators** (Gov. Code Section 54956.8)

Property: *1127 Bayside Road, Arcata, California*

Agency Negotiator: *Chief McDonald*

Agency designated representative: *John Duncan*

**Conference with Labor Negotiator** (Gov. Code Section 54957.6)

Employee Organization: *Local 4981*

Agency designated representative: *District Counsel Jack Hughes*

**Conference with Labor Negotiator** (Gov. Code Section 54957.6)

Employee Organization: *Senior Management Group*

Agency designated representative: *District Counsel Jack Hughes*

**Conference with Real Property Negotiators** (Gov. Code Section 54956.8)

Property: *631 9<sup>th</sup> Street, Arcata, California*

Agency Negotiators: *Director Nicole Johnson and Director Randy Mendosa*

President Johnson adjourned to closed session at 7:31pm.

The meeting resumed at 8:58 pm.

Report out of closed session for four closed session topics by President Johnson;

Item 1: The Board gave direction to the Agency Representative.

Item 2: The Board gave direction to the negotiator.

Item 3: The Board gave direction to the negotiator.

Item 4: The Board gave direction to both agency negotiators.

### **ADJOURNMENT**

Following a motion, President Johnson adjourned the meeting at 8:58 pm.

**Motion:** Maynor; **Second:** Mendosa

The next Regular Meeting is scheduled for **September 14, 2021, at 5:30 pm.**

Respectfully submitted,



Becky Schuette,  
Clerk of the Board



**Arcata Fire District**  
Classification & Total Compensation Study  
District Board Presentation  
August 10, 2021

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**Agenda**

- Project Teams
- Background/Scope of Work
- Classification Study
- Compensation Study
- Next Steps

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**CPS HR Project Team**

**CPS HR CONSULTING**

- **Jan Bentley**-Project Manager
- **Edie Sabia**-Senior Project Consultant
- **Igor Shegolev**-Senior Project Consultant
- **Lynda Guerra**-Administrative Technician

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**Background & Scope of Work**

**Classification Study**

- 24 positions allocated to 7 classifications
- Class specification recommendations

**Total Compensation Study**

- 8 benchmark classifications
- 10 labor market agencies

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## ● Background & Scope of Work (continued)

### Survey of Recruitment/Retention Strategies

- Gather information from labor market Fire Chiefs
- Provide recommendations to improve recruitment and retention in Arcata Fire District

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## Classification Study

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## ● Classification Study Goals

- Ensure classification specifications are current and adequate
- Ensure classifications are properly titled
- Ensure individual positions are properly classified
- Ensure accurate minimum qualifications, distinguishing characteristics, etc.
- Recommend a sound classification structure that will establish clear levels and define job relationships

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## ● Classification Study Process

Review existing structure

Employees complete Position Description Questionnaire (PDQ)

Interviews

Analysis of each classification using whole job analysis and standard factors

Prepare draft and final class specifications and study report (combined with compensation study report)

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## ● Standard Classification Factors

- **Scope and Complexity**
- **Decision-Making**
- **Impact**
- **Contact With Others**
- **Supervision Received and Exercised**
- **Knowledge, Skills and Abilities**
- **Minimum Qualifications**
- **Working Conditions**
- **Span of Control**

## ● Potential Classification Study Outcomes:

- ▶ No changes to positions
- ▶ Reclassification of positions
- ▶ Change in the title of positions
- ▶ Revision of class specifications
- ▶ Consolidation of classifications
- ▶ Establishment of new classifications

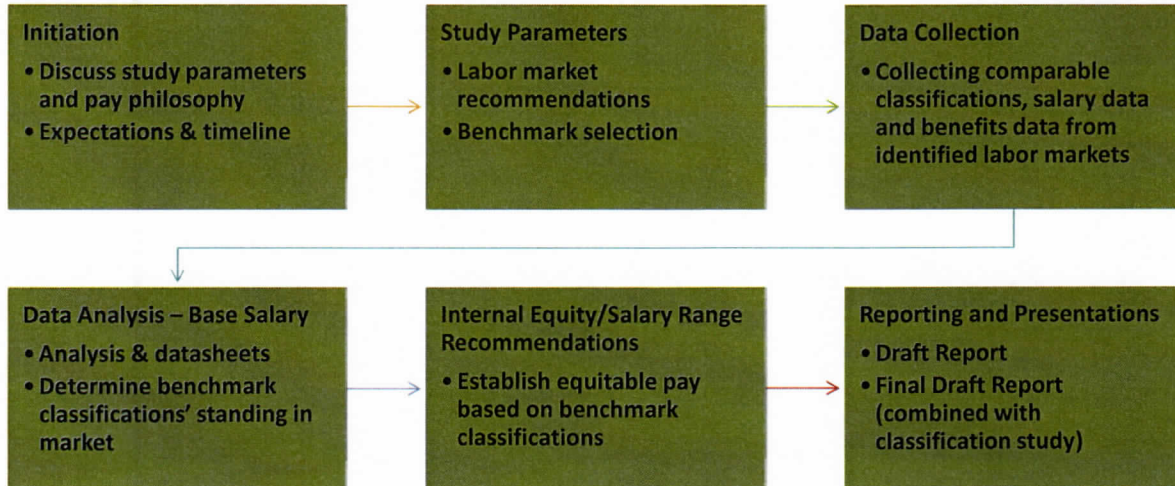


## Overview of Classification Recommendations

- Create new class specification for *Fire Engineer*;
- Keep *Firefighter* class and flexibly allocate with *Fire Engineer*;
- Minor updates to class specifications for *Fire Captain*, *Fire Inspector*, *Fire Marshal*, and *Business Manager*;
- Create new class specification for *Fire Division Chief*;
- Reclassify current *Battalion Chief* incumbent to *Fire Division Chief* and delete existing *Battalion Chief* class specification; and
- Major updates to class of *Fire Chief*.

## Total Compensation Study

## Compensation Study Steps & Methodology



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## Selection of Labor Market Agencies

- Auburn Fire Department
- Cal-Fire Humboldt/Del Norte
- City of Chico Fire/Rescue Department
- City of Oroville Fire Department
- City of Red Bluff Fire Department
- Humboldt Bay Fire Authority
- Lake County Fire Protection District
- Nevada County Consolidated Fire District
- Sutter County Fire Department
- Ukiah Valley Fire Authority

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## ● Benchmark Classifications

- **Battalion Chief** (reclassified to *Fire Division Chief* in the classification study)
- **Business Manager**
- **Fire Captain**
- **Fire Chief**
- **Fire Engineer**
- **Fire Inspector**
- **Fire Marshall**
- **Firefighter**

## ● Surveyed Compensation Components

- **Total employer compensation costs**
  - \* Base salary minimum, midpoint, maximum
  - \* Employer health plan contributions
  - \* Employer retirement contributions
  - \* Employer Medicare and Social Security contributions
  - \* Other pay allowances applicable to all positions
- **Other benefit and compensation practices not included in total compensation but of interest to the District**



## Salary Survey Summary for Benchmarks

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%

A positive number represents District salaries are below Labor Market and need the indicated percentage to reach the Labor Market. A negative number means District is above the Labor Market.

Insufficient matches were found for the classes of Fire Inspector and Fire Marshall to conduct a valid data analysis.



## Salary Recommendations

- **The District requested a new pay structure that incorporates the following:**
  - \*Pay ranges with larger spread (bandwidth) than currently exists
  - \*Growth within each pay range
  - \*Appropriate separation between the pay ranges consistent with labor market data

## Salary Recommendations (continued)

### Option 1: Open Range Model

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

## Salary Recommendations (continued)

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





## Salary Recommendations (continued)

### Recommended Pay Grade Assignments

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 (now Fire Division 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

## Recruitment/Retention Strategies



## Summary of Survey Recommendations:

- **Commit to transparency and open communication**
- **Invest in employees, even if it doesn't seem cost effective**
- **Establish clear performance expectations and help employees succeed in meeting them**
- **Maximize hiring options**
- **Maintain the classification and compensation plans**

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## Arcata Fire Department Classification & Compensation Study

### *Questions?*

Please contact us at:

- ◆ Jan Bentley - [jbentley@cpshr.us](mailto:jbentley@cpshr.us)
- ◆ Igor Shegolev - [ishegolev@cpshr.us](mailto:ishegolev@cpshr.us)

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