



# Albion-Little River Fire Protection District

## STRATEGIC PLAN 2024

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# Albion-Little River Fire Protection District

## Long Range Strategic Plan

Approved by ALRFPD Board of Directors

### I. Purpose of Strategic Plan and Approach to Its Development

The purpose of this plan is to provide data, processes, and direction for year-to-year continuity in prioritizing critical Albion-Little River Fire Protection District (ALRFPD) needs in a continuing austere fiscal environment. The focus of the Strategic Plan is to identify chronic shortages of people and funds and to seek solutions for the provision of the best possible fire protection and emergency services for the District. It is acknowledged at the beginning of this plan that it is a tribute to the dedicated men and women in the Department that they have been successful for so many years with minimal financial resources.

The primary document utilized for this plan development includes the previous Strategic Plan (2018). The approach for this document is to provide a brief overview of ALRFPD, followed by a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis. This analysis drives the final part of the document, which includes goals and objectives. These goals and objectives are divided into two parts – those goals and objectives that need to be addressed sooner rather than later, and more far-reaching goals based on aspirations and changing realities related to the District. While important, the descriptions of the community served by ALRFPD, and the current assets and structures will be treated in Appendices at the end of the plan.

Key points are addressed in the Strengths/Weaknesses/Opportunities/ Threats (SWOT) analysis. By enumerating these points in this manner, a series of action items can be developed that will be consistent with increasing Strengths and Opportunities and reducing Weaknesses and Threats. The key themes summarized below are ordered in their approximate ranking of importance:

1. Funding is critical for meeting our requirements and continues to be partially addressed with a variety of local and statewide legislation. For example, revenues from Measure M - an enhanced Special Fire and Rescue Parcel Tax, Measure P- Countywide Firefighter sales tax and the Transient Occupancy Tax (TOT) tax combine to fund replacement of key aging vehicles and support facility maintenance. However, such funding sources do not address our facility development, operational nor training needs.
2. Longer-term needs in addressing internal administrative structure to allow for more efficient operations.
3. Developing plans and strategies for equipment acquisitions with a focus on financial requirements and specifications based on specific purchases.

4. The need to improve our buildings and their infrastructure. This includes constructing a new central station as well as a retrofit of another station to accommodate a newer/larger engine.
5. Developing an appropriate culture for recruiting and retaining firefighters, with the understanding that the basic structure of the surrounding area employment has changed.
6. Increasing community engagement in the Fire Department and fire safety preparedness. ALRFPD needs many people to contribute time to non-emergency tasks to allow firefighters to concentrate on fires and medical emergencies.

## **II. Brief ALRFPD Background**

### **A. Albion-Little River District Area**

The ALRFPD serves an area of 37.5 square miles providing fire suppression and basic life support services to approximately 2000 residents and over 6500 visitors annually. Geographically the area is north of the Navarro River to the Little River Airport Road and from the Pacific Ocean east halfway to Comptche.

### **District Boundary**

The ALRFPD boundary comprises 37.5 square miles and encompasses the unincorporated coastal communities of Albion and Little River (Figure 1-1). The District is located along the Pacific Ocean, approximately eleven miles south of Fort Bragg, and is bisected in a north-south direction by seven miles of State Highway 1, the primary transportation route in the area. The District extends from Little River Airport Road on the north to approximately 8 miles of State Highway 128 on the south. The District extends inland for approximately six miles. The Albion-Little River FPD is surrounded by adjacent fire agencies including the Mendocino Fire Protection District to the north, the Elk Community Services District to the south, and the Comptche and Anderson Valley Community Services Districts to the east. The District is entirely within the State Responsibility Area (SRA).

### **B. Vision Statement**

To provide the community, our firefighters, and our first responders with a fully functional firehouse, up-to-date, fully equipped modern fire trucks, adequate firefighting equipment, and effective training programs.

### **C. Mission Statement**

ALRFPD District mission is to provide personnel and resources necessary for protection of life and property in the Albion and Little River communities against threats from structural and wildland fires, medical emergencies, hazardous material releases, and disasters, natural or human caused.

### **D. Benefits**

An effective fire department provides assurance that well-trained people who utilize proper equipment will continue to be available to respond to calls for fire suppression, medical assistance, rescue and accident response. Most property insurance companies use a rating developed by the Insurance Service Organization (ISO) to calculate fire

insurance premiums. The District currently has a (minimum) rating of 5x, and works to provide the best rating with available resources for the community it serves.

### **E. Organizations**

There are two distinct organizations involved with the Fire Department. Services are provided by the Department, and equipment is acquired and maintained as a joint effort between the District and support funding from the Auxiliary. There are two paid Department positions - the Fire Chief is fully compensated for hours worked and there is a part-time administrative assistant. Additionally, the District pays a contractor for bookkeeping services.

### **F. District**

Albion-Little River Fire Protection District is a Mendocino County Special District governmental agency responsible for managing tax money allocated to the District. The main responsibility of the District is to provide fire and emergency response services. It retains ownership of all capital equipment and real estate. There are 5 elected members of the Board of Directors of the District. The Board is legally responsible for creating policy, stewarding finances, and approving the selection of the Fire Chief, and in turn, the Fire Chief oversees operations and the volunteer firefighters. Several ad-hoc committees have been formed to address ongoing issues: finance, building, funding, and strategic planning. One Board member is designated to participate in the local Fire Safe Council. Note, another was participating in the Mendocino Association of Fire Districts, but the organization is no longer functioning.

### **G. Organizational Values**

- a. Pride in the organization, the service provided, the communities served, and equipment we use
- b. Honor of being part of an organization and profession that is trusted by the community
- c. Members' integrity and honesty and what upholding these values means to our community
- d. Commitment to excellence and reliability
- e. Leadership, teamwork, innovation, respect and tolerance
- f. Cooperation and region-wide planning with neighboring responders
- g. Social good in what we do as an organization and as individuals

### **H. Auxiliary**

The Auxiliary is a non-profit organized as a 501.3.c corporation that provides support for the Fire District. The Auxiliary runs an annual community barbeque and other fundraising programs averaging ~\$8K annually. The Auxiliary also holds an annual holiday party and appreciation dinner for the firefighters and District board members. The Auxiliary also helps host an Open House during fire prevention month in October. The Auxiliary currently has two primary members and six intermittent members. Similar to the Fire Department, the Auxiliary is feeling the challenges of Covid, aging and work commitments.

## **I. Staffing**

Dedicated volunteers have effectively protected the area very well for over 70 years. Currently, the roster comprises 21 firefighters who are responsible for protecting over 37.5 square miles from fires along with providing medical aid and rescue response. The District currently has 6 emergency medical technicians (EMT) and 6 fire apparatus Driver/Engineers.

Ongoing interviews by the Chief with the all-volunteer firefighters revealed that the biggest problem volunteers have is the amount of personal time required to serve ALRFPD. Action Plan issues addressing firefighter duties, training, roles, responsibilities, and benefits are described further in *Appendix C: Firefighter Staffing, Training & Operational Issues*.

## **J. Finances and Funding Mechanisms**

The Districts primary funding of ~\$402K is sourced from property tax assessments including revenues from Measure M (Special Fire Tax). Supplementary funding of ~\$16K is sourced from a Public Safety Sales Tax. Annual unsolicited donations vary in magnitude averaging ~\$20K annually, with the Auxiliary raising ~\$8K from the Annual BBQ. The total estimated revenue from the 2023-24 budget is ~\$418K. Salary and benefits plus Services and Supplies total ~\$418K in the 2023-24 budget. A special fund account for the new fire station was created in 2024, and donations thus far comprise \$128,000.

# **III. Strengths/Weakness/Opportunities/Threats (SWOT) Analysis**

This analysis is designed to provide insight as to what steps and actions need to be taken in both the near term and in addressing longer-term issues.

## **1. Strengths**

- a. New apparatus** –In 2017, ALRFPD utilized three lease-to-purchase contract agreements with long payment terms (April 2029) and a debt service within our budget that allowed the District to acquire new vehicles designed specifically for our needs. A new Type 3 Wildland Fire Engine was procured in February 2024. This purchase assists us in meeting our goal to replace old, outdated apparatus with new modern firefighting apparatus.
- b. Land ownership** – The District holds clear title to Station 811 and Station 810. Ownership has allowed us to plan a new Station 810 - a centrally located fire station with training and office facilities.
- c. Reputation** – Overall, the ALRFPD maintains a good reputation with the communities that it serves and with members of the surrounding fire districts.

- d. **Response times – relative to region** – Relative to the Mendocino Coast volunteer fire districts, we have a good record for responsiveness to all types of emergencies, including traffic control for the Highway Patrol.
- e. **Good relationships with the served community** – The District holds monthly board meetings with a pre-published agenda. Community members are encouraged to attend these meetings and participate.
- f. **Dedicated volunteers (Firefighters & Auxiliary)** – Our responsiveness and reputation demonstrate that we continue to maintain a core cadre of dedicated volunteers.
- g. **Training** – Despite difficulties for volunteers to travel long distances to get training, we maintain a cadre of well-trained individuals in firefighting, and EMTs.
- h. **Prevention** – State mandated inspections (e.g., inns and schools) for compliance with Health & Safety codes are conducted annually, providing an opportunity for education as well as compliance. The Board and District support the local Fire Safe Council.
- i. **Ability to adapt – particularly in the wake of regional wildland fires** – The “new normal” of longer fire seasons and increased size of wildland fires is of major concern. To date, ALRFPD firefighters have performed admirably in Mendocino County fires.
- j. **Cost recovery** - A cost recovery program has been adopted by the Board to recover costs of services (see Board Ordinance 2023-1).

## 2. Weaknesses

- a. **Limited finances for upgrading equipment** – The current mechanisms for obtaining public funds limit the amount of funding that we can utilize for various equipment upgrades. Changes will be required on a County, State, and Federal level to improve funding for all volunteer fire districts. Detailed Weakness and Action Plan responses are developed further in *Appendix C: Firefighter Staffing, Training & Operational Issues*.
- b. **Limited opportunities for firefighter and emergency responder training – due to difficulty in getting to 40-hour training sessions and remote (to ALRFPD) locations** – As overall public funding is being stressed by other requirements, training opportunities are shifting to locations further away for Albion and Little River. It is difficult for volunteer firefighters, no matter how dedicated they are, to take time to travel long distances for training.
- c. **Difficulty in maintaining firefighters** – The nature of the types of local employment has resulted in fundamental changes in the local workforce. Many of the (formerly) potential volunteers no longer work in the area. Many residents

work out of the area. The high cost of living and lack of affordable housing hinders the opportunities for recruiting new volunteers. Thus, there is an increasing challenge in maintaining an active roster.

- d. Lack of proper facilities at the current stations** – For other than the marginal facilities at Station 810, we lack restrooms (including ADA compliant restrooms) showers, and laundry for our firefighters' turnouts at all our remaining stations. Station 810 lacks a regular laundry facility for non-hazardous laundry.
- e. Limited funding from County and State** – New mechanisms must be developed for properly funding volunteer fire districts at a time when wildland fires are increasing in frequency, intensity, and size.
- f. Lack of community awareness for proper fire protection** – As our climate changes, the need for public awareness increases. The likelihood of increasing dangers due to wildland fires and increasing storm severity in our district requires additional awareness and preventive action on the part of our community. Our ability to conduct public information outreach programs in the form of bi-annual newsletters and public meetings, and ongoing situational updates is limited, yet remains a critical objective.
- g. Lack of budget for training under new State requirements** – While the state has not been able to develop better funding mechanisms for volunteer fire districts, there has been an increase in requirements (*i.e.*, training and property inspections) with which we must comply. At present, volunteers are held to professional requirements which are unfunded mandates that we must somehow address.

### 3. Opportunities

- a. Facility improvement** – Now that we possess clear property title to Stations 811 and 810, we can expend funding to construct a centrally located fire station at 810 as outlined in *Appendix D: Station 810 Building Complex Two Phase Plan*. This station is designed to house modern equipment, provide administrative and full-time staffing opportunities. Additionally, Station 811 will be retrofit to house a modern engine.
- b. Grow the Auxiliary volunteer base** – Although outside the organizational purview of ALRFPD, by harmonizing our respective community outreach recruitment efforts, an increase in the number of Auxiliary volunteers and the functions they undertake, would relieve firefighters and allow them to concentrate on emergency services. With a growth in membership, Auxiliary volunteers could take on more active roles of supporting the firefighters during extended incidents and disasters.
- c. Support the Fire Safe Council** - A local fire safe council was recently formed to educate and organize our community in regard to wildland fire emergencies and prevention. Currently they are working on organizing neighbor contacts (NEAR)



for emergency communication and evacuation. The District and Department will continue to support this effort.

- d. **Water** - We received a grant to develop a plan to install water supply tanks at key locations throughout the District. The plan will enable the District to apply for an installation grant. Once installed, tanks will greatly improve fire suppression efficiency and effectiveness.
- e. **Grant Funding** - Recent success in applying for public and private grants to support equipment purchases has resulted in continuing efforts to secure additional funding to meet future and ongoing needs. Appendix H includes a list of grant sources.
- f. **Public Awareness and outreach**- ALRFPD has numerous opportunities to interface and engage with the public and residents of the District through social media, annual newsletters, dedicated public information officer (PIO), regular public forums, etc. The construction of a new station will provide a central location for the District to interface with the public and community.
- g. **Prevention** - Public information regarding prevention actions and activities is presented at each community event and through the newsletters. Additionally, the District and Department support the Community's Fire Safe Council. A life safety inspection program was established in 2023, to be implemented in 2024.
- h. **Volunteer firefighters** - As remote/work from home opportunities increase along with better internet connectivity, there is an increased opportunity for volunteer firefighter participation. A new firehouse will provide improved local training opportunities, fostering enhanced recruitment efforts.
- i. **Possible Merging with Other Local Districts** - There is evidence that merging discrete functions of adjacent fire districts could be beneficial. Benefits may include increased purchasing power; reducing duplication of administrative efforts; improved emergency response times and staffing; consolidated opportunities for volunteer recruitment and training.
- j. **Develop relationship with Local Agency Formation Commissions (LAFCO)**  
This state organization can assist with planning for District expansion and improved efficiencies.

#### 4. Threats

- a. **Lack of mechanisms for sustaining public awareness** – Given that we are a local district in a lightly populated area, there are very few opportunities for disseminating information to our community members.
- b. **Change in fire maps due to observed climate change** – The nature of drought and fires has fundamentally changed the fire map landscape. Our district comprises rural residential, range and timberlands. From one mile eastward,

heavy timberland fuel loads and dry, dense pygmy forests extend eastward to District boundaries and beyond. As climate change has resulted in more extreme weather fluctuations, the potential for wildland fire increases in both frequency and intensity.

- c. **Longer-term quality of life for firefighters and emergency responders** – We will need to develop mechanisms and find ways to show appreciation for our firefighters whether this is through benefits or direct compensation for duty and training. The commitment and requirements are significant, and firefighter burnout is a serious threat.
- d. **Water availability issues** – The majority of residents obtain water from onsite wells. Water supply, power outages, and lack of fire-proof storage tanks are an area of concern for which we must remain aware.
- e. **Emergency response access and limited evacuation routes** – Narrow single lane unsurfaced roads, and dead-end ridgeline primary roads continue to be problematic for emergency response efforts. Evacuation planning efforts are ongoing, but with limited opportunities for public access beyond use of County roads.
- f. **Continued lack of viable financial mechanisms from the County and State** – There needs to be long-term efforts within the State legislature and County to develop funding mechanisms to better address the needs of all volunteer fire districts.
- g. **Recruitment** - An aging population, very expensive housing and limited employment opportunities combine to make volunteer recruitment efforts extremely challenging.

## IV. Objectives

Strategic objectives are based on the above narrative and are divided into two sections. The first section addresses activities that must be dealt with sooner rather than later. The second section addresses existential threats, such as climate change and population variability, and aspirational goals, such as merger with other regional volunteer fire departments and working with county and state government officials for developing better mechanisms for funding volunteer fire departments.

### **Objective #1 - Upgrade Current Facilities**

Implement the two-phase prioritized action plan outlined in *Appendix D: Station 810 Building Complex Two Phase Plan*. This would lead to allocation of funding for a new centralized fire station.

This action plan will be developed based on availability and creation of supplemental financial resources to meet projected Station 810 building complex construction and equipping costs.

### **Objective #2 Upgrade Vehicles**

This goal involves a slightly longer timeline. ALRFPD has recently acquired several vehicles under lease/purchase agreements. However, some of our current vehicles are woefully out-of-date, and some of these do not meet current federal and state emissions standards. The Action Plan will execute the replacement schedule outlined in *Appendix B: Fire Apparatus Vehicle Inventory*, guided by future vehicle replacement costs and service life expiration considerations.

### **Objective #3 – Develop Approaches for Upgrading Training Programs**

ALRFPD leadership is aware of the need to provide better training opportunities considering new state requirements. Leadership is also aware that these new requirements make the training more time-consuming and that it is now more difficult to attend trainings due to the location of the training. One element of the Action Plan for this shortcoming would be to work with state training authorities to develop regional training courses that could be attended by Mendocino Coast volunteers. Further considerations are developed in *Appendix C: Firefighter Staffing, Training & Operational Issues*.

### **Objective #4 – Maintain Firefighter Well-Being and Maintain and Expand Firefighter Staffing**

Board members must work with the Fire Chief and other key emergency response and firefighting personnel to ensure that their personal needs are met. As previously described, ALRFPD personnel perform their duties – not only with personal risk – but also sacrificing time that could be spent with family, jobs and generating income. To the extent feasible, mechanisms must be developed to find the means to better reward these personnel and, by doing so, create a more advantageous environment for recruiting new personnel. Any action plan must include specific recommendations for retaining, recruiting, and improving the well-being of emergency responders and firefighters. Our goal is to increase our roster of firefighters to 30 fully qualified personnel.

Additionally, our Action Plan must include evaluating and describing the tasks that nonfirefighters can perform.

### **Objective #5 – Increase Community Awareness for Addressing Safety and Fire Hazards**

Many community members do not take sufficient steps to ensure that their safety is maximized. Continue work in the following areas:

- Supporting the local Fire Safe Council
- Maintaining a disaster preparedness and response plan that harmonizes protocols, and emergency supplies in and between our community and the County Office of Emergency Services

- Finding new mechanisms for encouraging residents to develop and maintain ponds and water tanks for easier access to water supplies, including creation of emergency vehicle access on logging roads connecting to county roads
- Obtaining funding from the County to improve residential signage
- Continue annual fundraising barbeque and Fire Prevention Open House
- Educating community members on issues such as:
  - Emergency vehicle access
  - Developing and maintaining fire breaks and/or fire lines
  - Increased risk due to changing climate
  - Emphasize defensible space and fire safety in our bi-annual community outreach newsletter

### **Planning for the Future**

ALRFPD must be prepared to deal with future substantive changes that will have an impact on its operations and overall responsibilities. Thus, this next set of objectives involves both aspirational goals and existential threats to the community and region.

### **Objective #7 - Participation in Mendocino County Chief's Meetings and CALChiefs and Working with Regional Planning Agencies to Project Growth**

A critical action item will be to work with the County, State, and local agencies to ensure that ALRFPD is staying abreast of changes that are occurring that go beyond simple modest increases in housing stock. Thus, the action item is to require that one of the Board members be focused on maintaining relations with, and reporting back on, regional perspectives related to growth, including changes in demographics, increases in commercial and industrial activity, and other changes that can impact firefighting and emergency response. Rural County Representatives of California should act in concert with County Fire District requirements compliance with their unfunded mandates to demonstrate to the State Legislature the crisis facing rural Fire Districts through the office of a paid lobbyist familiar with such issues (such as the Rural County Representatives of California (RCRC)).

### **Objective #8 – Prevention**

Continue life safety inspections, fire safe and community prevention education and activities.

### **Objective #9 - Work on Mechanisms to Improve Funding**

While current mechanisms for obtaining operational funds have improved in the recent past, they are still inadequate. Neither the State nor County makes adequate allowance for how volunteer fire departments are funded. This shortcoming must be addressed, particularly since within Mendocino County almost all the fire districts are volunteer districts (except for Ukiah and Fort Bragg).

An action plan must be developed that would require one of the Board members to develop relationships with County officials to work on County legislation that would provide improved funding streams to volunteer fire departments. Relationships should also be developed at the State level to obtain improved funding mechanisms. This would involve

working with the Governor's Office of Emergency Services and with elected representatives and their staff.

**Objective #10 – Grants- Continue cyclical grant applications.** See Appendix H

**Objective #11 - Water**

Consider forming a water district to manage water supply throughout the District. Continue installation and planning for additional water tanks at key locations throughout the District. A critical component of the ISO evaluation is tied to water quantity and proximity of water to structures

# **Action Plan Template**

*TO BE DEVELOPED*

## **Appendix A: Station Facilities**

The three largest categories of ALRFPD assets include: Buildings/Garages/ Water Storage Tanks, Fire Apparatus, and Firefighter Protection and Training Costs. ALRFPD has five locations for our equipment. Equipment is spread throughout the District to minimize response times and maintain or improve insurance ratings based on proximity to the community served.

### **1. Station 810 Albion Village**

This station was built by volunteers on leased land in 1960, is located behind the Albion Grocery and is our optimally positioned central station. It provides a single apparatus bay for Rescue 8130, a dispatch/meeting/small kitchen room, small office, decontamination laundry, equipment dryer and an ADA compliant restroom and no shower. This building serves as District headquarters with the Fire Chief and District Administrative Assistant working out of this location. Weekly Fire Department training as well as monthly District Board meetings are also held in this building. The building is in poor condition and barely large enough to accommodate one larger dimension firefighting vehicle. As of July 2018, ALRFPD acquired clear title to the land Station 810 resides upon, and 2.5 acres of adjoining land.

In 2021 ALRFPD formed a New Fire Station Building Committee to develop plans for a new fire house and training center from which centralized responses will be dispatched and when sufficiently funded, facilitate 24/7 firefighter and EMS staffing. The new station design reduces existing traffic problems associated with delivery vehicles and grocery store and post office patrons who often block access. The project is designed to be built in two phases of construction (dependent upon available funding). Phase 1 will consist of constructing the apparatus building and Phase 2 will remove the existing apparatus building and construct a new administration building to house ALRFPD headquarters. In May 2024 a Coastal Development Permit was approved by the Mendocino County Planning Commission. A more detailed description of the project is appended below.

### **2. Station 811 Albion Ridge Road (at D Road)**

This station has been under various phases of construction since 1994. This one-acre property was acquired at a favorable price by the District in 1994. It is in a less than favorable location, residing adjacent to a Wetland Zone. Setback requirements severely limit any subsequent development. The existing building was jointly financed by ALRFPD, the Auxiliary, and public donations, and constructed by community volunteers and firefighters. It has two vehicle bays and an upstairs meeting room. It has no kitchen, no restrooms, nor shower facilities or septic system. The property has a developed well, two 5,000-gallon water storage tanks, and a diesel fuel storage tank. In May of 2024 the building's apparatus bay doors were remodeled to accommodate ALRFPD's new Type 3 fire engine and future apparatus upgrades. Five, 5,000-gallon water tanks were purchased through a grant to increase the water storage capacity to 30,000 gallons that will help increase our ISO rating. As funds

become available, the tanks will be installed later this year along with a new concrete pad in front of the apparatus to mitigate drainage issues.

Future needs for Station 811 include: plumbing the water supply to the building as there is no running water in the building; re-rocking and grading the gravel driveway; adding "Fire Lane" and "No Stopping" signage and red striping the asphalt apron along Albion Ridge Road. There are extremely limited opportunities for a septic system.

### **3. Station 812 Little River Airport Road**

This station was built in the late 1970s and is located near the County Airport in Little River. The land that it is on is subject to a renewable lease agreement with Mendocino County. The Auxiliary and the District financed the building. The station has two buildings and a carport. The old building has three small vehicle bays, currently housing our SCBA Mobile Air Unit and Water Tender 8191. The new steel building houses: a Type 1 structural fire engine 818, gear, hose storage, and a small area for exercise equipment. The carport houses reserve Engine 8180. There is a well, two 5,000-gallon water storage tanks, and a diesel fuel storage tank. Neither building has a restroom, shower, or a kitchen. The adjacent land is used as a fire training ground as well as the location of our annual barbeque and flea market hosted by the Auxiliary.

Future needs for Station 812 include a septic system, plumbing for a full bathroom and decontamination equipment. The gravel driveway needs to be regraded and paved. Water storage needs to be increased to a minimum of 30,000 gallons to meet ISO requirements.

### **4. Station 813 Middle Ridge Road**

This is a single vehicle substation, constructed by firefighters in the early 1990s on leased property, serving as protection for a Type 3 (Wildland) engine for Middle Ridge Road and the east end Albion Ridge Road. This Station needs to be relocated as the new owner of the property has expressed that he no longer wants it on his property.

The District is looking for a new location in the vicinity to address insurance issues for residents on Albion and Middle Ridge Roads. The new location would ideally have the capacity for large water storage and house a Type 1 Water Tender. The new structure would ideally be a steel building on a concrete slab.

### **5. Station 815 Navarro Ridge**

This is a single vehicle substation constructed by firefighters in the early 1990s, on leased property from The Conservation Fund, serving as protection for a Type 3 (Wildland) engine for east Navarro Ridge Road.

Future needs for Station 815 include: upgrading to a steel building on a concrete slab, replacing the Type 3 Wildland Engine with a Type 1 Water Tender and increasing the water storage to a minimum of 30,000 gallons.



## Appendix B: Fire Apparatus Inventory and Replacement Schedule

ALRFPD maintains a fleet of thirteen vehicles that are placed throughout the District to maintain the District's ISO rating. This a large fleet of vehicles for the number of responders. The Districts ISO rating dictates this number even though staffing, maintenance, and replacement become more difficult. Four vehicles out of the District's 13 are past their service life, and 6 are more than double their service life. See chart below. Cost and size have been major factors in the District's ability to procure new equipment within the expected service life of the vehicles.

### Apparatus Replacement Schedule

Listed by priority. The current fleet will be replaced over the next 15 years. Service life of the apparatus is based on NFPA 1901 and 1911, active first alarm service life of 15 years and 5 years as a reserve apparatus.

Type	Unit #	Replacement Date	Approximate Cost*
Command	8100	ASAP	\$120,000.00
1 Structure Engine	8180		\$550,000
1 Tactical Water Tender	8190	2026	\$325,000
1 Tactical Water Tender	8192 replacing E8171	2028	\$325,000
3 Wildland Engine	8162	2030	\$425,000
1 Structure Engine	8181	2032	\$550,000
1 Tactical Water Tender	8191	2032	\$325,000
Rescue	8130	2033	\$175,000
Rescue	8132	2037	\$175,000
3 Wildland Engine	8160	2039	\$450,000
		Total	\$3,095,000

\*All cost estimates are as of date of publication.

To accomplish timely replacement of apparatus within the service life of the apparatus, the District will need to raise approximately \$206,333 annually to maintain the current ISO rating and meet NFPA 1901 and 1911. Note, inflation will likely increase this estimate in future years.

## ALBION LITTLE RIVER FIRE PROTECTION DISTRICT INVENTORY OF DISTRICT OWNED VEHICLES

Revised: 2018.11.03

FUNCTION	UNIT NUMBER	VEHICLE DESCRIPTION	YEAR	MAKE	VIN	PLATE NUMBER	TITLE ISSUE DATE	APPROX. CURRENT VALUE	APPROX. REPLACEMENT COST	SERVICE LIFE	SCHEDULED REPLACEMENT DATE	NOTES
STRUCTURE	8180	TYPE I PUMPER	1989	SEAGRAVE	1F9EE28J1KCST2093	1412907	10/6/1989	\$5,500	\$370,000	25	2016	
	8181	TYPE I PUMPER	2017	PIERCE	1FVDLYFE3JHHF9547		7/9/2017	\$486,811	\$486,811	25	2045	
WILDLAND	8162	TYPE II WILDLAND	2000	INT'L	1HTSDADN1YH320047	1312107	12/18/2008	\$45,000	\$370,000	25	2025	
	8183	TYPE III WILDLAND	1987	FORD	1FDYD80U0HVA05248	1205415	3/3/2005	\$9,000	\$390,000	25	2012	Note 5
	8170	TYPE III WILDLAND	1994	FORD	1FDXF80E1SUA1892			Note 1		25	2019	
	8171	TYPE III WILDLAND	1993	FORD	1FDXK84A41PVA00893	1439439	5/22/2014	Note 2		25	2018	Note 2 & 3
TENDER	8190	WATER TENDER	2005	FREIGHT	1FUBCYDJ76HW25614	1392289	1/7/2005	\$32,000	\$250,000	20	2025	Note 6
	8191	WATER TENDER	2017	FREIGHT	1FVACYDT6HHHZ1802	1495631	3/29/2017	\$232,552	\$250,284	25	2045	
RESCUE	8130	RESCUE 4X4 BLS	1990	FORD	1FDKE30M6LHB50145	1002177	9/16/2001	\$8,900	\$111,000	20	2010	Note 3
	8132	RESCUE - SCBA	1992	FORD	1FDKF38MONNA36647	1237713	12/27/2006	\$14,600	\$212,000	20	2012	
	8135	RESCUE 4X4 BLS	2017	FORD			4/27/2017	\$272,270	\$338,409	25	2042	Note 4
UTLILTY	8131	RESCUE 4X4	1994	CHEVROLET	1GBJK34N6RE203243	378887	4/23/1994	\$5,000	\$85,000	20	2014	
	8160	LAWN TRACTOR	2018	DEERE	1GXE160CJHJ01059	8160	2/2/2018	\$2,619	\$2,619	20	2048	
		LAWN TRAILER	2018	INTS	4RALS1010JK067206	8160	7/5/2018	\$5,775	\$5,520	20	2048	

FUNCTION	UNIT NUMBER	VEHICLE DESCRIPTION	YEAR	MAKE	VIN	PLATE NUMBER	TITLE ISSUE DATE	APPROX. CURRENT VALUE	APPROX. REPLACEMENT COST	SERVICE LIFE	SCHEDULED REPLACEMENT DATE	NOTES
WATER	81H20 (Z)	BOAT	2001	ZODIAC	XDCR562BF101	CF 9075 XS	6/25/2004	\$8,000	\$13,000	17	2018	Note 3
		TRAILER (BOAT)	2003	EZ LOADER	1ZEAAKKA63A005458	1002190	11/27/2002	\$1,000	\$2,000	20	2023	Note 3
	8198	JET SKI	2008	KAWASAKI	KAW32065A808	CF5787	2/2/2014	\$3,500	\$9,000	8	2016	
	8199	JET SKI	2008	KAWASAKI	KAW32326A808	CF5646	2/2/2014	\$3,500	\$9,000	8	2016	
		TRAILER (JETS)	2008	KAWASAKI	1ZCS1601482334031	1312149	4/13/2014	\$1,000	\$2,000	8	2018	
								Inventory Book Value:				\$ 1,137,027
								Replacement Budget Projection:				\$2,906,643

Note 1: On loan from US Forest Service w/o Title

Note 2: On loan from US Forest Service

Note 3: Scheduled for Surplus

Note 4: Lease/Purchase Obligation

Note 5: Scheduled for Replacement

Note 6: SS Tank Upgrade Pending

## Appendix C: Firefighter Staffing, Training & Operational Issues

ALRFPD is experiencing ongoing challenges in meeting its goals with volunteer staff. There is no fault to the volunteers or organization for these issues. The challenges reflect ongoing realities of life and volunteerism in our current era. The ALRFPD Volunteer Firefighters have always been dedicated and willing to do what they can with what they have. Today all firefighters are expected to achieve and uphold a professional standard of performance regardless of paid or volunteer status (per CA State law). Our issues today reflect those of the past twenty years ago compounding with increasing unfunded training and associated equipment mandates.

*Due to the intensive time commitment*, there is limited interest by volunteers to meet regulatory requirements and work to a professional standard. The requirements are well understood, but volunteers tell us they can offer X hours. We need X\*5 to X\*10 to meet the requirements. There simply is not enough time. It takes an extraordinary individual to commit the time and dedication to work up to a Volunteer Professional Firefighter level.

*The required professional level training is not readily available in the local area*. Volunteers must travel out of the area, which increases the time commitment and cost. Current health and safety standards have made training more intensive and lengthier; making it increasingly prohibitive for the volunteer who has a family and full-time job.

*Insufficient interest in volunteers to take leadership roles and responsibilities*. Volunteers are willing to assume titles, but the titles must represent a commitment to train and perform beyond the roles of a line firefighter. Leadership training and roles are ever evolving and require a constant commitment to continuing education, inherently a substantial time commitment.

*Insufficient interest in taking Duty Officer shifts*. A duty officer provides a safe and timely response by responding to emergencies from within or near the District. In recent years, the chief and two assistant chiefs have provided a rotation with most days falling on the chief. The retirement of an assistant chief (who cited the time commitment as being incompatible with his day job as a teacher) places a further burden on limited personnel. It is not enough for a volunteer to offer to take the Duty Officer (DO) shift. The DO must be capable of running typical calls safely, maintain current EMT, engine driver license endorsement, HazMat training and much more.

*Lack of a central facility*. Most rural fire departments respond to calls from a central station. Because our department maintains five locations, it's difficult to coordinate responses. Firefighter availability and which station they respond from is uncertain. Smart phone apps are unreliable due to limited cell availability throughout our District.

*Age demographics and housing affordability*. Retired volunteers have time but are less able to work in arduous environments. Affordable housing is extremely limited throughout the District. Younger firefighters are less available due to conflicts with work and family commitments. Further, investment in young firefighters has been lost when changes in housing place them

out of the District. Moving across district lines is the number one cause for losing firefighters. This can represent hundreds of hours and dollars of investment lost.

*Low response during working hours.* There is extremely limited employment opportunity within the District and as such, most volunteers work outside of the District during the week. Weekday response numbers are low. Recently weekends have also become difficult with the change in tourism becoming our main coastal industry; thus, many volunteers work on the weekends.

### **Planning for the Future**

It has become clear over the past decade that the volunteer model is waning. From an operational perspective the volunteer model has become unreliable. To alleviate the pressures applied to the volunteers and provide the best service possible to the community, the District compensates the Fire Chief for a full-time position. A program to pay a stipend to a qualified Volunteer Fire Officer to cover shifts when the Chief is off duty was also started; \$100.00 per 24-hour shift. A full auto aid agreement has been put in place with CAL FIRE Woodlands Station for a single engine response to all calls within the ALRFPD. 2nd alarm fires and major wildland incidents will call out CAL FIRE's Fort Bragg engine along with more units as needed from the rest of the County. Also in the works are auto aid agreements with the neighboring fire districts of Elk Fire and Anderson Valley Fire Department for structure fires and traffic collisions along our District borders.

After a year into this program, these measures are proving to be unsustainable in the long term. Only one Fire Officer is eligible and able to cover shifts for the Chief and not on a consistent basis. The Chief works 55-65+ hours weekly Monday-Friday and is essentially volunteering to respond to emergencies on the weekends and nights.

Two-three responders are needed for 65-75% of the District's calls, whereas the District can rely on volunteers, CAL FIRE, and mutual aid from our neighbors for the larger incidents. ALRFPD needs to utilize a 24/7/365 staffing model with 2-3 paid professional Firefighter/EMTs on duty. This model would be a solution to most of the District's issues, providing consistent response, training, administrative duties, and maintenance, etc. Additionally, it would create jobs and career opportunities within our community. At present, the District does not have the funding or facility to accommodate this model.

The District is currently working towards the construction of a centrally located facility that will accommodate the first part of this vision (see appendix D). The second part will be to secure funding for operations at this level. The District is also currently working on a ballot measure to increase the Special Fire and Rescue Tax to create a budget that can accommodate staffing. The following documents illustrate the budget needs for staffing, apparatus replacement and general operating budget.

## **Appendix D: Albion Central Fire Station- 810 Building Complex Two Phase Plan**

A Building Committee that included two Board members, Fire Chief, local architect and a firefighter developed the proposal for a central fire station at the currently located Station 810. Three community meetings were held in 2022 to obtain input and support from the community. The fundamental building design goal is to create a cost effective, healthy, resilient, energy efficient building that will include hybrid solar and heat pump systems, along with air ventilation systems to protect our firefighters and community. The facility is planned taking into consideration current and ongoing conditions affecting our community, in particular, increasing vulnerabilities due to climate change, and an increasing and changing population (*i.e.*, fewer volunteers and increasing training requirements).

### *Facility description*

The new centrally located fire station will have two separate buildings - an apparatus bay for housing fire trucks and equipment as well as provide room for training. The second detached building will be an administrative building that includes the following:

- administrative offices
- large multi-purpose room for firefighters and community
- accessible bathrooms
- kitchen and dining rooms
- training/workout and sleeping quarters

### *Reduce Response Time and Consolidated Coordinated Response*

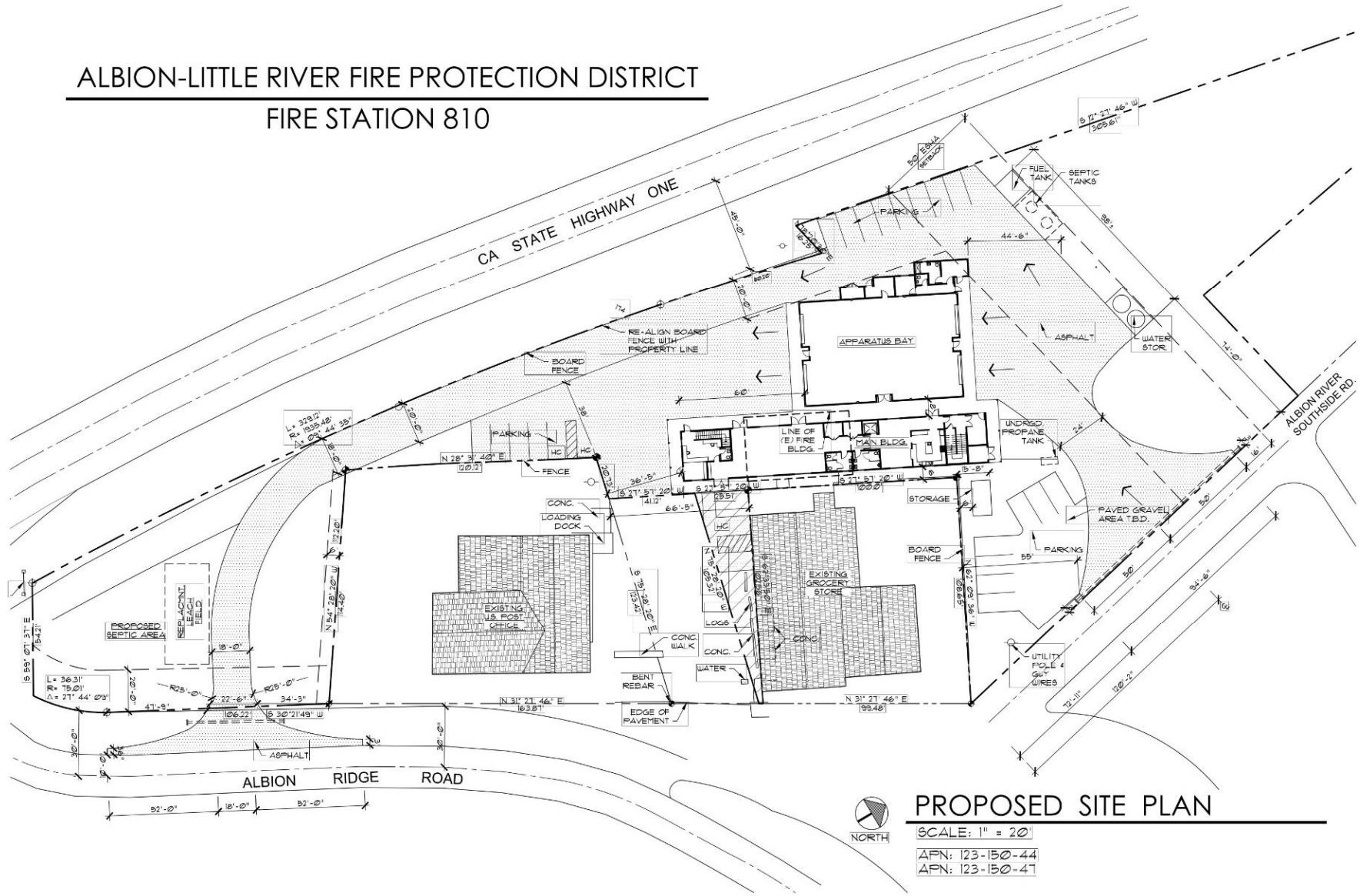
- Consolidated and coordinated emergency response from a single central station
- Improved emergency vehicle ingress and egress
- Housing for modern fire equipment - improved maintenance and upkeep
- Training facility and administrative
- Secure administrative records
- Decontamination room for firefighter gear and equipment

### *Planning*

- Community meeting room (fire prevention education, political forums, emergency preparedness)
- Command Center for emergency incidents
- Emergency shelter with backup power
- Offices - Fire Chief, District Staff, Board of Directors, rental

ALBION-LITTLE RIVER FIRE PROTECTION DISTRICT  
 FIRE STATION 810

PROPOSED SITE PLAN



PROPOSED SITE PLAN

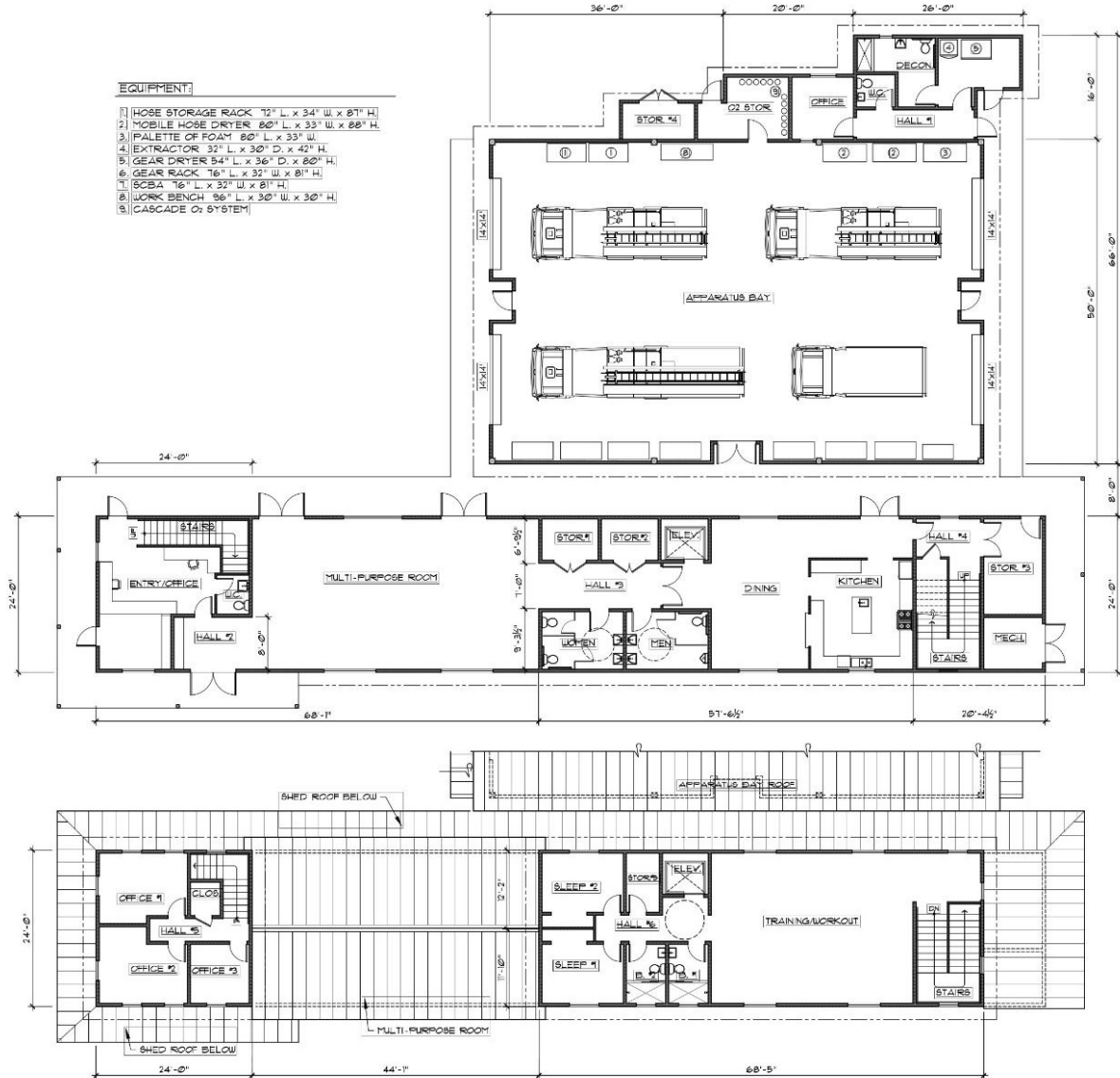
SCALE: 1" = 20'

APN: 123-150-44  
 APN: 123-150-47

PROPOSED FLOOR PLANS

EQUIPMENT

- 1 HOSE STORAGE RACK 72" L. x 34" W. x 81" H.
- 2 MOBILE HOSE DRYER 80" L. x 33" W. x 80" H.
- 3 PALETTE OF FOAM 80" L. x 33" W.
- 4 EXTRACTOR 32" L. x 30" D. x 42" H.
- 5 GEAR DRYER 54" L. x 36" D. x 20" H.
- 6 GEAR RACK 76" L. x 32" W. x 81" H.
- 7 SCBA 76" L. x 32" W. x 81" H.
- 8 WORK BENCH 96" L. x 30" W. x 30" H.
- 9 CASCADE O<sub>2</sub> SYSTEM



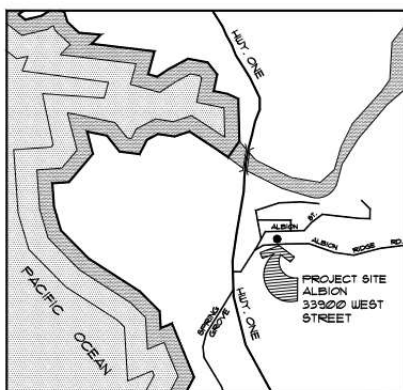
PROPOSED FIRST & SECOND FLOOR PLANS  
SCALE: 1/8" = 1'-0"

	REVISIONS				
				DIANA WIERMANN ARCHITECT P.O. BOX 395 ALBION, CA 95410 (916) 931-2807	
		STAMP		PROPOSED FLOOR PLANS	
		TITLE		PROJECT	
		PROPOSED FLOOR PLANS		ALBION - LITTLE RIVER FIRE PROTECTION DISTRICT BATHROOM CONVERSION	
		DATE		SCALE	
		AUG 30, 2022		1/8" = 1'-0"	
		DRAWN BY		CHECKED BY	
		PUGH		DU	
		SHEET		5 OF 9	
		A2.0			



# ALBION - LITTLE RIVER FIRE PROTECTION DISTRICT

## PROPOSED NEW FIRE STATION AND ADMINISTRATION BLDG.



VICINITY MAP  
NOT TO SCALE

### PROJECT ADDRESS:

33900 WEST STREET  
ALBION, CA 95410  
APN 123-150-45  
APN 123-150-47  
APN 123-150-48

### OWNERS:

ALBION LITTLE RIVER FIRE  
PROTECTION DISTRICT  
P.O. BOX 894  
ALBION, CA 95410

### SURVEYOR:

FORREST FRANCIS  
P.O. BOX 1162  
MENDOCINO, CA 95460  
707-937-9300

### ARCHITECT:

DIANA WIEDEMANN  
DIANA WIEDEMANN DESIGNS  
P.O. BOX 395  
ALBION, CA 95410  
707-937-2807

### SEWAGE SYSTEM REPORT:

CARL RITTIMAN & ASSOC. INC.  
P.O. BOX 590  
MENDOCINO, CA 95460  
707-937-0804

### BOTANICAL:

WRA, INC.  
5341 OLD COAST HWY, STE. 310  
PETALUMA, CA 94594  
707-490-5880

### PROJECT DESCRIPTION:

NEW FIRE STATION AND AN ADMINISTRATION BUILDING TO REPLACE THE EXISTING FIRE STATION BUILDING. RELOCATED EXISTING SEPTIC TANK AND LEACH FIELD ALONG WITH OTHER UTILITIES PER PROPOSED SITE PLAN. THE NEW PROPOSED FIRE STATION INCLUDES AN APPARATUS BUILDING THAT WILL HOUSE FIRE TRUCKS, EQUIPMENT AND OTHER FIRE PROTECTION RELATED GEAR AND TOOLS. THE ADMINISTRATION BUILDING WILL PROVIDE OFFICES FOR INFORMATION, FIRE PERSONNEL, MULTI-PURPOSE ROOM, KITCHEN, DINING AND ADA RESTROOMS, AS WELL AS A LARGE TRAINING ROOM WITH STORAGE. THE PROPOSED ASPHALT DRIVEWAY, A ONE-WAY INGRESS AND EGRESS FOR ALL FIRE VEHICLES WILL AVOID THE OFTEN CONGESTED AREA OF WEST STREET LOCATED BETWEEN THE EXISTING ALBION POST OFFICE AND ALBION GROCERY STORE. PERSONNEL PARKING WITH ADA PARKING SPACES ARE PROVIDED ALONG WITH ELECTRIC CHARGING STATIONS PER SITE PLAN. EXISTING WOODEN FENCE BOARDS, POSTS & WIRE FENCING SHALL BE REPAIRED AND REPLACED WHERE NEEDED. NEW GATE WITH ADDRESS AND FLAG POLE SHALL BE LOCATED AT OFFICE ENTRANCE NEAR WEST STREET. ALL UTILITIES SHALL BE UNDERGROUND. NEW WATER STORAGE TANKS SHALL BE INSTALLED PER SITE PLAN FOR ADDED FIRE SAFETY FOR THE COMMUNITY.

### INDEX OF DRAWINGS

- A1.0 TITLE SHEET & PROJECT INFORMATION
- C1 SURVEYOR'S TOPOGRAPHIC MAP
- A1.1 EXISTING SITE PLAN
- A1.2 PROPOSED PARCEL PER BOUNDARY LINE ADJUSTMENT
- A1.3 PROPOSED SITE PLAN
- A1.4 PROPOSED SITE AND LANDSCAPING PLAN
- A2.0 PROPOSED FIRST FLOOR PLAN
- A2.1 PROPOSED SECOND FLOOR PLAN AND ROOF PLAN
- A3.0 EXTERIOR ELEVATIONS

### APPARATUS BAY

APPARATUS BAY 3,810 SF  
STOR/OFFICE 660 SF

### ADMIN. BLDG. 1ST FLOOR

ENTRY/OFFICE 3,504 SF

### ADMIN. BLDG. 2ND FLOOR

OFFICES 507 SF  
TRAINING/ELEV./STOR. 1,461 SF

### OVERALL SQ. FT.

APPARATUS BLDG.: 4,470 SF  
ADMIN. BLDG.: 5,478 SF

### AREA SPECIFICATIONS:

LOT SIZE: 18 ACRES ZONE: RURAL VILLAGE C1A

### SQUARE FOOTAGE:

APPARATUS BAY 4,470 SF  
ADMINISTRATION BLDG. 5,612 SF  
TOTAL: 10,082 SF

### BUILDING MATERIALS - PROPOSED:

EXTERIOR MATERIALS: STUCCO, STONE CLADDING, CEMENT BOARD & BATT  
ROOFING: STANDING SEAM METAL  
WINDOWS: ALUMINUM CLAD  
DRIVEWAY: ASPHALT  
PARKING: ASPHALT AND GRAVEL

### GRADING NOTES:

FINISH GRADE & BUILDING ELEVATIONS ARE SHOWN

AS EL. 115.00'

### EXTERIOR LIGHTING NOTES:

ALL EXTERIOR LIGHTING FIXTURES SHALL BE SHIELDED FROM DIRECT VIEW AND SHALL BE DOWNCAST, OR NIGHT SKY RATED IN DESIGN.

### CONSTRUCTION NOTES:

DO NOT SCALE DRAWINGS. THE CONTRACTOR SHALL VERIFY DIMENSIONS PRIOR TO CONSTRUCTION. ANY DISCREPANCIES SHALL BE BROUGHT TO THE ATTENTION OF THE ARCHITECT SO THAT CLARIFICATION CAN BE MADE. IN DISCREPANCIES BETWEEN WRITTEN DESCRIPTIONS AND DRAWINGS, WRITTEN DESCRIPTIONS SHALL GOVERN.



### REVISIONS

NO.	DATE	DESCRIPTION

DIANA WIEDEMANN  
ARCHITECT  
P.O. BOX 395  
ALBION, CA 95410  
707-937-2807

### STAMP

TITLE SHEET AND PROJECT INFORMATION

PROJECT: ALBION - LITTLE RIVER FIRE PROTECTION DISTRICT  
33900 WEST STREET, ALBION, CA 95410

DATE: DEC. 9, 2022

SCALE: AS SHOWN

DRAWN BY: MGH

CHECKED: DW

SHEET

A1.0

1 OF 9

# Appendix E – Budget Plan

<b>2023-2024 Budget Final</b>	
Version date:01/16/2024	
Version Approved date: 01/17/2024	
<b>Estimated Revenue</b>	
821110 Current Secured Tax	97,455.00
821120 Current Unsecured Tax	3,122.00
821130 SB 813 Supplemental Tax	348
8521220 Prior Unsecured Tax	101
821230 Sales Tax- Public Safety(PROP 172)	13,500.00
821300 Special Tax(Fire Assessments)	167,158.00
821600 Timber Tax	269
821800 TOT Tax Measure D and E	16,000.00
821900 Measure P	100,000.00
824100 Interest	400
825481 Homeowners Property Tax Relief	600
827705 Donations	20,000.00
<b>Total Estimated Revenue</b>	<b>418,953.00</b>
<b>Appropriations</b>	<b>Budget 23-24</b>
<b>66000 Payroll Expenses</b>	
Taxes	
Wages	
86-1101 Regular Employees	188,000.00
86-1014 Misc Employee Benefits	1,300.00
86-1035 Workers Compensation	12,600.00
86-2050 Clothing Personal Items	12,000.00
86-2060 Communications	8,500.00
86-2080 Food	2,500.00
86-2101 General Insurance	30,000.00
86-2120 Maintenance Equipment	20,400.00
86-2130 Maintenance Structures & Grounds	3,800.00
86-2140 Medical Supplies	5,250.00
86-2150 Memberships	3,221.00
86-2170 District Office Supplies	6,282.00
86-2181 Auditing & Fiscal Services	3,600.00
86-2185 Medical & Dental Services	
86-2187 Education & Training	9,000.00
86-2189 Professional & Special Services	0
86-2190 Publication & Legal Notices	
86-2200 Rents & Leases-Equipment	68,000.00
86-2231 Election Supplies and Services	
86-2239 Special Dept. Expense	
86-2250 Transportation & Travel	15,000.00
86-2260 Utilities	11,000.00
86-3113 Payments to Govt Agencies	7,500.00
86-4360 Buildings & Improvements	
86-4370 Equipment (Purchase)	11,000.00
<b>Total Expense</b>	<b>418,953.00</b>

## Appendix F – Auxiliary Bylaws

By-Laws of the Albion-Little River Fire Auxiliary, Inc. 3/16/04  
7/16/13 (Amended II:1:a)  
6/17/2014 (Amended IV:2:b, VII:4:d, VIII:7:c, IX:1, XIV:1:a, XIV:1:b)

### ARTICLE I: NAME

The name of this organization is the Albion-Little River Fire Auxiliary, Inc., hereinafter referred to as "the Auxiliary".

### ARTICLE II: PURPOSES

**Section 1.** The Objects of the Auxiliary are:

- a. Support the activities and members of the Albion-Little River Fire Protection District, hereinafter referred to as "the Fire Department". (*Amended 7/16/13: Renamed*)
- b. The organization will help foster goodwill, sociability and friendship among and between the Fire Department and residents of Albion and Little River.
- c. Provide support services to the Fire Department, including but not limited to: providing refreshments, assistance services, and other specialized duties, as necessary, with appropriate training.
- d. Assist in raising funds for the purchase of specialized equipment.
- e. Provide support to the families of fire personnel or disaster victims whenever necessary.

**Section 2.** The organization is organized exclusively for charitable, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c) (3) of the Internal Revenue Code, or corresponding section of any future Federal tax code.

### ARTICLE III: BASIC POLICIES

The following are basic policies of the Auxiliary.

- a. The organization shall be noncommercial, nonsectarian and nonpartisan.
- b. The organization or members in their official capacities shall not be used to endorse a commercial entity or engage in activities not related to promoting the objects of the organization.
- c. The organization or members in their official capacities shall not-directly or indirectly--participate or intervene (in any way, including the publishing or distributing of statements) in any political campaign on behalf of, or in opposition to, any candidate for public office; or devote more than an insubstantial part of its activities to attempting to influence legislation by propaganda or otherwise.
- d. The organization shall not enter into membership with other organizations except such international or national organizations as may be appropriate to carry out the objectives of the organization. The Auxiliary, or any of its divisions, may cooperate with other organizations and

agencies concerned with fire safety, but representatives shall make no commitments that bind the group they represent.

- e. No part of the net earnings of the organization shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II hereof.
- f. Notwithstanding any other provision of these articles, the organization shall not carry on any other activities not permitted to be carried on (i) by an organization exempt from Federal income tax under Section 501(c) (3) of the Internal Revenue Code, or corresponding section of any future federal tax code or (ii) by an organization, contributions to which are deductible under Section 170(c) (2) of the Internal Revenue Code, or corresponding section of any future federal tax code.
- g. Upon the dissolution of the organization, after paying or adequately providing for the debts and obligations of the organization, the remaining assets shall be distributed for one or more exempt purposes within the meaning of section 501(c) (3) of the Internal Revenue Code, or corresponding section of any future federal tax code, to the Fire Department. Any such assets not disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the organization is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

#### **ARTICLE IV: MEMBERSHIP AND DUES**

**Section 1.** Membership in the Auxiliary shall be made available to any interested citizen of the community without regard to race, color, creed, national origin, or sexual orientation.

**Section 2.** There are two kinds of memberships in the organization,

- a. Active member: An active member is one who has attended at least 3 meeting in the previous 6 month period. Only active members have voting privilege and may serve as officers,
- b. On-Call member: An On-call member is one who has missed 3 or more meetings in the previous 6 month period. On-Call members do not have voting privileges and may not seek election to an officer position. New members will be considered On Call until a full 6 months has passed from the first meeting they attend, assuming 3 meetings are attended in that time frame. (Amended: June 17, 2014)

**Section 3.** For safety reasons, a person must be age 18 or over to become an active member of the Auxiliary. Members must be over the age of 21 to serve as an officer.

There are no dues required to join this organization. This may be changed by a majority vote of active members.

#### **ARTICLE V: OFFICERS**

**Section 1.** The officers of the Auxiliary shall be a president, a vice president, a secretary and a treasurer. If membership allows and the voting members find it necessary, up to two more vice-

presidents can also be elected. The secretary and treasurer may be combined into one position if needed.

**Section 2.** Officers shall be elected at the general meeting in January of each year.

**Section 3.** Officers shall assume their official duties following the close of the final general meeting in which they are elected and shall serve for a term of one year or until their successors are elected.

**Section 4.** The vote shall be conducted by secret ballot. When there is but one candidate for an office, the ballot for that office may be dispensed with and election held by voice vote. A majority vote shall be required for election.

**Section 5.** The following provisions shall govern the qualifications and eligibility of individuals to be officers of the Albion Little River Fire Auxiliary Association:

- a. Each officer shall be an active member of this organization.
- b. Only those individuals who are active members of this organization and who have signified their consent to serve if elected shall be nominated for, or elected to, such office.

**Section 6.** A vacancy occurring in the office of president shall be filled by the senior vice president, until the next general meeting when a new president can be elected. If a vice president is not available the treasurer shall assume the duties. A vacancy in any office other than president shall be filled by appointment by the president.

**Section 7.** There shall be a nominating committee composed of three members who shall be selected by the officers at a regular general membership meeting at least two months prior to the election of officers, as outlined in Article V, Section 2.

- a. The committee shall elect its own chair.
- b. The nominating committee shall nominate an eligible person for each office to be filled and report its nominees at the regular general membership meeting one month prior to elections at which time additional nominations may be made from the floor.

## **ARTICLE VI: EXECUTIVE COMMITTEE**

**Section 1.** There shall be an Executive Committee of the Auxiliary, the members of which shall be: all elected officers.

**Section 2.** Special meetings of the executive committee may be called by the president or upon written request of any member with three (3) day's notice to each member of the executive committee.

**Section 3.** A majority of the executive committee shall constitute a quorum for the transaction of emergency business.

**Section 4.** Duties of the executive committee shall be to:

- a. transact business referred to it;

- b. appoint standing committee chairs and members;
- c. approve the work of the committees;
- d. act in emergencies between meetings of the membership;
- e. make a report at each general meeting;

The executive committee shall take no action in conflict with any action taken by the membership at a general meeting.

## **ARTICLE VII: DUTIES OF OFFICERS**

**Section 1.** The president shall:

- a. preside at all meetings of the association;
- b. serve as an ex officio member of all committees except the nominating committee;
- c. coordinate the work of the officers and committees of the Auxiliary in order that the objects may be promoted; perform such other duties as may be provided for by these bylaws, prescribed by the parliamentary authority, or directed by the executive committee or the Albion-Little River Fire Protection District, hereinafter referred to as "the Fire District".

**Section 2.** The vice president(s) shall:

- a. act as aide(s) to the president;
- b. in their designated order (First, Second, Third) perform the duties of the president in the president's absence or inability of that officer to serve;
- c. perform such other duties as may be provided by these bylaws, prescribed by the parliamentary authority, or directed by the president, executive committee, or Fire District.

**Section 3.** The secretary shall:

- a. record the minutes of all meetings of the organization;
- b. be prepared to read the records of any previous meetings;
- c. file all records;
- d. have a current copy of the bylaws;
- e. maintain a membership list;
- f. maintain a training record for all members;
- g. maintain emergency contact information on Fire Department and Auxiliary members.
- h. perform such other duties as may be provided by these bylaws, prescribed by the parliamentary authority, or directed by the president, executive committee, or Fire District.

**Section 4.** The treasurer shall:

- a. maintain a full account of the funds of this organization;
- b. make disbursements as authorized by the president or executive committee in accordance with the budget adopted by this organization;
- c. cause to be kept a full and accurate account of the receipts and disbursements in the books belonging to the organization;
- d. provide a written financial statement to the membership at each meeting of the Auxiliary and Fire Protection District. *(Amended 6/17/14: renamed)*

- e. present an annual report of the financial condition of the organization;
- f. perform such other duties as may be provided by these bylaws, prescribed by the parliamentary authority, or directed by the president, executive committee, or Fire District.

## **ARTICLE VIII: COMMITTEES**

**Section 1.** Only members of this organization shall be eligible to serve, in any elective or appointive positions.

**Section 2.** The standing committees of this organization shall be created by the executive committee as it may deem necessary to promote the objects and carry on the work of the organization.

**Section 3.** The executive committee may create such special committees as it may deem necessary to promote the objects of the organization and carry on the work of this organization.

**Section 4.** The term of office of a committee chair shall be one year or until the selection of a successor.

**Section 5.** The chair of each committee shall present a plan of work to the executive committee for approval. No committee work shall be undertaken without the consent of the executive committee.

**Section 6.** Members of each committee shall be appointed at least two (2) weeks before an event is to take place.

**Section 7.** Committees Chairpersons to be Appointed

- a. A Budget committee to meet each year before the September meeting.
- b. Appreciation dinner between February 1st and April 30th for the Fire Department
- c. Barbeque Fundraiser in Summer (*Amended 6/17/14*)
- d. Christmas party in December

## **ARTICLE IX: GENERAL MEMBERSHIP MEETINGS**

**Section 1.** Regular Meetings

The regular meetings of the Auxiliary shall be held on the third Tuesday of each month, with the exception of the month of December. Meetings will be held in the Albion-Little River Fire House or at an alternate location at the convenience of the members. (*Amended 6/17/14*)

**Section 2.** Special meetings of this organization may be called by the president, or by a majority of the executive committee, ten {10} days notice having been given by posting at the Albion Post Office.

**Section 3.** The annual meetings shall be scheduled by the membership at their first meeting of the year.

**Section 4.** A minimum of 5 members present, including 3 officers and 2 members, shall constitute a quorum for the transaction of business in any meeting of this organization.

**ARTICLE X: FISCAL YEAR**

The fiscal year of the Auxiliary shall begin on September 1st and end on the following August 31<sup>ST</sup>.

**ARTICLE XI: PARLIAMENTARY AUTHORITY**

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Auxiliary and in all cases in which they are applicable and in which they are not in conflict with these bylaws.

**ARTICLE XII: AMENDMENTS**

**Section 1.** These bylaws may be amended by a majority vote of the membership at a general meeting, provided that notice of the proposed amendments has been provided to the membership 30 days prior to the meeting.

**Section 2.** A committee may be appointed by a majority vote at a general membership meeting of this organization, or by a two-thirds vote of the executive committee, to submit a revised set of bylaws as a substitute for the existing bylaws.

**ARTICLE XIII WAIVING BY-LAWS**

Specific sections of the by-laws may be waived by a majority vote at a general meeting.

**ARTICLE XIV MISCELLANEOUS**

**Section 1: Property**

- a. Any property owned by the Albion-Little River Fire Auxiliary may be loaned to members of the community affiliated with the Albion-Little River Volunteer Fire Protection District at the discretion of two (2) officers. *(Amended 6/17/14: renamed)*
- b. The Auxiliary Summer Barbeque recipes shall not be divulged under any circumstances.

\_\_\_\_\_, Director  
 \_\_\_\_\_, Director  
 \_\_\_\_\_, Director  
 \_\_\_\_\_, Director

**CERTIFICATE**

This is to certify that the foregoing is a true and correct copy of the bylaws of the association named in the title thereto and that such bylaws were duly adopted by the board of directors of said association on the date set forth below.

Dated: \_\_\_\_\_

\_\_\_\_\_  
Secretary



## **APPENDIX G - GRANTS**

With limited funding, every opportunity to increase financial support is being utilized by the District to improve emergency response and associated activities. Grant funding has enabled sufficient funding to replace nonfunctional and outdated equipment, not only improving our emergency response capability but also fostering the health and safety of our firefighters and community. In 2021-2024, an ALRFPD Board member successfully applied for many of the grants listed below. Many of these grants recur annually, so pertinent information is included for future use.

### **GENERAL INFORMATION**

Most Notices of Funding Opportunities (NOFOs) have a six-week deadline for submitting proposals, often with a short advertisement window. Proposals often take hours of work and research and often the specific grant requirements are not known until near the deadline. Additionally, while government agencies may allow time for us to accomplish new mandates such as developing a hazard mitigation plan, we are new to seeking grants, we can be unprepared and unable to submit our proposal.

One key to accessing alternative funding opportunities is having a flexible wish list of desired or needed equipment or projects which support District goals or activities. The wish list does not have to include exact quotes. However, it is useful to have a description of the desired item (with enough information locate it on a website) along with the item's intended use, the number desired and the name of the vendor (this helps with locating the correct website) and how the item will help the Department. Without a Wish List, funding opportunities may be missed. When funding entities require quotes, most consider those over 90 days old to be stale and many organizations will not consider one past 180 days.

Note also, all awards are conditional and not guaranteed. Funding organizations and agencies have the right to withdraw an award for their own reasons even after we have received an award notice and returned the signed contract.

### **FUNDING PROGRAMS**

#### **Congressional Funding**

Each year, every member of the House of Representative can submit requests for special within-District projects into the Congressional Budget. The parameters for these projects may change from year to year. These requests typically focus on funding special and essential projects or equipment that may not receive attention from other Federal funding sources due to scope or specificity of need. These funds require no match. And although not required, a final report (with photographs) would be useful.

Congressman Huffman has requested that we keep our requests to less than \$1.5 million so that more communities in our District can benefit. Requests must be concisely worded and easy to understand. After we submit our request to our Congressperson, it is then submitted to the Congressional Budget Office for House Committee review and hopefully included in the final House Budget. The U.S. Senate then reviews the budgetary package before sending it to the U.S. President for signature.

## Foundation Funding

Foundations can provide special funding in two ways, either by competitive grants or direct awards. Some Foundations have a formal process and calendar by which they solicit funding proposals from entities and others take requests throughout the year. Foundations typically require specific quotes for the project or equipment for which the funding is sought. Some foundations give direct awards while others reimburse per receipt of a paid invoice. Foundations often require that we provide matching funds. We have received funding from three Foundations over the last three years.

The *Community Foundation of Mendocino County* manages multiple funding streams such as the Field-of-Interest, Community Support or Bishoff Family Grants from which we can request or do currently receive money. Except for the Bishoff Grant, all requests must include itemized quotes from vendors. If an award occurs, then the Foundation will send a check for the specific amount requested. The Bishoff Grant does not require a proposal. Instead, the Community Foundation sends this check automatically, usually in September. All Community Foundation Grants **require** a final report (preferably with a photograph showing the items purchased or projects completed). Consideration for future proposals will not occur until the Foundation receives these close-out reports.

The second local foundation from which we have received funding is the *Mendocino Coast Healthcare Foundation*. Requests to this foundation need to emphasize an overall benefit to the health care needs of our population. This foundation does not require a final close-out report. However, they do appreciate a letter of gratitude from us as they can use this in solicitation of new funds to their program. Even if not specifically required as is the case with the Bishoff Grant, providing this extra information raises our profile within the group of entities funded by this Family Grant and resulted in an extra check in 2024.

The *California Fire Foundation (CFF)* funded the purchase of four 5,000-gallon water tanks awaiting installation at Station 811 (Albion Ridge Road). This Foundation also requires a final report that must include a copy of the paid invoice. CFF requires a 50% match, it is acceptable to present a proposal for double their funding limit knowing that we will pay at least half of the total cost. Unlike most government grants, we can include contract labor, insurance and equipment rental in the proposal when these expenses occur as part of a project. This is a reimbursement grant.

## Non-profit Funding

Dozens of non-profit organizations focus on support for fire response or prevention activities. Currently our most important non-profit partnership is with the *Mendocino County Fire Safe Council (MCFSC)*. MCFSC receives grants and tax revenues (Measure P) and offers several services to our residents. Examples include their Chipper Program and the Defensible Space Assistance for Income-eligible (DSAFIE) program where their crews help seniors or persons with physical limitations accomplish mandatory fire clearances and modest home hardening tasks.

Additionally, MCFSC has been a valuable grant partner, joining efforts with us to write grants aimed at fire clearance, resiliency, and community organization. In these partnerships, MCFSC acts as the grant manager and personnel source (as in fire clearance work crews), freeing us up to focus on additional local needs. All funding is on a reimbursement basis and close-out reports are required. Future projects with the MCFSC may include invasive species removal, shaded fuel breaks, as well as help in the development of the Safe Harbor program.

### Application timing and funding

1. *Bischoff Grant* - An annual grant of \$8K used for our operations. This grant requires a final report by July 31 describing how the money was used.
2. *Preparedness Grant* - an annual grant RFP releases generally in August with a due date in October. This is for small ticket items up to \$7-8K. There is no match. They try to spread this money around and generally will consider proposals every other year.
3. *Community Enrichment Annual Grant* RFP is released generally in September with a due date in early December. This is for small ticket items also up to \$7-8K. There is no match. This is also a grant which they try to spread out and ask us to apply every other year.
4. Spontaneously throughout the year novel grant opportunities may arise. These are generally for small amounts and have very specific target activities and short timeframes.

Additional nonprofit partners within the District have included *The North Coast Resource Partnership, the Red Cross, the International Association of Fire Chiefs and North Coast Opportunities*. We are currently receiving a \$15,000 grant for technical support from North Coast Resource Partnership to assist us in receiving funding to site, find additional funding, and purchase and install 10-12 30,000-gallon water tanks for fire use only. This project will help provide the Department with water to help fight fires and, in turn, maintain the insurability of residences within our Community.

### **Government Funding**

Most government funding, even that managed by the State of California, comes through various Federal government agencies. In the fire response community, FEMA is the best known of these Agencies. However, funding is also available through the Department of the Interior, Agriculture, Transportation and the Small Business Association.

*FEMA's Assistance to Firefighters Grant* focuses (AFG) on the direct purchase of fire equipment and personal protective equipment (PPE) for communities with populations over 100,000 or with funding for post-disaster response. The post-disaster funding does not limit funding to populations under 100,000 and has two funding streams: 1) immediate such as temporary housing or food and water and 2) long-range re-building infrastructure such as fire stations or replacement of expended equipment. With the Building Resilient Infrastructure and Communities (BRIC) funding stream, FEMA also includes programs directed only towards rural, disadvantaged or otherwise underserved areas with special targeted foci on solving projected problems such as developing community resiliency, planning for Climate Change and drought as well as solving infrastructure issues.

Funding limits are unequal as seen with the *USDA Rural Development Program* which caps awards at \$50,000 as compared to the *AFG* which caps spending for individual projects for cities at \$3,000,000 for the purchase of identical equipment. These grants require a 25 or 50% funding match, this amount is additive. For instance, the *USDA Rural Development Fund* has a funding cap of \$50,000. By adding in the required 25% match, we can propose projects that cost at least \$62,500. Often, we meet the criteria by which to reduce this match to 5%. Match amounts tend to be significantly higher (up to 50%) for programs that "pass through" State management.

All Government grants occur on a reimbursement basis. And, while it is not necessary to submit specific quotes with the grant proposal, our banking records must show deductions for each of the invoices submitted for reimbursement to occur. To control fraud, USDA and FEMA programs have intricate layers of "one size fits all" requirements throughout their entire process. It is easy to

challenge these steps whenever they do not make sense or will take an inordinate amount of time to accomplish.

Lastly, keep in mind that Federal Grants, even post award commitment, require significant management involving resubmission of paperwork and newly required layers of documentation making it important to keep checking with your contacts to remain aware of the status of your project throughout up until receiving the reimbursement check.

#### Application timing and funding

##### *Assistance to Firefighters (AFG) Federal Homeland Security*

The Request For Proposal (RFP) is released in late December, with the proposal due sometime in February/March. Different targets each year; the grant may be used for large acquisitions. There is generally nationwide competition, so this one is extremely unlikely. Award notice comes out around October, and funding match is usually 25%.

##### *CAL FIRE State and Federal money*

1. The RFP releases early January, proposal due in March. Different targets each year. Generally, not enough funding for vehicles.
2. The RFP releases late March, proposal due in early May. Very small grant and although eligible for as little as 5% match, the 2022 requirement was 50%; best to plan on the 50%. This is a reimbursement grant.
3. CAL FIRE offers unique grants periodically. These generally have 6-week turn around and are for amounts less than \$40K.

##### *USDA Rural Community Development Grant Federal*

This is an annual grant that can be applied for any time during the year. The new year begins each October with the new Federal budget; thus, one can apply in September and then again in October. This grant requires a formal Board motion to approve submitting the application.

#### **Things to keep in mind**

1. Albion is much larger than Little River in both area and population.
2. The Census data for Little River includes the Village which is part of the Mendocino VFD. Thus, the Little River Census data is not accurate for use in our District. If requested to add the Census Data for Little River, decline with an explanation.
3. When asked, use the USGS coordinates for the Albion Post Office.
4. Neither community meets the 20% poverty level criteria. Albion is 19.7%. Different programs have different cut-offs. Because of the Village, Little River isn't close. There are two houses in Little River that are valued at more than \$20 million as well as the 6 Inns which skews everything else. Our part of Little River is lower in income and The Woods is officially close to 35% low income.
5. In the County's Disaster Plan, the Board of Supervisors designated The Woods as the sole vulnerable community in the county. The Disaster Plan identifies an evacuation site somewhere at the Airport (which we can now work on with the new Airport Manager).

## Appendix E – ALRFPD Fire Maps

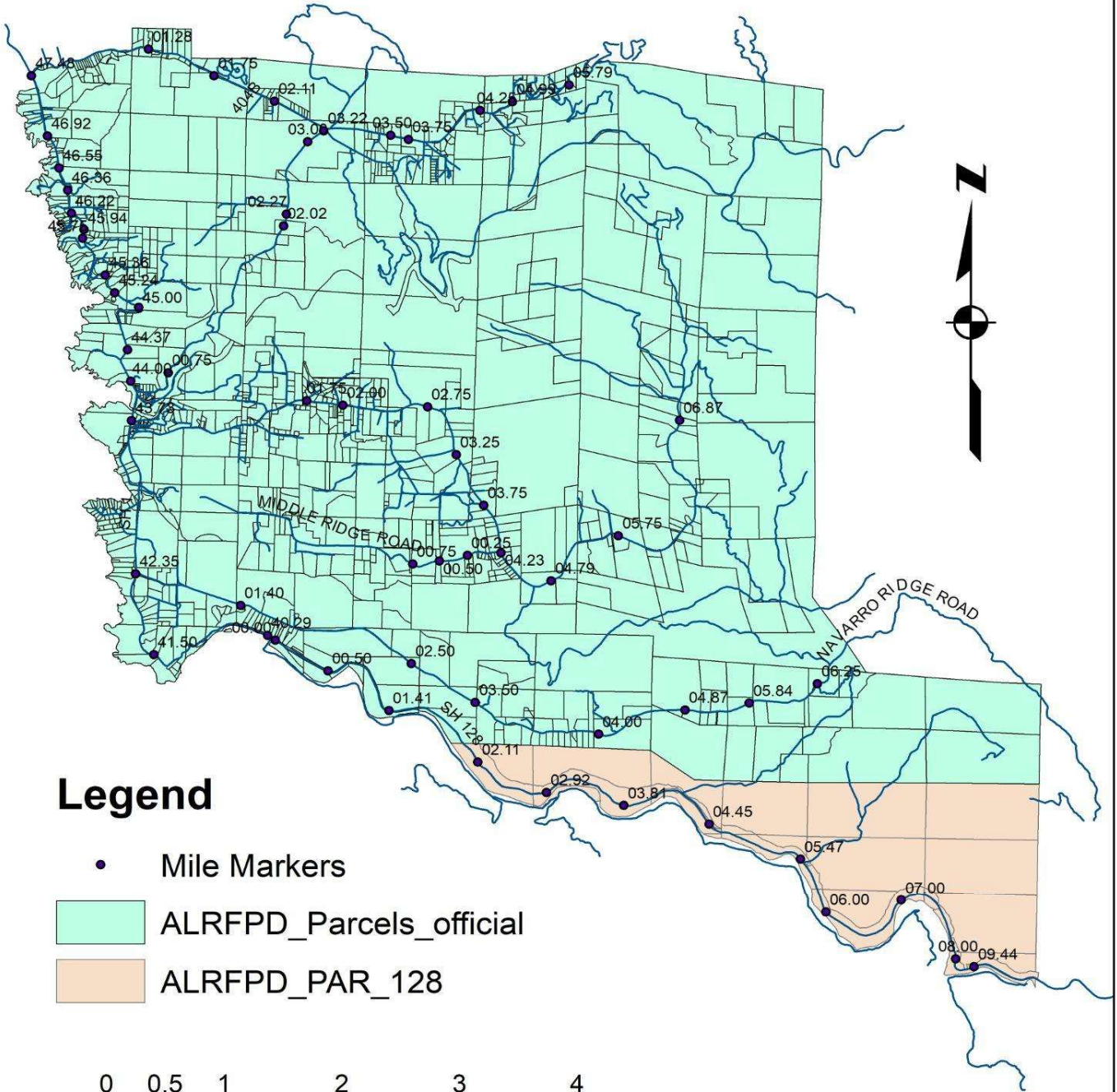
1. District Boundary with Parcels
2. Fire Hazard Severity Zones (ver 2024)

### ***CAL FIRE- OFSM data: Fire Hazard Severity Zones in State Responsibility Area (September 29 2023 - Effective April 1 2024)***

*The Fire Hazard Severity Zone (FHSZ) maps are developed using a science-based and field-tested model that assigns a hazard score based on the factors that influence fire likelihood and fire behavior. Many factors are considered such as fire history, existing and potential fuel (natural vegetation), predicted flame length, blowing embers, terrain, and typical fire weather for the area. There are three levels of hazard in the State Responsibility Areas: moderate, high, and very high.*

*Fire Hazard Severity Zone maps evaluate “hazard,” not “risk”. They are like flood zone maps, where lands are described in terms of the probability level of a particular area being inundated by floodwaters, and not specifically prescriptive of impacts. “Hazard” is based on the physical conditions that create a likelihood and expected fire behavior over a 30 to 50-year period without considering mitigation measures such as home hardening, recent wildfire, or fuel reduction efforts. “Risk” is the potential damage a fire can do to the area under existing conditions, accounting for any modifications such as fuel reduction projects, defensible space, and ignition resistant building construction.*

# ALRFPD



# Fire Hazard Severity Zones 2024

