



**RANCHO SANTA FE FIRE PROTECTION DISTRICT  
BOARD OF DIRECTORS MEETING  
AGENDA**

Rancho Santa Fe FPD  
Board Room – 18027 Calle Ambiente  
Rancho Santa Fe, California 92067

March 9, 2016  
Regular Meeting  
1:00 pm PT

**RULES FOR ADDRESSING BOARD OF DIRECTORS**

Members of the audience who wish to address the Board of Directors are requested to complete a form near the entrance of the meeting room and submit it to the Board Clerk.

Any person may address the Board on any item of Board business or Board concern. The Board cannot take action on any matter presented during Public Comment, but can refer it to the Administrative Officer for review and possible discussion at a future meeting. As permitted by State Law, the Board may take action on matters of an urgent nature or which require immediate attention. The maximum time allotted for each presentation is FIVE (5) MINUTES.

Pledge of Allegiance

- 1 Roll Call
- 2 Public Comment

All items listed on the Consent Calendar is considered routine and will be enacted by one motion without discussion unless Board Members, Staff or the public requests removal of an item for separate discussion and action. The Board of Directors has the option of considering items removed from the Consent Calendar immediately or under Unfinished Business.

3 Consent Calendar

a) Board of Directors Minutes

- i) Board of Directors minutes of February 10, 2016

ACTION REQUESTED: **Approve**

b) Receive and File

- i) Monthly/Quarterly Reports – ACTION REQUESTED: **Information**

- (1) List of Demands Check 27099 thru 27174 for the period February 1 – 29, 2016 totaling:

\$ 335,939.77

Payroll for the period February 1 – 29, 2016

\$ 605,295.63

TOTAL DISTRIBUTION

\$ 941,235.40

- (2) Activity Reports – February 2016

- (a) Operations

- (b) Training

- (c) Fire Prevention

- (d) Correspondence - letters/cards were received from the following members of the public:

- (i) None

*In compliance with the Americans with Disabilities Act, if you need special assistance to participate in a meeting, please contact the Secretary at 858-756-5971. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to assure accessibility to the meeting.*

4 Old Business

a) LAFCO Application – Update

To discuss the status of application for proposed “Rancho Santa Fe Fire Protection District Reorganization”:  
Dissolution of County Service Area No. 107 (Elfin Forest/Harmony Grove) and annexation to Rancho Santa Fe Fire Protection District

ACTION REQUESTED: [Information](#)

a) Strategic Plan

A presentation will be given that updates the District’s strategic plan for discussion and/or adoption

ACTION REQUESTED: [Adopt](#)

5 New Business

a) Apparatus Replacement Plan

A presentation will be made to update the board on the timetable and cost estimate for future capital replacement of apparatus/vehicles

ACTION REQUESTED: [Information](#)

b) Safer Grant

To discuss a grant proposal to fund personnel costs for a limited term

ACTION REQUESTED: [Direction](#)

6 Oral Report

a) Fire Chief – Michel

i) District Activities

b) Operations – Deputy Chief

c) Training – Battalion Chief

d) Fire Prevention – Fire Marshal

e) Administrative Manager

i) Form 700

f) Board of Directors

i) North County Dispatch JPA – Update

ii) County Service Area – 17 – Update

iii) Comments

7 Closed Session

a) With respect to every item of business to be discussed in closed session pursuant to Section 54957:

PUBLIC EMPLOYEE

Title: Fire Chief

8 Adjournment

The next regular Board of Directors meeting to be April 13, 2016 in the Board Room located at 18027 Calle Ambiente, Rancho Santa Fe, California. The business meeting will commence at 1:00 p.m.



**RANCHO SANTA FE FIRE PROTECTION DISTRICT**  
**Board of Directors Regular Meeting Agenda**  
**Wednesday, March 9, 2016 1:00 pm PT**

**CERTIFICATION OF POSTING**

I certify that on March 4, 2016 a copy of the foregoing agenda was posted on the District's website and near the meeting place of the Board of Directors of Rancho Santa Fe Fire Protection District, said time being at least 72 hours in advance of the meeting of the Board of Directors (Government Code Section 54954.2)

Executed at Rancho Santa Fe, California on March 4, 2016

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Karlena Rannals  
Board Clerk



**RANCHO SANTA FE FIRE PROTECTION DISTRICT**  
**Regular Board of Directors Meeting**  
**Minutes – February 10, 2016**

*These minutes reflect the order in which items appeared on the meeting agenda and do not necessarily reflect the order in which items were actually considered.*

President Ashcraft called to order the regular session of the Rancho Santa Fe Fire Protection District Board of Directors at 1:00 pm. *Meeting convened at 18040 Calle Ambiente, Rancho Santa Fe for the Pledge of Allegiance, Roll Call and Special Presentations*

*Pledge of Allegiance*

Chief Michel led the assembly in the *Pledge of Allegiance*.

1. Roll Call

Directors Present: Ashcraft, Hillgren, Malin, Stine, Tanner

Directors Absent: None

Staff Present: Tony Michel, Fire Chief; Fred Cox, Deputy Chief; Chris Galindo, Battalion Chief; Dave M McQuead, Battalion Chief; Renee Hill, Fire Marshal and Karlana Rannals, Board Clerk.

2. Special Presentations

a. Badge Presentations

Chief Michel welcomed all in attendance. He discussed the requirements and commitment needed to succeed in the profession and in the District. The following district personnel were presented a Fire District badge:

- Luke Bennett, Captain
- Nick Chapin, Captain
- Chris Danner, Captain
- Kyle Carranza, Engineer
- Troy Duncan, Engineer
- Abel Martinez, Engineer
- Tanner Worley, Engineer

President Ashcraft on behalf of the Board of Directors offered congratulations to all and wished continued success in their new role.

President Ashcraft recessed the meeting from 1:12-1:23 pm to resume the remainder of the business meeting at 18040 Calle Ambiente.

3. Public Comment

No one requested to speak to the Board.

4. Motion waiving reading in full of all Resolutions/Ordinances

MOTION BY DIRECTOR HILLGREN, SECOND BY DIRECTOR TANNER, CARRIED 5 AYES; 0 NOES; 0 ABSENT to waive reading in full of all resolutions/ordinances.

5. Consent Calendar

MOTION BY DIRECTOR MALIN, SECOND BY DIRECTOR HILLGREN, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to approve the consent calendar as submitted.

a. *Board of Directors Minutes*

- i) Board of Directors minutes of January 13, 2016

b. Receive and File

i) *Monthly/Quarterly Reports*

- 1. List of Demands Check 27002 thru 27098 for the period January 1 – 31, 2016 totaling:

\$ 429,519.42

Payroll for the period January 1 – 31, 2016

\$ 523,611.35

TOTAL DISTRIBUTION

\$ 953,130.77

- 2. Financial Reports

- a. Budget Review July 1 – December 31, 2015
- b. Statement of Cash Assets/Liabilities – December 31, 2015

- 3. Activity Reports

- a. Operations
- b. Training
- c. Fire Prevention
- d. Correspondence – letters/cards were received from the following members of the public:
  - 1) None

- 4. Travel Reports

- a. Tony Michel – CalPERS Conference (October 2015)
- b. Tucker Stine – CalPERS Conference (October 2015)
- c. John Tanner – CalPERS Conference (October 2015)

6. Old Business

a. *LAFCO Application – Update*

Chief Michel reported that received the revised “terms and conditions” from LAFCO. He has been informed that the District’s application is planned for the Commission’s meeting on March 7. After the initial meeting, there is a 30-day protest period. He stated that if less than 25% of the property owners of the affected area protest the application, at the conclusion of the period, the decision by the Commission are deemed ratified.

He also reported that LAFCO modified the terms and conditions to require the County or Fire District to initiate an application through a Board resolution to have Harmony Grove annexed into CSA-17 prior to the effective date of the District reorganization with CSA-107.

He continues to meet with the County to ensure that the negotiated terms are ready when the reorganization occurs. He is working with County staff on an interim agreement to ensure that the negotiated money transfers to provide the service. The District will probably not realize the actual property tax transfer until July 2017.

7. New Business

a. North Regional Zone Master Automatic Aid Agreement for Fire-Rescue Responses and Support Activities  
Chief Michel summarized the staff report. This document updates the original agreement approved in 2002. The current North Zone Automatic Aid Agreement is successful, as well as the functional consolidations of North Zone agencies. The amended North Zone agreement has added other support functions such as fire investigation, ALS ambulances and incident management as a part of the agreement. He recommended that the Board of Directors approve and authorize the Fire Chief to execute the North Regional Zone Master Automatic Aid Agreement for Fire-Rescue Responses & Support Activities as presented. Staff responded to questions from the board.

MOTION BY DIRECTOR MALIN, SECOND BY DIRECTOR STINE, CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to approve the *North Regional Zone Master Automatic Aid Agreement for Fire-Rescue Responses and Support Activity* and authorize the Fire Chief to execute the agreement.

b. Board Policies

i) Investment Policy

1. Board Policy 3035 – Investment of District Funds
2. Resolution No. 2016-01

Karlana Rannals summarized the staff report provided. She reported that as a part of this year's annual audit, the auditors brought to her attention the necessity of a formalized investment policy. Although they acknowledged thru conversation that the District has complied with its investments and the options available, Government Code Sections 53600 et seq., specifically calls out the need for a separate policy adopted by the Board of Directors with a periodic review identified. Staff has prepared Board Policy 3035 and the companion board resolution 2016-01 for your review and/or action. She recommended that the Board of Directors adopt Resolution No. 2016-01 entitled *A Resolution of the Board of Directors of the Rancho Santa Fe Fire Protection District Establishing Its Investment Policy for District Funds* and approve Board Policy Number 3035 entitled *Investment of District Funds*. Staff responded to questions from the board.

In addition, she discussed the District's Investments portfolio list and the comparative interest rates between the County of San Diego and the State of California Local Agency Investment Fund (LAIF).

MOTION BY DIRECTOR TANNER, SECOND BY DIRECTOR STINE, and APPROVED Resolution No. 2016-01 *entitled* A Resolution of the Rancho Santa Fe Fire Protection District Establishing Its Investment Policy for District Funds, and approve by reference the resolution attachment Board Policy 3035 – Investment of District Funds on a roll call vote:

AYES:	Ashcraft, Hillgren, Malin, Stine, Tanner
NOES:	None
ABSTAIN:	None
ABSENT:	None

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Rancho Santa Fe Fire Protection District Board of Directors

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ii) Sick Leave Policy

1. Board Policy 2040 – Sick Leave – Part time, Temporary and Seasonal Employees

Ms. Rannals summarized the staff report provided. This new law for part time employees became effective July 1, 2015 that authorized an employer to limit an employee's use of paid sick days to 24 hours or 3 days in each year of employment. The District has been in compliance since the law was implemented, and the policy submitted for approval formalizes the practice. She noted that any retired annuitant employed by the District is exempt for this provision. The financial impact is minimal, and would only occur if a part time employee used all 24 hours of sick leave in a fiscal year. Staff responded to questions from the board.

MOTION BY DIRECTOR HILLGREN, SECOND BY DIRECTOR STINE, and CARRIED 5 AYES; 0 NOES; 0 ABSENT; 0 ABSTAIN to approve Board Policy 2040 – Sick Leave – Part time, Temporary and Seasonal Employees.

c. Resolution No. 2016-02

Chief Michel informed the Board that the District must update its resolution annually to participate in the Fire Mitigation Fee Fund program administered by the County of San Diego.

MOTION BY DIRECTOR HILLGREN, SECOND BY DIRECTOR TANNER, and ADOPTED Resolution No. 2016-02 entitled a *Resolution of the Board of Directors of the Rancho Santa Fe Fire Protection District to participate in the San Diego County Fire Mitigation Fee Program* on the following roll call vote:

AYES:	Ashcraft, Hillgren, Malin, Stine, Tanner
NOES:	None
ABSENT:	None
ABSTAIN:	None

8. Oral Report

a. Fire Chief – Michel

i) Strategic Plan: he reported that the committee has completed the goals, strategies and objectives of the plan. They have worked to finalize the document for "word choice," completion dates and formatting the document for ease of reading. Strategic plan committee members have volunteered to present the plan at the March meeting.

ii) District Activities:

- Staff is meeting with a local company that provides training on drones. Exploring this technology and using its benefits supports the strategic plan document.
- El Nino Update – the County of San Diego is still preparing for it, as it is reported that it is still coming to the area.

b. Operations – Deputy Chief

Chief Cox summarized the previous month activity, noting district personnel responded to 359 calls the previous month, noting a record 68 calls in a 24-hour period on January 31 from the severe winds. He reported that fuel moistures are on the rise.

c. Training – Battalion Chief

Chief McQuead summarized the training activity for January, and reviewed the change in report format. The significant training that occurred was the "active shooter" exercise conducted in San Marcos that included training with the local hospital and law enforcement.

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d. Fire Prevention – Fire Marshal

Fire Marshal Hill summarized the activity for the previous month that included approximately 29,000 square feet of new construction. She also distributed the “annual inspection” year-end report.

Ms. Rannals reminded the board and staff of the requirement to file their annual Form 700 form by April 1<sup>st</sup>.

e. Board of Directors

i) North County Dispatch JPA – Update: Ashcraft – no report, the next meeting is February 25, 2016.

ii) County Service Area – 17 – Update: Hillgren – Director Stine attended as the alternate. He reported the following:

- Director Hillgren selected as Vice Chair for the Advisory Council
- Reviewed the preliminary budget
- Discussed agendaizing the upcoming vacancy of the EMS Coordinator position. The Chiefs’ are looking at different options to recommend in lieu of hiring a replacement.
- LAFCO application to reorganize CSA-17

iii) Comments

- None

9. Adjournment

Meeting adjourned at 2:38 pm.

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Karlana Rannals  
Secretary

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James H Ashcraft  
President



Check #	Amount	Vendor	Purpose
27099	\$10,650.00	Air Temperature Specialist Inc	Building
27100	\$1,380.54	AT&T Calnet 2/3	Telephone
27101	\$197.86	Blend	Outside Printing & Binding
27102	\$1,298.50	C.A.P.F.	Disability Ins Short & Long
27103	\$3,672.00	California Health & Safety Inc	Breathing Apparatus - Supplies and Parts
27104	\$126,989.82	CalPERS	PERS (Employer Paid)
27105	\$925.33	Daniels Tire Service Inc	Repair - ID 1281
27106	\$1,472.58	Direct Energy Business - Dalla	Elec/Gas/Propane
27107	\$122.50	EDCO Waste & Recycling Inc	Trash RSF5
27108	\$384.96	Entenmann-Rovin Co Inc.	Uniform - Safety Personnel
27109	\$396.80	Fire ETC Inc	Safety Clothing (Protective)
27110	\$3,378.75	Scott Davis Consulting	Programming - Computer & Software FP/PR
27111	\$1,637.51	SoCo Group Inc	Gasoline & Diesel Fuel
27112	\$11,595.00	Streamline Automation Systems	Consulting Services - Prevention
27114	\$300.04	ThyssenKrupp Elevator Inc	Elevator Service
27115	\$435.00	Time Warner Cable	Cable Service
27116	\$14.50	U P S	Shipping Service
27117	\$21,822.53	U S Bank Corporate Payment Sys	Cal-Card./IMPAC program
27118	\$523.34	Verizon Wireless	MDT Broadband + ATN Line/CSA-17 Contract
27119	\$1,581.61	Waste Management Inc	Trash/Patrol/NCDJPA Rebill
27120	\$13.99	4S Ranch Gasoline & Carwash LP	Car Wash
27121	\$442.50	Accme Janitorial Service Inc	Building Monthly Service
27122	\$216.91	Ace Uniforms/Uniform Specialis	Uniform - Safety Personnel
27123	\$600.00	AFSS Conference	Admin - Overnight Conf/Seminars
27124	\$336.28	AT&T Calnet 2/3	Telephone/NCDJPA Rebill
27125	\$1,462.06	Bay City Electric Works Inc	Generator - Maintenance & Service
27126	\$150.00	Day Wireless Systems Inc	Radio Programming
27127	\$12,622.43	Dell Marketing	Computer/Printer Replacement
27128	\$395.82	Ferrellgas Inc	Elec/Gas/Propane RSF5
27129	\$2,160.50	Fitch Law Firm Inc	Legal Services
27131	\$802.00	Garrett Electric Inc	Building Repair
27132	\$185.00	J P Witherow Roofing Co	Building Repair

Check #	Amount	Vendor	Purpose
27133	\$1,050.00	Jauregui & Culver Inc	Refuel Facility Repair
27135	\$1,009.42	Olivenhain Municipal Water Dis	Water
27136	\$175.44	Parkhouse Tire, Inc.	Tires & Tubes
27137	\$1,556.69	San Diego Gas & Electric	Elec/Gas/Propane
27138	\$460.17	Santa Fe Irrigation District	Water
27139	\$752.88	SoCo Group Inc	Gasoline & Diesel Fuel
27140	\$32.00	State of CA Dept of Justice	Background Investigation
27141	\$387.14	TelePacific Communications	Telephone
27142	\$243.00	Terminix International	Monthly Service/NCDJPA Rebill
27143	\$87.16	Time Warner Cable	Cable Service
27144	\$14.50	U P S	Shipping Service
27145	\$2,090.44	Uniforms Plus	Uniform - Safety Personnel
27146	\$596.28	Waste Management Inc	Trash
27147	\$5,775.00	WinTech Computer Services	Consulting Services
27148	\$178.44	AT&T	Telephone RSF5
27149	\$384.28	AT&T Calnet 2/3	Telephone
27150	\$203.63	Blend	Outside Printing & Binding
27151	\$43.00	Carranza, Kyle	Class B License Reimbursement
27152	\$787.89	Complete Office of California	Office Supplies
27153	\$1,690.00	Engineered Mechanical Services	Building - Service/Maintenance
27154	\$4,410.09	Fire ETC Inc	Safety Clothing (Protective)/Equipment
27155	\$2,700.00	FireStats	GIS Services/Response Criteria Services
27156	\$3,888.98	Guardian Life Insurance Co	Medical Insurance
27157	\$54,247.76	Health Net	Medical Insurance
27159	\$440.26	Home Depot, Inc	Hydrant/Station Maintenance/Propane
27160	\$2,340.00	Hunter Steel Construction Inc	HGV-Infrastructure
27161	\$20,461.77	Kaiser Permanente	Medical Insurance
27162	\$16.20	Napa Auto Parts Inc	Apparatus Parts & Supplies
27163	\$2,375.72	Rincon Del Diablo Municipal Wa	Water
27164	\$375.00	S & R Towing, Inc.	Towing
27165	\$30.00	San Diego Chapter CSDA	Meetings/Meal Expenses
27166	\$6,907.46	San Diego Gas & Electric	Elec/Gas/Propane

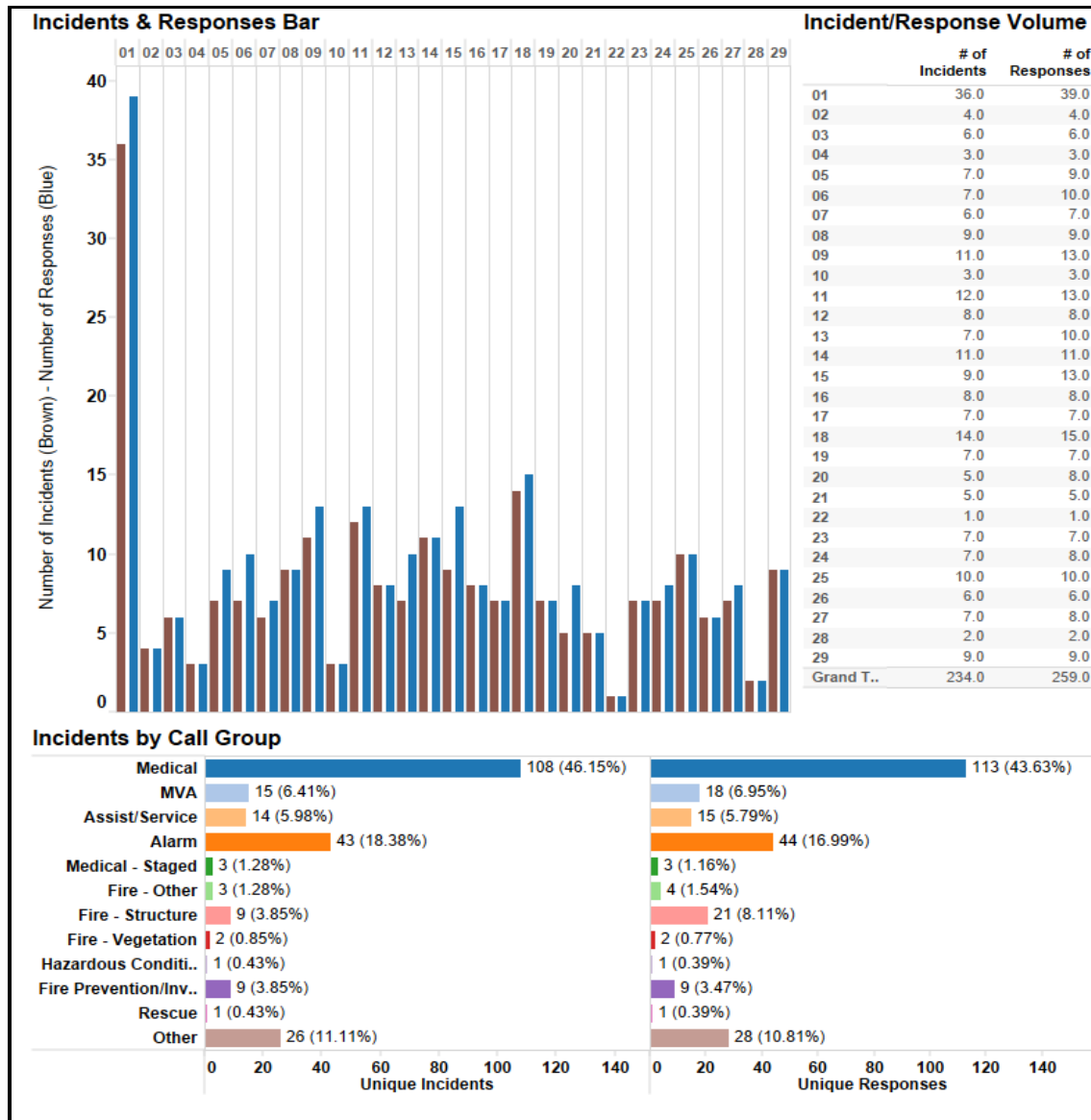
# RANCHO SANTA FE FIRE PROTECTION DISTRICT

List of Demands - February 2016

Check #	Amount	Vendor	Purpose
27167	\$700.00	Santa Fe Irrigation District	NCDJPA Rebill
27168	\$42.15	Savmart Pharmaceutical Service	CSA-17 Contract
27169	\$75.00	SDCFCA - Admin Section	Association Dues
27170	\$1,937.45	SoCo Group Inc	Gasoline & Diesel Fuel
27171	\$14.50	U P S	Shipping Service
27172	\$279.80	Uniforms Plus	Uniform - Safety Personnel
27173	\$909.38	United Imaging	Office Supplies
27174	\$129.57	Willis, Erwin L.	Computer Equipment/Parts Reimbursement
Various	7974.66	Various	Medical Reimbursements
<i>sub-total</i>	<u>\$335,939.77</u>		
15-Feb-16	363,197.22	RSFFPD	Payroll
16-Feb-16	10,454.02	RSFFPD	Payroll
28-Feb-16	231,644.39	RSFFPD	Payroll
<i>sub-total</i>	<u>605,295.63</u>		
<b>Grand Total</b>	<b>\$941,235.40</b>		

## February Incident Count

### Stations 1 -4



### Incident Type Response Summary by Station

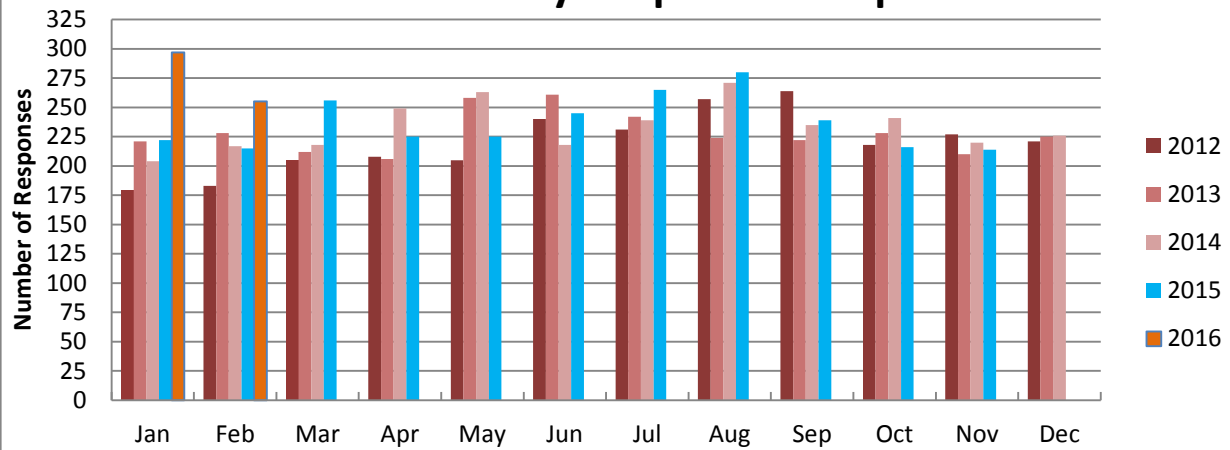
Date Range: From 2/1/2016 To 2/29/2016

Station: RSF 5

Incident Count

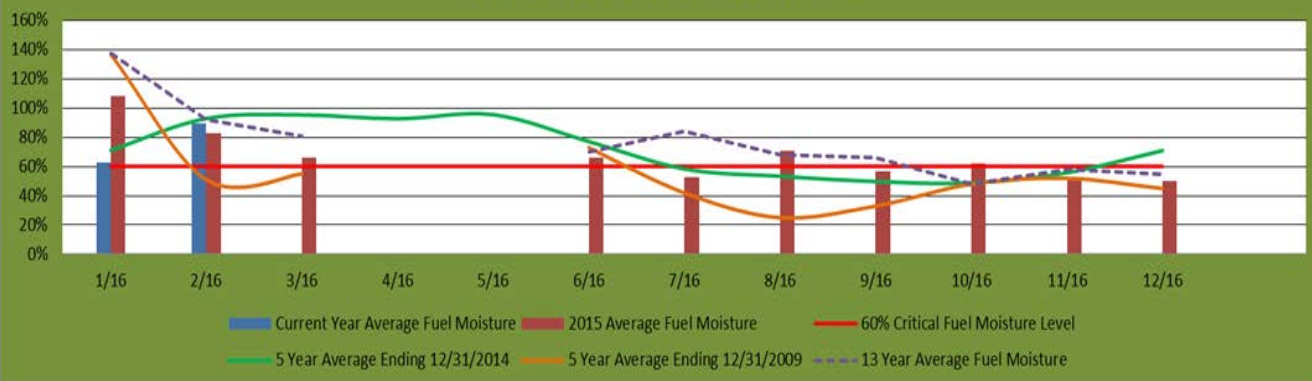
Fire	2
EMS/Rescue	11
Service Call	1
Good Intent	7
<b>Total Incident Count:</b>	<b>21</b>

### 5 Year Monthly Response Comparison

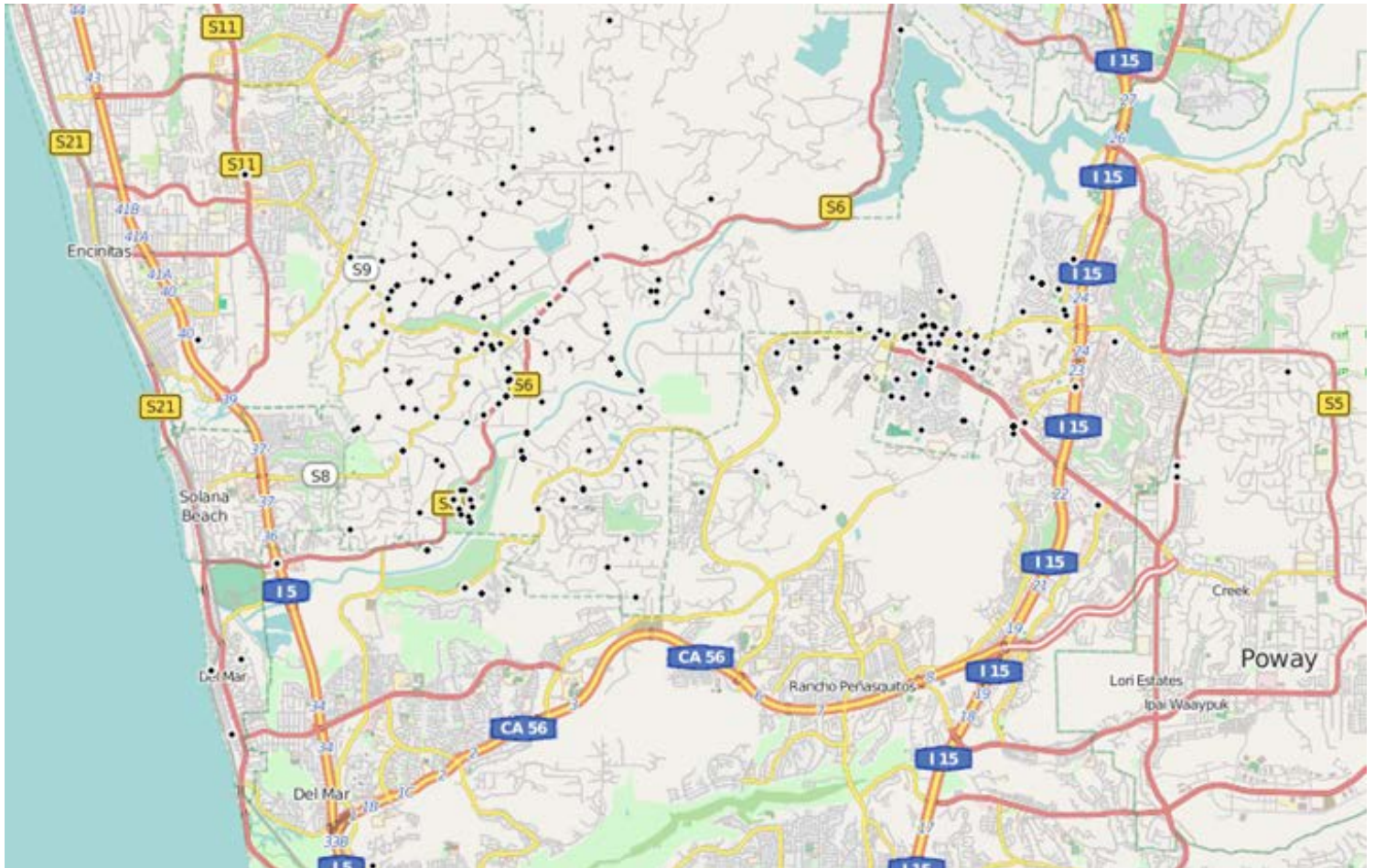


2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Responses
Responses	297	255											552
YTD	297	552											26%
2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Responses
Responses	222	215	256	225	225	245	265	280	239	216	214	237	2,839
YTD	222	437	693	918	1,143	1,388	1,653	1,933	2,172	2,388	2,602	2,839	1.3%
2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Responses
Responses	204	217	218	249	263	218	239	271	235	241	220	226	2,801
YTD	204	421	639	888	1,151	1,369	1,608	1,879	2,114	2,355	2,575	2,801	2%
2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Responses
Responses	221	228	212	206	258	261	242	224	222	228	210	225	2,737
YTD	221	449	661	867	1,125	1,386	1,628	1,852	2,074	2,302	2,512	2,737	4%
2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Responses
Responses	179	183	205	208	205	240	231	257	264	218	227	221	2,638
YTD	179	362	567	775	980	1,220	1,451	1,708	1,972	2,190	2,417	2,638	11%

### 2016 District Live Fuel Moistures



## FEBRUARY INCIDENT DISTRIBUTION MAP

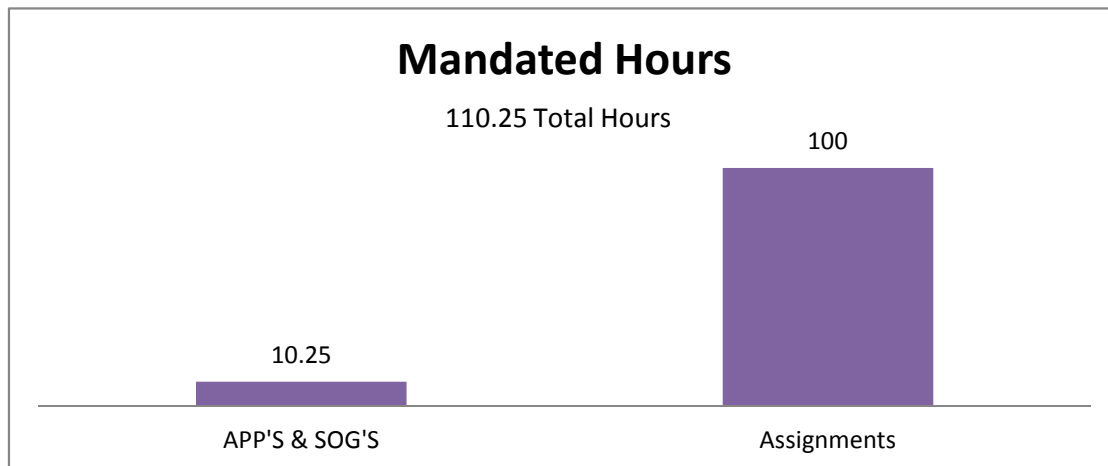
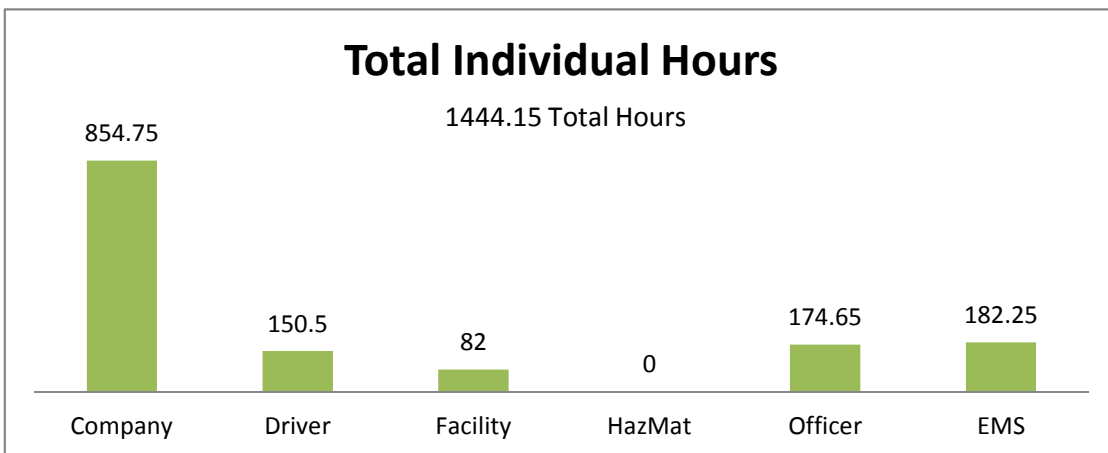
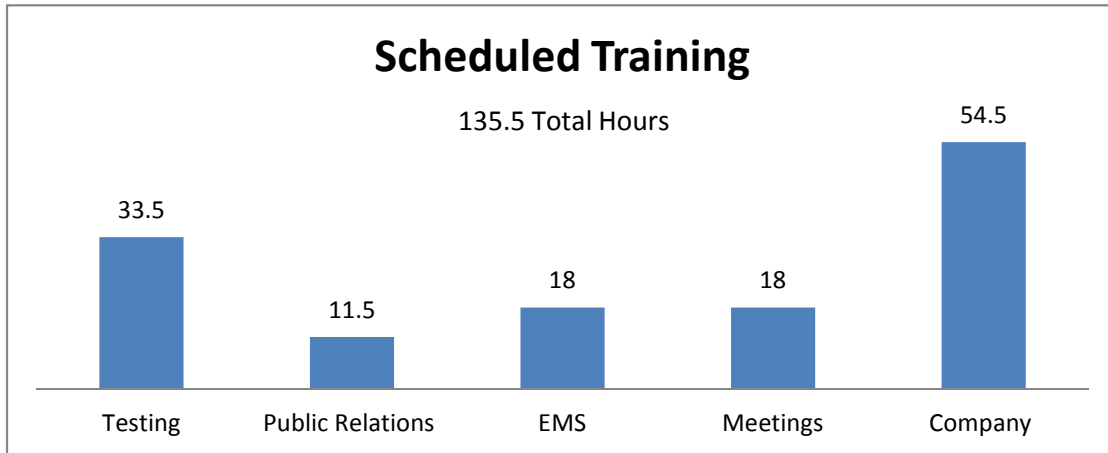


### Significant Incidents/Overhead Assignments

DATE	INCIDENT/ LOCATION	TYPE	UNIT/PERSON	MISC.

# Training Division

## February 2016



See next page for description.



## Training Division - Descriptions

### Scheduled Training

Training hours are planned annually. This is to maintain a well organized year and to help the firefighters be successful with the hours required by Federal, State, Local.

### Total Individual Hours - 6 Subjects

Subject	Definition	Examples
<b>Company</b>	Documentation of all Company Training that is not Driver, Officer, Has-Mat, or Facility Training.	Aerial Ladder, Hose, Ladders, Physical Fitness, SCBA, Technical Rescue, Ventilation, etc.
<b>Driver</b>	This is for documenting Driver Training hours. Per ISO standards employees considered a "Driver" will be required to complete 12 hours of Driver Training annually. You can use this same form to record Driver Training hours for Non-Drivers and it will be counted towards Company Training.	Apparatus Inspections & Maintenance, Basic Hydraulics, Defensive Driving, Maps, Driving Heavy Vehicles, Etc.
<b>Facility</b>	This is live training conducted at an approved site. For the location to be approved it must have at least two acres on the property, a three story tower, and a burn facility. It is also important to note that the training must not just occur on the approved site, but the facility itself must be used. If your users are just sitting in a classroom at an approved site, this cannot count towards facility hours and the completion would need to be applied elsewhere. However, if the classroom portion was followed by utilization of the facility, the entire time could count towards Facility Training.	Company Evolutions, NFPA 1410 Driver/Operator, NFPA 1002 Fire Officer, NFPA 1021 Firefighter Skills, NFPA 1001 Hazardous Materials, NFPA 472 Live Fire, NFPA 1403 Other NFPA Fire Based Training
<b>HazMat</b>	This is for documenting Hazardous Materials Training hours. Per ISO standards all firefighters are required to complete 6 hours of Hazardous Materials Training annually.	DOT Guidebook Review, Decontamination Procedures, First Responder Operations, Etc.
<b>Officer</b>	Per ISO standards employees considered a "Officer" will be required to complete 12 hours of Officer Training annually. You can use this same form to record Officer Training hours for Non-Officers and it will be counted towards Company Training.	Dispatch, General Education, Meetings, Orientation, Exam, Management Principles, Personnel, Promotional, Public Relations, Etc.
<b>EMS</b>	EMS is not tracked or required by Insurance service Organization for Rating. EMS Continuing Education is tracked for recertification of Paramedics (48/2yrs) and EMT (24/2yrs). Through Emergency Service Medical Administration (EMSA).	Continuing Education and SIMS

### Mandated Hours

Hours completed through an assignment on an online database (Target Solutions). Mandated assignments are required by either Federal, State, Local.



**Rancho Santa Fe Fire Protection District**  
**Fire Prevention Bureau Monthly Activity Summary**  
**February 2016**

**PLAN REVIEW**

RESIDENTIAL PLAN REVIEWS	Number of Structures	Sq Footage
Fire Marshal	2	10,296
Fire Inspector	5	6,187
Fire Inspector/Forester	1	7,638
<b>TOTAL</b>	<b>8</b>	<b>24,121</b>
RESIDENTIAL ADDITIONS	Original Sq Footage	Added Sq Footage
Fire Marshal	0	0
Fire Inspector	0	1,556
Fire Inspector/Forester	0	0
<b>TOTAL</b>	<b>0</b>	<b>1,556</b>
COMMERCIAL PLAN REVIEWS	Number of Structures	Sq Footage
Fire Marshal	1	280
Fire Inspector	0	0
Fire Inspector/Forester	0	0
<b>TOTAL</b>	<b>1</b>	<b>280</b>
TOTAL NEW CONSTRUCTION		Sq Footage
<b>Based on permitted Sq footage</b>	<b>Total Added</b>	<b>25,957</b>
FIRE SPRINKLER REVIEWS	Commercial	Residential
Fire Marshal	0	0
Fire Inspector	3	5
Fire Inspector/Forester	0	0
<b>TOTAL</b>	<b>3</b>	<b>5</b>
TENANT IMPROVEMENTS	Number of Structures	Sq Footage
Fire Marshal	0	0
Fire Inspector	0	0
Fire Inspector/Forester	5	0
<b>TOTAL</b>	<b>5</b>	<b>0</b>
LANDSCAPE REVIEWS	Number of Reviews	Staff Hours
Fire Marshal	0	0.00
Fire Inspector	0	0.00
Fire Inspector/Forester	35	14.25
<b>TOTAL</b>	<b>35</b>	<b>14.25</b>

**Rancho Santa Fe Fire Protection District**  
**Fire Prevention Bureau Monthly Activity Summary**  
**February 2016**

**SERVICES PROVIDED- FIRE PREVENTION**

<b>DPLU -All Staff</b>	<b>Number</b>	<b>Staff Hours</b>
Project Availability Forms	0	0.00
Use Permits	0	0.00
Zaps	0	0.00
Administrative Review	2	2.00
Habit Plans	0	0.00
Approval Letters	0	0.00
CWPP/FPP	0	0.00
<b>TOTAL</b>	<b>2</b>	<b>2.00</b>
<b>INSPECTION SERVICES- All Staff</b>	<b>Number of Inspections</b>	<b>Staff Hours</b>
Undergrounds	0	0.00
Hydros (Fire Sprinklers)	8	8.00
Finals (Structures)	23	37.00
Landscape	6	3.00
Reinspections	0	0.00
Tents/Canopy	1	0.50
Burn Permits	0	0.00
Department of Social Service Licensing	0	0.00
Knox/Strobe	0	0.00
Code Enforcement	0	0.00
Engine Company Follow Up	0	0.00
Misc.	0	0.00
<b>TOTAL</b>	<b>38</b>	<b>48.50</b>
<b>HAZARD INSPECTIONS - All Staff</b>	<b>Number of Inspections</b>	<b>Staff Hours</b>
Weed Abatement Inspection	0	0.00
Weed Abatement Reinspection	0	0.00
1st Notice	19	2.00
2nd Notice	0	0.00
Final Notice	0	0.00
Forced Abatement	0	0.00
Annual Mailers	0	0.00
Homeowner Meeting	0	0.00
WUI	0	0.00
<b>TOTAL</b>	<b>19</b>	<b>2.00</b>
<b>GRADING -All Staff</b>	<b>Number of Inspections</b>	<b>Staff Hours</b>
Plan Review	11	11.00
<b>TOTAL</b>	<b>11</b>	<b>11.00</b>

**Rancho Santa Fe Fire Protection District**  
**Fire Prevention Bureau Monthly Activity Summary**  
**February 2016**

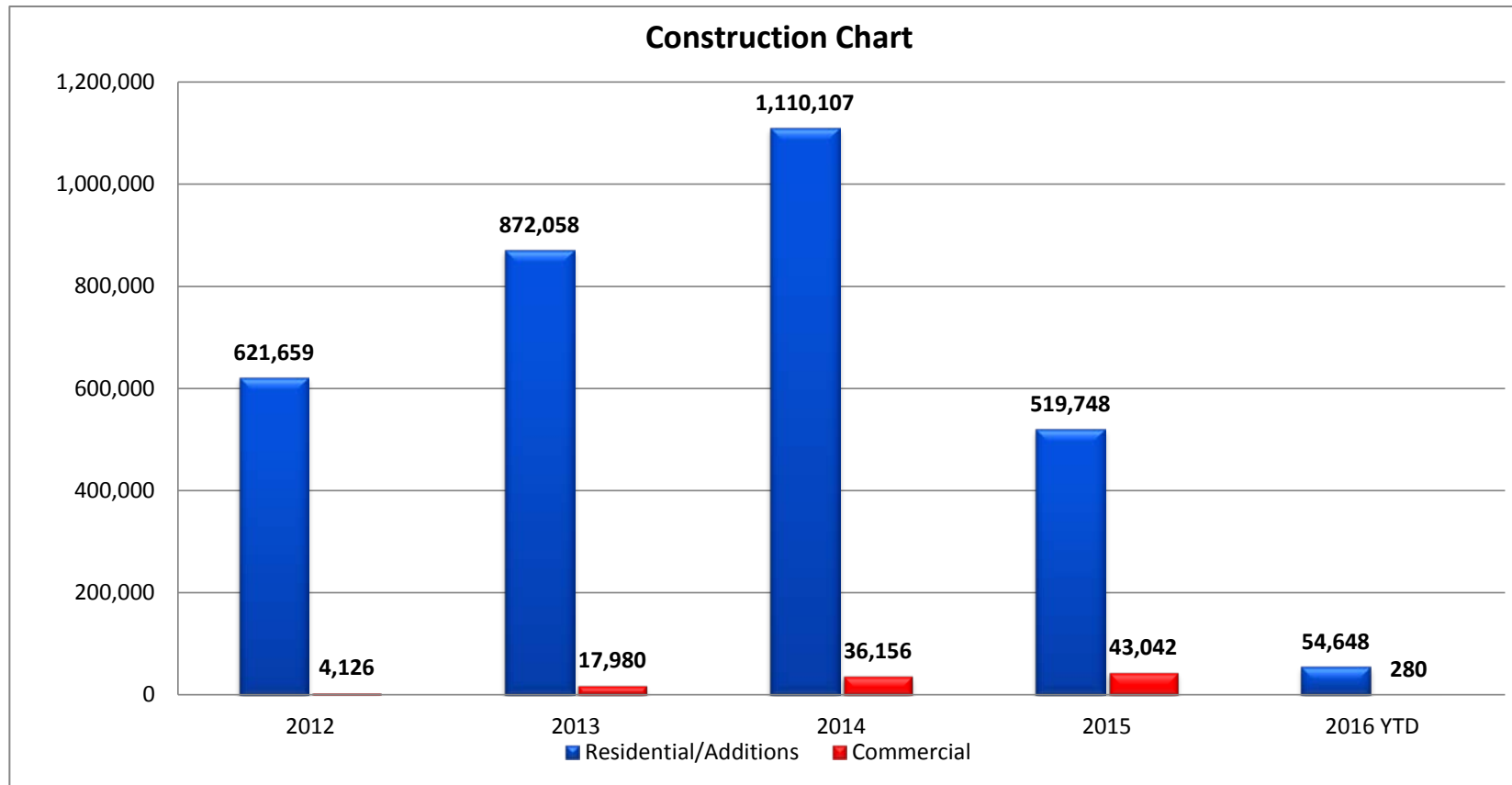
**ADMINISTRATIVE SERVICES- FIRE PREVENTION**

<b>SPECIAL ACTIVITIES/EDUCATION-All Staff</b>	<b>Number</b>	<b>Staff Hours</b>
GIS Mapping	0	0.00
CalFire Crew Projects	0	0.00
Hazmat	2	3.00
Emergency Response/Support	0	0.00
Training Classes	3	24.00
Conferences	1	6.50
Meetings	35	62.50
Other	0	0.00
Supervision	0	0.00
Fuels Reduction	0	0.00
<b>TOTAL</b>	<b>41</b>	<b>96.00</b>
<b>FIRE PREVENTION -All Staff</b>	<b>Number</b>	<b>Staff Hours</b>
Incoming Phone Calls	205	51.25
Correspondence	155	38.75
Consultations	64	64.00
Plan Review	89	89.00
Scanning	0	0.00
General Office	88	88.00
<b>TOTAL</b>	<b>601</b>	<b>331.00</b>

**ADMINISTRATIVE SERVICES- OFFICE SUPPORT**

<b>OFFICE COORDINATOR-PREVENTION</b>	<b>Number</b>	<b>Staff Hours</b>
Phone Calls (All Administrative Staff) Internal & External	564	28.20
Correspondence	183	45.75
Walk in/Counter (All Administrative Staff)	176	14.67
Knox Application Request	5	1.25
UPS Outgoing Shipments	3	0.25
Plan Accepted/Routed	89	22.25
Special Projects	3	3.00
Scanning Documents/Electronic Files	65	16.25
Meetings: Admin/Prevention/Admin Shift	10	5.00
Post Office Runs	2	1.00
Deposit runs and preparations	20	10.00
<b>TOTAL</b>	<b>1,120</b>	<b>147.62</b>

**Rancho Santa Fe Fire Protection District**  
**Fire Prevention Bureau Monthly Activity Summary**  
**February 2016**



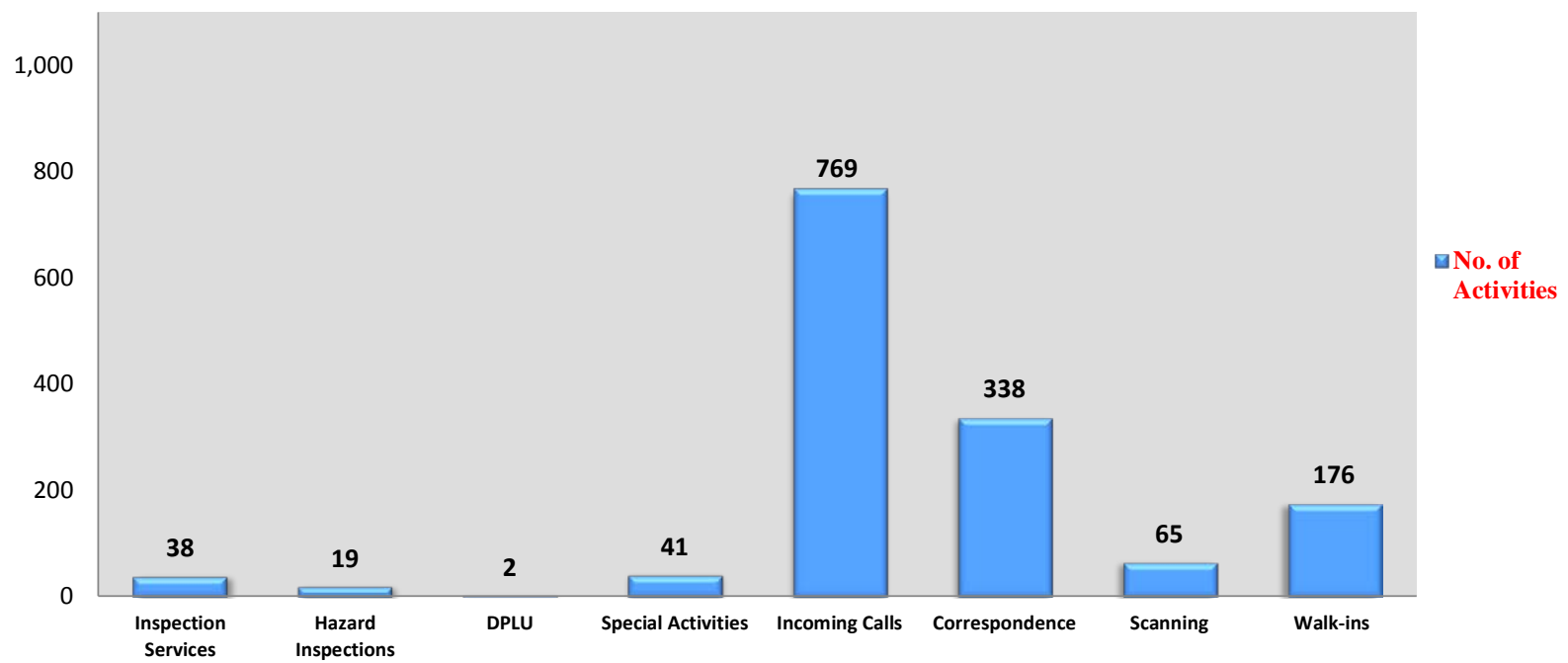
Year	Res/Add	Comm	Total
2012	621,659	4,126	625,785
2013	872,058	17,980	890,038
2014	1,110,107	36,156	1,146,263
2015	519,748	43,042	562,790
2015 YTD	105,056	1,290	106,346
2016 YTD	54,648	280	54,928

**Comparison 2015/2016 Total Square Footage**

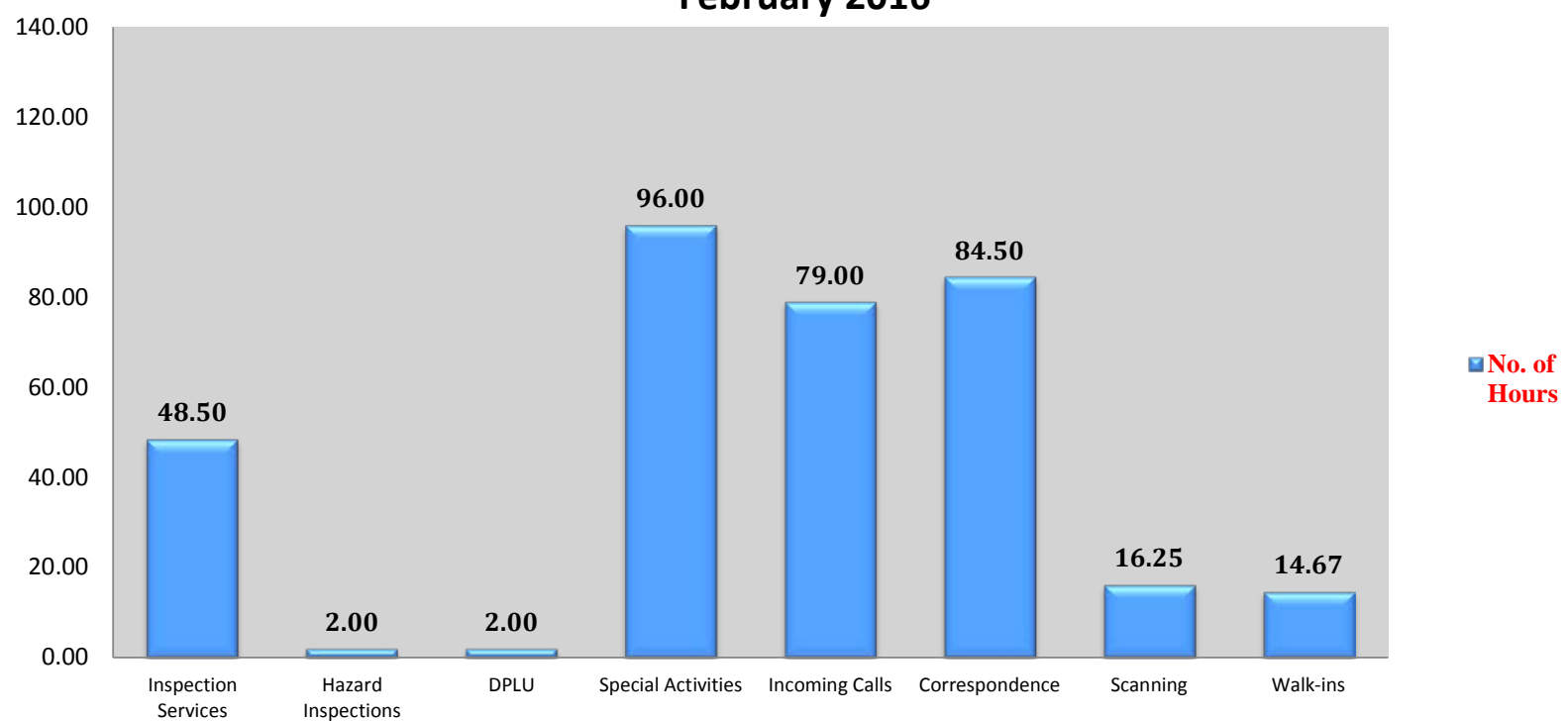
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	75,647	30,699	21,404	21,404	51,601	46,651	89,960	20,996	20,996	70,781	47,216	35,865
2016	28,971	25,957										

**Rancho Santa Fe Fire Protection District**  
**Fire Prevention Bureau Monthly Activity Summary**  
**February 2016**

**Staff Activities**  
**February 2016**



**Staff Hours**  
**February 2016**



**Comparison 2015/2016 Total Monthly Hours/Activities**

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Activities	1761	1490	2001	1985	1771	2474	2561	2189	2104	2145	1811	1727
Hours	423.45	301.18	411.9	416.92	323.8	486.28	444.52	422.95	387.67	414	402.48	356.05

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Activities	1517	1448										
Hours	291.25	342.92										

NOTE: This summary report is not intended to capture all staff hours worked but only to illustrate activity.

**Rancho Santa Fe Fire Protection District**  
**Public Education Coordinator Monthly Activity Summary**  
**February 2016**

<b>WEBSITE/INTERNET</b>		<b>Staff Hours</b>
<b>Update existing info &amp; documents:</b> <i>Updated home page, news, etc</i>		<b>2.0</b>
		2.0
		0.0
<b>Compile &amp; write new information:</b> <i>New Website Development</i>		<b>8.0</b>
		8.0
<b>Social Media</b> <i>Facebook "Fans" - 741</i>  <i>Twitter "Followers" - 2077</i>		<b>5.0</b>
		3.0
		2.0
<b>TOTAL</b>		<b>15.0</b>
<b>PUBLICATIONS</b>		<b>Staff Hours</b>
<b>Design/write brochures, flyers, etc:</b> <i>Evacuation Brochures</i> <i>El Niño posters/flyers</i> <i>Set up pages for new year</i>		<b>8.0</b>
		1.0
		1.0
		6.0
<b>TOTAL</b>		<b>8.0</b>

**Rancho Santa Fe Fire Protection District**  
**Public Education Coordinator Monthly Activity Summary**  
**February 2016**

<b>MEDIA RELATIONS</b>		Staff Hours
<b>On-scene Public Information Officer:</b>		<b>4.0</b>
<i>Swift Water Rescue</i>		4.0
<b>Press Releases:</b>		<b>4.0</b>
<i>Mariposa Fire</i>		2.0
<i>Love Your Heart Day</i>		1.0
<i>Swift Water Rescue</i>		1.0
<b>Other Articles/Stories/Interviews:</b>		<b>0.0</b>
<b>TOTAL</b>		<b>8.0</b>

<b>EDUCATIONAL PROGRAMS/PRESENTATIONS</b>		Staff Hours
<b>Children's Programs</b>		<b>3.0</b>
<i>Coloring Contest Letters</i>		2.0
<i>Station Tours</i>		1.0
<b>Adult Programs:</b>		<b>6.5</b>
<i>Fire Prevention Presentation Las Damas</i>		2.5
<i>Love Your Hear Day Prep</i>		4.0
<b>TOTAL</b>		<b>9.5</b>

**Rancho Santa Fe Fire Protection District**  
**Public Education Coordinator Monthly Activity Summary**  
**February 2016**

<b>EVENTS</b>		Staff Hours
<b>External/Community Events:</b> <i>Library Chili Cook-off</i>		<b>1.0</b>
		1.0
<b>Internal Events:</b>		<b>0.0</b>
		<b>0.0</b>
<b>TOTAL</b>		<b>1.0</b>
<b>CONTINUING EDUCATION</b>		Staff Hours
<b>Training Classes:</b>		<b>0.0</b>
<b>Conferences:</b>		<b>0.0</b>
<b>Meetings:</b> <i>Staff meetings</i> <i>CSA 17 Pub Ed</i>		<b>4.0</b>
		3.0
		1.0
<b>TOTAL</b>		<b>4.0</b>
<b>CLERICAL</b>		Staff Hours
<b>Prevention-related:</b> <i>Mailbox, email inbox, phone calls, news clips, etc.</i> <i>Phone Calls</i>		<b>42.0</b>
		39.0
		3.0
<b>Non-prevention/non-minute related:</b>		<b>15.0</b>
<b>TOTAL</b>		<b>57.0</b>
<b>TOTAL HOURS</b>		<b>102.5</b>



## Pride...Professionalism...Excellence

### MISSION

To serve the public through the protection of life, environment and property from fire and other emergencies through prevention, preparedness, education and response.

### VISION

Our vision is to provide exceptional service and continuous improvement in our organization through innovation, forward-looking leadership and genuine concern for the welfare of others.

- *We are dedicated to our mission, unwavering in our core values and continually strive to be a model of excellence.*
- *We are role models in the community and leaders in our profession.*
- *We maintain community partnerships, hire and train exceptional people, and provide professional, well-organized, cost effective services.*
- *We are advocates for our member's health, safety, and welfare.*
- *We foster a culture of trust, involvement, and personal accountability.*

### CORE VALUES

We, the members of the Rancho Santa Fe Fire District, declare the following values to be the fundamental principles that define our organization's culture:

***Sense of Duty*** Our organization is driven by a sense of duty and desire to serve. We hold ourselves individually and collectively accountable and will conduct ourselves in a manner that preserves the trust and respect of the community as well as our peers.

***Pride*** We are proud to be part of an organization that embraces innovation, promotes diversity, and recognizes achievement. We take ownership in our equipment, facilities, and responsibilities.

***Teamwork*** We cultivate relationships based on trust, respect, and camaraderie. We recognize and value each individual's unique contribution and are committed to work together to achieve shared goals.

***Appreciation*** We recognize that our people are the foundation of our organization. We empower every member regardless of rank, title, or tenure. We acknowledge and appreciate each other's character, talents, and ideas.

***Leadership*** We lead by example, have the courage to act, and the fortitude to persevere. We will exhibit competence, integrity, and professionalism at all times.

***Family*** We believe in the importance of family, both personally and professionally. We are strengthened by the friendship and support of our colleagues, and value the interpersonal bonds that we form.

# Strategic Plan - Goals, Strategies, Objectives

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## Goal I: Safe, prepared and resilient communities throughout the District

**Strategy 1:** Provide community-based health and educational services (Also impacts Goals II, IV and VII)

*Objectives:*

- a) Community outreach trainings (e.g. Hands-only CPR, blood pressure, new parent/babysitting) are planned, organized and scheduled at different locations throughout the District by (date)
- b) Research the possibility and strategies of providing community paramedicine services completed by (date)
- c) If appropriate, community medical services inaugurated by (date)

**Strategy 2:** Promote development of “fire-adaptive” communities (e.g. shelter-in-place) as defined by NFPA throughout the District

*Objectives:*

- a) Fairbanks Ranch and the Covenant have established Fire Safe Councils to assist those communities in obtaining grant money from the state to help with tree removal by (date)

**Strategy 3:** Promote establishment of *Fire Wise* communities throughout the District

*Objectives:*

- a) Fire prevention staff are proficient in the Fire Wise program by (date)
- b) Meetings to present Fire Wise program have been scheduled with all HOAs by (date)
- c) Plan for promoting the Fire Wise program on social media and the District’s website completed and implemented by (date)

## Goal II A community that understands and supports the District and the services it provides

**Strategy 1:** Recruit or develop resources to produce and distribute quality District promotional and educational printed materials for station tours, birthday parties, homeowners associations, fire prevention month, special events, sports events and fire district services.

*Objectives:*

- a) Email as a distribution channel
- b) Videos (PSA, District Services, Training)
- c) Website (Opportunities, Education, promotional)
- d) Social Media (Twitter, Facebook, Instagram) “What’s happening right now”

**Strategy 2:** Develop “Brand ambassadors” to promote PPE

*Objectives:*

- a) Graphics on Engines
- b) District T-shirts
- c) Letterhead, business cards, emails

# Strategic Plan - Goals, Strategies, Objectives

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## Goal III A culture that fosters trust, involvement, innovation and accountability

**Strategy 1:** Renew emphasis on District Values, Mission and Vision in recruiting, hiring and onboarding new employees and in daily activities with current employees (i.e. using VMV explicitly in decision-making and in individual and crew performance reviews)

*Objectives:*

- a) The practice of covering Values/Mission/Vision in regard to expectations and accountability for all District employees (date)
  - 1. Station rotation/crew expectations
  - 2. New hire academy's
  - 3. Shift, captains and staff/crew meetings
  - 4. Evaluations - Quarterly and annual

**Strategy 2:** Improve professional development training for all employees

*Objectives:*

- a) Employees are professionally trained by subject matter experts in the following areas by (date).
  - 1. Building strong relationships
  - 2. Successful handling of "difficult conversations."
  - 3. Effective personnel evaluation and performance coaching
  - 4. Consistency in supervision
  - 5. District's promotional process

**Strategy 3:** Ensure employees receive regular and meaningful performance feedback

*Objectives:*

- a) Supervisors initiate frequent informal discussions of crew and department performance as a standard practice by (date)

**Strategy 4:** Promote open communication and openness to new ideas

*Objectives:*

- a) The practice of having employees participating in outside training or conferences present and discuss their learnings at Shift meetings instituted by (date)
- b) A working group representing all ranks and administrative staff is in place to serve as a clearinghouse for suggestions and new ideas by (date)

**Strategy 5:** Explore use of 360° feedback at all levels

*Objectives:*

- a) All personnel seek feedback from subordinates, peers and supervisors at least quarterly by (date).
- b) Working group formed to research best 360° feedback practices by (date)

**Strategy 6:** Promote understanding of, and pride in, District history and traditions

*Objectives:*

- a) History & Traditions taskforce is in place to collect and organize historical information and important traditions by (date)

# Strategic Plan - Goals, Strategies, Objectives

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**Strategy 7:** Encourage regular spouse and family interaction with the District

*Objectives:*

- a) A “culture team” has been established to organize activities promoting interaction among employees and families by (date)
- b) The possibility of spouses forming a District Auxiliary to plan, organize and host a variety of events for personnel and their families throughout the year and to serve as a communications channel for families has been thoroughly explored with interested spouses by (date)

**Goal IV** An empowered, highly engaged\* and diverse workforce with effective succession processes for all levels \* “Engaged” understood to mean highly motivated, highly productive, highly satisfied

**Strategy 1:** Attract and retain high quality employees by promoting the District’s reputation and maintaining a competitive compensation package for employees (See Goal II)

*Objectives:*

- a) Marketing for job announcements utilizing all effective avenues to reach the largest target audience (laterals and entry level) by (date)

**Strategy 2:** Develop and/or improve orientation, mentoring and succession preparation processes for all levels

*Objectives:*

- a) Annual employee evaluations incorporate development programs and succession planning by both the subject and the reviewer and are then reviewed and discussed at the next administrative or rank level (i.e. BC to review Captain’s guidance with Engineer, etc. by (date)
- b) Succession preparation processes have been planned for each rank and/or position by (date)

**Strategy 3:** Create a “career road map” describing education/experience requirements for all ranks and roles.

*Objectives:*

- a) The “Career Road Map” (CRM) (a framework for employee short and long-term goal setting) completed by (date)
- b) Encourage mentors for all positions to help individuals prepare for promotion or success in their role or position.

**Strategy 4:** Review promotional protocols for clarity, consistency and potential opportunities for improvement

*Objectives:*

- a) Review complete by (date)

**Strategy 5:** Update all job descriptions to include breakdown of tasks performed

*Objectives:*

- a) All personnel have reviewed and provide input to their job descriptions within each rank and position by (date)
- b) Position Descriptions are reviewed and updated every 5-7 years by a HR professional

# Strategic Plan - Goals, Strategies, Objectives

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**Strategy 6:** Use participatory processes to provide opportunities for involvement and growth

*Objectives:*

- a) An audit of participatory opportunities/results is completed annually beginning with January 5, 2017.
- b) An anonymous annual survey of all staff regarding the quantity and quality of participatory opportunities has been initiated by (date)

## Goal V The District is a model of operational and administrative excellence

**Strategy 1:** Ensure that all apparatus, technology, facilities, all types of training, procedures, etc. are cutting edge

*Objectives:*

- a) The District's facilities have been surveyed to determine if they can meet some of the requirements of a LEED building (i.e. Solar panels, a/c upgrade, LED lighting, drought tolerant landscaping, etc.) by (date).
- b) Explore greater use of green technologies or initiatives
- c) Training Chief/Committee have inventoried all training assets to determine improvements that are needed by (date). An evaluation of the Training Facility to determine needed upgrades complete by (date)
- d) Training for all interested and/or appropriate personnel in software applications (e.g. MS Word, Excel, PowerPoint, Outlook) and in business writing provided by (date)
- e) A tablet-based system for Fire Prevention implemented by (date)
- f) Evaluation of using a tablet-based system for EMS and emergency response complete by (date)
- g) An evaluation of the current MDC to determine if iPhones, tablets or other technology can provide better outcomes completed by (date).
- h) upgrade Record Management System (RMS) to accommodate newest technology has been evaluated and implemented by (date)
- i) Evaluate TeleStaff and timecard program complete by (date)

**Strategy 2:** Make exceptional customer service a priority for all staff

*Objectives:*

- a) Surveys provide customer service feedback at every location, on the website, and after every incident by (date)
- b) All personnel have received additional customer service training by (date).
- c) All department heads meet with their respective staff (quarterly) to solicit ideas on what can be done to provide better service for both internal and external customers and those ideas deemed worthy be forwarded to the Fire Chief by (date).
- d) Crews are supplied with a service call "Form Letter/Card" to leave at homes or businesses when they respond to a fire alarm or service call when no one was there at the time of the incident by (date)

**Strategy 3:** Optimize crews availability for calls in their primary area of responsibility through greater use of technology for training

*Objectives:*

- a) Evaluation of different technologies and/or methods to provide for a medium(s) to deliver more in-house in-service training to crews complete by (date)
- b) Additional training props necessary to provide training in district purchased by (date)

# Strategic Plan - Goals, Strategies, Objectives

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## **Strategy 4:** Educate all employees on Administrative procedures and processes

### *Objectives:*

- a) A system is in place to provide an annual review of benefits (health insurance, retirement, HSRA, CalPERS reportable income determination, etc.) for all personnel and make it available to their spouse or significant other by (date)
- b) Informational workshops on the District-sponsored 457 deferred compensation plans, and financial planning for retirement are held annually beginning on (date)
- c) Strategic Plan updates are a standing agenda item for Shift Meetings starting (date)
- d) Annual training for all personnel on the timecard, work period, payroll, TeleStaff and Cal cards initiated by (date)

## **Strategy 5:** Establish an Accountability Team responsible for regular, semi-annual review and revision as necessary of the District's Strategic Plan

### *Objectives:*

- a) Team in place by (date)
- b) First review complete by February 1, 2017 and completed semi-annually thereafter

## **Goal VI      A financially healthy District**

## **Strategy 1:** Identify new revenue streams (e.g. opportunities to leverage current assets and acquire or develop new revenue-producing assets)

### *Objectives:*

- a) Scope of work statement prepared by (date)
- b) Working group size and membership determined by (date)
- c) Current and potential user fees identified by (date)
- d) Inspection Fees by (date)
- e) Re-inspection Fees by (date)
- f) Hazardous Material Fees by (date)
- g) Permits
  - 1. Burn by
  - 2. Tent by
- h) Facility Rental Opportunities identified by (date)
  - 1. Available space
  - 2. Cellular
- i) Potential Public/Private partnerships have been identified by (date)

## **Strategy 2:** Ensure that all operations are cost-effective

### *Objectives:*

- a) Commission or scope of work statement complete by (date)
- b) Working group size and membership determined by (date)
- c) Evaluation of current operations complete by (date)
- d) New cost-reduction opportunities (e.g. solar) identified by (date)

# Strategic Plan - Goals, Strategies, Objectives

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**Strategy 3:** Pursue grants to fund district operations, where appropriate

*Objectives:*

- a) Seek a “dedicated resource” to pursue grant funding
- b) Grant opportunities identified by (date)
- c) Resource operational by (date)

**Strategy 4:** Revise cost recovery-based fees every two years

*Objectives:*

- a) All staff with expertise on the topic identified by (date)
- b) Review and analysis of all costs of current user fees complete by (date)
- c) Review and analysis complete and user fees for services added established by (date)
- d) Schedule for adoption of revised ordinance established by (date)

**Strategy 5:** Expand or review cost recovery efforts derived from deployed resources

*Objectives:*

- a) All district staff with expertise identified by (date)
- b) Training necessary to pursue cost recovery opportunities identified by (date)

**Strategy 6:** Pursue partnerships where possible and appropriate (public/private, public/public)

*Objectives:*

- a) Commission or scope of work statement prepared by (date)
- b) Working group size and membership determined by (date)
- c) Possibility of partnership and/or establishment of a 501(c)3 tax exempt foundation evaluated by (date)

## Goal VII A District with regional perspective, forward-looking and continuously open to opportunities to enhance services

**Strategy 1:** Develop a District ambulance service (possibly in partnership with another agency)

*Objectives:*

- a) Work group established to look for current and future opportunities by (date)
- b) The end of contract date has been determined and an ambulance work group established by (date) (Leaving plenty of time to prepare).
- c) Professional to guide the process (possibly an ex-transport company executive) retained by (date)
- d) Potential partnership with AMR or other private company has been investigated and evaluated by (date)

**Strategy 2:** Strengthen the District workforce through collaboration with other agencies in the zone, region and state

*Objectives:*

- a) Employees’ participation in professional groups (e.g. SAFER, Zone Training, State Training, County Wildland, NFPA, Foresters and Fire Wardens is actively encouraged and supported by (date)

## Strategic Plan - Goals, Strategies, Objectives

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**Strategy 3:** Evaluate types, kinds and numbers of vehicles needed for the District fleet both short and long term.

*Objectives:*

- a) Needs and feasibility study for additional vehicles needed complete by (date)
- b) Designate an overhead assignment vehicle by (date)

**Strategy 4:** Evaluate, test and provide objective analysis for fleet maintenance service options

*Objectives:*

- a) Feasibility study for establishing the District's own maintenance facility complete by (date)

### Goal VIII An organization that promotes employee health and safety as a priority

**Strategy 1:** Create/improve policies, quality and environmental controls to limit occupational exposures to toxic or carcinogenic substances.

*Objectives:*

- a) APP 202.04 and/or the District's Illness, Injury and Prevention Plan reviewed and updated or new policy(s) created to ensure mitigation strategies reflect latest concepts to reduce and/or limit occupational exposures to carcinogens or other toxic substances by (date).
- b) Mandatory annual training initiated for all safety and prevention employees on cancer awareness, exposure and mitigation prevention strategies by (date).
- c) District facilities with cell towers have been surveyed by third party to measure the RF field strength in living quarters or other areas where a person could potentially be exposed to ensure that it is within acceptable scientific range by (date).

**Strategy 2:** Improve cardiac and cancer screening for safety employees.

*Objectives:*

- a) Ad hoc committee formed to work with the wellness center to develop recommendations on improving and/or broadening lab panels and screening procedures to provide latest approaches to cardiac and cancer prevention by (date).
- b) Committee recommendations complete by (date)

**Strategy 3:** Enhance the well-being of employees by increasing awareness of positive health behaviors, encouraging employees to voluntarily adopt healthier behaviors, and providing a supportive environment fostering positive lifestyle changes.

*Objectives:*

- a) Educational seminars or classes on the benefits of physical activity, weight management, making healthy eating choices, and weight loss management provided for administrative employees by (date).
- b) Flexible fitness breaks for brisk walking, stretching, or stair climbing is being encouraged throughout the day by (date).
- c) Lunchtime walking, running, or yoga groups are organized and active; or employees participate regularly in community events like 5K or 10K walk/runs by (date).



## Strategic Plan - Goals, Strategies, Objectives

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### Goal IX Complete full integration and reorganization of Elfin Forest and Harmony Grove communities

#### **Strategy 1:** Develop and implement reorganization plan

##### *Objectives:*

- a) Create organizational chart with roles and responsibilities by
- b) Complete operational plan by (date)
- c) Complete fire prevention plan by (date)
- d) Orientation process for all district personnel planned and implemented by (date)

#### **Strategy 2:** Create community outreach opportunities

##### *Objectives:*

- a) Organize community meetings by (date)



# Rancho Santa Fe Fire Protection District

P.O. Box 410 • 18027 Calle Ambiente • Rancho Santa Fe • California 92067-0410  
Tel. (858) 756-5971 • Fax (858) 756-4799

**Board of Directors**  
James Ashcraft, President  
John Tanner  
Nancy Hillgren  
Randall Malin  
Tucker Stine

**Fire Chief**  
Tony J. Michel

March 11, 2016

Catherine Patterson, Branch Chief  
Assistance to Firefighters Grants Branch DHS/FEMA  
800 K Street NW Mailstop 3620  
Washington DC 20472-3620

Dear Mrs. Patterson:

On behalf of the Board of Directors of the Rancho Santa Fe Fire Protection District, it brings me great pleasure to present this letter of support for our FY 2015 proposal under the Staffing for Adequate Fire Response Grants.

To meet our mission, our fire district has always felt that a strategically located four-person engine company within our response area is highly beneficial. Not only does it allow us to deliver more firefighters to the scene of an emergency, it also allows us to cross staff other vital firefighting equipment. Currently, we do have one (1) four-person engine company; however, we recently had to convert the fourth firefighter position from a fulltime permanent to a limited term (LT) position. It is our full intent when funding is available to convert the LT position back to a fulltime permanent position, but it is totally dependent on growth and the corresponding increase in revenue.

Our proposal is asking for grant funding to convert these positions now – by doing so, it provides stability for our firefighters and improves service to the communities we serve. It is our hopes by the end of the grant performance period that revenue will be sufficient to maintain this position classification. If not, the position will return to a LT position.

We understand that if awarded the grant that our fire district is obligated to meet the terms and conditions as well as to maintain our staffing levels and incur no lay-offs during the grant performance period.

We sincerely believe our proposal is a win-win for SAFER program as well as to the communities we serve.

Respectfully,