



# SAN MIGUEL FIRE & RESCUE

FISCAL YEAR 2021-2022 ANNUAL REPORT





# ANNUAL REPORT

## FISCAL YEAR 2021-2022

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# SAN MIGUEL



# FIRE & RESCUE





# A MESSAGE FROM THE FIRE CHIEF

I am extremely proud of the men and women of San Miguel Fire & Rescue for continuing to provide dedicated service to the area's 140,000 residents as well as the tens of thousands who visit our 50 square miles of diverse neighborhoods each year.

I'm hoping that this Annual Report will give you a comprehensive understanding of how the District's 88 team members, internally referred to as extended family, come to work every day with a sincere desire to offer first-rate customer service to customers doing business with San Miguel, from emergency response to administrative support. The motto that guides staff is to treat everyone they come into contact with like family.

As fire chief, I frequently hear praise for the way in which members of the District's team care for patients,





victims, and clients. Individual acts of kindness can include organizing transportation for a loved one to the hospital, making sure the person sleeping on the street feels appreciated, comforting a frail spouse when their husband or wife is taken to the hospital and the fire crew stays behind to clean up the aftermath of providing advanced medical care, or a fire crew returning to an incident on their following shift to check in with patients to make sure they are okay and that their needs are addressed.

The District continues to struggle in several key areas, including community outreach, in FY21-22, primarily due to COVID restrictions that hampered the District's ability to foster relationships with the people the District serves. The prospects for re-establishing these connections and relationships with the District's community, businesses, and schools appear promising.

San Miguel, like the majority of other fire departments, is still struggling to find and hire new personnel with both paramedic and fire service experience. Candidates with both paramedic and fire experience are likely to receive multiple job offers, necessitating a rethinking and streamlining of San Miguel's recruitment and hiring processes. The District has been extremely fortunate to hire people with exceptional attitudes and hearts, but this combination is unusual.

Workplace injuries are still more common than in previous years, and the costs have more than doubled. Annual wellness physical examinations have identified areas where targeted physical and strength training will be required to prepare firefighters for the increasing stressors of increased call volumes, increased training regimens, and physical fatigue during extended shifts and strike team deployments. These injuries have a negative impact on employees as well as a significant financial impact.

Supply chain delays and shortages have hampered the District's ability to service fire apparatus in a timely and efficient manner. Critical parts are frequently delayed or unavailable, and it is common that not everything can be serviced or repaired when an apparatus is brought in for service, necessitating a return visit when the parts are finally available. Furthermore, both frontline and reserve apparatus are kept in service for longer periods of time to fill the gap left by two new Type 1 apparatus' significant delivery delays of 6-12 months.

The District is pleased to present this report, which highlights not only some of the many achievements made over the past year, but also some of the challenges and impediments encountered that prevent the District from providing service. The District is much more than just an excellent service-oriented fire department. The District is a close-knit family who values and cares for one another.

## CHALLENGES FACED BY SAN MIGUEL

- ◆ Community outreach efforts hampered due to COVID.
- ◆ Recruiting personnel with combined fire service and paramedic experience.
- ◆ Increase in work-related injuries.
- ◆ Supply chain delays and shortages in parts cause fleet servicing delays.
- ◆ Older apparatus kept in service longer due to manufacturer delivery delays.



**CRISS BRAINARD**  
 FIRE CHIEF  
 San Miguel Fire & Rescue



# VISION & MISSION

## Service Beyond Expectations

Dedicated professionals committed to excellent service with compassion and pride, providing for the health and safety of the communities we serve.





# GUIDING PRINCIPLES

*Dedicated to Service*



**COMPASSION**  
for others and a willingness to assist those who need us most.



**COMMITMENT**  
to service that is guided by our shared goals and values.



**COMMUNITY**  
involvement to inspire others and to lead by example.

## CORE VALUES

**S**  
SACRIFICE

Act selflessly to benefit the community and strive to adapt to our situation.

**E**  
EMPATHY

Build understanding and compassion for all individuals.

**R**  
RESPECT

Invest time, knowledge, and understanding at all levels.

**V**  
VALOR

Dedicate our efforts to the protection of others despite great personal risk.

**I**  
INTEGRITY

Build and instill trust wherever possible, as it is of utmost importance in public safety.

**C**  
COLLABORATION

Listen to others and actively exchange ideas in pursuit of common goals.

**E**  
EXCELLENCE

Strive to always exceed expectations.



# BOARD OF DIRECTORS

San Miguel Consolidated Fire Protection District is governed by a 7-member Board of Directors. Each director resides within the District and is elected, by division, to serve a 4-year term. The Board of Directors meets regularly on the second Wednesday of each month at 5:30pm in the Board Room at San Miguel District Headquarters (2850 Via Orange Way in Spring Valley).

## BOARD MEMBER RESPONSIBILITIES

The Board of Directors is responsible for the lawful and efficient operation of the District. They must ratify all annual budgets, expenditures, salaries, wages, and benefits.

## ELECTION INFORMATION

Directors serve staggered four-year terms, with elections occurring during even years. For information pertaining to election procedures and filing deadlines, visit the County of San Diego Registrar of Voters website at [sdvote.org](http://sdvote.org).



**JIM EK**  
ELECTED AT LARGE  
*Nov 2014 – Present*



**THERESA MCKENNA**  
ELECTED AT LARGE  
*Nov 2014 – Present*



**HARRY MUNS**  
APPOINTED AT LARGE  
*Jul 2021 – Present*



**JEFF NELSON**  
DIVISION 1  
*Nov 2010 – Present*



**CHRISTOPHER PIERCE**  
DIVISION 4  
*Jul 2021 – Present*



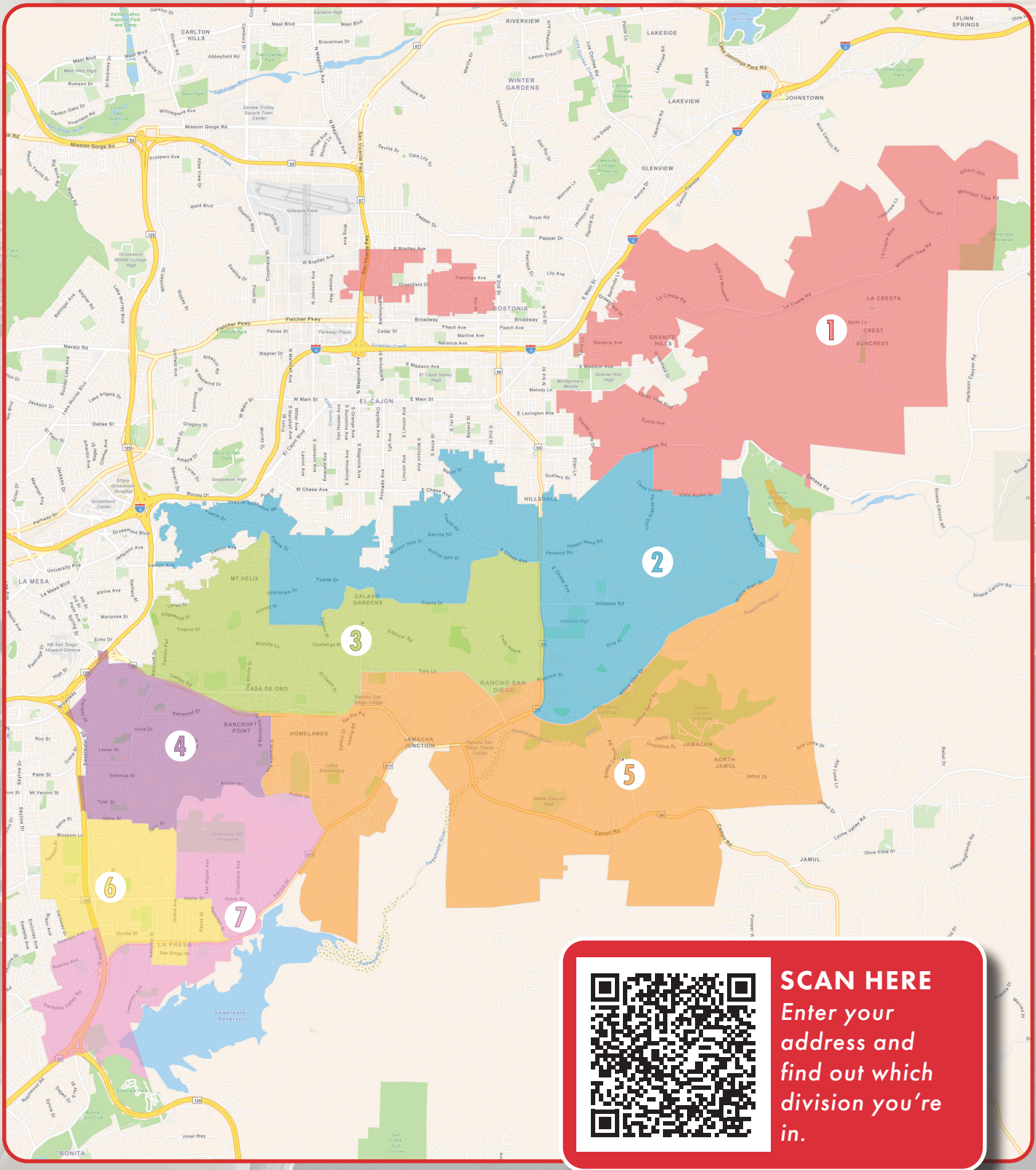
**KIM RADDATZ**  
DIVISION 2  
*Nov 2016 – Present*



**JESSE ROBLES**  
DIVISION 6  
*Dec 2020 – Present*



# DIVISION MAP





# STATION MAP

As one of San Diego County's largest fire districts, we keep busy! San Miguel Fire & Rescue has a 50-square-mile service area and a population of nearly 140,000 people.

During Fiscal Year 2021-22, the District responded to 14,853 emergency incidents, an 8.4% (1,152 incident) increase over the previous year.



## STATION 19

727 E Bradley Ave.  
El Cajon, CA 92021

**1,685** TOTAL INCIDENTS



## STATION 14

3255 Helix St.  
Spring Valley, CA 91977

**2,304** TOTAL INCIDENTS



## STATION 21

10105 Vivera Dr.  
La Mesa, CA 91941

**910** TOTAL INCIDENTS



## STATION 16

905 Gillespie Dr.  
Spring Valley, CA 91977

**4,360** TOTAL INCIDENTS

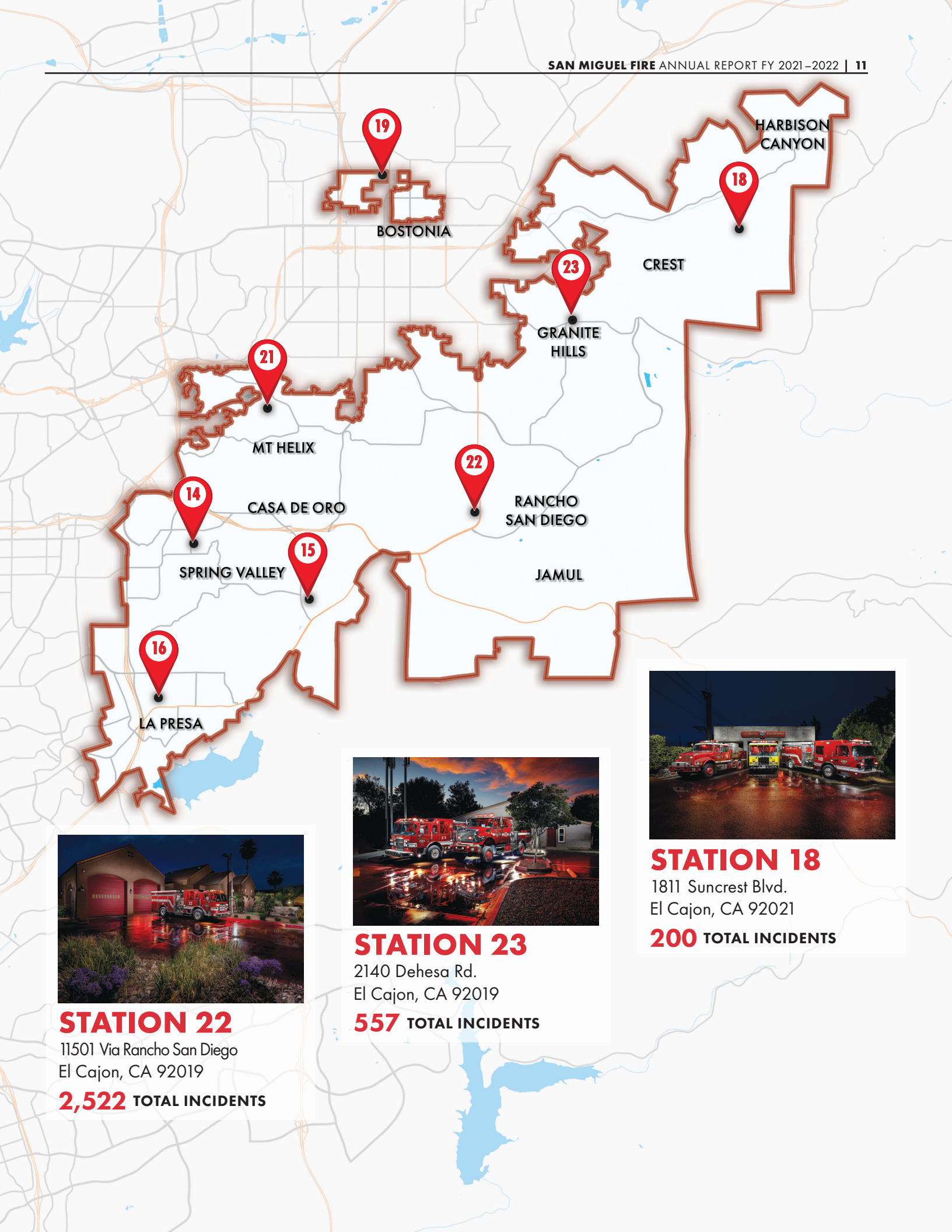


## STATION 15

2850 Via Orange Way  
Spring Valley, CA 91978

**2,315** TOTAL INCIDENTS





**STATION 22**  
11501 Via Rancho San Diego  
El Cajon, CA 92019  
**2,522** TOTAL INCIDENTS



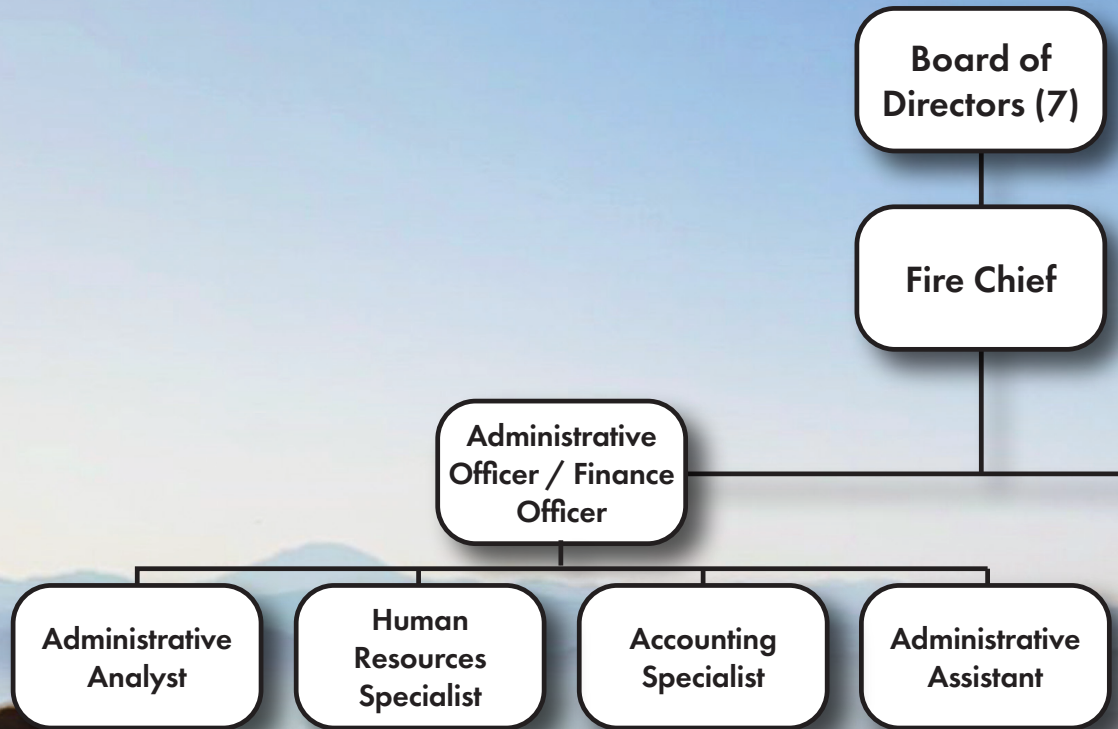
**STATION 23**  
2140 Dehesa Rd.  
El Cajon, CA 92019  
**557** TOTAL INCIDENTS



**STATION 18**  
1811 Suncrest Blvd.  
El Cajon, CA 92021  
**200** TOTAL INCIDENTS



# WORKING TOGETHER TO



*This organizational chart depicts reporting structure only.*

## New Hires

|                    |                            |           |
|--------------------|----------------------------|-----------|
| Victor Mancillas   | Firefighter Paramedic      | 10/6/2021 |
| Kevin Nasca        | Firefighter Paramedic      | 10/6/2021 |
| Sean Hull          | Captain Paramedic          | 1/3/2022  |
| Brittanie Jacobson | Human Resources Specialist | 3/23/2022 |
| Nicholas Bohr      | Firefighter Paramedic      | 6/30/2022 |

## Personnel Promotions

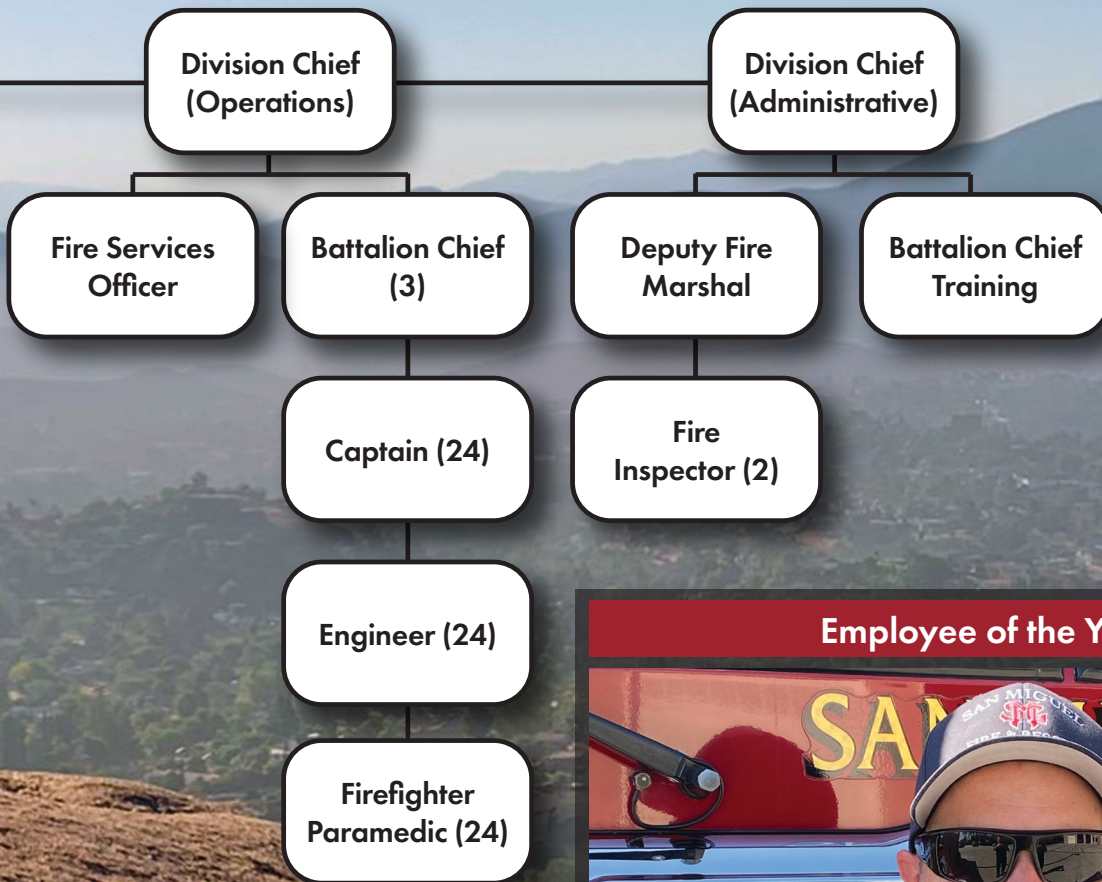
|                      |                    |           |
|----------------------|--------------------|-----------|
| Ryan Graff           | Engineer           | 8/15/2021 |
| Michael Christiansen | Battalion Chief    | 8/26/2021 |
| William Zepeda       | Captain            | 11/8/2021 |
| Andrew Delgadillo    | Engineer Paramedic | 4/11/2022 |

## Retirements

|                  |          |            |
|------------------|----------|------------|
| Michael Good     | Captain  | 10/31/2021 |
| Michael Shandley | Engineer | 3/16/2022  |



# PROTECT OUR DISTRICT





# KEY PERFORMANCE MEASURES



ADMINISTRATION

| Measure                              | Description   | 2020-21 | 2021-22 |   |
|--------------------------------------|---|---------|---------|---|
| Procurement Request Notifications    | Approve or deny procurement requests within two days, 90% of the time.                          | 95%     | ↓ 92%   | ✓ |
| Accounts Payable Turnover            | Pay invoices within 15 days, 90% of the time.   | 84%     | ↑ 93%   | ✓ |
| Accounts Receivable Turnover         | Receive outstanding payments within 30 days, 90% of the time.                                   | 83%     | ↑ 84%   | ! |
| Credit Card Statement Submission     | Approve statements submitted to Finance within 14 days of receiving, 90% of the time.           | 77%     | ↑ 81%   | ! |
| Public Records Requests              | Submit requests to requester within 10 days of request, 90% of the time.                        | 99%     | ↑ 100%  | ✓ |
| Strike Team Documentation Submission | Completed/approved reimbursement documents to finance within 4 days of return, 90% of the time. | 84%     | → 84%   | ! |

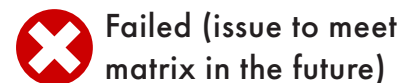
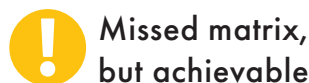
OPERATIONS

| Measure   | Description  | 2020-21 | 2021-22 |   |
|---|--|---------|---------|---|
| Districtwide response time                              | 8 minutes or less 90% of the time.   | 6:54    | ↑ 6:46  | ✓ |
| Districtwide turnout time                               | 90 seconds or less 90% of the time.  | 1:08    | ↑ 1:05  | ✓ |
| Trauma patients off scene                               | 10 minutes or less 90% of the time.  | 45%     | ↑ 58%   | ! |
| Determine fire scene area of origin                     | 90% of the time.   |         |         | ✓ |
| Provide effective fire force on working structure fires | Provide 17 Firefighters on scene in 12 minutes or less than 90% of the time. |         | 70%     | ✗ |
| Complete primary search                                 | 90% of the time within 10 minutes of the arrival of the first apparatus.     |         |         | ! |

HEAVY FLEET

| Measure  | Description  | 2020-21 | 2021-22 |   |
|--|--|---------|---------|---|
| 90 day inspections/service                             | Completed in 1 work day 90% of the time.   |         |         | ✓ |
| 6 mo. preventive maintenance inspection/service        | Completed in 3 work days 90% of the time.  |         |         | ✓ |
| Annual maintenance inspection/service                  | Completed in 5 work days 90% of the time.  |         |         | ✓ |
| Apparatus doesn't experience the same mechanical issue | Apparatus doesn't return to the shop for the same issue within 5 days 95% of the time. |         |         | ! |
| Reserve apparatus fleet availability                   | Reserve fleet available days 90% of the time.  |         |         | ✓ |

Part delivery delays have impacted this category.





| Measure          | Description  | 2020-21  | 2021-22 |       |   |
|------------------|--|--|---------|-------|---|
| <b>TRANSPORT</b> | Ambulance response times districtwide                          | Arrive in 12 minutes or less 90% of the time.          | 89%     | ↑ 92% | ✓ |
|                  | Late calls (greater than 12 mins.) transport critical patients | Transport code 10 occurs 10% or less of the time.      | 95%     | ↓ 91% | ✓ |
|                  | Outlier calls (greater than 18 minutes)                        | Arrive on scene in 18 minutes or less 95% of the time. | 98%     | → 98% | ✓ |

| Measure                | Description  | 2020-21                            | 2021-22  |       |   |
|------------------------|--|------------------------------------|--|-------|---|
| <b>FIRE PREVENTION</b> | Plan reviews                                       | Completed 100% of the time.        | 100%   | →100% | ✓ |
|                        | Fire company inspections                           | Completed on time 90% of the time. | Awaiting purchase of larger iPads to complete. |       | ! |
|                        | Fire prevention inspections                        | Initiated on time 90% of the time. | 35%  | →100% | ✓ |
|                        | California State Fire Marshal mandated inspections | Completed on time 90% of the time. | 100%   | →100% | ✓ |

| Measure    | Description                           | 2020-21  | 2021-22 |       |   |
|------------|---------------------------------------|--|---------|-------|---|
| <b>EMS</b> | Endotracheal intubation               | No unrecognized esophageal intubation at 100%.   | 100%    | →100% | ✓ |
|            | Capnography use with advanced airways | Initiated and maintained at 100%.                | 100%    | →100% | ✓ |
|            | Patient care documentation            | Completed and submitted by end of shift at 100%. | 100%    | →100% | ✓ |
|            | STEMI/CVI patients                    | Transported to appropriate facility at 100%.     | 100%    | →100% | ✓ |

| Measure         | Description                                      | 2020-21                                   | 2021-22                                     |       |   |
|-----------------|--|---|---|-------|---|
| <b>TRAINING</b> | Fire ground manipulative drills                  | Completed by deadline at 90% of the time. | Formal tracking is still being developed.   |       | ✓ |
|                 | Tailboard safety briefings                       | Completed by deadline at 90% of the time. |   |       | ✓ |
|                 | EMS continuing education and manipulative drills | Completed by deadline at 90% of the time. | 100%  | →100% | ✓ |
|                 | Training satisfaction surveys                    | Approval of 4 of 5 - 90% of the time.     | Restructuring. To be in place Jan. 1, 2023. |       | ! |

| Measure                    | Description   | 2020-21                                  | 2021-22 |       |   |
|----------------------------|---|--|---------|-------|---|
| <b>HEALTH &amp; SAFETY</b> | Quarterly training required on health and safety topics | Completed 95% of the time.               | 100%    | →100% | ✓ |
|                            | Vehicle accidents/damage                                | Reviewed within 10 days 90% of the time. | 100%    | →100% | ✓ |
|                            | All workers' compensation injuries                      | Reviewed within 2 days 95% of the time.  | 100%    | →100% | ✓ |



Met matrix



Missed matrix, but achievable



Failed (issue to meet matrix in the future)



# ADMINISTRATION

## PROP E CITIZEN’S OVERSIGHT COMMITTEE

Prior to the merger of East County Fire Protection District (ECFPD, or Stations 18 and 19) with San Miguel Fire Protection District in 2008, ECFPD citizens overwhelmingly approved Proposition E, a ballot measure for a special tax to maintain and improve fire and EMS service. This necessitated the formation of a Citizen Oversight Committee by the San Miguel Board of Directors. The original oversight committee was formed, but it was quickly disbanded after ECFPD was merged into San Miguel. This Fiscal Year, a committee was formed to oversee these funds once again.

The committee meets monthly to review financial statements and benefit assessment reports from the District. The committee creates an annual report that explains whether the District has demonstrated that best efforts have been made to maximize opportunities for expenditures to be used in collaboration with other local agencies in a way that benefits the public while reducing costs.

The following people currently serve on the Prop E Citizen Oversight Committee:

- ◆ Kandhy Franklin — Chair
- ◆ Kyle Hermann — Co-Chair
- ◆ Mike Herrin — Secretary
- ◆ Bennett McDonald
- ◆ Joyce Peterson



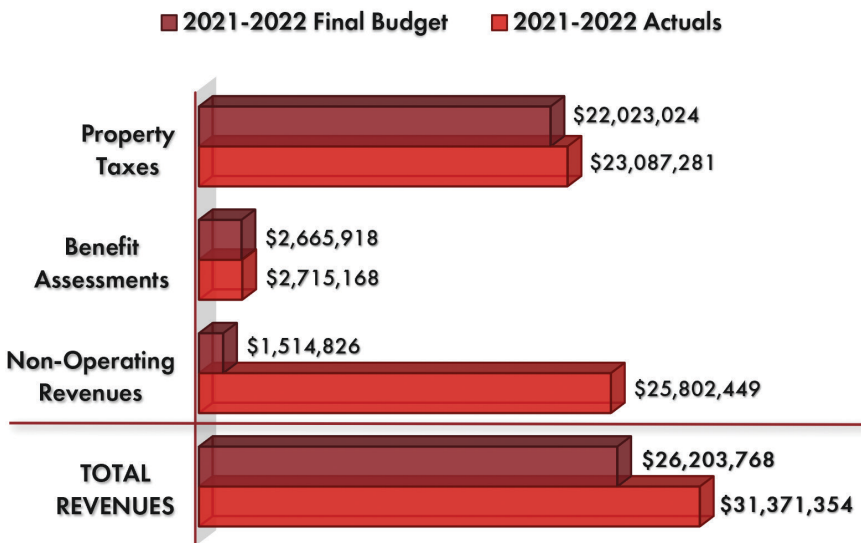


# FINANCE & BUDGET

According to California Government Code 61110, preliminary budgets for Special Districts must be approved by July 1 of each year, and final budgets must be adopted by October 1 of each year.

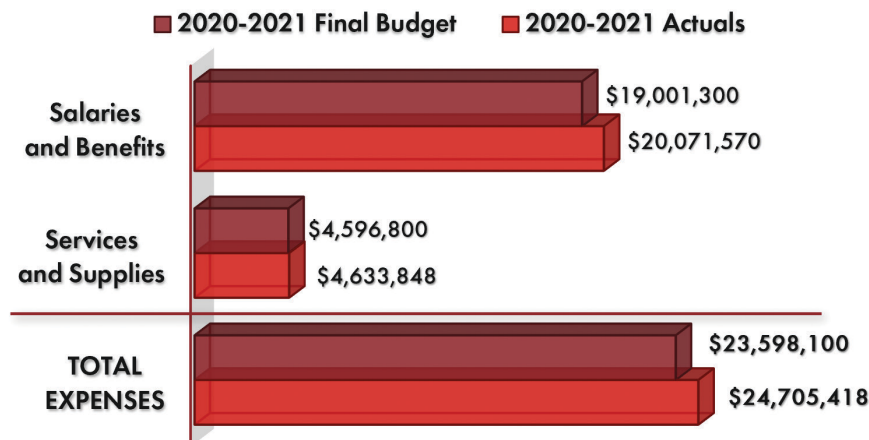
## BUDGET VS. ACTUAL REVENUES

The District received one-time funds for COVID-19 relief, had property tax increases due to growth and delinquent payments, and receives property taxes from CSA-115 annexation.



## BUDGET VS. ACTUAL EXPENSES

Salaries and benefits have risen. Due to increases in workers' compensation and COVID-19 leave, overtime was over budget.



## LEASE REVENUE BOND — PENSION

After conducting a thorough analysis of the district's long-term liability for CalPERS pension costs, the district determined that a lease revenue bond would benefit the district by stabilizing rising pension costs. On June 23, 2022, the District closed with a 3.99% interest rate and will continue to monitor how the pension affects its future sustainability.

## STRIKE TEAM DEPLOYMENT REIMBURSEMENT

The District is reimbursed for large wildfire strike team deployments by the Office of Emergency Services (OES). Because of new accounting office processes, all reimbursements were received by the end of the Fiscal Year.

## NEW PROCESSES IMPLEMENTED

During Fiscal Year 2021-2022, the Administrative Division worked diligently to implement the following:

- ◇ Implemented a digitized policy and procedure management system.
- ◇ The job description analysis for administrative classifications has been completed.
- ◇ Management of 1099 reporting has been completed.
- ◇ Completed electronic submission for Educational Reimbursements.



# WORKERS' COMP

The term “industrial athlete” is frequently used to describe firefighters. This is because not only is firefighting dangerous, but it’s also physically demanding. As a result, it’s extremely common for a firefighter to sustain a work-related injury.

Workers’ compensation claims can negatively affect San Miguel Fire & Rescue in the following ways:

- ◆ Premium increases.
- ◆ Overtime expenses.
- ◆ Administrative costs.
- ◆ Hiring and training costs.
- ◆ Productivity losses.
- ◆ Staffing issues.

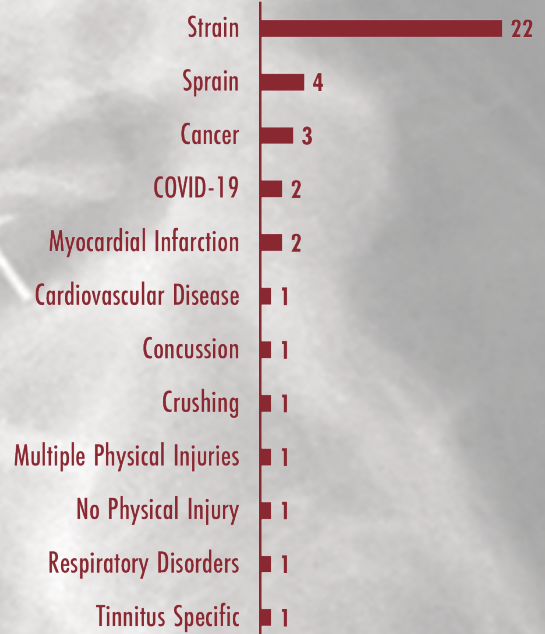


\* Costs related to injuries, including industrial disability leave, legal expenses, medical care, and temporary disability benefits

## Workers' Comp: Injury Causes



## Workers' Comp: Injury Types





# FIRE PREVENTION

The Fire Prevention Bureau is in charge of ensuring community safety by reviewing building plans, inspecting sites, and following up on both new and existing public occupancies. The following objectives were met during Fiscal Year 2021-2022:

- ◆ Adopted and implemented First Due Fire & EMS software for inspections, occupancy management, data collection, and analytics.
- ◆ Brycer (also known as The Compliance Engine) software was implemented to manage fire protection equipment, periodic inspection, testing, maintenance, and contractors.
- ◆ The Company Inspection Program (CIP) has resumed. Each Engine Company is given a list of businesses, merchants, and small restaurants to inspect with the new all-digital process and First Due software.



**496**  
STANDARD PLAN  
REVIEWS



**473**  
ANNUAL  
INSPECTIONS



**381**  
CONSTRUCTION  
INSPECTIONS



**7**  
PROPERTY  
CONSULTATIONS



**26**  
FORCED ABATEMENT  
AUTHORIZATIONS



**20**  
DEFENSIBLE SPACE  
INSPECTIONS



**21**  
LICENSED CARE  
INSPECTIONS



**27**  
KNOX  
INSPECTIONS



**112**  
COMPANY INSPECTION  
PROGRAM INSPECTIONS



**1**  
BLAST PERMIT  
INSPECTIONS



**20**  
PUBLIC EDUCATION &  
COMMUNITY SERVICE



# OPERATIONS

The Operations Division faced several challenges in Fiscal Year 2021-2022, including the ongoing pandemic, staffing issues, and an increase in calls for service. While COVID cases decreased across the district, we still had positive cases among our workforce. This resulted in an increased workload, which was exacerbated by the absence of several employees due to long-term injuries. We had another busy fire season, with several strike teams deployed. Despite these challenges, the Operations Division remained committed and professional.





## TURNOUT TIME IMPROVEMENT

Our response data software assists us in identifying areas for improvement. One area of focus has been turnout times. We've started posting station turnout times on our dashboard screens so crews can track their progress. We've already started to see results. Even a small reduction in turnout times can have a significant impact on overall response times, ensuring that we continue to provide "service beyond expectations."

## MUTUAL AID ASSISTANCE

Through our robust mutual aid system, we assisted our partners in the Central Zone, Operational Area, and the State. This included dispatching a crew to New Mexico to assist with the largest fire in the State's history.

## SPECIAL PROJECTS

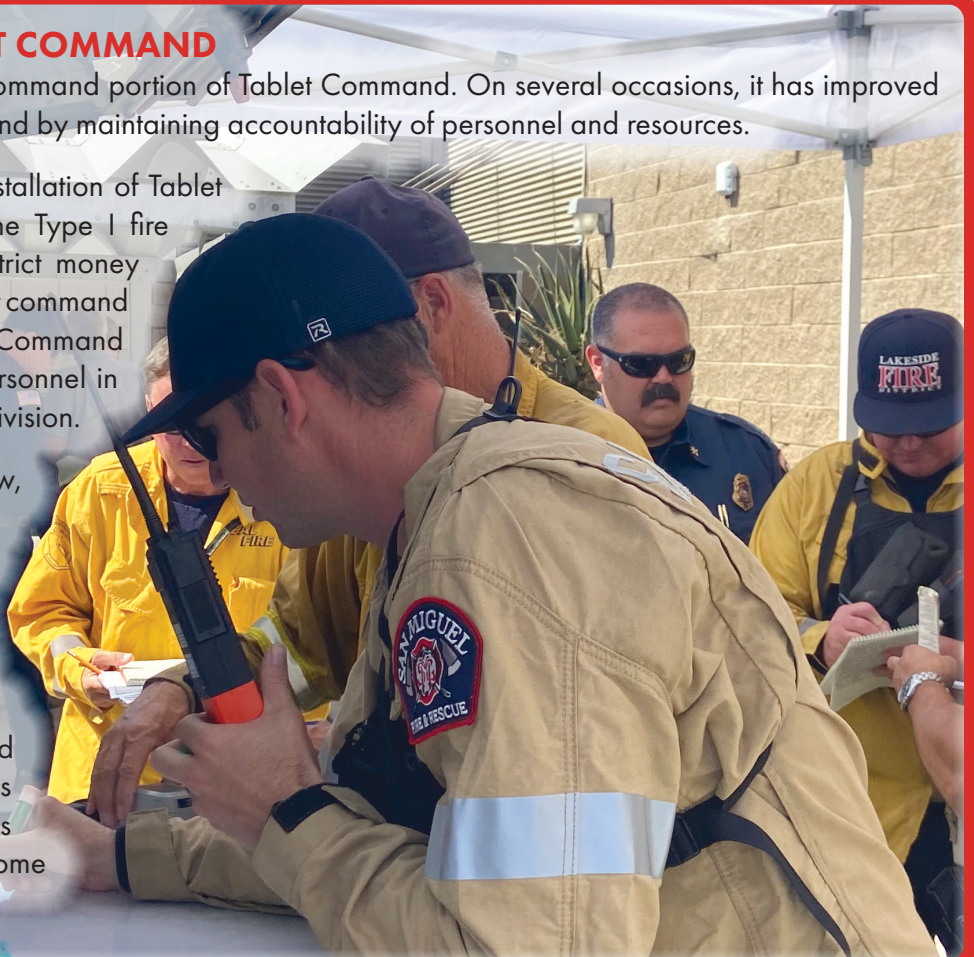
Operations Division personnel have also demonstrated dedication to special projects. Our apparatus committee members finished the preconstruction process for our new KME apparatus. Our SCBA committee was given the task of evaluating SCBAs from various vendors. Following several meetings and live-fire exercises, the committee provided recommendations that were accepted and will guide us into the future.

## OPTIMIZING INCIDENT COMMAND

We implemented the incident command portion of Tablet Command. On several occasions, it has improved employee safety on the fireground by maintaining accountability of personnel and resources.

We are proceeding with the installation of Tablet Command iPads on all frontline Type I fire engines. This will save the District money while also improving the incident command function's capabilities. Tablet Command training was provided to all personnel in collaboration with the Training Division.

When incident objectives allow, the Operations Division began incorporating company officers to assist incident command. This provides assistance to the incident commander as well as mentoring opportunities for our company officers. This and other mentoring opportunities help to better prepare employees for promotions when they become available.



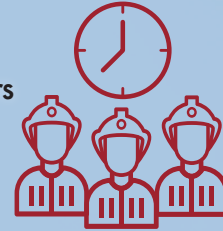


# TRAINING DIVISION

## OPERATIONAL TRAINING

At San Miguel Fire & Rescue we pride ourselves in providing well-trained Firefighters who are capable of responding and mitigating even the most difficult emergencies. During the past year our department has participated in the following training exercises:

- ◆ Firefighter Training Academy for newly hired Firefighters
- ◆ Fire Control 3 Class for newly hired Firefighters
- ◆ Active Shooter Training with SDSO and Central Zone Partners
- ◆ Elevator Rescue Training Course
- ◆ Emergency Vehicle Operations (Train-the-Trainer Course)
- ◆ S-212 Wildland Chainsaw Course
- ◆ San Diego County Wildland Drill
- ◆ Strike Team Leader Refresher Class
- ◆ Engineer Academy with in-depth training for new Engineers
- ◆ S-219 Firing Operations Course



# 12,694

**TOTAL ANNUAL TRAINING HOURS**  
*For all full-time personnel during FY 2021-2022*

## ONGOING TRAINING

San Miguel Firefighters are required to complete mandatory training every month. In addition to the required training, we also:

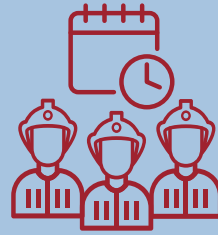
- ◆ Continue to train and evaluate eleven probationary Firefighter Paramedics on a monthly basis.
- ◆ Continue to train and evaluate three probationary Engineers on a monthly basis.
- ◆ Continue to train and evaluate two probationary Captains on a monthly basis.
- ◆ Participate in Plan B training with our Central Zone cooperators on a quarterly basis. (Plan B training includes instruction on a new topic every three months.)
- ◆ Every Engine Company receives Color Group training once a month, which consists of Engine Companies gathering at the Heartland Training Facility to practice fire ground operations and tactics.



## TRAINING ADMINISTRATION

This year's accomplishments include:

- ◇ Creating digital processes for:
  - » Tuition reimbursement
  - » Form for Training Proposal
  - » Form for reporting a significant incident
  - » Boardroom Calendar
  - » Conference Room Calendar
  - » All personnel training certificates have been digitized and uploaded into the training drive
- ◇ Training Chief Desk Reference was created. (Describes processes for the next Training Chief to follow.)
- ◇ All 16 FFPM Spiel evaluation forms, which are used for new FFPMs during their probationary year, have been updated.
- ◇ Created an exam guide for employees interested in advancement.
- ◇ Developed a media relations guide for Chief Executive Officers.
- ◇ Post-probation curriculum tracks for 2nd and 3rd year firefighters were developed.
- ◇ Battalion Chief task book was created.



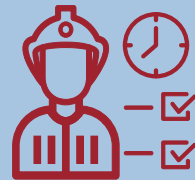
**1,058**

**TOTAL MONTHLY TRAINING HOURS**

*For all full-time personnel during FY 2021-2022*

**15.3**

**AVERAGE MONTHLY TRAINING HOURS PER PERSON**





# SUCCESSION PLANNING

Succession planning identifies and prepares appropriate candidates to replace key employees through mentoring, training, education, and development.

At San Miguel Fire & Rescue, succession planning is part of our culture, focusing on leadership continuity with an implicit duty for every employee to prepare their subordinates for advancement. Succession planning ensures that we can fill vacant positions quickly with qualified personnel who have met the requisite training.

San Miguel Fire & Rescue has always placed a high value on the advancement and development of each employee and is aware that this is essential to our continued success. In Fiscal Year 2021–22, we expanded our succession plan by creating:

## FIRST-YEAR TRAINING MANUALS

These ensure all first-year employees receive the necessary study materials and guidance to obtain the qualifications to meet required work standards.

## PROMOTIONAL EXAM GUIDES

These provide prospective Engineer, Captain, and Battalion Chief candidates with an in-depth overview of our examination process, topics to research for written exams, examples of emergency incident simulations, guidelines for performing manipulative tasks, and other exercises likely to be part of the examination process.

## CAPTAIN & ENGINEER TRAINING ACADEMIES

We completed our first Engineer Training Academy in FY 2021–22, and we'll begin Captain Academies next Fiscal Year. These academies "pass on" institutional knowledge from seasoned employees to newly promoted ones, reducing long on-the-job learning curves and ensuring the continued use of existing best practices, standardized operating procedures, and cohesiveness.

## TASK BOOKS

Job-specific task books contain targeted training for each rank. Assignments are completed throughout the probationary period to ensure proficiency in newly acquired roles.

## EMPLOYEE PERFORMANCE REVIEWS (EPRs)

Employees deserve to know when their performance is meeting expectations and allowed time to improve when it is not. EPRs are conducted quarterly for new hires and annually for all other employees.

## INDIVIDUAL DEVELOPMENT PLANS (IDPs)

Supervisors must be aware of their employee's advancement plans to provide them with general guidance, technical assistance, and encouragement. IDPs are completed annually by all employees to assist with their professional development.





# EMERGENCY MEDICAL SERVICES

San Miguel Fire & Rescue continues to provide excellent emergency medical services, and we are always looking for ways to improve.

Three new LUCAS mechanical chest compression devices have been placed into service as demonstration models, and San Miguel intends to purchase these devices for every station in the next Fiscal Year. These machines assist fire crews by delivering high-quality, life-saving chest compressions during CPR. Check out the machine's specifications at [lucas-cpr.com](http://lucas-cpr.com).



**6:46**  
MINS SECS  
**AVERAGE  
RESPONSE TIME**

**12,949**  
**TOTAL  
EMS CALLS**

## REVAMPED COOPERATIVE CARE PROGRAM (RCCP)

The RCCP has been revamped and overhauled. Ennis Jackson has been hired as the RCCP Clinical Manager and brings 43 years of experience as a paramedic, including 10 years as a Corpsman in the U.S. Navy. Ennis is also highly educated, with a bachelor's degree in business administration, a master's degree in business management, and a doctorate in general business. Ennis has improved the RCCP's continuing education classes by making them more dynamic and interactive. He's been well received by the cooperators in the RCCP program.

### RCCP ROLES & RESPONSIBILITIES

- ◆ EMS quality assurance.
- ◆ Examining EMS calls and patient complaints.
- ◆ Reviewing interactions between hospitals and first responders.
- ◆ Providing continuing education courses.
- ◆ Administration and documentation of vaccinations (flu and TB).

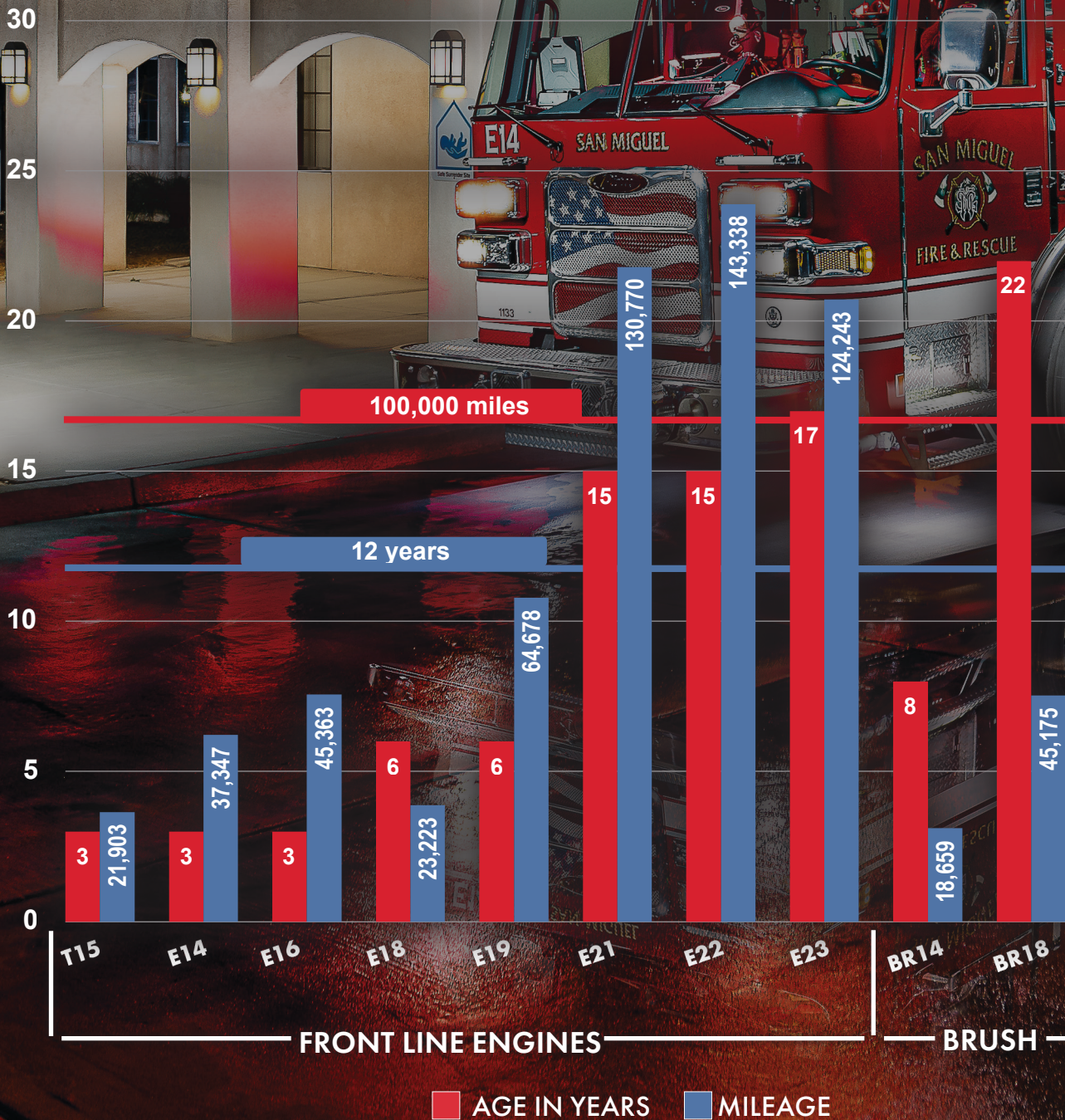




# HEAVY FLEET

San Miguel Fire & Rescue was re-established and resumed operations as a standalone Fire District five years ago. At the time, the District assessed our emergency response fleet and discovered that the majority of our fire engines had already outlived the industry's service life standards. The District's management team, in collaboration with our Board of Directors, immediately began working on a plan to modernize our fleet.

SAN MIGUEL CONDOMINIUM FIRE PROTECTION DISTRICT  
STATION NO. 14





After careful consideration, the Board of Directors approved the purchase of two Type 1 Pierce fire engines and a Pierce 107-foot ladder truck. In Fiscal Year 2021 – 2022, the Board of Directors authorized the purchase of two additional Type 1 KME fire engines. With the addition of these new engines, the majority of our frontline engines will now be equipped with the most up-to-date technological advancements and features available.





# ANATOMY OF A 911 CALL

## INCIDENTS BY MONTH



## INCIDENTS BY DAY OF THE WEEK



**0:55**  
MINS SECS

**CALL PROCESSING TIME**  
Time of call pick-up to time unit is dispatched.

**TURNOUT TIME**  
Time of dispatch to time first unit enroute.

**1:05**  
MINS SECS

**4:46**  
MINS SECS

**TRAVEL TIME**  
Time first unit enroute to on-scene.

**FIRST ARRIVER TOTAL RESPONSE TIME**  
Time of dispatch to time first unit onscene.

**5:51**  
MINS SECS

**DISTRICTWIDE RESPONSE TIME**  
Time of call pick-up to time unit is onscene.

**LAST YEAR'S RESPONSE TIME**  
**6:54**  
MINS SECS

**6:46**  
MINS SECS



# INCIDENT BREAKDOWN

San Miguel Fire & Rescue is an all-hazard agency which means our personnel are trained to tackle any problem, big or small. We pride ourselves on being compassionate and customer service oriented.

 **12,949**  
EMERGENCY MEDICAL  
INCIDENTS & RESCUE

 **53**  
HAZARDOUS MATERIALS  
INCIDENTS

 **465**  
FIRE INCIDENTS  
*Structure, Vegetation, Vehicle, & Dumpster*

 **51**  
GOOD INTENT CALL

 **915**  
SERVICE INCIDENTS  
*Police Assist, Illegal Burn, Elevator Entrapment,  
Station Move-ups, Powerline Problem, Lock-In/  
Out, Investigations, Help a Citizen*

 **420**  
OTHER INCIDENTS  
*Overpressure Rupture/Explosion/  
Overheat Automatic Fire Alarms, Severe  
Weather, Natural Disasters, False Calls*

**14,853**  
TOTAL INCIDENTS\*

**13,701**  
PRIOR YEAR  
TOTAL INCIDENTS

**+8.4%**  
CHANGE FROM  
PRIOR YEAR

\* An incident is any 9-1-1 call that generates a response from the Fire Department.





# MUTUAL AID



## 3,796

MUTUAL AID INCIDENTS

| Agency               | Incidents |
|----------------------|-----------|
| Lakeside Fire        | 400       |
| Santee Fire          | 139       |
| El Cajon Fire        | 1,787     |
| La Mesa Fire         | 191       |
| Lemon Grove Fire     | 290       |
| Bonita Fire          | 53        |
| Barona Fire          | 2         |
| Viejas Fire          | 23        |
| Alpine Fire          | 416       |
| Sycuan Fire          | 42        |
| Outside Central Zone | 453       |



## SERVICE BEYOND EXPECTATIONS ... AND JURISDICTIONAL BOUNDARIES

San Miguel Fire shares the philosophy that the closest “available” resources regardless of ownership shall be utilized whenever there is a critical and immediate need for the protection of life and property. For Fiscal Year 2021-22, San Miguel Firefighters responded to 3,796 emergency incidents within other agencies’ jurisdictional boundaries.



# STRIKE TEAMS

 **12**  
MAJOR  
WILDFIRES

 **1,672,182**  
ACRES  
BURNED

| Map # | Fire Name                 | Acres Burned |
|-------|---------------------------|--------------|
| 1     | Alisal Fire               | 16,970       |
| 2     | Union Fire                | 110          |
| 3     | Calf Canyon/Hermit's Fire | 341,735      |
| 4     | Coastal Fire              | 200          |
| 5     | Sheep Fire                | 865          |
| 6     | River Fire (Mariposa)     | 9,656        |
| 7     | Dixie Fire                | 963,309      |
| 8     | Caldor Fire               | 221,835      |
| 9     | Walkers Fire              | 8,777        |
| 10    | Windy Fire                | 97,528       |
| 11    | Fawn Fire                 | 8,578        |
| 12    | River Fire (Placer)       | 2,619        |



## SAN MIGUEL WAS THERE FOR OUR NEIGHBORS!

San Miguel Firefighters were assigned to 27 strike teams throughout Fiscal Year 2021-2022. We deployed a total of 32 fire apparatus that included Type 1 Fire Engines, Type 3 Brush Engines, OES Engines and Battalion 6 as Strike Team leader.



# FIRE EXPLORERS

The San Miguel Fire Explorer Program is designed for young people who want to work in the fire service.

Explorers must have completed the eighth grade and be between the ages of 14 and 20. Explorers receive fire service training from trained firefighters and get a firsthand look at what it takes to be a professional firefighter, both mentally and physically. Explorers ride along with an Engine Company and respond to 911 emergency calls under supervised conditions once they have received sufficient training.

## JOIN THE FIRE EXPLORERS

A Fire Explorer must commit to:

- ◆ Attending two training drills per month (3 hours each).
- ◆ Completing one ride-along with an engine company each month (24 hours).
- ◆ Maintaining a grade point average of 2.5 or higher.





# RESERVE FIREFIGHTERS

The San Miguel Reserve Firefighter Program offers volunteers a challenging and rewarding way to perform community service, gain work experience, or begin a career path in the fire service. It also enables our professional firefighters to work on shaping and molding new firefighters in order to strengthen our fire department's future.

Reserve firefighters receive extensive training and, with that experience, they help to increase staffing levels on some of our district's busiest fire engines.

## BECOME A RESERVE FIREFIGHTER

A Reserve Firefighter must commit to working a minimum of 48 hours each month.

Examples of duties performed while working include:

- ◇ Responding to alarms, rescues, and other emergency calls as part of a fire crew.
- ◇ Administering first aid.
- ◇ Participating in fire prevention activities.
- ◇ Participating in scheduled public relations activities.
- ◇ Participating in regular training, drills, and study activities.
- ◇ Assisting in maintenance of fire stations, fire apparatus, and equipment.
- ◇ Performing other duties as assigned.





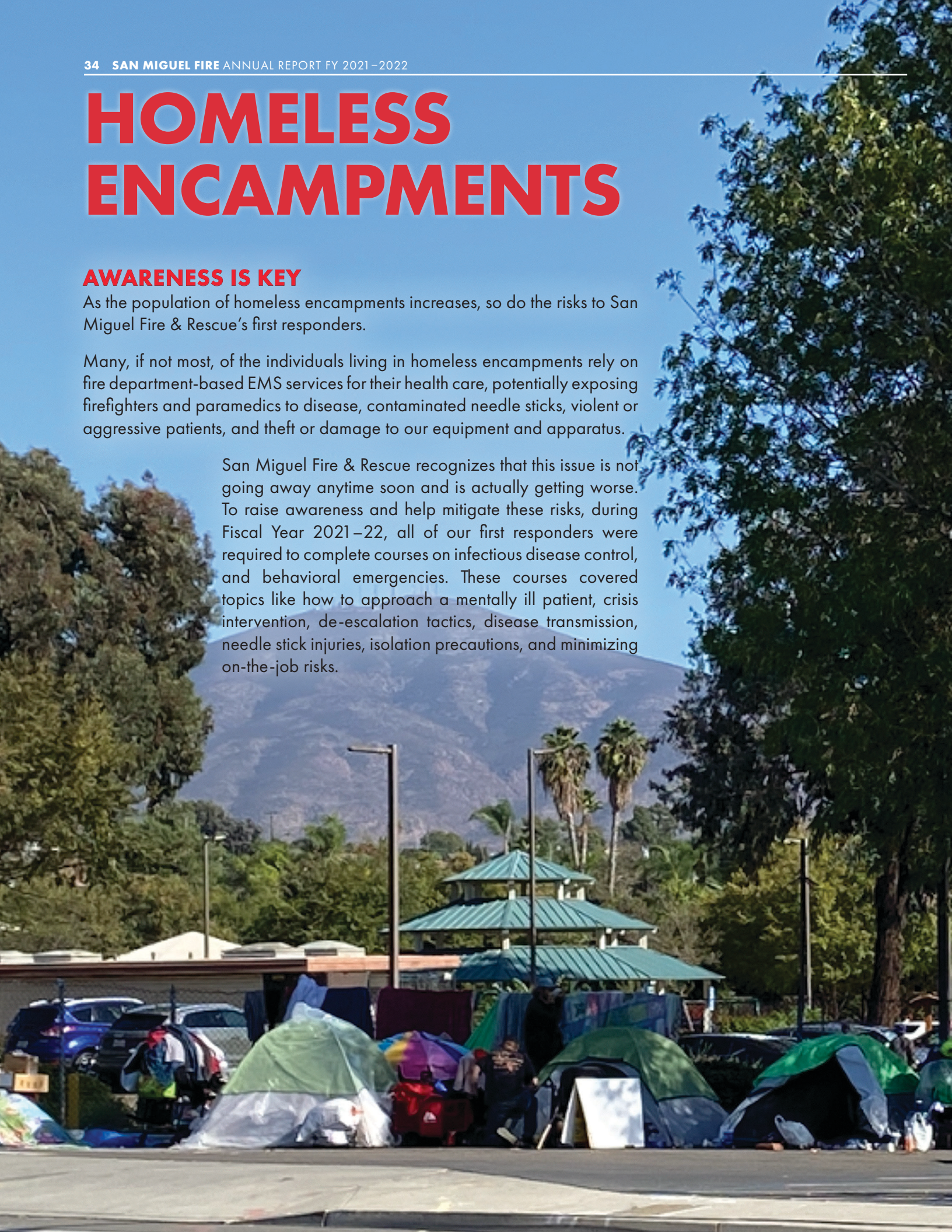
# HOMELESS ENCAMPMENTS

## AWARENESS IS KEY

As the population of homeless encampments increases, so do the risks to San Miguel Fire & Rescue's first responders.

Many, if not most, of the individuals living in homeless encampments rely on fire department-based EMS services for their health care, potentially exposing firefighters and paramedics to disease, contaminated needle sticks, violent or aggressive patients, and theft or damage to our equipment and apparatus.

San Miguel Fire & Rescue recognizes that this issue is not going away anytime soon and is actually getting worse. To raise awareness and help mitigate these risks, during Fiscal Year 2021-22, all of our first responders were required to complete courses on infectious disease control, and behavioral emergencies. These courses covered topics like how to approach a mentally ill patient, crisis intervention, de-escalation tactics, disease transmission, needle stick injuries, isolation precautions, and minimizing on-the-job risks.





### FIREFIGHTER SAFETY RISKS

- ◇ Exposure to communicable diseases.
- ◇ Aggressive or violent patients.
- ◇ Damage or theft of equipment.

### DEPLOYMENT ADJUSTMENT CONSIDERATIONS

- ◇ Position firefighters as safety lookouts.
- ◇ Ensure secondary means of egress.
- ◇ Respond with law enforcement.

### THIS YEAR, IN SAN DIEGO COUNTY

**8,427**

people **experienced homelessness**

**77%** are individuals, **23%** are families

**8%** are veterans

**22%** are 18 years of age or younger

**34%** are female

**25%** are 55 years of age or older

**20%** live in **East San Diego County**

*Source: 2022 WeAllCount Point-In-Time Report from the San Diego Regional Council on Homelessness*





# SAN MIGUEL



## FIRE & RESCUE



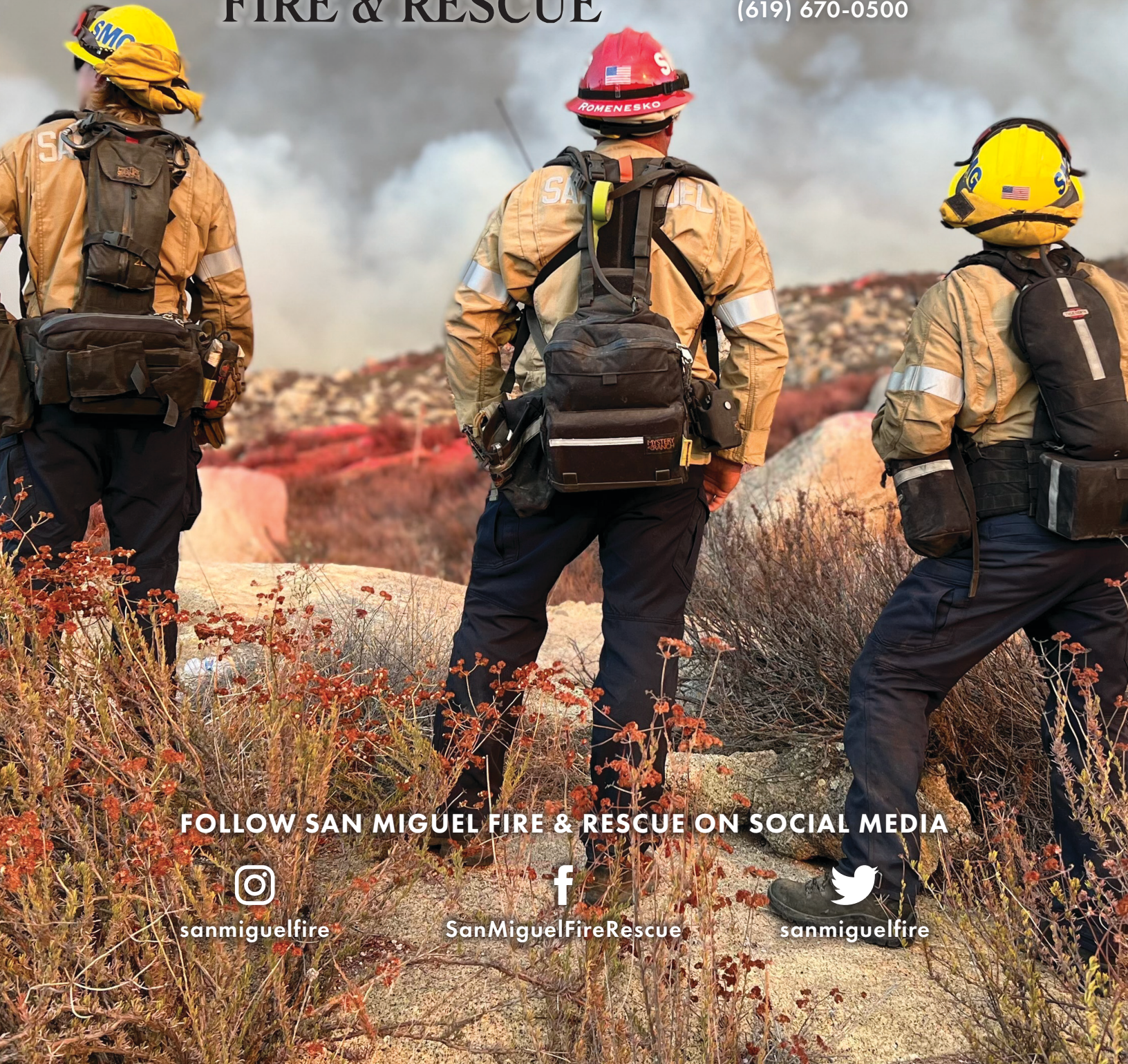
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