

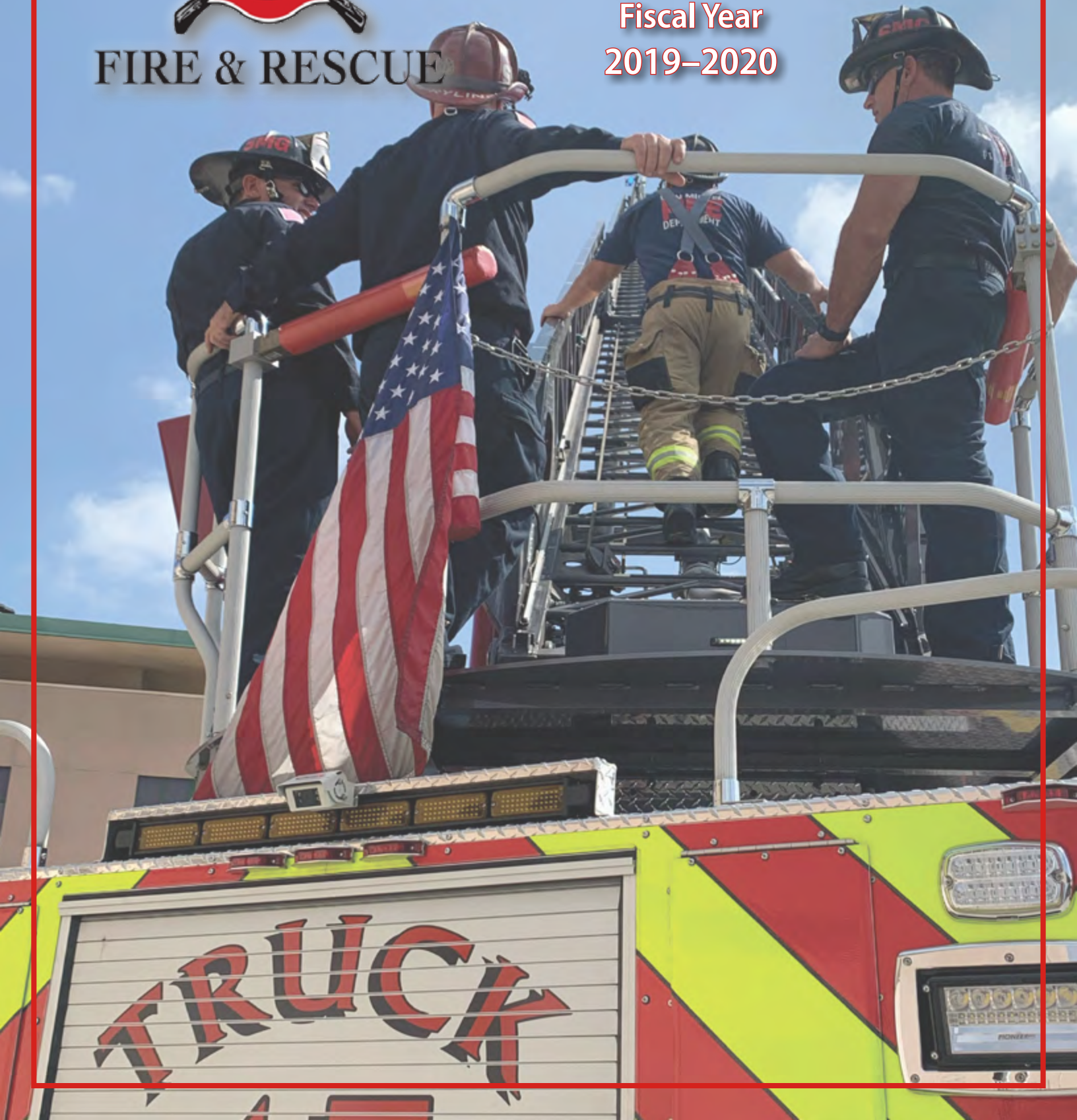
SAN MIGUEL



FIRE & RESCUE

Annual Report

Fiscal Year
2019-2020





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SAN MIGUEL



FIRE & RESCUE

Annual Report

Fiscal Year 2019–2020

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FIRE CHIEF'S INTRODUCTION

On behalf of the men and women of San Miguel Fire & Rescue, we are proud to present the Fiscal Year 2019–2020 Annual Report. We are committed to providing *Service Beyond Expectations* to over 134,000 residents and thousands of visitors within our 50 square mile service area. As you read through our report, I hope you will grasp the magnitude of services and resources we proudly provide to our diverse communities.

Our emergency responses, services, and programs are successful due to outstanding training, dedication, and the individual professional attitudes of the members of San Miguel Fire & Rescue. As the number of requests for service continues to increase each year by approximately 4%, so is the complexity of the services we provide. Our emergency medical care, both basic and advanced life support, is of the highest caliber and provides lifesaving strategies and interventions in just minutes, 24 hours per day. During the COVID-19 pandemic over the last 6 months of FY 2019–2020, our crews responded to a significant increase in call volume related to mental health issues, violence and suicide. The mental and physical training required to ensure all personnel are response-ready to provide compassionate care with our guiding principal of *Service Beyond Expectations* is a daily commitment.

As San Miguel continues to evolve and strengthen, our Fire & Rescue Teams embrace change to improve our effectiveness through comprehensive Quality Assurance and Quality Improvement processes as assessed in our 35 Key Performance Measures. Our team recognizes it is important to be adaptable and the critical need to change based on the needs of our communities.

I'm incredibly proud of the men and women who serve in all areas of San Miguel Fire & Rescue. Their daily commitment to excellence often pushes them to their physical and emotional limits. It is their passion to serve and their commitment to our mission and goals that provides *Service Beyond Expectations*, and I realize this too often comes as a sacrifice to their families, friends, and even health.

We proudly provide this report to highlight just some of the many accomplishments over the past year. We are truly more than a Fire District that provides excellent service, we are a family that respects and cares about each other.

CRISS BRAINARD, FIRE CHIEF
SAN MIGUEL FIRE & RESCUE



FIRE DISTRICT HISTORY & OVERVIEW



San Miguel Consolidated Fire Protection District is one of the largest Fire Districts in San Diego County, formed on July 1, 1988, through a merger of the Spring Valley and Grossmont/Mt. Helix Fire Protection Districts, and again on July 3, 2008, with the East County Fire Protection District.

The District operated on a budget of \$24,051,090 for Fiscal Year 2019–2020. San Miguel serves approximately 134,000 residents in the communities of Bostonia, Casa de Oro, Crest, Grossmont/Mt. Helix, La Presa, Rancho San Diego, Spring Valley and the unincorporated areas of El Cajon and La Mesa.

San Miguel's 80 full-time employees provide fire suppression, fire prevention, and emergency medical services. In 2019, our suppression force responded to over 13,000 fire and medical-related emergencies.

Crews respond to a wide variety of calls covering various commercial and industrial operations, single-family residences, large multi-unit residences, and an extensive urban/wildland interface area.

The Fire Suppression/Operations Division consists of firefighter personnel who staff the District's 8 stations and respond to all 9-1-1 calls. There is a Battalion Chief and three platoons ("shifts") of 3 people per unit per station, totaling 25 staff persons per 24-hour day.

All 3 platoons rotate duty coverage throughout the year resulting in 24-hour shifts calculated into a 56-hour work week. Each fire unit consists of a Firefighter Paramedic, Apparatus Engineer, and Fire Captain.

Crews respond to and mitigate a variety of hazardous situations including emergency medical, structural and wildland fires, vehicle collisions, natural disasters, rescues, hazardous materials, terrorist events, and swiftwater emergencies.

VISION STATEMENT

Service Beyond Expectations.

MISSION STATEMENT

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.

COMMITMENT
to service that's
guided by our shared
goals and values.

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

COMMUNITY
involvement to
inspire and to also
lead by example.

CORE VALUES

SACRIFICE – Act selflessly to benefit the community and strive to adapt to your situation.

EMPATHY – Build understanding and compassion for all individuals.

RESPECT – Invest time, knowledge, and understanding at all levels.

VALOR – Dedicate your efforts to the protection of others despite great personal risk.

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

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

EXCELLENCE – Strive to always exceed expectations.

2020 AT-A-GLANCE

CALL TYPES

Incident Category	FY 19-20		FY 18-19		FY 17-18	
	Incidents	%	Incidents	%	Incidents	%
Fire, Explosion	390	2.95%	389	2.96%	355	2.91%
Good Intent Call	650	4.92%	610	4.64%	573	4.70%
Hazardous Condition	14	0.11%	14	0.11%	19	0.16%
Rescue, EMS	11,407	86.30%	11,336	86.30%	10,579	86.69%
Service Call	626	4.74%	655	4.99%	579	4.74%
Special or Other Incident Types	131	0.99%	131	1.00%	98	0.80%
TOTAL	13,218		13,135		12,203	

CALL TYPES (BY TIME)

Incident Category	Process Time	Turnout Time	Travel Time	Response Time	Total Reflex Time
Fire, Explosion	01:08	01:14	06:10	07:08	08:13
Good Intent Call	01:04	01:10	05:44	06:48	07:47
Hazardous Condition	01:36	01:12	05:43	06:18	07:59
Rescue, EMS	00:51	01:02	05:39	06:35	07:34
Service Call	00:55	01:08	05:31	06:37	07:37
Special or Other Incident Types	01:09	01:11	06:04	07:12	08:20
TOTAL	00:53	01:03	05:40	06:37	07:37

ADMINISTRATIVE DIVISION

The Administrative Division is responsible for all adjunct services that support fire personnel, as well as the District's citizens and businesses.

This division is also responsible for integrating the goals and objectives established by the Board of Directors and Fire Chief for all divisions of the District; management of monetary and human resources; and establishing department policies and procedures in accordance with state and local laws.

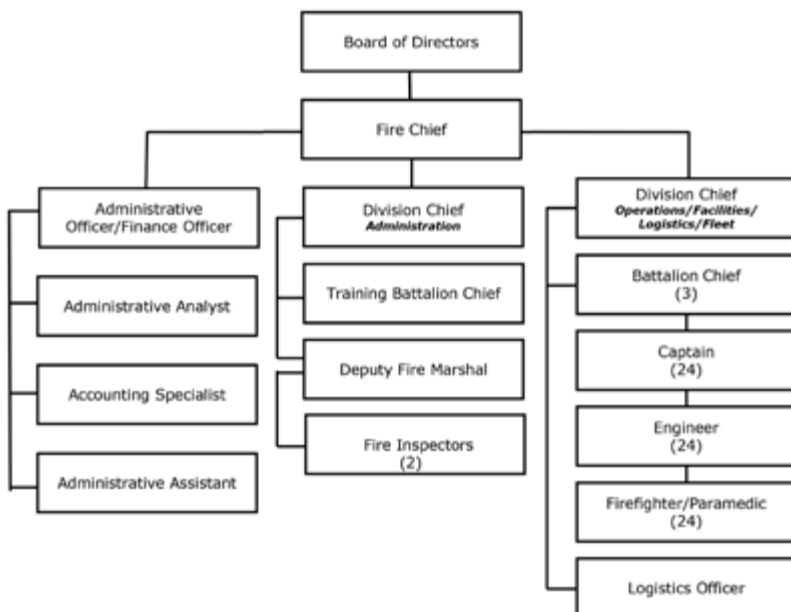
The Administrative Division implemented a new website that is streamlined and creates a platform designed for the communities we serve. It provides quick access to information needed for continuous updates on what is happening within the District. District financial information is uploaded in a timely manner and continued transparency is the ultimate goal of the District.



OUR TEAM



San Miguel Fire & Rescue Organizational Chart



PERSONNEL PROMOTIONS

Name	Rank	Promotion Date
Browning, Gehrig	Division Chief	7/22/2019
Marugg, James	Division Chief	7/22/2019
Embleton, Travis	Engineer	10/1/2019
Napier, W. Brent	Deputy Fire Marshal	12/2/2019
Marin, Carlos	Captain	1/11/2020
Durrell, Richard	Battalion Chief/Operations	6/8/2020
Benton, Eric	Engineer	6/24/2020

FINANCE & BUDGETING

GENERAL BUDGET INFORMATION

The budget for San Miguel Fire & Rescue is separated into four major divisions:

- 1) Administrative Division
- 2) Fire Prevention Bureau
- 3) Operations Division
- 4) Training Division

Expenditures for Fiscal Year 2019–2020 (ending June 30, 2020) totaled \$22,239,374. This was an increase from the previous year.

The current General Fund budget for Fiscal Year 2020–2021 is \$21,512,800. This is a decrease of 4.5% from the previous year's budget.

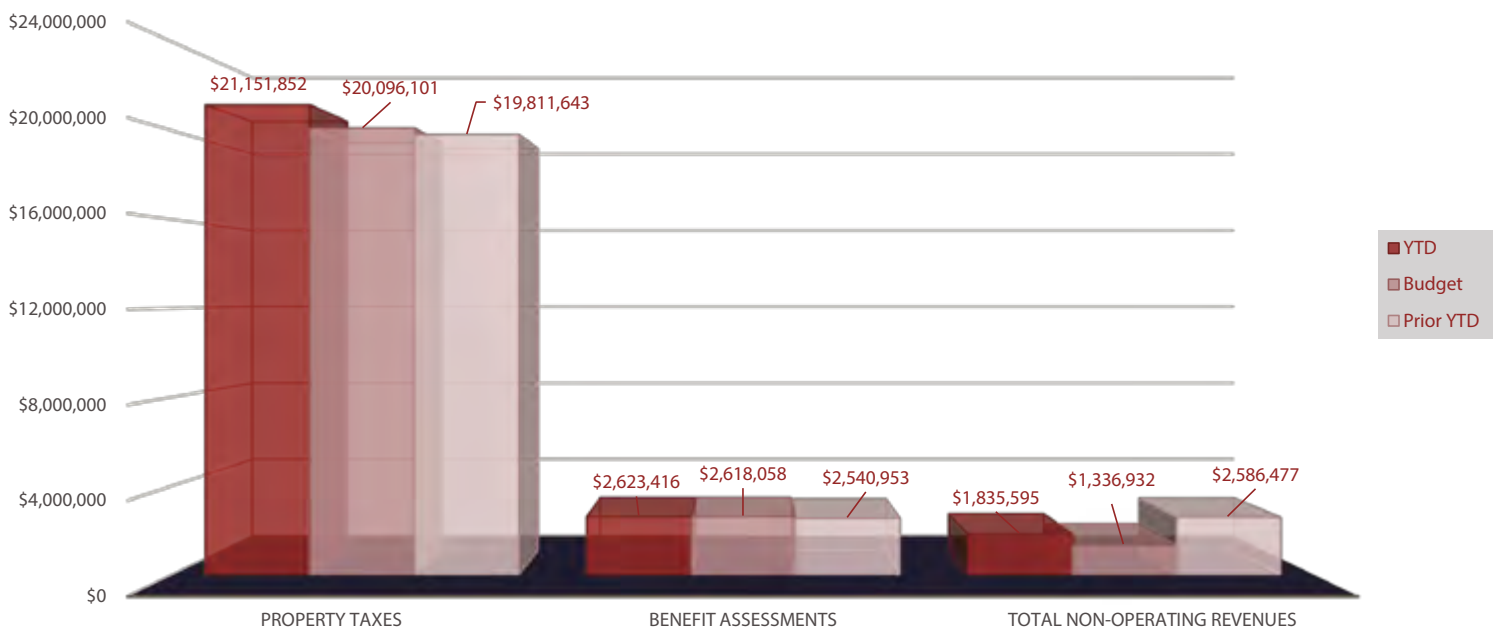
REVENUE SOURCES

The District's main revenue sources are property taxes, benefit assessments, and the contract with our transport ambulance contractor. Other revenue sources come from plan checks, business inspections, and grants. The District participates yearly in the Urban Areas Security Initiative (UASI) and State Homeland Security Program grants, receiving approximately \$85,000 in funding.

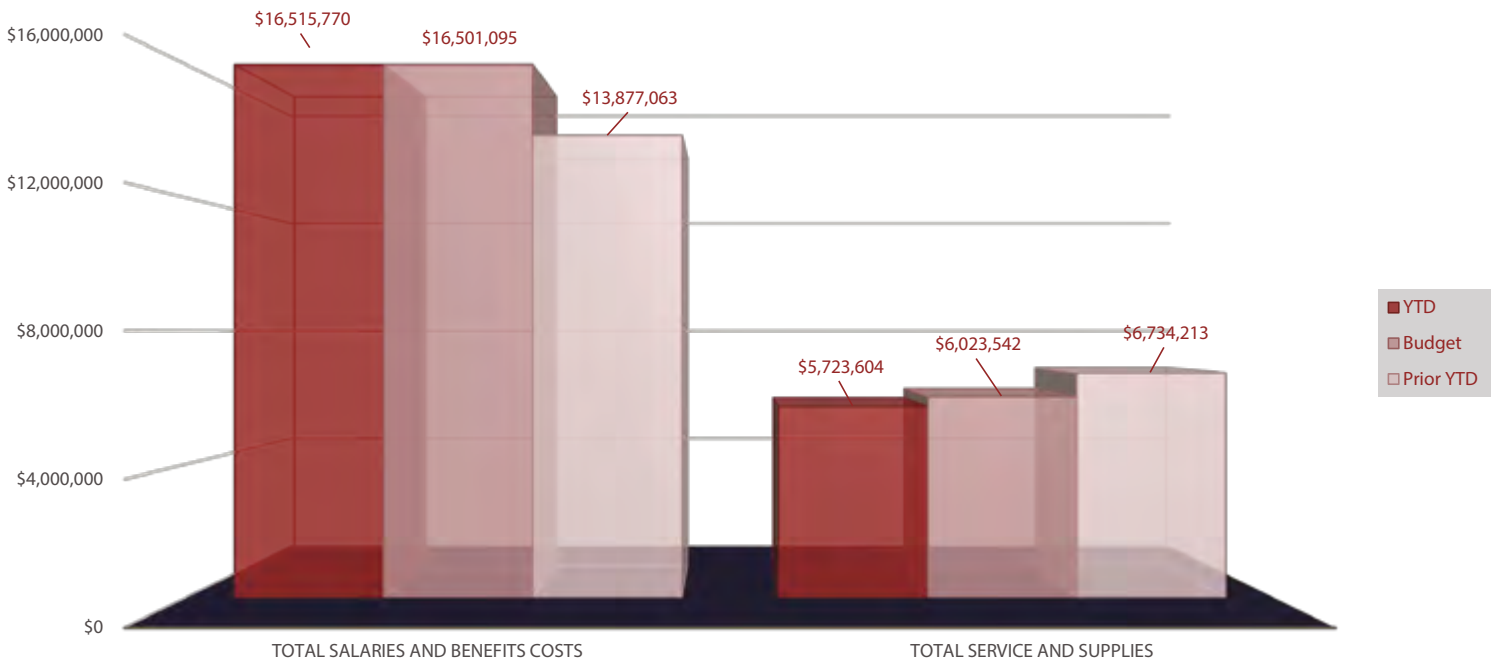
RESERVE FUND BALANCES

The District has been able to increase its total Reserve Fund balance by over \$6 million in the last few years. It has been a priority to get these accounts to a healthy fund level to continue increasing budget stabilization.

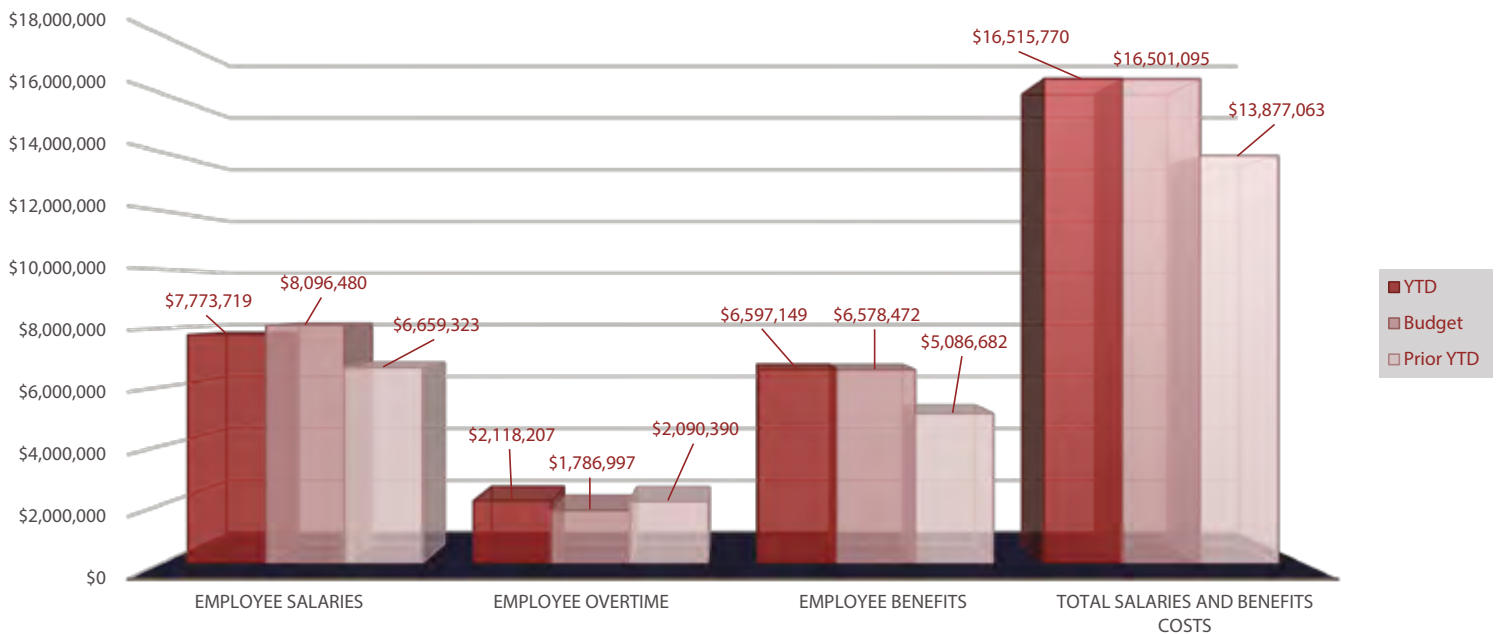
DISTRICT REVENUES



DISTRICT EXPENSES



PERSONNEL COSTS



KEY PERFORMANCE MEASURES

The Key Performance Measures provide valuable insight into the workings of the District. The measures chosen by staff examine tasks or processes that the District has utilized to best serve the public. Examination of these measures allows for the actions of the past to inform the decisions of the future. District staff can examine quantifiable data and determine if current practice is sufficient to meet the needs of our communities. Corrective measures will be instituted to address any metric that falls short of the performance goal.



ADMINISTRATIVE

Procurement Request Submissions	Approve/deny procurement requests within two days 90% of the time
Accounts Payable Turnover	Pay invoices within 15 days 90% of the time
Accounts Receivable Turnover	Receive outstanding payments within 30 days 90% of the time
Credit Card Statement Submission	Approved statements submitted to Finance within 14 days of receiving 90% of the time
Public Records Requests (PRAR)	Submit PRAR to requester within 10 days of the request 90% of the time
Strike Team Documentation Submission	Completed/approved F-42 packets submitted to Finance within 4 days of return 90% of the time



OPERATIONS

Districtwide Response Time	8 minutes or less 90% of the time
Districtwide Out of Turnout Time	90 seconds or less 90% of the time
Trauma Patients Off Scene	10 minutes or less 90% of the time
Determine Fire Scene Area of Origin	90% of the time
Effective Fire Force on Working Structure Fires	Provide 17 Firefighters on scene in 10 minutes or less 90% of the time
Complete Primary Search	90% of the time within 5 minutes of the arrival of the first apparatus



FIRE PREVENTION

Contact Property Owners Before Forced Abatement	Contact made 100% of the time
Fire Company Inspections	Completed on time 90% of the time
Fire Prevention Inspections	Initiated on time 90% of the time
California Fire Marshal-mandated inspections	Completed on time 90% of the time



HEAVY FLEET

90-Day Inspections/Service	Completed in 1 work day 90% of the time
6-Month Preventive Maintenance	Completed in 5 work days 90% of the time
Annual Maintenance Inspection/Service	Completed in 10 work days 90% of the time
Apparatus Repeating Mechanical Issue	Apparatus doesn't return for the same issue within 5 days 95% of the time
Reserve Apparatus Fleet Availability	Reserve fleet available days 90% of the time



TRAINING

Fire Ground Manipulative Drills	Completed by deadline 90% of the time
Tailboard Safety Briefings	Completed by deadline 90% of the time
EMS CE and Manipulative Drills	Completed by deadline 90% of the time
Training Satisfaction Surveys	Approval of 4 of 5 - 90% of the time



TRANSPORT AMBULANCE

Ambulance Response Times Districtwide	Arrive in 12 minutes or less 90% of the time
Late Calls (>12 mins) Transport Critical Patients	Transport code 10 occurs 10% or less of the time
Outlier Response (>18 mins for ambulance arrival)	No community/area consistently receives a disproportionate # of outliers



EMS

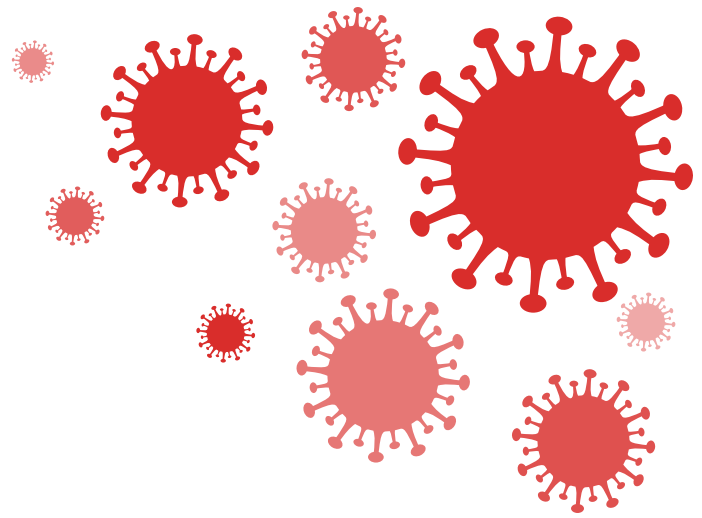
Endotracheal Intubation	No unrecognized esophageal intubation at 100%
Capnography Use with Advanced Airways	Initiated and maintained at 100%
Patient Care Documentation	Completed and submitted by end of shift at 100%
STEMI/CVA Patients	Transported to appropriate facility at 100%



HEALTH & SAFETY

Required Training on Health & Safety Topics	Completed on time 95% of the time
Vehicle Accidents/Damage	Reviewed within 10 days 90% of the time
Work Comp Injuries	Reviewed within 2 days 95% of the time

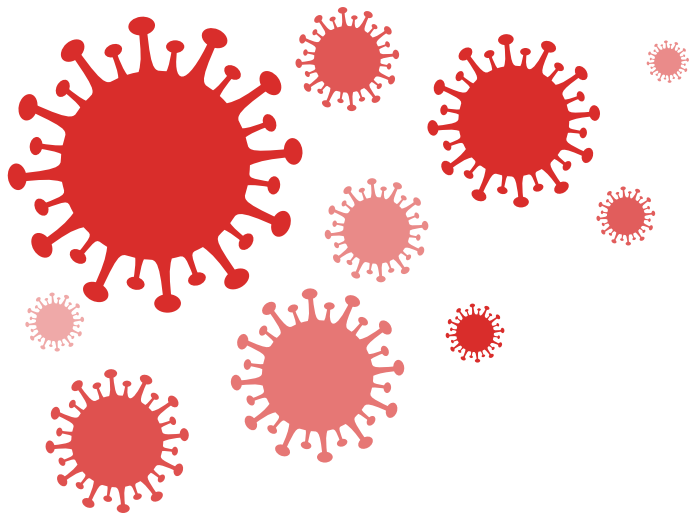
COVID-19 IMPACT



The SARS-CoV-2 (COVID) virus impacted the District's operations beginning in March 2020 and continues today. Due to state and local public health orders, San Miguel Fire & Rescue made many changes to our operations, but our commitment to our communities endures.

All of our crews wear masks, goggles, and gowns on medical aid responses. We have limited contact with the public through the suspension of public education events and we have moved to an online format for board meetings and other operational meetings.





AGGRESSIVE PPE ORDERING

To keep up with the demand for additional personal protective equipment (PPE), we have been very aggressive with our ordering through the San Diego County Public Health Emergency Operations Center as well as sourcing through vendors. We have been able to meet the need and provide an adequate reserve capacity to ensure we can provide the necessary protective equipment as the pandemic continues.

Our personnel are doing everything in their power to keep each other safe as well as prevent the spread of the virus.



OPERATIONS DIVISION

In Fiscal Year 2019–2020, San Miguel Fire & Rescue responded to 13,218 calls with an average response time of 7:37.

The District has maintained a strong and dedicated workforce. We have also maintained depth in our daily staffing should the need arise to call back personnel.



2020 has proven to be a very challenging year for the Operations Division.

In addition to our normal operations, our personnel have responded to numerous strike team assignments, navigated the current COVID-19 pandemic and assisted with civil unrest incidents.

Despite the increased risk, personnel continued to perform their duties with professionalism, competence and pride.





Prior to social distancing guidelines, Operations Personnel remained active and engaged with community groups including the San Diego Burn Institute and Noah Homes. We were special guests of the Grossmont Union High School District Superintendent at a “topping out” ceremony for a new building constructed at Monte Vista High School.



Even with current social distancing guidelines in place, San Miguel Fire & Rescue Personnel have participated in drive-by events, including birthdays, ceremonies honoring veterans, and even leading small parades on the Fourth of July.

FACILITIES & STATIONS

In Fiscal Year 2019–2020, we were able to complete several projects to enhance some of our aging facilities.

STATION 21

At Station 21, we initiated preparation work to install an emergency generator. This included upgrading the electrical panel and installing components to facilitate the electrical connection when the generator is purchased in the future.

Additional work at the station included a collaborative effort between station personnel and contractors in the remodeling and upgrading of the apparatus bay.

Station personnel saved the District thousands of dollars by performing demolition and installing drywall, plumbing and cabinetry.

A new exhaust ventilation system was installed along with a protective floor covering.

STATIONS 19 & 23

Emergency generators installed at Stations 19 and 23 added to our preparedness.



In addition to the generator work at Station 23, we also addressed some landscaping issues, installed an ADA-compliant walkway and performed electrical panel upgrades.

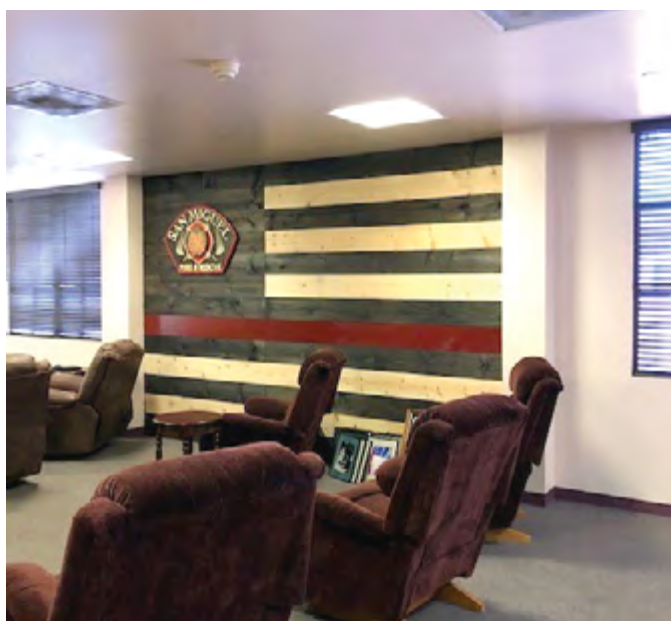


STATION 15

To further address needs of our aging Station 15 location, several projects were initiated and completed.

This work included removing and replacing carpet with durable vinyl plank flooring.

The dayroom was also upgraded.



The apparatus bay was painted, and new apparatus bay LED lighting replaced old high energy fluorescent lights.



Like Station 21, the crew at Station 15 saved the District thousands of dollars by assisting with these projects.

OTHER PROJECTS

Other work completed included the replacement of high-energy fluorescent lights with lighting requiring lower energy in the fleet maintenance facility.



The fitness room was remodeled and upgraded at Station 16, and Station 14 received new landscaping.



Several unplanned projects were needed at some facilities. The most significant was repairs associated with termite damage at Station 14. The facility was tented and fumigated to complete this process.



VEHICLE FLEET

NEW VEHICLES

In Fiscal Year 2019–2020, San Miguel Fire & Rescue placed two new Type 1 apparatus into service: an Office of Emergency Services engine and our new 107-foot aerial ladder.



SERVICE & MAINTENANCE

In May, a new multi-year service agreement was signed by Chief Criss Brainard and North County EVS. This agreement secures a discounted rate for fleet maintenance for the next 5 years. We continue to meet the challenge of addressing regular scheduled maintenance of our operations fleet.

All apparatus are inspected and receive proper maintenance and repairs on a regular schedule. This helps maintain our fleet in a state of operational readiness and helps ensure the safety of our responding personnel. We currently have five reserve apparatus to help facilitate this maintenance cycle.

REPLACEMENT CYCLES

We continue to assess some of our older apparatus and evaluate replacement cycles to meet our needs and budget constraints. Recently, an ad-hoc apparatus committee was established to specifically reassess our Type 1 fleet and evaluate several apparatus manufacturers.

We must ensure we maintain a "no fail mission" culture when it comes to our fleet, but also must purchase apparatus that meet our quality standards, budget goals, and fiscal responsibility standards.



TRAINING DIVISION

The Training Division is responsible for providing training to all staff and new recruits. The training is presented in several formats including live exercises, dynamic manipulative drills, and online training. COVID-19 impacted training due to physical distancing guidelines, but some training resumed as restrictions were modified.

The San Miguel Training Division was fortunate to have Battalion Chief Rich Durrell promoted to assume the duties of expanding training to our crews.

SEARCH & RESCUE DRILL

San Miguel Fire & Rescue facilitated a search and rescue training at a local shopping center slated for demolition.

This was a unique opportunity to train on commercial fire operations, commercial ventilations, victim search, as well as an EMS component once the "victim" was rescued and removed from the building.



TRAINING GUIDES COMPLETED

Training manuals were completed for new hires, engineers, and captains to facilitate and guide training during their probationary year. These guides include a prescribed annual training plan for the probationary employees which allows their crews to mentor them through their first year in the new position.

The arrival of our new truck company brought with it the need for focused driver and operator training on the new capabilities and operational procedures presented by the updated technology.

The Training Division provided an outline for training and Captains assigned to the new truck carried out the training with all crews.



EMERGENCY MEDICAL SERVICES

Emergency medical responses accounted for over 80% of our annual call volume. We provide exemplary patient care demonstrating our commitment to providing *Service Beyond Expectations*.

CPR REVIEW

Our EMS cadre instituted an extensive and comprehensive CPR review. In this process every CPR call is reviewed and analyzed with feedback provided to the responding crew. This feedback affords an opportunity for them to build upon the successes of the past and carry that to their next patient to provide even better care.



EMS RIDEOUT

Our EMS cadre is also responsible for assisting our new hires in the 12-shift EMS ride-out. During this phase of training a new Firefighter Paramedic, they are evaluated on every call and a written evaluation is provided to structure learning and direct growth.



EMS DRILLS

The EMS cadre is responsible for the inclusion of an EMS drill with each quarterly multi-company drill. This is unique to San Miguel in that most agencies train on one aspect or another, not a combination, including EMS into their fire ground training.



FIRE PREVENTION

The Fire Prevention Division is responsible for ensuring community safety through building plan review, site inspections, and follow-up for new construction as well as certain existing public occupancies within the District. They work in concert with San Diego County Planning and Development Services as well as San Diego County Fire Authority Community Risk Reduction.

COVID-19 prevented the Engine Company Inspection Program from taking place. Additionally, business closures and COVID restrictions impeded our Prevention Team from performing all necessary inspections. The Prevention Division is working diligently to perform all mandated inspections by the end of the calendar year.

Our Fire Prevention Staff also facilitates defensible space inspections, follows up on weed complaints submitted through our website, and coordinates with our abatement contractor to ensure our community is safe and our citizens are served to the best of our ability.

INTEGRATION WITH OPERATIONS

Deputy Fire Marshal Napier assumed his new role and has made great strides in integrating our Fire Prevention Staff with Operations Staff to provide them with updates to construction and to identify any hazards as new businesses come online. He is a valuable resource for the crews to get their prevention-related questions answered.



Deputy Fire Marshal Napier has also taken on two new inspectors, Colton Israels and Jonathan Newman, and has overseen their onboarding training and continued development throughout the year.

MEET THE INSPECTORS

COLTON ISRAELS

Fire Inspector Colton Israels started his fire service career in 2017 as a Firefighter with the Elfin Forrest Fire Department.

A fourth generation San Diego native, Inspector Israels was a competitive mechanic before joining the fire service, making the transition to fire prevention in 2019 as a Fire Prevention Specialist with the Rancho Santa Fe Fire District.

Israels has completed CA OSFM Inspector 1 & 2 courses along with FEMA courses in both community risk reduction, disaster mitigation, and damage assessment.



JONATHAN NEWMAN

Fire Inspector Jonathan Newman received his B.A. degree in Public Administration from San Diego State University, while also completing numerous State Fire Marshal and Fire Protection courses at San Diego Miramar College.

Since graduating college, he has worked in the public safety sector and continues his education in fire prevention.

In his spare time, he likes to travel and spend time with family.



RESERVE PROGRAM

The San Miguel Fire & Rescue Reserve program provides training and experience for individuals pursuing a career in the firefighting field or an opportunity to serve their community in a volunteer capacity.

Reserves participate in an academy structured training that mirrors our firefighter training.

Reserve Firefighters ride on the engine along with the crew and participate in responses under the direction of the company officer.

REAL-WORLD EXPERIENCE

Through training and working alongside the crew, Reserves have the opportunity to gain real-world experience and build their resume to one day fill a full-time firefighter position.

San Miguel Fire & Rescue has a great tradition of supporting our reserves and assisting them to prepare for paramedic school, fire department interviews and building a skills base that will carry them into their future roles.





EXPLORER PROGRAM

San Miguel Fire & Rescue has established an Explorer Post in conjunction with Learning for Life. The program seeks to allow Explorers the opportunity to learn, train, and experience fire service activities while promoting community service. Participants are between the ages of 14 and 21 and must adhere to stringent rules of conduct, performance, and training in order to qualify to work a shift on a San Miguel Fire & Rescue apparatus with a crew.

The Explorers participated in training opportunities at their meetings in addition to a structured three-day academy hosted by the Heartland Fire Foundation. Some of the Explorers were fortunate to attend additional training at the Inland Empire Fire Explorer Association Explorer Academy where participants got actual live fire experience under the watchful eye of their training cadre.

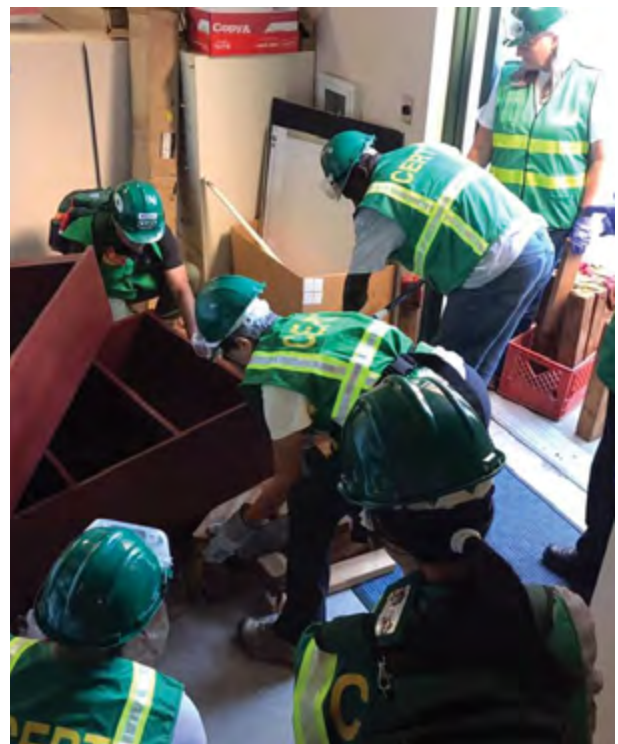


COMMUNITY EMERGENCY RESPONSE TEAM

San Miguel Fire & Rescue's CERT Program is currently made up of approximately 40 members. During normal conditions the group meets for "Second Saturday" group training sessions to broaden their knowledge base and reinforce lessons from their basic training.

Unfortunately, COVID-19 has restricted most activities since March 2020, although some members took advantage of opportunities to support various non-profit organizations and other agencies via mutual-aid activities, most notably food bank distribution events and assisting with COVID-19 testing.

FEMA is currently developing and testing an online version of CERT basic training that may allow us to conduct academies sometime before the end of the year, with follow-up hands-on training to fulfill the overall knowledge base required to be a CERT member. We will continue to solicit community interest and continue to build the CERT membership and training cadre.



EMPLOYEE OF THE YEAR

San Miguel Fire & Rescue is fortunate to have a hard-working and driven workforce. Each year, the District solicits nominations for the "Employee of the Year" to recognize an individual who has contributed at a level even higher than their peers.



FIRE CAPTAIN JOHN FIEHLER

For 2019, San Miguel Fire & Rescue Fire Captain John Fiehler was nominated and was presented with the *Excellence in the Fire Service Award* at the Board of Directors meeting held on July 10, 2020.

An excerpt from one of the nomination letters is below:

Captain John Fiehler is a steadfast contributor to San Miguel Fire & Rescue. Captain Fiehler is recognized by his supervisors, peers, and subordinates for his innate ability to mentor his peers and subordinates. This ability stems from the training leaders he had at the La Mesa Fire Department and as a new Firefighter with San Miguel. As a Training Captain with San Miguel, John is known as a trainer, not a talker. He leads by example, drills side by side, and drips sweat with his people from beginning to end. In this process he treats the personnel he trains fairly but firmly. He is a modern-day throwback.



In the capacity of a Training Captain, John can perform any manipulative skill as well as recognize those skills that need to be rewritten, and does so, hours upon hours each shift. I've heard on numerous occasions the Training Chief say that John is a "go-to" person for manipulative skills updates. This is because he is timely and detailed in his efforts. Moreover, John is the 'go-to' Training Captain/Paramedic for any new Firefighter because of his skill as a Firefighter and impressive upkeep of his Paramedic knowledge. John will not shy away from stepping up as a Captain Paramedic when the need arises. John is also sought after to train aspiring Engineers. He keeps up on Engineer hydraulics and even wrote the last written exam for Engineers.



John's abilities are not limited to his Firefighting prowess. John is passionate about the District's immediate and long-term health. For this reason, John spearheaded the Station 22 project. This included coordination with vendors, LOGS 46 for logistics, District Finance, his Battalion Chief, and District personnel for work parties. This was a stem to stern project which he saw through in its entirety.



I could not begin to imagine the money John saved for this District. More importantly, he sent a message. John took on a project and demonstrated his gratitude for the return of San Miguel. This was his way of saying "Thank you," as he was in the fight for our return. On a larger scale, this showed others, new and old, that you can make improvements where needed and do so with a little bit of hard work. Everyone knows that when work was being done to Station 22 that it was "John's project."

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