

**San Miguel Consolidated Fire Protection District
Regular Meeting of the Board of Directors
Wednesday, April 13, 2022, 5:30 pm
District Board Room (2nd Floor)
2850 Via Orange Way, Spring Valley, CA 91978**

AGENDA

CALL TO ORDER

APPROVAL OF AGENDA

(Agenda items shall be addressed in the published order unless a member of the Board or a member of the public requests a specific item be taken out of order and the Board agrees to do so.)

PLEDGE OF ALLEGIANCE

PUBLIC COMMENT

The public may bring an item not on the agenda forward; however, the Board will not be able to take any action at this meeting. If appropriate, the item will be referred to the Board and/or Fire Chief to determine if the item will be placed on a future Board agenda. Items from Board members or Staff may not be discussed by the Board, but, if appropriate, will be placed on a future Board agenda. To facilitate business proceedings, a three (3) minute period shall be allotted to each person addressing the Board. Any writings or documents provided to a majority of the members of the San Miguel Consolidated Fire Protection District regarding any item on this agenda will be made available for public inspection in the San Miguel Consolidated Fire Protection District Headquarters located at 2850 Via Orange Way, Spring Valley, California, during normal business hours.

Compliance with the Americans with Disabilities Act (US Code Title 42) – Assistance for Those with Disabilities: If you have a disability and need accommodation to participate in the meeting, please call (619-670-0500) or email (info@sanmiguelfire.org) and Recording Secretary Shayna Rians will make necessary arrangements.

SPECIAL PRESENTATION

San Miguel Leadership will conduct Badge-pinning for Fire Personnel

CONSENT AGENDA ITEMS

1. Approve the Minutes: Regular Meeting of March 9, 2022
2. Approve Board Member Stipend Payments.

ACTION AGENDA ITEMS

3. Station 21 Health & Safety Issue (Kitchen) – The Board of Directors may discuss and take action on moving forward with addressing health and safety issue for Station 21.

INFORMATIONAL ITEMS

4. Key Performance Measures (KPM's) – The Fire Chief will present the quarterly KPM's for discussion.

REPORTS

5. Committee Reports
6. Directors' Reports
7. Chief's Report

8. Association of San Miguel Chief Officers Communications
9. Association of San Miguel Firefighters Communications
10. Correspondence

CLOSED SESSION AGENDA ITEMS

11. Closed Session – Conference with Legal Counsel – Potential Litigation
(Subdivision (b) of Government Code §54956.9) – Number of Cases: 1
12. Closed Session – Fire Chief’s Performance Evaluation

ACTION PLAN RECAP

NEXT MEETING – Regular Meeting, May 11, 2022, 5:30 pm, District Headquarters

ADJOURNMENT

4. Approve Board Member Stipend Payments.
5. Receive and File Quarterly Investment Report in Accordance with California Government Code.
6. Credit Card Expenditures Review – The Board of Directors will review credit card expenditures of the Fire Chief and Administrative Officer/Finance Officer.
7. Review Quarterly Employee Reimbursement Report.
8. Receive and File 2021 Audit Report in Accordance with the California Government Code – The Board of Directors will receive and file the District's FY 2021 Audit Report.
9. Resolution 22-03 – A Resolution of the Board of Directors of the San Miguel Consolidated Fire Protection District Adopting the 2022/2023 Salary Schedule.
10. Resolution 22-04 – A Resolution of the Board of Directors of the San Miguel Consolidated Fire Protection District to participate in the San Diego County Fire Mitigation Fee Program.
11. Approve Combined Tax Report submitted by SCI Consulting Group.

ACTION AGENDA ITEMS

12. Prop E Citizen Oversight Committee Appointment – The Board may discuss and take action on appointing additional committee members for the Prop E Citizen Oversight Committee.

Mr. Kyle Herman was present and expressed interest in being a member of the Prop E Citizen Oversight Committee.

Upon a motion by Director McKenna, second by Director Raddatz, and vote (unanimously in favor with Director Muns Absent), Mr. Herman was appointed as the fifth member of Citizen Oversight Committee.

13. Public Hearing – Public Hearing #2 to Receive Public Comments on Divisional Boundaries utilizing the 2020 Census Numbers as Required by SB 594.

President McKenna opened the public hearing at 6:51 pm. With no members from the public wishing to comment, the public hearing was closed at 6:52 pm.

14. Resolution 22-05 – The Board of Directors May Adopt a Resolution Adjusting the Boundaries of Electoral Divisions and Confirming Such Revised By-Division Boundaries.

Upon a motion by Director Raddatz, second by Director Nelson, and vote (approved with four in favor, One No; McKenna, One Abstain; Robles, One Absent; Muns), Resolution 22-05 was approved, and green map was adopted as presented.

15. Legal Counsel Representation – The Board May Discuss the need to have Legal Counsel Present at All Meetings (Requested by Director Raddatz).

The Directors discussed the need for legal counsel presence at all meetings. Following current policy, Fire Chief Brainard and President McKenna will confer for District Counsel Sanchez presence at Board Meetings where there is no Closed Session.

REPORTS

16. Committee Reports

None.

17. Directors' Reports

Directors McKenna and Pierce were present today when Supervisor Fletcher visited Station 15 and Headquarters.

18. Chief's Report

- Action Plan Recap from January 12, 2022, Board Meeting
 - NBS Consulting to look into sand mine analysis for CFD annexation. – NBS sand mine analysis found that is not CFD eligible
 - San Diego County Notification process for CFD-eligible projects. – The County along with Fire Prevention will keep contact to identify CFD eligible projects
 - Chief Brainard to work with consultant on Division Boundaries. – Completed Agenda item 14.
 - Public Hearing for Division Boundaries at the February 9, 2022, Board meeting. – Agenda Item 13.
 - Chief Brainard to establish Prop E Citizens' Oversight Committee and begin orientation for committee members. – Oversight Committee has been established and onboarding will be conducted next week; Agenda Item 12
 - Chief Brainard to Draft letter stating District concerns around emergency responses to Cottonwood sand mining location. – Letter was drafted and provided to Board.
- Supervisor Fletcher took a tour of Headquarters and Station 15.
- COVID – No cases
- New Human Resources Specialist has been selected and is currently going through background process.

19. Association of San Miguel Chief Officers Communications

Battalion Chief Durrell recognized Finance/Admin Officer Harris for her work. The Chiefs helped facilitate testing processes and relationships with other agencies. Developing training opportunities with Fish and Wildlife. Captains are getting more battalion command training. They are working on State Certification for Chief Officers. Will be providing expertise for SAR team. Recognized the work of Training Division Chief Quinlan who has been working on updating many components of training. Recognized the fire personnel using their training out in field.

20. Association of San Miguel Firefighters Communications

Captain Hays reported that the proposed firefighter memorial will be brought for the next meeting. Captain Carroll is working on a five-year anniversary challenge coin. Upcoming Captains' meeting. Engineer Shandley, who started March 17, 1991, will be retiring March 17th of this year. Announced future events: Burn Institute Demolition Derby in June, Heartland Fire and Rescue Ping-Pong, Saint Patrick's Day event.

21. Correspondence

Chief Brainard shared a letter from the time capsule. Director McKenna read the letter into the record. The letter was dated January 25, 1992, from Board President Chris Heiserman giving a snapshot of that time in history.

President McKenna adjourned the meeting to Closed Session at 7:52 pm.

CLOSED SESSION AGENDA ITEMS

1. Closed Session – Conference with Legal Counsel – Potential Litigation (Government Code §54956.9 Subdivision (b)) – Number of Cases: 1
2. Closed Session - Conference with Labor Negotiator (Government Code §54957.6)
Agency Negotiators: Directors Ek, McKenna, Robles, & Attorney Joseph Sanchez
Employee Organization: Chief Officer’s Association of San Miguel
3. Closed Session - Conference with Labor Negotiator (Government Code §54957.6)
Agency Negotiators: Directors Ek, McKenna, Robles & Attorney Joseph Sanchez
Unrepresented Employees: Division Chief, Deputy Fire Marshal, Administrative Officer/Finance Officer, Administrative Analyst, Human Resources Specialist (New Classification), Accounting Specialist, Administrative Assistant, Fire Inspector(s), Logistics Officer

ACTION PLAN RECAP

- NHA advisors to provide a full Board workshop looking at different cost management scenarios.
- Resolution 22-05 (Complete adopted Resolution).
- Fire Chief and Board President to confer for attorney presence at Board meetings per policy.
- Onboarding for newly appointed Proposition E Citizens’ Oversight Committee members.

*The next Board Meeting will be a Regular Meeting, **April 13, 2022, 5:30 pm**, District Headquarters*

ADJOURNMENT

President McKenna adjourned the meeting at 9:35 pm.

Prepared and submitted by:
Laura Fernandez for Shayna Rians
Board Recording Secretary



San Miguel Fire & Rescue

Service Beyond Expectations

Staff Report

Date: April 13, 2022
To: Board of Directors
From: Shayna Rians, Administrative Assistant
Subject: Board Member Stipend Payments

Background

Effective January 1, 2015, a formal payment procedure was established to pay board members their monthly meeting stipends. To initiate the payment process, a stipend form for board meetings, training, and local meetings/events will be submitted.

Recommendation

Approve the attached board member monthly meeting stipend forms for March 2022.

San Miguel Consolidated Fire Protection District

Board Member Monthly Meeting Stipend Form

Name: Jim Ek

Month/Year: March 2022

Section I - Board/Committee Meetings

Date	Board/Committee Meeting Attended	Meeting Stipend \$173.25	Check box (x) if you do <u>not</u> want to be paid Stipend
03/09/22	Prepare for and Attend Regular Board Meeting	\$173.25	
TOTAL MEETING STIPEND		\$173.25	

Section II - Training and Local Meetings/Events

Date	Training/Local Meeting Attended	Days	Mileage (0.56 / Mile)	Amount
TOTAL MILES			0	\$0.00

Section III - Expense Claim Summary (Expense Report Form must be attached)

Date	Description	Amount

Section IV - Summary

Signature: _____ Date: _____	<table border="1" style="width: 100%;"> <tr> <td>Total Stipend Paid:</td> <td style="text-align: right;">\$173.25</td> </tr> <tr> <td>Total Expense Claim:</td> <td style="text-align: right;">\$0.00</td> </tr> <tr> <td>Total Mileage:</td> <td style="text-align: right;">\$0.00</td> </tr> <tr> <td>Total Amount Due:</td> <td style="text-align: right;">\$173.25</td> </tr> </table>	Total Stipend Paid:	\$173.25	Total Expense Claim:	\$0.00	Total Mileage:	\$0.00	Total Amount Due:	\$173.25
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Approved at Board Meeting on: <u>4/13/2022</u>									

MAXIMUM OF 4 MEETINGS PAID PER MONTH

Forms are due the 1st of each month

Please submit to Shayna Rians

srians@sanmiquelfire.org

San Miguel Consolidated Fire Protection District

Board Member Monthly Meeting Stipend Form

Name: Theresa McKenna

Month/Year: March 2022

Section I - Board/Committee Meetings

Date	Board/Committee Meeting Attended	Meeting Stipend \$173.25	Check box (x) if you do <u>not</u> want to be paid Stipend
03/09/22	Prepare for and Attend Regular Board Meeting	\$173.25	x
TOTAL MEETING STIPEND		\$0.00	

Section II - Training and Local Meetings/Events

Date	Training/Local Meeting Attended	Days	Mileage (0.56 / Mile)	Amount
TOTAL MILES			0	\$0.00

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San Miguel Consolidated Fire Protection District

Board Member Monthly Meeting Stipend Form

Name: Jeff Nelson

Month/Year: March 2022

Section I - Board/Committee Meetings

Date	Board/Committee Meeting Attended	Meeting Stipend \$173.25	Check box (x) if you do <u>not</u> want to be paid Stipend
03/09/22	Prepare for and Attend Regular Board Meeting	\$173.25	
TOTAL MEETING STIPEND		\$173.25	

Section II - Training and Local Meetings/Events

Date	Training/Local Meeting Attended	Days	Mileage (0.56 / Mile)	Amount
TOTAL MILES			0	\$0.00

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srians@sanmiquelfire.org

San Miguel Consolidated Fire Protection District

Board Member Monthly Meeting Stipend Form

Name: Christopher Pierce

Month/Year: March 2022

Section I - Board/Committee Meetings

Date	Board/Committee Meeting Attended	Meeting Stipend \$173.25	Check box (x) if you do <u>not</u> want to be paid Stipend
03/09/22	Prepare for and Attend Regular Board Meeting	\$173.25	
TOTAL MEETING STIPEND		\$173.25	

Section II - Training and Local Meetings/Events

Date	Training/Local Meeting Attended	Days	Mileage (0.56 / Mile)	Amount
TOTAL MILES			0	\$0.00

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Please submit to Shayna Rians

srians@sanmiquelfire.org

San Miguel Consolidated Fire Protection District

Board Member Monthly Meeting Stipend Form

Name: Kim Raddatz

Month/Year: March 2022

Section I - Board/Committee Meetings

Date	Board/Committee Meeting Attended	Meeting Stipend \$173.25	Check box (x) if you do <u>not</u> want to be paid Stipend
03/09/22	Prepare for and Attend Regular Board Meeting	\$173.25	x
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Approved at Board Meeting on: 4/13/2022 _____									

MAXIMUM OF 4 MEETINGS PAID PER MONTH

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srians@sanmiquelfire.org

San Miguel Consolidated Fire Protection District

Board Member Monthly Meeting Stipend Form

Name: Jesse Robles

Month/Year: March 2022

Section I - Board/Committee Meetings

Date	Board/Committee Meeting Attended	Meeting Stipend \$173.25	Check box (x) if you do <u>not</u> want to be paid Stipend
03/09/22	Prepare for and Attend Regular Board Meeting	\$173.25	
TOTAL MEETING STIPEND		\$173.25	

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San Miguel Fire & Rescue

Service Beyond Expectations

Division Chief Report

Date: April 13, 2022
To: Board of Directors
From: Gehrig Browning, Operations Division Chief
Subject: Station 21 Potential Flooring Safety Issue

Background

Station 21 was built in 1959 with the living areas (approximately 1200 sq ft) constructed with raised flooring of wood over joist. During the last 70 years, the flooring has primarily been covered with vinyl and carpet. Most recently, crews notice the floor has an increased feeling of being spongy and even soft in areas. Based on the obvious deterioration of the integrity of the flooring, mainly in the kitchen and surrounding areas, three contractors were used to assess the areas and provide recommendations for a scope of work.

This assessment included a direct visual inspection from under the floor where obvious rotten timber joists and sub floor were seen. Samples were taken and tested for mold and lead. Both tests were negative. The full extent of the damage requiring repair and or replacement will not be fully known until respective areas are removed and exposed. As part of the demolition, the kitchen cabinets, and some plumbing and electrical will be removed and due to their age and condition, will likely need to be replaced.

Prior to the pandemic, Station 21 was scheduled to have the interior, including the flooring in question, remodeled in anticipation of aging and in some areas failing structural members. Many years ago, a firefighter's foot went through the bathroom floor and repairs were completed, including the addition of a second bathroom.

Discussion

In Fiscal Year 2019/2020 the kitchen was scheduled to be repaired and updated, including the subject flooring that continues to feel spongy. Due to the pandemic and difficulty getting qualified contractors and supply chain issues, the project was deferred.

Over the last two-years, the kitchen floor and surrounding areas continue to slowly deteriorate and are now considered a potential safety issue. Due to these documented safety issues, I recommend addressing these repairs under the informal bid process, which would not require a formal RFP. This is compliant with our current procurement policy 102.11 (attached). Three qualified prevailing wage bidders will provide written quotes/bids for the entire project, including demolition.

Fiscal Impact

Not to exceed \$110,000. Adequate funds are available in the Facilities Replacement/Renovation Fund.

Recommendation

Approve the project using the informal bid process following policy 102.11.

Procurement Policy – 102.11

It is the policy of the District to obtain all supplies, equipment, and services at the lowest cost to the District consistent with quality and availability of the items at the time of purchase. In conforming to this policy, cost and required delivery time will be considered.

- A. **Purchasing Officer and Purchasing Agents**
The Administrative Officer/Finance Officer is the designated Purchasing Officer for the District. The Purchasing Officer may designate, in writing, one or more Purchasing Agents to make specific purchases of supplies and equipment independently. Each Purchasing Agent shall report periodically to the Purchasing Officer.

- B. **Dollar Guidelines**
Competitive bids, quotations or proposals are solicited in accordance with the following guidelines for single item purchases:
 - 1. Over \$5,000, up to and including \$10,000 – One verbal quote is required.
 - 2. Over \$10,000, up to but not exceeding \$25,000 – Solicitation of three written quotes is required.
 - 3. Over \$25,000 – Formal competition, with exceptions for sole source and emergency as determined by the Fire Chief/Board of Directors.

- C. **Authorization Required for Purchases**
The following thresholds are established for review and approval of requests for purchases for single items:
 - 1. Up to and including \$10,000 – Purchasing Officer.
 - 2. Over \$10,000, up to but not exceeding \$75,000 – Fire Chief.
 - 3. Over \$75,000 – Board of Directors.
 - 4. Emergency – Whenever the Board of Supervisors for the County of San Diego has proclaimed a local emergency, the District Board of Directors may direct the Purchasing Officer to engage independent contractors to perform services, related to the local emergency, for the District and its officers, with or without the furnishing of materials, within the amounts the District Board may establish.

D. Procurement Practices

All Purchasing Agents are responsible for ensuring all procurements of supplies, equipment, and services are conducted consistent with District policies and procedures. It is important that all procurements be handled in a fair, open, and ethical manner. Each District employee shares the responsibility for maintaining the public trust.

1. Informal Bids – When quotations are sought for goods and services of a standard nature, or when specifications are simple and complete, an informal price inquiry bid form will be sent to approved vendors by the purchasing agents.
2. Formal Bids – Bids requiring major services and/or goods and services estimated in excess of \$25,000 shall be designated as a “formal bid” by the Board of Directors. Such bids are normally publicly opened and read. However, the purchasing agent may note in the Request for Proposal that no public bid opening will be held, if the proposals are expected to be complex and/or require committee review.
3. Informational Price Inquires – Upon request, the purchasing agent will handle price inquiries for informational purposes. The purpose of such an inquiry is to research the market or attempt to acquire budgetary pricing.
4. Request for Proposal – The request for proposal is part of a competitive procurement process that helps to serve the best interests of the District. It also provides companies with a fair opportunity for their services or support to be considered. The process of competitive negotiation may be used and should not be confused with the different process of competitive sealed bidding. The latter process usually is used when the goods or services being procured can be precisely described and price is generally the determinative factor. With competitive negotiation, however, the price is not required to be the determinative factor, although it may be. The District, therefore, has the flexibility it needs to negotiate with companies to arrive at a mutually agreeable relationship.
5. Waiver of Competitive – Competitive bidding requirements may be waived for the purchase and/or lease of equipment, materials, supplies, and services in the following instances:
 - a. Whenever the Board of Directors has determined that an emergency exists requiring such action.

Finance – 102

- b. Whenever, in the judgment of the Purchasing Officer, it is deemed impossible or impractical to obtain more than one bid because the product is a used item or a single source item, or for any other sufficient economic reason.
 - c. The following services do not require competitive bidding:
 - 1. Legal services
 - 2. Employment services
 - 3. Consulting services
 - 4. Advertising services
 - 5. Pre-Employment/Wellness services
 - 6. Errors in Bids or Quotations – Vendors are responsible for the accuracy of their quoted prices. In the event of a discrepancy between a unit price and its extension, the unit price will govern. Quotations can be amended or withdrawn by the bidder up to the bid opening date and time. After that time, in the event of an error, bids cannot be amended but can be withdrawn prior to acceptance of the bid. After an order has been issued, no bid can be withdrawn or amended unless the Purchasing Officer considers the change to be in the District’s best interest.
- E. Awarding of Bids
The District’s policy on awarding contracts is based on the concept of the lowest, most responsive and responsible bid.
- F. Rejection of Bids
The Purchasing Officer reserves the right to reject any or all bids whenever the best interest of the District will be served by so doing.
- G. Sole Source
Sole source justification is needed when the item(s) requested must match or inter-relate with existing equipment to maintain standardization, or when continuity of service is required, or the item or service is unique or has unique features which make it the only one to meet requirements.
- H. Cooperative Purchasing
For increasing efficiency and/or reducing administrative expenses, the District may join and participate in cooperative procurement agreements with one or more other public bodies or agencies in the United States.

Finance – 102

The District may participate in or purchase goods and services through contracts awarded by other governmental bodies when the contract is based on competitive principals.

Advertising for supplies, equipment, and services over \$25,000 is not mandatory although advertising may be accomplished through a newspaper announcement, a posting to the District's web page, or via other professional groups if determined to be in the best interest of the District.

I. Advertising

J. Gifts and Gratuities

It is the policy of the District to decline personal gifts or gratuities relating to the purchasing function.



Key Performance Measures

Quarter Ended March 31, 2022

San Miguel Fire & Rescue
Fiscal Year 2021-2022 Key Performance Measures (KPM's)
Administrative Division

	Administrative Quarterly KPM's	Performance Goal	YTD	Q1	Q2	Q3	Q4	Last Year	Comments
A-1	Procurement Request Notifications	Approve/Deny procurement requests within two days, 90% of the time	93%	95%	90%	90%		95%	The District processes on average 15 requests per week
A-2	Accounts Payable Turnover	Pay invoices within 15 days, 90% of the time	93%	92%	93%	91%		84%	The District processes on average 40 invoices per week
A-3	Accounts Receivable Turnover	Receive outstanding payments within 30 days, 90% of the time	85%	84%	86%	83%		83%	The District processes on average 20 invoices per week
A-4	Credit Card Statement Submission	Approved Statements submitted to Finance within (14) days of receiving, 90% of the time	81%	82%	80%	81%		77%	The District has 39 cardholders. <i>New submission process has been completed.</i>
A-5	Public Records Requests (PRAR)	Submit PRAR to requester within 10 days of the request, 90% of the time	100%	100%	100%	100%		99%	The District processes on average 2 PRAR per month
A-6	Strike Team Documentation Submission	Completed/Approved F-42 packets submitted to Finance within 4 days of return, 90% of the time	85%	85%	85%	85%		84%	<i>New submission process is in progress</i>

Goal Key:	
Met matrix	
Missed matrix, but achievable	
Failed to meet matrix & issues to meet in future	

San Miguel Fire & Rescue
Fiscal Year 2021-2022 Key Performance Measures (KPM's)
Operations Division

Quarterly KPM's		Performance Goal	FYTD	Q1	Q2	Q3	Q4	Last Year	Comments
O1	District wide response time	8 minutes or less 90% of the time	6:52	6:52	6:47	6:48		6:54	
O2	District wide turnout time	90 seconds or less 90% of the time	1:03	1:03	1:02	1:03		1:08	
O3	Trauma patients off scene	10 minutes or less 90% of the time	62%	62%	51%	60%		45%	
O4	Determine fire scene area of origin	90% of the time							
O5	Provide effective fire force on working structure fires	Provide 17 Firefighters on scene in 10 minutes or less 90% of the time	85%	85%	76%	52%			10 min arrival changed to 12 min
O6	Complete primary search	90% of the time within 10 minutes of the arrival of the first apparatus							After data review, time changed to 10 minutes
Heavy Fleet Quarterly KPM's		Performance Goal	FYTD	Q1	Q2	Q3	Q4	Last Year	Comments
O7	90 day inspections / service	Completed in 1 work day 90% of the time							Part delivery delays have impacted this category
O8	6 month preventative maintenance inspection / service	Completed in 3 work days 90% of the time							Part delivery delays have impacted this category
O9	Annual maintenance inspection / service	Completed in 5 work days 90% of the time							Part delivery delays have impacted this category
O10	Apparatus doesn't experience/repeat the same mechanical issue	Apparatus doesn't return to the shop for the same issue within 5 days 95% of the time							
O11	Reserve apparatus fleet availability	Reserve fleet available days - 90% of the time							
Transport Quarterly KPM's		Performance Goal	FYTD	Q1	Q2	Q3	Q4	Last Year	Comments
O12	Ambulance response times District wide	Arrive in 12 minutes or less 90% of the time	92%	92%	93%	95%		89%	minus September data
O13	Late calls (greater than 12 minutes) transport critical patients	Transport code 10 occurs 10% or less of the time	98%	98%	85%	88%		95%	Additional AMR unit hours
O14	Outlier calls (greater than 18 minutes)	Arrive on scene in 18 minutes or less 95% of the time	98%	98%	98%	98%		98%	
Goal Key:									
Met matrix									
Missed matrix, but achievable									
Failed to meet matrix & issues to meet in future									

San Miguel Fire & Rescue
Fiscal Year 2021-2022 Key Performance Measures (KPM's)
Training/EMS & Fire Prevention Division

Training Quarterly KPM's		Performance Goal	YTD	Q1	Q2	Q3	Q4	Last Year	Comments
T-1	Fire ground manipulative drills	Completed by deadline at 90% of the time							Formal tracking still being developed
T-2	Tailboard Safety Briefings	Completed by deadline at 90% of the time							Formal tracking still being developed
T-3	EMS CE and manipulative drills	Completed by deadline at 90% of the time	100%	100%	100%	100%		100%	
T-4	Training satisfaction surveys	Approval of 4 of 5 - 90% of the time	75%	75%					As of March 25 2022, RCCP has been restructured
EMS Quarterly KPM's		Performance Goal	YTD	Q1	Q2	Q3	Q4	Last Year	Comments
T-5	Endotracheal Intubation	No unrecognized esophageal intubation at 100%	100%	100%	100%	100%		100%	
T-6	Capnography use w advanced airways	Initiated and maintained at 100%	100%	100%	100%	100%		100%	
T-7	Patient care documentation	Completed and submitted by end of shift at 100%	100%	100%	100%	100%		100%	
T-8	STEMI/CVA patients	Transported to appropriate facility at 100%	100%	100%	100%	100%		100%	
Fire Prevention Quarterly KPM's		Performance Goal	YTD	Q1	Q2	Q3	Q4	Last Year	Comments
T-9	Plan review	Completed 100% of the time	100%	100%	100%	100%		100%	
T-10	Fire Company inspections	Completed on time 90% of the time	0%	0%	0%	0%		0%	Fire Prevention providing in station training currently/Technology device hindering progress. Awaiting RCCP purchase of larger IPADS
T-11	Fire Prevention inspections (construction, DSI,DSS, special event, permit, SDSO, etc)	Initiated on time 90% of the time	100%	100%	100%	100%		35%	
T-12	California State Fire Marshal mandated inspections	Completed on time 90% of the time	100%	100%	100%	100%		100%	
Health and Safety Quarterly KPM's		Performance Goal	YTD	Q1	Q2	Q3	Q4	Last Year	Comments
T-13	Quarterly training required on H&S topics	Completed 95% of the time	100%	100%	100%	100%		100%	
T-14	Vehicle accidents/damage	Reviewed within 10 days 90% of the time	100%	100%	100%	100%		100%	
T-15	All work comp injuries	Reviewed within 2 days 95% of the time	100%	100%	100%	100%		100%	

Goal Key:	
Met matrix	■
Missed matrix, but achievable	■
Failed to meet matrix & issues to meet in future	■

San Miguel Fire & Rescue
Fiscal Year 2021-2022 Key Performance Measures (KPM's)
Glossary of KPM Descriptions

Administrative Quarterly KPM's		
A-1	Procurement Request Notifications	Procurement standards are important to ensure that purchases are being handled in a timely manner. These processes help to streamline approvals and allow for a discussion to happen when a purchase is denied or deferred. These requests also play an important role in the budget process to ensure conversations regarding programs are discussed throughout the year.
A-2	Accounts Payable Turnover	The accounts payable turnover ratio is a short-term liquidity measure used to quantify the rate that the District pays off its vendors. It measures short-term liquidity and cash flow. The District wants to keep this balance low on a weekly basis. The higher the Accounts Payable batches are each week, the more strain the District has on its cash flow.
A-3	Accounts Receivable Turnover	The accounts receivable turnover ratio is a formula used in the finance office to measure how efficiently the District is collecting its debt. The accounts receivable turnover formula is important because it helps businesses keep a close eye on cash flow. In other words, it helps companies ensure that they don't spend (or lend) more than they earn.
A-4	Credit Card Statement Submission	Classifications of Captain and above, including Fire Prevention and Administrative personnel receive a credit card for the use of District related expenses. Statements with proper documentation is required to be submitted on a monthly basis. The 1st level supervisor reviews and approves the purchases before it is submitted to the finance office for final auditing. Proper submission allows for the finance office to complete their review/audit and enter the statements into the accounting system for proper accounting of the expenses.
A-5	Public Records Requests (PRAR)	The California Public Records Act is a series of laws meant to guarantee that the public has access to public records of governmental bodies in California. Public records in the California Public Records Act are defined as "any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics." Anyone can request public documents in California, and a purpose does not have to be stated. The California Public Records Act does not regulate the use of records obtained from public agencies. One should allow 10 days for an agency to comply with a records request.
A-6	Strike Team Documentation Submission	Strike Teams documents are submitted by the Strike Team Captain or individual assigned to an overhead assignment. Proper documentation and timely submission allows for the finance office to audit the documents prior to OES submitting an invoice. Delayed paperwork extends the payment processing.
Operations Quarterly KPM's		
O-1	District Wide Response Time	Response time measures the portion of the incident response the District has control over. The measurement begins when the fire crew receives the alert from dispatch and stops when the crew arrives at the scene.
O-2	District wide out of turnout time	Turnout time is one component of our response time and represents the time between when the crew receives the response information and when they acknowledge and are physically moving toward the incident location. Monitoring and measuring this time provides system data that can be used to identify trends, provide meaningful feedback, enhance accountability and improve service through optimal response times.
O-3	Trauma patients off scene	Trauma patients with critical injuries have the best chance of survival when they receive definitive treatment within the golden hour (60 minutes). A critical component is rapid assessment, packaging on scene and transport to a trauma center as rapidly as possible. The prehospital industry standard adopted in San Diego County is evacuating trauma patients off scene in ten minutes or less.
O-4	Determine fire scene area of origin	Many of our National standards, improvement in product safety and overall reduction in fires and injuries from fires has come from accurate identification of the origin and cause of fires. The first step is to determine the area of origin. Once an area of origin is identified it can be sealed off and protected against further damage and contamination until the cause of the fire can be established.
O-5	Provide effective fire force on working structure fires	The standard for an effective fire force has been established as 17 firefighters arriving on scene of a working fire in 12 minutes or less.
O-6	Complete primary search	The fire service is charged with the preservation of life and property in that order. One of the initial priorities when firefighters arrive at the scene of an emergency with possible trapped victims is to conduct a primary search. This early process ensures the highest possibility of survival when victims are located early and extricated from lethal environments.
Heavy Fleet Quarterly KPM's		
O-7	90 day inspections / service	All apparatus at SMG receive a safety inspection every 90 days as part of our fleet maintenance program. This includes checking fluid levels and inspecting all systems on the apparatus. In addition to the 90 service components, repairs are appropriately delayed (not OOS criteria) until routine services are coordinated, are addressed to minimize out of service time of apparatus. Unexpected delays found during inspections could delay completion goal times.
O-8	6 month preventative maintenance inspection / service	All apparatus at SMG receive preventative maintenance (PM) service / inspection every 6 months as part of our fleet maintenance program. This includes changing of fluids and filters as well as inspecting all systems on the apparatus. In addition to the PM service components, repairs that are appropriately delayed (not OOS criteria) until routine services are coordinated, are addressed to minimize out of service time of apparatus. Unexpected repairs found during inspections could delay completion time goals.
O-9	Annual maintenance inspection / service	All apparatus at SMG receive an annual maintenance (AM) service / inspection every year as part of our fleet maintenance program. This includes changing fluids & filters, servicing steering & transmission, annual pump test and inspecting all systems on the apparatus. For aerial apparatus an annual aerial test is conducted as well. In addition to the AM service components, repairs that are appropriately delayed (not OOS criteria) until routine services are coordinated, are addressed to minimize out of service time of apparatus. Unexpected repairs found during inspections could delay completion goal times.
O-10	Apparatus doesn't experience/repeat the same mechanical issue	Fire apparatus are complex and are subject to extensive wear & tear from quick starting and stopping and being run hard to calls to meet appropriate response times. The goal of all the services and inspections is help make sure that apparatus are not experiencing the same issues that they were recently repaired. This KPM process helps monitor and track this data.
O-11	Reserve apparatus fleet availability	Reserve apparatus availability is vital to ensure SMG can continue to provide quality coverage to its citizens when front line apparatus is in the shop for repair / service or out of county on an assignment. This KPM measures our reserve fleet's surge capability to support front line apparatus and meet those demands.

San Miguel Fire & Rescue
Fiscal Year 2021-2022 Key Performance Measures (KPM's)
Glossary of KPM Descriptions

Transport Quarterly KPM's		
O-12	Ambulance response times District wide	Ambulance response time begins when the paramedic ambulance contractor (AMR) receives the incident information until they arrive at scene.
O-13	Late calls (greater than 12 minutes) transport critical patients	A late call is a contractual term that describes any paramedic ambulance response greater than 12 minutes. This KPM monitors the impact of late call responses on the most critical patient transports (code 10).
O-14	Outlier calls (greater than 18 minutes)	Outlier calls are those paramedic ambulance responses where the ambulance arrives at scene in 18:01 minutes or longer. A rise in outlier calls can be indicative of a need to adjust system deployment and/or system unit hours.
Training Quarterly KPM's		
T-1	Fire ground manipulative drills	The Training Division prescribes fire ground manipulative (hands-on) drills that are conducted by Operation's at the single company level and or multi company level to maintain skill proficiency and tactical knowledge.
T-2	Tailboard Safety Briefings	Tailboard Safety Briefings are quick reviews based on Operational need as conditions warrant, i.e. Red Flag, Riots, COVID.
T-3	EMS CE and manipulative drills	Paramedic and EMT continuing education is provided for all Operation's personnel to not only provide required didactic and skill review classes but also provides instruction for new EMS protocols prescribed by San Diego County EMS.
T-4	Training satisfaction surveys	Designed to seek feedback from personnel on the quality and value of the training they attend while on duty.
EMS Quarterly KPM's		
T-5	Endotracheal Intubation	Endotracheal Intubation (ETT) is an paramedic level advanced airway management procedure used in critical patients to protect their airway. Unrecognized insertion into the esophagus is a lethal complication 100% of the time.
T-6	Capnography use w advanced airways	Using capnography in conjunction with endotracheal intubation can detect unrecognized esophageal intubations 100% of the time.
T-7	Patient care documentation	All patient care documentation is required to be completed and submitted prior to the end of the respective shift.
T-8	STEMI/CVA patients	San Diego County EMS protocol requires that patients meet STEMI (Myocardial Infarction) and CVA (Stroke) criteria be transported to designed receiving hospitals that provide specific specialty care for these categories of patients.
Fire Prevention Quarterly KPM's		
T-9	Make contact w property owners prior to forced abatement	San Miguel has added an additional communication process that goes above and beyond the previous notification processes required to force abate a property in violation of our Fire Code. This was necessary to ensure we give every property owner the chance to bring their property into compliance before a force abatement is authorized.
T-10	Fire Company inspections	Fire Companies are assigned various business inspections within their district that can be appropriately inspected at the company level of knowledge and expertise.
T-11	Fire Prevention inspections	The Fire Prevention section inspects all other required District inspections that Fire Companies can not complete. These more time consuming and technical inspections are scheduled throughout the year.
T-12	California State Fire Marshal mandated inspections	Schools, multi family residential, hotel/motels and detention centers are required by the State to be inspected annually.
Health and Safety Quarterly KPM's		
T-13	Required training on Health & Safety topics	San Miguel monitors San Diego County Fire Chief's Health and Safety Section, CDC, County EMS, State, and OSHA guidelines and training information and formats these data into ongoing training for all personnel.
T-14	Vehicle accidents/damage	All damage to District vehicles is documented through the chain of command and submitted to Staff for appropriate investigation and disposition.
T-15	All work comp injuries	All workers compensation claims are submitted through the chain of command and reviewed by staff.