



# SAN MIGUEL FIRE & RESCUE



FISCAL YEAR  
2022-2023  
ANNUAL REPORT

*“Whether it’s responding to emergencies, conducting fire safety inspections, or offering educational programs, our goal is to exceed expectations & make a positive impact on the lives we serve.”*



## **FIRE & RESCUE ANNUAL REPORT FISCAL YEAR 2022–2023**

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# A MESSAGE FROM THE FIRE CHIEF

On behalf of the dedicated men and women of San Miguel Fire & Rescue, we are extremely proud to present the Fiscal Year 2022–2023 Annual Report. Our San Miguel family is not just your First Responders, they are your neighbors, friends and dedicated professionals providing *Service Beyond Expectations* to our 140,000 residents and visitors within our 50 square miles. My hope is this report will give you an understanding of the caliber of men and women that call San Miguel their home away from home and also an appreciation of the magnitude of services and resources we proudly provide to our diverse communities.

Our heartfelt belief is that every life matters. We strive to go above and beyond in every situation, ensuring that we provide the highest level of service possible every time. Whether it is responding to emergencies, conducting fire safety inspections, or offering educational programs, our goal is to exceed expectations and make a positive impact on the lives we serve. We proudly provide a wide range of services in addition to emergency responses, and they are successful due to our outstanding training, dedication, and the individual professional attitudes of the members of San Miguel Fire & Rescue.

As call volumes increase every year, our commitment to emergency medical care from basic to advanced life support is the highest caliber and provides lifesaving interventions in just minutes, 24 hours per day. The daily commitment to ensure all personnel are trained and ready to provide compassionate service, regardless of the nature of the call, to provide *Service Beyond Expectations*.

San Miguel, like most other fire agencies, struggles to attract the volume of applicants necessary to hire and train new team members that possess the skills and attitude of *Service Beyond Expectations*. Our team recognizes the importance of being adaptable and the critical need to change based on the needs of our communities.

The cost and availability of fire apparatus has never been more challenging as the price has increased over 30% in the last two years. Compounding the steep cost increase is the delivery timeframe, which now exceeds two years for engines and three to four years for a truck. Cost and availability of apparatus, from all manufacturers, will force fire agencies to re-evaluate how service is provided.

I am incredibly blessed to be part of this team and extended family, and I could not be prouder of the men and women that serve in all areas of San Miguel Fire & Rescue. Their daily commitment to serve frequently pushes them to their physical and emotional limits. Unfortunately, these tenets take their toll, as we continue to see increasing job-related injuries that are not only costly to the District, but more importantly have significant impacts on the employee.

We proudly provide this report to highlight just some of the many accomplishments and struggles over this 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

# 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



# FACILITY & STATION

Maintaining District facilities comes with various challenges, ranging from inflation, goods acquisition, mandated utilization of prevailing wage, lengthy processes such as legal review, and Request for Proposal (RFP) hurdles. The Board of Directors has approved several facilities projects, but many have been delayed due to vendor unavailability and rapid cost increases.

District facilities range from a 7-year-old temporary station to a 75-year-old station in need of demolition and rebuild. Most stations fall in the 30-year-old range and are in need of attention, inside and out. The development and use of the Facilities Condition Assessment report has assisted staff in prioritizing the needs of our facilities. Our practice is to utilize this report to prioritize improvements with health and safety taking top priority, followed by response readiness, and then security.

In the future, we anticipate additional challenges, including a 25-30% cost increases in goods, difficulties in acquiring vendors, and inflated lead times for project start and completion timelines. Staff will continue to monitor and plan accordingly for these challenges.

Some projects that have been completed this year include:

- ◆ Station 23 and 16 flooring (health and safety) .
- ◆ Station 23 cell tower removal (health and safety).
- ◆ Station 21 kitchen remodel (floor failure).
- ◆ Station 15 downstairs remodel (health and safety).
- ◆ Station 23 Captain bunkroom addition.
- ◆ Several station landscaping projects.
- ◆ Numerous stations have had roll-up door failures causing the need for replacement.
- ◆ Numerous stations with HVAC failures causing the need for upgrades of components and/or replacement.

# IMPROVEMENTS



# POLITICAL OUTREACH

San Miguel has deep roots working with all types of political partners throughout our history, and political outreach was a top priority in Fiscal Year 2022–2023.

Political outreach involves engaging with individuals or groups that hold political offices at all levels of government, from local county officials to state and federal representatives. These relationships are important for us to build and foster so that our needs to assist the public are known and met. These relationships offer collaborative solutions on important public service needs, as well as challenges to meet every changing demand of the public service.

Our citizens can rest assured we are developing relationships across all layers of government to facilitate the in the most effective and efficient services to our communities. We are proud to share some of the relationships cultivated during Fiscal Year 2022–2023.



**SARA JACOBS**  
U.S. REPRESENTATIVE  
California 51st U.S. Congressional District



*"It was an honor to conduct the oath-of-office for newly and re-elected members of the San Miguel Fire District."*

**NORA VARGAS**  
COUNTY SUPERVISOR, BOARD CHAIR  
San Diego County District 1



**BRIAN JONES**  
STATE SENATOR & MINORITY LEADER  
California 40th State Senate District

# BOARD OF DIRECTORS

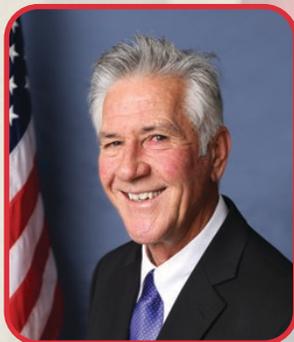
San Miguel Consolidated Fire Protection District is governed by a 7-member Board of Directors. Each director resides within the District and is elected, by division, to serve a 4-year term. The Board of Directors meets regularly on the second Wednesday of each month at 5:30 pm in the Board Room at San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



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



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



**HARRY MUNS**  
DIVISION 3  
Jul 2021 – Present



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



**THERESA MCKENNA**  
DIVISION 5  
Nov 2014 – Present

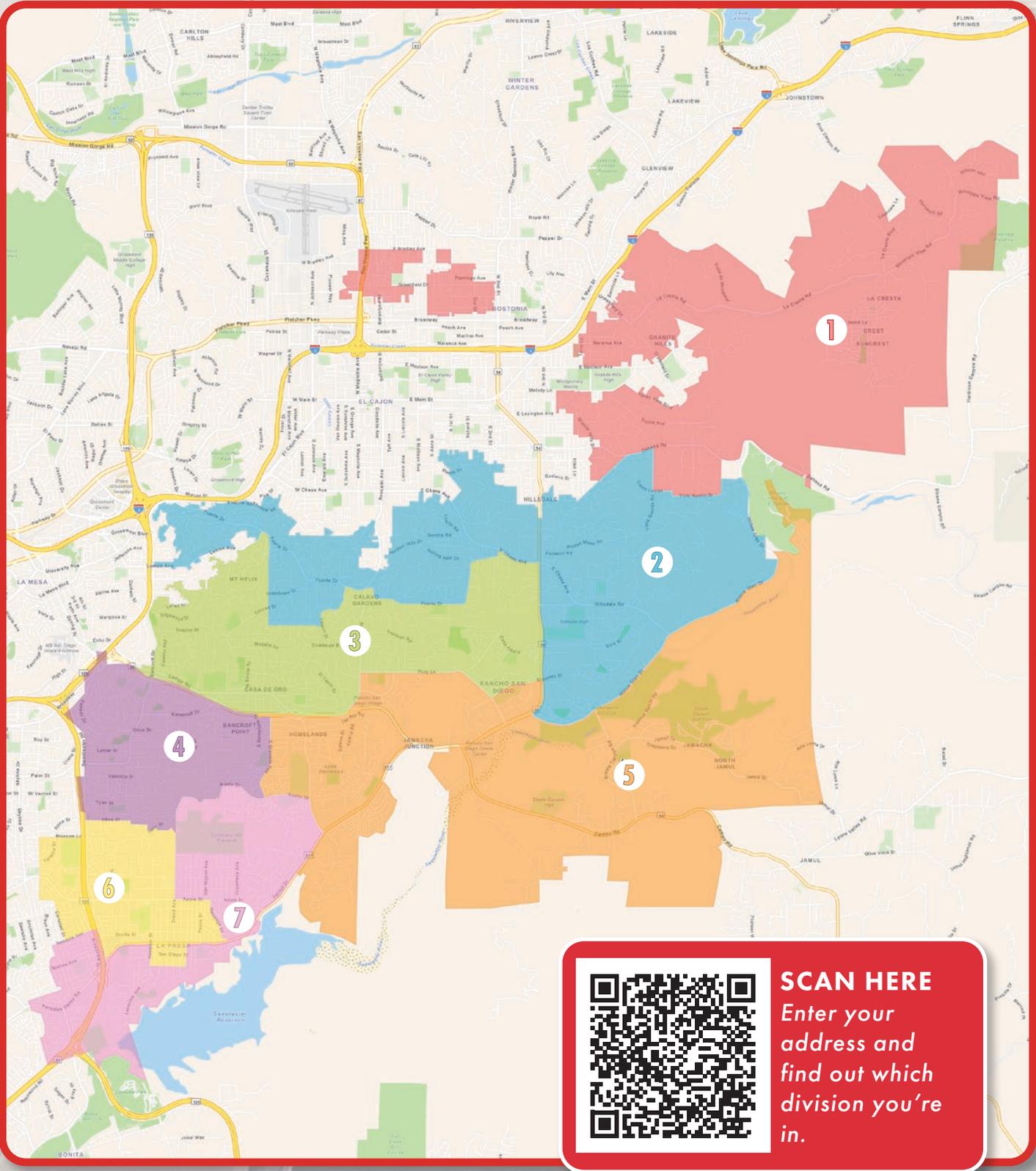


**JESSE ROBLES**  
DIVISION 6  
Dec 2020 – Present



**EDWARD WOODRUFF**  
DIVISION 7  
Jul 2022 – Present

# DIVISION MAP



**SCAN HERE**  
*Enter your address and find out which division you're in.*

# 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 2022-2023, the District responded to 14,887 emergency incidents, a 0.3% (34 incident) increase over the previous year.



## STATION 19

727 E Bradley Ave.  
El Cajon, CA 92021

**1,647** TOTAL INCIDENTS



## STATION 14

3255 Helix St.  
Spring Valley, CA 91977

**2,216** TOTAL INCIDENTS



## STATION 21

10105 Vivera Dr.  
La Mesa, CA 91941

**901** TOTAL INCIDENTS



## STATION 16

905 Gillespie Dr.  
Spring Valley, CA 91977

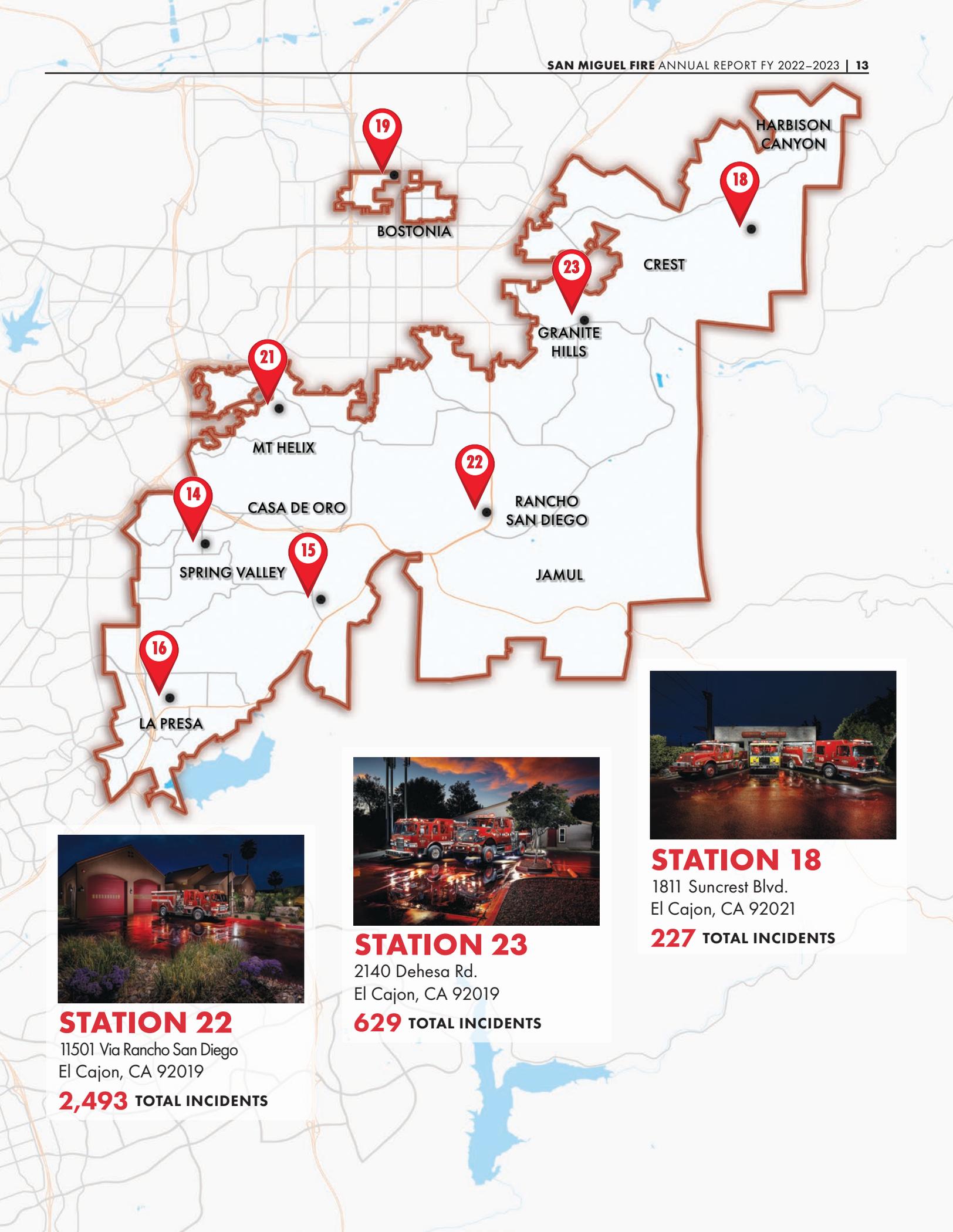
**4,278** TOTAL INCIDENTS



## STATION 15

2850 Via Orange Way  
Spring Valley, CA 91978

**2,496** TOTAL INCIDENTS



**STATION 22**  
 11501 Via Rancho San Diego  
 El Cajon, CA 92019  
**2,493** TOTAL INCIDENTS

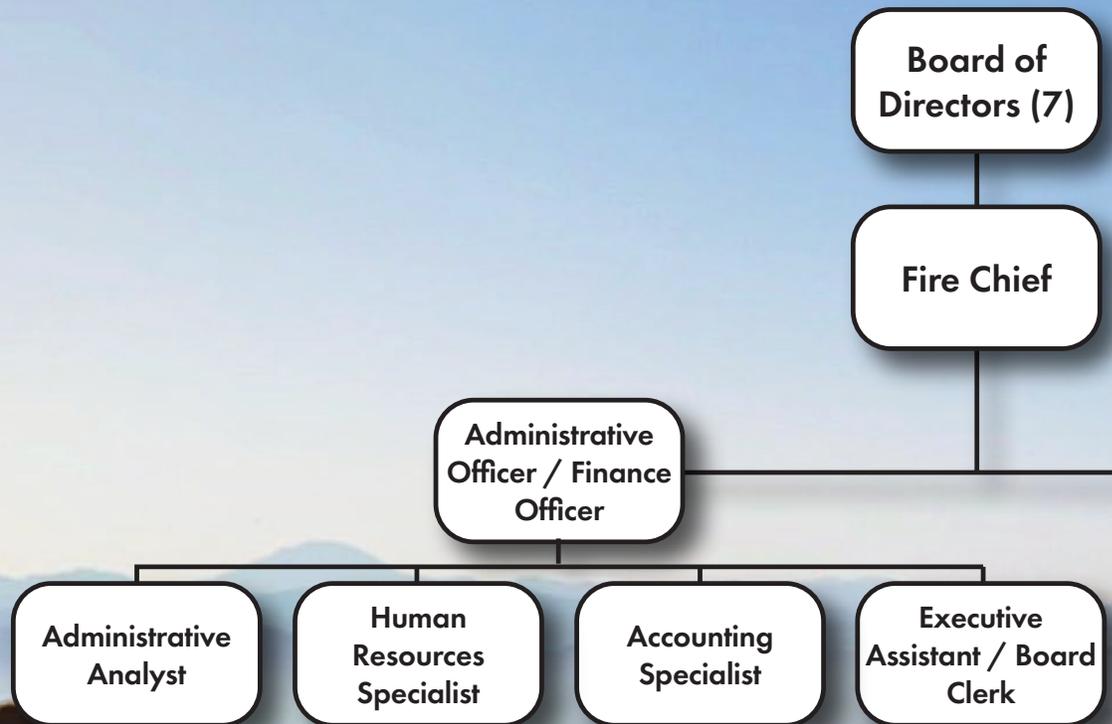


**STATION 23**  
 2140 Dehesa Rd.  
 El Cajon, CA 92019  
**629** TOTAL INCIDENTS



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

# WORKING TOGETHER TO



*This organizational chart depicts reporting structure only.*

## New Hires

Mike Holguin	Firefighter Paramedic	9/6/2022
Mariano Harmon	Firefighter Paramedic	9/6/2022
Vince Meli	Firefighter Paramedic	9/6/2022
Brandon Weichelt	Firefighter Paramedic	9/6/2022
Zach Loftis	Captain Paramedic	10/3/2022

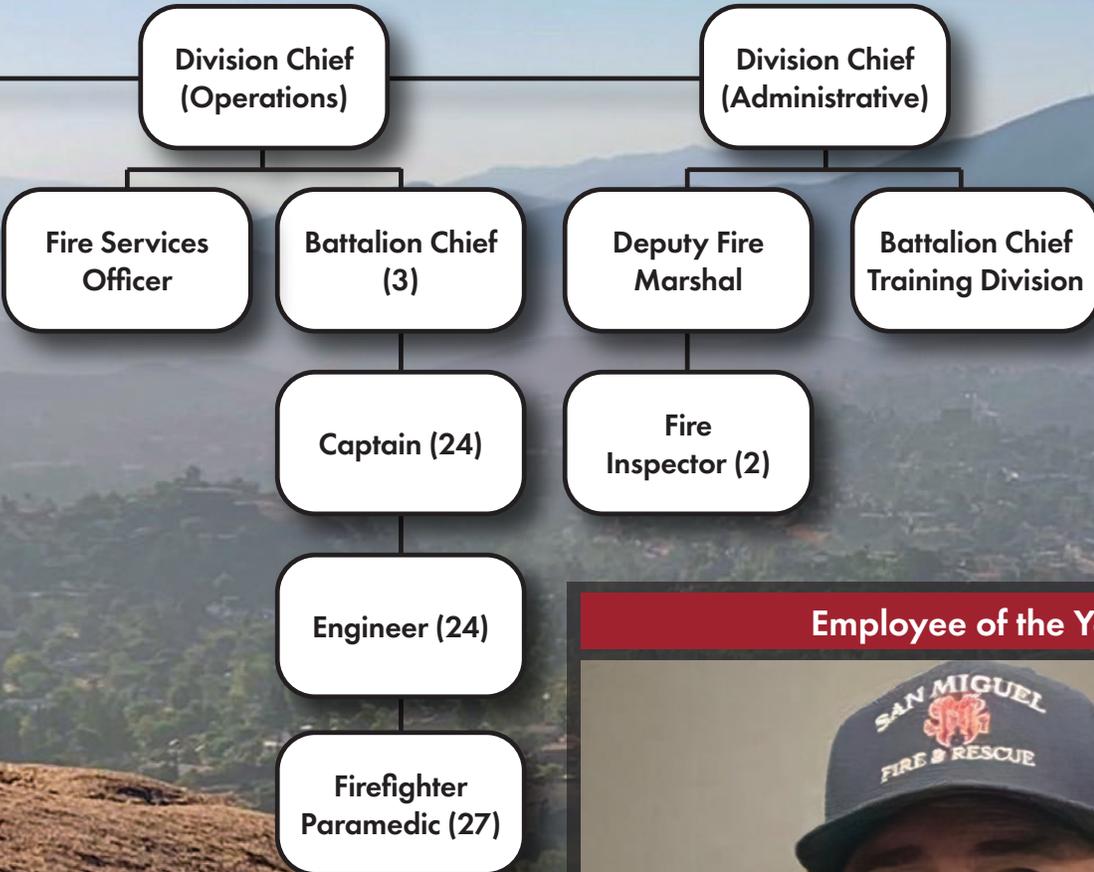
## Retirements

Gehrig Browning	Division Chief	6/3/2023
Brad Rodeheaver	Captain	5/1/2023
Jeff Hofmann	Engineer	4/1/2023
Rob Pumphrey	Engineer	10/31/2022
Glenn Williams	Captain	10/15/2022
Kevin Clark	Captain	8/31/2022

## Personnel Promotions

Travis Embleton	Captain	6/3/2023
Corey Powell	Engineer	6/3/2023
Steven Michel	Engineer	6/1/2023
Kyle McKee	Engineer	5/11/2023
Christian Grote	Engineer	5/2/2023
Nick Williams	Captain	5/2/2023
Brad Hurley	Engineer	4/15/2023
Gavin Doudna	Engineer	11/5/2022
Brian Hamel	Engineer	11/5/2022
Ryan Ferguson	Captain	11/1/2022

# PROTECT OUR DISTRICT



# KEY PERFORMANCE MEASURES



ADMINISTRATION

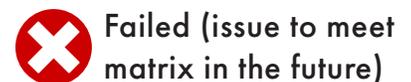
Measure	Description	2021-22	2022-23	
Procurement Request Notifications	Approve or deny procurement requests within two days, 90% of the time.	92%	↑ 93%	✓
Accounts Payable Turnover	Pay invoices within 15 days, 90% of the time.	93%	↓ 91%	✓
Accounts Receivable Turnover	Receive outstanding payments within 30 days, 90% of the time.	84%	↓ 83%	!
Credit Card Statement Submission	Approve statements submitted to Finance within 14 days of receiving, 90% of the time.	81%	↓ 75%	!
Public Records Requests	Submit requests to requester within 10 days of request, 90% of the time.	100%	↓ 95%	✓
Strike Team Documentation Submission	Completed/approved reimbursement documents to finance within 4 days of return, 90% of the time.	84%	↑ 93%	✓

HEAVY FLEET

Measure	Description	2021-22	2022-23	
90 day inspections/service	Completed in 1 work day 90% of the time.		100%	✓
6 mo. preventive maintenance inspection/service	Completed in 3 work days 90% of the time.	Part delivery delays impacted this category.	100%	✓
Annual maintenance inspection/service	Completed in 5 work days 90% of the time.		100%	✓
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.		90%	✓
Reserve apparatus fleet availability	Reserve fleet available days 90% of the time.		100%	✓

TRANSPORT

Measure	Description	2021-22	2022-23	
Ambulance response times—zone 1	Arrive in 12 minutes or less 90% of the time.	92%	↑ 95%	✓
Ambulance response times—zone 2	Average response time for Zone 2 (Crest)	N/A	17:14	✗
Ambulance response times—SLEMSA/CSA69	Arrive in 12 minutes or less 90% of the time.	N/A	91%	✓
Outlier calls (> 18 minutes)—zone 1	Arrive on scene in 18 minutes or less 95% of the time.	98%	→ 98%	✓
Outlier calls (> 18 minutes)—zone 2	Arrive on scene in 18 minutes or less 95% of the time.	N/A	64%	!



**OPERATIONS**

Measure	Description	2021-22	2022-23	
Districtwide response time	8 minutes or less 90% of the time.	<b>6:46</b>	↓ <b>7:39</b>	✔
Districtwide turnout time	90 seconds or less 90% of the time.	<b>1:05</b>	↓ <b>2:15</b>	!
Trauma patients off scene	10 minutes or less 90% of the time.	<b>45%</b>	↑ <b>58%</b>	!
Determine fire scene area of origin	90% of the time.			!

**FIRE PREVENTION**

Measure	Description	2021-22	2022-23	
Plan reviews	Completed 100% of the time.	<b>100%</b>	→ <b>100%</b>	✔
Fire company inspections	Completed annually 100% of the time.	Req'd iPad purchase.	<b>70%</b>	!
Fire prevention inspections	Initiated on time 100% of the time.	<b>100%</b>	→ <b>100%</b>	✔
California State Fire Marshal mandated inspections	Completed annually 100% of the time.	<b>100%</b>	→ <b>100%</b>	✔

**EMS**

Measure	Description	2021-22	2022-23	
Endotracheal intubation	No unrecognized esophageal intubation at 100%.	<b>100%</b>	→ <b>100%</b>	✔
Capnography use with advanced airways	Initiated and maintained at 100%.	<b>100%</b>	→ <b>100%</b>	✔
Patient care documentation	Completed and submitted by the end of shift at 90%.	<b>100%</b>	→ <b>100%</b>	✔
STEMI/CVI patients	Transported to appropriate facility at 100%.	<b>100%</b>	→ <b>100%</b>	✔

**TRAINING**

Measure	Description	2021-22	2022-23	
Fire ground manipulative drills	Completed by deadline at 90% of the time.	Tracking had not been developed.	<b>90%</b>	✔
After action review	Completed by deadline at 90% of the time.		<b>95%</b>	✔
EMS continuing education and manipulative drills	Completed by deadline at 90% of the time.	<b>100%</b>	→ <b>100%</b>	✔
Training satisfaction surveys	One survey each quarter.	Revising.	<b>50%</b>	!

**HEALTH & SAFETY**

Measure	Description	2021-22	2022-23	
Quarterly training required on health and safety topics	Completed 90% of the time.	<b>100%</b>	→ <b>100%</b>	✔
Vehicle accidents/damage	Reviewed within 10 days 90% of the time.	<b>100%</b>	→ <b>100%</b>	✔
All workers' compensation injuries	Reviewed within 2 days 95% of the time.	<b>100%</b>	→ <b>100%</b>	✔

 Met matrix
  Missed matrix, but achievable
  Failed (issue to meet matrix in the future)

# ADMINISTRATION

The Administration Division is responsible for managing and coordinating diverse and complex services and oversight. Administrative staff oversee board functions in support of the Board of Directors; provides budgetary and fiscal management; supports human resources, personnel and payroll; and supervises legislative procedures and detailed contract monitoring.

## ADMINISTRATIVE ASSISTANT RECLASSIFICATION

The Board of Directors approved the reclassification of the Administrative Assistant to an Executive Assistant/Board Clerk on March 8, 2023. Some assignments/tasks that were added to the position are:

- ◇ Update and maintain all Board of Directors policies and procedures, and ensure accuracy on all documents.
- ◇ Work directly with Board of Director committees on assignments.
- ◇ Manage the preparation and review of agenda meeting information packets for Board members and others; prepare meeting agenda, action items list, and presentation materials for the Board; ensure the accuracy and integrity of the agenda packet and departmental documentation; ensure the development and legal compliance in the adoption of resolutions and ordinances, determine, and meet legal and other deadlines.
- ◇ Maintain current knowledge of developments related to Board procedures, Brown Act, and other legal requirements and provide direction and information to the Board; evaluate the impact of changes in law on the Board operations; make recommendations for policy and improvement for Board purposes.
- ◇ Receive official papers on behalf of the District and Board, including correspondence, petitions, and sealed bids.
- ◇ File oaths and affirmations related to Board proceedings.

## HQ PHASE 1 REMODEL COMPLETED

Headquarters finished phase I of its remodel, which consisted of new flooring throughout the offices, painting, adding a training room, updating the conference room, and increasing office space, including updating the Board Room. The final phase of the remodel will be implemented in Fiscal Year 2023–2024, completing the Information Technology in the Board Room, training room, conference room, and Executive Staff offices.

## STAFF TRAINING

Staff represented the District in multiple seminars, conferences, and trainings. Staff training has a direct impact on the District's productivity and performance. Training gives our employees a better understanding of their responsibilities and helps guide them with the ever-changing requirements within their job roles. Legislative and regulation changes impact each administrative position, requiring our staff to stay informed and up to date. Training and conferences are the most impactful way to get the information to those who need it.

# FINANCE & BUDGET

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

The District breaks out expenditures by category:

- ◇ Salaries and Benefits
- ◇ Capital Outlay
- ◇ Services and Supplies
- ◇ Designated Reserves

Goals for long-term financial sustainability:

1. Fiscal Stability and Resiliency
2. Strong Community Connections
3. Sustainable Growth and Development
4. Quality of Life for Employees

## COST INCREASES

Citizens of the communities the District serves and employees felt the impacts of continuing cost increases. The District is seeing increases in costs as well.

## HEALTH INSURANCE

CalPERS finalized the health insurance premiums, which are rising due to health care costs increasing nationwide. CalPERS reported a preliminary net return of 5.8% on its investments for the 12 months ending June 30, 2023. CalPERS reported five-year annualized returns of 6.1%, 10-year annualized returns of 7.1%, 20-year annualized returns of 7%, and 30-year annualized returns of 7.5%. The pension fund's assumed rate of return is 6.8%.

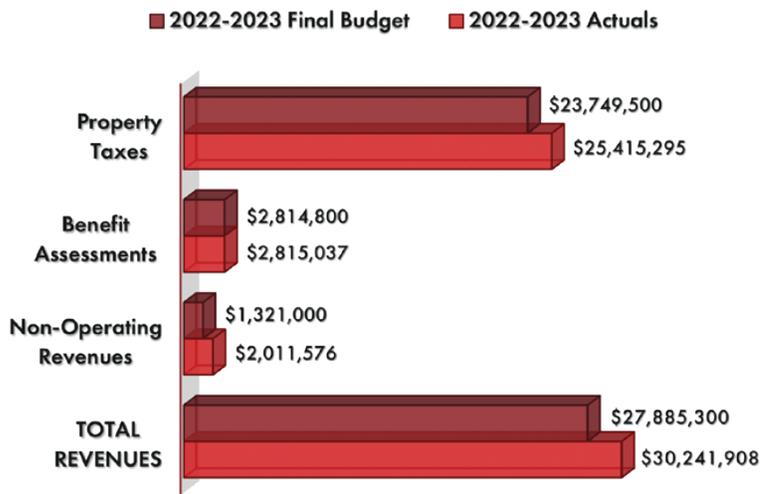
## ADDITIONAL CONSIDERATIONS

The District continued to look at strategies for addressing rising pension costs and met with consultants to go over long-term planning for the growing costs. Supply chain delays continue to impact access to equipment, apparatus parts, and other components of day-to-day operations.

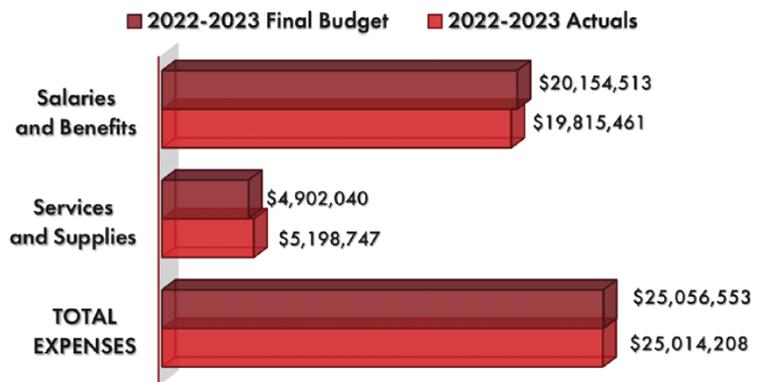
## SERVICE BEYOND EXPECTATIONS

The District looks forward to continually providing *Service Beyond Expectations* for everyone receiving the District's services and all community members.

## BUDGET VS. ACTUAL REVENUES



## BUDGET VS. ACTUAL EXPENSES



# FIRE PREVENTION

The purpose of the Fire Prevention Division is to reduce the risk of fire and injury through education, engineering, evaluation, and enforcement of relevant codes, regulations, and standards.

Deputy Fire Marshal Newman assumed his new role and continues to establish processes that allow Fire Prevention to bring the most value to the community. Highlights for Fiscal Year 2022-2023 include:

- ◆ Completing a record number of plan reviews and inspections.
- ◆ Recruiting Inspector Jennifer Lyons, a 10-year fire dispatcher.
- ◆ Identifying key stakeholders within the community to increase community outreach and public education opportunities.



**468**  
CONSTRUCTION  
INSPECTIONS



**55**  
LICENSED CARE  
INSPECTIONS



**36**  
DEFENSIBLE SPACE  
INSPECTIONS



**9**  
FORCED ABATEMENT  
AUTHORIZATIONS



**3**  
PYROTECHNICS &  
SPECIAL EVENTS



**626**  
ANNUAL  
INSPECTIONS



**543**  
CONSTRUCTION  
PLAN REVIEWS



**326**  
ENGINE COMPANY  
INSPECTIONS



**45**  
ACCESS  
INSPECTIONS



**28**  
PUBLIC EDUCATION &  
COMMUNITY SERVICE



**5**  
PROPERTY  
CONSULTATIONS



# TRAINING DIVISION

## OPERATIONAL TRAINING

The Mission of the San Miguel Fire & Rescue Training Division is to deliver quality training that is relevant, recurring, recent, and realistic while providing for the safety of its members who strive to deliver *Service Beyond Expectations*. The division's goal is to develop firefighters who are capable of responding to a variety of challenging emergencies and to mitigate them efficiently and effectively. Over the last year the Training Division has participated in the following:

- ◆ New hire Academy - four new members graduated
- ◆ Fire Control 3 Class held at the County Training Facility
- ◆ Captain Academy
- ◆ STEN Refresher Class
- ◆ RT-130
- ◆ San Diego County Wildland Drill
- ◆ S-219 Firing Operations Course
- ◆ 4 Multi Company Drills are held quarterly
- ◆ Engineer Academy with in-depth training for new Engineers



**14,968**

**TOTAL ANNUAL TRAINING HOURS**

*For all full-time personnel during FY 2022-2023*



**1,247**

**TOTAL MONTHLY TRAINING HOURS**

*For all full-time personnel during FY 2022-2023*



**17.3**

**AVERAGE MONTHLY TRAINING HOURS PER PERSON**

## ONGOING TRAINING

All SMFR personnel are required to complete a minimum amount of training throughout the year, including:

- ◆ New-hire Firefighter Paramedics undergo extensive EMS evaluations
- ◆ New-hire Firefighter Paramedics undergo quarterly evaluations
- ◆ Newly promoted Engineers undergo quarterly evaluations
- ◆ Newly promoted Captains undergo quarterly evaluations
- ◆ Quarterly Plan B training conducted at Heartland Fire Training facility with Allied Agencies

# OPERATIONS

This last year, suppression personnel gained further experience through strike team responses throughout the County and State, ever increasing response volumes, and extremely dynamic call types within the District. Our willingness to adapt and modify training programs, testing, and minimum qualification for promotion has proven to be positive as other agencies have replicated our changes to keep up with the challenges of today’s fire service. We proudly continue these leading-edge changes and aren’t afraid to break the mold.

Fiscal Year 2022–2023 was not without challenges, some of which included:

## PERSONNEL

The demanding nature of the fire service, physical requirements, and potential exposure to hazardous conditions have made it challenging to maintain adequate staffing levels. These challenges became more apparent post-COVID. Recruiting new hires and keeping a hiring list with qualified employees for promotion has also posed a challenge and resulted in reviewing minimum qualifications and an emphasis on post-promotion training.

To adjust to these challenges, the District opened lateral testing from Firefighter rank to Captain. The District also continued “open continuous” Firefighter Paramedic hiring and worked with Local 1434 to hire additional Firefighters to keep up with attrition rates.

## INCREASING CALL VOLUMES

Call volumes continue to increase, making it important to look at standards of coverage and potential modifications to the current service delivery model. Although the increase in call volume was not as significant as the previous year,

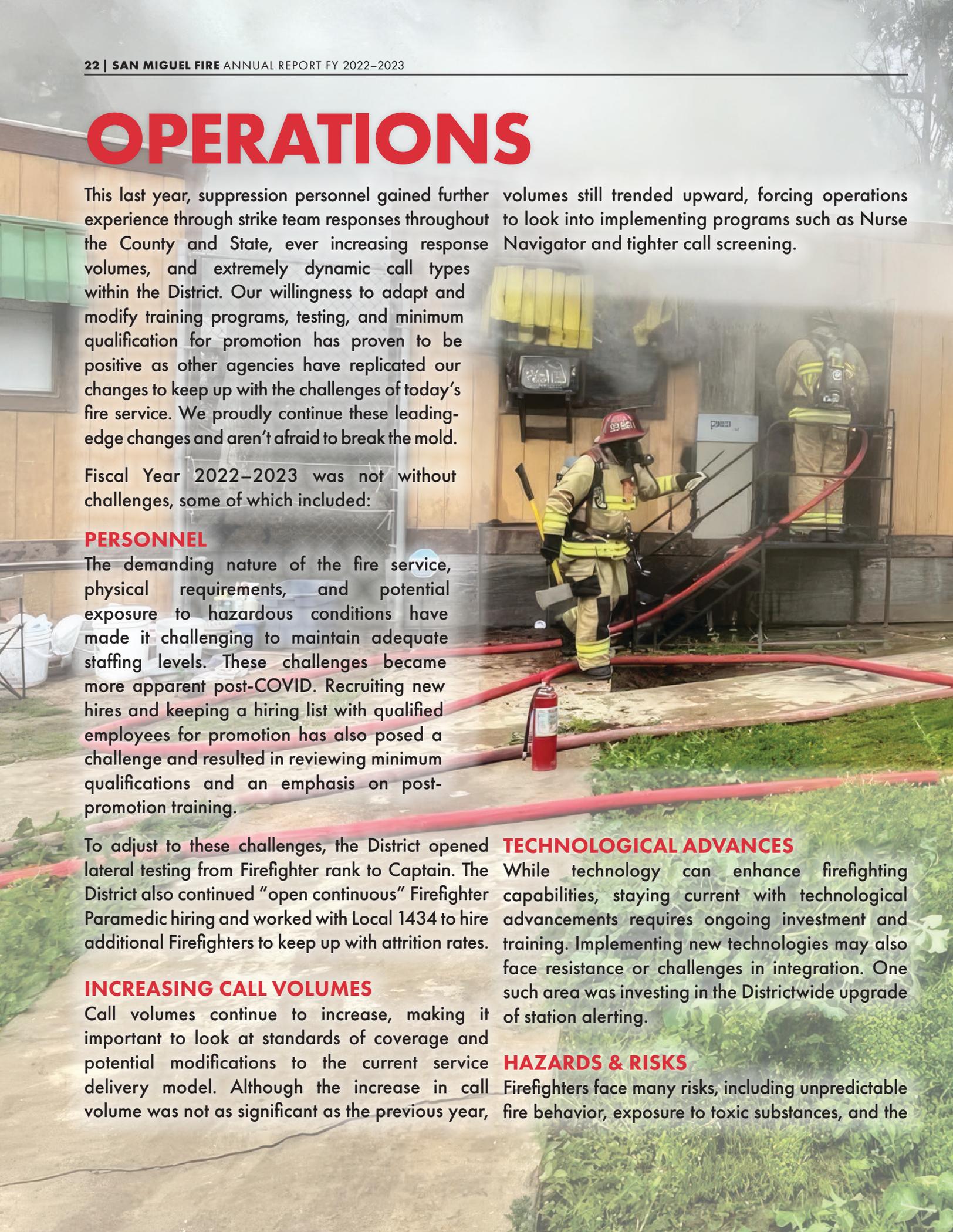
volumes still trended upward, forcing operations to look into implementing programs such as Nurse Navigator and tighter call screening.

## TECHNOLOGICAL ADVANCES

While technology can enhance firefighting capabilities, staying current with technological advancements requires ongoing investment and training. Implementing new technologies may also face resistance or challenges in integration. One such area was investing in the Districtwide upgrade of station alerting.

## HAZARDS & RISKS

Firefighters face many risks, including unpredictable fire behavior, exposure to toxic substances, and the



potential for structure collapse. Managing these on-the-job risks requires training, proper equipment, and adherence to safety protocols. This includes strengthening the District's Illness Injury Prevention Program (IIPP) and providing training to our personnel as health and safety officers. Personnel also started participating in internal and county-wide reviews of injuries.

## MENTAL HEALTH & WELLNESS

The demanding and stressful nature of firefighting can take a toll on the mental health and well-being of firefighters. Addressing mental health concerns and providing support services are essential for maintaining a resilient and effective firefighting force. One way we addressed these challenges was by working with Local 1434 to bolster our peer support program by conducting periodic reviews with psychological services to determine the greatest mental challenges personnel face. We concluded that the most common issues were rising inflation, pay, long work periods, and relationships.

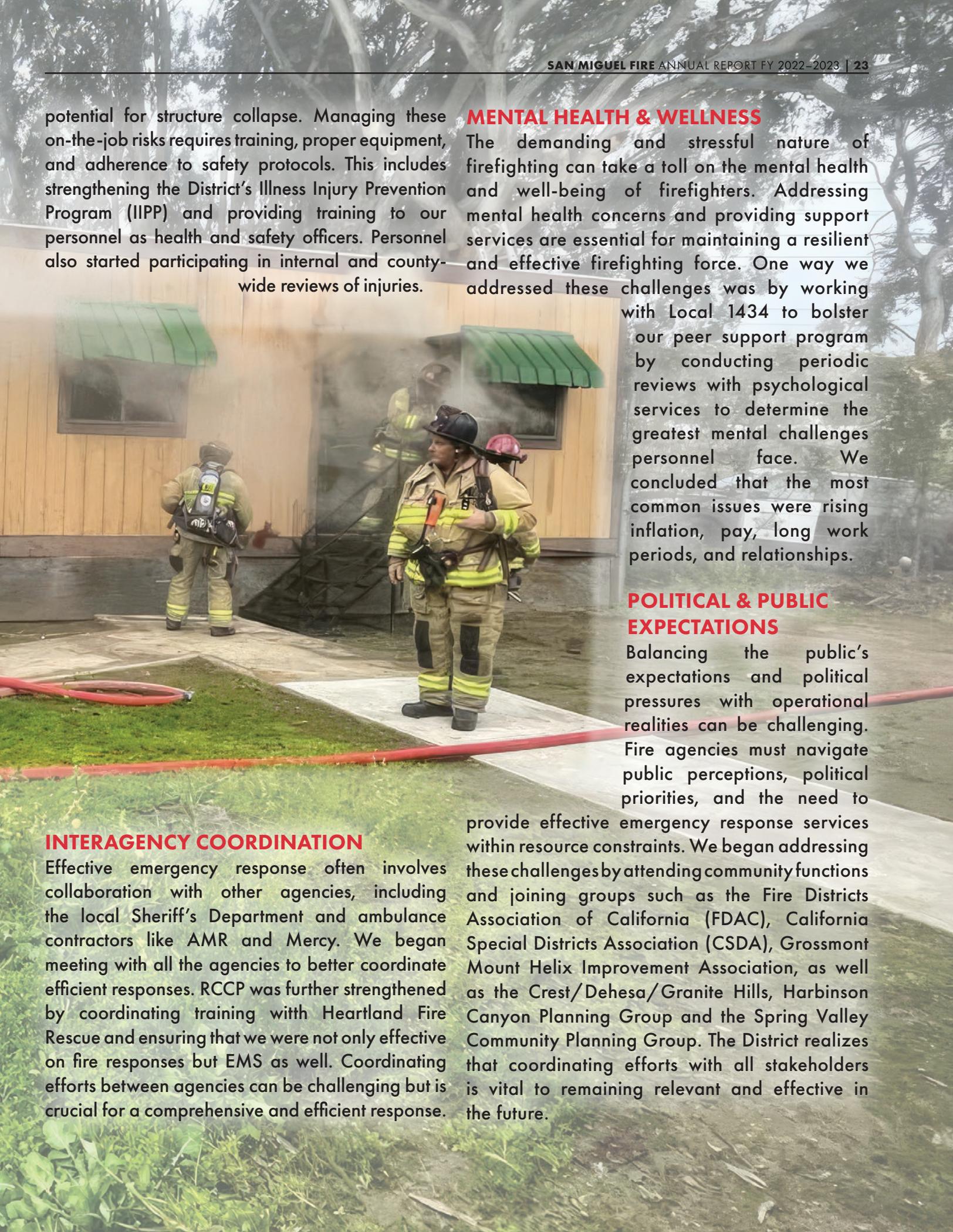
## POLITICAL & PUBLIC EXPECTATIONS

Balancing the public's expectations and political pressures with operational realities can be challenging. Fire agencies must navigate public perceptions, political priorities, and the need to

provide effective emergency response services within resource constraints. We began addressing these challenges by attending community functions and joining groups such as the Fire Districts Association of California (FDAC), California Special Districts Association (CSDA), Grossmont Mount Helix Improvement Association, as well as the Crest/Dehesa/Granite Hills, Harbinson Canyon Planning Group and the Spring Valley Community Planning Group. The District realizes that coordinating efforts with all stakeholders is vital to remaining relevant and effective in the future.

## INTERAGENCY COORDINATION

Effective emergency response often involves collaboration with other agencies, including the local Sheriff's Department and ambulance contractors like AMR and Mercy. We began meeting with all the agencies to better coordinate efficient responses. RCCP was further strengthened by coordinating training with Heartland Fire Rescue and ensuring that we were not only effective on fire responses but EMS as well. Coordinating efforts between agencies can be challenging but is crucial for a comprehensive and efficient response.



# EMERGENCY MEDICAL SERVICES

In 2022, San Miguel Fire & Rescue purchased automated cardiac pulmonary resuscitation devices (called LUCAS devices) for each engine company. The LUCAS device frees up an extra set of hands, allowing medications to be given in a more efficient manner and allows EMS personnel to secure the patient's airway faster.

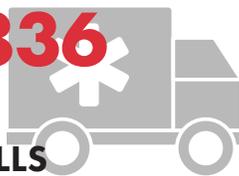
SMFR also recently purchased a new EMS simulation program, I-Simulate, currently being tested in a trial phase. This program includes a lifelike patient monitor that can be controlled by an iPad, simulating the various vital signs and rhythms the same way they appear on the cardiac and vital signs monitor during a real call. The use of manikins also allows medics to perform hands-on skills in a real-life fashion, ensuring our skills are correct and practiced thoroughly. This program will be used for the probationary firefighter quarterly testing as well as in-service multi-company drills.

The EMS cadre works closely with the Regional Cooperative Care Partnership (RCCP). Efforts are currently concentrating on testing and securing video laryngoscopes for each engine company, which will assist paramedics in obtaining and securing patient's airways in a more efficient manner, which in turn improves patient outcomes.



**7:02**  
MINS SECS  
AVERAGE  
RESPONSE TIME

**12,836**  
TOTAL  
EMS CALLS



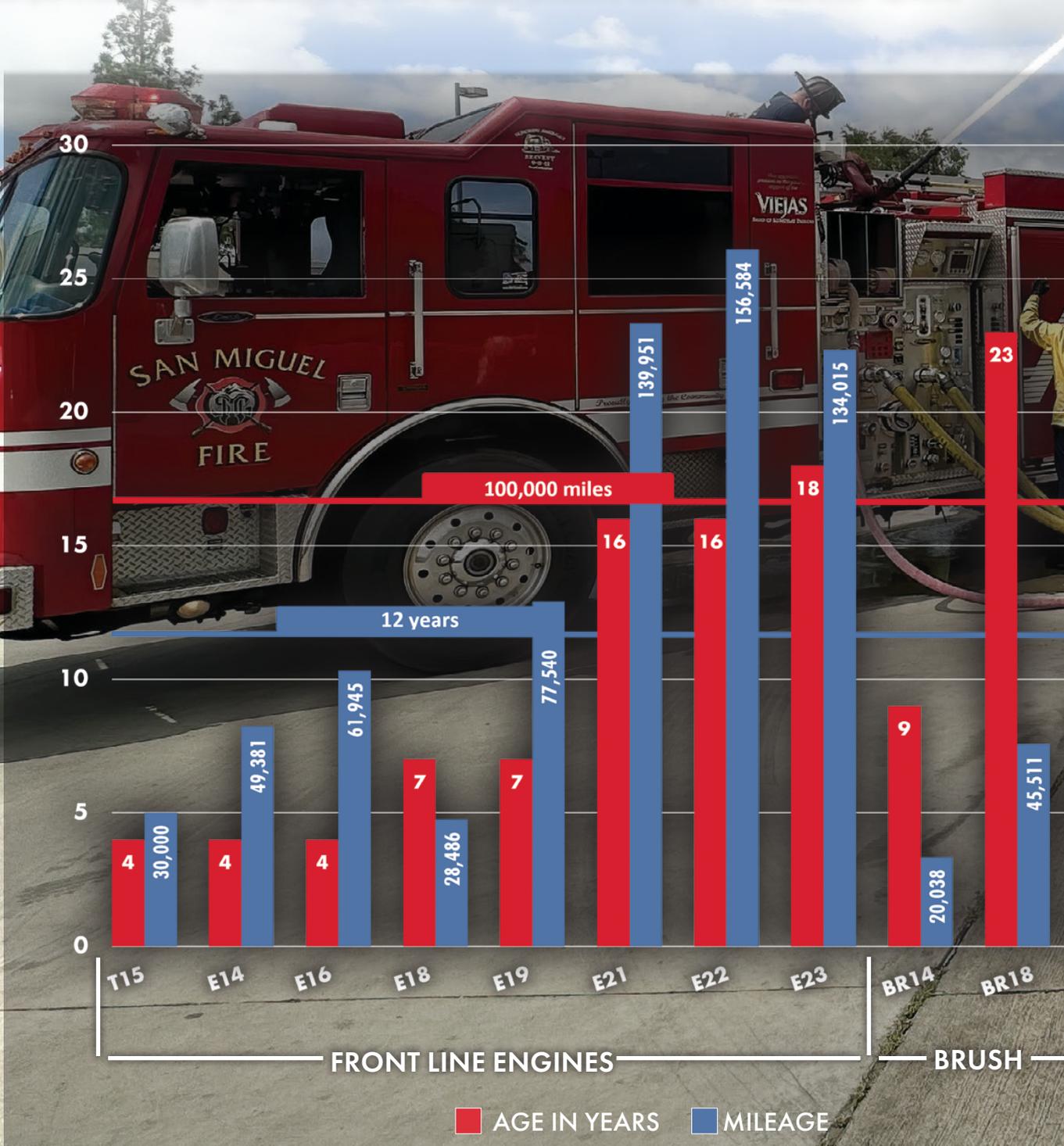
## SAN MIGUEL MEDICS BRING HOME JEMS GAMES BRONZE MEDAL

In April 2023, RCCP sponsored 4 Firefighter Paramedics from SMFR to compete in the national Journal of Emergency Medical Services (JEMS) Games in Indianapolis. The 4-person team competed against 11 other teams including some of the best paramedics from across the nation. Participants completed extensive simulations with multiple patients, which not only requires them to think on their feet but to display clinical prowess all while managing a chaotic scene. SMFR's team was successful in the preliminary event and proceeded to bring home a 3rd-place trophy after the final competition round.



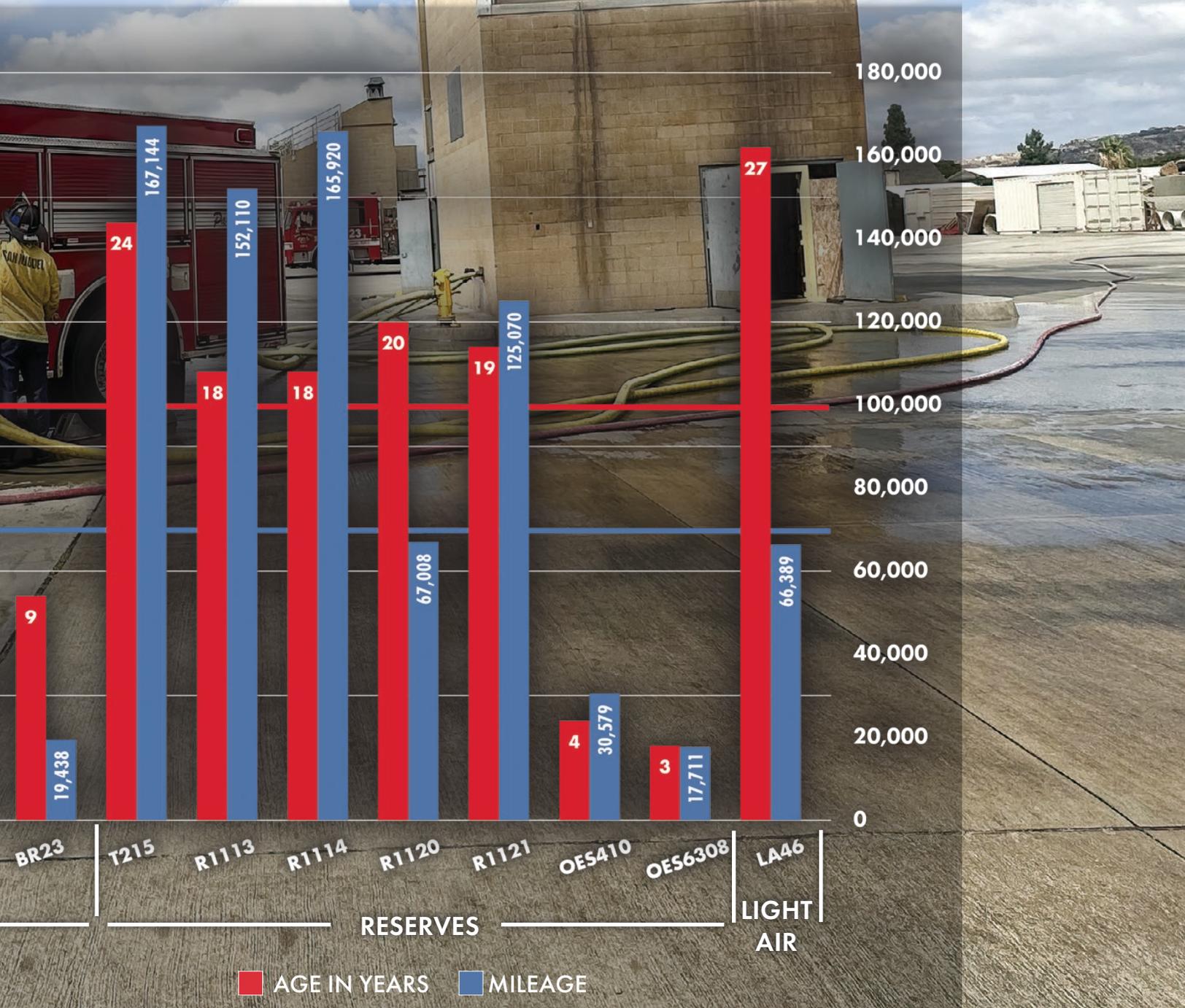
# HEAVY & LIGHT FLEET

San Miguel Fire & Rescue, and public safety agencies nationwide, have experienced extreme challenges with both light and heavy fleet vehicles over the past year. These challenges include apparatus repair timeframes, parts acquisition, a 25–35% inflation rate, and a 70% increase in new apparatus delivery timeframes. Every vendor has stated that COVID-19 affected their ability to obtain parts needed for timely repairs, in addition to impacting their ability to effectively staff their businesses post-COVID. Vendor staffing and parts availability has left our fleet in a tenuous position, forcing us to seek other options.



Some of the options we have aggressively pursued in the last year include the refurbishment of older apparatus, which offers a quicker turnaround at half the cost of a new apparatus and hopefully grants our fleet a "second life." We have also moved away from exclusively sourcing our vendor services, thus expanding the pool of potential suppliers. Additionally, we are looking at modifying the frontline and reserve apparatus lifespans to address these current challenges.

As a result of the aforementioned factors, we anticipate apparatus remaining in service longer than originally planned, with deferral of non-urgent repairs. We now provide more thorough training for our apparatus engineers so that they can conduct preventive maintenance needed to extend the overall life of our fleet.



# ANATOMY OF A 911 CALL



**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.

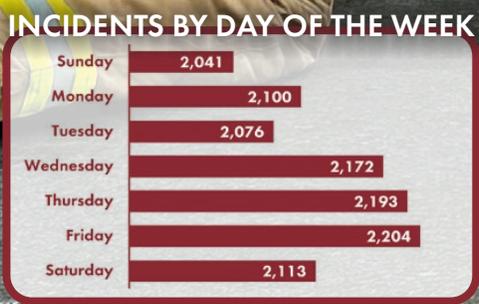
**1:07**  
MINS SECS

**5:00**  
MINS SECS

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

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

**6:07**  
MINS SECS



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

**LAST YEAR'S RESPONSE TIME**  
**6:46**  
MINS SECS

**7:02**  
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.



**12,836**  
EMERGENCY MEDICAL  
INCIDENTS & RESCUE



**473**  
FIRE INCIDENTS  
*Structure, Vegetation, Vehicle & Dumpster*



**1,005**  
SERVICE INCIDENTS  
*Police Assist, Illegal Burn, Elevator Entrapment,  
Station Move-ups, Powerline Problem, Lock-In/  
Out, Investigations, Help a Citizen*



**77**  
HAZARDOUS MATERIALS  
INCIDENTS



**464**  
OTHER INCIDENTS  
*Overpressure Rupture/Explosion/  
Overheat Automatic Fire Alarms, Severe  
Weather, Natural Disasters, False Calls*



**44**  
GOOD INTENT CALL

**14,899**  
TOTAL INCIDENTS\*

**14,853**     **+0.3%**  
PRIOR YEAR     CHANGE FROM  
TOTAL INCIDENTS     PRIOR YEAR

\* An incident is any 911 call that generates a response from the Fire Department

# COMMUNITY OUTREACH

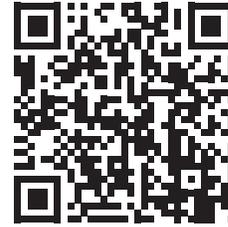
Community Outreach fell short in our last annual report, as we continued to feel some of the restrictions lingering from COVID. Over the past year, both staff and floor personnel have made substantial efforts to increase our social presence with the public.

SMFR will continue to grow the program and strive to improve services to the public. Since the increase in effort, SMFR has established a committee that consists of a multi-faceted approach to outreach.

## OUTREACH SUBCOMMITTEES

We have several subcommittees that perform specific tasks:

- ◆ Public education has partnered with schools to provide fire prevention curriculum as well as sidewalk CPR and similar events, free to the public.
- ◆ Recruitment has developed short videos and handouts to market our department to local colleges and high schools.
- ◆ Social media has increased our exposure and engagement on two different platforms. We have tripled our followers since the effort has begun..
- ◆ Public events we attended this last fiscal year included visits to schools, churches, and libraries. We attended two large community fair events and held station tours at every station. We've also developed a streamlined electronic form for community event requests that can be found on our website.



**SCAN HERE**  
*To fill out our community event request form and have San Miguel Fire at your event.*



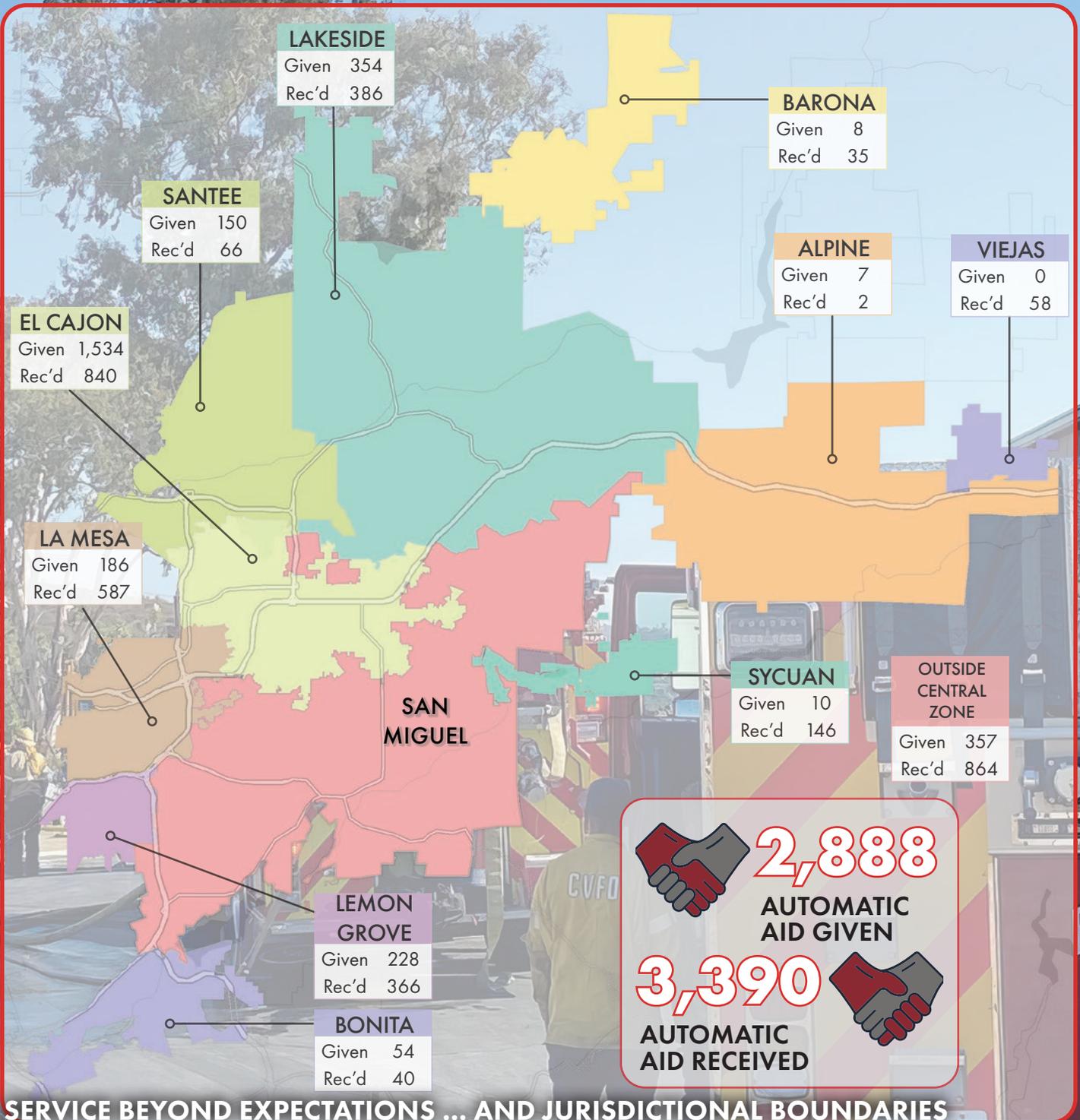
# & PUBLIC EDUCATION



## OCTOBER OPEN HOUSE

SMFR has established two open houses every October where each subcommittee comes together and puts on an outstanding public display of our stations and equipment.

# AUTOMATIC AID



## SERVICE BEYOND EXPECTATIONS ... AND JURISDICTIONAL BOUNDARIES

San Miguel Fire & Rescue 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 2022–2023, San Miguel personnel responded to 2,888 emergency incidents within other agencies’ jurisdictional boundaries.

# STRIKE TEAMS



**5**  
MAJOR WILDFIRES

**136,117**  
ACRES BURNED



Map #	Fire Name	Acres Burned	Local San Diego Area Strike Team Assignments
1	Fairview Fire (Riverside)	28,307	Pine Creek / Noble Canyon
2	2022 SRF Lightning Complex Fire (Willow Creek)	27,019	Border 32 Fire Caeser Fire
3	Mill Fire (Siskiyou)	3,939	Murray Fire
4	Mosquito Fire (El Dorado & Placer)	76,788	
5	Johnson Fire (Mecca)	64	

## FIGHTING WILDFIRES AT HOME & STATEWIDE

San Miguel Fire & Rescue is an all-risk agency that is ready to respond to any incident at any time. SMFR is part of a California mutual aid system that is designed for local, state, and federal agencies to send local resources to other counties when they are in need. For Fiscal Year 2022-2023, SMFR continued to answer the call and sent numerous pieces of equipment to assist in multiple wildland fires.

# DISTRICT PARTNERSHIPS

San Miguel has several long-term partnership that provide the District with direct oversight of services while maximizing cost efficiency.

## PARAMEDIC TRANSPORT

SMFR apparatus are staffed and equipped to provide essential advanced life support assessment and treatment, arriving first on scene more than 80% of the time, with the dispatched ambulance arriving shortly after. San Miguel maintains paramedic transport contracts with three ambulance companies: American Medical Response (AMR), Mercy Ambulance, and Santee–Lakeside Emergency Medical Services Authority (SLEMSA) ambulances. These contracts allow for state-of-the-art paramedic transport across our 50-mile service area. The funding for these transport programs is recouped from the patient’s transport fees.



## DISPATCH SERVICES

San Miguel, along with 10 other fire agencies in the Central Zone, are partners in Heartland Communications Facility Authority (HCFA). Each department’s Fire Chief serves on the HCFA Board of Chiefs to oversee and provide direction. HCFA is linked to the other 4 fire dispatch centers throughout the County to ensure continuity of service under all conditions. HCFA funded entirely from fees charged on a per-call basis.

## BRUSH MANAGEMENT

San Miguel has contracted with Fire Prevention Services (FPS), a private company who ensures compliance with the District’s brush management codes and requirements, for more than 20 years. When a property is deemed to be out of compliance, every effort is made to notify and educate the property owner regarding what steps are necessary to bring the parcel into compliance. If the property owner fails to comply, forced abatement can be ordered. Contracting with FPS has proven to be an effective way to reduce fire risk and eliminates the need for District employees to perform these services.

## TRAINING FACILITY

San Miguel, along with 10 other fire agencies in the Central Zone, are members of Heartland Fire Training Authority (HFTA), a state-of-the-art training facility. Fire crews from all member agencies rotate through pre-scheduled classroom and manipulative training scenarios and props. HFTA is also governed by a Board of Chiefs that provide direction to the Facility Manager.



# RESERVE FIREFIGHTERS

The San Miguel Reserve Firefighter Program offers comprehensive insight for individuals interested in pursuing a career in the fire service. Functioning as volunteers, the Reserves receive rigorous training, engage in ride-alongs, and actively participate in community events.

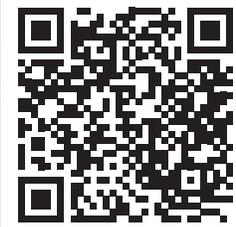
This year marked the successful return of our Reserve Academy post-COVID. Our fresh batch of Reserves underwent an intensive week-long academy, participated in training drills and community outreach initiatives, and accumulated an impressive 4,000 hours of ride-along experience.

Equipping our Reserves with the requisite skills and hands-on experience essential for securing full-time employment in the fire service is our primary program initiative. San Miguel diligently upholds this commitment, supporting the program's expansion as it evolves.

## 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.



# SAN MIGUEL



## FIRE & RESCUE



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[www.sanmiguelfire.org](http://www.sanmiguelfire.org)



(619) 670-0500

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