



NORTHERN SONOMA COUNTY FIRE DISTRICT

2024-2029

# STRATEGIC PLAN



Facilitated by



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Excellence

The CPSE acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Marshall Turbeville and all who participated for their commitment to this process.

This community-driven strategic plan was developed in June 2024, beginning with a virtual meeting followed by three in-person meetings attended by over 60 community members. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the NSCFD, as named below.

**Agency Stakeholders**

Pat Abercrombie	Christian Lopez	Aleta Parseghian	James Tovani
Alexander Beorchia	Carlos Mendez	Fred Peterson	Anneke Turbeville
Tyler Bowman	Keaton Mohar	Eric Polan	Marshall Turbeville
Sean Guyot	Jason Moran	Ashlee Romero	Emylio Vega
Larry Heiges	Scott Newman	Hunter Schend	Joe Young
John Lilienthal	Erik Padilla	Robert Stewart	

# Message from Fire Chief Turbeville

The Northern Sonoma County Fire District strives to be a leader in rural fire and emergency services, focusing on community preparedness, risk reduction, and emergency response. This can only be done in collaboration with residents, property owners, businesses, and other public safety agencies. This Plan is based on input from these stakeholders. We remain committed to collaboration, and we expect to perform a similar process every 3-5 years.

Northern Sonoma County is a unique area encompassing a portion of the world's largest geothermal area, Lake Sonoma, which supplies domestic water to 600,000 users and a diverse agricultural industry, including grapes and wineries. The area has less than 10,000 full-time residents with tourism bringing visitors to the area.

Our most frequent emergencies are “medical aids,” which vary in severity, and our rural area creates lengthy response times. Our biggest large-scale “disaster” has been wildfires. Both can be mitigated but require resident and property owner action.

This plan sets a path for the NSCFPD to:

- Recruit and retain personnel with “local” knowledge
- Maintain the highest level of service
- Ensure the appropriate emergency response is available and deployed, including enhancing advanced life support/paramedic for medical emergencies
- Prioritize and expand fire prevention program, including individual and community preparedness, and risk reduction
- Construct and staff a second staffed fire station and a facility to support vegetation management
- Embrace emerging technology
- Improve communications regarding preparedness, prevention, and information about the NSCFD.

# Table of Contents

Introduction.....	1
Process.....	1
Agency Background .....	3
Organizational Chart .....	5
Mission.....	6
Values.....	7
Vision.....	8
Goals.....	9
Conclusion .....	9
Appendices .....	10
A. Community Stakeholder Findings .....	10
B. Agency Stakeholder Work.....	23





# Introduction

The community served by the Northern Sonoma County Fire District (NSCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency response. As such, the NSCFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The NSCFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

## Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Northern Sonoma County Fire District serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents a transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Northern Sonoma County Fire District's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the NSCFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community’s expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community’s prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency’s strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency’s membership.
- ✓ Revisit the agency’s current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency’s challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



**Agency Stakeholders Work Session**

# Agency Background

The Northern Sonoma County Fire District had its beginnings in 1904, when twenty-four citizens signed the roster as volunteer firemen, and A. Thompson was unanimously selected as the fire chief. The committee on apparatus was instructed to purchase fifty feet of hose and two nozzles. B.W. Feldmeyer offered to give space for the erection of a hose cart house at the rear of his brick building, and Mr. Thompson was instructed to begin construction of a hose cart immediately. Early equipment consisted of two hand-pulled chemical carts and a hand-pulled hose reel. One of the chemical carts is still in the possession of the fire department and is on display at the Geyserville Fire Station.



The first fire station was a small building erected at the corner of Geyserville Ave and Hwy 128. It had a bell on a tower, which was rung to call the volunteers in case of a fire. That same bell can still be seen on display at Geyserville Fire Station. In 1920, Harold Sullivan became the fire chief; he later went on to be the chief in Healdsburg for many years. In the mid-1920s the May Day festival was started at the Hoffman Grove for the purpose of raising funds to purchase a fire engine. A Model A chassis for the first engine was purchased in about 1931. The body of the engine was

built at A. Lampson & Sons Garage by J.L. Chittenden, Everett Lampson, J.B. Dickson, Aldo Lombardi, and others. The first firehouse for that engine was Oscar Teaby's blacksmith shop next to the Odd Fellows Hall. With the advent of motorized fire apparatus, the Geyserville volunteers saw their area expand south to Lytton, east to include the rest of the Alexander Valley, north to Asti, and west to cover the upper half of the Dry Creek Valley.

In 1950, a meeting of the Chamber of Commerce was held to reorganize the department, add more members, and elect a Board of Commissioners. Leo Beers was elected Chief, L.C. Smith and Leslie Meyer assistant chiefs, and Everett Lampson, Bates Dickson, Harvy Rose, and J.L. Chittenden commissioners. In 1953, the Model A engine and \$500 were traded for a 1941 Ford Navy Crash Truck from the King City Naval Air Station. This engine was in service until the early 1990s.

In 1958 a site for a new fire station in Geyserville was purchased from George Rimmel. Plans were drawn up and a cinder block structure was built in the mid-1960s with volunteer labor. A second building behind the station was built in 1989.

In 1975, the Geyserville Volunteer Fire Department took in the boundaries of the Alexander Valley School District and formed the Alexander Valley Division of the Geyserville Volunteer Fire Department. Though it was part of the Geyserville Volunteer Fire Department, the Alexander Valley Division had its own fire chief and roster of volunteers. Eugene Saini was the fire chief of the Alexander Valley Division. The fire station was in Russel Greene's barn across from the Alexander Valley school. It was later moved to Truman Clark's property at the intersection of



Highway 128 and Alexander Valley Road. The siren was on top of Goodyear's hay barn. Alexander Valley Division's first engine was a 1956 International pumper-taker from Ventura County, which held 1400 gallons of water. It was destroyed in 1976 in a fire-related accident on Ida Clayton Road that also injured firefighter Dale Goode. The second apparatus was a 1941 Ford truck from Frank Palmer and Eddie Demoscene. In 1989, after many years of auctions and fundraisers, the Andrews Fire House was built and dedicated near the intersection of Highway 128 and Alexander Valley Road, where it stands today.

To report an emergency, there were four phones-Lampson's Tractor, Mickey's Bar, and the residences of both Carrie Robertson and Lucille Rose. After receiving a report of an emergency, the siren would be activated to alert the volunteers.

In 1996, the Geyserville Volunteer Fire Department became the Geyserville Fire Protection District. The first district board of directors consisted of Paul Bernier, Tim Barnard, Robert Stewart, Michael Pigoni, and Fred Peterson. Dean Turbeville was the fire chief, and Eugene Saini became the assistant chief.

A third fire station, the Dry Creek Valley Fire Station, was built in 2001. In 2004, after purchasing additional land adjoining the fire station, the district began construction of a new 12,000-square-foot fire station in Geyserville. In September 2005, construction was complete on the current Geyserville Fire Station.

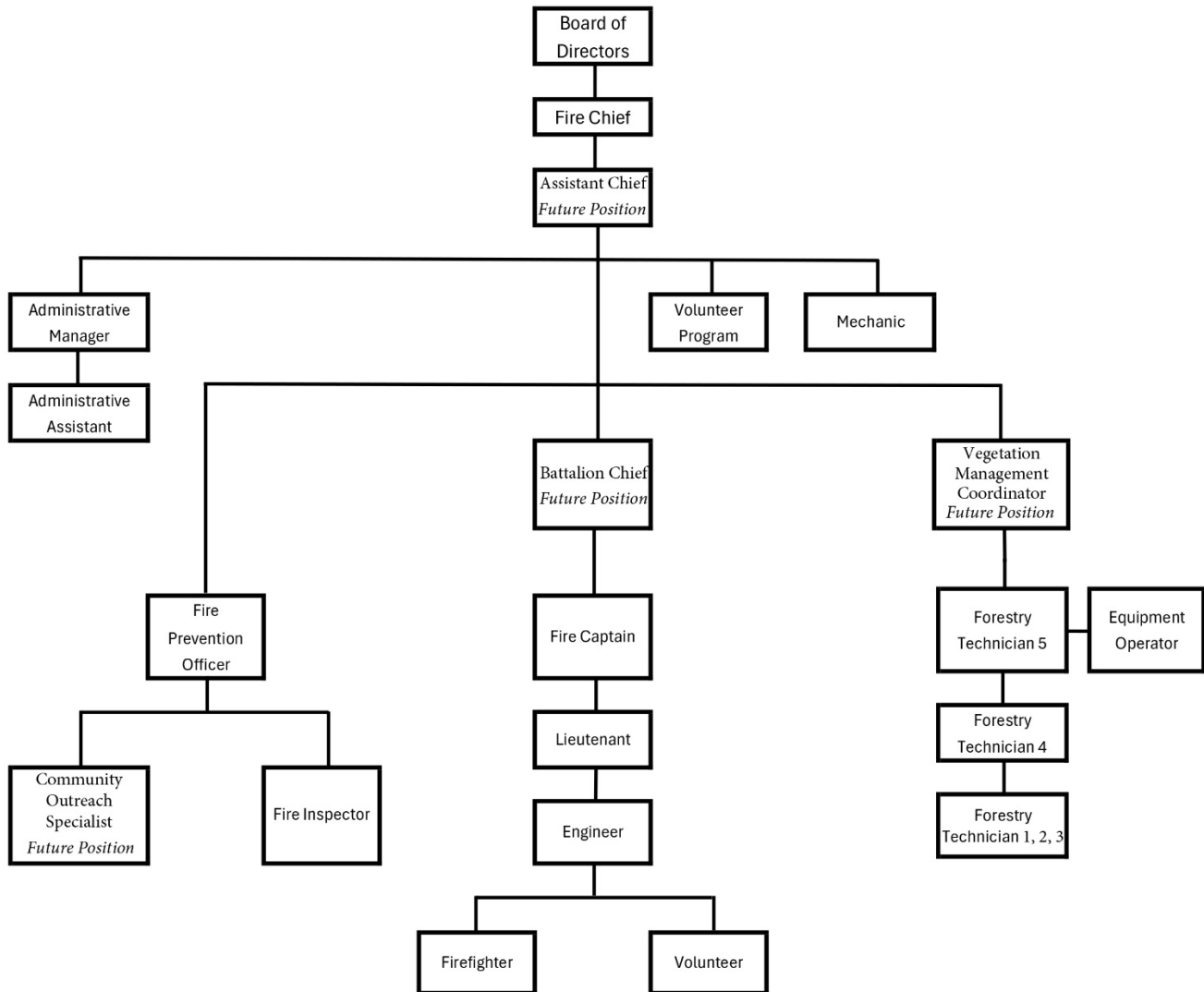
In 2018, the district started a wildland fire risk reduction vegetation management "Fuels Crew." In 2019 three full-time firefighters were hired to bring year-round staffing up to two.



In 2019, the district changed its name to Northern Sonoma County Fire Protection District and annexed the Knights Valley Volunteer Fire Company. The Knights Valley Volunteer Fire Company has its unique history, beginning in 1964. The fire department was created after the Hanley Fire of 1964, which took a similar path as the Tubbs Fire of 2017. The original fire board consisted of Frank Strabel, Veronica Macfall, Al Lafranchi, and four others. John Rolleri was the first fire chief of the Knights Valley Volunteer Fire Company. In 1978, August Grube became the second fire chief of the Knights Valley Volunteer Fire Company. He remained the chief until the fire department was annexed by the Northern Sonoma County Fire District in 2019. The current firehouse on Spencer Lane was built in the mid-1970s after Rosemary and Howard Jackson donated one acre to the fire department. Prior to that, apparatus was stored on the Clegg Ranch and the Jackson Ranch. In 2010, the Knights Valley Fire Company board was reduced from seven to five members. At the time of annexation, four members of the Knights Valley Fire Company (August Grube, Robert Pochini, Richard Sereni, and Scott Newman) became active members of the Northern Sonoma County Fire District.



# Organizational Chart



FINA



Agency Stakeholders Work Session Participants

## Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all NSCFD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit and revise the mission statement and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**The mission of Northern Sonoma County Fire District is to serve, educate, and collaborate with the community through preparedness, prevention, and emergency services for the protection and preservation of life, property, and the environment.**

# Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to formally revisit the existing values, and the following was agreed upon by the entire group.

**Safety** – Promoting a healthy, respectful environment for our members and the community.

**Diligence** – Striving to do the best in all we do through education, training, and being proactive.

**Collaboration** – Encouraging initiative and providing exceptional services through strong partnerships within the department and the community we serve.

**Integrity** – Exhibiting behavior that earns trust through transparency and accountability.

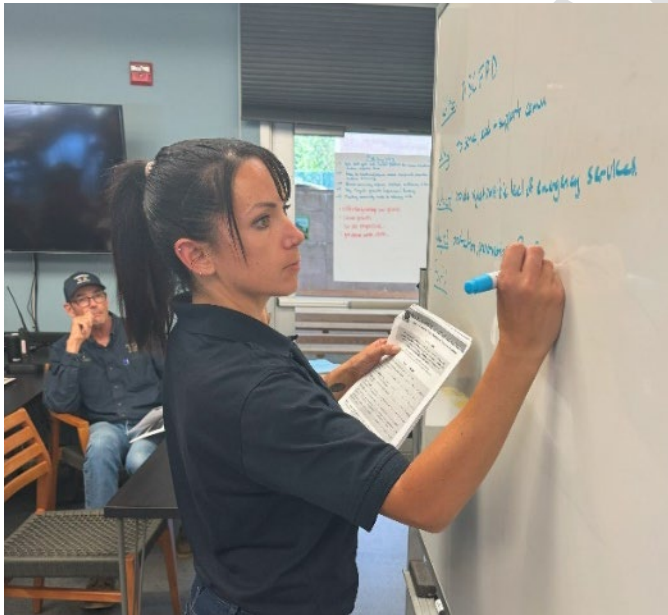
**Adaptability** – Evolving organizationally to meet the ever-changing needs of the community while honoring our past.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Northern Sonoma County Fire District to accomplish their goals, objectives, and day-to-day tasks.

# Vision

An organizational vision exists to keep all agency members focused on the enduring success of the Northern Sonoma County Fire District and to guide quality change and improvement in alignment with the community. In support of this durability created within the community-driven strategic planning process, CPSE facilitated the revision of the NSCFD’s vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**Our vision is to be a destination department our community is proud of. Through collaboration, our dedicated team provides community-based services, adapting to meet the expectations of those we serve, reducing the economic and environmental impacts of the threats we face. We will be leaders in community risk reduction and continue dependable emergency services, allowing us to best serve the public.**



Agency Stakeholders Work Sessions



## Goals

Community feedback and the SOAR (Strengths Opportunities Aspirations Results) process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The NSCFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



**Foster a workplace that will attract and retain the most qualified individuals.**



**Create and implement a sustainable funding model to ensure financial viability, maintaining the highest level of service.**



**Enhance existing and develop new physical assets to improve service delivery to our community.**

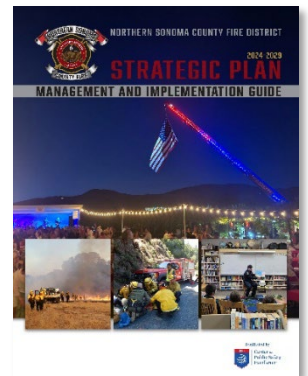


**Expand our community outreach program to ensure a well-informed and involved community.**

## Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Northern Sonoma County Fire District's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the NSCFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Northern Sonoma County Fire District navigate that change. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes will be realized as envisioned.

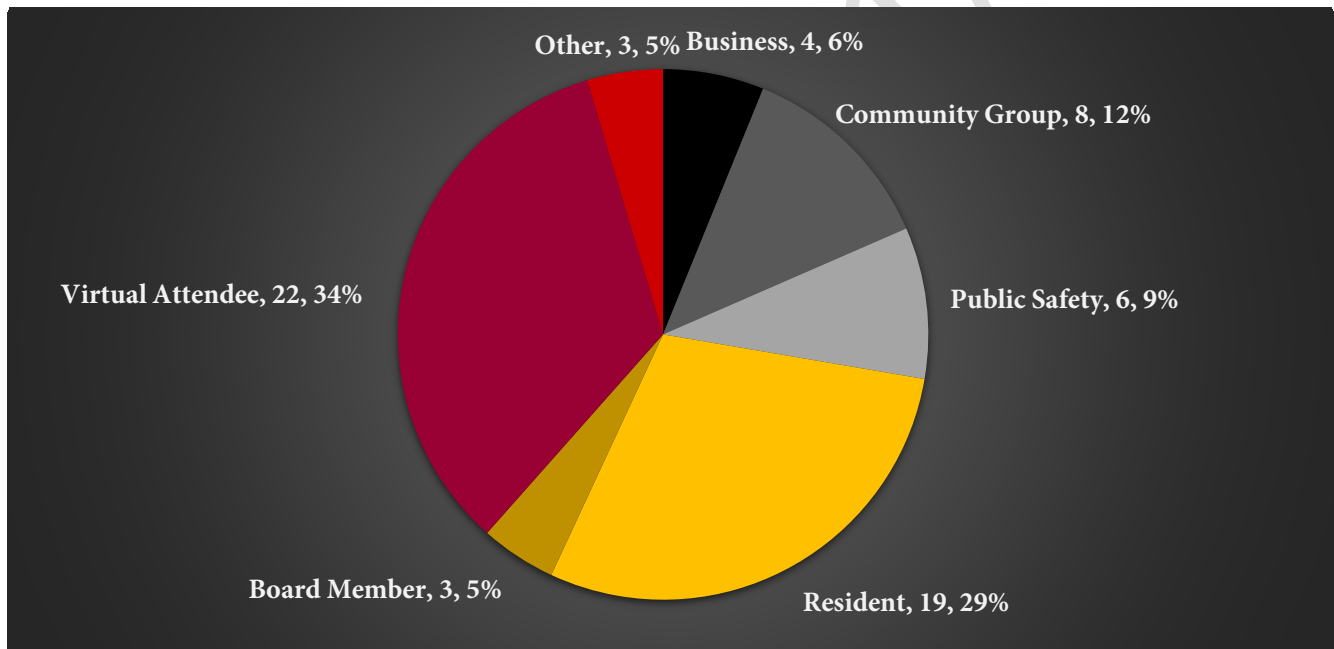


# Appendices

## A. Community Stakeholder Findings

The Northern Sonoma County Fire District demonstrates a commitment to its community via a focus on community input and satisfaction. Four community stakeholder sessions were held to gather feedback on the agency and its various services delivered. The information gathered from over 60 community stakeholders provided the agency with an understanding of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes could be created.

**Community stakeholders** were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three expectations, concerns, and strengths or positives for the NSCFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

## Community Expectations of the Northern Sonoma County Fire District (themed, in priority order)

1. Rapid response to rural fires. Respond at once with the best abatement tools available to any creditable report or threat of wildfire. Fast response to fire emergencies. To be able to respond quickly to fires and put them out. Fast response time to fires, instant communication of outbreaks of fire. Respond to fire and health emergencies rapidly. Be there quickly when there's a structure fire. Reasonable response times. Quick Response Time. Decrease response times to EMS/ALS calls on scene. Respond to fires - immediately. Respond quickly to fire and other emergencies. Ability to respond to major fires. I am not sure how long it will take for them to show up at my residence or business. (98)
2. Promote knowledge of the area and its constituents to those responding at its behest. Fire prevention. Prevention of loss of lives of anyone involved in a fire-related incident WHERE POSSIBLE. Outreach to mitigate or reduce fire threats through education and continuing some of the efforts that have been made in the last few years, e.g., controlled burns. Fire extinguisher recharging. More than just assessments/action to help homeowners in rural areas to protect those within city limits. Make PGE behave and be safe. Education on preventive measures to reduce home fire insurance rates! Penalty-free inspection on request. Provide a review of properties' individual fire safety. Community education and fire mitigation awareness campaigns. That it will guide me in ways to defend my home. Teach about fire and safety. Help community reduce fire danger. Continued prevention/fuels management programs. Educate and empower residents to take on more personal responsibility for their safety. Focus on prevention as much as suppression. Transparency. Continue to provide information and assistance on reducing fire or medical risks. Educate community on fire prevention issues. Educate the community regarding fire prevention and other emergency issues. Educate people to prevent fires. Aid the community in preparedness awareness. Regular, timely, relevant communications to the community. Early and regular communication during emergencies (The current COPE/Group is insufficient). Continued transparency in decision-making (we have an extremely diverse background) population. (78)
3. Put out fires. Our FD will be here when fire threatens our community (not fighting fire in another area of the county). It's my #1 expectation that we can count on our FD to be available to defend our community if it's threatened by fire. Response to fires and medical, etc. Putting out fires. Show up for car crashes or other major incidents. Defense of homes WHERE POSSIBLE. Mopping up. Fight fires/save lives. The current business model will be able to continue their services to the community and adjacent agencies? Provide high-level EMS services. Delivery of emergency response services (all risk), continuity of coverage throughout the district. Strive to deliver the highest level of emergency response and prevention while always being honest with the department's limitations. Prevent fires. Diligent tireless effort to extinguish fires that are or will be a threat to personnel or public property. Protect my house from fire. Continue to expand to be able to handle more areas of fire with more people and equipment. When I call, they will come. (55)
4. Proper preparedness. Strategic/informed/knowledgeable fighting of wildfires. Firefighting training. Trained EMS staff. Provide well-supervised emergency medical service. Respond to public safety calls (EMS). Well-trained/stable staffing. Paramedic expertise. Trained staff. Continue to develop capacity and funding for fuel crew training and expanding service area. (42)
5. More controlled burns. Focus on fuels management to help prevent fires. Keep citizens safe from wildfires. Abatement of fuels to reduce threats. Fuels reduction and other measures to prevent emergencies. Wildland fires will not be ignored or encouraged. Help with prescribed burns. Clearing/trimming sides of Geyser Road - trees/shrubs growing into roadway. Build community understanding/support for prescribed fire in our district and county. Preparation for wildfires. (33)

6. Grant \$\$\$ to individuals to perform work so we don't go into debt or have to sell our homes. Financial responsibility. Have funding and staff to implement the plans in an orderly and comprehensive manner serving the entire community. Stay up-to-date with grant application and compliance. That you take the opportunity provided by Measure H funds to build yourselves a sustainable and accountable model of service delivery (this includes a sustainable understory fuels plan). Optimal use of the agency funds. Creative accretion of money and resources to facilitation prevention to the department directly to the community. Proactive community with grant opportunities and assistance for grants (e.g., fuels reduction). More funding from county and state to fund the needs of the department. (31)
7. Have the best tools to evaluate risks and hazards. Use aircraft as soon as they are available and the conditions right to fight any wildfire. Assess and address community risks and communicate them with the community. Plan for potential hazards and risks. Mitigate hazards. (16)
8. District should function as one entity with the same vision and goals. The district's partner agencies do not have the same vision/goals and act independently. Resolves the future opportunities presented by tighter relationships with nearby agencies (Healdsburg Fire, Cloverdale Fire, etc.). Getting ahead of events by active coordination with local, regional and statewide agencies. Deliver fire suppression in collaboration with other local agencies. (13)
9. Evaluate the most likely path of expansion of any wildfire and report that to any persons in danger. Support of county departments to ensure good egress in fire-prone dangers. Evacuation & suppression management in emergency. Assist evacuation plans - for our community, this is very dependent on one road in, one road out. Plans for orderly evacuation in the event of emergencies requiring it. (12)
10. Encourage all employees to always do more in their service than is required of them. Communication access to/from the public. That it will encourage "neighborhoods" to organize. Always represent the District as though it is family. (6)
11. Prepare plans to address the risks and hazards. Data-driven management of the agency - set metrics and manage to training, and drive improvements. (6)
12. Need to train with nighttime helicopter drops. Larger water plans and helicopters. (6)
13. That you maintain the self-awareness necessary to find your accountability points of reference outside the firefighting community - the brotherhood of firefighters has a strong pull - pick your heads up and orient to what the public needs/wants. That community members continue to be valued for their perspectives. (6)
14. Prevention of loss of fire defenders' lives. (5)
15. The fire department should spend more time working with PG&E and correcting its practices; we lost our family home/getaway and 500 acres to PG&E. (5)
16. Continue to be a civic anchor in the community. (5)
17. Seamless integration of staff. (3)
18. Grows quickly into new, larger, more populous district boundary (facilities, staff, equipment, relationships). (3)
19. Help with ratings for insurance. (3)
20. Same good leadership. (3)
21. Increase the numbers of firefighters or staff especially during critical fire season. (3)
22. Adequate equipment to address all needs. (3)



23. Leadership/command staff should run incidents the same way. (1)
24. Have local police department help with traffic flow. (1)

### **Areas of Community Concern about the Northern Sonoma County Fire District** (themed, in priority order)

1. Are there enough staff to support an effective fire prevention program that will be effective in reducing risks and hazards? Adequate staffing. Adequate staffing for wildland fires. Recruiting and retaining qualified individuals to work. Staffing it's a large area (back looking at a good budget). Sufficient manpower. Are there enough well-qualified applicants for positions? We need to staff up leadership to maximize effectiveness of the chief (assistant chief?) and staff (outreach?). Burnout of all staff. New staff growth will take time and strong leadership to accomplish. Lack of staffing. I think the fire department needs to grow in size to stay competitive with the needs of a growing community. Too few people/firefighters. Succession planning - grooming future leadership - especially leaders who will build relationships with community. Ability to recruit top talent with the countywide measure hiring plans. Understaffing and hence overwork, resulting in firefighters being at personal risk, and insufficient resources for the community. Do they have the staffing they need? They will be a good employer so our firefighters will be here long term and happy. Are new firefighters dedicated as present staff, and are there enough recruits for the future? (82)
2. Area served, too large? Our fire fighting teams will not be available during a fire threatening "my" community. Is the staffing and equipment adequate to handle the population and geographic area of the district? Unmanageable, fast spreading wildfires. As in 2017, no firefighters available to defend our neighborhood due to fire elsewhere. Is the district getting too big to manage. Is there an organizational structure in place to manage the expanded areas that have been incorporated into the District? Evaluation of district board in light of annexations. The district being absorbed by another without the ability to understand the distinct nature of the particular challenges facing us. Achieve organizational growth necessary without diluting connection to community. The fire district is huge - too much area to effectively service all risk issues. Longevity - is the current business model sustainable? District really big/too big? Huge and vulnerable area. The district is expanding - worried about burn out and stretching resources thin. (63)
3. That there is not enough money to pay the firefighters a good wage so they can live where they work. Adequate funding for development/improvement. Concerned not enough funding will be allocated for sufficient staff and equipment to meet our growing fires frequencies. That they are funded properly. That there are always enough funds to keep upgrading and maintaining their equipment. Budget! Ability to deal with the significant revenue growth and increase staff (internal organization). Fiscal constraints. Are finances an issue now or in the future? Need federal grants to reduce unintended land threats. Costs involved in making the region a lower fire risk. Don't cut hours of beginning workers because of money. I am concerned that the budget for the fire department is not large enough to meet the community's needs. Lack of funds to continue operations. Management of Measure H funds. (53)
4. Familiarity with my "neighborhood" Dry Creek. Methods of encouragement of COPE neighborhood members, who appear to be indifferent to fire matters. Outreach to elders who won't leave animals behind. How to thank them adequately for the work they do. Ensure proper civilian training (CPR). Help with communications to new annex areas. Up to the time (minute) information to fires on our phones. Being able to actively invest in prevention and risk reduction. Involvement of more representatives from the district in the community - Chief is the sole rep (we love him, but....). Lack of communication with community - fire department events, policy changes, initiatives, etc. Possibly more concentration and outreach to non-English speaking community members. (36)

5. Heavy vegetation along much of Vineyard Road and River Road, about 2.5 miles, before we reach Highway 128. That the county should not interfere with their vegetation management plans and the building of significant wildfire breaks in and around this heavily wooded county district. Major concerns about private landowners not addressing their fuel hazards, both pre and post-fire. Vegetation clearing. Neighbors may be apprehensive about cooperating with veg management objectives. You have a massive land management/vegetation management workload: environmental stewardship as you undertake that works is my chief concern; ecological principles and practices as well as an empowered and appropriately educated ecological forester/conservation biologist, should be part of your vegetation management team (Aleta is good, but that is not what I am talking about) at the design and planning level. (35)
6. As noted, anxiety about adequate notice of evacuation and clearance of roads. Evacuation PTSD: Gridlock and no place to go traffic. Rapid identification of forest fires. Insufficient communication drills to facilitate orderly evacuation in an actual emergency. Our community of five homes is next to a larger community that shares one exit between the communities. Understanding evacuation plans. (24)
7. Faulty electrical equipment that can cause above-ground sparking in adverse weather conditions. PG&E sparking more wildfires. River Road North of Hwy 128 bridge will wash out. What happens if River Road at the Munson property washes out? Holding PG&E responsible to make areas safe. I want my fire department to be rigorous in dealing with the safety practices of commercial energy providers. Being able to compellingly convey to “hardening” of the area so as to influence the cost and availability of insurance. Too many out-of-county contractors managing our forests - we need to build community career development through programs like Fuels Crew. (22)
8. Response time to remote areas. Rapid response. The difficulty to provide reasonable response time in such a large and rural setting. Response time and personnel and equipment delivery. Response time for structure fire. Ability to get ALS on scene quickly. (21)
9. Lack of availability to the latest most effective firefighting equipment, including aircraft. Tools available, e.g., aircraft, bulldozers, equipment to facilitate water delivery. Potential lack of adequate protection gear for firefighters. Not enough resources. They will stay abreast of current trends and technology. That they might not have enough equipment to do the job. (18)
10. How are we doing on joint plans with other Districts / Departments? Relationships with the community are heavily concentrated through the chief. Partner agencies not on the same level training/goals/future. Different leadership/command staff models. Potential infighting between different fire districts. (15)
11. I will lose my homeowner’s fire coverage. How can a fire-safe/wise community ensure insurance coverage in the future? (8)
12. Proper training of defenders to ensure their safety. Training. Is the training up to date? (7)
13. Emergency medical personnel can be somewhat reckless. (5)
14. The ability to respond to major fires. (5)
15. Please apply for grants that can be handed down (the district can decide) to businesses/residents if there is an expectation or regulation stating that the businesses/residents must comply with. Compliance costs money. \$60,000,000 from Measure H should have grants in the strategic plan. (5)
16. I don’t know enough about what you expect, having been a volunteer firefighter in a remote community where the Walbridge Fire raged through my family’s ranch, destroying 12 structures.

17. Getting the message out to educate the community and enforce defensible space regs. Public apathy about thinking fires won't affect them. (4)
18. Fire investigation.
19. Successfully integrate with Healdsburg and Cloverdale Fire Department to operate as a single entity (regardless of political/legal entities). (3)
20. Firefighters not on the same levels of expectation.
21. Attracting and maintaining personnel that are properly trained and experienced. (3)
22. Don't burn Marshall out. (3)
23. EMS response capability in rural remote areas - understanding of the challenges of the communities served (narrow roads, etc.). (3)
24. Sensitivity to native vegetation, per Mr. Jason Mills. (3)
25. Political obstacles. (1)



Community Stakeholder Work Session

**Positive Community Comments about the Northern Sonoma County Fire District** (themed, in no order)

- Personnel and Values: Marshall Turbeville.; Their personnel are professional and engaging.; Marshall is an extraordinary, community-oriented leader; he is a strength. Get a real admin support team in place for him (that is not family).; Marshall Turbeville.; Marshall Turbeville.; Chief Turbeville is the most capable dedicated resource that any District could hope for.; The personnel are always friendly and accommodating.; Our chief is truly exceptional – connection to community, GIS skills, firefighting leadership, vision, innovation in fire prevention.; Staff wants to provide a high level of service.; The chief; incredible leader.; Some good people.; Good people, friendly local firefighters.; A hard-working staff, especially Chief Turbeville.; Dynamic, proactive fire chief and an awesome motivated staff.; All members do an excellent job.; The chief is innovative, proactive, and cares deeply about the community.; They are very professional.; Committed.; Committed staff.; Commitment from fire chief and board to increase services.; Inherent commitment to our shared community.; The Board is dedicated and committed to the community and should be commended for their efforts.; The chief's ability to listen to concerns but not waiver in what is considered best practices.; They are approachable and friendly, yet smart.; Positive and can-do attitude with all issues from the community.; Team approach and buy-in by all staff at the firehouse.; I appreciate the open and concerned way the chief interacts with the community; very personal and serving.; Firefighters are ready and willing to help, whatever the situation.; Friendliness and positive attitudes of firefighters.; The commitment of our current staff paid or volunteers, especially the chief.; Competent and caring employees and staff.; Love of place.; Responsiveness.; I like that it is staffed with locals who seem to care more for the community and property than the job.; My husband was a volunteer firefighter (10-15 years ago), so I know they have a very dedicated team.; Socially adept, diplomatic, and well-connected to the social groups that support it.; Concern for the community, particularly in areas of past fires.; Presently doing an exceptional job.
- Community Outreach, Education, and Communication: Involvement in Mill Creek area.; Reaching out to community.; Strong community involvement.; Community involvement.; Good outreach.; Involve the community.; Currently, the best outreach to homes and notice of Red Flags warning.; Good communication skills.; Strong community education.; Education of the residents in fire safety.; Very strong community connections and support.; Community outreach.; Community-oriented and active.; Working with a myriad of organizations, institutions, civic groups, etc.; Outreach.; Giving the public awareness of vegetation control.; Great at supporting communities that are trying to be fire safe.; A large number of residents are very active in community support programs.; I appreciate the engagement with the community.; Community engagement, broad reach impact.; Community-oriented, good marketing, and continual communication with the public they serve.; Very involved in community.; Community outreach and engagement, especially given the limited resources.; They are proactive about involving the community.; They communicate well, public meetings, etc.; Community interface.; Effort to engage communities.; The department and especially Marshall are doing an utterly amazing job of getting the word out and the community involved; during fire events, the fire department exudes calm while being open and responsive; neither of these things is easy, nor an accident.; Willingness to reach out to the public and assist with property preservation.; Programs like this for the public to gather information and feedback.; Encourage communities to take responsibility.; Pancake breakfast during fall colors.
- Risk Reduction: Proven vegetation management program.; Excellent progress of vegetation management.; I very much appreciate the work that was done over this past year to reduce the roadside vegetation in Franz Valley.; Their ongoing commitment to vegetation management.; Proactive in pre-fire and vegetation management.; Fuels crews have always been helpful and professional during pile burns.; Innovative – e.g., fuels crew.; Firewise communities that have been



mentored by Chief Turbeville and expand community awareness of and preparation for emergencies.; Impressive mapping that has been completed.; Proactive approach to fire mitigation/prevention programs.; Focus on fire prevention/fuel reduction.; Staying on top of the ever-changing best practices.; Proactive approach to drive resiliency and fuel reduction.; The chipper program incentivizes homeowner fuel management, not so well now the county is involved with the program.; Prescribed burns.; The fire prevention work that is done throughout the year to assist in fire damage.; The “fire danger” level signs around the community are a good reminder to neighbors and visitors to pay attention and act safely.; A board and staff that are working hard to combat fire dangers.; The recent fine speed of response to threats of wildfires.; Marshall Turbeville zero tolerance for wildfires.

- Knowledge, Experience, and Abilities: Enough experience to make sane judgment calls.; They know the landscape.; They are firefighting demons - skilled, and they do not give up. Off-season fuel management has been very good.; A chief who grew up in the area and knows its particular issues.; Well trained.; Training.; Fires stopped before they gained momentum.; Prioritize the safety of all defenders during a fire.
- Leadership.; Great leadership.; Great leadership!; Chief Turbeville’s leadership and background knowledge of the community and the district.; A forward-looking leadership group.; Chief Turbeville leads them.; Excellent leadership.; Excellent leadership.; Great leadership with forward thinking and new concepts in fire prevention.; Leadership.; Leadership and accessibility; connection to community.; Good leadership is really important. Consistent goals of service as a priority; stability in service. It was based on a complete volunteer format.
- Accessibility/Availability.; Accessible; Marshall responds to e-mails in a timely fashion.; Accessibility of employees.; Visibility and accessibility of the fire chief, Marshall Turbeville, and willingness to listen and respond to residents.; Easy access to communicate with the chief.; The availability of brave men skilled in firefighting.; Their availability to the community for questions and advice.
- Physical Resources: Well-maintained infrastructure.; Awesome equipment.; Nice looking firehouse.; All their rigs.
- Response time.; The response times of NSCFD are fantastic.; Quick response and super responsiveness.; Good response to potential fire situations, like downed power lines or smoke sighted.
- External Relationships: Positive relationships with outside agencies.; The relationship with Healdsburg Fire seems to be working.; Ability to work well with other agencies for common goals of patient care and enhanced services to our communities.; The department is a positive to the community of Geyserville and how it interfaces with locals.; Good cooperation with state and federal mandates and objectives.
- Planning, Innovation: Being good at what they do and always thinking about ways they can do their job even better.; Getting better organized as time goes on.; Forward-thinking to improve ALS.; Vision.; Innovation, openness to using applications, for example to communicate with community members.; Accomplishing more with less resources/limited resources. Applying for grants.; Able to get funding to focus on preparedness.; Funding, fuel crew, prescribed fire.; Career development, fuel crew.
- Reputation: Has very good community support.; Support from state leadership increases awareness and attractiveness of working (and living) in the district.; Great reputation/confidence of fire department from our community.; Great reputation and community support.; Stature in community. Approachability to staff and chief.

**Other Community Comments about the Northern Sonoma County Fire District** (themed, in no order)

- Personnel: New leadership with annexed areas, our chief is always forward thinking.; Marshall Turbeville is the best fire chief in the world.; The Geyserville Fire Station/Northern Sonoma County Fire District is staffed with heroes.; Evan Bradish: Great help out here on Fitch Mountain.; I am new to this, I have not yet developed opinions, I am here to learn.; I am the newest board member. I do not have a firefighting background.
- Risk Reduction: As always, my main concern is for the prevention of loss of life, or injury.; The district should aim for the highest level of fire protection and prevention.; Hopeful for continued assistance for maintaining SF breaks and reducing fuels.; Pro burning which is great.; Greatly appreciate the River Keeper Arundo Donax Eradication. Burn acres and vegetation management closer to population centers are more difficult to achieve than unpopulated areas, however, 10 acres treated by population centers may be more beneficial than 1,000 acres in wildland but much harder to achieve.
- Funding: Advocate for more grant funds.; Fund upgrades to our aerial attack fleet so it can operate and night, in smoke, fog, etc. Technology exists to automate this service.; The fire department has been hugely helpful to give advice on where money is best spent for fire prevention. We need a system where a landowner can get credit for fire prevention graded by local fire, then have insurance companies use this credit.
- Community Outreach/Involvement: We absolutely appreciate all the efforts by the fire district to reach out to the community.; I appreciate that our department is seeking input from the community they serve and that there is CPSE to aid in the process.; Help others that need it. Tragedy of the Commons - too many residents do too little and shirk their responsibility to protect their own property and, ultimately, that of their neighbors. That contributes/ to worsening fire danger assessments by Cal Fire and insurance cancellations of homeowner policies. My fourth concern is that even though the fire department has stressed that lawnmowers are not safe for recommended for anything other than green lawns our community still has homeowners, this seems to be confined to weekend part-time, owner-occupants, who continue to mow their pastures with a mower. This occurs in spite of the fact that we have had at least one fire started up here due to mowers. Is there recourse for this unsafe practice? Or is it merely a suggestion? Try to encourage more participation from those who reside here and are willing to participate. Try to get more support from absent property owners. Make sure to reach out to members of the community who are unlikely to respond to surveys. Cast a wide net to reach more potential respondents. Appreciate our Fitch Mtn COPE connection with the fire district.
- Thanks/Praise: Thank you for providing this opportunity.; I am grateful for all they do; thank you.; Keep up the good work!; We are grateful for the vision and dedication of our firefighting force and leaders.; Thankful for all the support given to the Mill Creek Community before, during and after the 2020 Walbridge Fire.; Thank you for your diligence.; Keep up the great work; I feel safer because of NOSOCO fire, which makes life so much better, even though we live with fire threats. I was very impressed with the coordination of multiple resources that cleaned out the potential flame tunnel along Gill Creek North of the River Road Bridge, I would not have rebuilt our home this year if not for NSCFPD. Thank you!
- Innovation: New ideas, fuels management team and COPE teams to reach residents. I would encourage the district to incorporate the latest technology for mapping, monitoring, and data collection. I would like to see more fire towers to report early smoke signs in forest.

- Response Time: Due to my geographical distance from the nearest firehouse (20-30 minutes), I feel I'm on my own in an emergency though they have always been in my front yard when there is enough time; warning ahead of a fire. I do have several hydrants on my property.
- External Relationships: Can district apply more pressure on PG&E to do their due diligence in preventing fires from PG&E equipment; 90% of fires in my area have been a result of PG&E "malfunctions." We should have a discussion of disbursement of large logs left behind with veg management cuttings. Lobby government officials to stop the insurance agencies that are leaving California. In a country-wide fire disaster or greater, such as the one that occurred several years ago involving both Napa and Sonoma counties, there is only so much that all federal, state, and county fire protection resources can do.
- Leadership: The district is at a crossroads and must take care to choose the best path. We strive to be a "volunteer-based, community-focused rural all-risk fire/EMS department."
- How can I convey to CalFire that I have done work on my land?
- I am also concerned about the geographical size of the northern Sonoma County Fire District.

### **Things the Community Feels the Northern Sonoma County Fire District Should Change** (verbatim)

- Make the job of firefighter a more appealing profession. Seems like there is a shortage of applicants.
- Initiate a deeper and more thorough method of accounting and bookkeeping regarding the budget and transparency.
- Implement better emergency communication with targeted communities regarding conditions (e.g., fire, earthquake, accidents) and actions (e.g., evacuation, shelter in place).
- Remove the threat of costs, fees, penalties, and liens on properties.
- Please provide clear, early, and sure advance notice of when fire department personnel intend to be on property.
- Help reduce barriers to property owners getting financial help in vegetation removal.
- This is only my fifth year living in the district, and I have yet to see something that should change (i.e., not do).
- Create incentives for homeowners who have dangerous habits (e.g., mowing on hot days) and who ignore vegetation management recommendations/guidelines.
- Get tougher with non-compliant homeowners regarding vegetation management.
- It would be good to up the communication between the fire district and their constituency. Perhaps increased information on what is going on, making a newsletter more available, etc. I think it would be good if the District could help publicize and enhance information on the various efforts, such as COPE, which are going on around us.
- Finding and using whatever economic incentives and penalties for landowners not addressing fire/fuel dangers on their property, especially absentee landowners.
- Make sure there are sufficient resources: staff and funding to promote, educate, and implement the best fire prevention programs for the entire community. The chief needs a well-trained, well-paid staff to step up into leadership roles.
- More public education about actual fire suppression. How can we get started on our own blaze?
- Do more vegetation management.
- Get grant money to homeowners so we can retrofit and do fire abatement before insurance drops us!!!

- Continue the evolution from a small town “in-bred” volunteer department to a large (area/budget) regional department.
- Become the fire department that matches our new boundaries and revenue expectations.
- Work on relationships with JPA/district agencies – need one vision.
- Expand staffed stations.
- Better real-time communications during fires and other emergencies.
- Expand vegetation management offerings.
- More involvement with property owners.
- Mix up your board – it’s too homogeneous and old boy-network-y.
- That they are not the military.
- Add an assistant fire chief to help Marshall.
- Number of resident firefighters.
- More outreach to community and involvement.
- Hosting more blood drives.
- Simplify name - “NSCFPD,” cumbersome.
- Staffing at only one station, improve response times.
- More mentorship; community education.

### **Things the Community Feels the Northern Sonoma County Fire District Should NOT Change** (verbatim)

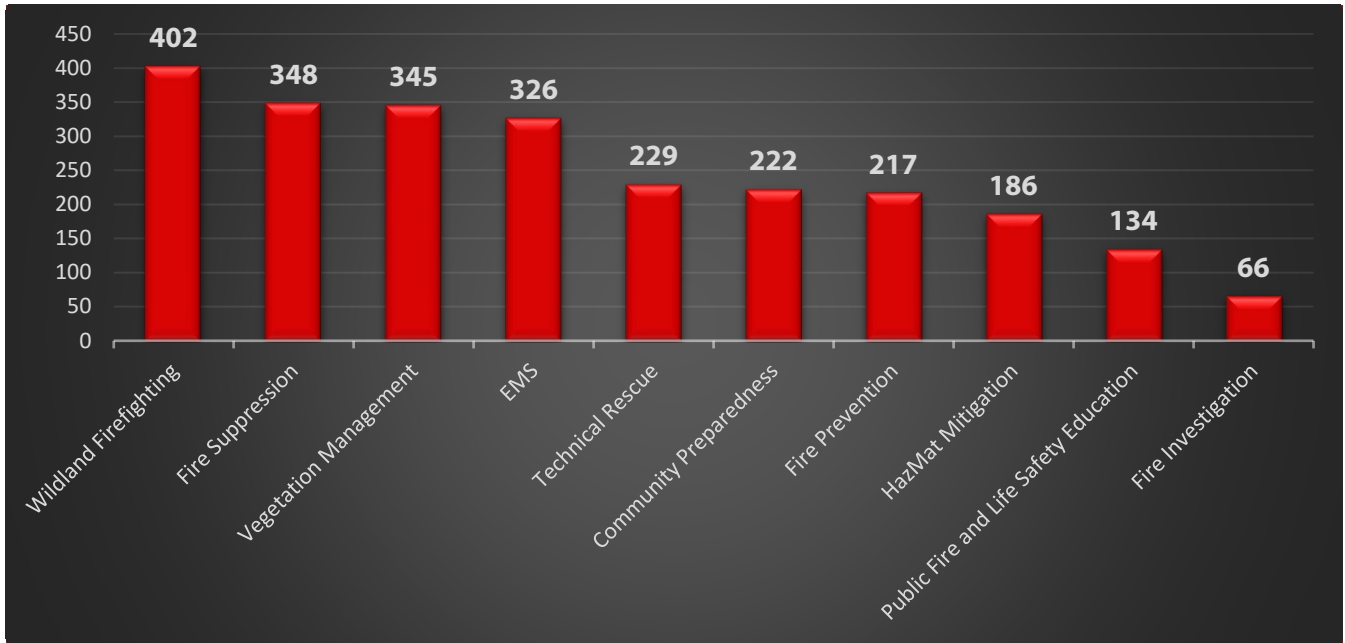
- Chief Turbeville (go ahead and clone yourself).
- Chief Marshall Turbeville.
- Leadership and vision.
- Leadership.
- Fuel crew and prescribed fire funding.
- Being proactive in vegetation management, especially controlled burns.
- Emphasis on vegetation management.
- Commitment to quality.
- Orientation to community.
- Their commitment to our community.
- Working with communities on fire safety and self-reliance.
- Its emphasis on wildfire preparedness, fuels mitigation, and defensive space hardening.
- Strong community involvement and working to reduce the effects of emergencies and intensity of fires. Community outreach/engagement. Community engagement. Connections in the community. Outreach to homes in the district, education, and fast response time.



- Refusal to defend property that doesn't comply with defensible space.
- Recent early response to wildfires with aircraft.
- Quick response time, good community outreach.
- Leadership.
- Community outreach and education are increasing awareness of and commitment to fire safety.
- The district should not get too large and lose its ties to the communities it currently services.
- Chief Turbeville.
- Marshall Turbeville as Northern County Fire District chief!!!
- The fire chief.
- The active and proactive community-driven and fire chief-driven initiatives to prepare and prevent catastrophic rural wildfires.
- Nothing, they're very proactive in the area I work with them.
- Strong presence of the chief in the community.
- Its leadership.
- Chief Turbeville.
- Great communication.
- Keep fighting fires.
- Department focuses on prevention, prevention, preparation, and community outreach – they do a great job.
- Marshall T.
- Its passionate focus on the community and communications.
- Partnership with Healdsburg Fire.
- Its location and commitment.
- Community orientation.
- The chief.
- I appreciate Marshall's public presence.
- Looking ahead to do defense breaks.
- Keep Marshall at all costs.
- Community involvement.

### Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Northern Sonoma County Fire District to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the NSCFD. The results were as follows:



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## B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the NSCFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an analysis of strengths, opportunities, aspirations, and results (SOAR) to better understand the environment impacting the agency.

### SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

### Strengths

We take feedback from the community and respond effectively.	Promoting the professionalism of the vegetation management program.
Intertwined in a tight community through engagement and outreach.	Defensible space inspections – the strength of community inspections.
Innovative in vegetation management and emergency preparedness.	Knowledgeable tenured leadership familiar with complex geography.
Wildland response is strong.	Great community support.
Enthusiastic, tight-knit, energetic, motivated staff.	Grant acquisition for vegetation management.
Grassroots, community-based rural mentality.	Strong non-profit foundation.
Accessible to the community.	Relationship partnership in COPE.
Greater dollar investment in prevention preparation than in response.	Familiarity with the geographic complexities of the district, community members, and district history.
Good relationships with partner agencies.	Strong leadership: Chief Turbeville.
Foundation is good at putting community donations to good use in ways that benefit firefighters and community.	Positive community response and buy-in to the vegetation management program.
Strong financial support/economic stability from community donations/grant acquisition.	Good opportunities for volunteer firefighters to move on to full-time positions.
Adaptability that leads to longevity of agency.	Experience and expertise in obtaining and managing grants.
Proactive response to community needs/diverse situations.	Embracing change and growth.
Staff members are capable and earn the confidence of the community.	Having or acquiring good/proper equipment for the job (i.e., chipper/dozer).

**Opportunities**

Improve the response model with increased funding.	Acquire a permanent fuel crew facility.
Improving transparency to increase communication with the public regarding department updates/projects/staffing/promotions, etc.	Develop and maintain firefighter knowledge, skills, and abilities.
	Expand advanced life support coverage in the district.
Increased career paths for vegetation management employees to attract applicants.	Improve, expand, and enhance the fire prevention program to meet community expectations.
Educate the public on what services we provide.	Increase staffing to increase the scope of work.
Improve relationships with neighbors (collaboration).	Engage our community who are not yet being reached.
Create a clear career/promotion path for firefighters.	Expand cross-training to eliminate silos.
Engage community members who want to participate in strategic vegetation management.	

**Aspirations**

Multiple types of volunteers that are not all-risk firefighters.	Improving transparency through communication.
Encourage surge staffing.	Multiple fuels crews throughout the county.
Provide the highest level of ALS service to the community.	To be seen as an agency that is more community-focused.
Every resident and property owner in our district feels a personal connection to our department.	Continue to find unique solutions for unique situations (dip sites).
Fostering a culture of community and mutual respect and support.	Increase opportunities for property interactions – make it easy.
Fostering and inspiring community through leadership.	Increase the visibility of fire district staff.
Community inclusivity and awareness/education and emphasizing cultural diversity.	Decrease the volume of false alarms and inappropriate (downed tree) calls.
Better coverage/staff/equipment in all response zones.	Promote a culture of constant innovation at every level.



**Agency Stakeholders Work Session**



**Results**

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> <li>- Strengthened relationships with an even broader community.</li> <li>- Even more educated and empowered community.</li> <li>- Sustainable, efficient, multi-benefit vegetation management program.</li> <li>- More flexible, more broadly experienced staff.</li> <li>- More educated and prepared community.</li> <li>- More accessible, trained, nimble fire prevention program.</li> <li>- Stronger relationship between community and district.</li> <li>- More time to be productive.</li> <li>- Increased response level.</li> <li>- Remain independent with services tailored to our community.</li> </ul>	<ul style="list-style-type: none"> <li>- Lower response time and enhancement of all services</li> <li>- Larger crews to get more work done.</li> <li>- More effective utilization of personnel/resources.</li> <li>- Less duplication of resources and robust organization and continuity of services.</li> <li>- Invested in the success of our agency.</li> <li>- Opportunities for all team members.</li> <li>- Broaden the ability to expand the fuels program.</li> <li>- Improved patient outcomes.</li> <li>- Effectively manage our grants.</li> <li>- Career growth.</li> <li>- We are progressive.</li> <li>- Get more done.</li> </ul>	<ul style="list-style-type: none"> <li>- More efficient, continued education, faster response.</li> <li>- More donations, better trained/prepared community members, and increased interactions with the community on a first-name basis.</li> <li>- We do not get lost, are better prepared for unique situations, faster response time.</li> <li>- Great community response, employee confidence, and trust.</li> <li>- Vegetation management growth/expansion/funding.</li> <li>- Meeting community needs and reducing risk.</li> <li>- More space for equipment and personnel, increased staff, and less overlap with firefighters.</li> <li>- Ensure firefighter pay increases with Measure H funding for a living wage so staff can live in the district.</li> <li>- Many hands make light work, personal ownership/responsibility.</li> <li>- Less misinformation/miscommunication, better informed, increased participation, increased confidence.</li> <li>- Quicker ALS response time, better patient results.</li> <li>- Increase personal investment in the community, increased awareness of community events, gratification, stability, and longevity/retention.</li> </ul>

**Programs and Services**

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Northern Sonoma County Fire District and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus within the group so that the difference between the deliverables and the supporting functions was understood.

**Challenges and Service Gaps**

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Northern Sonoma County Fire District. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<b>Personnel</b> <ul style="list-style-type: none"> <li>○ Education, training, and career path</li> <li>○ Competitive benefits</li> <li>○ Culture</li> <li>○ Organizational structure</li> <li>○ Specialized programs</li> </ul>	<b>Human Resources</b> <ul style="list-style-type: none"> <li>○ Succession planning</li> <li>○ Retention of staff</li> <li>○ Develop a sustainable recruitment program</li> <li>○ Connecting with community organizations to enhance service delivery</li> </ul>	<b>Personnel</b>
<b>Funding</b> <ul style="list-style-type: none"> <li>○ Fundraisers</li> <li>○ Grants</li> <li>○ Special tax zone</li> <li>○ Donations</li> <li>○ Fines</li> <li>○ Private contracting</li> </ul>	<b>Funding</b> <ul style="list-style-type: none"> <li>○ Optimize grant funding</li> <li>○ Expand funding opportunities</li> <li>○ Opportunities for private funds</li> <li>○ Achieve a sustainable funding model</li> </ul>	<b>Funding</b>
<b>Physical Assets</b> <ul style="list-style-type: none"> <li>○ New, staffed fire station</li> <li>○ Permanent vegetation management facility</li> <li>○ Up-to-date equipment</li> <li>○ New, integrated technology</li> </ul>	N/A	<b>Physical Assets</b>
N/A	<b>Community Outreach</b> <ul style="list-style-type: none"> <li>○ Increase and improve communication</li> <li>○ Education (CPR, first aid, hazard mitigation)</li> <li>○ Enhance communication with social media</li> <li>○ Leverage fire prevention efforts</li> <li>○ Increase the visibility of fire staff</li> </ul>	<b>Community Outreach</b>

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
N/A	Service Delivery <ul style="list-style-type: none"> <li>○ Expansion of EMS services</li> <li>○ Central location for vegetation management teams</li> <li>○ Ability to upstaff during predictive weather events</li> <li>○ Find unique solutions to unique situations</li> </ul>	<b>Service Delivery</b>

**Strategic Initiatives**

Based on all previously captured information and determining critical issues and service gaps, the following four strategic initiatives were identified as the foundation for developing goals and objectives.

**Personnel**

**Funding**

**Physical Assets**

**Community Outreach**

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.

FINAL DRAFT 11/12/24



**2024-2029 STRATEGIC PLAN**





NORTHERN SONOMA COUNTY FIRE DISTRICT

2024-2029

# STRATEGIC PLAN



Facilitated by



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Public Safety  
Excellence

The CPSE acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Marshall Turbeville and all who participated for their commitment to this process.

This community-driven strategic plan was developed in June 2024, beginning with a virtual meeting followed by three in-person meetings attended by over 60 community members. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the NSCFD, as named below.

### **Agency Stakeholders**

Pat Abercrombie	Christian Lopez	Aleta Parseghian	James Tovani
Alexander Beorchia	Carlos Mendez	Fred Peterson	Anneke Turbeville
Tyler Bowman	Keaton Mohar	Eric Polan	Marshall Turbeville
Sean Guyot	Jason Moran	Ashlee Romero	Emylio Vega
Larry Heiges	Scott Newman	Hunter Schend	Joe Young
John Lilienthal	Erik Padilla	Robert Stewart	

# Message from Fire Chief Turbeville

The Northern Sonoma County Fire District strives to be a leader in rural fire and emergency services, focusing on community preparedness, risk reduction, and emergency response. This can only be done in collaboration with residents, property owners, businesses, and other public safety agencies. This Plan is based on input from these stakeholders. We remain committed to collaboration, and we expect to perform a similar process every 3-5 years.

Northern Sonoma County is a unique area encompassing a portion of the world's largest geothermal area, Lake Sonoma, which supplies domestic water to 600,000 users and a diverse agricultural industry, including grapes and wineries. The area has less than 10,000 full-time residents with tourism bringing visitors to the area.

Our most frequent emergencies are “medical aids,” which vary in severity, and our rural area creates lengthy response times. Our biggest large-scale “disaster” has been wildfires. Both can be mitigated but require resident and property owner action.

This plan sets a path for the NSCFPD to:

- Recruit and retain personnel with “local” knowledge
- Maintain the highest level of service
- Ensure the appropriate emergency response is available and deployed, including enhancing advanced life support/paramedic for medical emergencies
- Prioritize and expand fire prevention program, including individual and community preparedness, and risk reduction
- Construct and staff a second staffed fire station and a facility to support vegetation management
- Embrace emerging technology
- Improve communications regarding preparedness, prevention, and information about the NSCFD.

# Table of Contents

Introduction.....	1
Process.....	1
Agency Background .....	3
Organizational Chart .....	5
Mission.....	6
Values.....	7
Vision.....	8
Goals.....	9
Conclusion .....	9
Appendices .....	10
A. Community Stakeholder Findings .....	10
B. Agency Stakeholder Work.....	23





# Introduction

The community served by the Northern Sonoma County Fire District (NSCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency response. As such, the NSCFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The NSCFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

## Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Northern Sonoma County Fire District serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents a transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Northern Sonoma County Fire District's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the NSCFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community’s expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community’s prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency’s strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency’s membership.
- ✓ Revisit the agency’s current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency’s challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



**Agency Stakeholders Work Session**

# Agency Background

The Northern Sonoma County Fire District had its beginnings in 1904, when twenty-four citizens signed the roster as volunteer firemen, and A. Thompson was unanimously selected as the fire chief. The committee on apparatus was instructed to purchase fifty feet of hose and two nozzles. B.W. Feldmeyer offered to give space for the erection of a hose cart house at the rear of his brick building, and Mr. Thompson was instructed to begin construction of a hose cart immediately. Early equipment consisted of two hand-pulled chemical carts and a hand-pulled hose reel. One of the chemical carts is still in the possession of the fire department and is on display at the Geyserville Fire Station.



The first fire station was a small building erected at the corner of Geyserville Ave and Hwy 128. It had a bell on a tower, which was rung to call the volunteers in case of a fire. That same bell can still be seen on display at Geyserville Fire Station. In 1920, Harold Sullivan became the fire chief; he later went on to be the chief in Healdsburg for many years. In the mid-1920s the May Day festival was started at the Hoffman Grove for the purpose of raising funds to purchase a fire engine. A Model A chassis for the first engine was purchased in about 1931. The body of the engine was

built at A. Lampson & Sons Garage by J.L. Chittenden, Everett Lampson, J.B. Dickson, Aldo Lombardi, and others. The first firehouse for that engine was Oscar Teaby's blacksmith shop next to the Odd Fellows Hall. With the advent of motorized fire apparatus, the Geyserville volunteers saw their area expand south to Lytton, east to include the rest of the Alexander Valley, north to Asti, and west to cover the upper half of the Dry Creek Valley.

In 1950, a meeting of the Chamber of Commerce was held to reorganize the department, add more members, and elect a Board of Commissioners. Leo Beers was elected Chief, L.C. Smith and Leslie Meyer assistant chiefs, and Everett Lampson, Bates Dickson, Harvy Rose, and J.L. Chittenden commissioners. In 1953, the Model A engine and \$500 were traded for a 1941 Ford Navy Crash Truck from the King City Naval Air Station. This engine was in service until the early 1990s.

In 1958 a site for a new fire station in Geyserville was purchased from George Rimmel. Plans were drawn up and a cinder block structure was built in the mid-1960s with volunteer labor. A second building behind the station was built in 1989.

In 1975, the Geyserville Volunteer Fire Department took in the boundaries of the Alexander Valley School District and formed the Alexander Valley Division of the Geyserville Volunteer Fire Department. Though it was part of the Geyserville Volunteer Fire Department, the Alexander Valley Division had its own fire chief and roster of volunteers. Eugene Saini was the fire chief of the Alexander Valley Division. The fire station was in Russel Greene's barn across from the Alexander Valley school. It was later moved to Truman Clark's property at the intersection of



Highway 128 and Alexander Valley Road. The siren was on top of Goodyear's hay barn. Alexander Valley Division's first engine was a 1956 International pumper-taker from Ventura County, which held 1400 gallons of water. It was destroyed in 1976 in a fire-related accident on Ida Clayton Road that also injured firefighter Dale Goode. The second apparatus was a 1941 Ford truck from Frank Palmer and Eddie Demoscene. In 1989, after many years of auctions and fundraisers, the Andrews Fire House was built and dedicated near the intersection of Highway 128 and Alexander Valley Road, where it stands today.

To report an emergency, there were four phones-Lampson's Tractor, Mickey's Bar, and the residences of both Carrie Robertson and Lucille Rose. After receiving a report of an emergency, the siren would be activated to alert the volunteers.

In 1996, the Geyserville Volunteer Fire Department became the Geyserville Fire Protection District. The first district board of directors consisted of Paul Bernier, Tim Barnard, Robert Stewart, Michael Pigoni, and Fred Peterson. Dean Turbeville was the fire chief, and Eugene Saini became the assistant chief.

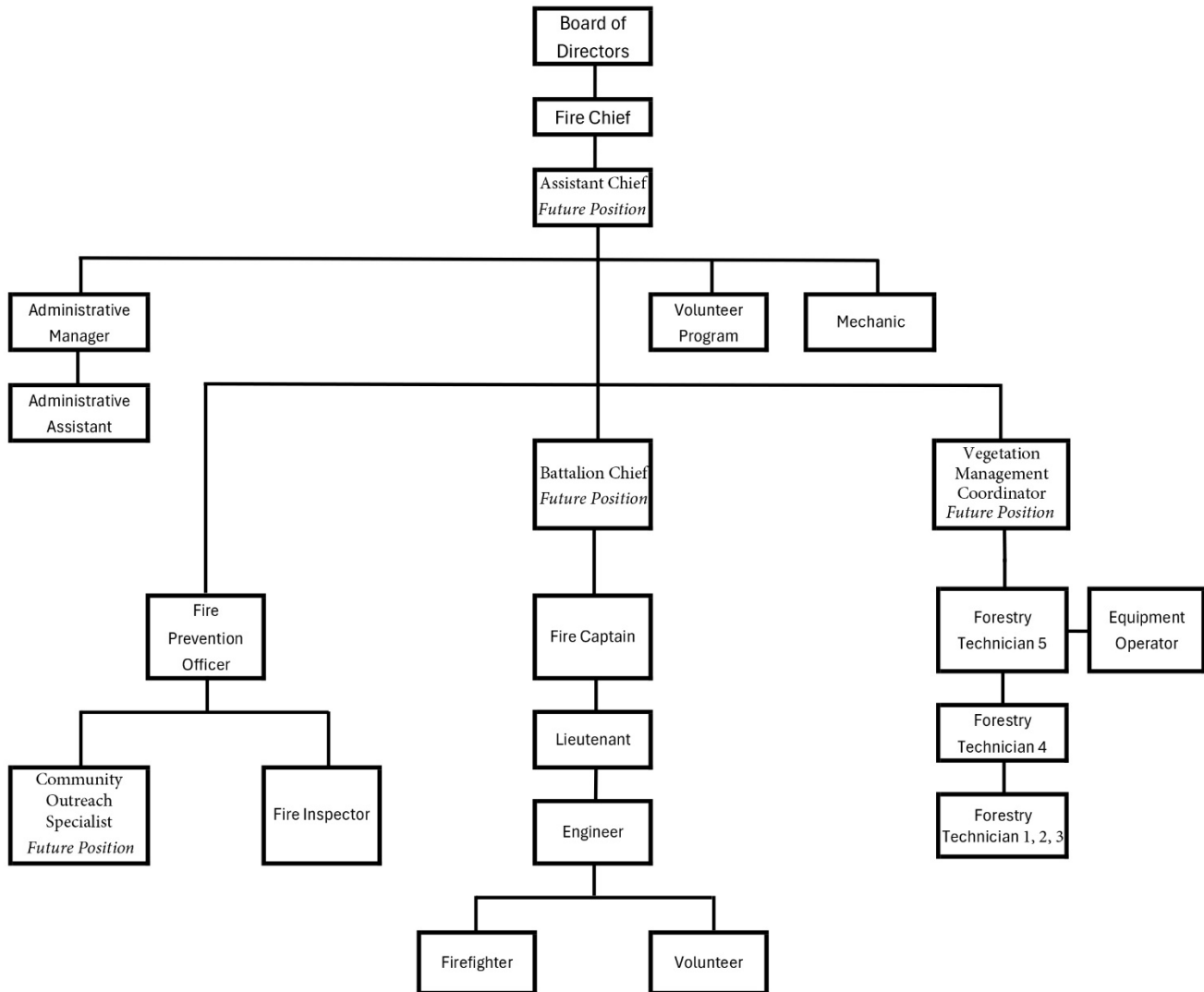
A third fire station, the Dry Creek Valley Fire Station, was built in 2001. In 2004, after purchasing additional land adjoining the fire station, the district began construction of a new 12,000-square-foot fire station in Geyserville. In September 2005, construction was complete on the current Geyserville Fire Station.

In 2018, the district started a wildland fire risk reduction vegetation management "Fuels Crew." In 2019 three full-time firefighters were hired to bring year-round staffing up to two.



In 2019, the district changed its name to Northern Sonoma County Fire Protection District and annexed the Knights Valley Volunteer Fire Company. The Knights Valley Volunteer Fire Company has its unique history, beginning in 1964. The fire department was created after the Hanley Fire of 1964, which took a similar path as the Tubbs Fire of 2017. The original fire board consisted of Frank Strabel, Veronica Macfall, Al Lafranchi, and four others. John Rolleri was the first fire chief of the Knights Valley Volunteer Fire Company. In 1978, August Grube became the second fire chief of the Knights Valley Volunteer Fire Company. He remained the chief until the fire department was annexed by the Northern Sonoma County Fire District in 2019. The current firehouse on Spencer Lane was built in the mid-1970s after Rosemary and Howard Jackson donated one acre to the fire department. Prior to that, apparatus was stored on the Clegg Ranch and the Jackson Ranch. In 2010, the Knights Valley Fire Company board was reduced from seven to five members. At the time of annexation, four members of the Knights Valley Fire Company (August Grube, Robert Pochini, Richard Sereni, and Scott Newman) became active members of the Northern Sonoma County Fire District.

# Organizational Chart



FINA





Agency Stakeholders Work Session Participants

## Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all NSCFD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit and revise the mission statement and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**The mission of Northern Sonoma County Fire District is to serve, educate, and collaborate with the community through preparedness, prevention, and emergency services for the protection and preservation of life, property, and the environment.**

# Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to formally revisit the existing values, and the following was agreed upon by the entire group.

**Safety** – Promoting a healthy, respectful environment for our members and the community.

**Diligence** – Striving to do the best in all we do through education, training, and being proactive.

**Collaboration** – Encouraging initiative and providing exceptional services through strong partnerships within the department and the community we serve.

**Integrity** – Exhibiting behavior that earns trust through transparency and accountability.

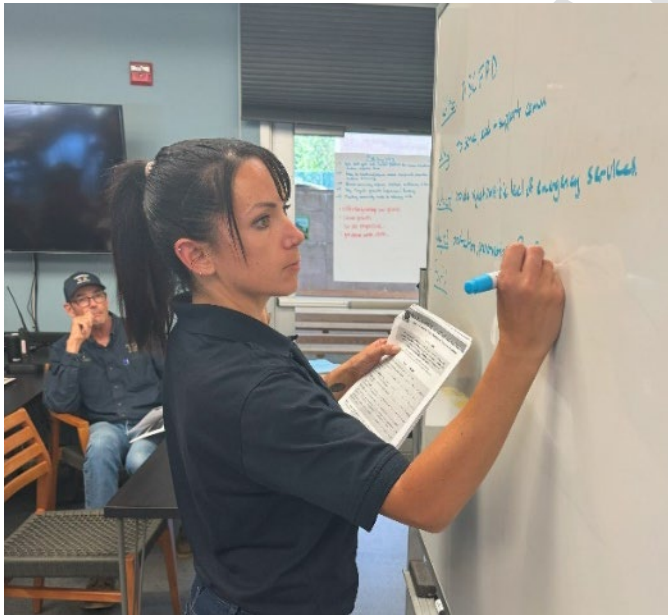
**Adaptability** – Evolving organizationally to meet the ever-changing needs of the community while honoring our past.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Northern Sonoma County Fire District to accomplish their goals, objectives, and day-to-day tasks.

# Vision

An organizational vision exists to keep all agency members focused on the enduring success of the Northern Sonoma County Fire District and to guide quality change and improvement in alignment with the community. In support of this durability created within the community-driven strategic planning process, CPSE facilitated the revision of the NSCFD’s vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**Our vision is to be a destination department our community is proud of. Through collaboration, our dedicated team provides community-based services, adapting to meet the expectations of those we serve, reducing the economic and environmental impacts of the threats we face. We will be leaders in community risk reduction and continue dependable emergency services, allowing us to best serve the public.**



Agency Stakeholders Work Sessions



## Goals

Community feedback and the SOAR (Strengths Opportunities Aspirations Results) process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The NSCFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



**Foster a workplace that will attract and retain the most qualified individuals.**



**Create and implement a sustainable funding model to ensure financial viability, maintaining the highest level of service.**



**Enhance existing and develop new physical assets to improve service delivery to our community.**

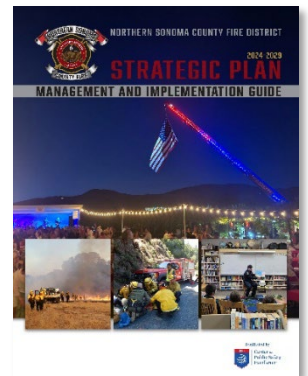


**Expand our community outreach program to ensure a well-informed and involved community.**

## Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Northern Sonoma County Fire District's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the NSCFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Northern Sonoma County Fire District navigate that change. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes will be realized as envisioned.

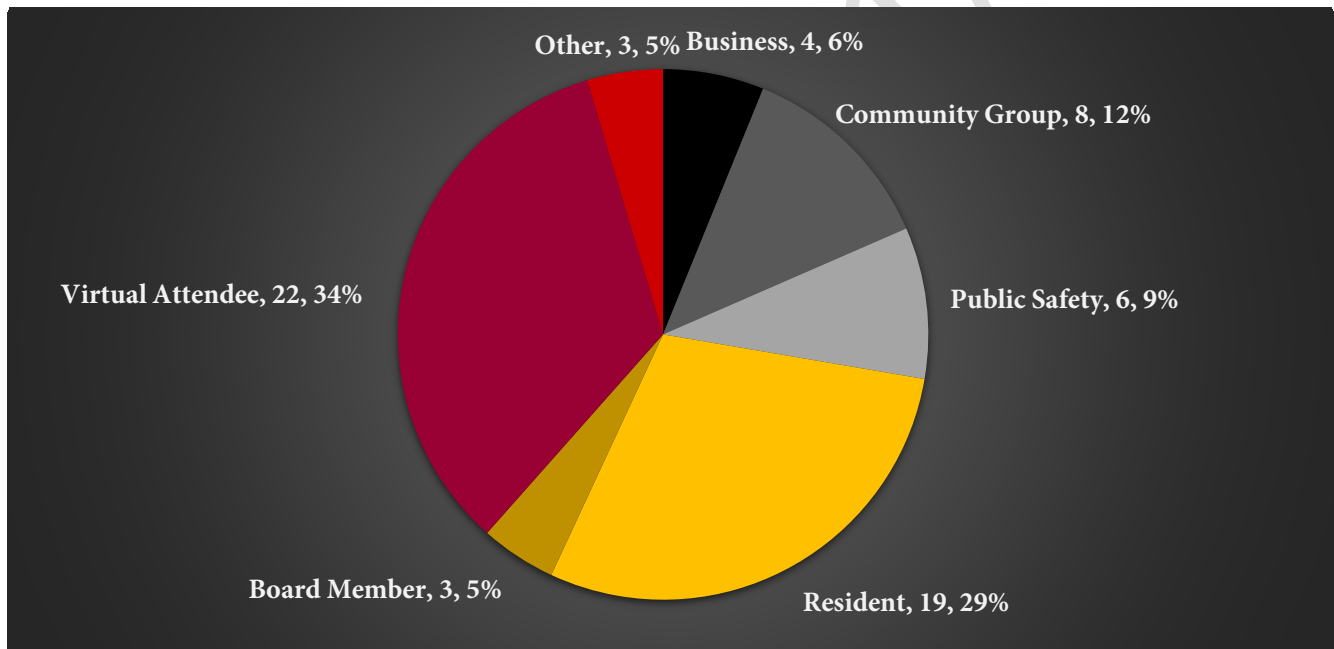


# Appendices

## A. Community Stakeholder Findings

The Northern Sonoma County Fire District demonstrates a commitment to its community via a focus on community input and satisfaction. Four community stakeholder sessions were held to gather feedback on the agency and its various services delivered. The information gathered from over 60 community stakeholders provided the agency with an understanding of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes could be created.

**Community stakeholders** were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three expectations, concerns, and strengths or positives for the NSCFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.



## Community Expectations of the Northern Sonoma County Fire District (themed, in priority order)

1. Rapid response to rural fires. Respond at once with the best abatement tools available to any creditable report or threat of wildfire. Fast response to fire emergencies. To be able to respond quickly to fires and put them out. Fast response time to fires, instant communication of outbreaks of fire. Respond to fire and health emergencies rapidly. Be there quickly when there's a structure fire. Reasonable response times. Quick Response Time. Decrease response times to EMS/ALS calls on scene. Respond to fires - immediately. Respond quickly to fire and other emergencies. Ability to respond to major fires. I am not sure how long it will take for them to show up at my residence or business. (98)
2. Promote knowledge of the area and its constituents to those responding at its behest. Fire prevention. Prevention of loss of lives of anyone involved in a fire-related incident WHERE POSSIBLE. Outreach to mitigate or reduce fire threats through education and continuing some of the efforts that have been made in the last few years, e.g., controlled burns. Fire extinguisher recharging. More than just assessments/action to help homeowners in rural areas to protect those within city limits. Make PGE behave and be safe. Education on preventive measures to reduce home fire insurance rates! Penalty-free inspection on request. Provide a review of properties' individual fire safety. Community education and fire mitigation awareness campaigns. That it will guide me in ways to defend my home. Teach about fire and safety. Help community reduce fire danger. Continued prevention/fuels management programs. Educate and empower residents to take on more personal responsibility for their safety. Focus on prevention as much as suppression. Transparency. Continue to provide information and assistance on reducing fire or medical risks. Educate community on fire prevention issues. Educate the community regarding fire prevention and other emergency issues. Educate people to prevent fires. Aid the community in preparedness awareness. Regular, timely, relevant communications to the community. Early and regular communication during emergencies (The current COPE/Group is insufficient). Continued transparency in decision-making (we have an extremely diverse background) population. (78)
3. Put out fires. Our FD will be here when fire threatens our community (not fighting fire in another area of the county). It's my #1 expectation that we can count on our FD to be available to defend our community if it's threatened by fire. Response to fires and medical, etc. Putting out fires. Show up for car crashes or other major incidents. Defense of homes WHERE POSSIBLE. Mopping up. Fight fires/save lives. The current business model will be able to continue their services to the community and adjacent agencies? Provide high-level EMS services. Delivery of emergency response services (all risk), continuity of coverage throughout the district. Strive to deliver the highest level of emergency response and prevention while always being honest with the department's limitations. Prevent fires. Diligent tireless effort to extinguish fires that are or will be a threat to personnel or public property. Protect my house from fire. Continue to expand to be able to handle more areas of fire with more people and equipment. When I call, they will come. (55)
4. Proper preparedness. Strategic/informed/knowledgeable fighting of wildfires. Firefighting training. Trained EMS staff. Provide well-supervised emergency medical service. Respond to public safety calls (EMS). Well-trained/stable staffing. Paramedic expertise. Trained staff. Continue to develop capacity and funding for fuel crew training and expanding service area. (42)
5. More controlled burns. Focus on fuels management to help prevent fires. Keep citizens safe from wildfires. Abatement of fuels to reduce threats. Fuels reduction and other measures to prevent emergencies. Wildland fires will not be ignored or encouraged. Help with prescribed burns. Clearing/trimming sides of Geyser Road - trees/shrubs growing into roadway. Build community understanding/support for prescribed fire in our district and county. Preparation for wildfires. (33)

6. Grant \$\$\$ to individuals to perform work so we don't go into debt or have to sell our homes. Financial responsibility. Have funding and staff to implement the plans in an orderly and comprehensive manner serving the entire community. Stay up-to-date with grant application and compliance. That you take the opportunity provided by Measure H funds to build yourselves a sustainable and accountable model of service delivery (this includes a sustainable understory fuels plan). Optimal use of the agency funds. Creative accretion of money and resources to facilitation prevention to the department directly to the community. Proactive community with grant opportunities and assistance for grants (e.g., fuels reduction). More funding from county and state to fund the needs of the department. (31)
7. Have the best tools to evaluate risks and hazards. Use aircraft as soon as they are available and the conditions right to fight any wildfire. Assess and address community risks and communicate them with the community. Plan for potential hazards and risks. Mitigate hazards. (16)
8. District should function as one entity with the same vision and goals. The district's partner agencies do not have the same vision/goals and act independently. Resolves the future opportunities presented by tighter relationships with nearby agencies (Healdsburg Fire, Cloverdale Fire, etc.). Getting ahead of events by active coordination with local, regional and statewide agencies. Deliver fire suppression in collaboration with other local agencies. (13)
9. Evaluate the most likely path of expansion of any wildfire and report that to any persons in danger. Support of county departments to ensure good egress in fire-prone dangers. Evacuation & suppression management in emergency. Assist evacuation plans - for our community, this is very dependent on one road in, one road out. Plans for orderly evacuation in the event of emergencies requiring it. (12)
10. Encourage all employees to always do more in their service than is required of them. Communication access to/from the public. That it will encourage "neighborhoods" to organize. Always represent the District as though it is family. (6)
11. Prepare plans to address the risks and hazards. Data-driven management of the agency - set metrics and manage to training, and drive improvements. (6)
12. Need to train with nighttime helicopter drops. Larger water plans and helicopters. (6)
13. That you maintain the self-awareness necessary to find your accountability points of reference outside the firefighting community - the brotherhood of firefighters has a strong pull - pick your heads up and orient to what the public needs/wants. That community members continue to be valued for their perspectives. (6)
14. Prevention of loss of fire defenders' lives. (5)
15. The fire department should spend more time working with PG&E and correcting its practices; we lost our family home/getaway and 500 acres to PG&E. (5)
16. Continue to be a civic anchor in the community. (5)
17. Seamless integration of staff. (3)
18. Grows quickly into new, larger, more populous district boundary (facilities, staff, equipment, relationships). (3)
19. Help with ratings for insurance. (3)
20. Same good leadership. (3)
21. Increase the numbers of firefighters or staff especially during critical fire season. (3)
22. Adequate equipment to address all needs. (3)

23. Leadership/command staff should run incidents the same way. (1)
24. Have local police department help with traffic flow. (1)

### **Areas of Community Concern about the Northern Sonoma County Fire District** (themed, in priority order)

1. Are there enough staff to support an effective fire prevention program that will be effective in reducing risks and hazards? Adequate staffing. Adequate staffing for wildland fires. Recruiting and retaining qualified individuals to work. Staffing it's a large area (back looking at a good budget). Sufficient manpower. Are there enough well-qualified applicants for positions? We need to staff up leadership to maximize effectiveness of the chief (assistant chief?) and staff (outreach?). Burnout of all staff. New staff growth will take time and strong leadership to accomplish. Lack of staffing. I think the fire department needs to grow in size to stay competitive with the needs of a growing community. Too few people/firefighters. Succession planning - grooming future leadership - especially leaders who will build relationships with community. Ability to recruit top talent with the countywide measure hiring plans. Understaffing and hence overwork, resulting in firefighters being at personal risk, and insufficient resources for the community. Do they have the staffing they need? They will be a good employer so our firefighters will be here long term and happy. Are new firefighters dedicated as present staff, and are there enough recruits for the future? (82)
2. Area served, too large? Our fire fighting teams will not be available during a fire threatening "my" community. Is the staffing and equipment adequate to handle the population and geographic area of the district? Unmanageable, fast spreading wildfires. As in 2017, no firefighters available to defend our neighborhood due to fire elsewhere. Is the district getting too big to manage. Is there an organizational structure in place to manage the expanded areas that have been incorporated into the District? Evaluation of district board in light of annexations. The district being absorbed by another without the ability to understand the distinct nature of the particular challenges facing us. Achieve organizational growth necessary without diluting connection to community. The fire district is huge - too much area to effectively service all risk issues. Longevity - is the current business model sustainable? District really big/too big? Huge and vulnerable area. The district is expanding - worried about burn out and stretching resources thin. (63)
3. That there is not enough money to pay the firefighters a good wage so they can live where they work. Adequate funding for development/improvement. Concerned not enough funding will be allocated for sufficient staff and equipment to meet our growing fires frequencies. That they are funded properly. That there are always enough funds to keep upgrading and maintaining their equipment. Budget! Ability to deal with the significant revenue growth and increase staff (internal organization). Fiscal constraints. Are finances an issue now or in the future? Need federal grants to reduce unintended land threats. Costs involved in making the region a lower fire risk. Don't cut hours of beginning workers because of money. I am concerned that the budget for the fire department is not large enough to meet the community's needs. Lack of funds to continue operations. Management of Measure H funds. (53)
4. Familiarity with my "neighborhood" Dry Creek. Methods of encouragement of COPE neighborhood members, who appear to be indifferent to fire matters. Outreach to elders who won't leave animals behind. How to thank them adequately for the work they do. Ensure proper civilian training (CPR). Help with communications to new annex areas. Up to the time (minute) information to fires on our phones. Being able to actively invest in prevention and risk reduction. Involvement of more representatives from the district in the community - Chief is the sole rep (we love him, but....). Lack of communication with community - fire department events, policy changes, initiatives, etc. Possibly more concentration and outreach to non-English speaking community members. (36)

5. Heavy vegetation along much of Vineyard Road and River Road, about 2.5 miles, before we reach Highway 128. That the county should not interfere with their vegetation management plans and the building of significant wildfire breaks in and around this heavily wooded county district. Major concerns about private landowners not addressing their fuel hazards, both pre and post-fire. Vegetation clearing. Neighbors may be apprehensive about cooperating with veg management objectives. You have a massive land management/vegetation management workload: environmental stewardship as you undertake that works is my chief concern; ecological principles and practices as well as an empowered and appropriately educated ecological forester/conservation biologist, should be part of your vegetation management team (Aleta is good, but that is not what I am talking about) at the design and planning level. (35)
6. As noted, anxiety about adequate notice of evacuation and clearance of roads. Evacuation PTSD: Gridlock and no place to go traffic. Rapid identification of forest fires. Insufficient communication drills to facilitate orderly evacuation in an actual emergency. Our community of five homes is next to a larger community that shares one exit between the communities. Understanding evacuation plans. (24)
7. Faulty electrical equipment that can cause above-ground sparking in adverse weather conditions. PG&E sparking more wildfires. River Road North of Hwy 128 bridge will wash out. What happens if River Road at the Munson property washes out? Holding PG&E responsible to make areas safe. I want my fire department to be rigorous in dealing with the safety practices of commercial energy providers. Being able to compellingly convey to “hardening” of the area so as to influence the cost and availability of insurance. Too many out-of-county contractors managing our forests - we need to build community career development through programs like Fuels Crew. (22)
8. Response time to remote areas. Rapid response. The difficulty to provide reasonable response time in such a large and rural setting. Response time and personnel and equipment delivery. Response time for structure fire. Ability to get ALS on scene quickly. (21)
9. Lack of availability to the latest most effective firefighting equipment, including aircraft. Tools available, e.g., aircraft, bulldozers, equipment to facilitate water delivery. Potential lack of adequate protection gear for firefighters. Not enough resources. They will stay abreast of current trends and technology. That they might not have enough equipment to do the job. (18)
10. How are we doing on joint plans with other Districts / Departments? Relationships with the community are heavily concentrated through the chief. Partner agencies not on the same level training/goals/future. Different leadership/command staff models. Potential infighting between different fire districts. (15)
11. I will lose my homeowner’s fire coverage. How can a fire-safe/wise community ensure insurance coverage in the future? (8)
12. Proper training of defenders to ensure their safety. Training. Is the training up to date? (7)
13. Emergency medical personnel can be somewhat reckless. (5)
14. The ability to respond to major fires. (5)
15. Please apply for grants that can be handed down (the district can decide) to businesses/residents if there is an expectation or regulation stating that the businesses/residents must comply with. Compliance costs money. \$60,000,000 from Measure H should have grants in the strategic plan. (5)
16. I don’t know enough about what you expect, having been a volunteer firefighter in a remote community where the Walbridge Fire raged through my family’s ranch, destroying 12 structures.

17. Getting the message out to educate the community and enforce defensible space regs. Public apathy about thinking fires won't affect them. (4)
18. Fire investigation.
19. Successfully integrate with Healdsburg and Cloverdale Fire Department to operate as a single entity (regardless of political/legal entities). (3)
20. Firefighters not on the same levels of expectation.
21. Attracting and maintaining personnel that are properly trained and experienced. (3)
22. Don't burn Marshall out. (3)
23. EMS response capability in rural remote areas - understanding of the challenges of the communities served (narrow roads, etc.). (3)
24. Sensitivity to native vegetation, per Mr. Jason Mills. (3)
25. Political obstacles. (1)



Community Stakeholder Work Session



**Positive Community Comments about the Northern Sonoma County Fire District** (themed, in no order)

- Personnel and Values: Marshall Turbeville.; Their personnel are professional and engaging.; Marshall is an extraordinary, community-oriented leader; he is a strength. Get a real admin support team in place for him (that is not family).; Marshall Turbeville.; Marshall Turbeville.; Chief Turbeville is the most capable dedicated resource that any District could hope for.; The personnel are always friendly and accommodating.; Our chief is truly exceptional – connection to community, GIS skills, firefighting leadership, vision, innovation in fire prevention.; Staff wants to provide a high level of service.; The chief; incredible leader.; Some good people.; Good people, friendly local firefighters.; A hard-working staff, especially Chief Turbeville.; Dynamic, proactive fire chief and an awesome motivated staff.; All members do an excellent job.; The chief is innovative, proactive, and cares deeply about the community.; They are very professional.; Committed.; Committed staff.; Commitment from fire chief and board to increase services.; Inherent commitment to our shared community.; The Board is dedicated and committed to the community and should be commended for their efforts.; The chief's ability to listen to concerns but not waiver in what is considered best practices.; They are approachable and friendly, yet smart.; Positive and can-do attitude with all issues from the community.; Team approach and buy-in by all staff at the firehouse.; I appreciate the open and concerned way the chief interacts with the community; very personal and serving.; Firefighters are ready and willing to help, whatever the situation.; Friendliness and positive attitudes of firefighters.; The commitment of our current staff paid or volunteers, especially the chief.; Competent and caring employees and staff.; Love of place.; Responsiveness.; I like that it is staffed with locals who seem to care more for the community and property than the job.; My husband was a volunteer firefighter (10-15 years ago), so I know they have a very dedicated team.; Socially adept, diplomatic, and well-connected to the social groups that support it.; Concern for the community, particularly in areas of past fires.; Presently doing an exceptional job.
- Community Outreach, Education, and Communication: Involvement in Mill Creek area.; Reaching out to community.; Strong community involvement.; Community involvement.; Good outreach.; Involve the community.; Currently, the best outreach to homes and notice of Red Flags warning.; Good communication skills.; Strong community education.; Education of the residents in fire safety.; Very strong community connections and support.; Community outreach.; Community-oriented and active.; Working with a myriad of organizations, institutions, civic groups, etc.; Outreach.; Giving the public awareness of vegetation control.; Great at supporting communities that are trying to be fire safe.; A large number of residents are very active in community support programs.; I appreciate the engagement with the community.; Community engagement, broad reach impact.; Community-oriented, good marketing, and continual communication with the public they serve.; Very involved in community.; Community outreach and engagement, especially given the limited resources.; They are proactive about involving the community.; They communicate well, public meetings, etc.; Community interface.; Effort to engage communities.; The department and especially Marshall are doing an utterly amazing job of getting the word out and the community involved; during fire events, the fire department exudes calm while being open and responsive; neither of these things is easy, nor an accident.; Willingness to reach out to the public and assist with property preservation.; Programs like this for the public to gather information and feedback.; Encourage communities to take responsibility.; Pancake breakfast during fall colors.
- Risk Reduction: Proven vegetation management program.; Excellent progress of vegetation management.; I very much appreciate the work that was done over this past year to reduce the roadside vegetation in Franz Valley.; Their ongoing commitment to vegetation management.; Proactive in pre-fire and vegetation management.; Fuels crews have always been helpful and professional during pile burns.; Innovative – e.g., fuels crew.; Firewise communities that have been

mentored by Chief Turbeville and expand community awareness of and preparation for emergencies.; Impressive mapping that has been completed.; Proactive approach to fire mitigation/prevention programs.; Focus on fire prevention/fuel reduction.; Staying on top of the ever-changing best practices.; Proactive approach to drive resiliency and fuel reduction.; The chipper program incentivizes homeowner fuel management, not so well now the county is involved with the program.; Prescribed burns.; The fire prevention work that is done throughout the year to assist in fire damage.; The “fire danger” level signs around the community are a good reminder to neighbors and visitors to pay attention and act safely.; A board and staff that are working hard to combat fire dangers.; The recent fine speed of response to threats of wildfires.; Marshall Turbeville zero tolerance for wildfires.

- Knowledge, Experience, and Abilities: Enough experience to make sane judgment calls.; They know the landscape.; They are firefighting demons - skilled, and they do not give up. Off-season fuel management has been very good.; A chief who grew up in the area and knows its particular issues.; Well trained.; Training.; Fires stopped before they gained momentum.; Prioritize the safety of all defenders during a fire.
- Leadership.; Great leadership.; Great leadership!; Chief Turbeville’s leadership and background knowledge of the community and the district.; A forward-looking leadership group.; Chief Turbeville leads them.; Excellent leadership.; Excellent leadership.; Great leadership with forward thinking and new concepts in fire prevention.; Leadership.; Leadership and accessibility; connection to community.; Good leadership is really important. Consistent goals of service as a priority; stability in service. It was based on a complete volunteer format.
- Accessibility/Availability.; Accessible; Marshall responds to e-mails in a timely fashion.; Accessibility of employees.; Visibility and accessibility of the fire chief, Marshall Turbeville, and willingness to listen and respond to residents.; Easy access to communicate with the chief.; The availability of brave men skilled in firefighting.; Their availability to the community for questions and advice.
- Physical Resources: Well-maintained infrastructure.; Awesome equipment.; Nice looking firehouse.; All their rigs.
- Response time.; The response times of NSCFD are fantastic.; Quick response and super responsiveness.; Good response to potential fire situations, like downed power lines or smoke sighted.
- External Relationships: Positive relationships with outside agencies.; The relationship with Healdsburg Fire seems to be working.; Ability to work well with other agencies for common goals of patient care and enhanced services to our communities.; The department is a positive to the community of Geyserville and how it interfaces with locals.; Good cooperation with state and federal mandates and objectives.
- Planning, Innovation: Being good at what they do and always thinking about ways they can do their job even better.; Getting better organized as time goes on.; Forward-thinking to improve ALS.; Vision.; Innovation, openness to using applications, for example to communicate with community members.; Accomplishing more with less resources/limited resources. Applying for grants.; Able to get funding to focus on preparedness.; Funding, fuel crew, prescribed fire.; Career development, fuel crew.
- Reputation: Has very good community support.; Support from state leadership increases awareness and attractiveness of working (and living) in the district.; Great reputation/confidence of fire department from our community.; Great reputation and community support.; Stature in community. Approachability to staff and chief.

**Other Community Comments about the Northern Sonoma County Fire District** (themed, in no order)

- Personnel: New leadership with annexed areas, our chief is always forward thinking.; Marshall Turbeville is the best fire chief in the world.; The Geyserville Fire Station/Northern Sonoma County Fire District is staffed with heroes.; Evan Bradish: Great help out here on Fitch Mountain.; I am new to this, I have not yet developed opinions, I am here to learn.; I am the newest board member. I do not have a firefighting background.
- Risk Reduction: As always, my main concern is for the prevention of loss of life, or injury.; The district should aim for the highest level of fire protection and prevention.; Hopeful for continued assistance for maintaining SF breaks and reducing fuels.; Pro burning which is great.; Greatly appreciate the River Keeper Arundo Donax Eradication. Burn acres and vegetation management closer to population centers are more difficult to achieve than unpopulated areas, however, 10 acres treated by population centers may be more beneficial than 1,000 acres in wildland but much harder to achieve.
- Funding: Advocate for more grant funds.; Fund upgrades to our aerial attack fleet so it can operate and night, in smoke, fog, etc. Technology exists to automate this service.; The fire department has been hugely helpful to give advice on where money is best spent for fire prevention. We need a system where a landowner can get credit for fire prevention graded by local fire, then have insurance companies use this credit.
- Community Outreach/Involvement: We absolutely appreciate all the efforts by the fire district to reach out to the community.; I appreciate that our department is seeking input from the community they serve and that there is CPSE to aid in the process.; Help others that need it. Tragedy of the Commons - too many residents do too little and shirk their responsibility to protect their own property and, ultimately, that of their neighbors. That contributes/ to worsening fire danger assessments by Cal Fire and insurance cancellations of homeowner policies. My fourth concern is that even though the fire department has stressed that lawnmowers are not safe for recommended for anything other than green lawns our community still has homeowners, this seems to be confined to weekend part-time, owner-occupants, who continue to mow their pastures with a mower. This occurs in spite of the fact that we have had at least one fire started up here due to mowers. Is there recourse for this unsafe practice? Or is it merely a suggestion? Try to encourage more participation from those who reside here and are willing to participate. Try to get more support from absent property owners. Make sure to reach out to members of the community who are unlikely to respond to surveys. Cast a wide net to reach more potential respondents. Appreciate our Fitch Mtn COPE connection with the fire district.
- Thanks/Praise: Thank you for providing this opportunity.; I am grateful for all they do; thank you.; Keep up the good work!; We are grateful for the vision and dedication of our firefighting force and leaders.; Thankful for all the support given to the Mill Creek Community before, during and after the 2020 Walbridge Fire.; Thank you for your diligence.; Keep up the great work; I feel safer because of NOSOCO fire, which makes life so much better, even though we live with fire threats. I was very impressed with the coordination of multiple resources that cleaned out the potential flame tunnel along Gill Creek North of the River Road Bridge, I would not have rebuilt our home this year if not for NSCFPD. Thank you!
- Innovation: New ideas, fuels management team and COPE teams to reach residents. I would encourage the district to incorporate the latest technology for mapping, monitoring, and data collection. I would like to see more fire towers to report early smoke signs in forest.

- Response Time: Due to my geographical distance from the nearest firehouse (20-30 minutes), I feel I'm on my own in an emergency though they have always been in my front yard when there is enough time; warning ahead of a fire. I do have several hydrants on my property.
- External Relationships: Can district apply more pressure on PG&E to do their due diligence in preventing fires from PG&E equipment; 90% of fires in my area have been a result of PG&E "malfunctions." We should have a discussion of disbursement of large logs left behind with veg management cuttings. Lobby government officials to stop the insurance agencies that are leaving California. In a country-wide fire disaster or greater, such as the one that occurred several years ago involving both Napa and Sonoma counties, there is only so much that all federal, state, and county fire protection resources can do.
- Leadership: The district is at a crossroads and must take care to choose the best path. We strive to be a "volunteer-based, community-focused rural all-risk fire/EMS department."
- How can I convey to CalFire that I have done work on my land?
- I am also concerned about the geographical size of the northern Sonoma County Fire District.

### **Things the Community Feels the Northern Sonoma County Fire District Should Change** (verbatim)

- Make the job of firefighter a more appealing profession. Seems like there is a shortage of applicants.
- Initiate a deeper and more thorough method of accounting and bookkeeping regarding the budget and transparency.
- Implement better emergency communication with targeted communities regarding conditions (e.g., fire, earthquake, accidents) and actions (e.g., evacuation, shelter in place).
- Remove the threat of costs, fees, penalties, and liens on properties.
- Please provide clear, early, and sure advance notice of when fire department personnel intend to be on property.
- Help reduce barriers to property owners getting financial help in vegetation removal.
- This is only my fifth year living in the district, and I have yet to see something that should change (i.e., not do).
- Create incentives for homeowners who have dangerous habits (e.g., mowing on hot days) and who ignore vegetation management recommendations/guidelines.
- Get tougher with non-compliant homeowners regarding vegetation management.
- It would be good to up the communication between the fire district and their constituency. Perhaps increased information on what is going on, making a newsletter more available, etc. I think it would be good if the District could help publicize and enhance information on the various efforts, such as COPE, which are going on around us.
- Finding and using whatever economic incentives and penalties for landowners not addressing fire/fuel dangers on their property, especially absentee landowners.
- Make sure there are sufficient resources: staff and funding to promote, educate, and implement the best fire prevention programs for the entire community. The chief needs a well-trained, well-paid staff to step up into leadership roles.
- More public education about actual fire suppression. How can we get started on our own blaze?
- Do more vegetation management.
- Get grant money to homeowners so we can retrofit and do fire abatement before insurance drops us!!!

- Continue the evolution from a small town “in-bred” volunteer department to a large (area/budget) regional department.
- Become the fire department that matches our new boundaries and revenue expectations.
- Work on relationships with JPA/district agencies – need one vision.
- Expand staffed stations.
- Better real-time communications during fires and other emergencies.
- Expand vegetation management offerings.
- More involvement with property owners.
- Mix up your board – it’s too homogeneous and old boy-network-y.
- That they are not the military.
- Add an assistant fire chief to help Marshall.
- Number of resident firefighters.
- More outreach to community and involvement.
- Hosting more blood drives.
- Simplify name - “NSCFPD,” cumbersome.
- Staffing at only one station, improve response times.
- More mentorship; community education.

### **Things the Community Feels the Northern Sonoma County Fire District Should NOT Change** (verbatim)

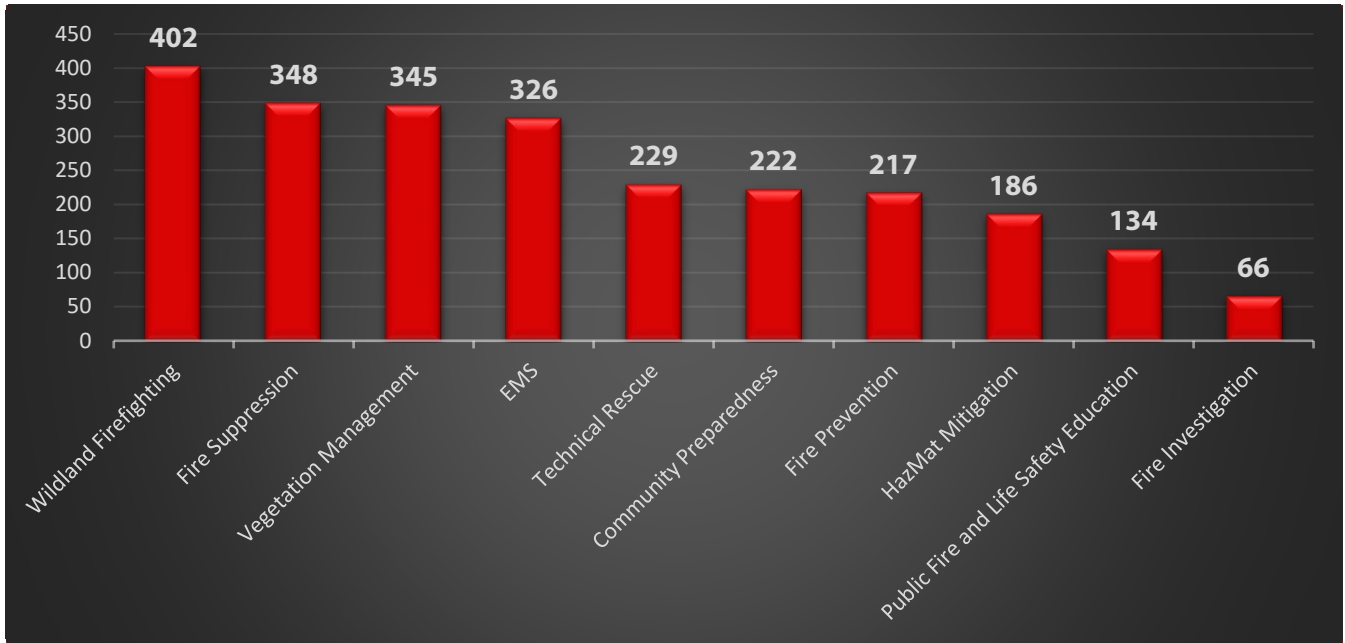
- Chief Turbeville (go ahead and clone yourself).
- Chief Marshall Turbeville.
- Leadership and vision.
- Leadership.
- Fuel crew and prescribed fire funding.
- Being proactive in vegetation management, especially controlled burns.
- Emphasis on vegetation management.
- Commitment to quality.
- Orientation to community.
- Their commitment to our community.
- Working with communities on fire safety and self-reliance.
- Its emphasis on wildfire preparedness, fuels mitigation, and defensive space hardening.
- Strong community involvement and working to reduce the effects of emergencies and intensity of fires. Community outreach/engagement. Community engagement. Connections in the community. Outreach to homes in the district, education, and fast response time.



- Refusal to defend property that doesn't comply with defensible space.
- Recent early response to wildfires with aircraft.
- Quick response time, good community outreach.
- Leadership.
- Community outreach and education are increasing awareness of and commitment to fire safety.
- The district should not get too large and lose its ties to the communities it currently services.
- Chief Turbeville.
- Marshall Turbeville as Northern County Fire District chief!!!
- The fire chief.
- The active and proactive community-driven and fire chief-driven initiatives to prepare and prevent catastrophic rural wildfires.
- Nothing, they're very proactive in the area I work with them.
- Strong presence of the chief in the community.
- Its leadership.
- Chief Turbeville.
- Great communication.
- Keep fighting fires.
- Department focuses on prevention, prevention, preparation, and community outreach – they do a great job.
- Marshall T.
- Its passionate focus on the community and communications.
- Partnership with Healdsburg Fire.
- Its location and commitment.
- Community orientation.
- The chief.
- I appreciate Marshall's public presence.
- Looking ahead to do defense breaks.
- Keep Marshall at all costs.
- Community involvement.

### Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Northern Sonoma County Fire District to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the NSCFD. The results were as follows:



FINAL DRAFT

## B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the NSCFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an analysis of strengths, opportunities, aspirations, and results (SOAR) to better understand the environment impacting the agency.

### SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

### Strengths

We take feedback from the community and respond effectively.	Promoting the professionalism of the vegetation management program.
Intertwined in a tight community through engagement and outreach.	Defensible space inspections – the strength of community inspections.
Innovative in vegetation management and emergency preparedness.	Knowledgeable tenured leadership familiar with complex geography.
Wildland response is strong.	Great community support.
Enthusiastic, tight-knit, energetic, motivated staff.	Grant acquisition for vegetation management.
Grassroots, community-based rural mentality.	Strong non-profit foundation.
Accessible to the community.	Relationship partnership in COPE.
Greater dollar investment in prevention preparation than in response.	Familiarity with the geographic complexities of the district, community members, and district history.
Good relationships with partner agencies.	Strong leadership: Chief Turbeville.
Foundation is good at putting community donations to good use in ways that benefit firefighters and community.	Positive community response and buy-in to the vegetation management program.
Strong financial support/economic stability from community donations/grant acquisition.	Good opportunities for volunteer firefighters to move on to full-time positions.
Adaptability that leads to longevity of agency.	Experience and expertise in obtaining and managing grants.
Proactive response to community needs/diverse situations.	Embracing change and growth.
Staff members are capable and earn the confidence of the community.	Having or acquiring good/proper equipment for the job (i.e., chipper/dozer).

**Opportunities**

Improve the response model with increased funding.	Acquire a permanent fuel crew facility.
Improving transparency to increase communication with the public regarding department updates/projects/staffing/promotions, etc.	Develop and maintain firefighter knowledge, skills, and abilities.
	Expand advanced life support coverage in the district.
Increased career paths for vegetation management employees to attract applicants.	Improve, expand, and enhance the fire prevention program to meet community expectations.
Educate the public on what services we provide.	Increase staffing to increase the scope of work.
Improve relationships with neighbors (collaboration).	Engage our community who are not yet being reached.
Create a clear career/promotion path for firefighters.	Expand cross-training to eliminate silos.
Engage community members who want to participate in strategic vegetation management.	

**Aspirations**

Multiple types of volunteers that are not all-risk firefighters.	Improving transparency through communication.
Encourage surge staffing.	Multiple fuels crews throughout the county.
Provide the highest level of ALS service to the community.	To be seen as an agency that is more community-focused.
Every resident and property owner in our district feels a personal connection to our department.	Continue to find unique solutions for unique situations (dip sites).
Fostering a culture of community and mutual respect and support.	Increase opportunities for property interactions – make it easy.
Fostering and inspiring community through leadership.	Increase the visibility of fire district staff.
Community inclusivity and awareness/education and emphasizing cultural diversity.	Decrease the volume of false alarms and inappropriate (downed tree) calls.
Better coverage/staff/equipment in all response zones.	Promote a culture of constant innovation at every level.



**Agency Stakeholders Work Session**

**Results**

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> <li>- Strengthened relationships with an even broader community.</li> <li>- Even more educated and empowered community.</li> <li>- Sustainable, efficient, multi-benefit vegetation management program.</li> <li>- More flexible, more broadly experienced staff.</li> <li>- More educated and prepared community.</li> <li>- More accessible, trained, nimble fire prevention program.</li> <li>- Stronger relationship between community and district.</li> <li>- More time to be productive.</li> <li>- Increased response level.</li> <li>- Remain independent with services tailored to our community.</li> </ul>	<ul style="list-style-type: none"> <li>- Lower response time and enhancement of all services</li> <li>- Larger crews to get more work done.</li> <li>- More effective utilization of personnel/resources.</li> <li>- Less duplication of resources and robust organization and continuity of services.</li> <li>- Invested in the success of our agency.</li> <li>- Opportunities for all team members.</li> <li>- Broaden the ability to expand the fuels program.</li> <li>- Improved patient outcomes.</li> <li>- Effectively manage our grants.</li> <li>- Career growth.</li> <li>- We are progressive.</li> <li>- Get more done.</li> </ul>	<ul style="list-style-type: none"> <li>- More efficient, continued education, faster response.</li> <li>- More donations, better trained/prepared community members, and increased interactions with the community on a first-name basis.</li> <li>- We do not get lost, are better prepared for unique situations, faster response time.</li> <li>- Great community response, employee confidence, and trust.</li> <li>- Vegetation management growth/expansion/funding.</li> <li>- Meeting community needs and reducing risk.</li> <li>- More space for equipment and personnel, increased staff, and less overlap with firefighters.</li> <li>- Ensure firefighter pay increases with Measure H funding for a living wage so staff can live in the district.</li> <li>- Many hands make light work, personal ownership/responsibility.</li> <li>- Less misinformation/miscommunication, better informed, increased participation, increased confidence.</li> <li>- Quicker ALS response time, better patient results.</li> <li>- Increase personal investment in the community, increased awareness of community events, gratification, stability, and longevity/retention.</li> </ul>

**Programs and Services**

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Northern Sonoma County Fire District and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus within the group so that the difference between the deliverables and the supporting functions was understood.



**Challenges and Service Gaps**

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Northern Sonoma County Fire District. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<b>Personnel</b> <ul style="list-style-type: none"> <li>○ Education, training, and career path</li> <li>○ Competitive benefits</li> <li>○ Culture</li> <li>○ Organizational structure</li> <li>○ Specialized programs</li> </ul>	<b>Human Resources</b> <ul style="list-style-type: none"> <li>○ Succession planning</li> <li>○ Retention of staff</li> <li>○ Develop a sustainable recruitment program</li> <li>○ Connecting with community organizations to enhance service delivery</li> </ul>	<b>Personnel</b>
<b>Funding</b> <ul style="list-style-type: none"> <li>○ Fundraisers</li> <li>○ Grants</li> <li>○ Special tax zone</li> <li>○ Donations</li> <li>○ Fines</li> <li>○ Private contracting</li> </ul>	<b>Funding</b> <ul style="list-style-type: none"> <li>○ Optimize grant funding</li> <li>○ Expand funding opportunities</li> <li>○ Opportunities for private funds</li> <li>○ Achieve a sustainable funding model</li> </ul>	<b>Funding</b>
<b>Physical Assets</b> <ul style="list-style-type: none"> <li>○ New, staffed fire station</li> <li>○ Permanent vegetation management facility</li> <li>○ Up-to-date equipment</li> <li>○ New, integrated technology</li> </ul>	N/A	<b>Physical Assets</b>
N/A	<b>Community Outreach</b> <ul style="list-style-type: none"> <li>○ Increase and improve communication</li> <li>○ Education (CPR, first aid, hazard mitigation)</li> <li>○ Enhance communication with social media</li> <li>○ Leverage fire prevention efforts</li> <li>○ Increase the visibility of fire staff</li> </ul>	<b>Community Outreach</b>

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
N/A	Service Delivery <ul style="list-style-type: none"> <li>○ Expansion of EMS services</li> <li>○ Central location for vegetation management teams</li> <li>○ Ability to upstaff during predictive weather events</li> <li>○ Find unique solutions to unique situations</li> </ul>	<b>Service Delivery</b>

**Strategic Initiatives**

Based on all previously captured information and determining critical issues and service gaps, the following four strategic initiatives were identified as the foundation for developing goals and objectives.

**Personnel**

**Funding**

**Physical Assets**

**Community Outreach**

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.

FINAL DRAFT 11/12/24



**2024-2029 STRATEGIC PLAN**

**MEASURE H FUNDING AGREEMENT**  
**BETWEEN THE COUNTY OF SONOMA AND**  
**SONOMA VALLEY FIRE DISTRICT**

This Agreement is made and entered into as of \_\_\_\_\_ (“Effective Date”) by and between the County of Sonoma, a political subdivision of the State of California, and **Sonoma Valley Fire District**, hereinafter referred to as “COUNTY” and the “FIRE AGENCY”, and collectively as “the Parties.”

**RECITALS**

WHEREAS, on March 5, 2024, the voters of Sonoma County approved Measure H, “The Improved and Enhanced Local Fire Protection, Paramedic Services and Disaster Response Transactions and Use Tax Ordinance”, which added Article VIII to Chapter 12 of the Sonoma County Code (hereinafter “the Ordinance”); and

WHEREAS, the Ordinance provides funding to achieve effective and efficient regional fire response services throughout Sonoma County; and

WHEREAS, the County of Sonoma is charged with a fiduciary duty in administering the tax proceeds generated by the Ordinance and implementation of the Ordinance is the responsibility of an Oversight Committee which reports directly to the Sonoma County Board of Supervisors; and

WHEREAS, Section 12-61 of the Ordinance states: “The Expenditure Plan set forth in section 12-66 is intended as a specific and legally binding and enforceable limitation on how the proceeds of the transactions and use tax imposed by this Ordinance may be spent”; and

WHEREAS, as part of the Ordinance Expenditure Plan, Section 12-66(D) provides allocation percentages for entities receiving funds generated by the Ordinance (“Recipients”); and

WHEREAS, as part of independent Oversight Committee and performance audit, Section 12-67(B) of the Ordinance requires Recipients to prepare and distribute to the Oversight Committee specific information in annual reports not later than December 31<sup>st</sup> of each year; and

WHEREAS, as part of the oversight and administration of the Ordinance, Section 12-68(A) of the Ordinance requires a funding agreement between the County of Sonoma and Recipients before any tax proceeds are distributed; and

WHEREAS, Section 12-65 of the Ordinance requires that Ordinance proceeds shall not be used to supplant FIRE AGENCY’S historical proportional allocation to fire related services and establishes a baseline maintenance of effort requirement that shall not be violated; and

WHEREAS, Section 12-68(A) of the Ordinance further requires that the funding agreement between the County of Sonoma and Recipients shall establish existing revenue used to fund existing personnel in order to establish the baseline for measuring compliance with the

requirement that sales tax proceeds generated by the Ordinance shall only be used to pay for additional personnel; and

WHEREAS, the County of Sonoma and Recipients desire to have a uniform agreement to ensure consistency in distribution, reporting, oversight, and administration of the funds generated by the Ordinance.

NOW, THEREFORE, in consideration of the foregoing, COUNTY and FIRE AGENCY do hereby agree as follows:

1. The Parties agree to comply with the purpose, intent, use of fund limitations and specific implementation provisions of the Ordinance, which became operative October 1, 2024.
2. Allocation of Funds. As provided in Section 12-66(D), the allocation percentage of funds generated by the Ordinance to be received by FIRE AGENCY is **five and two-tenths percent (5.2%)**, to be used for the purposes set forth in Sections 12-66(B) and 12-66(C) of the Ordinance. As provided in Section 12-66(E), the successor fire agency of any enumerated entity in Section 12-66(D) shall receive the funds set forth in that section.
3. Distribution of Funds. COUNTY shall distribute the sales tax proceeds to FIRE AGENCY on a quarterly basis based on the following schedule:

July – September proceeds will be distributed by the 10th of December;  
October – December proceeds will be distributed by the 10th of March;  
January – March proceeds will be distributed by the 10th of June;  
April – June proceeds will be distributed by the 10th of September.

The first distribution of tax proceeds from COUNTY to FIRE AGENCY per the Ordinance and this Agreement will be the by the 10th of March 2025 for the October – December 2024 collection date.

4. Baseline maintenance of effort. As provided in Section 12-65, Ordinance proceeds shall not be used to supplant FIRE AGENCY’S historical general fund contribution for providing fire related services. The proportional allocation to determine maintenance of effort is FIRE AGENCY’S baseline operating budget for Fiscal Year 2021-2022, which includes ad valorem property taxes, parcel taxes or any other taxes and/or fees in support of the operating cost for providing fire related services but excluding limited term funds such as capital projects, grants, grant matches or other one-time revenues, will be reported on the FIRE AGENCY’s Annual Report in Exhibit A. The Parties intend and agree to execute an Amendment to this Funding Agreement prior to the submission of the Annual Report, which sets forth FIRE AGENCY’s proportional allocation. If the proportional allocation to FIRE AGENCY in any subsequent fiscal year is materially less than the FY 21/22 allocation, then the jurisdiction that provides funding shall be deemed to violate the maintenance of effort requirement.



5. Baseline personnel funding. For the purposes of Section 12-68(A) of the Ordinance, as provided in the operating budget for Fiscal Year 2021-2022, FIRE AGENCY'S annual existing revenues used to fund existing personnel in order to establish the baseline for measuring compliance with the requirement that sales tax proceeds shall only be used to pay for additional personnel will be reported on the FIRE AGENCY's Annual Report in Exhibit A. The Parties intend and agree to execute an Amendment to this Funding Agreement prior to the submission of the Annual Report, which sets forth FIRE AGENCY's baseline personnel funding.
6. 30-year limit on Bonded Indebtedness. As provided in Sections 12-63 and 12-66(C), FIRE AGENCY may issue limited tax bonds to finance any program or project in accordance with the Ordinance Expenditure Plan, as allowed by applicable law and as approved by their respective legislative body. The maximum bonded indebtedness shall not exceed the projected 30-year distribution of FIRE AGENCY'S annual allocation and any costs associated with the issuance of such bonds shall be accounted for within the program category in which the bond proceeds are used
7. Reporting Requirements.
  - a. In order to ensure consistency in distribution, reporting, oversight, and administration of the funds generated by the Ordinance as set forth in Section 12-67(B) of the Ordinance, annual reports to the Oversight Committee shall be made by FIRE AGENCY not later than December 31<sup>st</sup> of each year in the form attached hereto as Exhibit A.
  - b. If FIRE AGENCY receives funding as part of the Countywide Expenditures from the Sonoma County Fire Chiefs Association ("SCFCA") pursuant to Section 12-66(C)(6) of the Ordinance, FIRE AGENCY shall prepare an annual report to be provided to SCFCA no later than September 30<sup>th</sup> to be included in the SCFCA's annual report to the Oversight Committee.
8. Appropriations Limit. As provided in Section 12-64 of the Ordinance, revenue generated by the Ordinance shall be attributed to the appropriations limit of the County, and not to the appropriations limit of any Recipients.
9. Records. The Parties shall retain all records regarding expenditures of funds generated by the Ordinance for a period of three (3) years from the date of the expenditure and make available as soon as practicable to each Party.
10. Audit authority of Oversight Committee. Subject to Sections 12-67(C) and 12-67(D) of the Ordinance, the Oversight Committee shall have the authority to audit the receipt and expenditures as set forth in the annual reports submitted by Recipients.

11. Over Allocation. If COUNTY over allocates funds to FIRE AGENCY for any reason, FIRE AGENCY agrees to return the amount of such over allocation to COUNTY to be re-allocated per Section 12-66(D).
  
12. County Costs. As provided in Section 12-66(C)(5), the Parties agree COUNTY is authorized to allocate funds collected pursuant to the Ordinance to pay for expenses incurred which relate to the implementation of the tax, including payments necessary for the operation of the Oversight Committee and Ordinance reporting. The Parties further agree that any costs that exceed the County of Sonoma ACTTC Administrative Fee allocation as set forth in Section 12-66(D) shall be removed from the total tax proceeds prior to distribution of funds to all respective agencies.
  
13. Indemnification. FIRE AGENCY shall defend, indemnify and hold harmless COUNTY, its officers, officials, and employees, from and against any and all demands, claims, actions, litigation or other proceedings, liability, damages and costs (including but not limited to attorney fees), that arise out of, pertain to or relate in whole or in part to COUNTY'S obligations under this agreement, excepting only matters that are based upon the County's gross negligence or willful misconduct.
  
14. Notices. Any notice which may be required under this Agreement shall be in writing, shall be effective when received, and shall be given by personal service, or by certified or register mail, return receipt requested, to the addresses set forth below, or to such addresses which may be specified in writing to the parties hereto.

TO FIRE AGENCY:        **Sonoma Valley Fire District**

TO COUNTY:            County of Sonoma  
 Auditor-Controller-Treasurer-Tax Collector  
 585 Fiscal Drive, #100  
 Santa Rosa, CA 95403

15. Additional Acts and Documents. Each party agrees to do all such things and take all such actions, and to make, execute and deliver such other documents and instruments, as shall be reasonably requested to carry out the provisions, intent and purpose of this Agreement.
  
16. Integration. This Agreement represents the entire agreement of the Parties with respect to the subject matter hereof. No representations, warranties, inducements or oral agreements have been made by any of the Parties except as expressly set forth herein, or in other contemporaneous written agreements.

17. Amendment. This Agreement may not be changed, modified or rescinded except in writing, signed by all parties hereto, and any attempt at oral modification of this Agreement shall be void and of no effect.
18. Independent Agencies. The Parties renders their services under this Agreement as independent agencies. None of either Party's agents or employees shall be agents or employees of the other Party.
19. Assignment. The Agreement may not be assigned, transferred, hypothecated or pledged by any party without the express written consent of the other party.
20. Successors. This Agreement shall be binding upon the successor(s), assignee(s) or transferee(s) of the COUNTY or FIRE AGENCY as the case may be. This provision shall not be construed as an authorization to assign, transfer, hypothecate or pledge this Agreement other than as provided above. Notwithstanding the foregoing, per Section 12-66(E)(2) of the Ordinance, in the event any enumerated entity in Section 12-66(D) consolidates with or is annexed by another entity, the successor agency shall receive the funds allocated to the enumerated entity.
21. Severability. Should any part of this Agreement be determined to be unenforceable, invalid, or beyond the authority of either party to enter into or carry out, such determination shall not affect the validity of the remainder of this Agreement which shall continue in full force and effect; provided that, the remainder of this Agreement can, absent the excised portion, be reasonably interpreted to give effect to the intentions of the parties.
22. Limitations
  - a. All obligations of COUNTY under the terms of this Agreement are expressly subject to COUNTY'S continued authorization to collect and allocate the sales tax proceeds generated by the Ordinance. If for any reason COUNTY'S right to collect or expend such sales tax proceeds is terminated, suspended, or modified, in whole or in part, COUNTY shall promptly notify FIRE AGENCY, and the parties shall consult on a course of action. If, after twenty-five (25) business days, a course of action is not agreed upon by the parties, this Agreement shall be deemed terminated by mutual or joint consent; provided, that any future obligation to fund from the date of the notice shall be expressly limited by and subject to (i) the lawful ability of COUNTY to expend sales tax proceeds for the purposes of the Agreement; and (ii) the availability, taking into consideration all the obligations of COUNTY under all outstanding contracts, agreements to other obligations of COUNTY, of funds for such purposes.

- b. All obligations of FIRE AGENCY under the terms of this Agreement are expressly subject to FIRE AGENCY's continued authorization to receive and spend the sales tax proceeds generated by the Ordinance. If for any reason FIRE AGENCY's right or ability to collect or expend such sales tax proceeds is terminated, suspended, or modified, in whole or in part, FIRE AGENCY shall promptly notify COUNTY, and the parties shall consult on a course of action. If, after twenty-five (25) business days, a course of action is not agreed upon by the parties, this Agreement shall be deemed terminated by mutual or joint consent; provided, that any future obligation to fund from the date of the notice shall be expressly limited by and subject to (i) the lawful ability of FIRE AGENCY to expend sales tax proceeds for the purposes of the Agreement; and (ii) the availability, taking into consideration all the obligations of FIRE AGENCY under all outstanding contracts, agreements to other obligations of FIRE AGENCY, of funds for such purposes.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date.

COUNTY OF SONOMA

**SONOMA VALLEY FIRE DISTRICT**

By: \_\_\_\_\_  
Board of Supervisors, Chairperson

By: \_\_\_\_\_

ATTEST:

By: \_\_\_\_\_  
Clerk of the Board of Supervisors

By: \_\_\_\_\_

APPROVED AS TO LEGAL FORM

FOR COUNTY:

FOR FIRE AGENCY:

\_\_\_\_\_  
County Counsel

\_\_\_\_\_  
Counsel

## EXHIBIT A

### ANNUAL REPORT TO MEASURE H OVERSIGHT COMMITTEE

Pursuant to the requirements of Sonoma County Code section 12-67(B), this is the annual report of the allocation of funds received by the reporting agency under the Sonoma County voter-approved Measure H, “The Improved and Enhanced Local Fire Protection, Paramedic Services and Disaster Response Transactions and Use Tax Ordinance” (the “Ordinance”).

Name of Agency receiving Measure H funds: \_\_\_\_\_

Reporting period: FY 24-25 (4/26/24 to 6/30/25 (with April-June proceeds received 9/10/25))

1. Detail of the activities related to the Ordinance this reporting period, based on attached budget to actual report, balance sheet, and fund balance report.
2. Summary of the positions and start up, equipment and facilities that were funded with revenue from the Ordinance.
3. The specific activities that support fire prevention, including vegetation management.
4. Update on the status of facility capital improvement projects that are funded with revenue from the Ordinance.
5. Demonstration of compliance with the requirement that revenue from the Ordinance shall be used for enhancing operations.

Proportional budget allocation for fire related services:

FY 21-22 \$ \_\_\_\_\_; FY 21-22 \_\_\_\_%; this reporting period: \$ \_\_\_\_\_; \_\_\_\_%.

Personnel expenditures: FY 21-22 \$ \_\_\_\_\_; this reporting period \$ \_\_\_\_\_.

6. Any material changes in service needs within the agency’s jurisdiction or countywide.
7. Any remaining funds from allocations provided in previous years, and an explanation for proposed use of such funds.



Required Attachments:

Annual Budget

Budget to Actual Report

Balance Sheet

Fund Balance Report

Most recent annual audit and/or other independent financial review

FY 21-22 budget documents showing baseline dollar figure for maintenance of effort and personnel expenditures.



Northern Sonoma County Fire Protection District  
Committee Report  
Risk Management  
December 12, 2024 Board Meeting

## Background

The District is currently seeking legal advice from Ben Fay on four issues:

1. Vegetation Management Contracts with Property Owners
  - Where the district is doing vegetation management on a certain property or nearby property...eventually including the possibility of prescribed fire.
  - Where the district has a relationship with a contractor working on a property within our District
  - Where the District is doing work on a property outside our District
  - Other?
2. Measure H Vegetation Management
  - Review and approval of our ultimate governing document between the District and the governing body of Measure H.
  - Definition of roles, and protection from liability, given the District will not be defining the Measure H project priorities.
3. General Board Liability and Responsibilities
4. Insurance Coverage
  - Does FAIRA cover all our activities?

## Action Requested

1. Identify the deliverable on each issue that will signal the matter is complete/resolved.
2. Confirm the proper channel of communication, including who is responsible for each item (Chief or by Board consensus).
3. Determine how legal conversations held by staff on other legal topics, including personnel matters, work into the overall questions of risk management and where/how, if at all, does Board have oversight responsibility.

4. Consider the appointment of a Risk Management Ad Hoc Committee to address these legal issues.



Northern Sonoma County Fire Protection District  
JPA Committee Report  
December 12, 2024 Board Meeting

The JPA Ad Hoc Committee met on November 18 and November 26. The “staff report” drafted by Cloverdale Fire Chief Jenkins was presented to his Board at their November 18 Board Meeting. The report was sent to Chief Turbeville later that evening, too late to be included in the agenda packet for our November 21 Board Meeting. It was sent to Directors Stewart and Peterson on Monday, November 25.

At the JPA Ad Hoc meeting on November 26, the draft of the joint vision statement was discussed and edits/suggestions made. It was agreed that we would finalize the statement via email communications in the next few days. This was accomplished and the vision statement is included in the agenda packet.

Committee members would then work on specific deliverables and a proposed timeline for achieving functional consolidation in the 5-year time frame. These recommendations would be shared with other Ad Hoc committee members prior to the next JPA Ad Hoc meeting scheduled for December 18 for discussion with the goal to finalize the recommendations in time to be included on the agenda for each District’s January Board Meeting.

**Action Requested**

1. Adopt the JPA Shared Vision Statement.



# Northern Sonoma County Fire – Cloverdale

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451 S Cloverdale Blvd. • Cloverdale, CA 95425 • Phone: 707-894-3545 • Fax: 707-894-2014

## Staff Report to the Northern Sonoma County Fire Boards

### Subject: Update on Northern Sonoma County Fire Ad Hoc (JPA) Meeting

Date: November 18, 2024

#### Overview:

The past few meetings of the Northern Sonoma County Fire Ad Hoc Joint Powers Agreement (JPA) committee have been very productive, with substantial progress made toward developing a more comprehensive JPA framework. The committee's focus has been on creating a plan that will guide our agencies over the next five years, ensuring sustainable growth, improved service delivery, and improved integration of resources.

#### Key Points:

1.

##### **Commitment to a Joint Powers Agreement (JPA):**

Both ad hoc groups—the Northern Sonoma County Fire Protection District and the Cloverdale Fire Protection District—have reached a consensus on moving forward with a JPA. Rather than pursuing full consolidation at this time, we are committing to a functional consolidation that will enable our agencies to operate collaboratively as one unified force. This approach provides the benefits of enhanced efficiency and effectiveness without the complexities that a full consolidation might entail at this stage. Both ad hoc groups felt it important to be very specific about what a JPA means so we can all explain it better to our stakeholders, mainly staff and the public.

2.

##### **Development of a Five-Year Plan:**

The JPA framework being developed will serve as a guiding document for the next five years. This plan will lay out shared objectives, resource allocations, response protocols, and administrative structures that will streamline operations and optimize our service to the communities we serve. By committing to a comprehensive, well-planned JPA, both districts aim to create a foundation that allows for gradual integration and alignment, setting



the groundwork for potential further collaboration and possibly full consolidation when the timing is right.

3.

**Focus on Seamless and Effective Operations:**

The intent behind this JPA is to achieve functional consolidation where our districts can work together as one cohesive identity and entity. We are focusing on making this collaboration as seamless as possible, integrating our resources, training, and communication systems to operate effectively under aligned objectives. We will focus on building one

4.

**Vision Statement:**

We will create a shared vision statement that will guide our staff to foster a collaborative working environment and a shared commitment to operating as one organization. This vision statement will serve as a guiding principle for all members, ensuring consistency in our identity and enhancing our ability to educate the public about who we are and what we stand for.

5.

**Future Goals and Next Steps:**

Over the coming months, we'll continue to refine the draft JPA framework, working to ensure all aspects of the agreement align with all our interests and best interests of our districts. We anticipate presenting a more detailed draft of the JPA framework, at an upcoming board meeting or joint meeting for your review and feedback.

**Conclusion:**

The commitment to a JPA, rather than full consolidation, represents a thoughtful and deliberate approach to strengthening Northern Sonoma County fire services. By collaborating as functional partners, the Northern Sonoma County Protection District and Cloverdale Fire Protection Districts will be positioned to enhance operational efficiency, improve service levels, and meet the evolving needs of our communities over the next five years. The collaborative process began many years ago and we look forward to continued progress. We will keep the board updated as we finalize the framework.

Submitted by,  
Chiefs Jenkins/Turbeville



## **Northern Sonoma County Fire – Cloverdale/Geyserville**

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DATED: December 2, 2024

STATEMENT OF THE FIRE AD HOC COMMITTEE:

### **Vision Statement for Northern Sonoma County Fire**

***The Northern Sonoma County Fire agencies will, through unified command and operations, provide a functional consolidation of personnel, resources, response, and public services to our constituency. We are dedicated to protecting the safety, well-being, and resilience of the communities we serve. We are committed to this shared vision that emphasizes local control, cost-effective solutions, and commitment to providing the highest quality fire and rescue services. We are united by common goals and strive to be a trusted and reliable fire and rescue force, protecting lives, property, and the natural environment from the threats we face in Northern Sonoma County.***



Northern Sonoma County Fire Protection District  
Board Report  
Multi-Purpose Room Use  
December 12, 2024 Board Meeting

**Background**

The issue has come up about the appropriate use of the community room by outside organizations. It is our understanding that there are at the moment only two outside organizations that rely upon the community room for monthly meetings. These organizations are GAV-MAC and Geyserville planning commission. Both of these organizations are grateful for the ability to use the room and understand the need to have rules of use in place. Since both of these organizations rely upon volunteers and meetings are open to the public, the most convenient time to meet is during early evening hours. Therefore, certain rules of use should be understood.

1. Fire District personnel are not responsible for the access to the room for these organizations. Members of these organizations should arrange with fire District personnel regarding appropriate means to gain access to the room and secure the room after use.
2. The facilities, including restrooms, should be left clean and in exactly the same condition as they were prior to the meeting.
3. Fire District personnel must be made aware of all scheduled meetings well in advance of the day, and meetings may be scheduled no more than 3 months ahead.
4. Access to the room for a specific meeting may be canceled at any time in case of an emergency, or at the discretion of Fire District personnel.

A suggested policy for new groups.

1. For those organizations that wish a one-off meeting, the decision of use is left to Fire District personnel. These meetings must take place during normal business hours.
2. The District Board shall be responsible for approving ongoing access to the community room for any new organizations applying for its' use. The Board

will consider the best interests of both the District and the Community it serves when making their decision.

**Action Requested**

Discussion item only, no action to be taken tonight.



Northern Sonoma County Fire Protection District  
Staff Report  
Policies  
December 12, 2024 Board Meeting

**Background**

The following policies were introduced at the November Board Meeting:

1. Chipper Operations Use & Safety: This policy has not been changed since it was introduced last month.
2. Reporting for Duty: This policy has not been changed since it was introduced last month.
3. Emergency Recall: This policy has not been changed since it was introduced last month.
4. Medical Clearance: This policy has not been changed since it was introduced last month.
5. Purchasing and Procurement: This policy has been revised multiple times since the November Board meeting. Revisions were intended to improve the structure and flow of the policy and remove duplications and inconsistencies. Updates were focused on roles, definitions, procurement categories, procurement tools, procurement methods, and insurance.
6. Financial Reserve Policy: This policy has not been changed since it was introduced last month.

**Action Requested**

Board approval of these policies.



# Chipper Operations Use & Safety

## 711.1 PURPOSE AND SCOPE

The purpose of this policy is to provide safety information, alert workers to the hazards of operating wood chippers and establish work practices that will reduce or eliminate the hazards related to the use of wood chippers.

## 711.2 POLICY

Operating wood chippers can be dangerous and result in severe injury or death when proper precautions and work practices are not followed. When workers feed tree branches/limbs into the chipper feed area, they are at risk of getting "caught in" the machine and suffering severe injury, amputation or death by being "drawn into" roller feed blades or being "struck by" the machine or large branches resulting in a serious injury. Other hazards include hearing loss and face, head or hand injuries. Implementing the work practices, completing training and using the personal protective equipment established in this policy will significantly help to protect workers from serious or fatal injuries during wood chipper operations.

## 711.3 PERSONAL PROTECTIVE EQUIPMENT AND CLOTHING REQUIREMENTS

Workers must use the following protective equipment when operating the wood chipper:

- Eye protection: ANSI approved safety glasses
- Hand protection: proper work gloves with no extended cuffs (use short, tight-fitting cuff)
- Ear protection: earplugs or muffs
- Head Protection: wear hardhat or helmet
- Face Protection: Supervisor must assess work conditions and determine if additional face protection (face shield) is necessary for working conditions

Workers must take the following precautions with their clothing and PPE:

- Ensure there are no loose fitting straps, strings, jewelry worn during operation of the wood chipper.
- Clothing should be tight-fitting. Loose shirt sleeves, pant legs or jewelry can catch in the equipment's moving parts, resulting in injury.
- Do not wear gloves with loose or flared cuffs.
- Pull back long hair.
- Long pants and sturdy, non-slip boots shall be worn at all times. Pants should not have cuffs. Pants help to protect workers' legs from objects thrown from the chipper.
- Sturdy, non-slip boots keep a firm footing on the ground and reduce the risk of slipping and falling into the chipper.
- Climbing equipment, ropes, body belts, harnesses and lanyards shall not be worn while operating chippers.

## *Chipper Operations Use & Safety*

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Department Supervisor is responsible to establish an inspection and maintenance process that follows the manufacturer's instructions with attention to proper lock-out procedures.

### **711.4 ROADSIDE SAFETY**

If the chipper is operated near a roadway, make sure it is positioned far enough away to not interfere with the flow of traffic or injure passersby. Use flags and warning signs to alert motorists that there are workers in the area. These workers should wear highly reflective vests. Ensure the discharge chute is pointed away from the roadway to keep debris from flying toward traffic.

### **711.5 TOWING SAFETY**

Towing involves the interaction of a number of components: the driver, tow vehicle and trailer. Each of these contributes to the towing experience and safety of the combination. The driver is responsible for selecting the right tow vehicle and trailer for the load, hitching the unit, loading, steering, speed, and braking. All components of the tow vehicle and trailer effect towing. Safe and proper driving is a critical piece of trailer safety. Drivers should be focused and limit distractions.

- Ensure trailer lighting connections are made and safety lighting is operating properly.
- Never move, load or transport a chipper while the engine is running. Shut off the power supply and wait for all moving parts to come to a complete stop.
- When towing, be sure to connect safety hitch chains and tighten and secure trailer hitch pin(s).
- Rotate the chipper discharge chute so it is pointing towards the tow vehicle and will not strike objects along the roadway.
- Ensure all equipment is secured and stowed properly before towing.
- Equipment should be towed no faster than the manufacturer's recommended speed.
- Vehicles trailer brake should be tested and adjusted as necessary.

### **711.6 CHIPPER SAFETY AND OPERATION**

Chippers usually consist of a powered feed mechanism that draws branches into the machine, knives mounted on a rotating disc/drum roller, an engine to power the unit and a discharge chute to transport wood chips. Chippers used by the District are equipped with a mechanical feed control bar that activates the feed rollers when it is pulled, pushing the feed bar to the neutral position to stop and pushing the bar towards the rear discharge chute to reverse the feed rollers. The bar is located along the top and rear of the feed chute for quick and easy access and control. Chippers with feed control bars are required to have quick stop and reverse feed control levers/controls for emergency situations.

The following work practices are to be implemented and used to ensure the safe operation of wood chippers.

# Northern Sonoma County Fire Protection District

## Policy Manual

### *Chipper Operations Use & Safety*

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- Before starting the chipper, ensure that no material is inside the feed intake area or on the feed table. Allow chipper to warm up at low rpm and raise to full operating rpm based on manufacturer's instructions prior to feeding any material into the chipper.
- Prevent detached trailer chippers from rolling or sliding on slopes by chocking the trailer wheels.
- Always supervise new workers using a chipper to ensure that they work safely and never endanger themselves or others.
- Chipper must never be operated alone. Designate one or more workers as a safety watch to be stationed near emergency shut-off devices while other workers feed material into the chipper. The safety watch is to be instructed to carefully and attentively watch all workers in front of the chipper and immediately shut off the feed mechanism in the event someone looks to be in danger of falling into or being drawn into the feed mechanism.
- Stand to the side of the infeed chute when feeding material into the chipper. This reduces the "caught-in" hazard and allows quick access to emergency stop devices.
- Keep hands and feet out of the immediate infeed chute area while the chipper is running.
- Workers shall never place hands, arms, feet, legs, or any other part of the body on the feed table when the brush chipper is in operation or the rotor is turning.
- Push material into feed rollers with a wooden tool or a long branch.
- Feed branches into the chipper butt-end first.
- Place shorter, smaller branches on top of longer branches being fed into the chipper.
- Check material to be fed to ensure that it is free of metal and other foreign objects. Materials such as stones, nails, and similar debris shall not be fed into the brush chipper.
- Place small debris into trash cans instead of feeding it into the chipper.
- Never stand, sit or climb onto any part of the chipper while it is running.
- Shut down the chipper and remove the ignition key when it is unattended.
- Before starting a chipper, ensure that the chipper's disc hood is completely closed and latched, and that there are no foreign objects in the infeed area.
- Ensure there is no rope, twine, lines, wires anywhere near the wood chipper prior to start up of the machine.
- Ensure that the discharge chute is positioned to prevent chips from hitting employees.
- Do not stand in front of the feed table when the chipper is running.
- Employees are to maintain a safe distance (two tree or log lengths) between other workers during chipper operations so as not to bump, trip or encumber any other employee.

## *Chipper Operations Use & Safety*

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- Protect yourself from contacting operating chipper components by guarding the infeed and discharge ports, and preventing the opening of the access covers or doors until the drum or disc completely stops.
- Use proper locking pins to immobilize the disc cutting wheel when attempting to clear a clogged chipper chute or changing chipper blades.
- The brush chipper discharge chute or cutter housing cover shall not be opened or removed while any part of the chipper is turning or moving.
- Follow operator's manual and ensure chipper is de-energized when performing maintenance such as changing chipper blades/knives and attempting to clear a clogged chipper.
- Read, review and follow all operator's manual operating instructions.

### 711.6.1 SAFETY AND OPERATION OF CHIPPERS EQUIPPED WITH A WINCH LINE

This section describes important safety information for all wood chippers with a winch line. Generally, a chipper with a winch assembly mounted on top has the same standard and safety features as one without a winch line. The winch assembly is used to secure and pull large diameter, heavy branches or trunks to the chipper. The winch is located directly above and in front of the chipper infeed chute.

Everyone working around wood chippers equipped with a winch line should be well-trained to understand that lines commonly used at the job site can inadvertently be pulled into the chipper while feeding brush. This includes the lines on the optional hydraulic winch attached to the top of the infeed hopper. When the winch line is extended, the opportunity exists for brush or workers to become entangled in the winch line. Never place yourself between the brush and winch line. Feeding brush with the winch line extended or when other ropes are in the area of the infeed hopper can result in the line becoming entangled in the brush being fed into the chipper. If this happens, the winch line or rope will be pulled into the chipper. If any rope or line becomes caught in the spinning knives, it could be pulled into the chipper at a high rate of speed and when a worker is in its path, there is little or no opportunity to avoid it. The result is serious injury or death.

Chipper owners and operators should not feed brush into the chipper while the winch line is extended. The intended use of the winch is to assist the operator in pulling large tree limbs to the wood chipper feedwheels without having to lift and carry. Never pull out the winch line while brush or limbs are feeding into the chipper. When you are not using the winch, ensure that it is retracted and stowed so that it cannot become tangled in brush and pulled into the chipper.

Make sure there is outbound tension on the winch line whenever the winch line is being powered out. Using the hydraulic control to power out the winch line rather than free spool the line out could result in the line becoming tangled around the spool and wind inward when the hydraulic lever is in the unwind position. If a worker is holding the winch line when this happens a potential nip point is created between the cable housing and hook and also the winch line and material.

## *Chipper Operations Use & Safety*

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**DANGER:** Brush being fed into the chipper infeed hopper can snag an extended winch line. The knives on the spinning disc/drum can grab and pull in the winch line at a high rate of speed resulting in serious injury or death to workers nearby.

**DANGER:** Climbers' ropes and other lines present at the work site can become entangled in brush being fed into the chipper. The knives on the spinning disc/drum can grab and pull in ropes at a high rate of speed resulting in serious injury or death to workers nearby.

**DANGER:** Most winch lines contain a metal hook at the end. If the metal hook enters the infeed hopper, it could be ejected out of the discharge chute at a high rate of speed causing serious injury or death.

**DANGER:** Make sure there is outbound tension on the winch line whenever the winch line is being powered out. Using the hydraulic control to power out the winch line rather than free spool the line out could result in the line becoming tangled around the spool and wind inward when the hydraulic lever is in the unwind position. If a worker is holding the winch line when this happens a potential nip point is created between the cable housing and hook and also the winch line and material.

**DANGER:** The winch line is under tension at times and could suddenly release, snapping back into the operator causing serious injury or death.

**DANGER:** Never operate the hydraulic winch with the wood chipper detached from the towing vehicle. The load may move the wood chipper or pull the tongue off the supporting block.

**DANGER:** Never reach into the winch or winch rolling area.

***Not following all winch operating procedures may result in severe injury or death.***

Pinch point hazards may develop during winching operations. The hydraulic controls are located on the side of the infeed hopper. Operating the winch is a one-man operation. Do not have one person operating the winch hydraulic control with another person operating or holding the winch line. The person holding the winch line could have his hand pinched when another person is operating the winch control.

- Winching large limbs to the wood chipper should be performed by one person.
- Stay clear when winching.
- Do not allow winch line or other ropes to be snagged and pulled into the chipper knives.
- Avoid becoming entangled in the winch line. Never place yourself between the brush and the winch line while using the winch line to pull large tree limbs toward the chipper.
- The metal hook at the end of the winch line entering the wood chipper could result in serious damage to the knives and other internal components causing the potential for injury to operators.
- When you are not using the winch, ensure that the winch line is retracted and stowed so that it cannot be pulled into the chipper.
- Never pull out the winch line while brush or limbs are feeding into the chipper.

## *Chipper Operations Use & Safety*

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- Never attach winch line to an installed choker if other limbs are feeding into the machine.
- Brush can snag winch line or climbers' ropes. Knives can grab and pull in line and anything attached to it at a high rate of speed.
- If worker is between the chipper and the winch line that is caught in the knives, the winch line will be pulled in at a very rapid speed and the worker will not have time to get out of its way. Death or serious injury may result.
- Do not overload the winch. The line can break or the choker can come off and strike a worker.
- Be aware of the hazards of winch line breakage. Ensure that everyone remains clear of the recoil area in the event of load or line breakage.
- Pull loads in a manner that avoids angles which could result in tipping or other unintended movement of the chipper and towing vehicle.

### **711.7 STAFF TRAINING REQUIREMENTS**

Training is designed to help workers understand the correct operation of the wood chipper and safety controls, the importance of establishing a maintenance and inspection process, proper start-up and shut-down and the use of proper personal protective equipment. Supervisors should closely supervise all workers to ensure they are safely operating and exhibiting safe behaviors when working with the wood chipper or as a part of the team. Supervisors should conduct periodic safety tool box talks in the field (twice per year) to ensure safe work practices are consistently applied.

### **711.8 INSPECTION, SERVICE, MAINTENANCE REQUIREMENTS**

It is the policy of the Northern Sonoma County Fire Protection District that all in-service chippers are inspected daily to ensure that all parts and safety devices are functioning properly. This should include looking for broken parts, cracks, worn hinges, and missing parts and pins. Chippers that are out-of-service for maintenance or repair need not be inspected until they are returned to service. Any issues discovered during inspection should be promptly addressed. When a chipper becomes inoperative or in need of repair that affects the safe operation, it shall be immediately removed from service for repair.

#### **711.8.1 DAILY CHECKS**

Before beginning any servicing operation, lockout/tagout procedures must be utilized to control hazardous energy related to start-up of the chipper.

- With machine level check the engine oil level.
- Check air filter restriction gauge.
- Check coolant level.
- Check hydraulic oil level.



# Northern Sonoma County Fire Protection District

## Policy Manual

### *Chipper Operations Use & Safety*

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- Check the condition of the knives every 10 hours of use. If the edge is as round as a ballpoint pen they need to be flipped or replaced.
- Grease the 2 drum bearings at the end of each day and after every 5 hours of use. Start at the bearing you can see. With the engine at idle and the drum turning count the number of pumps it takes before grease is purged from the side of the bearing. Put the same amount of pumps in the other bearing (this may take 50 pumps or more).
- Check the lube chart for additional lube requirements beyond the daily ones.
- Check the knee bar safety switches in normal and reduced sensitivity modes. This is done with the machine running in high speed and the feed rollers feeding in forward. The feed rollers should stop when the red bar is bumped with your leg in both modes.
- Check hours written on the filters or the machine for when the next service is due.
- Report any problems to your supervisor or mechanic.

#### 711.8.2 POST OPERATION LUBRICATION

Following the use of the chipper grease fittings will be lubricated per the onboard lubrication chart.

#### 711.8.3 CHIPPER REQUIREMENTS

- Each rotary drum tree or brush chipper or disk-type tree or brush chipper not equipped with a mechanical infeed system shall be equipped with an infeed hopper not less than 85 inches, measured from the blades or knives to ground level over the centerline of the hopper, and shall have sufficient height on its side members so as to prevent personnel from contacting the blades or knives of the machine during normal operations.
- Each rotary drum tree or brush chipper or disk-type tree or brush chipper not equipped with a mechanical infeed system shall have a flexible anti-kickback device installed in the infeed hopper for the purpose of protecting the operator and other persons in the machine area from the hazards of flying chips and debris.
- All brush chippers shall be equipped with a locking device on the ignition system to prevent unauthorized starting of the equipment.
- Cutting bar and blades shall be kept sharp, properly adjusted and otherwise maintained in accordance with the manufacturer's recommendations.
- Each disk-type tree or brush chipper equipped with a mechanical infeed system shall have a quick stop and reversing device on the infeed. The activating lever for the quick stop and reversing device shall be located across the top, along each side of, and as close to the feed end of the infeed hopper as practicable and within easy reach of the operator.

#### 711.9 RECORDS

The Training Officer shall be responsible for maintaining records of all chipper training that is provided to members. At a minimum, the District should document the following:

## *Chipper Operations Use & Safety*

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- (a) The dates of the training sessions
- (b) A list of the topics or a summary of the content of the training sessions
- (c) The name or other identifier and job title of the members who received the training
- (d) The names, certificate number and qualifications of persons conducting the training

The District will maintain chipper training records for at least seven years and in compliance with the District's established records retention schedule.

## Reporting for Duty

### 1009.1 PURPOSE AND SCOPE

This policy describes the District's expectations of its employees when reporting for duty to ensure that all members are fully capable of functioning in their capacity.

### 1009.2 POLICY

It is the policy of this District to maintain sufficient staffing levels to provide efficient and quality services to the community and to provide for the safety its members. Employees of Northern Sonoma County Fire Protection District are required to be punctual and regular in attendance.

### 1009.3 PUNCTUALITY

All members should be punctual and be ready to immediately perform their duties at the assigned time. It is the member's responsibility to contact their station and/or immediate supervisor if the member is not going to arrive in time for the start of their workday. Members should provide a minimum of one (1) hour notice if they will not arrive in time for their workday unless unforeseen circumstances prevent notification.

### 1009.4 EXCESSIVE TARDINESS

More than three (3) instances of tardiness during any ninety (90) day period is considered excessive. Excessive tardiness is grounds for discipline, up to and including termination.

### 1009.5 ATTENDANCE

Employees who are unable to report to work on any particular day must provide a minimum of twelve (12) hours notice unless unforeseen circumstances prevent notification. It is the member's responsibility to contact their station and/or immediate supervisor if they are unable to work. This procedure must be followed on each subsequent day of absence unless or until employee has requested and received a leave of absence. In all cases of absence, employees must provide their supervisor with an honest reason or explanation. Employees must also inform their supervisor of the expected duration of any absence.

### 1009.6 EXCESSIVE ABSENCES

Excessive absenteeism is defined as three (3) or more unexcused absences in any ninety (90) day period, and is grounds for discipline, up to and including termination. When an employee is absent for three (3) or more consecutive days, as a result of an injury or illness, a doctor's note may be required before the employee returns to work.

An employee who has been absent for three (3) consecutive scheduled workdays without notification to their supervisor will be considered to have abandoned their job and voluntarily terminated their employment without notice. Failure to return from an approved leave of absence

## *Reporting for Duty*

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or vacation within the time limits established will also be considered as voluntary termination of employment without notice.

### **1009.7 RELIEF**

Sworn members are required to remain on-duty until relieved. Upon entering the station, it is the member's responsibility to contact the member being relieved and receive a briefing.

Company supervisors shall remain on-duty until change-of-crew unless they are relieved or otherwise directed by their supervisor. Company supervisors may not be absent from their place of assignment without the specific permission of their supervisor.

### **1009.8 READINESS FOR DUTY**

Upon reporting for work, all members should prepare themselves and their gear immediately. This should include, but not be limited to, placing personal protective equipment on the member's assigned apparatus and donning the appropriate uniform.

### **1009.9 PERSONAL APPEARANCE**

All members should be properly attired at all times when representing the District. Each member should wear the appropriate uniform or protective equipment that has been approved for the activity being performed.

### **1009.10 CLEANLINESS**

All members should keep their persons, uniforms, desks, cars, beds and lockers in a neat and clean condition. If a persistent problem is noticed, the member should be notified immediately.

### **1009.11 INABILITY TO REPORT FOR DUTY**

Members should notify a supervisor of any inability to report for work at the time required or to perform the full range of regular duties.

### **1009.12 EMERGENCY RECALL**

Upon receipt of an emergency recall, without delay, members should secure and/or stabilize their home and family, and report for duty at the appropriate work location. Members shall recognize the potential for emergency recall and take measures in advance to properly prepare their families. Except when otherwise instructed, members should travel as safely as possible to their normal work assignment once they have received the notice of recall. Members shall not leave their duty assignments until properly relieved. Members shall follow the procedures detailed in the Emergency Recall Policy.

### **1009.13 RELIEVED FROM DUTY FOR VIOLATIONS**

Any supervisor may relieve a member under their command from duty, when in the supervisor's judgment, an alleged offense committed is sufficiently serious to warrant immediate action. A

# Northern Sonoma County Fire Protection District

## Policy Manual

### *Reporting for Duty*

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report of such action shall be immediately made to the appropriate Fire Chief, followed by written charges and documentation in accordance with District procedures.

# Emergency Recall

## 1010.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the right of the Northern Sonoma County Fire Protection District to recall off-duty employees in the event of a large-scale or protracted emergency, natural disaster or other unusual situation that depletes on-duty resources. The policy also establishes the procedures to be used to recall off-duty employees, in accordance with state and federal laws and collective bargaining agreements.

### 1010.1.1 DEFINITIONS

Definitions related to this policy include:

**Automatic aid** - Apparatus and firefighters who are dispatched automatically by contractual agreement between two fire departments, communities or fire districts.

**Mutual aid** - Apparatus and firefighters who are dispatched, upon request, by the responding fire department. Mutual aid is defined by a signed contractual agreement between the Northern Sonoma County Fire Protection District and neighboring jurisdictions.

## 1010.2 POLICY

It is the policy of the Northern Sonoma County Fire Protection District to provide sufficient resources at the scene of an emergency to reasonably provide for the safety of the employee's working at the scene, and to ensure adequate resources are available for additional emergency calls. In some instances this may require the emergency recall of employees. This policy is not intended for planned event staffing, such as races and other special events, and should not be used in lieu of rotational overtime opportunities.

## 1010.3 PROCEDURES

All Chief Officers have the authority to initiate an emergency recall by providing the Dispatch Center or other designated resource with brief information regarding the emergency, where members are to report for duty and the name or names of personnel required.

### 1010.3.1 TRIGGERING INCIDENTS

The types of incidents that may require the initiation of an emergency recall include, but are not limited to:

- One major incident affecting a localized or widespread area.
- Two or more incidents causing a high demand for resources at different locations.
- Numerous incidents causing a peak demand on the entire resource system.
- Any time an emergency recall is ordered by the Fire Chief or the authorized designee.



## *Emergency Recall*

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### 1010.3.2 THE DISPATCH CENTER RESPONSIBILITIES

The Fire Chief or the authorized designee should be responsible for developing and implementing an emergency recall procedure that complies with state and federal laws and collective bargaining agreements. Dispatch or another designated resource should follow the established procedure when implementing an emergency recall.

### 1010.3.3 FIREFIGHTER RESPONSIBILITIES

Firefighters should reply to an emergency recall notification within 10 minutes with their status and estimated time of arrival, and if applicable, report for duty with their personal protective equipment.

### 1010.3.4 EXCEPTIONS

Firefighters who receive an emergency recall notification and are under the influence of any impairment, such as medications or alcohol, should advise the caller of the impairment and should not report for duty.

## **1010.4 OTHER RESOURCES**

If sufficient resources cannot be assembled by an emergency recall, the District may consider other options such as:

- Automatic aid
- Mutual aid

## Medical Clearance

### 1007.1 PURPOSE AND SCOPE

To ensure all members of the Northern Sonoma County Fire Protection District meet all relevant medical clearance requirements.

### 1007.2 POLICY

- (a) All prospective members are required to pass a District approved medical evaluation in accordance with their job classification.
- (b) Fire suppression personnel are required to participate in a medical evaluation process each year to be in compliance with OSHA's respiratory protection plan.
- (c) Medical evaluations will usually be completed by an independent medical consultant.
- (d) The medical consultant will use their established position classification job descriptions. The District will provide a job description for positions that are unique to the District and the medical consultant does not have a job description for.
- (e) The medical evaluation report will be kept confidential and is considered final.
- (f) The District will cover medical costs associated with required medical evaluations.
- (g) This policy does not prevent any person medically retired from another agency from being a member, provided they pass a medical evaluation based upon the position they desire to obtain with the District.
- (h) The District will provide medical evaluations and physicals free of charge, or provide reimbursement, if required for the operation of District-owned apparatus.
- (i) This policy does not cover any other costs associated with regular license renewal fees needed for the operation of personal vehicles.

### 1007.3 POLICY HISTORY

This policy replaces SOPA-29A Medical Clearance for Volunteers.

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## Purchasing and Procurement

### 212.1 PURPOSE AND SCOPE

The purpose of this policy is to provide guidelines for the purchasing and procurement of goods and services.

### 212.2 POLICY

It is the policy of the District to conduct purchasing and procurement in an efficient and cost-effective manner consistent with federal, state, and local laws, rules, requirements, and government accounting best practices in order to protect the integrity of the District and maintain public trust. This policy supports the goal of providing the highest value to the District in all purchasing and procurement transactions.

The District shall comply with the State of California's Public Contract Code, whose objective is "to ensure compliance with the competitive bidding statutes as a means of protecting the public from misuse of public funds, to provide all qualified bidders with a fair opportunity to enter the bidding process" and "to eliminate favoritism, fraud, and corruption in the awarding of public contracts." The District's Purchasing and Procurement Policy emphasizes the importance of sound management of public funds through competitive proposals and transactions that are fair, open and transparent.

### 212.3 ROLES AND RESPONSIBILITIES

The application of this policy is the responsibility of the Finance Manager. The interpretation of this policy is the responsibility of the Fire Chief.

District officers, employees and agents authorized to make purchases for the District shall:

- Abide by and use the correct purchasing category, procurement methods and complete the required documentation for all goods and services procured for District business.
- Neither solicit nor accept gratuities, favors, or anything of monetary value from a vendor, contractor, consultant, or potential vendor, contractor, or consultant.

#### 212.3.1 APPROVAL AUTHORITY SCHEDULE

Purchases are to be made only by District officers, employees, and agents authorized by the Fire Chief to purchase on behalf of the District. The Fire Chief will determine which level of Approval Authority may be required to authorize such purchases per the schedule below. Such authority will be assigned to individuals by the Fire Chief.

Approval Authority positions may sign contracts as long as the dollar amount is within the Approval Amount in the schedule. All individuals authorized to purchase for the District must utilize the appropriate Procurement Method (see Procurement Methods section) for their authorized approval amounts.

# Northern Sonoma County Fire Protection District

## Policy Manual

### *Purchasing and Procurement*

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Approval Authority Level	Approval Amount
BASIC	\$0 - \$500
INTERMEDIATE	\$501 - \$5,000
EXECUTIVE	\$5,001 - \$25,000
FIRE CHIEF	\$25,001 - \$100,000

#### **212.4 DEFINITIONS**

**Approval Authority** - District personnel designated to authorize/make payments for expenditures or indebtedness for District funds in their given area. Refer to the Approval Authority Schedule.

**Capital Asset** - Significant, tangible property that costs \$5,000 or greater and that is expected to provide value to the District over a long period of time.

**Construction Services** - Any physical services supporting construction, alteration, renovations and maintenance of District facilities, facilities leased or controlled by the District, or for physical services in support of District programs that involve the solicitation and selection of private contractors. Refer to Public Works section below for additional details.

**Direct Buy** - An informal procurement method utilized for procurement below certain monetary thresholds where purchase can be made by petty cash, credit card, or on vendor account (within the established guidelines for each method). Refer to Procurement Methods section.

**Finance Department** - District department responsible for controlling District finances, planning, organizing, auditing financial statements, accounting, purchasing, and contracts.

**Finance Manager** - Employee responsible for controlling District finances, planning, organizing, auditing financial statements, accounting, purchasing, and contracts.

**Formal Competitive Procurement** - A formal procurement method for projects exceeding defined monetary thresholds that is administered by the Fire Chief and advertised publicly. It includes advanced notification and administrative methods and requires sealed proposals for public review and evaluation by the District. Refer to Procurement Methods section for details.

**Goods** - Tangible, consumable items such as supplies, tools, and equipment without a service contract. Goods may be specified by brand or model and may be specified by performance standards. Method of specification shall comply with other provisions of this policy. Examples are the purchase of office supplies or machinery with a warranty but no service contract.

**Goods and Services** - A combination of Goods and Services provided by people and/or companies. Considered when Goods and Services are directly related to each other and the value of one is dependent on the presence of the other. An example is the purchase of equipment and a service contract for preventative maintenance and repairs. Software with a renewable support services contract falls under this category.

**Informal Competitive Bid** - Semi-formal method utilized for procurement between defined low and high monetary thresholds to obtain competitive pricing. Refer to Procurement Methods section for details.

# Northern Sonoma County Fire Protection District

## Policy Manual

### *Purchasing and Procurement*

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**Intergovernmental Procurement** - Also known as Piggybacking or Cooperative Purchasing Agreements. Procurement of an item that has gone through a prior government competitive procurement process to obtain the best price and that price remains available to the District. This includes, but is not limited to, GSA (Government Services Administration), CMAS (California Multiple Award Schedule) Fire-GPO (Government Purchase Organization).

**Invoice** - Legible, vendor generated, written detail of the purpose and cost of a purchase. Must include business name, address, and contact information.

**Non-Responsive Proposal** - Any proposal that does not address specific requirements stated in a District RFP, RFQ or other instrument; does not provide any portion of requested information or otherwise indicates that the entity submitting the proposal does not understand or accept the requirements of the RFP/RFQ.

**Original Receipt** - Legible, vendor generated record of the purpose and cost of a purchase. Must include business name, address, and contact information.

**Prevailing Wage** - Per the California Division of Labor Standards Enforcement (DLSE): "The general prevailing rate of per diem wages (basic hourly wage rate, overtime, holiday pay rates and employer payments) for a particular craft, classification, or type of worker.

**Prevailing Wage Threshold** - The DIR small project exemption applies for all public works projects that do not exceed \$15,000 for maintenance and \$25,000 for new construction, alteration, installation, demolition, or repairs.

**Professional Services** - "Expert and professional services that involve extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training customarily acquired either by a prolonged course of study or equivalent experience such as accountants, investigators, attorneys, architects, landscape architects, surveyors, engineers, construction management services, and environmental services" (California Government Code 4526 et seq., 53060).

Services provided by a person or organization trained and/or licensed or certified in their profession. These services typically cannot be performed by a District employee.

Refer to Procurement Categories section of this policy for details.

**Proposal** - The term used to describe any written document prepared by a goods and/or services provider describing the goods or services to be provided, the amount to be paid for the goods and/or services and the schedule of provision of those goods and services. This term shall be used to refer to bids, quotes, estimates and proposals so as to avoid confusion.

**Provider** - Refers to any provider of Goods, Services and Professional Services. Provider shall also be taken to mean: bidder, vendor, consultant, responder, etc.

**Public Works** - Per the DIR, "public works" refers to construction, alteration, demolition, installation, or repair work (including maintenance) done under contract and paid by public funds. Public Works projects do not include those done by a public agency with its own employees.

## *Purchasing and Procurement*

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**PWC-100** - The DIR's online registration form which is required to be completed and submitted for every public works project which has been awarded a contract.

**Real Property** - Fixed property as opposed to personal property. Principally land and buildings.

**Request for Proposal (RFP)** - A formal request by the District to the public for a written proposal for the provision of goods and/or services. Such requests may seek a wide range of information pertaining to price and provider qualifications. The term RFP will also be used to indicate requests for quotes, bids, pricing and other similar, less formal responses.

**Request for Qualifications (RFQ )** - A formal request by the District to the public for a written description of qualifications, experience, background in support of a specific service they have asked to provide. Such request may seek a wide range of information pertaining to provider qualifications, history, recommendations and other information pertinent to the services sought.

**Responsive Proposal** - A proposal submitted to the District that is fully responsive to all details, definitions, requests for goods and services and other stipulations included in the RFP, RFQ or other instrument issued by the District requesting proposals. The District reserves the right under all circumstances to reject Proposals that are non-responsive.

**SB 854** - The California Senate Bill (No. 854) containing the language which defines the new and/or revised statutory obligations for awarding bodies regarding monitoring and compliance with the prevailing wages law and registration of contractors/subcontractors.

**Services** - Labor and other physical services such as equipment maintenance, custodial, landscaping, training, and information services where the the service terms and performance standards can be specified and competitive services where the service terms and performance standards can be specified and competitive pricing can be achieved.

**Sole or Single Source** - "Sole Source" means only one individual/company can provide the goods and/or equipment needed, and that any attempt to obtain competitive pricing would result in that same individual/company being available to meet the need.

"Single Source" means the District actively selects one supplier although others are available and is used when there is a strong justification for the unique qualities of one supplier as opposed to the other suppliers.

### **212.5 PROCUREMENT CATEGORIES**

The District shall seek provision of goods and/or services in the following key categories.

#### **212.5.1 SPECIFIED GOODS AND SERVICES**

Provision of goods and services where the District has precise knowledge of needs and available products / services.

For Goods: This includes products that may be supplied by many vendors or manufacturers without compromising the quality sought by the District. In such cases the District can specify either the qualities of the goods sought or an example product for which responders may

## *Purchasing and Procurement*

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propose alternatives of equal quality and utility. Selection of Goods providers will primarily rely on competitive pricing as all other variables will be deemed equal among multiple providers.

For Services: This includes services that can be precisely defined either by task and nature or in association with specific functions (such as maintenance services for particular equipment). In all cases this procurement type relies on non-proprietary specifications such that a wide range of providers exist and can propose competitive costs for the same good or service. Selection of Services providers will primarily rely on competitive pricing as all other variables will be deemed equal among multiple providers.

For Goods and Services: This includes procurement of goods and specifically related services (such as service contracts for purchased equipment). In some cases proposals for goods and services may use price to select goods but also request qualifications for proposed service providers.

For Construction Services: This includes physical services, as described in Public Works above, that are precisely defined by the District (or with the support of Professional Services procured as defined below) such that competitive proposals may be secured. Selection of Construction Services providers will primarily rely on competitive pricing and provider qualifications, capabilities and general responsiveness to District requirements.

### **212.5.2 PROFESSIONAL SERVICES**

Professional Services include services for which the District requires advice and high levels of skill and expertise. Professional Services are usually sought when needs cannot be fully defined without the help of professionals; where services are generative in nature, producing new knowledge and modifying needs as work proceeds; and where the extent, depth and cost of the services may not be known at the time of engagement.

Professional Services are typically delivered by individuals or firms that exclusively offer such services; are certified, licensed or otherwise committed to ethical and intentional representation of District interests; and who have no connection to any entity providing specific goods or services, especially those that may be specified by the Professional Service provider.

Selection of Professional Services will primarily rely on qualifications and preliminary advice as cost may not be fully knowable or serve as a reliable indicator of the best value for the District.

### **212.6 PROCUREMENT TOOLS**

#### **212.6.1 REQUEST FOR PROPOSALS (RFP)**

An RFP may include a simple written request for a quote or a detailed request for a written cost, schedule and performance proposal.

An RFP shall contain a high level of specification describing the goods and services sought as well as detailed requirements addressing qualifications of responders, dates and times for response



# Northern Sonoma County Fire Protection District

## Policy Manual

### *Purchasing and Procurement*

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and a description of the methods to be used for selection. An RFP shall include adequate detail so that the responsiveness of all responders can be measured as a part of the selection process.

An RFP is typically used where the goods and services sought are fully specified and can be provided by numerous entities equally and where the District will rely on cost as a primary measurement.

An RFP may also be used when goods and services are not fully specified and where the District requests full or partial specifications as part of the Proposal. In such cases the District shall analyze all responses to ensure District interests are being met.

#### 212.6.2 REQUEST FOR QUALIFICATIONS (RFQ)

An RFQ is typically used where the required services may not be fully specified, where the provider will be expected to make recommendations, provide advice and analysis, and otherwise guide the District in fulfilling its goals. In such cases the providers shall represent a high level of ethical commitment to the interests of the District and shall not be motivated by profit.

An RFQ shall contain detailed requirements addressing qualifications of responders, dates and times for response and a description of the methods to be used for selection. An RFQ shall include adequate detail so that the responsiveness of all responders can be measured as a part of the selection process.

### **212.7 PROCUREMENT METHODS**

All purchasing and procurement shall utilize one of the following Procurement Methods. The selected method shall be determined by the monetary thresholds in the table below and as directed by the Fire Chief.

Alternative Methods and Exceptions may be warranted by special circumstances as defined below.

Estimated Amount: \$0 - \$25,000	Direct Buy Method
Estimated Amount: \$25,001 - \$100,000	Informal Competitive Method (min. 3 proposals)
Estimated Amount: Over \$100,000	Formal Competitive Method (min. 3 proposals) and Board Approval

#### 212.7.1 DIRECT BUY METHOD

District personnel with proper Approval Authority (see Approval Authority Schedule) may purchase directly from supplier with cash (refer to the Petty Cash Management Policy), credit card (refer to the Credit Card Purchases Policy), purchase order or on the store/vendor account followed by an invoice.

When a contract is involved (either an existing contract or one developed for this purchase), review contract terms before signing contract and verify there are no conflicts with any District policy.

Required documents: Invoice or receipt, and contract when present.

## *Purchasing and Procurement*

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### 212.7.2 INFORMAL COMPETITIVE METHOD

Purchases of \$25,001 to \$100,000 require an informal competitive proposal. Follow these steps prior to engaging a vendor.

1. Identify funding within the Board approved budget.
2. Prepare an appropriate RFP.
3. Obtain a minimum of three (3) informal competitive proposals.
4. When the proposal request yields fewer proposals than required, refer to the Alternative Purchasing Methods section below.
5. Submit proposals to Fire Chief or Finance Manager for approval.
6. If Goods and Services or Professional Services are sought, request terms and conditions of the services portion of the purchase and submit to the Finance Manager for review.
7. Documentation requirement: Initial Proposal, Invoice(s).
8. If purchase includes a Capital Asset valued at over \$5,000 at the time, purchase must be marked with a District inventory tag, and the following information shall be sent to the Finance Manager:
  - Item Description
  - Inventory Tag #
  - Purchase Price

### 212.7.3 FORMAL COMPETITIVE METHOD

Purchases over \$100,000 require a formal competitive proposal. Follow these steps prior to engaging a vendor.

1. Identify funding within the Board approved budget.
2. Prepare an appropriate RFP or RFQ. Planning is essential to allow for the proper project management of formal competitive bids. The Fire Chief or designee will assist with the Request for Proposal (RFP) and proposal timeline.
3. Identify all scope of work requirements or product specifications.
4. Determine if one supplier is to be awarded or if a pool of pre-qualified suppliers is the preferred option. This will ensure the competitive proposal provides you with a document that will meet future requirements.
5. Release and advertise the RFP/RFQ per the requirements of the California Public Contract Code. All competitive proposals must be publicly advertised.
6. Obtain a minimum of three (3) formal competitive proposals.
7. When the proposal request yields fewer proposals than required, refer to the Alternative Purchasing Methods section below.
8. Evaluate submitted proposals and select provider to recommend.
9. Complete and submit a Staff Report to the Board with recommendations.

# Northern Sonoma County Fire Protection District

## Policy Manual

### *Purchasing and Procurement*

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10. The Fire Chief or designee will send a formal notice of award to all those submitting proposals.
11. Execute a services agreement and schedule of work. Allow time for this step as terms and conditions may require negotiation.

#### 212.7.4 ALTERNATIVE PURCHASING METHODS

If no proposals are received, the District may award the contract by any Alternative Purchasing Method such as negotiated contract, purchase order, or any other procedure determined by the Fire Chief to be in the best interests of the District and in compliance with the District's policies and procedures.

When request yields fewer proposals than required, document all attempts made to obtain proposals. If the District determines that proceeding with the purchase is in the District's best interest, the District has the option to move forward with the actual number of proposals received, or re-advertise RFP.

#### 212.7.5 EXCEPTIONS TO THE COMPETITIVE PROPOSAL PROCESS

Notwithstanding any other provision of law, competitive procurement is not required for the categories listed below:

1. Insurance.
2. Appraisers services.
3. Public Utility services including phone and paging services.
4. Ordinary travel expenses.
5. Books, publications, subscriptions, recordings, films and annual book and periodical contracts.
6. Services available from another governmental agency and owned or provided by such other governmental agency.
7. Services from another governmental agency that has a contract with a supplier that allows such other governmental agency to acquire such property or services and resell them to other governmental agencies (ie: cooperative purchasing agreements).
8. Where law fixes the price of property or services.
9. Automotive and heavy equipment repairs including body shop repairs, lights and siren packages, and installation of decals and striping.
10. Uniforms
11. Medical supplies and equipment.
12. Catering for meetings and for fire crews during an active fire. Catering for celebrations is not an exception.
13. Pilot or trial to test new equipment or services.
14. Prior contract renewal. When the Fire Chief and the Finance Manager (with concurrence of the Board when the amount of the contract exceeds \$50,000),

## *Purchasing and Procurement*

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determines that it is in the District's best interests to renew a contract award from the previous contract period, based on satisfactory service and reasonable prices, to avoid the interruption of District business and/or based on good business sense if pursuant to the terms and conditions of the contract.

15. Immediate needs for product or service. When the product/service is needed by the District pending a bid award and until a new contract has been awarded. Such interim period contracts shall not exceed six months.
16. Intergovernmental Procurement Contract (Piggyback). Available when goods and/or services have been purchased by another government agency by means of a competitive procurement process compliant with State law. The District may proceed with the purchase as long as the item meets the most favorable price for the District. The provider shall produce documentation demonstrating the following:
  - (a) Such other contract is currently in effect, and
  - (b) Such contract originated through a competitive procurement process, and
  - (c) Such items to be acquired by the District are of comparable description and quality as the items described in such other governmental contract, and
  - (d) The prices of such items to be acquired by the District are not greater than that specified in such other governmental contract.
  - (e) A Sole or Single Source Master Contract is in place for the subject goods or services.

In some cases, the District and provider may make changes to the specifications to the contract provided that the District shall still receive the preponderance of the prior government agency's price.

### 212.7.6 SOLE OR SINGLE SOURCE EXEMPTION

The District requires detailed and comprehensive documentation to justify Single or Sole Source purchases. A Sole or Single Source Justification Form is used to document justification.

The use of Sole Source is generally discouraged; however, reasons for the use of a Sole Source contract include:

1. Only one individual/company has a product or service that will meet the project's needs; or
2. Product standardization, specifications, and/or compatibility with existing equipment; or
3. The existence of an unusual and compelling urgency.

### 212.7.7 CALIFORNIA DIR REQUIREMENTS FOR PUBLIC WORKS (PW)

All contractors performing construction and related services for the District must be registered with the California Department of Industrial Relations (DIR). All workers employed on public works projects must be paid prevailing wage determined by the Director of the DIR according to the

# Northern Sonoma County Fire Protection District

## Policy Manual

### *Purchasing and Procurement*

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type and location of the project. A PWC-100 form must be filed online with the DIR for all projects unless they are within the small project exemption projects that do not exceed:

- \$25,000 for new construction, alteration, installation, demolition or repair
- \$15,000 for maintenance

Purchases \$0 - \$50,000	Informal Competitive Bid, PW DIR Requirements and Insurance Requirements
Purchases > \$50,000	Formal Competitive Bid, PW DIR Requirements and Insurance Requirements and Board Approval

#### 212.7.8 EVALUATION OF PROPOSAL AND QUALIFICATIONS

The District shall make all procurement selections based on "Best Value" for the District and the public served. Selections shall consider all stated requirements in the RFP/RFQ and shall determine whether Proposals are responsive to each and every requirement.

Non-responsive proposals may be rejected.

Where the District has required a cost proposal, selection will primarily consider cost. However, all other factors shall be considered including:

- The ability, capability and skill of a provider to deliver the specified goods or services.
- The character, integrity, reputation, judgment, experience and efficiency of a provider.
- Previous performance in service to the District.
- The ability of the provider to provide future maintenance, repairs, parts and services related to the procurement, including the ability to meet warranty obligations.
- Other factors that are determined to be important by the approval authority making the purchase.

Should any proposal indicate potential deficiencies in any of these areas, the Approval Authority may reject the proposal even if cost is lowest. Approval Authority shall document deficiencies if lowest cost proposal is to be rejected.

Where the District has required a statement of qualifications, selection will primarily consider qualifications even when costs are provided. The District shall analyze cost to the extent possible but shall ensure that qualifications are not compromised by cost considerations.

#### **212.8 CONFLICT OF INTEREST**

No District employee or elected official shall be financially interested, directly or indirectly, in any purchase, contract, sale, or transaction to which the District is a party and which comes before said official or employee for recommendation or action. Any purchase, contract, sale, or transaction in which any employee or official is financially interested shall become void at the election of the District. No employee or elected official shall realize any personal gain from any purchase,

## *Purchasing and Procurement*

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contract, sale, or transaction involving the District. When any staff member is in doubt as to whether there exists a conflict of interest, that employee shall consult with the Finance Manager or legal counsel, and another employee may be assigned to facilitate the purchase.

### **212.9 INSURANCE REQUIREMENTS**

All entities providing services to the District shall procure and maintain for the duration of the services contract insurance as required below.

#### **212.9.1 MINIMUM SCOPE OF INSURANCE**

For providers of Services (refer to Procurement Types above), coverage shall be at least as broad as:

- Commercial General Liability: \$1,000,000 per occurrence for bodily injury, personal injury, and property damage including operations, products and completed operations.
  - For capital projects, if Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- Automobile Liability: \$1,000,000 per accident for bodily injury and property damage.
- Workers' Compensation insurance as required by the State of California and Employer's Liability: \$1,000,000 per accident for bodily injury or disease.

For providers of Professional Services coverage shall include the items above plus the following:

- Errors and Omissions liability insurance appropriate to the provider's profession. Architects and engineers' coverage is to be endorsed to include contractual liability. Errors and Omissions Liability: \$1,000,000 per occurrence.

#### **212.9.2 SPECIFIC INSURANCE PROVISIONS**

The Commercial General Liability and Automobile Liability policies are to contain, or be endorsed to contain, the following provisions:

- Northern Sonoma County Fire Protection District, its officers, officials, employees and volunteers are to be covered as insured's as respects: liability arising out of work or operations as performed by or on behalf of the consultant; or automobiles owned, leased, hired or borrowed by the consultant.
- For any claims related to this project, the consultant's insurance coverage shall be the primary insurance as respects the Northern Sonoma County Fire Protection District, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the District, its officers, officials, employees or volunteers shall be in excess of the consultants' insurance and shall not contribute to it.

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled by either party, unless thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the District.

## *Purchasing and Procurement*

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Coverage shall not extend to any indemnity coverage for the active negligence of the additional insured in any case where an agreement to indemnify the additional insured would be invalid under Subdivision (b) of Section 2782 of the Civil Code.

### Subcontractors:

Contractors shall include all subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

### Sub-Consultants:

Professional Service Providers shall include all primary Subcontractors or Sub-Consultants as insureds under its policies or furnish separate certificates and endorsements for each subcontractor/sub-consultant. All coverages for subcontractors/subconsultants shall be subject to all of the requirements stated herein.

### 212.9.3 WAIVER OF SUBROGATION

The Worker's Compensation policy is to be endorsed with a waiver of subrogation. The insurance company, in its endorsement, agrees to waive all rights of subrogation against the District, its officers, officials, employees and volunteers for losses paid under the terms of this policy which arises from the work performed by the named insured for the District.

### 212.9.4 DEDUCTIBLES AND SELF-INSURANCE RETENTIONS

Any deductibles or self-insured retentions must be declared to and approved by the District. At the option of the District, either:

- The insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the District, its officers, officials, employees and volunteers, or
- The consultant shall provide a financial guarantee satisfactory to the District guaranteeing payment of losses and related investigations, claim administration and defense expenses.

### 212.9.5 ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a current A.M. Best's ratings of no less than A:VII, unless otherwise acceptable to the District.

### 212.9.6 VERIFICATION OF COVERAGE

Service Provider shall furnish the District with original certificates and amendatory endorsements effecting coverage required by this clause. The endorsements should be on forms provided by the District or on other than the District's forms provided those endorsements conform to the District's requirements. All certificates and endorsements are to be received and approved by the District before work commences. The District reserves the right to require complete, certified copies of all required insurance policies, including endorsements affecting the coverage required by these specifications at any time.



## *Purchasing and Procurement*

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### **212.10 CONTRACT PAYMENT AUTHORIZATION**

The District seeks to facilitate rapid payment to contractors as a means to ensure a wider pool of contractors interested in performing services for the District.

For contracts approved by the Board, the Fire Chief is authorized to make payments toward those contracts as they are invoiced. Payments shall only be made when contractor invoices are complete, reflect precise quantities as defined in the relevant contract and the contractor has met all requirements of the contract both for provision of goods and/or services and for invoice detail and accuracy.

The Fire Chief or designee will provide a monthly summary of invoices paid toward approved contracts as an information item for review by the board.

### **212.11 POLICY REVIEW**

The Fire Chief and Finance Manager should ensure that a review of purchasing and procurement activities is conducted at least every three years to determine compliance with any applicable federal, state, and local laws, rules, and requirements. Any updates to this policy shall be distributed to the Authorized Purchasers at the time the updates occur. A reminder of policies and procedures shall be distributed annually to all Authorized Purchasers.

### **212.12 POLICY HISTORY**

This policy replaces SOPA-21 Budget Spending (Purchasing).

## Financial Reserves

### 216.1 PURPOSE AND SCOPE

Fiscal stability is an important factor to any local government agency. It is the Board's responsibility to provide for the continuation of services in the event of a natural or fiscal emergency as well as planning for short-term and long-term capital acquisition.

Realizing that District revenues are not stable and are dependent upon national, state, and local economic trends, it is prudent for the Northern Sonoma County Fire Protection District to have a financial reserve policy in place to address these needs and to set up reserve funds designated for specific purposes.

This policy is developed to consider the minimum level necessary to maintain the District's credit worthiness and to adequately provide for:

- Continuity of services during economic uncertainties, financial hardships, or downturns in the local or national economy.
- Essential functions and critical services when normal operations are disrupted by natural disasters, accidents, technological issues, or attacks.
- Replacing or augmenting the acquisition of apparatus and equipment utilized in the performance of duties.
- Maintaining a safe and adequate working environment.
- Replacing or maintaining the integrity of District buildings, equipment, and apparatus.

### 216.2 DEFINITIONS

**Fund Balance** - the difference between assets and liabilities.

**Undesignated Funds** - the combined balance of all District bank accounts in excess of the encumbered and designated reserve funds as shown on the monthly Financial Summary Report. These funds are available for any purpose that meets the current budget obligations, goals and objectives.

**Encumbered Funds** - Funds that have been committed in the current or future budgets for specific purchased equipment and/or services. Examples include purchase orders, contracts and grant funds received for designated purposes.

**Designated Reserve Funds** - Funds that are set aside for a specific purpose as determined and approved by the Board.

### 216.3 POLICY

The Board of Directors shall be responsible for the establishing and management of all District fund accounts and balances. The Reserve fund accounts shall be established through adoption of this policy and codified by the passage of a resolution.

# Northern Sonoma County Fire Protection District

## Policy Manual

### *Financial Reserves*

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Changes to existing fund balances, establishing new fund accounts and balances, and authorization for expenditures from fund balances shall require action by the Board.

The balances of each Reserve Fund shall be reviewed by the Finance Committee in February and any recommended changes to fund balances for the upcoming fiscal year shall be presented to the full Board as an action item.

The following reserve fund accounts shall be established:

#### 216.3.1 GENERAL OPERATING FUND

This account shall be inclusive of all undesignated funds as shown on the monthly Financial Summary Report. The Board shall strive to maintain a balance of 30% of the adopted General Fund Revenue budget to provide adequate funds to cover dry revenue periods and provide a margin of safety in the event that the District needs to evaluate alternatives due to financial hardships or any significant unanticipated or mandated expenditures which cannot be deferred or funded by borrowing.

#### 216.3.2 ENCUMBERED FUNDS

These funds shall be established and approved by the Board. The balance for these funds shall be updated monthly and provided on the monthly Financial Summary Report.

#### 216.3.3 APPARATUS REPLACEMENT RESERVE FUND

This reserve account shall be maintained to ensure that adequate funds are available for the replacement of District apparatus as required to meet the adopted replacement schedule or as needed to maintain a reliable fleet. Funds to this account may be designated from undesignated funds or budgeted from current fiscal year revenues.

#### 216.3.4 CAPITAL EQUIPMENT RESERVE FUND

This reserve account shall be maintained to ensure that adequate funds are available for the replacement or acquisition of major equipment as required to meet the needs of the District. Funds to this account may be designated from undesignated funds or budgeted from current fiscal year revenues.

#### 216.3.5 NEW STATION/BUILDING RESERVE FUND

This reserve account shall be maintained to ensure that adequate funds are available for the addition, replacement, improvements and/or repair of District facilities. Funds to this account may be designated from undesignated funds or budgeted from current fiscal year revenues.

#### 216.3.6 FIRE SALES TAX RESERVE FUND (GENERAL FUND)

This reserve account shall be maintained for revenue from the Fire Sales Tax (Measure H 2024) allocated for enhanced services that are not spent in the fiscal year received and to be designated for future services as needed.

## *Financial Reserves*

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### 216.3.7 FIRE SALES TAX RESERVE FUND (VEGETATION MANAGEMENT)

This reserve account shall be maintained for revenue from the Fire Sales Tax (Measure H 2024) allocated to Countywide Vegetation Management that are not spent in the fiscal year received and to be designated for future services as needed.

### **216.4 PROCESS FOR THE USE OF RESERVE FUNDS**

The process to be utilized to draw down the Reserve Funds shall adhere to the following process:

- Uses shall be in line with the adopted budget or budget amendment. In the event of financial adversity or budget constraints, the Board may utilize Reserve Funds to finance the operation of the District until such time as replacement funds are available. Such use of funds will be followed by a financial plan to address the financial shortfall.
- Use of Reserve Funds are by direction of the Board and based on recommendation of the Fire Chief. The proposed financial plan will be presented to Board for review, discussion and adoption at a public meeting. Approval of the draw down of the Reserve Funds shall be a 4/5ths vote by the Board in the affirmative.
- Whenever expenditures or transfers are made from the Reserves for uses other than those specifically stated in the policy, it must be given a high priority for the District to reimburse such expenditures at the earliest possible date, normally by deferring other service or project expenditures.
- Should the Board opt not to draw on the Reserve Funds or should the financial hardship exceed the available reserve funds, the Board may direct that funding be augmented through the following options:
  - Use of Reserve Fund as collateral
  - External/Third Party Financing
  - Immediate spending freeze
  - Other financing options available at the point of need
- Financing levels of the inter-fund loan should not exceed 80% of the available fund balance and shall be documented by an established repayment schedule approved by the District Board based on recommendation by staff. Repayment of this method of financing should become a priority in future budgeting cycles.

### **216.5 INFORMATIONAL REPORTS**

The following reports are prepared and distributed on a timely basis to allow for informed decisions by both staff and the Board:

1. Quarterly Financial Statements: Financial statements are provided to the Fire Chief by the District Treasurer on a quarterly basis.
2. Quarterly Updates: As requested by the Fire Chief or the Board, each quarter the District Treasurer may provide a financial update on revenues, expenditures, trends, and other economic impacts to the Board at a regular public Board meeting.

## *Financial Reserves*

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### **216.6 MONITORING RESERVE LEVELS**

The Fire Chief, in collaboration with the District Treasurer and Finance Committee, shall perform a reserve status analysis annually, to be provided to the Board for the annual deliberation/approval of Budget and Reserve Funds.

Additional information may be provided to the Board of Directors upon the occurrence of the following events:

- When a major change in conditions threatens the reserve levels established within this policy, or calls into question the effectiveness of this policy.
- Upon Board request.

### **216.7 POLICY HISTORY**

This policy replaces SOPA-32 Financial Reserve Policy.











Northern Sonoma County Fire Protection District  
Staff Report  
Amendment to the Agreement with Bell's Ambulance  
December 12, 2024 Board Meeting

### **Background**

The District approved a one year enhanced medical services agreement on June 20, 2024 with Bells Ambulance to provide an additional advanced life support (ALS) or basic life support ambulance for 20 (12-hour) days per month. The District has been paying Bells Ambulance \$12,000 per month. Bells Ambulance has staffed an ambulance using part time employees a minimum of 20 days per month during peak demand periods beginning July 1, 2024. Bells Ambulance has determined their actual cost to provide the service exceeds \$12,000.

The District desires to transition to having an additional ambulance every day of the month. Bells Ambulance is able to increase to 25 days per month effective January 1, 2025 and transition to every day on April 1, 2025. Bells Ambulance will hire full time employees between January 1, 2025 and April 1, 2025.

The District has budgeted \$150,000 for fiscal year 2024/2025. The proposed amendment will have a fiscal year cost as described below, totaling \$220,000. All costs exceeding \$150,000 would utilize Measure H funding.

- July 1, 2024 – December 31, 2024: \$72,000 (\$12,000 per month)
- January 1, 2025 – March 31, 2025: \$51,000 (\$17,000 per month)
- April 1, 2025 – June 30, 2025: \$99,000

The District will need to budget \$396,000 for fiscal years 2025/2026 and 2026/2027 from the following revenue sources:

- District budget: \$150,000
- Measure H: \$246,000

### **Action Requested**

1. Amend the agreement with Bells Ambulance to:
  - Increase the contracted amount to \$17,000 per month effective January 1, 2025

- Terminate the agreement on March 31, 2025
2. Authorize the Fire Chief to sign an agreement, effective April 1, 2025 through June 30, 2027 with Bells Ambulance to provide an additional ambulance at \$33,000 per month.



Northern Sonoma County Fire Protection District  
Staff Report  
Full-Time Firefighter Positions  
December 12, 2024 Board Meeting

**Background**

The District contracts with the Cloverdale Fire Protection District (CFPD) to employ all full time fire fighter classified positions (Fire Captain, Fire Engineer, and Fire Fighter). The District currently staffs the Geyserville Fire Station with one full time Fire Captain and one full time Fire Engineer for a total of six positions; three fire captains and three fire engineers. Measure H provides funding for additional positions with the goal of two staffed fire stations.

The District had six firefighter classified positions prior to annexation:

- Three Fire Captains
- Three Fire Fighters

The District utilized annexation funding to change three firefighter rank positions to Fire Engineer positions. The number of fire fighter classified positions did not change:

- Three Fire Captains
- Three Fire Engineers

Approving seven firefighter rank positions using Measure H funding will promote career development for firefighters to become future Fire Engineers, Fire Captains, etc. The number of firefighter classified positions will increase by seven.

- Three Fire Captains
- Three Fire Engineers
- Seven Firefighters

Potential firefighter classified positions for two staffed fire stations is:

- Three to Six Captains
- Three to Six Engineers
- Three to Six Firefighters

**Action Requested**

1. Authorize the creation and fund allocation of seven full time firefighter rank positions. The fund allocation will pay contract costs to the Cloverdale Fire Protection District.
2. Authorize one time funding of \$100,000 to Cloverdale Fire Protection District for administrative functions related to hiring employees.



Northern Sonoma County Fire Protection District  
Staff Report  
Permanent Fuels Crew Positions  
December 12, 2024 Board Meeting

**Background**

The District intends to expand its vegetation management “Fuels Crew” by increasing the number of permanent positions. An increase in pay and benefits are also needed to support recruitment and retention.

**Positions**

- There are currently two Forestry Technician 4 positions. The proposed amount is 5.
- There are currently five Forestry Technician 3 positions. The proposed amount is 20.

**Benefits**

The following change in benefits is recommended to update the agreement.

Health/Dental/Vision Insurance

- The current allotment is \$1,200 per month.
- Proposed amount is \$2,100 per month. Enough to cover employee plus one dependent.

Sick Leave

- Current accrual is 4 hours per pay period.
- Proposed accrual is 5 hours per pay period. The intent is for employees to earn one full workday each month.

Boot Allowance

- Current allowance is \$300 per year, paid out once per year.
- Proposed allowance is \$300 per year, split into 24 payments of \$12.50 each.

**Wages**

Current Salary Schedule

Position	Step 1	Step 2	Step 3	Step 4	Step 5
FT3	\$29.60	\$30.34	\$31.10	\$31.86	\$32.67
FT4	\$32.29	\$33.10	\$33.92	\$34.77	\$35.64

FT5	\$34.99	\$35.86	\$36.76	\$37.68	\$38.62
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Proposed salary schedule:

- Each step is 2.5% higher than previous. If there is an increase not noted in the agreement, rates adjust accordingly, and this schedule is automatically updated.

<b>Position</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>
FT3	\$38.47	\$39.43	\$40.42	\$41.43	\$42.46
Annual	\$80,017.60	\$82,018.04	\$84,068.49	\$86,170.20	\$88,324.46
FT4	\$40.87	\$41.89	\$42.94	\$44.01	\$45.11
Annual	\$85,009.60	\$87,134.84	\$89,313.21	\$91,546.04	\$93,834.69
FT5	\$43.27	\$44.35	\$45.46	\$46.60	\$47.76
Annual	\$90,001.60	\$92,251.64	\$94,557.93	\$96,921.88	\$99,344.93

<b>Position</b>	<b>Total Estimated Cost Per Employee at Step 5 with Max Benefits</b>	<b>Total Estimated Cost For all Permanent Positions at Step 5 with Max Benefits</b>
FT3	\$162,618.04	\$162,618.04
FT4	\$155,014.18	\$775,070.88
FT5	\$147,410.32	\$2,948,203.36
<b>Total</b>		<b>\$3,885,895.28</b>

**Action Requested**

1. Authorization to increase the number of Forestry Technician positions to:
  - 5 Forestry Technician 4
  - 20 Forestry Technician 3
2. Authorization to increase pay and benefits as described in this report.
3. Authorization to spend legal fees for LCW to review Employment Agreement for permanent Forestry Technician positions (one agreement covers all 3 positions).

Increase in pay and benefits would be effective January 1, 2025, or after adjustments are made to the current Employment Agreement and it has undergone review by Liebert Cassidy Whitmore, and employees have signed the new agreement (whichever date is later).



Northern Sonoma County Fire Protection District  
Staff Report  
Geysers VTP #2024-21 CEQA Project Specific Analysis and Addendum to the CalVTP  
PEIR  
December 12, 2024 Board Meeting

### **Background**

The District obtained funding from the 2023 County of Sonoma Vegetation Management Grant Program to complete a Project Specific Analysis (PSA) to the CalVTP programmatic environmental impact report (PEIR) for The Geysers. The District's role will be the lead agency, project proponent, and implementing agency for vegetation management treatments implemented in The Geysers under the PSA. The PSA and Addendum were completed during 2024.

The District is responsible for determining if the proposed treatments are within the scope of the PEIR based on the information contained in the PSA. The treatment types being proposed are fuel breaks and ecological restoration with potential treatment activities being prescribed burning (broadcast), prescribed burning (pile burning), mechanical treatment, manual treatment, prescribed herbivory, and herbicide application. The treatment activities will include manual treatment, mechanical treatment, herbicide treatment, prescribed burning, and prescribed herbivory. Ongoing maintenance may involve the same treatment types as the initial treatments.

District staff have reviewed the PSA and determined the proposed treatments are within the scope of the PEIR.

### **Action Requested**

Adopt Resolution 24/25-1212-01 accepting the Geysers VTP #2024-21 CEQA Project Specific Analysis and the Addendum to the CalVTP PEIR, making CEQA findings, approving project, and approving related actions. The following related documents are included in the Agenda Packet:

- PSA Geysers Ranch CalVTP #2024-21
- PSA Geysers CalVTP #2024-21 Attachment A (Monitoring and Mitigation Reporting)
- PSA Geysers CalVTP #2024-21 Attachment B (Biological Resources)
- PSA Geysers CalVTP #2024-21 Attachment C (Project Maps)



**RESOLUTION NO. 2024/2025-1212-01**

**A RESOLUTION OF THE NORTHERN SONOMA COUNTY FIRE PROTECTION DISTRICT  
BOARD OF DIRECTORS  
ADOPTING CEQA PROJECT-SPECIFIC ANALYSIS/ADDENDUM FOR  
COOLEY RANCH VEGETATION TREATMENT PROJECT, MAKING CEQA FINDINGS,  
APPROVING PROJECT, AND APPROVING RELATED ACTIONS**

BE IT RESOLVED by the Board of Directors of the Northern Sonoma County Fire Protection District (the District) as follows:

**1. Recitals.** This resolution is adopted with reference to the following background recitals:

a. The District has evaluated the work for CEQA compliance as a later activity covered by the 2019 CAL FIRE Program Environmental Impact Report for the California Vegetation Treatment Program (PEIR). The District has prepared a Project-Specific Analysis and CEQA Addendum (PSA/Addendum) to evaluate if the proposed Project work is within the scope of the PEIR, consider revisions or changes to the PEIR that would expand its coverage to include all Project areas, and provide environmental information to the District to aid in its consideration of Project work to be performed on Cooley Ranch. The Project is described in more detail in the PSA/Addendum.

b. The PSA/Addendum concludes that:

- i) The environmental effects of the proposed Project work on areas within the PEIR treatable landscape have been covered in the PEIR and all applicable standard project requirements (which are part of the PEIR project description) and mitigation measures identified in the PEIR will be implemented, and therefore the Project areas within the PEIR treatable landscape are within the scope of the PEIR.
- ii) With regard to the proposed Project work on areas outside the PEIR treatable landscape, the work does not result in substantial changes in the PEIR project description, no substantial changes in circumstances have occurred, and no new information of substantial importance has been identified. The inclusion of Project areas outside the PEIR treatable landscape will not result in any new or substantially more severe significant impacts. None of the conditions described in CEQA Guidelines section 15162 calling for preparation of a subsequent EIR have occurred. Therefore, the PSA/Addendum will be adopted to address the Project areas outside geographic area covered by the PEIR.

The District therefore proposes to adopt the PSA/Addendum for the Project.

c. The District has prepared the Mitigation Monitoring and Reporting Program for the Cooley Ranch Vegetation Treatment Project (the “Mitigation Program”) regarding the implementation of the proposed CEQA mitigation measures and standard project requirements.

d. The District Fire Chief recommends that the Board of Directors adopt the PSA/Addendum, make the related findings, adopt the accompanying Mitigation Program, approve the Project, and authorize the filing of a CEQA Notice of Determination.

**2. Adoption of PSA/Addendum and Related Findings.** The Board adopts the PSA/Addendum for the Project pursuant to CEQA in the form as presented at this meeting. The Board also adopts the attached Findings and Statement of Overriding Considerations.

**3. Location and Custodian of Documents.** The PSA/Addendum, documents referred to in the PSA/ Addendum, Mitigation Program, and other documents concerning the Project are on file and available for public review at the District office at 20975 Geyserville Avenue, Geyserville, CA 95441. The District Clerk of the Board at this address is the custodian of the documents that constitute the record of proceedings upon which the decision in this matter is based.

**4. Mitigation Program.** The Board (a) approves the mitigation measures and standard project requirements as described in the PSA/Addendum, (b) authorizes and directs District staff to implement the mitigation measures and standard project requirements in the performance and implementation of the Project work, and (c) adopts the Mitigation Program in the form as presented at this meeting.

**5. Project Approval.** The Board approves the Project and authorizes the Fire Chief and his designees and authorized contractors and subgrantees to proceed with Project performance and implementation. Project implementation shall be undertaken in accordance with the District Purchasing and Contracting Procedures, District budget, and applicable law.

**6. Notice of Determination.** The Board authorizes and directs the Fire Chief, or his designee, to prepare, sign, and file a CEQA Notice of Determination with the Sonoma County Clerk and State Clearinghouse within five days from the date of the adoption of this resolution, and to pay the applicable California Department of Fish and Wildlife CEQA fee.

**PASSED AND ADOPTED** by the Board of Directors of the Northern Sonoma County Fire Protection District on the 12th day of December 2024 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

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Board Chair

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Attest: Clerk of the Board

# Chainsaw Operations Use And Safety

## 713.1 PURPOSE AND SCOPE

To establish a standard for the safe use of the operation and maintenance of chainsaws. It also includes tools such as a telescopic saw, motorized pole saws, and hydraulic pole saws and pruners.

## 713.2 ROLES & RESPONSIBILITIES

### 713.2.1 SUPERVISOR

1. Ensure employees are familiar with this policy.
2. Ensure that only employees authorized and trained in chainsaw use operate a chainsaw.
3. Ensure that employees are aware of the potential risks associated with chainsaw use.
4. Provide training to employees whose jobs require the use of a chainsaw.
5. Ensure that employees wear the proper PPE required for safe chainsaw operation.
6. Ensure employees are not under the influence of alcohol, illegal substances, or medications which may affect their ability to operate equipment safely.
7. In the event of a medical emergency, ensure that proper procedures are followed.
8. In the event of an incident, ensure that a proper investigation follows. Types of incidents that trigger an investigation include, but are not limited to:
  - Injury to self or others
  - Damage to equipment or property

### 713.2.2 CHAINSAW OPERATOR

1. Comply with all procedures outlining the safe operation of a chainsaw.
2. Wear the expected PPE while operating a chainsaw.
3. Report any incidents immediately to a supervisor.

## 713.3 SAFETY

Chainsaws are efficient and productive portable power tools. They are also potentially dangerous if not used correctly and carefully. Proper operation and maintenance greatly reduce the risk for injury when using chainsaws.

### 713.3.1 WORK AREA SAFETY

1. Ensure work area is identified and that there are no people in the immediate area. Other workers should be twice as far as the height of the trees being felled.
2. Decide on and prepare an escape route. Identify and clear any obstacles that may interfere with stable footing, cutting, or impede retreat/movement paths.

## *Chainsaw Operations Use And Safety*

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3. Identify electrical lines in and near the work area.
4. Identify "hangers" and "widow-makers"— branches that may dislodge and fall into the work area from above.

### **713.3.2 PPE REQUIREMENTS AND SAFETY EQUIPMENT**

Proper personal protective equipment (PPE) can prevent or lessen the severity of injuries to employees using chain saws. PPE must be maintained in good working condition and used properly. Members who desire to use personally owned PPE are required to have the PPE approved and inspected prior to use. All personally owned PPE is subject to the requirements of the District's Personal Protection Equipment Policy. Employees must wear the following PPE when operating chainsaws:

1. Head protection, such as a hard hat.
2. Hearing protection sufficient to reduce noise exposure to 90 decibels or less.
3. Eye and/or face protection such as safety glasses or face shield.
4. Appropriate protective footwear per OSHA standards.
5. Leg protection such as Kevlar pants or chaps.
6. Work gloves.
7. Fall protection as necessary.

### **713.4 BEFORE STARTING THE CHAINSAW**

1. Check to see if saw is functioning correctly and adjusted to the manufacturer's instructions.
2. Check that all safety devices are working properly; do not operate a saw that is damaged or has disengaged safety devices.
3. Ensure the saw is the appropriate size for the project.
4. Fuel the saw at least 10 feet away from ignition sources.
5. Check the fuel container to ensure it:
  - Is metal or plastic.
  - Does not exceed 5 gallons in capacity.
  - Is approved by the Underwriters Laboratory, FM Approvals (FM), or the Department of Transportation (DOT).
6. Ensure electric chainsaws are tested and certified by a Nationally Recognized Testing Laboratory (NRTL). Extension cords shall be sized according to the chainsaw manufacturer's instructions.
7. Look for nails, spikes, or other metal objects prior to cutting.
8. Clear away dirt, debris, limbs, and rocks from the chainsaw's path.
9. Never work alone with a chainsaw, except in emergency situations. Examples of emergency situations include:

## *Chainsaw Operations Use And Safety*

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- Staff driving alone and coming across downed trees blocking roadway.
  - Rescue or fire suppression efforts.
10. Everyone assisting with chainsaw operations must be familiar with this policy.

### **713.5 CHAINSAW OPERATION**

1. Always follow the manufacturer's instructions for chainsaw operation and maintenance.
2. Keep both hands on the handles and maintain secure footing.
3. Plan where the object will fall; ensure that the fall area is free of hazards; and avoid felling an object into other objects.
4. Plan the cut; watch for objects under tension; use extreme care to bring objects safely to the ground.
5. Be prepared for kickback; avoid cutting in the kickback zone and use saws that reduce kickback danger.
6. Do not cut directly overhead.
7. Shut off or release throttle prior to retreating.
8. Shut off or engage the chain brake whenever the saw is carried more than 50 feet or across hazardous terrain.
9. Take breaks as needed as fatigue increases the risk for accident and injury.

#### **713.5.1 OPERATE WITHIN YOUR SKILL LEVEL**

Accidents can happen when chainsaw operators perform tasks that are beyond their capabilities or training level. Higher risk operations may include:

1. Trees on unstable ground or steep slopes.
2. Trees with a heavy lean.
3. Trees with stem or root rot.
4. Trees known to split.
5. Trees "hung up" in other trees.
6. Operating a chainsaw above shoulder height or above ground level, such as from a ladder or tree.

### **713.6 TRAINING**

Employers of workers using chainsaws must ensure that their employees are able to perform tasks safely. If using chainsaws, training and job hazard analyses should assist workers in anticipating and avoiding job-related injuries. Training should include:

1. Specific work procedures, practices and requirements, including general and specific safety and health hazard recognition, prevention, and control.

## *Chainsaw Operations Use And Safety*

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2. How to safely perform assigned work tasks.
3. The specific hazards and controls associated with each task.
4. How to safely use, operate, and maintain tools, machines and vehicles which workers may use or encounter on the work site.
5. Applicable OSHA standards, such as those for logging, PPE, bloodborne pathogens and medical services and first aid.

### **713.7 RECORDS**

The Training Officer shall be responsible for maintaining records of all chainsaw training that is provided to members. At a minimum, the District should document the following:

- (a) The dates of the training sessions.
- (b) A list of the topics or a summary of the content of the training sessions.
- (c) The name or other identifier and job title of the members who received the training.
- (d) The names, certificate number and qualifications of persons conducting the training.

The District will maintain chainsaw training records for at least seven years and in compliance with the District's established records retention schedule.



Northern Sonoma County Fire Protection District  
Minutes of the Regular Board of Directors' Meeting  
Thursday, November 21, 2024 at 6:00 PM  
Geyserville Fire Station – 20975 Geyserville Ave, Geyserville, CA

## 1. Opening Greeting

### a. Call to Order

- The meeting was called to order by Rob Stewart at 6:00 PM.

### b. Roll Call

- Board Members Rob Stewart, Pat Abercrombie, Fred Peterson and Larry Heiges were present. Fire Chief Marshall Turbeville, Treasurer Michael Pigoni, and Clerk Anneke Turbeville were also present.

### c. Pledge of Allegiance

### d. Approval or Amendment of the Agenda

- **A motion was made and seconded (Peterson/Abercrombie) to approve the agenda. All ayes.**

## 2. Public Discussion

- There was no public discussion.

## 3. Old Business

### a. Draft Strategic Plan

- The Board discussed the Draft 2024 - 2029 Strategic Plan and the Management and Implementation Guide. Stewart was impressed with the plan, and Peterson felt the plan was impressive and voluminous. Peterson warned that they need to keep on top of the plan.
- **A motion was made and seconded (Peterson/Heiges) to dissolve the Strategic Planning Ad Hoc Committee. All ayes.**

### b. Master Plan

- Master Plan Ad Hoc Committee Report: Fred Peterson stated that this agenda item is a placeholder. Peterson and Stewart will meet with Treasurer Pigoni for best practices. Pigoni suggested setting up a meeting and brainstorming ideas in a committee format. Peterson stated that he is kept up at night with worry that we are not sustainable. The Master Plan Ad Hoc Committee consists of Peterson and Stewart.



c. Measure H Funding Agreement and Annual Report to Measure H Oversight Committee

- The Board did not recommend any changes to the agreement or annual report.

d. Measure H and Annexation Funding Implementation Plan

- Abercrombie noted that he liked the Implementation Plan, noting that it was a hugely informative and detailed document.

e. Board Member Training and Orientation

- Stewart announced that his primary concern is finding bodies to sit on the Board and feels that training and orientation would help new members. Michael Pigoni recommended appointing a committee to set the parameters for the materials needed. Pat Abercrombie agreed that a committee could identify the components of a Board Handbook. Abercrombie volunteered to be on the committee, noting that Scott Newman also expressed interest in being part of the committee. Peterson said he would like a helper to walk them through training and orientation on a biennial basis. Abercrombie and Newman will be on the committee and Heiges will be the alternate. The committee will be called the Board Training and Orientation Ad Hoc Committee.

f. Risk Management

- Pat Abercrombie stated that he has been the point of contact with Ben Fay as a representative of the Board. There are four issues the District is seeking legal advice on from Ben Fay: Contracts, Measure H Vegetation Management, General/Board Liability, and Prescribed Fire and Vegetation Management. Chief Turbeville has been handling correspondence with Fay for contracts, which is a Measure H expense. Measure H Vegetation Management is Fred Peterson's issue of concern. He wants to make sure that Measure H Vegetation Management project selection is structured in such a way that the Board is not responsible. Chief Turbeville noted that the 5th legal issue, not listed in the agenda packet, is review of the funding agreement for Measure H funds. For now, Chief Turbeville will proceed with the use of Ben Fay for vegetation management contracts and review of the funding agreement. The last two issues (liability and insurance review) are concerns raised by Scott Newman; the General/Board Liability issue rose from Newman's concern of personal liability as a Board Member; and Prescribed Fire and Vegetation Management reflects his concern that our insurance is not sufficient for prescribed burning and other vegetation management operations. The Board will hold off on discussion of these issues until Newman returns and can give more details on his concerns.
- The Board will wait to create an Ad Hoc Committee until Newman returns to clarify his concerns.

## 4. New Business

a. Facilities Needs Assessment

- Martin Dreiling of DTA gave a kickoff presentation on the assessment process. He noted that he likes to see the Board often to keep them tuned in. The official name of the project is "Long Term Facility Needs Assessment and Improvement Plan".

#### b. Bill Payment Procedure

- **A motion was made and seconded (Peterson/Heiges) to adjust the bill payment procedure to allow checks to be issued prior to Board approval. All ayes.**

#### c. Northern Sonoma County Fire JPA

- Fred Peterson noted that the Northern Sonoma County Fire JPA will meet Monday. Carol Pignoni sent him a committee report today. Peterson reminded the Board that the current JPA is set to expire in March.

#### d. Policies

##### i. The following policies were introduced:

- Chipper Operations Use & Safety
- Reporting for Duty
- Emergency Recall
- Medical Clearance
- Purchasing and Procurement Policy
- Financial Reserve Policy

Pat Abercrombie noted that the Reporting for Duty policy references personal appearance, which is also referenced in its own policy. Anneke Turbeville will look into this. Chief Turbeville announced that there are changes to be made to the purchasing policy, but he hopes for approval at the next Board meeting.

- ##### ii. Board Policies: Development of Board policies will be added to the duties of Board Training and Orientation Committee members Abercrombie and Newman, who will work with Mendez, Anneke Turbeville, and Marshall Turbeville on the Board policies.

#### e. Multi-Purpose Room

- The Board wishes to maintain the availability of the multi-purpose room for the public, despite conflicts with operational use of the room. Board Members Rob Stewart and Larry Heiges will meet with community groups to address concerns.

#### f. Flammable Storage Cabinet

- **A motion was made and seconded (Peterson/Heiges) to approve up to \$2,500 for the purchase of a flammable storage cabinet. All ayes.**

### 5. Minutes

#### a. The Board requested the following changes made to the October 17, 2024 Regular Meeting Minutes:

- Replace Larry Heiges name with Scott Newman's name under Roll Call (Heiges was absent but Newman was present).
- Under Strategic Planning Ad Hoc Committee Report, change the last sentence to read "...final draft to be made available to the public and the Board at the same time prior to approval at the November board meeting."
- Under Facilities Planning Update, remove "MT would like to take this off the agenda"
- **A motion was made and seconded (Peterson/Abercrombie) to approve the October 17, 2024 minutes with those changes. All ayes.**

## **6. Financial Report**

- Larry Heiges pointed out that the Financials staff report highlights the lumpiness of our payments. He said the report is great and would like to see it continued.

## **7. Consent Calendar**

- a. **A motion was made and seconded (Peterson/Heiges) to approve the October/November bills to be paid. All ayes.**

## **8. Chief's Report**

- There were no questions about the Chief's Report.

## **9. Correspondence**

- There was no correspondence.

## **10. Good of the Order**

- Fred Peterson told everyone to have a great Thanksgiving. The December meeting is one week early.

## **11. Adjournment of the Meeting**

- **A motion was made and seconded (Heiges/Peterson) to adjourn the meeting at 7:59 PM. All ayes.**



Northern Sonoma County Fire Protection District  
Staff Report  
Financial Summary  
December 12, 2024 Board Meeting

**Highlights of the December Board Meeting Financials**

1. First installment of 2024/2025 property taxes will come at the end of this month.
2. Audit Field Day is scheduled for January 8<sup>th</sup>. This is the day that our auditor and his assistant(s) come to our office to meet with staff to review our books, invoices, bank statements, minutes, capital purchases, and finance procedures.
3. There has not been a lot of activity since our last meeting, since we are meeting early this month.
4. This is the first month in which the Board will be approving checks that have already been issued, instead of approving checks to be sent out.

**FISCAL YEAR 2024/2025 FINANCIALS SUMMARY  
NOVEMBER 30 2024 YTD**

**Summit State Bank Enterprise Checking Account Monthly Summary**

\$	250,000.00	Beginning Month Balance
\$	166,137.32	Monthly Revenue
\$	(220,505.05)	Monthly Expenditures
\$	(123,000.00)	Withdrawal (Transfer to Payroll)
\$	(166,137.32)	Withdrawal (Transfer to ICS)
\$	-	Withdrawal (Transfer to CD)
\$	343,505.05	Deposit (Transfer from ICS)
\$	-	Deposit (Transfer from CD)
\$	<b>250,000.00</b>	<b>Balance for Period Ending November 30, 2024</b>

**Summit State Bank November Deposits**

\$	3,279.11	COPE: Walling Community SFB
\$	113,077.75	State of CA: Westside Community Grant, reimbursement
\$	90.91	Hansel Ford: refund of overage fees for F-450
\$	49,689.55	City of Healdsburg: Fitch Mnt, Veg Mangament
\$	<b>166,137.32</b>	<b>Total Deposits</b>

**Summit State Bank Business Checking Account Monthly Summary (PAYROLL)**

\$	19,944.64	Beginning Month Balance
\$	(137,266.01)	Withdrawal- Payroll
\$	123,000.00	Deposit (Transfer from Summit Enterprise)
\$	<b>5,678.63</b>	<b>Balance for Period Ending November 30, 2024</b>

**Summit State Bank Enterprise Checking Account Year to Date SUMMARY**

\$	250,000.00	Beginning Year Balance
\$	907,062.99	YTD Revenue
\$	(1,810,873.01)	YTD Expenditures
\$	(621,400.00)	Withdrawal (Transfer Payroll)
\$	(844,646.69)	Withdrawal (Transfer ICS)
\$	-	Withdrawal (Transfer to CD)
\$	2,369,856.71	Deposit (Transfer from ICS)
\$	-	Deposit (Transfer from CD)
\$	<b>250,000.00</b>	<b>Balance for Period Ending November 30, 2024</b>

**Encumbered Funds**

\$	487,000.00	Grant Reserves for Fuel Reductiion
\$	781,960.00	Vehicle Replacement Payments
\$	<b>1,268,960.00</b>	<b>Total Encumbered Funds</b>

**Reserved Funds**

\$0.00	Vehicle Replacment
\$0.00	Capital Equipement Replacement
\$0.00	New Station (Measure H Funds)
\$0.00	Measure H General Fund
\$0.00	Measure H Vegetation Funds

**Summit State Bank ICS Account Monthly Summary**

\$	980,535.53	Beginning Month Balance
\$	(366,131.17)	Withdrawal (Transfer to Checking)
\$	166,137.32	Deposit (Transfer from Checking)
\$	<b>780,541.68</b>	<b>Balance for Period Ending November 30, 2024</b>

**Summit State Bank CDRS Account Summary Maturity Date 01/16/25**

\$	562,101.01	Beginning Balance
\$	583,064.68	Last Month Balance
\$	-	Transfer Out of CD
\$	2,228.19	Interest
\$	<b>585,292.87</b>	<b>Balance for Period Ending November 30, 2024</b>

**Combined Balance**

\$	<b>1,621,513.18</b>	<b>Balance for Period Ending November 30, 2024</b>
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**Monthly Bills Paid to Date:**

12/12/2024 \$ 74,202.67

**Total**                    **\$ 74,202.67**

2024-2025 November 30 YTD General Fund

<b>General Fund Revenue</b>		<b>Actual 24/25</b>	<b>Final Budget</b>	<b>Amended Budget</b>	<b>Under Budget</b>	<b>% Budget</b>
40002	Prop Tax - Current Year	\$ 114,781.66	\$ 3,110,488	\$ 3,110,488	\$ 2,995,706	3.69%
40003	Direct Charges - Current Year	\$ 6,768.20	\$ 160,320	\$ 160,320	\$ 153,552	4.22%
40012	SB2557 Prop Tax - Admin Fee	\$ -	\$ (32,160)	\$ (32,160)	\$ (32,160)	0.00%
40101	Prop Tax - Current Unsecured	\$ (688.01)	\$ 92,645	\$ 92,645	\$ 93,333	-0.74%
40111	Prop Tax - Supplemental	\$ 26,648.24	\$ 65,831	\$ 65,831	\$ 39,183	40.48%
40201	Prop Tax - Previous FY	\$ (225.83)	\$ (800)	\$ (800)	\$ (574)	28.23%
40202	Direct Charges- Prior Year	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	0.00%
40211	Prop Tax - Prev FY (Unsecured)	\$ 938.54	\$ 1,000	\$ 1,000	\$ 61	93.85%
40221	Prop Tax - Prev FY (Secured)	\$ (6.40)	\$ (100)	\$ (100)	\$ (94)	6.40%
40404	Prop Tax - Timber Yield Tax	\$ 298.00	\$ 819	\$ 819	\$ 521	36.39%
42111	State - Other In-Lieu Tax	\$ -	\$ 100	\$ 100	\$ 100	0.00%
42291	HOPTR- State	\$ 4,435.26	\$ 9,137	\$ 9,137	\$ 4,702	48.54%
42627	IRP 61 Geysers Revenue	\$ -	\$ (251,774)	\$ (251,774)	\$ (251,774)	0.00%
44002	Interest - Pooled Cash from County	\$ 817.81	\$ 1,800	\$ 1,800	\$ 982	45.43%
44003	Other Interest Earnings - CDRS	\$ 24,806.13	\$ 20,000	\$ 20,000	\$ (4,806)	124.03%
46001	Government Revenue- Grant Rev	\$ 15,222.76	\$ -	\$ -	\$ (15,223)	#DIV/0!
46003	OES Strike Team/Incident Reimb	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	0.00%
46004	ABH Reimbursements	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0.00%
46007	Defensible Space Inspections	\$ -	\$ 16,000	\$ 16,000	\$ 16,000	0.00%
46010	Measure H - Current Year	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	0.00%
46022	Public Records Request Fees	\$ 15.00	\$ 100	\$ 100	\$ 85	15.00%
46023	Sale of Fixed Assests - Surplus	\$ 10,500.00	\$ 50,000	\$ 50,000	\$ 39,500	21.00%
46027	Workers Comp Reimbursement	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
46028	Misc. Revenue, Other	\$ 1,614.50	\$ 153,330	\$ 153,330	\$ 151,716	1.05%
46029	Reimbursements	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	0.00%
47000	Grant/Contract Admin Fee (transfer from Fuel Projects)	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	0.00%
47001	Project Manager	\$ -	\$ -	\$ -	\$ -	#DIV/0!
49001	Transfer to Reserves	\$ -	\$ -	\$ -	\$ -	#DIV/0!
49003	Transfer in from Reserves	\$ -	\$ 190,596	\$ 190,596	\$ 190,596	0.00%
<b>General Fund Total Revenue</b>		<b>\$205,925.86</b>	<b>\$ 5,405,832</b>	<b>\$ 5,405,832</b>	<b>\$ 5,199,906</b>	<b>3.81%</b>

<b>General Fund Expenditures</b>		<b>Actual 24/25</b>	<b>Final Budget</b>	<b>Amended Budget</b>	<b>Budget</b>	<b>% of Budget</b>
50701	Permanent Employees	\$ 105,063.19	\$ 265,000	\$ 265,000	\$ 159,937	39.65%
50702	Stipend/Extra Help	\$ 1,425.00	\$ 25,000	\$ 25,000	\$ 23,575	5.70%
50703	Overtime	\$ 14,617.68	\$ 25,000	\$ 25,000	\$ 10,382	58.47%
50704	FLSA Overtime	\$ 3,385.38	\$ 6,000	\$ 6,000	\$ 2,615	56.42%
50705	Overtime -Strike Team	\$ 32,478.20	\$ 1,000	\$ 1,000	\$ (31,478)	3247.82%
50706	Uniform Allowance	\$ 2,156.25	\$ 5,000	\$ 5,000	\$ 2,844	43.13%
50708	Contract Employees	\$ 623,506.25	\$ 2,000,000	\$ 2,000,000	\$ 1,376,494	31.18%
50709	Temporary Employees	\$ 134,722.72	\$ 220,000	\$ 220,000	\$ 85,277	61.24%

2024-2025 November 30 YTD General Fund

50712	Fire Prevention	\$	31,644.36	\$	150,000	\$	150,000	\$	118,356	21.10%
50753	FICA Retirement	\$	20,689.56	\$	31,748	\$	31,748	\$	11,058	65.17%
50754	457 Retirement Contributions	\$	8,209.78	\$	31,125	\$	31,125	\$	22,915	26.38%
50755	457 Plan Mgmt	\$	-	\$	5,000	\$	5,000	\$	5,000	0.00%
50756	Medicare	\$	4,838.68	\$	9,933	\$	9,933	\$	5,094	48.71%
50801	Health Insurance	\$	4,689.30	\$	61,000	\$	61,000	\$	56,311	7.69%
50803	Dental Insurance	\$	854.35	\$	4,800	\$	4,800	\$	3,946	17.80%
50805	Vision Insurance	\$	170.20	\$	1,200	\$	1,200	\$	1,030	14.18%
50806	Unemployment Insurance	\$	245.15	\$	19,685	\$	19,685	\$	19,440	1.25%
50808	Workers Comp	\$	88,653.00	\$	100,000	\$	100,000	\$	11,347	88.65%
51021	Phone Costs	\$	3,982.87	\$	9,743	\$	9,743	\$	5,760	40.88%
51032	Janitorial	\$	2,505.00	\$	8,000	\$	8,000	\$	5,495	31.31%
51041	Liability Insurance	\$	85,979.21	\$	80,000	\$	80,000	\$	(5,979)	107.47%
51060	Vehicle Maint/Outfitting	\$	15,644.00	\$	50,000	\$	50,000	\$	34,356	31.29%
51061	SCBA Maint/Repair	\$	-	\$	2,500	\$	2,500	\$	2,500	0.00%
51062	Field Equip Maint	\$	349.19	\$	38,000	\$	38,000	\$	37,651	0.92%
51063	Office Equip Maint	\$	-	\$	9,000	\$	9,000	\$	9,000	0.00%
51071	Station Maint	\$	1,877.05	\$	10,000	\$	10,000	\$	8,123	18.77%
51205	Payroll Costs	\$	1,658.90	\$	4,000	\$	4,000	\$	2,341	41.47%
51206	Accounting/Audit Services	\$	-	\$	8,000	\$	8,000	\$	8,000	0.00%
51211	Legal Services	\$	4,725.50	\$	15,000	\$	15,000	\$	10,275	31.50%
51221	Medical/Laboratory Services	\$	342.60	\$	5,000	\$	5,000	\$	4,657	6.85%
51225	Training Services	\$	1,454.95	\$	30,000	\$	30,000	\$	28,545	4.85%
51235	Dispatch Services	\$	24,590.37	\$	50,000	\$	50,000	\$	25,410	49.18%
51241	Outside Printing/Binding	\$	3,894.57	\$	8,000	\$	8,000	\$	4,105	48.68%
51242	Bank Charges/Finance Fees	\$	10.00	\$	100	\$	100	\$	90	10.00%
51244	Permits/Licenses/Fees	\$	160.00							
51249	Professional Services	\$	162,225.93	\$	830,000	\$	830,000	\$	667,774	19.55%
51250	Planning/Mapping/Inspection	\$	-	\$	3,500	\$	3,500	\$	3,500	0.00%
51301	Publications & Legal Notices	\$	-	\$	1,000	\$	1,000	\$	1,000	0.00%
51401	Rent/Lease, Equipment	\$	3,309.64	\$	6,000	\$	6,000	\$	2,690	55.16%
51602	Business Travel/Mileage	\$	18.50	\$	10,000	\$	10,000	\$	9,982	0.19%
51902	Telecommunication Usage	\$	4,168.96	\$	35,000	\$	35,000	\$	30,831	11.91%
51916	County Service Charges	\$	7,924.00	\$	10,000	\$	10,000	\$	2,076	79.24%
52021	Safety Clothing	\$	2,144.12	\$	52,330	\$	52,330	\$	50,186	4.10%
52022	Clothing & Boot Reimb	\$	1,471.50	\$	3,000	\$	3,000	\$	1,529	49.05%
52031	Food & Beverages	\$	634.59	\$	2,000	\$	2,000	\$	1,365	31.73%
52041	Station Supplies	\$	3,442.19	\$	6,000	\$	6,000	\$	2,558	57.37%
52061	Fuel/Oil Costs	\$	27,172.99	\$	60,000	\$	60,000	\$	32,827	45.29%
52081	Medical/Lab Supplies	\$	937.23	\$	8,000	\$	8,000	\$	7,063	11.72%
52091	Memberships/Certifications	\$	4,768.00	\$	7,000	\$	7,000	\$	2,232	68.11%
52111	Office Supplies	\$	1,461.73	\$	2,000	\$	2,000	\$	538	73.09%
52115	Subscriptions	\$	447.04	\$	16,000	\$	16,000	\$	15,553	2.79%
52117	Mail & Postage Supplies	\$	137.40	\$	2,500	\$	2,500	\$	2,363	5.50%



2024-2025 November 30 YTD General Fund

52141	Small Tools/Equip <\$1,000.00	\$	8,923.90	\$	121,000	\$	121,000	\$	112,076	7.38%
52142	Computer Equip/Accessories	\$	8,623.08	\$	20,000	\$	20,000	\$	11,377	43.12%
52143	Computer Software/Licensing	\$	6,325.15	\$	15,000	\$	15,000	\$	8,675	42.17%
52191	Utilities	\$	1,924.49	\$	5,000	\$	5,000	\$	3,076	38.49%
52193	Utilities - Electricity	\$	1,875.90	\$	14,000	\$	14,000	\$	12,124	13.40%
54305	Capital Assest - Machinery/Equip	\$	88,723.99	\$	100,000	\$	100,000	\$	11,276	88.72%
54331	Capital Asset - Mobile Equip	\$	236,313.73	\$	600,000	\$	600,000	\$	363,686	39.39%
59003	Transfer - Apparatus Reserve Fund	\$	-	\$	0.00	\$	0.00	\$	0.00	0.00%
59004	Transfer - Building Reserve Fund	\$	-	\$	0.00	\$	0.00	\$	0.00	0.00%
59005	Transfer - Grant Reserve Fund	\$	-	\$	0.00	\$	0.00	\$	0.00	0.00%
85001	Transfer to Operational Reserves	\$	-	\$	187,668	\$	187,668	\$	187,668	0.00%
85005	Transfer to Building Fund Reserves	\$	-	\$	0.00	\$	0.00	\$	0.00	0.00%
85010	Transfer to Equipment Reserves	\$	-	\$	0.00	\$	0.00	\$	0.00	0.00%
85015	Transfer to Measure H Reserves	\$	-	\$	0.00	\$	0.00	\$	0.00	0.00%
<b>General Fund Total Expenditures</b>		<b>\$</b>	<b><u>1,797,497.32</u></b>	<b>\$</b>	<b><u>5,405,832</u></b>	<b>\$</b>	<b><u>5,405,832</u></b>	<b>\$</b>	<b><u>3,608,495</u></b>	<b><u>33.25%</u></b>
<b>Net Position</b>		<b>\$</b>	<b><u>(1,591,571.46)</u></b>	<b>\$</b>	<b><u>(0)</u></b>	<b>\$</b>	<b><u>(0)</u></b>			

2024 -2025 Vegetation Management Fund

<u>General Fund Revenue</u>	<u>Actual 24/25</u>	<u>Final Budget</u>	<u>Amended Budget</u>	<u>Under Budget</u>	<u>% Budget</u>
40003 Property Taxes - Special Tax Zone 1	\$ -	\$ 50,000	\$ 50,000	\$ 50,000.00	0.00%
46001 Govt Rev- Grant Revenue	\$ 2,375.00	\$ 830,000	\$ 830,000	\$ 827,625.00	0.29%
46002 Govt Rev- Fuel Reduct (not grants)	\$ 49,689.55	\$ -	\$ 0	\$ (49,689.55)	4968955000.00%
46015 Measure H	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000.00	0.00%
46021 Fuel Reduction - Private	\$ 24,260.30	\$ -	\$ 0	\$ (24,260.30)	2426030000.00%
49003 Transfer in from Reserves	\$ -	\$ 487,000	\$ 487,000	\$ 487,000.00	0.00%
<b>General Fund Total Revenue</b>	<b>\$ 76,324.85</b>	<b>\$ 2,867,000</b>	<b>\$ 2,867,000</b>	<b>\$ 2,790,675.15</b>	<b>2.66%</b>

<u>General Fund Expenditures</u>	<u>Actual 24/25</u>	<u>Final Budget</u>	<u>Budget</u>	<u>\$ Under Budget</u>	<u>% of Budget</u>
50701 Permanent Employees	\$ 149,496.01	\$ 529,557	\$ 529,557	\$ 380,061	28.23%
50703 Overtime	\$ 107.57	\$ 2,500	\$ 2,500	\$ 2,392	4.30%
50706 Uniform Allowance	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	0.00%
50709 Temporary Employees	\$ 103,281.51	\$ 50,000	\$ 50,000	\$ (53,281.51)	206.56%
50753 FICA Retirement	\$ 16,088.57	\$ 36,708	\$ 36,708	\$ 20,619.43	43.83%
50754 457 ER Contributions	\$ 6,608.09	\$ 39,717	\$ 39,717	\$ 33,108.91	16.64%
50756 Medicare	\$ 3,762.67	\$ 8,134	\$ 8,134	\$ 4,371.33	46.26%
50801 Health Insurance	\$ 18,250.19	\$ 111,842	\$ 111,842	\$ 93,591.81	16.32%
50803 Dental Insurance	\$ 1,071.60	\$ 8,133	\$ 8,133	\$ 7,061.40	13.18%
50805 Vision Insurance	\$ 215.65	\$ 2,033	\$ 2,033	\$ 1,817.35	10.61%
50806 Unemployment Insurance	\$ 1,098.41	\$ 21,314	\$ 21,314	\$ 20,215.59	5.15%
50808 Workers Comp - FRMS	\$ -	\$ 35,287	\$ 35,287	\$ 35,287.00	0.00%
51010 Grant & Contract Admin Costs (Transfer out to General Fund)	\$ -	\$ 300,000	\$ 300,000	\$ 300,000.00	0.00%
51060 Vehicle Maint/Outfitting	\$ 21,184.45	\$ 16,000	\$ 16,000	\$ (5,184.45)	132.40%
51062 Field Equip Maint - saws, etc	\$ 9,019.57	\$ 35,000	\$ 35,000	\$ 25,980.43	25.77%
51071 Maintenance- Bldg & Improvements	\$ 1,532.61	\$ -	\$ -	\$ (1,532.61)	#DIV/0!
51211 Legal Services	\$ 22,267.00	\$ 6,000	\$ 6,000	\$ (16,267.00)	371.12%
51221 Medical/Laboratory Services	\$ 70.50	\$ -	\$ 0	\$ (70.50)	7050000.00%
51225 Training - supplies, class fees	\$ 91.14	\$ -	\$ -	\$ (91.14)	#DIV/0!
51241 Outside Printing/Binding	\$ 2,322.79	\$ -	\$ -	\$ (2,322.79)	#DIV/0!
51242 Bank Charges, Fees	\$ 1.95	\$ -	\$ -	\$ (1.95)	#DIV/0!
51244 Permits/Licenses/Fees	\$ 929.75	\$ -	\$ 0	\$ (929.75)	92975000.00%
51249 Professional Services	\$ 277,309.78	\$ 945,000	\$ 945,000	\$ 667,690.22	29.34%
51401 Rent/Lease Costs	\$ 4,794.70	\$ 100,000	\$ 100,000	\$ 95,205.30	4.79%
52021 Safety Clothing - PPE	\$ 877.11	\$ 22,000	\$ 22,000	\$ 21,122.89	3.99%
52022 Clothing & Boot Reimbursement	\$ -	\$ 25,000	\$ 25,000	\$ 25,000.00	0.00%
52031 Food & Beverages	\$ 375.43	\$ 5,000	\$ 5,000	\$ 4,624.57	7.51%
52041 Station Supplies	\$ 607.40	\$ 10,000	\$ 10,000	\$ 9,392.60	6.07%
52061 Fuel Costs - vehicle/small tool	\$ 1,709.53	\$ 36,000	\$ 36,000	\$ 34,290.47	4.75%
52111 Office Supplies	\$ 279.12	\$ 2,000	\$ 2,000	\$ 1,720.88	13.96%
52141 Small Tools/Equip <\$1,000.00	\$ 18,075.42	\$ 25,000	\$ 25,000	\$ 6,924.58	72.30%
52142 Computer Equipment/Accessories	\$ 693.88	\$ -	\$ -	\$ -	#DIV/0!
52145 Grant Aquired Tools & Equipment	\$ -	\$ 10,000	\$ 10,000	\$ 10,000.00	0.00%
52191 Utilities	\$ 43.31	\$ -	\$ -	\$ (43.31)	#DIV/0!

2024 -2025 Vegetation Management Fund

54305 Capital Assets	\$ 105,922.15	\$ 100,000	\$ 100,000	\$ (5,922.15)	105.92%
54331 Capital Asset - Mobile Equip	\$ 127,904.68	\$ 350,000	\$ 350,000	\$ 222,095.32	36.54%
85001 Transfer to Operational Reserves	\$ -	\$ 24,775	\$ 24,775	\$ 24,775.00	0.00%
<b>General Fund Total Expenditures</b>	<b><u>\$ 895,992.54</u></b>	<b><u>\$ 2,867,000</u></b>	<b><u>\$ 2,867,000</u></b>	<b><u>\$ 1,971,007.46</u></b>	<b><u>31.25%</u></b>
<b>Net Position</b>	<b><u>\$ (819,667.69)</u></b>	<b><u>\$ -</u></b>	<b><u>\$ (0)</u></b>		

# Northern Sonoma County Fire Protection District Check Detail

November 1 through December 20, 2024

Name	Memo	Account	Paid Amount
AAA Business Supplies & Interiors	2392014	10002 · Summit State Bank - Operating	
	Finance Charge/Interest from late payment	52111 · Office Supplies	-2.43
			-2.43
Bell's Ambulance Service	128551:1	10002 · Summit State Bank - Operating	
	128551:1	51249 · Other Professional Services	-12,000.00
			-12,000.00
Cloverdale Automotive	84868	10002 · Summit State Bank - Operating	
	84868: 2022 Ram1500, Oil change/Break Check &T 51060 · Vehicle Maintenance, Outfitting		-118.55
			-118.55
Comcast	937: 12/01-12/31/2024	10002 · Summit State Bank - Operating	
	937: 12/01-12/31/2024	51021 · Phone Costs	-100.01
			-100.01
Grapevine Communications	28100, 28102, 28107	10002 · Summit State Bank - Operating	
	28100: Monthly billing for December, proactive mair 52143 · Computer Software/Licensing		-395.97
	28102: Monthly billing for December, Office 365 sub 52143 · Computer Software/Licensing		-226.57
	28107: Monthly billing for December, managed back 52143 · Computer Software/Licensing		-101.95
			-724.49
Graton Fire Protection District	GTN2425-02	10002 · Summit State Bank - Operating	
	2425-02: 11/09/2024 Rx Burn Salt Pt Pepperwood	51249 · Other Professional Services	-2,718.81
			-2,718.81
Jacobszoon and Associates, Inc.	9356	10002 · Summit State Bank - Operating	
	9356: 11/26-27/24 monitor/reporting	51249 · Other Professional Services	-750.00
			-750.00

# Northern Sonoma County Fire Protection District Check Detail

November 1 through December 20, 2024

<b>L.N. Curtis &amp; Sons</b>	<b>890459</b>	<b>10002 · Summit State Bank - Operating</b>	
	890459: SCBA cylinder with air	52021 · Safety Clothing, PPE	-1,565.54
			-1,565.54
<b>Liebert Cassidy Whitmore</b>	<b>279986</b>	<b>10002 · Summit State Bank - Operating</b>	
	279986: consultation	51211 · Legal Services	-5,130.00
			-5,130.00
<b>Life-Assist</b>	<b>1529552, 1529328</b>	<b>10002 · Summit State Bank - Operating</b>	
	1529552: Epi Pen, SMART pads, emesis bags	52081 · Medical/Laboratory Supplies	-805.58
	1529328: 1st Aid kit, nitrile gloves	52081 · Medical/Laboratory Supplies	-111.07
			-916.65
<b>Nick Barbieri Trucking, LLC</b>	<b>1171788, 1173904</b>	<b>10002 · Summit State Bank - Operating</b>	
	1171788: 339 gal gas, 278 gal diesel	52061 · Fuel/Gas/Oil	-2,782.61
	1173904: 7gal gas, 122 gal diesel	52061 · Fuel/Gas/Oil	-634.52
			-3,417.13
<b>North Bay Vehicle Registration Service</b>	<b>2024 Chevy registration (230863)</b>	<b>10002 · Summit State Bank - Operating</b>	
	2024 Chevy(230863): registration processing fee	51249 · Other Professional Services	-124.50
	DMV FEES/USE TAX	54331 · Capital Assets- Mobile Equip	-5,220.50
			-5,345.00
<b>Phoenix Fire Defense</b>	<b>WO-6129</b>	<b>10002 · Summit State Bank - Operating</b>	
	WO-6129: annual extinguisher maintenance	51249 · Other Professional Services	-429.35
			-429.35
<b>South Coast Fire Protection District</b>	<b>24-15, 24-16, 24-17</b>	<b>10002 · Summit State Bank - Operating</b>	
	24-15: Monte Rio Redwoods Rx Burn	51249 · Other Professional Services	-2,986.75
	24-16: Upper Prairie Rx Burn	51249 · Other Professional Services	-1,632.58
	24-17: Salt Pt State Park Rx Burn	51249 · Other Professional Services	-1,246.68
			-5,866.01

# Northern Sonoma County Fire Protection District Check Detail

November 1 through December 20, 2024

<b>SRS Private Investigations</b>	<b>2024-212</b>	<b>10002 · Summit State Bank - Operating</b>	
	PreEmployment Report: J Walsh	51249 · Other Professional Services	-120.00
			<u>-120.00</u>
<b>Dreiling Terrones Architecture, Inc</b>	<b>9141, 9142, 9143</b>	<b>10002 · Summit State Bank - Operating</b>	
	9141: scn23-024	51249 · Other Professional Services	-7,624.57
	9142: scn23-012	51249 · Other Professional Services	-22,974.13
	9143: scn24-005	51249 · Other Professional Services	-4,400.00
			<u>-34,998.70</u>
		<b>Total Amount</b>	<u><u>74,202.67</u></u>

Directors' Signatures:

=====  
=====  
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Northern Sonoma County Fire Protection District  
Chief's Report  
December 12, 2024 Board Meeting  
*For Previous Month*

**Significant Incidents**

- November 9: 9-acre vegetation fire in Knights Valley

**Community Meetings/Outreach**

- Nothing significant

**Fire Operations**

- Red Flag Warning November 5 & 6
- Significant rain/storm event on November 19 – 21

**Fire Prevention**

- Fire Inspector John Lilienthal has resigned and hired as a firefighter
- 2024 summer fire season defensible space inspections finished

**Vegetation Management**

- Implementing prescribed burns as part of the grant funded Prescribed Fire Implementation Fund
- Fuel Crew vehicle “flatbed” design and installation in progress
- Fuels Crew worked on the following projects:
  1. Wohler and Chalk Hill Communities Shaded Fuel Break Demonstration Project
  2. Geysers Peak to Pocket Peak fuel break
  3. Westside Community Roadside Clearance Project

**Administration**

- 5-Year update process to the Sonoma County Multi-Jurisdictional Hazard Mitigation (HMP) has started
- Facility needs assessment process ongoing (Geyserville Fire Station Renovation and other facility needs)



**Sent:** Wednesday, November 27, 2024 12:53 PM

**To:** Marshall Turbeville <mturbeville@nosocofire.com>

**Subject:** Thank you

Marshall,

Your Fuels crew have been working on Felta Road today. What an excellent crew and so well supervised. Thank you for recruiting such a good group and for all the work you do to keep us safe.

Cheers - Happy Thanksgiving!

Gerry

Gerry Forth - Forth Vineyards & Winery

Healdsburg, CA (707) 481-2650