Southern Marin Fire Protection District – Board of Directors Meeting

AGENDA
Wednesday, August 28, 2019
7:00 PM
The Club House
201 Seminary Dr, Mill Valley
(on the corner of Herring Dr. and Gilbert Dr.)

Any person with a disability covered under the Americans with Disabilities Act (ADA) may receive a copy of the agenda and a copy of all the documents constituting the agenda packet prepared by the local agency or other interested person for the meeting of 08/28/19 upon request in an appropriate alternative format. Requests for mailed copies of agendas or agenda packets are valid for the calendar year in which requests are made and must be renewed annually after January 1. Any person with a disability covered under the ADA may also request a disability-related modification or accommodation, including auxiliary aids or services in order to participate in a public meeting. Please contact Southern Marin Fire Protection District at 415.388.8182 at least 5 working days prior to the meeting and provide information on the assistance required.

Call to Order

Pledge of Allegiance

Open Time for Public Expression: (limited to 3 minutes per person)
The Board welcomes public comments on all agenda items.

Agenda Adjustments

Approval of Minutes pg 4-10
➢ July 24, 2019 Minutes

Correspondence & Articles pg 11-26
1. Battalion Chief Matt Barnes Letter of Acknowledge.............................................pg 11
2. Residential Thank You Letter with Response..........................................................pg 12-13
3. Marin Cities Cut Fire Risk.......................................................................................pg 14-15
4. Wildfire Tax for March Ballot (Marin IJ) ...............................................................pg 16-18
5. Fire-tax (Editorial) .................................................................................................pg 19-20
6. Performance Evaluation Template.........................................................................pg 21-26

Commendations
1. Swearing in/ Badge Pinning for Jesse Figoni Presentation
Staff Reports  pg 27-72
1. Fire Chief Report: Fire Chief Chris Tubbs……………………………………………………………………………pg 27-34
2. Operations and Training: Battalion Chief Matt Barnes……………………………………………………………………pg 35-40
3. Logistics: Battalion Chief Kai Pasquale
4. Prevention: Fire Marshal Fred Hilliard……………………………………………………………………………………..pg 41-50
5. Finance: Finance Manager Alyssa Schiffmann………………………………………………………………………………pg 51-72
   • Finance Report
   • Budget Report for Year 2018.2019
   • Balance Sheet
   • SMFD Disbursements/Warrants
   • PARS/OPEB
   • Wells Fargo Bank Statement

Committee Reports
1. Southern Marin Emergency Medical Paramedic System (SMEMPS) Discussion/Action
2. Shared Services Committee (Ad Hoc) Discussion/Action
3. Finance Committee Discussion/Action
4. Personnel Committee Discussion/Action
5. Emergency & Disaster Preparedness Committee Discussion/Action
6. Building Committee (Ad Hoc) Discussion/Action
7. MERA Committee Discussion/Action

New Business  pg 73-199
1. Move September Board Meeting

2. Finance Policy Adoption
   a. Staff Report…………………………………………………………………………………………………………………………..pg 73-109

3. Resolution 2019/2020-03
   a. Staff Report……………………………………………………………………………………………………………………………..pg 110-114
   Board to consider adoption of Resolution 2019/2020-03: A resolution of the Board of Directors for Southern Marin Fire Protection District of Marin County, California acknowledging receipt of a report made by the Fire Marshal of the fire district regarding the inspection of certain occupancies required to perform annual inspections in such occupancies pursuant to sections 13146.2 and 13146.3 of the California Health and Safety Code.

4. Regional Parcel Tax Initiative Presentation
   a. Staff Report……………………………………………………………………………………………………………………………..pg 115-197

Agenda – Board of Directors Meeting – August 28, 2019
5. **Resolution 2019/2020-04**  

**Old Business**

**Poll the Board**

**Closed Session**

1. **CONFERENCE WITH REAL PROPERTY NEGOTIATIONS § 54956.8**  
   **PROPERTY:** 28 Liberty Ship Way  
   **AGENCY NEGOTIATION:** Deputy Fire Chief Ted Peterson  
   **NEGOTIATING PARTIES:** Bruce Huff, The Kimber Companies  
   **UNDER NEGOTIATION:** Price and terms of payment

2. **CONFERENCE WITH LABOR NEGOTIATORS §54957.6**  
   **AGENCY DESIGNATED REPRESENTATIVE:** Board of Directors  
   **EMPLOYEE ORGANIZATION:** Battalion Chief

**Adjournment**

**Next Regular Meeting: 09/18/2019**

At the discretion of the Board, all items appearing on this agenda, whether or not expressly listed for action, may be deliberated and may be subject to action by the Board.
BOARD OF DIRECTORS MEETING MINUTES July 24, 2019

The Southern Marin Fire Board of Directors meeting was called to order by President Chun at 7:00 p.m. in the Board meeting room at Station 9, 308 Reed Blvd, Mill Valley, CA, 94941.

CALL TO ORDER
President Kurt Chun, Directors Tom Perazzo, Cathryn Hilliard, Christina Waldeck, Stephen Willis.

ABSENT:
Daniel St. John, Pete Fleming

STAFF MEMBERS PRESENT
Deputy Fire Chief Peterson, Fire Marshal Fred Hilliard, Battalion Chief Matt Barnes, Finance Manager Alyssa Schiffmann, Association Vice President Ian Hansen, Board Secretary Stacey Hoggan

PLEDGE OF ALLEGIANCE

OPEN TIME FOR PUBLIC EXPRESSION:
Resident David Kessell handed staff and directors a written statement (attached pg 9) and thanked the district for the vegetation removal that has been occurring in the last month. Mr. Kessell urged the board and staff to move forward with the needed public education and outreach.

AGENDA ADJUSTMENTS
Director Hilliard asked to add an additional Committee Report as she had recently attended a “Marin Ready Together” committee meeting held by the County of Marin. This item will be added as item number 8 under Committee Reports.

M/s Perazzo/Waldeck
Ayes: Perazzo, Waldeck, Willis, Chun, Hilliard
Noes: none
Absent: Fleming, St. John

MINUTES
June 2019 Minutes approved with following corrections;

Draft Minutes July 24, 2019
• Line 151 listed the names of the board members that were on the subcommittee to choose the Measure U Oversight Committee. Director Hilliard was omitted and was present during the interviews.

• Line 222 mentions the construction of the new boat and engine. The engine mentioned is Engine1.

M/s Perazzo/Hilliard
Ayes: Perazzo, Chun, Waldeck, Hilliard
Noes: 0
Abstain: Willis (absent for June meeting)
Absent: Fleming, St. John

CORRESPONDENCE
Correspondence was reviewed by the Board.

COMMENDATIONS
Deputy Chief Peterson presented Battalion Chief Matt Barnes for his work with the Fire Academy. Battalion Chief Barnes noted that he would not have been able to have done this without the help of the other members of the district. Chief Barnes let the board know how very hard everyone had worked in the weeks of the academy to ensure all the participants success.

Deputy Chief Peterson presented Finance Manager Schiffmann and Captain Bouchard with commendations for the work that they put into to acquiring the needed grants to obtain the district’s new fireboat. Captain Bouchard advised the board that they know because of staff and their work over the years with the previous fireboat, it enabled the district to obtain the grant.

STAFF REPORTS – July 24, 2019

Chief’s Report:
Fire Chief Tubbs submitted a written report. There were no questions from the board.

Operations:
Battalion Chief Matt Barnes submitted a written report to staff and the board. Battalion Chief Barnes noted that there had been no Beta testing for Tablet Command and hopes that it will happen in the next three to four weeks. He also let the board know that they should be receiving their tablets in the next few months.

Administration and Logistics:
Battalion Chief Kai Pasquale submitted a written report. Director Chun had a question about the testing of the EMF’s at Station 4. Deputy Chief Peterson let the board know that he is working with the cell companies in order to ensure they get tested and are in compliance. The contract is
with Sprint and Deputy Chief Peterson has been in contact with them about having a technician come out.
Director Chun believes that there is more than one vendor for the cell towers at Station 4 and urged staff to go back into old minutes to see if the information needed on additional vendors can be found there.
Directors asked staff for an updated inventory list of district apparatus. Deputy Chief Peterson will be getting a list to them at the August Board of Directors meeting.

Prevention Report:
Fire Marshal Hilliard submitted a written report. He advised the board of some inspection issues that had come up for a residence in Sausalito. The resident and district have exchanged correspondence that are attached to the Prevention Report.
Deputy Chief Peterson and Fire Marshal Hilliard let the board know that PG&E was at the last Sausalito City Council meeting. PG&E advised that they will offer assistance to residents in areas where they are removing vegetation from their lines. PG&E has a link on their website that residents can go on to report areas of concern.
*Resident Jim Kasper asked to make a brief statement after the prevention report. He asked that the district update their website with emergency information that was supposed to be posted in the last few months. He also noted that he had followed up with CalTrans regarding the vegetation along Shoreline Highway. CalTrans will clear the brush on sides of the road with a mobile brush cutter but they will not be doing any hand-work. Hand-work is what is needed in much of the area due to the many areas that have guard rails. A mobile brush cutter will not be useful in these areas.

Finance Report:
Detailed report was submitted by Finance Manager Schiffmann. No questions from the board.

Association Report:
Association Vice President Ian Hansen let the board know that within this last year, four babies have been born with two on the way, one member climbed and summited Mount Kilimanjaro, four members ran in relays, three members are in an executive officer program, four taught tiller truck training and two became state certified fire instructors.

COMMITTEE REPORTS – July 24, 2019

SMEMPS Committee:
SMEMPS did not meet.

Shared Services Committee:
Shared Services did not meet. There is a scheduled meeting to take place August 14th at 07:30am.

Draft Minutes July 24, 2019
Personnel Committee:
Personnel Committee did meet. There is one staff member on light duty.

Emergency and Disaster Preparedness Committee:
Emergency and Disaster Preparedness Committee did not meet.

Finance Committee:
The Finance Committee has met. They discussed the finance policies. The policies will be reviewed by the board at the August Board of Directors meeting.

Building Committee:
The Building Committee did not meet this month.

MERA Committee: (see attachment, pg 10)
MERA Committee met this month. The EIR will be done in August. MERA will be reaching out to the District in the next few months to come in and do a presentation to the staff and board.

NEW BUSINESS – July 24, 2019

1. Finance Policy Adoption: Staff and the Board of Directors advised that this will be tabled until the August board meeting.

2. Resolution No. 2019/2020-01 – Resolution of the Board of Directors of the Southern Marin Fire Protection District establishing a 2019/20 fiscal year tax rate for special taxes originally approved by the voters of the Tamalpias Protection District and Alto Richardson Bay Fire Protection District and continued as part of the formation of the Southern Marin Fire Protection District.

M/s Hilliard/Willis
Ayes: Hilliard, Willis, Chun, Waldeck, Perazzo
Noes: none
Absent: Fleming, St. John


M/s Perazzo/Willis
Ayes: Perazzo, Willis, Chun, Waldeck, Hilliard
Noes: None

Draft Minutes July 24, 2019
Absent: St. John, Fleming

POLL THE BOARD – July 24, 2019

Director Perazzo thanked everyone for an outstanding job. He acknowledged the Prevention Department for making the public so happy.

Director Willis congratulated Fire Marshal Fred Hilliard and thanked staff.

Director Hilliard gave thanks to Captain Martinez, Firefighter/Paramedic Ben Pope, and Firefighter/Paramedic Michael Ford for a tour with her grandson in the new fireboat. She let everyone know how very grateful she is to serve on the board and committees. She also congratulated Fire Marshal Fred Hillard and Battalion Chief Matt Barnes.

Director Waldeck let board and staff members know what a great source of pride she had being associated with Southern Marin Fire Protection District. There has been excellent work done and this has been a great learning experience for her. She stated that she is in the company of extraordinary people and has deep gratitude.

President Chun echoed the thanks of his fellow board members. He feels grateful to be a part of the board. Director Chun also welcomed Firefighter/Paramedic Ian Hansen as a representative of the Southern Marin Firefighters Association.

CLOSED SESSION – July 24, 2019

Staff and board members entered closed session at 8:23 pm

ADJOURNMENT – July 24, 2019

Draft Minutes July 24, 2019
Citizen Input from David Kessell  SMFD Board meeting July 24, 2019

First, thank you for the noticeable difference your vegetation removal projects are making.

And, in the spirit of requesting and offering additional areas for additional safety

1. I have seen no information on enhanced vegetation removal and other survivable space ordinances except that it will be considered with general code upgrades later this year (or was it next year for effective date). Meanwhile other jurisdictions including Mill Valley and San Rafael are moving forward ahead of the State Fire Code. I urge the Board to start now in working on this as significant decisions and outreach and education will be required, in my opinion, to have ordinances and enforcement that will make a big difference.

2. If the Board has considered and set on a plan to deal with PG&E power shutdowns, I haven’t seen it. I believe a risk assessment and action plan is needed.

3. The difficulty of mass notification and evacuation will be compounded when PG&E cuts power. I suggest that the Board consider the risks and solutions which might include some or all of:
   a. Use of LRAD (long range acoustic device)
   b. Require cell towers and connecting communications to have backup power
   c. Invite ATT to put in cell tower with backup power in Tam Valley

4. Measure U expenditures (offered as individual citizen as Citizen’s Oversight Committee has not been convened).
   a. Include Measure U budget and expenditures in monthly finance report to Board and public.
   b. Mark Measure U expenditures in detailed monthly warrant report to Board and public.
NEXT GENERATION PROJECT
July 2019 Governing Board UPDATE:

- Change Order #8 involving the microwave data technology is wrapping up. The project staff met with the Next Gen Project Oversight Committee on 06/26/19 and after discussion, additional research is being completed. The updated staff report is scheduled for further consideration by the Next Gen Project Oversight Committee on 08/28/19. If a recommendation is reached, the Finance Committee will review the fiscal implications before the item appearing before the Governing Board for a decision.

- Work continues on finalizing the draft Subsequent Environmental Impact Report. We anticipate it being released in August, 2019. That will open a public comment period and we will be scheduling a special Governing Board Meeting to hear public comment during that public comment period.

- Field Survey Inspections for all MERA member agencies has begun. The Survey involves gathering data from three categories: vehicle ID information including radio mount type, information and count on all MERA portable radios and chargers, and for each facility, their internet provider and access information to support Wi-Fi radio programming. To schedule your Survey Inspection, submit count sheets or have any questions contact Maura Griffin at mera.mgriffin@gmail.com.

Our MERA team relies on the input and participation of all of our 25 member agencies!
Please be sure to share the above Project update with others at your agency.

Questions? Contact Deputy Executive Officer for the Next Gen System David Jeffries at dave@jeffriespsc.com

MARIN EMERGENCY RADIO AUTHORITY
c/o Novato Fire Protection District
95 Rowland Way, Novato, CA 94945
PHONE: (415) 878-2690 FAX: (415) 878-2690
WWW.MERAONLINE.ORG
July 22, 2019

Chris Tubbs
Fire Chief
Southern Marin Fire District
Mill Valley, CA

Dear Chief Tubbs:

On behalf of the Commission on Professional Credentialing (CPC), I am writing to inform you that Matthew Barnes received the Chief EMS Officer (CEMSO) designation on July 9, 2019. Battalion Chief - Chief of EMS, Training, Operations & Information Technology Barnes becomes one of only 145 CEMSO designees worldwide.

The Designation program is a voluntary program designed to recognize individuals who demonstrate their excellence in seven measured components including experience, education, professional development, professional contributions, association membership, community involvement and technical competence. In addition, all applicants are required to identify a future professional development plan.

The CEMSO designation program uses a comprehensive peer review model to evaluate candidates seeking the credential. The Commission on Professional Credentialing awards the designation only after an individual successfully meets all of the organization's stringent criteria.

Achieving this designation signifies Battalion Chief - Chief of EMS, Training, Operations & Information Technology Barnes's commitment to his/her career in the fire and emergency services.

This professional designation is valid for three years. Maintaining the designation requires recipients to show continued growth in the areas of professional development, professional contributions, active association membership and community involvement as well as adhere to a strict code of professional conduct.

Please join us in congratulating Battalion Chief - Chief of EMS, Training, Operations & Information Technology Barnes on this achievement.

For further information, please don’t hesitate to contact me at dsobotka@cpse.org or 703-691-4620, ext. 202.

Sincerely,

Debbie Sobotka
Chief Operating Officer
August 5, 2019

Dear Chief Tubbs and Deputy Fire Chief Peterson,

I am writing to commend your team of men who were on duty on Sat. July 27th:

Michael Coleman, Brett Stone, Drew Clason and Nick Young.

I had walked down to the station to request that they stop and pay a visit
to the reunion bbq I was having at 223 Reed, where I have lived for 43 years,
to visit and show off the truck to all the kids who grew up on this street, nine
of them, all now in their forties!! Also present were all of their small children,
about 15 of them, with 8 being under the age of 6. Your guys went above and
beyond in showing everyone the truck, all the gear, with demonstrations and
try on of gear, to boot. We all loved it!! Even the grown up "kids" were thrilled,
including my 41 yr old son, Riley Hurd.

Your men were clear that in the event of a call, they could not come by, but fortunately
they had a break in the action. What a surprise it was for all of the kids, big and small, and
something none of them will ever forget. Nor I, since I have known all the guys at the
station for 43 years. Many of them are now retired. Dave was also a huge help and took
down all my info and passed it to the chaps on duty. I saw him again later, and
he is a fabulous guy.

So, a HUGE THANK YOU to your team of firemen, who may have influenced
some of those little kids to be a heroic Fireman one day, and for ALL they did to
make our day so special. My son wrote a special tribute to all of you on Facebook,
which I hope you got to see. Michael Coleman has it on his phone.

Sincerely,

Meme Hurd
223 Reed Blvd
Strawberry
August 7, 2019

Dear Mrs. Meme Hurd,

Thank you for taking the time to write us your wonderful experience with some of our firefighters. I’m glad they were able to make it down to your house and that your family was so moved by them. It’s not every day that the firefighters have free time to show off some of their gear and engine. We are very fortunate to have a crew that’s great with kids and that values family time. Our firefighters are truly great people and passionate about their work.

It sounds like the fire truck and gear brought out joy in everyone, regardless of their age. We appreciate hearing this from our neighbors! Mike Coleman, Brett Stone, Drew Clason and Nick Young will be happy to know too! It’s great to be apart of the good times in the community and to hopefully inspire some of the youth.

Thank your son for writing the tribute on Facebook, and thank you for this letter. We hope to see you and your family at one of our Open Houses in the future for some more fun times.

Sincerely,

________________________
Christian Tubbs, MS, MA, EFO, CFO, CFC, MIFire
Fire Chief, Southern Marin Fire Protection District
Dick Spotswood

Questions remain as Marin cities try to cut fire risk

Mill Valley just adopted one of Marin’s strictest wildland management ordinances. Up to now, San Rafael had been the leader in the effort to protect its homeowners, renters and businesses from the threat of wildland fire. Now Mill Valley is a close second. That leaves Marin’s nine other incorporated cities and towns as well county government to catch up.

Those jurisdictions may not have much choice as the state Legislature is considering a bill which will go even further than Mill Valley’s new law. Assembly Bill 1516, authored by Assemblywoman Laure Friedman, D-Glendale, provides, “The intensity of fuels management may vary within the 100-foot perimeter of the structure, with more intense fuel reductions being utilized between 5 and 30 feet around the structure, and a noncombustible zone being required within 5 feet of the structure.” Mill Valley’s "hardscape zone" is only within 3 feet of a structure. Either way, inspectors have the discretion to vary the rules to minimize erosion.

The state law applies only to very high fire zones. Seventy-five percent of Mill Valley fits within that definition, as do sections of Novato, Sausalito, Larkspur, Inverness and lands adjacent to Ross. Every other Marin community except Belvedere has, within its boundaries, property that’s classified as high fire risk.

Mill Valley’s council showed leadership, given there was substantial politically potent opposition to a 3-foot hardscape zone adjacent to every structure in the very high fire zone. It was a tough vote for all, particularly Councilwoman Stephanie Moulton-Peters, who’s running to succeed retiring Kate Sears on Marin’s Board of Supervisors. Of course, making hard votes on divided issues is what being a first-class elected official is all about.

A "no" vote would have been difficult after Fire Chief Tom Welch’s persuasive presentation, complete with graphic videos of the Camp Fire’s spark storm which utterly destroyed Butte County’s city of Paradise. Welch spoke from personal experience. He was a resident of Santa Rosa’s incinerated Coffey Park neighborhood and lived its night of horror.

Most everyone who spoke at the four-hour hearing supported removing from the community’s hillsides 10 species of non-native fire-prone trees including broom, acacia, cypress, juniper and bamboo.

Only council member John Mc-Cauley voted "no" for the valid reason of wanting details regarding inspection and enforcement included. Both Mill Valley’s ordinance and AB 1516, if passed, will go into effect in 2021.
Other communities might consider lobbying Sacramento to adopt Mill Valley's less restrictive 3-foot "hardscape zone."

Pressure for even stricter rules comes from California's insurance industry. If the state and localities fail to act, insurance corporations well-aware that climate change is real will make and enforce their own rules. Given it’s their money at risk, they are determined and infamously inflexible. The North Bay is already seeing fire policy cancellations and refusals to issue new coverage in areas insurance carriers considered excessively risky.

Left unaddressed is the question of cost. Cities, the county and both Marin Municipal and North Marin water districts must devote substantial resources to forest and brush thinning to make their lands fire safe. Individual property owners will need to spend real money to do mandated clearing. That’s easier said than done for those who are property rich but cash short, as well as for working folks outside high-pay occupations.

It’s timely for governments and the Marin Community Foundation to consider methods to financially assist stressed residential property owners to comply. The countywide wildfire prevention parcel tax proposed for the March 2020 ballot should include some assistance. One new idea being floated to supplement wildfire mitigation funding is establishing a low-interest secured loan program with interest and principal due only upon the property’s sale or transfer. Columnist Dick Spotswood of Mill Valley writes on local issues Sundays and Wednesdays. Email him at spotswood@comcast.net

The state law applies only to very high fire zones. Seventy-five percent of Mill Valley fits within that definition, as do sections of Novato, Sausalito, Larkspur, Inverness and lands adjacent to Ross.

Dick Spotswood
Marin Supervisors back wildfire tax for March ballot

By: Richard Halstead
rhalstead@marinij.com
Marin Independent Journal

An airplane drops retardant on a fire near Nicasio. (Alan Dep/Marin Independent Journal file)

Marin County supervisors voiced their support Tuesday for a wildfire prevention initiative that would create a new property tax to raise $20 million annually and a new joint powers authority to oversee the effort.

The initiative is the brainchild of a coalition that includes all of Marin County’s fire agencies and municipal governments. The coalition is seeking to put the parcel tax measure, envisioned to be about 11 cents per square foot, on the March 2020 ballot.

“I think the March election is essential,” said Supervisor Dennis Rodoni. “We can’t wait another fire season or two for the funds.”

Supervisor Damon Connolly said, “Given what is at stake, I’m very comfortable going forward in March.”

Supervisors Judy Arnold, Katie Rice and Kate Sears also said they liked the idea of going to voters sooner rather than later. The supervisors have until November to take official action to place the measure on the March ballot.

Marin County fire Chief Jason Weber told supervisors that preliminary polling indicates enough voter support to pass some variety of parcel tax for wildfire prevention.

“The results certainly indicate that our voters want us to do more,” Weber said, “and there is a willingness to pay a little bit for that.”
The Marin County Civil Grand Jury called for a quarter-cent sales tax to help fund preparedness efforts in its April 25 report on fire preparedness. Weber said the polling indicated support for such a tax is well below the two-thirds majority needed to pass.

Public comment on the initiative during the meeting was overwhelmingly positive.

“I support that we move forward now,” said Jessica Rising of San Anselmo.

John Hansen said, “The JPA and funding can’t come soon enough.”

There were some reservations.

Paul Premo, a member of the Coalition of Sensible Taxpayers, said, “We at COST conclude this is a need; we support the goal.”

But Premo added, “We have a lot of concern about the undisclosed and perhaps not yet fully analyzed expenditures.”

Mimi Willard, COST’s president, attended the meeting but had to leave before the public hearing. In detailed written comments, Willard said COST likes the fact the coalition is thinking of levying a per square foot tax rather than a flat parcel tax, which would require the owners of a small condo and a large mall to pay the same tax.

“This should result in an equitable sharing of the tax among those who benefit from fire protection, which does include multi-family and commercial buildings,” Willard wrote.

Willard questioned the coalition’s assumption that a flat parcel tax and a parcel tax based on square footage would raise equivalent amounts. She wrote that proponents of the tax should identify specific projects that would be paid for with the tax. She also said the tax should be limited in duration.

“We strongly believe the initial term should be six years maximum,” she wrote.

She also questioned whether there is enough time to resolve these issues while still getting the measure on the March 2020 ballot.

In her closing remarks, Rice appeared to be responding to the suggestion that the tax measure should be short-lived.

“You can’t do vegetation management just one year; it has to be sustained year in and year out,” Rice said. “That is why it is so important to have a measure in place that has a lifetime that is long enough.”

As for where the money would go, Weber said 60% of the revenue generated by the tax would be dedicated to core functions such as vegetation management, wildfire detection, evacuation improvements, grants and public education. Twenty percent would be used
In its report, the civil grand jury recommended hiring 30 vegetation management inspectors to hand out citations to private property owners who fail to clear a defensible space around their homes and an expedited legal process to make sure the citations are not ignored.

Weber told supervisors on Tuesday that about 15,000 inspections for defensible space are being done countywide.

“If we need to take that to somewhere around 45,000 to 50,000 to be successful,” Weber said.

Supervisor Connolly asked Weber about the economic consequences for Marin residents, particularly seniors, who are required to clear defensible space around their homes.

“How does that look in terms of our residents who may not have the cash on hand to do that?” Connolly asked.

Weber said, “There is a fear level there. There is a misunderstanding that everything has to be taken out. That is not the case. It’s not going to be punitive where people now have to make a choice between buying medicine and cutting juniper.”

Weber said there would be grants and other support to help seniors, low-income people and people with functional needs to maintain defensible space.

As currently envisioned, the joint powers authority would be governed by an 11-member board of directors. There would be two board members representing each of five proposed zones: Ross Valley, San Rafael, West Marin, Novato and Southern Marin. One board member would represent the remaining small districts.

Jean Berensmeier, founder of the San Geronimo Valley Planning Group, said she would like to see a sixth zone created for San Geronimo Valley.

“The valley is contributing dollars to this effort,” Berensmeier said, “and we want a voice as to how our dollars are used.”
Editorial

*Fire-tax idea a strong step in right direction*

It would be foolhardy for Marin not to come up with a single, coordinated plan to help protect the county’s homes and businesses from a wildfire, the likes of which we have seen leave wakes of death and destruction in other Northern California counties.

The lesson is clear.

Local fire professionals have returned from fighting those fires with a clear warning: It could happen here.

It has before. The threat is real.

And one of the most important lessons is that a raging wildland fire doesn’t care about jurisdictions and their rules.

But a coordinated largescale effort to improve fire prevention and safety can make a difference that can save lives and property.

Officials say an effective countywide plan is going to take additional revenue. They are proposing a parcel tax — 11 cents per square foot — to raise an estimated $20 million that would help pay for fire crews needed to trim or remove trees and brush across Marin’s parks and open spaces. Funding would also help maintain firebreaks, improve wildland-fire detection, bolster public evacuation planning and enforce new laws aimed at creating “defensible space” around homes and businesses.

Its oversight would be the establishment of a new countywide agency and board.

Taxpayers across Marin are already paying special taxes to improve local fire protection. This tax should be aimed at bolstering protection and preparedness and not be a way to shift existing local expenses onto a countywide program.

The new board needs to be publicly committed to not becoming another below-the-public-radar taxing agency. Its business has to be focused on saving lives and property. Its business needs to be part of the public awareness, not lost in costly, but invisible bureaucracy.

Marin’s track record with such agencies, in some cases, shows greater effectiveness in collecting tax dollars than in generating public knowledge and involvement.

The tax measure now goes to other Marin jurisdictions for their approval before it goes to the voters. The target is March’s ballot.
A strong argument can be made that the county should already have such a measure in place and underway, especially after the sober warning of the North Bay fires were already more than a year ago.

But as the proposed measure makes its stops among town and city councils — as well as local fire district boards — proponents need to make absolutely clear exactly how the tax dollars would be used and how much each property owner would be taxed.

It needs to make clear that there will be money that can assist local seniors — those who may fit the description of being property rich, but cash poor — in making their homes more fire safe by defraying the upfront cost of clearing flammable landscaping away from structures in order to give firefighters improved chances of saving their homes.

It is going to take greater public awareness, assistance and enforcement to make these measures a reality.

And it has to be a countywide approach. Jurisdictions, including state and federal parks, need to be able to rely on one another in sharing a common and effective strategy.

All one needs to do is look around Marin and visit Northern California areas that have already been victims of out of control wildland fires to be aware of the real threat we face here.

The proposed tax measure is a strong step in the right direction. As it progresses toward the ballot, its authors should listen and show a willingness to make improvements, where possible, but they need to keep moving forward.
SOUTHERN MARIN FIRE PERFORMANCE EVALUATION

Employee Name: 
Job Title: 
Type of Review: 
Evaluator's Name: 
Evaluation Period: ___ to ___

District Mission Statement

The mission of the Southern Marin Fire District is to contribute to the Greater Southern Marin Communities reputation as a safe, friendly, economically thriving community in which to live, work, learn, play and visit.

We achieve our mission by providing the highest quality local and regional community risk reduction, suppression, emergency medical services, rescue, marine response, disaster preparedness and community education services possible within the resources provided to us.

We are professional, proud, compassionate, highly trained and committed to utilizing state of the art technology to provide services that meet or exceed the expectations of our community.

Organizational Philosophy

Service Excellence
We do all we can to ensure we deliver the best possible service to our internal and external customers/communities through smart, well trained, humble, dedicated, competent, hardworking, safer members. We are active participants in the communities where we live and work.

Honor and Respect
We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in an organization. We respect those that came before us and strive to make the organization better for those who follow.

Integrity and Honesty
We value the public's trust and are committed to honest and ethical behavior. We hold ourselves accountable to these values. We believe in a personal commitment to the organization and the community. Self discipline is the foundation for managing behavior.

Team Work
We seek out and value the input and opinions of members at all levels of the organization. Teamwork is the building block that drives the department's labor management process. We work as a team to cooperate locally, regionally, and nationally to improve service to the public and maintain a safer, effective work environment. We believe that members have a responsibility to mentor others.

Innovation
We recognize the value of change in responding to and meeting the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking towards change. We recognize the value of ongoing education and training.

Communication
We believe communication is essential to the cohesiveness and performance of our organization. We are committed to providing effective and responsive means of communication throughout the organization and community.

Embrace Diversity
Recognizing the value of diversity helps us to work together as a team to serve our community. We are dedicated to reflecting and respecting diversity throughout our organization.

Definitions for Applying Performance Ratings on Individual Criteria

Outstanding Performance:
Always carries out the examples given under the criterion. Is a solid leader, role model & takes ownership in this area. Actively & continuously seeks opportunities to make improvements & a positive difference. Anticipates needs & seamlessly handles them. No supervision or specific direction in this area is needed.

Meets Performance Standards:
Regularly carries out several examples under the criterion. Performance is consistently good. Demonstrates dependability in this area. May look to others for guidance or specific direction in this area.

Improvement Needed:
Performance needs to be improved in this area in order to be considered acceptable. May demonstrate a lack of dependability or accountability. Guidance & specific direction are regularly needed from others.

Exceeds Performance Standards:
Often carries out all or most of the examples given under the criterion. Consistently demonstrates enthusiasm, pride & a positive attitude. Is completely reliable in this area. Little supervision or specific direction is necessary in this area.

Unacceptable Performance:
Performance is at an unacceptable level in this area. Improvement is required or disciplinary action may occur. Supervisory direction is necessary.
Southern Marin Fire District Values & Performance Criteria

1. Professionalism / Work Ethic
   • Conducts self with honesty and integrity
   • Always does what is in the public’s best interest
   • Excellent attendance and observance of work hours
   • Consistently dependable and trustworthy
   • Displays pride and the desire to do the best job possible
   • Conscious of public perception regarding decisions/actions

   [Rating Scale]

   Explanation of Rating:

2. Customer Service
   • Treats everyone with dignity, respect, and in an equitable manner
   • Communicates in ways that are friendly, honest, open, and candid
   • Listens and finds ways to help, rather than excuses to not help
   • Uses tact, respect, diplomacy, and courtesy
   • Refers and assists customers to contact other staff as appropriate
   • Looks at situation through customer’s eyes

   [Rating Scale]

   Explanation of Rating:
3. Teamwork / Interpersonal / Communication Skills
- Collaborates and regularly offers support to others
- Does not allow department lines to become barriers (no silos)
- Contributes to ideas leading us to our vision/goals
- Looks for non-traditional ways to create new & better services
- Does things that need to be done regardless of job description
- Works effectively with a variety of personalities to achieve common goals
- Exercises self-control of emotions
- Is an honest, respectful, and active listener
- Patient and understanding of other viewpoints
- Uses tact, respect, diplomacy and courtesy
- Recognizes and accepts his/her role as equal part of team
- Tactful, patient, compassionate, and understanding under stress
- Displays calm demeanor, self-confidence, and self-composure
- Uses negotiation skills to achieve consensus toward common goals
- Speaks and writes in a legible, logical, succinct, & understandable manner
- Demonstrates and promotes good inter/intra agency relations

<table>
<thead>
<tr>
<th>Outstanding Performance</th>
<th>Exceeds Performance Standards</th>
<th>Meets Performance Standards</th>
<th>Improvement Needed</th>
<th>Unacceptable Performance</th>
</tr>
</thead>
</table>

Explanation of Rating:

4. Leadership Attributes & Skills
- Encourages others to become the best they can be
- Motivates and inspires through mentoring and coaching
- Provides inspiration and motivation, and leads by example
- Treats everyone with fairness, understanding, and consistency
- Provides both praise and constructive feedback timely and regularly
- Makes a positive difference in the professional lives of employees/customers
- Demonstrates a "continuous improvement" philosophy
- Is respected as a "Leader" by peers and subordinates
- Displays positive, caring attitude and fair, non-discriminatory treatment
- Actively engages in practices that encourage others to be better
- Demonstrates leadership by being flexible, open and empathetic
- Solicits new ideas/methods, uses empowerment appropriately
- Demonstrates high standards and expects the same from others
- Accepts responsibility and admits mistakes
- Consistently solves, rather than ignores problems
- Has earned respect of supervisors, peers, and subordinates
- Addresses performance issues and/or behavioral issues promptly

<table>
<thead>
<tr>
<th>Outstanding Performance</th>
<th>Exceeds Performance Standards</th>
<th>Meets Performance Standards</th>
<th>Improvement Needed</th>
<th>Unacceptable Performance</th>
</tr>
</thead>
</table>

Explanation of Rating:
5. Decision Making / Problem Solving
- Gathers facts and makes decisions that are time and situation appropriate
- Willing to make hard decisions when best for the department or organization
- Uses good judgment and does not jump to conclusions
- Considers all factors using training, experience, and common sense
- Retains composure under stressful situations
- Keeps own emotions under control, even when others do not
- Tactful, patient, compassionate, and understanding under stress
- Timely decisions made with a rational thought-process
- Objectively evaluates information available to make the best decision
- Objectively evaluates other’s ideas and opinions before deciding
- Adaptable, flexible, and can adjust to changing situations
- Measures impact of decision and future potential ramifications
- Does not compromise safety, efficiency, or service delivery

| Outstanding Performance | Exceeds Performance Standards | Meets Performance Standards | Improvement Needed | Unacceptable Performance |

Explanation of Rating:

6. Initiative / Planning / Organization
- Self-starter and solves problems with little direction
- Establishes goals & objectives, prioritizes, & delegates appropriately
- Recognizes needs and finds solutions
- Positive attitude regarding training, new job skills, and new responsibilities
- Practices effective time-management skills
- Delivers quality work, in an appropriate time frame, with little supervision
- Plans ahead to overcome unforeseen occurrences
- Does not procrastinate and meets or beats deadlines/due dates
- Coordinates tasks and schedules to use time effectively
- Continually strives to make improvements to his/her own job
- Neatness, accuracy, and completeness consistently shown
- Uses tools available to increase efficiency whenever possible

| Outstanding Performance | Exceeds Performance Standards | Meets Performance Standards | Improvement Needed | Unacceptable Performance |

Explanation of Rating:
7. Performance of Goals, Objectives & Job Responsibilities

- Displays positive attitude regarding training & job responsibilities
- Actively works to remain proficient in responsibilities
- Delivers quality work with little supervision
- Completes work projects/tasks in a timely fashion
- Applies a continuous improvement philosophy
- Effectively applies experience and training where and when needed
- Challenges self to find efficiencies within his/her job
- Keeps current in job-related knowledge and/or specialized tools
- Met the goals and objectives set for the review period

Explanation of Rating:

Outstanding Performance | Exceeds Performance Standards | Meets Performance Standards | Improvement Needed | Unacceptable Performance

Supervisor Comments for the Evaluation Period in Review

*Specifically describe ways in which the employee can improve his/her rating in a particular area if applicable.*
Overall Performance Rating

- Outstanding Performance
- Exceeds Performance Standards
- Meets Performance Standards
- Improvement Needed
- Unacceptable Performance

Employee Comments

Signatures and Checklist

- Date set for next performance review (usually one year from the date the review is given):
- New/revised performance objectives and/or goals established and communicated to employee for the next review period.
- Any "Needs Improvement" performance issues were discussed with the employee and a mid-review period discussion has been established to review progress in improving performance. The date is:
- Employee received an "Unacceptable" rating in one or more key areas, which may require a Performance Improvement Plan (PIP). If applicable, the PIP is attached. The progress review date is set for:

EMPLOYEE: I CERTIFY THAT MY SUPERVISOR HAS REVIEWED THE INFORMATION CONTAINED IN THIS DOCUMENT WITH ME. I UNDERSTAND MY SIGNATURE DOES NOT NECESSARILY INDICATE AGREEMENT.

Employee's Signature: ___________________________ Date: ____________
Supervisor's Signature: ___________________________ Date: ____________
Fire Chief's Signature: ___________________________ Date: ____________
STAFF REPORT

Announcement

- Next month’s Board Meeting will be held on September 18, 2019 at 7:00pm. This is one week earlier than the normally scheduled Board meeting and is needed due to a conflict with the Annual CalChiefs Conference.

- The City of Sausalito recently hired a new Public Works Director to replace the retiring Jonathan Goldman. Mr. Goldman had been a strong partner and supporter of the Fire District and its mission. Chief Tubbs was invited to sit on the interview panel for the new Public Works Director. The new Director is Kevin McGowan who comes from the City of San Rafael.

Projects and Initiatives

- At the June Board meeting, a citizen who lives near fire station #4 requested assistance from the District regarding his proximity to the cell tower at station 4, and his health issues. Director Chun noted that he recalled the contract required an annual inspection and testing of EMF emissions. For the past two months Deputy Chief Peterson has been working on this issue. The first challenge has been in getting a response from Sprint and T-Mobile. Chief Peterson recently had success in connecting with Sprint and describing the request. Chief Peterson was able to confirm that Sprint is required to annually check EMF emissions, but have not done these checks and mandated in the 2014 contract. Sprint has scheduled a work ticket to come out and conduct the EMF Emissions test, and will ensure that this done annually moving forward. Chief Peterson also learned that Sprint learned as a result of our inquiry, that they had not been paying the Fire District the full amount from the 2014 agreement. Sprint is in the process of issuing a “true-up” payment which they estimate to be approximately $37K. The District will also receive a copy of the 2014 Sprint agreement and amendment, fully signed (this was missing from District records). Chief Peterson has not yet been successful in reaching a contact at T-Mobile.

- The District recently completed the sales agreement with the San Rafael Fire Department for the sale of old FB Liberty. The agreement was fully executed per the
Board’s direction, and the Southern Marin Fire District received the funds from the sale on July 18, 2019.

- **The Fire Chief has completed the draft agenda for the upcoming board retreat.** The Chief and staff are creating the supporting documentation and working on logistics. A date and location have yet to be determined – the Chief will work with the Board to identify the best dates for the retreat. The objective of the retreat will be to update the Board on the status of the Fire District, and to identify strategic goals for 2020/2021 so that staff can develop the supporting budget and work plan next year.

- **Shared Services update:** On August 12, 2019, Chiefs Tubbs, Welch and Peterson conducted a Shared Services Update presentation to labor leaders (Briare, Bagala, Powers & Flechner), and several on and off duty personnel. Chief Welch led the presentation which walked the group through the history and decision points of shared management. The meeting was also designed to again be open to hearing labor concerns with shared management, as well as objectives for labor in the shared management process. The Shared Services Committee was provided an update of this meeting on August 14, 2019.

- **The Southern Marin Fire District Staff have been engaged for several months in the building of a PG&E Power Shut-Off Plan.** This plan is near completion. The plan was borne out of PG&E’s announcement of the power shut off plan that they would be implementing this year based on elevated wildfire risk. The plan provides a roadmap for duty personnel, chief officers and public information personnel, in providing early warning and ongoing messaging to the community, resources for the community such as cooling stations and battery recharging locations, as well as operational plans for facilities impacted as a result of power de-energization. SMFD expects to have its plan completed no later than the end of September.

- **The County has announced plans to place a regional wildfire risk reduction initiative before the voters in March 2020.** The intent of the measure is to provide a dedicated funding source and specific action plan for the reduction of the threat and risk from wildland fire in Marin County. As one of the taxing authorities in Marin County, the Southern Marin Fire District Board of Directors will need to make a decision whether to approve a resolution asking the Marin County Board of Supervisors to place this initiative on the ballot or not. The Fire Chief has been meeting with the City of Sausalito to discuss the issue and to determine their position on this potential resolution. The SMFD Emergency Disaster Preparedness Committee recently received its first formal presentation on the potential measure. A Staff Report has been included in the Board packet. Tonight, the Board will hear a presentation on this potential measure.
• Succession & Mentoring – Strategic Plan Initiative. Liza Andre, Battalion Chief Barnes and Chief Tubbs have been working to update and finalize all District job descriptions, including the new prevention positions. Chief Barnes has updated a draft career ladder that reflects the State Fire Service Training updates. Liza has created several spread sheets that capture existing personnel, ranks, date of hire, and current qualifications. These materials and others will be brought together to complete Initiative #1 of the Strategic Plan. There are elements of the draft that will require meeting and conferring with Labor representatives. Chiefs Tubbs, Barnes and Liza Andre meet monthly.

• Lexipol. Steady progress has been occurring with finalizing the remaining draft policies in Lexipol, and fully adopting the new manual while retiring the old regulations manual. Chief Peterson and Eng/PM Tom Moran (Labor) have been working through every policy (even those that do not require meet & confer). Additionally, Alyssa Schiffmann, Chiefs Tubbs & Peterson and the Finance Committee, have been creating new draft finance policies. These finance policies will bring the District into a position of Best Practices. The full Board will see and approve all the finance policies once all the drafts have been reviewed and approved by the Finance Committee. The finance policies will also be an important step towards our goal of achieving a CAFRS (Comprehensive Annual Financial Report) Certification, which is awarded annually by the Government Finance Officers Association of the United States and Canada (GFOA). Annually conducting and receiving the certificate is considered a financial best practice in public agencies.

• Administrative Offices. Staff has continued to work on identifying options for an administrative space that could locate all administrative and prevention staff, (currently split, including Mill Valley, between three facilities). Per the Boards direction, staff has engaged in discussions with the Property Manager at 28 Liberty Ship Way and the space that is available for lease. Staff will provide negotiation details in closed session and will be looking for direction from the Board.

• Dispatch. For the past year the Marin Fire Chiefs Association has been engaged in conceptual discussions with REDCOM Communications in Sonoma County regarding the feasibility of contracting for services. REDCOM is a JPA of Fire Agencies that provides dispatch services to Fire & EMS Agencies in Sonoma County. Recently, at the request and through a partnership with the Marin Fire Chiefs Association, REDCOM released an RFP that will explore the feasibility and costs associated with Marin Fire Agencies contracting with REDCOM for dispatch services. At this time this is only an exploratory initiative that will provide Marin Fire Agencies with possible options to the existing contract with the Marin County Sheriff’s Office. Staff will continue to keep the Board apprised of the results from the study, any analyses conducted, and any proposed action.
• Chief Peterson and Pasquale have been working to prepare an updated vehicle inventory list. Chief Pasquale and Chief Peterson have been reviewing the current inventory and evaluating options. There are several pieces of apparatus that will be surplused and these will be identified in the final inventory list. Attached to this report is the current vehicle inventory list.

• Fire Foundation. The Fire Foundation was established last year and the legal documentation for the Foundation was created, including draft By Laws. The Foundation was intended to be managed primarily by the labor group (modeled after the Novato model). A website and Facebook Page have been up and running for many months. Chief Tubbs is awaiting a response from Labor with regards to members from labor who will sit on the Foundation Board. Once the Board has been established, regular meetings will occur, and the remaining work of the Foundation can occur.

• Evacuation Maps. Chief Welch has been leading a project that has created evacuation maps for each of the mutual threat zones (MTZ’s) in Southern Marin. The maps, which will be printed on postcards and sent to every household in Southern Marin Fire District and Mill Valley, shows a primary and secondary evacuation route, as well as possible community refuge areas (CRA’s). The graphic work is being done by a contractor for the City. We are expecting the completion of these maps in the coming weeks. Printing and distribution will occur immediately after.

**Committees, Events & Meetings**

• On July 27, 2019, Chief Scott Barnes managed Sausalito’s first-ever evacuation exercise. Chief Tubbs, our new Vegetation Management Specialist Jesse Figoni, Director Perazzo and Councilmember Joan Cox also attended. The exercise resulted in:

General Evacuation Exercise Information:

- 1134 households reside in Sausalito North within the evacuation drill
- 141 residents representing 104 addresses participated (just over 12% participation which tends to be the norm)

Out of the 104 households that participated in the evacuation drill:

- 94% received Fire District information prior to the evacuation drill
- 65% received a telephone notification the day of the drill
- 47% of households have a family emergency plan
• 49% of households have emergency water supply for five (5) days
• 49% of households have emergency food supply for five (5) days
• 57% of households know two ways out of their neighborhood
• 41% of households have a pre-packed emergency kit with a grab and go list

Classes requested:

• 42% of households would like to sign up for CERT
• 41% of households would like to sign up for Get Ready
• 44% of households would like to sign up for the “Living with Fire” class

• On July 29, 2019, Chief Tubbs attended a meeting of the Marin County Fire Chiefs to review and discuss the ongoing work associated with a possible regional wildfire risk reduction tax initiative.

• On July 29, 2019, the SMEMPS Chiefs met and finalized the draft SMEMPS Plan of Ops document. After review of the draft Plan of Ops process, it was determined that a few minor updates were needed to the new Finance Policy. Those updates were completed and both documents were brought forward to the SMEMPS Governing Board.

• On August 8, 2019, SMEMPS Governing Board held their meeting and approved the 2019/2020 SMEMPS Budget. Additionally, the Fire Chiefs brought forward for approval the updated SMEMPS Plan of Operations and Finance Policy. Both policies were approved contingent on additional information being provided to the Board regarding financial liability and risk management with respect to finance services provided by the City of Mill Valley.

• On August 8, 2019, the Southern Marin Fire District and City of Mill Valley conducted a Battalion Chief Assessment Center Test for each agency. Southern Marin Fire had one candidate evaluated, and Mill Valley Fire had three candidates evaluated. There is currently one Mill Valley Battalion Chief vacancy.

• On August 12, 2019 Chiefs Tubbs, Peterson and M. Barnes attended a memorial service for a family member of Chief Eric Nickel. Chief Nickel is a former member of the Novato Fire District and Marin Fire Service. Chief Nickel was also Chief Tubbs’s mentor for Chief Tubbs’s California Fire Chief Certification process. Chief Nickel is currently the Fire Chief for the City of Santa Barbara.

• On August 12, 2019, Chief Tubbs & Chief Weber met with Sausalito Mayor Joe Burns and City Manager Adam Politzer to discuss the regional wildfire risk reduction initiative that is being discussed as a result of the Lessons Learned report and more
recently the Marin County Civil Grand Jury Report: *Wildfire Preparedness: A New Approach*. Chief Tubbs is working closely with The City to gather input and recommendations from the City.

- **On August 13, 2019** Chiefs Tubbs & Peterson met with the Building Committee and provided an update on the status of station 4 remodeling work and provided information in closed session regarding real estate negotiations at 28 Liberty Ship Way. The Board will receive updated information on 28 Liberty Ship Way negotiations in Closed Session tonight.

- **On August 13, 2019**, Chiefs Tubbs, Peterson and Hilliard and Marin County Battalion Chief Christie Neill conducted an update presentation on the status of the regional wildfire risk reduction initiative that is being discussed between Marin County local government agencies, to the Southern Marin Fire District Emergency and Disaster Preparedness Committee.

- **On August 14, 2019**, Chief Tubbs attended the Southern Marin Management Academy graduation ceremony. Southern Marin Fire District graduates included FF/PM Kenny O’Reilly, Admin Aide McKenna Ramiro, and FF/Eng Travis Fox.

- **On August 15, 2019**, Chief Tubbs attended the monthly Marin County Fire Chiefs Meeting. Numerous issues were discussed, and action taken, most notably additional discussion on the regional wildfire risk reduction initiative. The Marin County Fire Chiefs Association has taken a position of support for the Initiative.

- **On August 15, 2019**, Chiefs Tubbs and Peterson attended the Badge Pinning Ceremony for Deputy Chief Dustin Hall of the El Dorado Hills Fire Department.

- **On Sunday, August 18, 2019**, Chief Tubbs attended the annual VELO ride kickoff event at Station 1. Each year the District partners with IAFF Local 1775 and uses Station 1 as the organizing and starting point for the annual bicycle ride to Los Angeles.

- **On August 20, 2019**, the SMFD Health and Wellness Committee and Chief Tubbs met. The committee will be meeting quarterly for the remainder of 2019. A review of current programs was discussed, as well as current ongoing initiatives. The Health Committee proposed and will begin working on the creation of a Cancer Risk Reduction policy.

- **On August 21, 2019**, Chief Tubbs and Inspector Marshall Nau, met with Sausalito City Staff and Councilmember Joan Cox regarding a complaint from a citizen. The complaint involved the removal of a tree due to a hazard assessment. The tree removal resulted in a complaint to the City.
• On August 21, 2019 Chief Tubbs and Inspector Ryan Boykin met with City staff and several Sausalito residents in regard to a complaint regarding a tree that was removed on Prospect Avenue. The tree removed by the City was a Black Acacia.

• Social Media Activity July 1 – August 19, 2019
  o Facebook: 60 posts, 11,300 video views, 47,202 people reached
  o Instagram: 42 posts, 12,658 video views
  o Twitter: 47 posts

| Labor / Management |

• Director St. John will report in Closed Session on negotiations with the Firefighters Association and the Chief Officers Association.

• Per the direction of the Board, Staff retained County Counsel Stephen Raab to conduct negotiations with the Battalion Chiefs Association. Chiefs Tubbs and Peterson will be meeting with Stephen Raab to provide him with previous MOU’s and direction from the Board.

| Legislative |

• Next month at the Annual CalChiefs Conference, Chief Tubbs will be sworn in as the new Northern Division Director for CalChiefs.

• Chief Peterson continues to work with CalChiefs and the California Department of Healthcare Services on AB 1705.

Respectfully,

Chris Tubbs, Fire Chief
Southern Marin Fire District
# Southern Marin Fire Protection District Logistics
## Vehicle Identification by Maintenance Number

*Use the assigned maintenance number only when referring to these vehicles for repair and maintenance.*
The first two numbers represent the year of construction. The second two numbers represent the order of purchase in that year. The letter represents the type of vehicle.

<table>
<thead>
<tr>
<th>Job#</th>
<th>Vehicle Make</th>
<th>Year</th>
<th>License#</th>
<th>VIN #</th>
<th>Vehicle ID#</th>
<th>App. ID#</th>
<th>Fastrak Tr#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford/Explorer</td>
<td>2003</td>
<td>1145306</td>
<td>1FMZU72KX3UA20865</td>
<td>03-01U</td>
<td>U9A</td>
<td>1468220584</td>
<td></td>
</tr>
<tr>
<td>Ford/Explorer</td>
<td>2010</td>
<td>1348678</td>
<td>1FMEU7DE2AUA58335</td>
<td>10-01U</td>
<td>U2A</td>
<td>2616800984</td>
<td></td>
</tr>
<tr>
<td>Ford Explorer</td>
<td>2017</td>
<td>1523358</td>
<td>1FM5KAR7HGC25040</td>
<td>17-02U</td>
<td>PR1</td>
<td>1472871009</td>
<td></td>
</tr>
<tr>
<td>Ford Explorer</td>
<td>2017</td>
<td>1523359</td>
<td>1FM5KAR7HGC25039</td>
<td>17-03U</td>
<td>PR2</td>
<td>1472871008</td>
<td></td>
</tr>
<tr>
<td>Ford/Expedition</td>
<td>2007</td>
<td>1126140</td>
<td>1FMFU16547LA24328</td>
<td>07-01U</td>
<td>B4</td>
<td>2616800980</td>
<td></td>
</tr>
<tr>
<td>Ford 150/PU/4X4</td>
<td>1995</td>
<td>438632</td>
<td>1FTE14NXNB59968</td>
<td>95-04U</td>
<td>U1</td>
<td>2616800980</td>
<td></td>
</tr>
<tr>
<td>Ford 250/PU/4X4</td>
<td>2008</td>
<td>1126148</td>
<td>1FTSX215X8EA09197</td>
<td>08-01U</td>
<td>U9</td>
<td>1453330052</td>
<td></td>
</tr>
<tr>
<td>Ford 250/PU/4X4</td>
<td>2011</td>
<td>5981325</td>
<td>1FT7X2B61BEC53387</td>
<td>11-02U</td>
<td>U4</td>
<td>1453330053</td>
<td></td>
</tr>
<tr>
<td>Ford 250/PU/4X4</td>
<td>2014</td>
<td>01653P1</td>
<td>1FT7X2B62EEB67140</td>
<td>14-01U</td>
<td>DT1</td>
<td>2617430291</td>
<td></td>
</tr>
<tr>
<td>Ford 250/PU/4X4</td>
<td>2017</td>
<td>1523360</td>
<td>1FT7W2B60HEC3475</td>
<td>17-01U</td>
<td>B1</td>
<td>1468220582</td>
<td></td>
</tr>
<tr>
<td>GMC 2500/PU/4X4</td>
<td>1995</td>
<td>E0131060</td>
<td>1GTGK24R3TZ504202</td>
<td>95-05U</td>
<td>U9B</td>
<td>2616800983</td>
<td></td>
</tr>
<tr>
<td>Chevrolet/Tahoe</td>
<td>2017</td>
<td>1529169</td>
<td>1GSKBE7F67JR120066</td>
<td>17-05U</td>
<td>CH1</td>
<td>0147418025</td>
<td></td>
</tr>
<tr>
<td>Chevrolet/Tahoe</td>
<td>2019</td>
<td>1562353</td>
<td>1GN5KFC1K215689</td>
<td>19-01U</td>
<td>CH2</td>
<td>1472190520</td>
<td></td>
</tr>
<tr>
<td>Chevrolet/Tahoe</td>
<td>2011</td>
<td>1350049</td>
<td>1GNSK2E09BR293419</td>
<td>11-01U</td>
<td>B2</td>
<td>2616800983</td>
<td></td>
</tr>
<tr>
<td>Chevrolet/Tahoe</td>
<td>2003</td>
<td>1148531</td>
<td>1GNEK12Z13J71025</td>
<td>03-02U</td>
<td>U2</td>
<td>1453330054</td>
<td></td>
</tr>
<tr>
<td>International/Type 3</td>
<td>1999</td>
<td>1008957</td>
<td>1HTSAA9N9X4560222</td>
<td>99-01E</td>
<td>E605</td>
<td>2616800981</td>
<td></td>
</tr>
<tr>
<td>21597 Pierce</td>
<td>2009</td>
<td>1317005</td>
<td>4P1CA01H9A009805</td>
<td>09-01E</td>
<td>E9</td>
<td>2616800979</td>
<td></td>
</tr>
<tr>
<td>17574 Pierce</td>
<td>2006</td>
<td>1230095</td>
<td>4P1CD01H06A006221</td>
<td>06-01E</td>
<td>E2</td>
<td>2616800982</td>
<td></td>
</tr>
<tr>
<td>19520 Pierce</td>
<td>2007</td>
<td>1272305</td>
<td>4P1CD01H07A007788</td>
<td>07-01E</td>
<td>E1</td>
<td>2616800982</td>
<td></td>
</tr>
<tr>
<td>28739 Pierce</td>
<td>2015</td>
<td>1470341</td>
<td>4P1CAAGF0GA015907</td>
<td>15-01E</td>
<td>E4</td>
<td>2616800978</td>
<td></td>
</tr>
<tr>
<td>31956 Pierce</td>
<td>2018</td>
<td>1445257</td>
<td>4P1BAGF1J1A019305</td>
<td>18-02T</td>
<td>T4*</td>
<td>2616800983</td>
<td></td>
</tr>
<tr>
<td>31107 Pierce</td>
<td>2018</td>
<td>1410155</td>
<td>3HA0ESTX3JL435354</td>
<td>18-05E</td>
<td>E604</td>
<td>1474180254</td>
<td></td>
</tr>
<tr>
<td>31798 Pierce</td>
<td>2018</td>
<td>1506241</td>
<td>4P1BBAGF4JA019172</td>
<td>18-01R</td>
<td>R9</td>
<td>2616800981</td>
<td></td>
</tr>
<tr>
<td>32845 Pierce</td>
<td>2019</td>
<td>1406241</td>
<td>4P1BBAGF2KA020261</td>
<td>19-02E</td>
<td>E1*</td>
<td>2616800983</td>
<td></td>
</tr>
<tr>
<td>E 8186 Pierce/Aerial</td>
<td>1994</td>
<td>003409</td>
<td>4P1CA01R29RA000317</td>
<td>94-01T</td>
<td>T4</td>
<td>1468220583</td>
<td></td>
</tr>
<tr>
<td>Ford Medic 1</td>
<td>2018</td>
<td>1534964</td>
<td>1FDXE4FS3GDC24393</td>
<td>18-03A</td>
<td>M1</td>
<td>2617240121</td>
<td></td>
</tr>
<tr>
<td>17847 Ford Medic 4</td>
<td>2017</td>
<td>1FDXE4FS4GDC27593</td>
<td>17-04A</td>
<td>M4</td>
<td>2617240123</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17014 Pierce/Rescue</td>
<td>2003</td>
<td>1158603</td>
<td>4P1CT02513A003031</td>
<td>03-03R</td>
<td>R9</td>
<td>2616800981</td>
<td></td>
</tr>
<tr>
<td>Wing IRB</td>
<td>2014</td>
<td>1406241</td>
<td>ERX6424RD313</td>
<td>IRB1</td>
<td>2616800983</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Float ON TR</td>
<td>2015</td>
<td>40YBF1716FF000218</td>
<td>18-04R</td>
<td>15R1</td>
<td>2616800983</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yamaha WR</td>
<td>2018</td>
<td>US-YAMA1545A818</td>
<td>18-04R</td>
<td>15R1</td>
<td>2616800983</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zieman RWC TR</td>
<td>2018</td>
<td>1ZCS160171Z349547</td>
<td>18-07B</td>
<td>2616800983</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Last update 6/19*
Incidences & Operational Highlights:

1. **Gas Main Break** – August 5, 2019. A large gas line (4”) break occurred in the area of 164 Linden Lane initiated a response from Southern Marin resources. Upon arrival crews found a high-pressure gas-line ruptured in the street due to construction in the area. The immediate area was evacuated on Linden Lane and residents on Hawthorne, Lavern and Reed were sheltered in-place. Level one road closures occurred in the areas of Evergreen, Linden, Reed and Laverne with evacuation routes identified. Repairs took approximately two-hours and when the gas was secured all road closures were cleared, evacuations and shelter-in-place restrictions were lifted.

2. **Water Rescue** – August 6, 2019. Southern Marin resources responded to a report of two victims that fell into the water from their kayak. Fire Boat Liberty located the victims in the area of the Bird Sanctuary of Richardson Bay. The two victims were safely brought to shore and while returning to the dock another person in distress that was unable to row their boat back to shore requested assistance. Fire Boat Liberty provided assistance and brought the victim and their Row Boat safely back to shore. Nobody was injured and all victims refused medical attention.

3. **Vegetation Fire** – August 6, 2019. Southern Marin resources responded to a report of a Vegetation Fire in the area of Vista Point and Fort Baker. Crews quickly extinguished a small 8-foot by 30-foot smoldering fire with the assistance of the National Parks (NPS) and Marin County Fire Department.

4. **Significant Vehicle Accident** – August 13, 2019. Southern Marin Fire resources responded to a significant vehicle accident, vehicle roll-over down a hillside, in area of Slide Ranch. Three patients suffered significant injuries with one patient being airlifted to a trauma center and two patients being transported to local hospitals. A regionalized response included Stinson Beach Fire, Marin County Fire, Mill Valley Fire, CHP, REACH, State Parks and Southern Marin Fire.

5. **Wide Spread Power Outage** – August 15, 2019. Starting at approximately 11:10PM this evening (Thurs 8/15) there was a widespread PG&E power failure in Marin. Outage numbers were at 61,313 customers, which was approximately 60% of the total in the county. PG&E immediately reported out that they were actively working to identify the cause and mitigate it. Within 2 hrs (0130am) outages were down to 3272 in Marin - this equaled a little less than 5% of the initial outage reported.
Call volume to Marin County Call Centers (Marin County Communications Center and Woodcare) was very high initially with some number of medical calls, a significant number of alarms (typical of power failures), and numerous inquiries from the public. A Nixle message was sent out by the Marin County Office of Emergency Services (Marin OES) letting the public know there has been a widespread power outage and asking that 911 not be called, unless there's an emergency.

There were some conflicting information from PG&E, but it appears that this outage was isolated to Marin - though it's a large & somewhat scattered area. You can view PG&E's current outage map at https://m.pge.com/#outages

During the Outage, our fire agency emergency procedures included Emergency Fire Station Infrastructure Assessment and Readiness Procedures. These assessments revealed that all Mill Valley, Sausalito, and Southern Marin Fire Stations were operating on Emergency Generator Power without any issues. All Apparatus Bay Doors were Raised and left open throughout the outage, initial response zones and community areas were driven and assessed with no other problems identified. Emergency responses included response to widespread building alarms that were in trouble alarm, and Emergency Medical Response.

### Operational Highlights

6. **Public Safety Power Shut-Off (PSPS)** – District Executive Staff have been working on developing an operational procedures manual focused on addressing PG&E’s proposal of systematically de-energizing power during extreme weather events. Ultimately, the District is working toward addressing and building a public safety operational plan for this emerging challenge to the communities the District serves. A partnership and collective effort between the City of Mill Valley, City of Sausalito, and the Town of Tiburon has yielded a unified response and agile readiness.

The District has drafted an operational procedural plan that includes a ‘playbook’ for command and field personnel to respond and work towards mitigating emergencies that may occur during prolonged power outages.

The draft operational guidelines include public information messaging to assist residents with preparing to be resilient if or when the power goes out, identification of key infrastructure areas, operational response, and building partnerships with service providers of fuel and equipment if the need were to arise during prolonged power outages.

### Training Highlights

7. **Block Training** – District personnel participate in six to eight-week training blocks that incorporate all Federal, State, Regional and Local training regulations. The District participates in a regionalized training plan that includes all Southern Marin fire agencies. This regionalized approach allows for better incident operations as all agencies are trained to the
same standards including communications, operational and strategic objectives and systematically similar tactics.

The month of July and early August will include annual Technical Rescue Training. District personnel are exposed to technical rescue emergencies like cliff rescues, trail rescues and rope rescues more than any other agency in Marin County. With the Golden Gate Bridge, Golden Gate National Recreation Area, Mount Tamalpais State Park, complex urban interface that includes steep hillsides and tight streets along with hillside homes, apartment buildings and structures District responses require a very high level of training and expertise. This is necessary for safety of District personnel and efficient rescue of the community as well as out of town visitors. Yearly, District personnel hone their skills with focused training during this training block. This Block Training concluded with all three-shifts participating in Battalion Drills on August 6, 15, 16.

8. **Yoga Training** – Southern Marin District personnel participate in monthly yoga sessions. Yoga training occurred on July 14, 24, 26, 28, August 7, 9, and 11. Crews participate in Yoga typically from 0800-1100 hours.

9. **Battalion Chief Assessment Center** – Southern Marin Fire District and the Mill Valley Fire Department conducted a Battalion Chief Assessment Center on August 8, 2019. Four Battalion Chief Candidates from both Southern Marin and Mill Valley participated in the testing process that included a professional oral board, fire simulations, and personnel interaction simulation. Assessors from throughout Marin County and neighboring bay area counties participated as subject matter experts and critically evaluated each agency’s candidates knowledge, skills, abilities, and leadership abilities.

10. **Fire Prevention Training** – Southern Marin Fire District’s Prevention Division conducted annual Vegetation Management Inspection Training to all District personnel during the first two-weeks of August. The 2019 update and training roll-out included a review of the old “Weed Inspection Program” as well as a new digital platform for logging inspections. Leveraging the capabilities of the District’s Records Management System (RMS) Emergency Reporting Systems (ERS) InspectER program. District personnel are

---

Projects and Initiatives

11. **Strategic Initiative #1** – Develop a Comprehensive Succession Management and Professional Development Plan. Objective 1B: Revise and update the Career Development plan (Career Ladder) to reflect the trends and gaps in training, education, experience for professional development. The Career Ladder has been updated and is in review. District executive staff met on July 30, 2019 to continue the development of this initiative. The 2019 Career Ladder continues to be developed with a vision of providing a broad spectrum of formal and academic courses for each rank. It is anticipated that the review process will conclude when the final Firefighter Association M.O.U. is finalized or when the portion pertaining to individualized training accounts is determined. In the event that the M.O.U. includes individualized training accounts, the Career Ladder will need to be updated.
12. **Strategic Initiative #9** – Develop an Information Technology Efficiency and Improvement Plan. District Executive Staff met with Marin IT on August 16, 2019 to continue their efforts of creating a sustainable and efficient IT infrastructure and operating systems. A considerable amount of work in Information Technology (IT) continues to be worked on in 2019. Areas including inventorying our current IT infrastructure and aligning a realistic replacement plan; defining the vision of transitioning into the next generation of infrastructure to provide a platform that is robust as well as leverages current state of the art technology.

The re-design of the District’s IT vision continues to look at creating efficiencies through platforms such as:

- Tablet Command
- IOS device integration (iPads, iPhones, Macbooks)
- Google (GSuite)
- Headquarters Sever Upgrade and Replacement
- Emergency Reporting Systems
- Telestaff (Gateway manager)
- Target Solutions
- Zoom conferencing (Web Based Conferencing software)

Battalion Chief Matt Barnes has been meeting regularly with Marin IT (the District’s IT vendor) to develop a working platform for future resiliency as well as to catalog/memorialize all of the various IT programs, infrastructure and future replacement methodologies.

13. **Tablet Command:** The District’s Mobile Data Terminal “Tablet Command” platform was just updated in May. This update included increased mapping and reliability features, internal adjustments to brightness and dimming as well as enhanced notification settings.

The District worked with Tablet Command Integration Engineers on platform enhancements such as increasing the speed of mapping options, transitioning preplan and response infrastructure information to a new high-speed operating platform. This enhancement will allow personnel to obtain critical incident information in a more efficient manner with less delays in responsiveness. A training platform continues to be built. A platform to allow District Board Members to see emergency call information has been completed and will be rolled out to the Board shortly.

### Committees, Events & Meetings

14. **Operations Chiefs** did not meet in July or August. The next meeting is scheduled for September 9. Battalion Chief Barnes along with Battalion Chief Mahoney (Ross Valley Fire District) will be solidifying the recommendation for approval at the Fire Chief’s Association level for the updated Standardized Fireground Operations Appendices. The body of this work included a major overhaul of common terminology, incident operations, utilization of the incident command system, leader’s intent and standardized strategy and tactics assignments to routine structure fires.
15. **Marin Map Committee** met on August 1, 2019. The committee continued to work on solutions for a public safety map, printable route of travel maps, and critical emergency response infrastructure. Capturing tools, collector apps, are almost ready to be rolled out to fire agencies for the collection of this important information.

16. **MERA Operations Committee** met on August 7, 2019. Approval for new MERA mobile radios for Fire Boat Liberty and Deputy Chief Peterson was secured and these radios have been programed, installed and are now operational.

17. **Dispatch Standards Committee**: will meet on August 22, 2019. Battalion Chief Barnes will provide an update in the September Board Report.

18. **Southern Marin Emergency Medical Paramedic System (SMEMPS) Operations Committee**: did not meet in the month of August.

19. **Marin County Fire Chief’s Training Officers Committee**: Did not meet during July or August. The next scheduled meeting is set for September 9.

20. **California Training Officers**: The committee did not meet this month

Respectfully,

**Matt Barnes**
Matt Barnes, Battalion Chief
Southern Marin Fire District
2019 EMERGENCY RESPONSE STATISTICS

<table>
<thead>
<tr>
<th>MAJOR INCIDENT TYPE</th>
<th># INCIDENTS</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fires</td>
<td>6</td>
<td>1.67%</td>
</tr>
<tr>
<td>Rescue &amp; EMS</td>
<td>222</td>
<td>61.84%</td>
</tr>
<tr>
<td>Hazardous Conditions</td>
<td>14</td>
<td>3.90%</td>
</tr>
<tr>
<td>Service Calls</td>
<td>42</td>
<td>11.70%</td>
</tr>
<tr>
<td>Good Intent Calls</td>
<td>49</td>
<td>13.65%</td>
</tr>
<tr>
<td>False Alarms</td>
<td>25</td>
<td>6.96%</td>
</tr>
<tr>
<td>Totals:</td>
<td>359</td>
<td>100%</td>
</tr>
</tbody>
</table>

2019 CALL DISTRIBUTION ~ MAJOR CATEGORY

- Rescue & Emergency Medical: 61.84%
- Fires: 1.67%
- False Alarm & False Call: 6.96%
- Service Call: 11.70%
- Good Intent Call: 13.65%
- Hazardous Condition (No Fire): 3.90%
- Overpressure rupture, explosion: 0.28%

2019 EMERGENCY RESPONSE STATISTICS

<table>
<thead>
<tr>
<th>STATION</th>
<th>NUMBER OF INCIDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Station 1</td>
<td>129</td>
</tr>
<tr>
<td>Station 4</td>
<td>52</td>
</tr>
<tr>
<td>Station 6</td>
<td>23</td>
</tr>
<tr>
<td>Station 7</td>
<td>17</td>
</tr>
<tr>
<td>Station 9</td>
<td>52</td>
</tr>
</tbody>
</table>

Percentage of Incidents:

- Station 1: 36%
- Station 4: 14%
- Station 6: 0.66%
- Station 7: 0.5%
- Station 9: 14%

AVERAGE TURNOUT TIME

- Battalion One: 0:36
- Battalion Two: 1:01
- Battalion Five: 2:32
- Engine One: 1:18
- Engine Four: 1:18
- Engine Six: 0:50
- Engine Seven: 0:38
- Engine Nine: 1:10
- Fire Boat Liberty: No Data This Month
- Medic One: 1:28
- Medic Four: 1:13
- Medic Six: 0:44
- Rescue 9: 1:07

2019 CALL VOLUME

<table>
<thead>
<tr>
<th>Year</th>
<th>Call Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>4157</td>
</tr>
<tr>
<td>2018</td>
<td>4083</td>
</tr>
<tr>
<td>2019</td>
<td>2691</td>
</tr>
</tbody>
</table>

Total Call Volume 2017 - 19

- 2019 - Property Loss: $112,000.00
- 2019 - Property Conservation: $1,820,000.00
Southern Marin Fire Protection District

Board of Directors
Kurt Chun, President, Christina Waldeck, Vice President
Cathryn Hilliard, Thomas Perazzo, Dan St. John, Peter Fleming, Stephen Willis

PREVENTION DIVISION STAFF REPORT

Personnel & Administration
- Welcome Jesse Figoni (Please see bio in ATTACHMENT A)
  - Please help me welcome the newest member to the SMFD Family, Jesse Figoni. Jesse is a strong addition to the Prevention Division team and is a necessity to the District’s ability to fulfill Measure-U related projects and public outreach.
  - Jesse Figoni comes to Southern Marin Fire with seven years of experience in the fire suppression service with Sonoma County. Jesse will be serving as the District’s Fire Inspector with direction as the Vegetation Management Specialist. He will be responsible for managing Measure-U funded projects and programs, as well as serving as a liaison to the public by providing public education on fuel reduction, wildfire disaster preparedness, Vegetation Management programs, and providing information on becoming Firewise communities. This position will allow the Prevention Division to provide more opportunities and programs to the residents within the District, as well as more public information and outreach. Jesse is a vital addition to the prevention team and his motivation and dedication to the fire service is essential to the District’s mission.

Projects and Initiatives
- Annual Inspections Update: Introducing School Inspections
  - August represents the beginning of the school year, which has provided significant work for the annual inspection program. Hand-delivered courtesy letters were provided to updated contacts at each of the nine schools in the District, enabling the schools to be provided with additional materials to help prepare for the inspections. Following this process, eight of the nine schools immediately scheduled their fire inspection to be conducted prior to the start of school.
  - Building on past school inspections, the Annual Inspection Program will enhance the safety and compliance of the schools. Not only will the entirety of the California Fire Code be applied during these inspections, but the invaluable contacts made will provide support for future school drills and Fire Prevention Week. Updated evacuation documentation will be collected, reviewed, and implemented in all schools.
  - The continued efforts to meet the State requirements set by SB 1205 have resulted in enormous data collection by fire prevention. 2019 is sure to mark a turning point in both the SMFD Prevention Division, as well the Annual Inspection Program.
Total Inspections Completed per Occupancy Type:

<table>
<thead>
<tr>
<th>OCCUPANCY TYPE</th>
<th>INSPECTIONS COMPLETED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools (E)</td>
<td>8 of 9 prior to school starting</td>
</tr>
<tr>
<td>Hotels and Motels (R-1)</td>
<td>2</td>
</tr>
<tr>
<td>Multi-unit (R-2)</td>
<td>140 of 271 (51%)</td>
</tr>
<tr>
<td>Annual R-2 Re-inspections</td>
<td>70</td>
</tr>
<tr>
<td>Follow-up R-2 Re-inspections</td>
<td>22</td>
</tr>
<tr>
<td>Public Facilities</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL YTD</strong></td>
<td><strong>242</strong></td>
</tr>
</tbody>
</table>

- Chipper Program Updates
  - The chipper program has been a great resource for residents in the community. Both the Chipper Day and Chipper Week provide residents the opportunity to alleviate the cost burden of disposing large amounts of vegetation. The Chipper program can be broken down to two programs (see below).
  - Chipper Day Program Requirements:
    - Requires three or more homes
    - Can be requested as needed
    - Chipper information is emailed to the resident who requested the service
  - Chipper Week Program Requirements:
    - Set schedule two times a month
    - Street are pre-designated (7-10 streets)
    - Mailers are sent out two weeks in advance to notify residents in the determined area of the program.
  - Chipper Days: The individual chipper day was used five times. Addresses include:
    - 17 Deer Hill Court (chipper day)
    - 376 Greenwood Beach Road (chipper day)
    - 66 Cypress Avenue (chipper day)
    - 2 Pine Ridge Way (chipper day)
    - 114 Prospect Ave (chipper day)- The following images are a before and after demonstration of the dense vegetation clearing at 114 Prospect Ave.
AFTER:

- Chipper Week: The chipper week was used one time
  - Chipper week Zone 1 - Scheduled for August 12th.
  - Mailer can be found on ATTACHMENT B
- Chipper Information can be found on ATTACHMENT C

- Additional Measure-U Programs:
  - Paved Road Fuel Reduction: Paved Road Fuel Reduction projects are currently progressing through the District. Two weeks in advance, notification to affected residents are mailed, including information listing the streets and what debris will be removed.
  - This program focuses on removing overgrown vegetation along the roadside. This allows access for our emergency vehicles. The clearance includes the removal of dead or dying vegetation along the roadside, branches up to 14ft over the roadway, and vegetation around hydrants.
  - Paved Road Fuel Reduction for August
    - Zone 9 - Scheduled for August 26th
    - Mailer to Residents can be found on ATTACHMENT D
- Home Assessments and Evaluations: Property owners can request Inspector Figoni visit the property and provide constructive feedback and education of how to better provide their homes with correct defensible space and home hardening.
  - 18 Home Assessments were preformed in August.

- Firewise Community updates
Inspector Jesse Figoni has been scheduling presentations and providing information to neighborhoods regarding becoming a Firewise community. When meeting with a potential Firewise neighborhood, the first step is assessing the neighborhood and explaining the process on becoming Firewise. The following step is providing recommendations for the “Action Plan” and help them set tangible goals to remove vegetation and create defensible space.

Firewise Communities addressed this month include:
- 5 Walsh Drive (Firewise presentation)
- 40 Anchorage Road (Initial phase)
- 247 Edgewood Avenue (Initial phase for additional homes)
- 10 Dorset Lane (Met for Cypress/Juniper removal PG&E grant)

Defensible Space Inspections
- August has been spent training personnel on InspectER program at each station/each shift, as well as field training for the Defensible Space Inspections, led by Inspector Dean Raffaini.
- The engine companies and Inspector Dean Raffaini have completed approximately 100 residential inspections as of August 19, 2019.
  - This number should show a significant upward trend as other priorities for engine companies are completed such as probationary firefighter training, continuous ladder truck training and the in-service on new Engine 1.
- Communications in the field between Inspector Raffaini and the engine companies with the residents and property owners has been filled with positive feedback and general gratitude for the services they are providing to the jurisdiction.

Committees, Events & Meetings
- Summer Postcard (ATTACHMENT E)
  - A postcard mailer is going to be mailed to all properties within the Wildland Urban Interface, informing residents about the start of the Defensible Space Inspections. There will be information on how to prepare and how to stay updated with the District’s latest news, projects, and events.
- Oyster BBQ at Tam Valley
  - On Friday, August 9th, in collaboration with the Association, the Prevention Division helped organize and provide BBQ oysters at Tam Valley’s Creekside BBQ event. The event would not have been possible without the essential help with the BBQing, shucking, and general helpfulness of all on-duty staff from Station 4 and Station 9, as well as the off-duty personnel, who graciously volunteered their time. The community was grateful for our presence at the event and it was a great opportunity for the District to participate and show our support for local events.

Respectfully,
Fred Hilliard
Fred Hilliard, Division Chief
Fire Marshal
Southern Marin Fire District
Jesse Figoni's Bio

Jesse Figoni is the Fire Inspector and Vegetation Management Specialist for Southern Marin Fire District. He was first inspired to join the fire service after firefighters saved his life when he was struck by a car in a crosswalk. Jesse was just a teenager at the time of his accident but vowed to become a firefighter that would devote his life to protecting and making his community a better and safer place to live.

Jesse comes to the District after serving for five years as a Firefighter and EMT for Sonoma County Fire District. He decided to transition from suppression to prevention after he experienced one of the worst fires in California State History in October of 2017, the Tubbs Fire. He was one of the first responding engines and it was that night that would forever change the course of his trajectory. After seeing, firsthand, the devastation, the chaos, and how unprepared the residents and greater community in which he lived was, he realized that it was time to move forward with a career in prevention. Jesse enrolled in Fire Inspector courses the following month with the intention of improving the chances of survivability, not just to the general public, but to the firefighters putting out the fires.

As he embarks on his career with Southern Marin Fire Department, his philosophy and ethics remain the same: to always uphold, protect and keep the greater community safe. While he loves to dance, hike, eat and spend quality time with his wife and family, he knows public services is why he exists, and he is extremely proud and honored to be serving the residents of the District. He looks forward to a career where he can be progressive, collaborate with the public, and coordinate efforts that will ultimately prevent and prepare residents for emergencies.

ATTACHMENT A
Chipper Public Education

As of July 1, 2019, the Southern Marin Fire Protection District is excited to announce a new resource within their Vegetation Management Program that is available to all District homeowners. Thanks to the passing of Measure U, all residents are eligible to take advantage of a chipper. This is how it works.

1. Work with at least three homes to cut flammable vegetation in an effort to create your defensible space
2. Stack all vegetation along the road or driveway so to not block traffic
3. Contact Vegetation Management Specialist at jfigoni@smfd.org or 415-730-9048
4. Please provide a week’s notice for the day you want the chipper

We have a few requirements to provide a chipper:

1. At least three homes need to participate. Addresses will be required for confirmation
2. The chipper can only chip brush and branches. No ivy, bamboo or grass.
3. Garbage bags of debris will not be picked up
4. Please cut branches to a max length of 8’
5. The chipper can chip up to 10” diameter rounds/branches
6. Ensure all brush is stacked along a road or driveway so to not block traffic. Crew will not remove brush off private property

ATTACHMENT B
In an effort to help you reduce the flammable vegetation around your home, the Southern Marin Fire Protection District will have a chipper and crews in your neighborhood from August 12, 2019 to August 16, 2019. The **free** Southern Marin Fire Chipper Program seeks to encourage residents to reduce flammable vegetation and improve defensible space.

**Please have all vegetation stacked along your street no later than August 11, 2019.**

**Here’s how it works:** In the days preceding the Chipper Days (noted above) you cut and remove dangerous fire fuels from around your home and haul it to the curb. Crews will come by your home chip and dispose of the debris.

**In preparing for your scheduled chipper day:**
- Stack all brush with trunks facing the same way off the roadway
- The chipper cannot take raked duff, bamboo or grass
- Only brush is allowed. No other items will be picked up
- A maximum 10” diameter rounds can be chipped

**Did you know?** You are legally required to remove flammable vegetation up to 100’ on all sides of your home depending on fire risk?

**How do you calculate proper defensible space?** Southern Marin Fire Protection District firefighters are available to answer your questions, provide useful resources and can visit your property for an assessment. Also, you can visit [www.firesafemarin.org](http://www.firesafemarin.org) for up to date information on fire prone plants and defensible space requirements.

Guided by our core values to preserve health and safety and the community’s high quality of life, The Southern Marin Fire Protection District’s Chipper Program is just one of many components designed to reduce the fire-fueling vegetation that surrounds your home and improve access for emergency vehicles, particularly on Mill Valley’s narrow winding streets.

Thank you in advance for making Southern Marin a safer place to live.

Sincerely,

Jesse Figoni
Vegetation Management Specialist
Southern Marin Fire Protection District
jfigoni@smfd.org
415-730-9048

The following streets are scheduled for the chipper program from **Aug 12-16**:

- Sacramento Avenue
- Spring Hill Circle
- Spring Street
- Stanford
- Tomales Street
- Wateree Street
- West Harbor Drive
- William Court
- Willow Lane

**ATTACHMENT C**
Dear Southern Marin Resident,

The Southern Marin Fire Protection District has made the reduction of flammable vegetation that surrounds us one its biggest priorities. To that end, The District’s multi-faceted Vegetation Management Program is coming to your neighborhood with two primary goals in mind: reduce flammable vegetation and improve access for emergency vehicles, particularly on narrow, windy streets.

The focus of the Vegetation Management Program in your neighborhood includes:

- Pruning trees to maintain emergency vehicle access
- Removal of all flammable and encroaching vegetation from roadsides and sidewalks
- Evaluation of designated parking spots
- Clearing of vegetation around fire hydrants
- Any trees identified as dead or dying will be designated for removal with a red dot.

Please do not pile any vegetation on the roadside for pick up. This project is for street clearing only.

If you have any questions regarding this program, concerns about specifically marked trees, or interest in scheduling a chipper day, please contact Vegetation Management Specialist Jesse Figoni at 415-730-9048 or jfigoni@smfd.org.

Sincerely,

Jesse Figoni
Vegetation Management Specialist
Southern Marin Fire Protection District
jfigoni@smfd.org
415-730-9048

The following streets are scheduled vegetation maintenance starting on or about August 26, 2019

- Bay Vista Road
- Redwood Hwy Frontage Road
- Birdsnest Lane
- Eagle Rock Road
- Grace Lane
- Neila Way

ATTACHMENT D
FIRE SEASON IS HERE. ARE YOU READY?

READY YOUR HOME FOR WILDFIRE SEASON

SOUTHERN MARIN FIRE DISTRICT
STAY UPDATED
SUBSCRIBE TO OUR NEWSLETTER FOR THE LATEST UPDATES AND EVENTS AT WWW.SMFD.ORG

GET READY
MEASURE-U AT WORK
THE DEFENSIBLE SPACE INSPECTIONS HAVE BEGUN!
HOMES AND STRUCTURES WITHIN THE WILDLAND URBAN INTERFACE WILL BE OBSERVED TO ENSURE DEFENSIBLE SPACE HAS BEEN PROVIDED.

FOR TIPS TO PREPARE YOUR HOME'S DEFENSIBLE SPACE, PLEASE VISIT: FIRESAFEMARIN.ORG/DEFENSIBLE-SPACE
## FINANCE STAFF REPORT

### 2019/2020 Budget Report

As of August 22, 2019, the FY19/20 Budget is at 11% of 12%. We have prepaid a number of annual and quarterly expenses such as station 1 rent (527), benefits (504), MERA costs (517), and software subscriptions (513-V).

In addition, we are working on the final version of the FY19/20 budget to be presented at the September board meeting. This revised budget will include a number of adjustments, such as revenue for the old Liberty boat sale, the revenue and costs associated with the CalFire Planning Grant, SCBA fill stations for two fire stations, and small revisions to individual budget lines based on actuals already booked to-date.

We will be working with the Measure U committee to determine the format of the Measure U Budget reporting as the fiscal year progresses.

### 2018/2019 Budget Report

Expenditures for FY18/19 are almost final and are currently at 99.2% of 100% ($153K under-budget). We anticipate presenting the final FY18/19 report at the September board meeting.

### Overtime Accounting Including OES Reimbursements

There is no data as of the date of this report.

### Other Post-Employment Benefits / Pension Rate Stabilization Program Trust

The OPEB/PRSP Trust balance as of 7/31/19 is $4,294,403 reflecting a combined increase of $18,389 in investment earnings (net of fees) in July.
As of this report the unallocated reserve balance is $2,712,753, or 116% of our goal of 15% of annual expenditures. We project needing to dip into the reserve fund in the next 5 months in order to pay for the 2018/19 MOU wage increases, and to fund the FY2019/20 operating expenditures until the first installment of property taxes and Measure U funds are available in December 2019. We are working with the finance committee to formulate a plan for replenishing the reserve balance up to the 15% goal. In October, we will present the reserve reconciliation once FY18/19 is finalized.

Respectfully,

**Alyssa Schiffmann**
Alyssa Schiffmann, Finance Manager
Southern Marin Fire District
## Budget Report
### 2019/2020

#### to Aug 22, 2019

<table>
<thead>
<tr>
<th>Revenue Item</th>
<th>Budget</th>
<th>Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROPERTY TAX</strong></td>
<td>0</td>
<td>(13,885,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>SPECIAL ASSESSMENT</strong></td>
<td>0</td>
<td>(3,800,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>ERAF</strong></td>
<td>0</td>
<td>(800,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>CELL SITE RENTAL</strong></td>
<td>0</td>
<td>(111,400)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>SAUSALITO OPEB REIMBURSEMENT</strong></td>
<td>0</td>
<td>(58,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>GGNRA</strong></td>
<td>0</td>
<td>(345,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>SMEMPS</strong></td>
<td>0</td>
<td>(510,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>OVERTIME REIMBURSEMENTS</strong></td>
<td>0</td>
<td>(500,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>PLAN FEES</strong></td>
<td>13,480</td>
<td>(286,520)</td>
<td>4%</td>
</tr>
<tr>
<td><strong>WORKERS’ COMP REIMBURSEMENTS</strong></td>
<td>531</td>
<td>(49,469)</td>
<td>1%</td>
</tr>
<tr>
<td><strong>REIMBURSEMENTS/REFUNDS</strong></td>
<td>126,000</td>
<td>101,000</td>
<td>504%</td>
</tr>
<tr>
<td><strong>INTEREST</strong></td>
<td>0</td>
<td>(40,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>140,011</td>
<td>(20,284,389)</td>
<td>1%</td>
</tr>
</tbody>
</table>

#### EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditure Item</th>
<th>Budget</th>
<th>Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>501 · SALARIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>501-A · Base Salaries</strong></td>
<td>719,538</td>
<td>(5,950,462)</td>
<td>11%</td>
</tr>
<tr>
<td><strong>501-B · Sick Buy-Out</strong></td>
<td>0</td>
<td>(30,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>501-C · Vacation Buy-Out</strong></td>
<td>0</td>
<td>(30,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total 501 · SALARIES</strong></td>
<td>719,538</td>
<td>(6,010,462)</td>
<td>11%</td>
</tr>
<tr>
<td><strong>501-O · OVERTIME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>501-0A · Overtime</strong></td>
<td>143,397</td>
<td>(1,275,503)</td>
<td>10%</td>
</tr>
<tr>
<td><strong>501-0B · FLSA</strong></td>
<td>16,971</td>
<td>(141,029)</td>
<td>11%</td>
</tr>
<tr>
<td><strong>501-0C · Out of Grade</strong></td>
<td>2,136</td>
<td>(27,864)</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total 501-O · OVERTIME</strong></td>
<td>162,504</td>
<td>(1,444,396)</td>
<td>10%</td>
</tr>
<tr>
<td><strong>504 · EMPLOYEE BENEFITS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>504-A · Health Benefits</strong></td>
<td>182,292</td>
<td>(1,067,708)</td>
<td>15%</td>
</tr>
<tr>
<td><strong>504-AB · Retiree Health Savings</strong></td>
<td>20,846</td>
<td>(46,155)</td>
<td>31%</td>
</tr>
<tr>
<td><strong>504-AA · Retiree Medical</strong></td>
<td>4,154</td>
<td>(381,846)</td>
<td>1%</td>
</tr>
<tr>
<td><strong>504-AAA · Retiree Medical (OPEB)</strong></td>
<td>0</td>
<td>(264,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>504-B · Dental</strong></td>
<td>26,780</td>
<td>(98,220)</td>
<td>21%</td>
</tr>
<tr>
<td><strong>504-C · Vision</strong></td>
<td>2,554</td>
<td>(10,446)</td>
<td>20%</td>
</tr>
<tr>
<td><strong>504-D · Holiday Pay</strong></td>
<td>0</td>
<td>(283,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>504-E · District Share Retirement</strong></td>
<td>262,172</td>
<td>(2,317,828)</td>
<td>10%</td>
</tr>
<tr>
<td><strong>504-EE · Pension Trust Contribution</strong></td>
<td>0</td>
<td>(300,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>504-G · Educational Allowance</strong></td>
<td>23,689</td>
<td>(197,311)</td>
<td>11%</td>
</tr>
<tr>
<td><strong>504-H · Clothing Allowance</strong></td>
<td>0</td>
<td>(22,400)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>504-K · Workers Compensation</strong></td>
<td>159,688</td>
<td>(450,812)</td>
<td>26%</td>
</tr>
<tr>
<td><strong>504-L · Def.Comp. Employer %</strong></td>
<td>43,900</td>
<td>(314,100)</td>
<td>12%</td>
</tr>
<tr>
<td><strong>504-N · Long Term Disability</strong></td>
<td>2,646</td>
<td>(18,354)</td>
<td>13%</td>
</tr>
<tr>
<td><strong>504-O · Long Term Care Insurance</strong></td>
<td>11,688</td>
<td>(38,178)</td>
<td>23%</td>
</tr>
<tr>
<td><strong>504-S · Longevity</strong></td>
<td>1,285</td>
<td>(10,715)</td>
<td>11%</td>
</tr>
<tr>
<td><strong>504-V · W/C Payroll Audit Adjustment</strong></td>
<td>0</td>
<td>(50,000)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>504-X · Life Insurance</strong></td>
<td>3,288</td>
<td>(9,664)</td>
<td>25%</td>
</tr>
<tr>
<td><strong>504-Y · Payroll Taxes</strong></td>
<td>7,617</td>
<td>(115,133)</td>
<td>6%</td>
</tr>
</tbody>
</table>

8/19/2019
## Budget Report
### 2019/2020

#### 12%

<table>
<thead>
<tr>
<th>To Aug 22, 2019</th>
<th>Budget</th>
<th>Over/(Under) Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total 504 - EMPLOYEE BENEFITS</strong></td>
<td>752,598</td>
<td>6,748,468</td>
<td>(5,995,870)</td>
</tr>
</tbody>
</table>

### 511 - OFFICE EXPENSE

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Over/(Under) Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>511-A · General Office Supply</td>
<td>404</td>
<td>10,500</td>
<td>(10,096)</td>
</tr>
<tr>
<td>511-B · Copier/Printer Expenses</td>
<td>3,174</td>
<td>9,000</td>
<td>(5,826)</td>
</tr>
<tr>
<td>511-C · Maps &amp; Run Books</td>
<td>2,634</td>
<td>7,260</td>
<td>(4,626)</td>
</tr>
</tbody>
</table>

**Total 511 - OFFICE EXPENSE** | 6,212 | 26,760 | (20,548) | 23% |

### 512 - POSTAGE

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Over/(Under) Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>512</td>
<td>398</td>
<td>9,200</td>
<td>(8,802)</td>
</tr>
</tbody>
</table>

### 513 - SPECIAL DEPARTMENT EXPENSE

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Over/(Under) Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>513-C · Public Education</td>
<td>549</td>
<td>9,000</td>
<td>(8,451)</td>
</tr>
<tr>
<td>513-F · Subscriptions</td>
<td>0</td>
<td>500</td>
<td>(500)</td>
</tr>
<tr>
<td>513-G · Awards</td>
<td>13</td>
<td>3,000</td>
<td>(2,987)</td>
</tr>
<tr>
<td>513-H · Office Equipment Replacement</td>
<td>0</td>
<td>2,000</td>
<td>(2,000)</td>
</tr>
<tr>
<td>513-L · Photos</td>
<td>300</td>
<td>4,300</td>
<td>(4,000)</td>
</tr>
<tr>
<td>513-O · Misc. Celebrations/flowers</td>
<td>96</td>
<td>1,400</td>
<td>(1,304)</td>
</tr>
<tr>
<td>513-P · Shift Calendars</td>
<td>0</td>
<td>250</td>
<td>(250)</td>
</tr>
<tr>
<td>513-Q · Station Flags</td>
<td>0</td>
<td>3,120</td>
<td>(3,120)</td>
</tr>
<tr>
<td>513-S · Hydrant Supplies</td>
<td>0</td>
<td>6,500</td>
<td>(6,500)</td>
</tr>
<tr>
<td>513-T · Computer Upgrades/Programs</td>
<td>757</td>
<td>5,500</td>
<td>(4,743)</td>
</tr>
<tr>
<td>513-U · Misc. Computer Supplies</td>
<td>11</td>
<td>2,500</td>
<td>(2,489)</td>
</tr>
</tbody>
</table>

**Total 513 · SPECIAL DEPARTMENT EXPENSE** | 50,439 | 145,570 | (95,131) | 35% |

### 515 - CLOTHING & PERSONNEL SUPPLIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Over/(Under) Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>515-A · Uniforms/Boots</td>
<td>0</td>
<td>45,300</td>
<td>(45,300)</td>
</tr>
<tr>
<td>515-B · Badges</td>
<td>122</td>
<td>2,400</td>
<td>(2,278)</td>
</tr>
<tr>
<td>515-G · Personal Protective Equipment</td>
<td>0</td>
<td>80,200</td>
<td>(80,200)</td>
</tr>
<tr>
<td>515-H · Misc Repairs/struc cloth</td>
<td>0</td>
<td>12,500</td>
<td>(12,500)</td>
</tr>
<tr>
<td>515-I · Wildland - Safety Clothing</td>
<td>0</td>
<td>18,700</td>
<td>(18,700)</td>
</tr>
<tr>
<td>515-N · Strike Team Equipment (OOC)</td>
<td>0</td>
<td>5,750</td>
<td>(5,750)</td>
</tr>
<tr>
<td>515-P · New Employees</td>
<td>0</td>
<td>10,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>515-T · Wildland Shelters</td>
<td>0</td>
<td>3,000</td>
<td>(3,000)</td>
</tr>
<tr>
<td>515-U · Swiftwater Rescue Gear</td>
<td>0</td>
<td>6,400</td>
<td>(6,400)</td>
</tr>
<tr>
<td>515-V · USAR Equipment</td>
<td>0</td>
<td>7,000</td>
<td>(7,000)</td>
</tr>
</tbody>
</table>

**Total 515 · CLOTHING & PERSONNEL SUPPLIES** | 122 | 191,250 | (191,128) | 0% |

### 517 - COMMUNICATIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Over/(Under) Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>517-A · Telephone</td>
<td>3,346</td>
<td>25,000</td>
<td>(21,654)</td>
</tr>
<tr>
<td>517-B · Dispatch including CAD Service</td>
<td>54,979</td>
<td>219,915</td>
<td>(164,936)</td>
</tr>
<tr>
<td>517-D · Cell Phones</td>
<td>1,825</td>
<td>24,900</td>
<td>(23,075)</td>
</tr>
<tr>
<td>517-E · MERA Operating Costs</td>
<td>48,063</td>
<td>48,063</td>
<td>0</td>
</tr>
<tr>
<td>517-F · MERA Bond Service</td>
<td>35,128</td>
<td>52,000</td>
<td>(16,872)</td>
</tr>
<tr>
<td>517-G · Internet/IDSL</td>
<td>1,396</td>
<td>13,000</td>
<td>(11,604)</td>
</tr>
<tr>
<td>517-I · Phone Repairs/Replacement</td>
<td>0</td>
<td>9,400</td>
<td>(9,400)</td>
</tr>
</tbody>
</table>

8/19/2019
## Budget Report
### 2019/2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Over/(Under) Budget</th>
<th>% of Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>517 - COMMUNICATIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>517-K · MERA-New Project Financing</td>
<td>5,430</td>
<td>5,430</td>
<td>0</td>
<td>100% Paid for 19/20</td>
</tr>
<tr>
<td>517-L · MDC Connection</td>
<td>1,061</td>
<td>(7,939)</td>
<td>12%</td>
<td>On track</td>
</tr>
<tr>
<td>517-M · MDC Service Contract</td>
<td>2,800</td>
<td>(2,800)</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td><strong>Total 517</strong></td>
<td>151,228</td>
<td>409,508</td>
<td>(258,280)</td>
<td>37%</td>
</tr>
</tbody>
</table>

| **518 - UTILITIES**       |        |                     |             |                        |
| 518-A · PG&E Station 4    | 999    | 13,000              | (12,001)    | 8%                     |
| 518-B · PG&E Station 9    | 1,587  | 14,000              | (12,413)    | 11%                    |
| 518-C · MMWD Station 4    | 633    | 4,000               | (3,367)     | 16% On track           |
| 518-D · MMWD Station 9    | 444    | 2,500               | (2,056)     | 18% On track           |
| 518-E · Richardson Bay Sanitation | 0     | 1,000               | (1,000)     | 0%                     |
| 518-F · PG&E Station 1    | 98     | 8,500               | (8,402)     | 1%                     |
| 518-G · MMWD - Station 1  | 359    | 2,600               | (2,241)     | 14% On track           |
| 518-H · Sanitation - Station 1 | 0    | 4,000               | (4,000)     | 0%                     |
| 518-I · Sanitation & Refuse - Sta 4 | 0  | 10,500              | (10,500)    | 0%                     |
| **Total 518**             | 4,120  | 60,100              | (55,980)    | 7%                     |

| **520 · BUILDING & GROUNDS MAINTENANCE** |        |                     |             |                        |
| 520-B · Janitorial Supplies | 825    | 20,000              | (19,175)    | 4%                     |
| 520-C · Unscheduled Repairs & Maint. | 433    | 39,000              | (38,567)    | 1%                     |
| 520-D · Sprinklers/Alarm System | 380    | 2,800               | (2,420)     | 14% On track           |
| 520-E · Elevator Contract    | 0      | 8,000               | (8,000)     | 0%                     |
| 520-H · Carpets - Cleaning  | 0      | 3,200               | (3,200)     | 0%                     |
| 520-K · Kitchen Supplies    | 0      | 4,000               | (4,000)     | 0%                     |
| 520-L · Sign Changes        | 0      | 2,000               | (2,000)     | 0%                     |
| **Total 520 · BUILDING & GROUNDS MAINTENANCE** | 1,638  | 79,000              | (77,362)    | 2%                     |

| **521 · EQUIPMENT MAINTENANCE** |        |                     |             |                        |
| 521-A · Radio Repair         | 0      | 12,000              | (12,000)    | 0%                     |
| 521-B · Air Pak Maintenance  | 1,921  | 9,200               | (7,279)     | 21% On track           |
| 521-C · Office Equip. Maint. | 0      | 1,500               | (1,500)     | 0%                     |
| 521-E · Mechanical Systems - Contract | 0  | 8,500               | (8,500)     | 0%                     |
| 521-H · Repairs & Unscheduled Maint. | 1,125  | 21,000             | (19,875)    | 5%                     |
| 521-I · Ladder Testing       | 700    | 3,000               | (2,300)     | 23% Ladder truck inspection |
| 521-J · Portable Equipment  | 0      | 6,000               | (6,000)     | 0%                     |
| 521-K · Extinguishers/Annual Maint. | 0  | 2,000               | (2,000)     | 0%                     |
| 521-M · Gym Equipment Maintenance | 0  | 7,500               | (7,500)     | 0%                     |
| 521-O · Copier Maint. Contract - Sta 9 | 394 | 5,000               | (4,606)     | 8%                     |
| 521-R · Hose Maint/Nozzle & Fittings | 0 | 9,500               | (9,500)     | 0%                     |
| 521-W · Dive Team Maintenance | 0   | 9,000               | (9,000)     | 0%                     |
| **Total 521 · EQUIPMENT MAINTENANCE** | 4,140  | 94,200              | (90,060)    | 4%                     |

| **521-1 · VEHICLE MAINTENANCE** |        |                     |             |                        |
| 521-1A · Vehicle Repair       | 5,573  | 102,000             | (96,427)    | 5%                     |
| 521-1B · Fuel                 | 3,782  | 58,200              | (54,418)    | 6%                     |
| 521-1C · Marine Division      | 6,194  | 25,300              | (19,106)    | 24% New Liberty equip  |
| 521-1D · Fireboat Docking Fee | 0      | 3,900               | (3,900)     | 0%                     |
| **Total 521-1 · VEHICLE MAINTENANCE** | 15,549 | 189,400             | (173,851)   | 8%                     |
### Budget Report
**2019/2020**

#### 522 - MISCELLANEOUS EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>522-B · Logistics</td>
<td>0</td>
<td>500</td>
<td>(500)</td>
</tr>
<tr>
<td>522-C · Administration</td>
<td>0</td>
<td>500</td>
<td>(500)</td>
</tr>
<tr>
<td>522-D · Training</td>
<td>0</td>
<td>500</td>
<td>(500)</td>
</tr>
<tr>
<td>522-E · Operations</td>
<td>0</td>
<td>500</td>
<td>(500)</td>
</tr>
</tbody>
</table>

**Total 522 - MISCELLANEOUS EXPENSES**: 0 2,000 (2,000) 0%

#### 523 - SPECIALIZED SERVICES

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>523-A · Board Per Diem</td>
<td>1,100</td>
<td>20,400</td>
<td>(19,300)</td>
</tr>
<tr>
<td>523-B · Payroll Processing/Bank Fees</td>
<td>1,397</td>
<td>20,000</td>
<td>(18,603)</td>
</tr>
<tr>
<td>523-C · Legal/Professional Fees</td>
<td>1,754</td>
<td>174,000</td>
<td>(172,246)</td>
</tr>
<tr>
<td>523-D · Legal Postings</td>
<td>2,138</td>
<td>1,500</td>
<td>638</td>
</tr>
<tr>
<td>523-E · Elections</td>
<td>0</td>
<td>250</td>
<td>(250)</td>
</tr>
<tr>
<td>523-F · Haz Mat JPA</td>
<td>0</td>
<td>7,820</td>
<td>(7,820)</td>
</tr>
<tr>
<td>523-G · Tax Collection Fees</td>
<td>0</td>
<td>240,000</td>
<td>(240,000)</td>
</tr>
<tr>
<td>523-H · Flu Shots</td>
<td>0</td>
<td>200</td>
<td>(200)</td>
</tr>
<tr>
<td>523-J · District Dinner</td>
<td>0</td>
<td>7,000</td>
<td>(7,000)</td>
</tr>
<tr>
<td>523-K · New Employment</td>
<td>1,300</td>
<td>20,750</td>
<td>(19,450)</td>
</tr>
<tr>
<td>523-L · Computer Consulting Services</td>
<td>0</td>
<td>31,000</td>
<td>(31,000)</td>
</tr>
<tr>
<td>523-M · Audit</td>
<td>1,330</td>
<td>12,000</td>
<td>(10,670)</td>
</tr>
<tr>
<td>523-N · Parcel Tax Refunds</td>
<td>0</td>
<td>600</td>
<td>(600)</td>
</tr>
<tr>
<td>523-P · Dept. Physical Exams</td>
<td>475</td>
<td>34,435</td>
<td>(33,960)</td>
</tr>
<tr>
<td>523-Q · Health &amp; Wellness</td>
<td>1,800</td>
<td>52,000</td>
<td>(50,200)</td>
</tr>
<tr>
<td>523-R · Fire Investigation JPA</td>
<td>0</td>
<td>2,000</td>
<td>(2,000)</td>
</tr>
<tr>
<td>523-S · LAFCO Operating Expenses</td>
<td>10,293</td>
<td>10,450</td>
<td>(157)</td>
</tr>
<tr>
<td>523-T · Team Building</td>
<td>0</td>
<td>29,200</td>
<td>(29,200)</td>
</tr>
<tr>
<td>523-X · Promotional Test</td>
<td>0</td>
<td>1,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>523-Y · CERT Contract Program</td>
<td>0</td>
<td>3,500</td>
<td>(3,500)</td>
</tr>
<tr>
<td>523-Z · Disaster Preparedness</td>
<td>0</td>
<td>12,500</td>
<td>(12,500)</td>
</tr>
<tr>
<td>523-ZB · Vegetation Management</td>
<td>65,116</td>
<td>470,711</td>
<td>(405,595)</td>
</tr>
<tr>
<td>523-ZC · Fire Prevention</td>
<td>1,017</td>
<td>29,000</td>
<td>(27,983)</td>
</tr>
<tr>
<td>523-ZF · Outside Services</td>
<td>27,000</td>
<td>105,000</td>
<td>(78,000)</td>
</tr>
<tr>
<td>523-ZG · Public Outreach</td>
<td>0</td>
<td>20,000</td>
<td>(20,000)</td>
</tr>
</tbody>
</table>

**Total 523 - SPECIALIZED SERVICES**: 114,721 1,305,316 (1,190,595) 9%

#### 524 - INSURANCE

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>524-A · Comprehensive Insurance</td>
<td>91,480</td>
<td>95,000</td>
<td>(3,520)</td>
</tr>
</tbody>
</table>

**Total 524 - INSURANCE**: 91,480 95,000 (3,520) 96%

#### 525 - GRANT-FUNDED EXPENDITURES

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>525 · GRANT-FUNDED EXPENDITURES</td>
<td>10,123</td>
<td>0</td>
<td>10,123</td>
</tr>
</tbody>
</table>

**Total 525 - GRANT-FUNDED EXPENDITURES**: 10,123 0 10,123 100%

#### 526 · TRAINING & CONFERENCES

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>526-A · Training</td>
<td>1,017</td>
<td>123,400</td>
<td>(122,383)</td>
</tr>
<tr>
<td>526-I · EMS Recertifications</td>
<td>0</td>
<td>8,000</td>
<td>(8,000)</td>
</tr>
</tbody>
</table>

**Total 526 - TRAINING & CONFERENCES**: 1,017 131,400 (130,383) 1%

---

8/19/2019 
56
## SMFD

### Budget Report

**2019/2020**

<table>
<thead>
<tr>
<th>Budget to Aug 22, 2019</th>
<th>Budget Over/(Under)</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>526-1 · MEMBERSHIPS &amp; STAFF CONF.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>526-1A · General</td>
<td>2,345</td>
<td>4,400</td>
</tr>
<tr>
<td>Total 526-1 · MEMBERSHIPS &amp; STAFF CONF.</td>
<td>2,345</td>
<td>4,400</td>
</tr>
</tbody>
</table>

| **526-2 · MEETINGS & TRAVEL EXPENSES** | | |
| 526-2A · Food/Meetings/Training | 394 | 5,550 | (5,156) | 7% |
| 526-2B · Transportation/Bridge Tolls | 41 | 3,900 | (3,859) | 1% |
| 526-2D · Strike Team Expenses | 0 | 5,500 | (5,500) | 0% |
| Total 526-2 · MEETINGS & TRAVEL EXPENSE | 435 | 14,950 | (14,515) | 3% |

| **527 · RENT** | | |
| 527A · Prepaid Annual Dues | 2,345 | 4,400 | (2,055) | 53% |
| Total 527 · RENT | 25,000 | 340,000 | (315,000) | 7% |

| **583-4 · EQUIPMENT** | | |
| 583-4B · Non-SMEMPS EMS Equipment | 1,115 | 5,600 | (4,485) | 20% AED supplies |
| 583-4C · Knox Box Key Replacement | 0 | 4,500 | (4,500) | 0% |
| 583-4D · Hydrants | 0 | 33,900 | (33,900) | 0% |
| 583-4F · Hoses | 1,112 | 12,000 | (10,888) | 9% |
| 583-4H · Radios | 0 | 17,000 | (17,000) | 0% |
| 583-4K · Office Equipment | 0 | 4,500 | (4,500) | 0% |
| 583-4R · New Workstations | 1,361 | 32,000 | (30,639) | 4% |
| 583-4V · MDC iPad Program | 0 | 43,500 | (43,500) | 0% |
| 583-4Z · One-Time Misc Equipment | 0 | 10,000 | (10,000) | 0% |
| Total 583-4 · EQUIPMENT | 3,588 | 163,000 | (159,412) | 2% |

| **583-5 · FUNDED FROM RESERVES** | | |
| 583-5A · Other Repairs | 0 | 205,000 | (205,000) | 0% |
| 583-5J · New Apparatus | 0 | 327,000 | (327,000) | 0% |
| 583-5R · Signage | 0 | 30,000 | (30,000) | 0% |
| 583-5V · Station 4 Remodel | 0 | 150,000 | (150,000) | 0% |
| Total 583-5 · FUNDED FROM RESERVES | 0 | 712,000 | (712,000) | 0% |

| **589 · CONTINGENCY** | | |
| 589A · Prepaid Annual Dues | 0 | 50,000 | (50,000) | 0% |
| TOTAL EXPENDITURES | 2,117,194 | 19,108,422 | (16,991,228) | 11% |

**NET EXCESS/(DEFICIENCY)**

| 12% | (1,977,183) | 1,315,978 |
## SMFD
### Balance Sheet

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Aug 22 2019</th>
<th>July 15 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Checking/Savings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74900 · Operating Fund - County</td>
<td>3,294,280</td>
<td>4,642,268</td>
</tr>
<tr>
<td>Capital Replacement Fund</td>
<td>615,317</td>
<td>615,317</td>
</tr>
<tr>
<td>Unallocated Reserves</td>
<td>2,712,753</td>
<td>2,712,753</td>
</tr>
<tr>
<td>1259 · Wells Fargo</td>
<td>471,455</td>
<td>516,994</td>
</tr>
<tr>
<td>11200 · Petty Cash</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>11000 · Prevention Fees Paypal</td>
<td>10,781</td>
<td>8,432</td>
</tr>
<tr>
<td><strong>Total Checking/Savings</strong></td>
<td>7,104,617</td>
<td>8,495,795</td>
</tr>
<tr>
<td><strong>Other Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11300 · Accounts Receivable</td>
<td>116,956</td>
<td>30,208</td>
</tr>
<tr>
<td>11400 · Advance Retirement Payment</td>
<td>29,985</td>
<td>22,488</td>
</tr>
<tr>
<td>11600 · Loan Receivable</td>
<td>-950</td>
<td>-414</td>
</tr>
<tr>
<td>11700 · Prepaid Expenses</td>
<td>0</td>
<td>32,550</td>
</tr>
<tr>
<td><strong>Total Other Current Assets</strong></td>
<td>145,990</td>
<td>84,832</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>7,250,606</td>
<td>8,580,627</td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12000 · Equipment</td>
<td>7,214,017</td>
<td>6,087,008</td>
</tr>
<tr>
<td>12100 · Accumulated Depreciation</td>
<td>-6,238,392</td>
<td>-5,631,030</td>
</tr>
<tr>
<td>12200 · Buildings</td>
<td>3,566,726</td>
<td>3,566,726</td>
</tr>
<tr>
<td>12300 · Land</td>
<td>214,807</td>
<td>214,807</td>
</tr>
<tr>
<td><strong>Total Fixed Assets</strong></td>
<td>4,757,159</td>
<td>4,237,512</td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13100 · Interagency Receivable</td>
<td>1,334,000</td>
<td>1,334,000</td>
</tr>
<tr>
<td>13000 · Deferred Outflows</td>
<td>2,862,572</td>
<td>2,862,572</td>
</tr>
<tr>
<td><strong>Total Other Assets</strong></td>
<td>4,196,572</td>
<td>4,196,572</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>16,204,337</td>
<td>17,014,710</td>
</tr>
</tbody>
</table>

<p>| LIABILITIES &amp; EQUITY | | |
| <strong>Liabilities</strong> | | |
| <strong>Current Liabilities</strong> | | |
| 20000 · Accounts Payable | 4,205 | 53,234 |
| 21000 · Use Tax Payable | 86,396 | 1,518 |
| 21700 · Accrued Wages | 0 | 14,901 |
| 500 · Payroll Liabilities | -601 | -543 |
| <strong>Total Current Liabilities</strong> | 90,000 | 69,111 |
| <strong>Long Term Liabilities</strong> | | |
| 31200 · OPEB OBLIGATION | 6,781,622 | 6,781,622 |
| 30000 · DEFERRED INFLOWS | 659,834 | 146,750 |
| 31000 · NET PENSION LIABILITY | 6,330,439 | 6,330,439 |
| 31300 · COMPENSATED ABSENCES | 980,389 | 977,015 |
| <strong>Total Long Term Liabilities</strong> | 14,752,284 | 14,235,826 |
| <strong>Total Liabilities</strong> | 14,842,284 | 14,304,937 |
| <strong>Equity</strong> | | |
| 32000 · AMOUNT TO BE PROVIDED - OPEB | -6,781,622 | -6,781,622 |
| 32100 · AMOUNT TO BE PROVIDED - PENSION | -4,127,701 | -3,614,617 |
| 32200 · TO BE PROVIDED - LEAVE ACCRUALS | -980,389 | -977,015 |
| 32300 · ASSIGNED FUND BALANCE | 12,000 | 12,000 |
| 32600 · FIXED ASSET FUND | 4,757,158 | 4,237,511 |
| 32700 · FUND BALANCE | 10,459,790 | 10,276,264 |
| <strong>NET REVENUE</strong> | -1,977,183 | -442,747 |
| <strong>Total Equity</strong> | 1,362,053 | 2,709,774 |
| <strong>TOTAL LIABILITIES &amp; EQUITY</strong> | 16,204,337 | 17,014,710 |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Num</th>
<th>Name</th>
<th>Memo</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 19</td>
<td>808903774</td>
<td>Powers, Joann</td>
<td>health benefit</td>
<td>-1,378.39</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903775</td>
<td>MARIN COUNTY RETIREMENT</td>
<td>7/28-8/10/19</td>
<td>-127,666.70</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903776</td>
<td>Vantagepoint Transfer Agents-803645</td>
<td>7/28-8/10/19 RHS</td>
<td>-3,707.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903777</td>
<td>Nationwide Retirement Solutions</td>
<td>7/28-8/10/19</td>
<td>-2,056.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903778</td>
<td>SMFA</td>
<td>7/28-8/10/19</td>
<td>-941.46</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903779</td>
<td>SMPFA</td>
<td>7/28-8/10/19</td>
<td>-2,424.54</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903780</td>
<td>Southern Marin Fire District</td>
<td>Payroll Account 7/28-8/10/19</td>
<td>-200,000.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903781</td>
<td>AEROTEK</td>
<td>Temp services</td>
<td>-3,620.94</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903782</td>
<td>ACTIVE SPORTS CLUBS</td>
<td>July 2019 yoga</td>
<td>-1,800.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903783</td>
<td>BCN</td>
<td>August 2019</td>
<td>-159.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903784</td>
<td>BURKELL PLUMBING, INC</td>
<td>st4 shower maint</td>
<td>-175.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903785</td>
<td>BOB'S FIRESAFE TEAM, INC</td>
<td>chipper</td>
<td>-475.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903786</td>
<td>BOYKIN, RYAN</td>
<td>norcal FPO meeting</td>
<td>-193.70</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903787</td>
<td>THE CONFERENCE GROUP, LLC</td>
<td>conference calls</td>
<td>-76.85</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903788</td>
<td>FIRSTNET</td>
<td>MDC connection</td>
<td>-236.48</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903789</td>
<td>FAILSAFE TESTING LLC</td>
<td>annual inspection</td>
<td>-700.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903790</td>
<td>FDAC EBA</td>
<td>VOID: Sept Dental/Vision/Life/EAP</td>
<td>0.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903791</td>
<td>FIRESAFE MARIN</td>
<td>print/ed materials</td>
<td>-2,500.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903792</td>
<td>FORESTER &amp; KROEGER</td>
<td>chipper aug</td>
<td>-11,500.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903793</td>
<td>GOLDEN, JASON.</td>
<td>nfa reimb</td>
<td>-100.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903794</td>
<td>GOODMAN BUILDING SUPPLY</td>
<td>maintenance &amp; repairs</td>
<td>-444.73</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903795</td>
<td>H &amp; M MARINE SERVICES</td>
<td>Liberty repair</td>
<td>-2,998.18</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903796</td>
<td>LAURA TAICHMAN PHOTOGRAPHY</td>
<td>prints/headshots</td>
<td>-300.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903797</td>
<td>LAW OFFICES OF LINDA DAUBE</td>
<td>legal services</td>
<td>-1,400.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903798</td>
<td>MMWD</td>
<td>103953, 310609, 503408,503409,162994,1329</td>
<td>-1,435.97</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903799</td>
<td>MARIN COUNTY SHERIFF'S OFFICE</td>
<td>July-Sept 2019 dispatch</td>
<td>-54,978.97</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903800</td>
<td>ENTENMANN-ROVIN CO.</td>
<td>Badges</td>
<td>-121.71</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903801</td>
<td>CITY OF MILL VALLEY</td>
<td>July ot + compressor</td>
<td>-8,953.37</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903802</td>
<td>MALLORY CO</td>
<td>airpack maint</td>
<td>-550.55</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903803</td>
<td>MEYERS NAVE</td>
<td>general legal matters</td>
<td>-354.38</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903804</td>
<td>NPFBA</td>
<td>September 2019 long term care</td>
<td>-3,968.25</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903805</td>
<td>PACIFIC SLOPE TREE COOPERATIVE</td>
<td>veg mgmt</td>
<td>-5,400.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903806</td>
<td>R.J. RICCIARDI, INC.</td>
<td>audit services</td>
<td>-1,330.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903807</td>
<td>RAFFAINI, DEAN</td>
<td>NFPA training reimb</td>
<td>-86.80</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903808</td>
<td>SoIED SOLAR HOLDINGS 1, LLC</td>
<td>Sta 9 solar July 2019</td>
<td>-1,536.47</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903809</td>
<td>STAPLES ADVANTAGE</td>
<td>office supplies</td>
<td>-403.91</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903810</td>
<td>TARGETSOLUTIONS</td>
<td>Membership 2019/20</td>
<td>-5,040.00</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903811</td>
<td>TAPCO</td>
<td>placard program</td>
<td>-2,069.96</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903812</td>
<td>WATERSTREET COMPANY</td>
<td>misc repair</td>
<td>-61.93</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903813</td>
<td>Zoll Medical Corporation</td>
<td>padz-electrode</td>
<td>-1,115.30</td>
</tr>
<tr>
<td>Aug 19</td>
<td>808903814</td>
<td>FDAC EBA</td>
<td>Sept Dental/Vision/Life/EAP</td>
<td>-13,721.57</td>
</tr>
</tbody>
</table>

**Total** -465,954.31
<table>
<thead>
<tr>
<th>Date</th>
<th>Num</th>
<th>Name</th>
<th>Memo</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 5, 19</td>
<td>808903732</td>
<td>MARIN COUNTY FIRE CHIEFS ASSOC. 2019/20 Dues</td>
<td></td>
<td>-5,798.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903733</td>
<td>PROTECTION ONE ALARM MONITOR Acct#:6903561: 333 Johnson St</td>
<td></td>
<td>-190.05</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903734</td>
<td>AEROTEK</td>
<td>Temp services</td>
<td>-1,745.07</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903735</td>
<td>Barnes, Scott</td>
<td>reimb coffee for saus evac</td>
<td>-63.85</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903736</td>
<td>BOYKIN, RYAN</td>
<td>NFPA meeting reimb</td>
<td>-58.28</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903737</td>
<td>CAPF</td>
<td>August 2019 LTD</td>
<td>-1,323.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903738</td>
<td>DIEGO TRUCK REPAIR</td>
<td>tiller truck brakes</td>
<td>-1,047.26</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903739</td>
<td>FIGONI, JESSE</td>
<td>NFPA meeting</td>
<td>-24.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903740</td>
<td>McCarthy, LANIEA</td>
<td>Chipper flyers</td>
<td>-563.54</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903741</td>
<td>MALLORY CO</td>
<td>airpack maint</td>
<td>-1,274.05</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903742</td>
<td>PRAXAIR</td>
<td>cylinder rent</td>
<td>-31.20</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903743</td>
<td>PG&amp;E</td>
<td>4961811465-3, 1507412379-3, 0872424565-2</td>
<td>-1,117.92</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903744</td>
<td>R&amp;B COMPANY</td>
<td>VOID: hydrants</td>
<td>0.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903745</td>
<td>RDJ SPECIALTIES</td>
<td>prevention pencils</td>
<td>-444.28</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903746</td>
<td>TEAMSTERS LOCAL UNION NO. 856</td>
<td>Acct: 116858 E 062019 August Blue Cross</td>
<td>-5,065.39</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903747</td>
<td>VERIZON WIRELESS</td>
<td>cell phones 6/19-7/18</td>
<td>-1,824.54</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903748</td>
<td>VERIZON WIRELESS MDCs</td>
<td>MDC connection 6/24-7/23</td>
<td>-652.56</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903749</td>
<td>WASHINGTON NATIONAL INSURANC</td>
<td>Group#WG00015068</td>
<td>-38.76</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903750</td>
<td>HILLIARD, CATHRYN</td>
<td>july board diem</td>
<td>-400.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903751</td>
<td>WILLIS, STEPHEN</td>
<td>july board diem</td>
<td>-100.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903752</td>
<td>CHUN, KURT</td>
<td>july per diem</td>
<td>-100.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903753</td>
<td>WALDECK, CHRISTINA</td>
<td>july per diem</td>
<td>-200.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903754</td>
<td>PERAZZO, THOMAS</td>
<td>july per diem</td>
<td>-300.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903755</td>
<td>WEST MARINE PRO</td>
<td>fire boat eqpmt</td>
<td>-1,896.53</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903756</td>
<td>Vantagepoint Transfer Agents-803645</td>
<td>7/14-7/27/19 RHS</td>
<td>-3,706.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903757</td>
<td>Nationwide Retirement Solutions</td>
<td>7/14-7/27/19</td>
<td>-2,056.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903758</td>
<td>MARIN COUNTY RETIREMENT</td>
<td>7/14-7/27/19</td>
<td>-128,008.90</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903759</td>
<td>SMFA</td>
<td>7/14-7/27/19</td>
<td>-941.46</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903760</td>
<td>SMPFA</td>
<td>7/14-7/27/19</td>
<td>-2,424.54</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903761</td>
<td>Southern Marin Fire District</td>
<td>Payroll Account 7/14-7/27/19</td>
<td>-200,000.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903762</td>
<td>US BANK</td>
<td>6/24/19 statement</td>
<td>-33,694.26</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903763</td>
<td>Vantagepoint Transfer Agents-803645</td>
<td>6/30-7/13/19 RHS</td>
<td>-19,106.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903764</td>
<td>Marin IT</td>
<td>Upgrade Microsoft Windows 10 Pro to Mac</td>
<td>-597.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903765</td>
<td>WEST MARIN COMPOST LLC</td>
<td>Tam chipper days</td>
<td>-7,400.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903766</td>
<td>ARAMARK UNIFORM SERVICES</td>
<td>939152000 station towels</td>
<td>-755.59</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903767</td>
<td>ALLSTAR FIRE EQUIPMENT</td>
<td>hose (14)</td>
<td>-2,421.81</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903768</td>
<td>CURTIS</td>
<td>air lifting bag ladder truck (6)</td>
<td>-5,629.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903769</td>
<td>HILLIARD, FRED</td>
<td>handsfree device repair</td>
<td>-20.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903770</td>
<td>LAW OFFICES OF LINDA DAUBE</td>
<td>legal counsel</td>
<td>-5,200.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903771</td>
<td>Marin Health &amp; Human Services</td>
<td>balance of Ford EMT application</td>
<td>-38.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903772</td>
<td>Marin IT</td>
<td>Server prep &amp; setup</td>
<td>-3,500.00</td>
</tr>
<tr>
<td>Aug 5, 19</td>
<td>808903773</td>
<td>PREFERRED ALLIANCE, INC.</td>
<td>nonrandom test</td>
<td>-42.00</td>
</tr>
</tbody>
</table>

Aug 5, 19  

-439,798.84
<table>
<thead>
<tr>
<th>Date</th>
<th>Num</th>
<th>Name</th>
<th>Memo</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/22/2019</td>
<td>808903680</td>
<td>Powers, Joann</td>
<td>health benefit</td>
<td>-1,378.39</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903681</td>
<td>BAUER COMPRESSORS</td>
<td>air pak maint</td>
<td>-96.32</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903682</td>
<td>BOYKIN, RYAN</td>
<td>Tahoe meeting</td>
<td>-240.12</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903683</td>
<td>BCN</td>
<td>July 2019</td>
<td>-168.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903684</td>
<td>FIRSTNET</td>
<td>MDC connection</td>
<td>-171.87</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903685</td>
<td>Kaiser - Occ Med</td>
<td>July 2019 Occ Med</td>
<td>-475.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903686</td>
<td>KAISER PERMANENTE</td>
<td>August 2019 0000000463-0007</td>
<td>-85,597.36</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903687</td>
<td>MOC INSURANCE SERVICES</td>
<td>19/20 comprehensive liability insurance</td>
<td>-91,480.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903688</td>
<td>MARIN COUNTY RETIREMENT</td>
<td>6/30-7/13/19</td>
<td>-132,790.97</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903689</td>
<td>Nationwide Retirement Solutions</td>
<td>6/30-7/13/19</td>
<td>-2,056.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903690</td>
<td>SMFA</td>
<td>6/30-7/13/19</td>
<td>-941.46</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903691</td>
<td>SMPFA</td>
<td>6/30-7/13/19</td>
<td>-2,424.54</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903692</td>
<td>ACTIVE SPORTS CLUBS</td>
<td>June yoga</td>
<td>-3,300.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903693</td>
<td>AEROTEK</td>
<td>temp services</td>
<td>-3,479.70</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903694</td>
<td>APPLE INC.</td>
<td>macbooks (2)</td>
<td>-5,399.09</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903695</td>
<td>BAUER COMPRESSORS</td>
<td>ADPFILL CGA</td>
<td>-57.26</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903696</td>
<td>BRANDON TIRE</td>
<td>SF tiller tires</td>
<td>-1,986.42</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903697</td>
<td>CITY OF MILL VALLEY</td>
<td>fuel/repairs</td>
<td>-4,685.50</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903698</td>
<td>CURTIS</td>
<td>hose</td>
<td>-2,346.48</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903699</td>
<td>DIEGO TRUCK REPAIR</td>
<td>codes</td>
<td>-86.56</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903700</td>
<td>Emergency Equipment Management.</td>
<td>uniforms FY18/19</td>
<td>-5,906.13</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903701</td>
<td>GOODMAN BUILDING SUPPLY</td>
<td>janitorial supplies, tools</td>
<td>-452.88</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903702</td>
<td>Grainger</td>
<td>fuel tank for generators</td>
<td>-1,264.85</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903703</td>
<td>MALLORY CO</td>
<td>o-ring</td>
<td>-43.31</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903704</td>
<td>Marin County Tax Collector</td>
<td>radio repair/envelopes</td>
<td>-2,870.05</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903705</td>
<td>MARTIN &amp; HARRIS APPLIANCE</td>
<td>water valve repair Sta 1</td>
<td>-217.20</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903706</td>
<td>MILL VALLEY REFUSE SERVICE</td>
<td>sta 4 debris box</td>
<td>-282.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903707</td>
<td>R&amp;B COMPANY</td>
<td>hydrants</td>
<td>-18,901.58</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903708</td>
<td>SMFA</td>
<td>Chief, Deputy Chief, 2 BCs’ Comcast cable box</td>
<td>-398.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903709</td>
<td>WATERSTREET COMPANY</td>
<td>sta 1 supplies</td>
<td>-82.55</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903710</td>
<td>WEST MARINE PRO</td>
<td>marine supplies</td>
<td>-254.35</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903711</td>
<td>XMR FIRE CONSULTING</td>
<td>CalFire Planning Grant expenses</td>
<td>-10,122.50</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903712</td>
<td>RAMIRO, MCKENNA</td>
<td>mb open house</td>
<td>-104.69</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903713</td>
<td>PACIFIC SLOPE TREE COOPERATIVE</td>
<td>tree removal</td>
<td>-12,600.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903714</td>
<td>POLR ELECTRIC, INC</td>
<td>pipe new outlet</td>
<td>-532.09</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903715</td>
<td>NORTH BAY LANDSCAPE MANAGEMENT IN</td>
<td>road improvement</td>
<td>-6,120.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903716</td>
<td>NAU, MARSHALL</td>
<td>mb tahoe meeting miles</td>
<td>-214.60</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903717</td>
<td>NPFBA</td>
<td>August 2019 long term care</td>
<td>-3,823.95</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903718</td>
<td>McCARTHY, LANIEA</td>
<td>Chipper flyers</td>
<td>-184.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903719</td>
<td>Marin County Tax Collector</td>
<td>LAFCo 19/20 dues</td>
<td>-10,293.42</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903720</td>
<td>KONICA MINOLTA</td>
<td>copier service st9</td>
<td>-393.58</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903721</td>
<td>FDAC EBA</td>
<td>August Dental/Vision/Life/EAP</td>
<td>-13,642.38</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903722</td>
<td>AT&amp;T/CALNET 824</td>
<td>telephone</td>
<td>-238.20</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903723</td>
<td>PG&amp;E</td>
<td>station 9</td>
<td>-67.39</td>
</tr>
<tr>
<td>Date</td>
<td>Num</td>
<td>Name</td>
<td>Memo</td>
<td>Amount</td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
<td>-----------------------------</td>
<td>-----------------------</td>
<td>------------</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903724</td>
<td>ALLSTAR FIRE EQUIPMENT</td>
<td>new boat hose</td>
<td>-941.73</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903725</td>
<td>CARPENTER RIGGING &amp; SUPPLY</td>
<td>ladder truck grip hoist</td>
<td>-5,197.16</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903726</td>
<td>CITY OF MILL VALLEY</td>
<td>June OT</td>
<td>-18,755.28</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903727</td>
<td>Marin County Tax Collector</td>
<td>envelopes</td>
<td>-195.65</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903728</td>
<td>Marin IT</td>
<td>June</td>
<td>-1,430.00</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903729</td>
<td>MCERA</td>
<td>May retiree health</td>
<td>-32,442.90</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903730</td>
<td>VOLLMER, ADAM</td>
<td>rmb CSU classes</td>
<td>-1,857.50</td>
</tr>
<tr>
<td>07/22/2019</td>
<td>808903731</td>
<td>Southern Marin Fire District</td>
<td>Payroll Account 6/30-7/13/19</td>
<td>-200,000.00</td>
</tr>
<tr>
<td><strong>Jul 22, 19</strong></td>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-688,990.96</strong></td>
</tr>
</tbody>
</table>
## WIRES & TRANSFERS

<table>
<thead>
<tr>
<th>Date</th>
<th>Memo</th>
<th>From Account</th>
<th>To Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul 13 - Aug 22, 19</td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>Date</td>
<td>Num</td>
<td>Name</td>
<td>Memo</td>
<td>Account</td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
<td>--------------</td>
<td>-------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Jun 24, 19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>06/24/2019</td>
<td>alper</td>
<td>US BANK</td>
<td>chevorn fireboat fuel</td>
<td>521-1B · Fuel</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>vista print: biz cards</td>
<td>511-A · General Office Supply</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>CA newspapers Measure U announcement</td>
<td>523-D · Legal Postings</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>target</td>
<td>520-B · Janitorial Supplies</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>costco</td>
<td>513-L · Photos</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>Joanne's: academy grad supplies</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>Michael's: academy grad supplies</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>craigslist: finance asst post</td>
<td>523-K · New Employment</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>Int Personnel Mgmt: WC workshop</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>vista print</td>
<td>511-A · General Office Supply</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>800-flowers: Coleman baby</td>
<td>513-O · Misc. Celebrations/flowers</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>Andre</td>
<td>US BANK</td>
<td>metrofax: HR fax line</td>
<td>517-A · Telephone</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>flourchlyde bakery: instructor refreshments</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>CEPSE: CEMSO designation application</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>mapbox</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>REI: raid belt</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>amazon: camellbak conversion kit flag depot: US VeteransNetwork classes MCRFA</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>chando's tacos: MCRFA instructor lunch</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>Evernote: CEMSO designation application</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>johnny donuts: training MCRFA</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>itunes</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>google</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>box</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>survey monkey</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>Palace market: MCRFA training</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>cafe del sol: trng mtg</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>audible</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>GCU: training</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>amazon: need receipt</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>cafe del sol: trng mtg</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>barnes</td>
<td>US BANK</td>
<td>amazon: need receipt</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>bouchard</td>
<td>US BANK</td>
<td>clipper yacht</td>
<td>521-1B · Fuel</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>bouchard</td>
<td>US BANK</td>
<td>erroneous personal charge: repaid on 8/8/19 paycheck</td>
<td>11600 · Loan Receivable</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>golden</td>
<td>US BANK</td>
<td>Golden , Gundolf, Meier lunch for T4/E1 pickup</td>
<td>526-2A · Food/Meetings/Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>golden</td>
<td>US BANK</td>
<td>NFA trng meal ticket</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>golden</td>
<td>US BANK</td>
<td>columbia sportswear: 2 bags for R9</td>
<td>521-H · Repairs &amp; Unscheduled Maint.</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>golden</td>
<td>US BANK</td>
<td>amazon: batteries</td>
<td>521-A · Radio Repair</td>
</tr>
<tr>
<td>Date</td>
<td>Num</td>
<td>Name</td>
<td>Memo</td>
<td>Account</td>
</tr>
<tr>
<td>------------</td>
<td>---------</td>
<td>--------------</td>
<td>-------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>golden</td>
<td>US BANK</td>
<td>amazon: batteries/GPS</td>
<td>521-A · Radio Repair</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>golden</td>
<td>US BANK</td>
<td>fraudulent charge disputed</td>
<td>11600 · Loan Receiveable</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>mailboxes n more</td>
<td>512 · POSTAGE</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>amazon: ipad accessories for Nau</td>
<td>523-ZC · Fire Prevention</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>epson</td>
<td>511-B · Copier/Printer Expenses</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>office</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>google storage</td>
<td>517-G · Internet/IDSL</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>american messaging H&amp;S Assoc: joint FPO/REACO mtg charges</td>
<td>517-A · Telephone</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>venice deli: metalcraft lunch</td>
<td>526-2A · Food/Meetings/Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>epson</td>
<td>511-B · Copier/Printer Expenses</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>firehouse coffee: PG&amp;E workshop</td>
<td>523-ZC · Fire Prevention</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>amazon: ipad accessories for Nau</td>
<td>523-ZC · Fire Prevention</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>carwash</td>
<td>521-1A · Vehicle Repair</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>hilliard</td>
<td>US BANK</td>
<td>FPO mtg</td>
<td>523-ZC · Fire Prevention</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>martinez</td>
<td>US BANK</td>
<td>mattress firm: sta 1 mattress</td>
<td>520-C · Unscheduled Repairs &amp; Maint.</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>martinez</td>
<td>US BANK</td>
<td>gashouse cove</td>
<td>521-1B · Fuel</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>martinez</td>
<td>US BANK</td>
<td>tap plastics venice gourmet: meeting/trng</td>
<td>521-1A · Vehicle Repair</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>martinez</td>
<td>US BANK</td>
<td>metalcraft mariner</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>mchugh</td>
<td>US BANK</td>
<td>EMSP: mchugh recert</td>
<td>526-I · EMS Recertifications</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>mchugh</td>
<td>US BANK</td>
<td>safeway/cvs: ice &amp; water filler truck trng</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>moore</td>
<td>US BANK</td>
<td>UPS Store us plastic corp: engine compartment adapters</td>
<td>512 · POSTAGE</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>blinds.com: sta 4 blinds</td>
<td>520-C · Unscheduled Repairs &amp; Maint.</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>amazon: picture mats</td>
<td>513-L · Photos</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>amazon: envelopes</td>
<td>511-A · General Office Supply</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>sta 9 napkins</td>
<td>520-B · Janitorial Supplies</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>medic batteries: scba batteries</td>
<td>521-B · Air Pak Maintenance</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>amazon: picture format frames</td>
<td>513-L · Photos</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>costco</td>
<td>526-1A · General</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>eagle mountain flags</td>
<td>513-Q · Station Flags</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>fastrak</td>
<td>526-2B · Transportation/Bridge Tolls</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>sur la table: skillets (3)</td>
<td>520-K · Kitchen Supplies</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>amazon: ironont air hose reel</td>
<td>520-C · Unscheduled Repairs &amp; Maint.</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>goodyear: E4 tires</td>
<td>521-1A · Vehicle Repair</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>pasquale</td>
<td>US BANK</td>
<td>Irvine &amp; Jachens: buckles w raised letters (24)</td>
<td>515-A · Uniforms/Boots</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>paterson</td>
<td>US BANK</td>
<td>home depot: storage totes</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>peterson</td>
<td>US BANK</td>
<td>OAK parking</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>peterson</td>
<td>US BANK</td>
<td>indian wells renaissance hotel</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>peterson</td>
<td>US BANK</td>
<td>harmony</td>
<td>526-2A · Food/Meetings/Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>peterson</td>
<td>US BANK</td>
<td>calchiefs conf registration: peterson, tubbs, hilliard</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>Date</td>
<td>Num</td>
<td>Name</td>
<td>Memo</td>
<td>Account</td>
</tr>
<tr>
<td>------------</td>
<td>------</td>
<td>------------</td>
<td>-------------------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>peterson</td>
<td>US BANK</td>
<td>saylor's</td>
<td>526-2A · Food/Meetings/Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>peterson</td>
<td>US BANK</td>
<td>firehouse coffee</td>
<td>526-2A · Food/Meetings/Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>peterson</td>
<td>US BANK</td>
<td>CA state FFs</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>sullivan</td>
<td>US BANK</td>
<td>treat recert</td>
<td>526-I · EMS Recertifications</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>sullivan</td>
<td>US BANK</td>
<td>tactron: id tags</td>
<td>515-A · Uniforms/Boots</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>sullivan</td>
<td>US BANK</td>
<td>marsgear: new employees' class B</td>
<td>515-A · Uniforms/Boots</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>sullivan</td>
<td>US BANK</td>
<td>fire etc: OOC bags</td>
<td>515-N · Strike Team Equipment (OOC)</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>CFED conf</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>harmony: Welch shared services mtg</td>
<td>523-T · Team Building</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>rokoform: iphone case for belt</td>
<td>513-T · Computer Upgrades/Programs</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>IAFC pd by check</td>
<td>11600 · Loan Receiveable</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>safeway: academy</td>
<td>526-A · Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>T&amp;B Sports: tax for chiefs' coats</td>
<td>515-A · Uniforms/Boots</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>mail chimp annual fee</td>
<td>513-V · Software Subscriptions Services</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>starbucks: attorney mtg</td>
<td>526-2A · Food/Meetings/Training</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>tubbs</td>
<td>US BANK</td>
<td>gopro monthly fee</td>
<td>513-F · Subscriptions</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>vollmer</td>
<td>US BANK</td>
<td>first out rescue equip: tool kits</td>
<td>583-5G · Ladder Truck</td>
</tr>
<tr>
<td>06/24/2019</td>
<td>vollmer</td>
<td>US BANK</td>
<td>HQ fuels: ice for Op 1A class</td>
<td>526-A · Training</td>
</tr>
</tbody>
</table>

**Jun 24, 19**

**Total Amount:** 33,694.26
## Southern Marin Fire District
### PARS OPEB Trust

<table>
<thead>
<tr>
<th>Date</th>
<th>Contributions</th>
<th>Investment Earnings</th>
<th>Disbursement</th>
<th>Administrative Expenses</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/2011</td>
<td>200,000</td>
<td></td>
<td></td>
<td></td>
<td>200,000</td>
</tr>
<tr>
<td>Total 2011/12</td>
<td>300,000</td>
<td>14,183</td>
<td></td>
<td>(5,388)</td>
<td>508,795</td>
</tr>
<tr>
<td>Total 2012/13</td>
<td>300,000</td>
<td>47,066</td>
<td></td>
<td>(5,685)</td>
<td>850,176.57</td>
</tr>
<tr>
<td>Total 2013/14</td>
<td>374,000</td>
<td>130,603</td>
<td></td>
<td>(6,915)</td>
<td>1,347,864.76</td>
</tr>
<tr>
<td>Total 2014/15</td>
<td>552,000</td>
<td>37,335</td>
<td></td>
<td>(8,519)</td>
<td>1,928,680.85</td>
</tr>
<tr>
<td>Total 2015/16</td>
<td>365,000</td>
<td>46,616</td>
<td></td>
<td>(10,727)</td>
<td>2,329,569.96</td>
</tr>
<tr>
<td>Total 2016/17</td>
<td>375,000</td>
<td>209,322</td>
<td>-</td>
<td>(14,718)</td>
<td>2,899,174.17</td>
</tr>
<tr>
<td>Total 2017/18</td>
<td>355,000</td>
<td>171,859</td>
<td>-</td>
<td>(16,663)</td>
<td>3,409,370.21</td>
</tr>
<tr>
<td>7/31/2018</td>
<td>51,806.34</td>
<td></td>
<td></td>
<td>(710.29)</td>
<td>3,460,466.26</td>
</tr>
<tr>
<td>8/31/2018</td>
<td>44,518.65</td>
<td></td>
<td></td>
<td>(720.93)</td>
<td>3,504,263.98</td>
</tr>
<tr>
<td>9/30/2018</td>
<td>(11,577.00)</td>
<td></td>
<td></td>
<td>(730.05)</td>
<td>3,491,956.93</td>
</tr>
<tr>
<td>10/31/2018</td>
<td>(143,083.16)</td>
<td></td>
<td></td>
<td>(727.49)</td>
<td>3,348,146.28</td>
</tr>
<tr>
<td>11/30/2018</td>
<td>36,601.60</td>
<td></td>
<td></td>
<td>(697.53)</td>
<td>3,384,050.35</td>
</tr>
<tr>
<td>12/31/2018</td>
<td>(122,232.99)</td>
<td></td>
<td></td>
<td>(705.01)</td>
<td>3,261,112.35</td>
</tr>
<tr>
<td>1/31/2019</td>
<td>159,332.89</td>
<td></td>
<td></td>
<td>(679.40)</td>
<td>3,419,765.84</td>
</tr>
<tr>
<td>2/28/2019</td>
<td>58,187.12</td>
<td></td>
<td></td>
<td>(712.45)</td>
<td>3,477,240.51</td>
</tr>
<tr>
<td>3/31/2019</td>
<td>300,000</td>
<td>51,286.30</td>
<td></td>
<td>(724.43)</td>
<td>3,827,802.38</td>
</tr>
<tr>
<td>4/30/2019</td>
<td>64,565.60</td>
<td></td>
<td></td>
<td>(797.46)</td>
<td>3,891,570.52</td>
</tr>
<tr>
<td>5/31/2019</td>
<td>(91,860.29)</td>
<td></td>
<td></td>
<td>(810.74)</td>
<td>3,798,899.49</td>
</tr>
<tr>
<td>6/30/2019</td>
<td>330,000</td>
<td>147,905.87</td>
<td></td>
<td>(791.44)</td>
<td>4,276,013.92</td>
</tr>
<tr>
<td>7/31/2019</td>
<td>19,280.27</td>
<td></td>
<td></td>
<td>(890.84)</td>
<td>4,294,403.35</td>
</tr>
</tbody>
</table>

| Cumulative | 3,251,000.00 | 921,715.59 | - | (78,312.24) | 4,294,403.35 |
# Account Summary

## Commercial Checking Acct Public Funds

<table>
<thead>
<tr>
<th>Account number</th>
<th>Beginning balance</th>
<th>Total credits</th>
<th>Total debits</th>
<th>Ending balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$471,472.90</td>
<td>$784,717.05</td>
<td>-$622,179.16</td>
<td>$634,010.79</td>
</tr>
</tbody>
</table>

### Credits

#### Deposits

<table>
<thead>
<tr>
<th>Effective date</th>
<th>Posted date</th>
<th>Amount</th>
<th>Transaction detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/15</td>
<td>373,032.05</td>
<td>Deposit</td>
<td></td>
</tr>
<tr>
<td>07/31</td>
<td>200,000.00</td>
<td>Deposit</td>
<td></td>
</tr>
</tbody>
</table>

$573,032.05 Total deposits

#### Electronic deposits/bank credits

<table>
<thead>
<tr>
<th>Effective date</th>
<th>Posted date</th>
<th>Amount</th>
<th>Transaction detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/15</td>
<td>435.00</td>
<td>ADP Payroll Fees ADP - Fees 190715 1W5Qq 3844177 Southern Marin Fire PR Tm#190718101435 Rfb#</td>
<td></td>
</tr>
<tr>
<td>07/18</td>
<td>125,000.00</td>
<td>WT Seq101435 San Rafael Fire Foundat /Org= Srf# 0000531198157153</td>
<td></td>
</tr>
<tr>
<td>07/26</td>
<td>86,250.00</td>
<td>Asap Grant Pay 190725 072519G0000329 011RefZz*15954</td>
<td>SE<em>13</em>0000810</td>
</tr>
</tbody>
</table>

$211,685.00 Total electronic deposits/bank credits

### Debits

#### Electronic debits/bank debits

<table>
<thead>
<tr>
<th>Effective date</th>
<th>Posted date</th>
<th>Amount</th>
<th>Transaction detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/01</td>
<td>293.33</td>
<td>Comcast 8155300 12097550 190628 6968932 Southern &quot;Fire</td>
<td></td>
</tr>
<tr>
<td>07/01</td>
<td>25,553.24</td>
<td>Business to Business ACH Detail - MassMutual Reg Prs Rp Rtc 190628 0221120670 Southern Marin Fire PR</td>
<td></td>
</tr>
</tbody>
</table>

ACCOUNT CODE | AMOUNT
--- | ---
12-59 | $211,685.00

---

(182)
Sheet Seq = 0099983

(182)
### Electronic debits/bank debits (continued)

<table>
<thead>
<tr>
<th>Effective date</th>
<th>Posted date</th>
<th>Amount</th>
<th>Transaction detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/01</td>
<td></td>
<td>1,423.00</td>
<td>Business to Business ACH Debit - Massmutual Reg P Rs/Rp Rtc 190628 0221130085 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/03</td>
<td></td>
<td>12,145.00</td>
<td>WT Fed#06628 Keybank /Fr/Btnf=Metalcraft Marine, Inc. Sr# Gw00000025981025 Trm#190703007749 Rtb#20</td>
</tr>
<tr>
<td>07/05</td>
<td></td>
<td>28.30</td>
<td>Business to Business ACH Debit - ADP Payroll Fees ADP - Fees 190705 105Qq 2669948 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/09</td>
<td></td>
<td>261.02</td>
<td>Pitney Bowes Pitney1 190708 0016499415 Alyssa Schiffmann</td>
</tr>
<tr>
<td>07/10</td>
<td></td>
<td>202,650.30</td>
<td>Business to Business ACH Debit - ADP Wage Pay Wage Pay 190710 6080707328525Qq Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/11</td>
<td></td>
<td>35.03</td>
<td>Client Analysis Svc Chrg 190710 Svc Chge 0619 00000405121001259</td>
</tr>
<tr>
<td>07/11</td>
<td></td>
<td>288.25</td>
<td>Comcast 8155300 0206550918 190710 8059547 Southern *Fire</td>
</tr>
<tr>
<td>07/11</td>
<td></td>
<td>63.65</td>
<td>Pitney Bowes Pitney2 190710 0016499415 Alyssa Schiffmann</td>
</tr>
<tr>
<td>07/11</td>
<td></td>
<td>57,885.25</td>
<td>Business to Business ACH Debit - ADP Tax ADP Tax 190711 045Qq 071128A01 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/12</td>
<td></td>
<td>384.92</td>
<td>Sdu Child Suppt Caepweb 190711 xxxxx1925 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/12</td>
<td></td>
<td>25,559.24</td>
<td>Business to Business ACH Debit - Massmutual Reg P Rs/Rp Rtc 190711 0221120670 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/12</td>
<td></td>
<td>1,423.00</td>
<td>Business to Business ACH Debit - Massmutual Reg P Rs/Rp Rtc 190711 0221130085 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/18</td>
<td></td>
<td>293.25</td>
<td>Comcast 8155300 020652038 190717 5185196 Southern *Fire</td>
</tr>
<tr>
<td>07/19</td>
<td></td>
<td>425.97</td>
<td>Business to Business ACH Debit - ADP Payroll Fees ADP - Fees 190719 105Qq 4485835 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/24</td>
<td></td>
<td>201,942.90</td>
<td>Business to Business ACH Debit - ADP Wage Pay Wage Pay 190724 9283112186425Qq Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/25</td>
<td></td>
<td>62,109.75</td>
<td>Business to Business ACH Debit - ADP Tax ADP Tax 190725 045Qq 072530A01 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/26</td>
<td></td>
<td>384.92</td>
<td>Sdu Child Suppt Caepweb 190725 xxxxx4764 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/29</td>
<td></td>
<td>293.33</td>
<td>Comcast 8155300 120297650 190728 3890076 Southern *Fire</td>
</tr>
<tr>
<td>07/29</td>
<td></td>
<td>26,573.11</td>
<td>Business to Business ACH Debit - Massmutual Reg P Rs/Rp Rtc 190726 0221120670 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/29</td>
<td></td>
<td>2,154.00</td>
<td>Business to Business ACH Debit - Massmutual Reg P Rs/Rp Rtc 190726 0221130085 Southern Marin Fire PR</td>
</tr>
<tr>
<td>07/31</td>
<td></td>
<td>38.40</td>
<td>Business to Business ACH Debit - AFLAC Insurance 072919 Knu95519495 Southern Marin Fire</td>
</tr>
</tbody>
</table>

### Total electronic debits/bank debits

$622,179.16

### Total debits

$622,179.16

<Business to Business ACH: If this is a business account, this transaction has a return time frame of one business day from post date. This time frame does not apply to consumer accounts.

### Daily ledger balance summary

<table>
<thead>
<tr>
<th>Date</th>
<th>Balance</th>
<th>Date</th>
<th>Balance</th>
<th>Date</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>06/30</td>
<td>471,472.90</td>
<td>07/09</td>
<td>431,769.01</td>
<td>07/15</td>
<td>516,976.42</td>
</tr>
<tr>
<td>07/01</td>
<td>444,203.33</td>
<td>07/10</td>
<td>229,118.71</td>
<td>07/18</td>
<td>641,683.17</td>
</tr>
<tr>
<td>07/03</td>
<td>432,058.33</td>
<td>07/11</td>
<td>170,876.53</td>
<td>07/19</td>
<td>641,257.20</td>
</tr>
<tr>
<td>07/05</td>
<td>432,030.03</td>
<td>07/12</td>
<td>143,509.37</td>
<td>07/24</td>
<td>439,314.30</td>
</tr>
</tbody>
</table>
**Daily ledger balance summary** *(continued)*

<table>
<thead>
<tr>
<th>Date</th>
<th>Balance</th>
<th>Date</th>
<th>Balance</th>
<th>Date</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/25</td>
<td>377,204.55</td>
<td>07/29</td>
<td>434,049.19</td>
<td>07/31</td>
<td>634,010.79</td>
</tr>
<tr>
<td>07/26</td>
<td>463,069.63</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Average daily ledger balance** $446,763.58
<table>
<thead>
<tr>
<th>Type</th>
<th>Date</th>
<th>Num</th>
<th>Name</th>
<th>Ctr</th>
<th>Amount</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>471,472.90</td>
</tr>
<tr>
<td>Cleared Transactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checks and Payments - 23 items</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check</td>
<td>06/27/2019</td>
<td>eft</td>
<td>MASSMUTUAL</td>
<td>X</td>
<td>-25,553.24</td>
<td>-25,553.24</td>
</tr>
<tr>
<td>Check</td>
<td>06/27/2019</td>
<td>eft</td>
<td>MASSMUTUAL 401a</td>
<td>X</td>
<td>-1,423.00</td>
<td>-26,976.24</td>
</tr>
<tr>
<td>Check</td>
<td>07/01/2019</td>
<td>eft</td>
<td>COMCAST - EFT</td>
<td>X</td>
<td>-293.33</td>
<td>-27,269.57</td>
</tr>
<tr>
<td>Bill Pmt -Check</td>
<td>07/03/2019</td>
<td>wire</td>
<td>MetalCraft Marine, I...</td>
<td>X</td>
<td>-12,145.00</td>
<td>-39,414.57</td>
</tr>
<tr>
<td>Check</td>
<td>07/05/2019</td>
<td>eft</td>
<td>ADP - EFT</td>
<td>X</td>
<td>-28.30</td>
<td>-39,442.87</td>
</tr>
<tr>
<td>Check</td>
<td>07/09/2019</td>
<td>eft</td>
<td>PITNEY BOWES IN...</td>
<td>X</td>
<td>-261.02</td>
<td>-39,703.89</td>
</tr>
<tr>
<td>Check</td>
<td>07/11/2019</td>
<td>eft</td>
<td>PAYROLL</td>
<td>X</td>
<td>-202,650.30</td>
<td>-242,354.19</td>
</tr>
<tr>
<td>Check</td>
<td>07/11/2019</td>
<td>eft</td>
<td>PAYROLL TAXES</td>
<td>X</td>
<td>-57,855.25</td>
<td>-300,209.44</td>
</tr>
<tr>
<td>Check</td>
<td>07/11/2019</td>
<td>eft</td>
<td>MASSMUTUAL</td>
<td>X</td>
<td>-25,559.24</td>
<td>-325,768.68</td>
</tr>
<tr>
<td>Check</td>
<td>07/11/2019</td>
<td>eft</td>
<td>MASSMUTUAL 401a</td>
<td>X</td>
<td>-1,423.00</td>
<td>-327,191.68</td>
</tr>
<tr>
<td>Check</td>
<td>07/11/2019</td>
<td>eft</td>
<td>CA State Disbursement</td>
<td>X</td>
<td>-384.92</td>
<td>-327,576.60</td>
</tr>
<tr>
<td>Check</td>
<td>07/11/2019</td>
<td>eft</td>
<td>COMCAST - EFT</td>
<td>X</td>
<td>-288.25</td>
<td>-327,864.85</td>
</tr>
<tr>
<td>Check</td>
<td>07/11/2019</td>
<td>eft</td>
<td>PITNEY BOWES IN...</td>
<td>X</td>
<td>-63.65</td>
<td>-327,928.50</td>
</tr>
<tr>
<td>Check</td>
<td>07/19/2019</td>
<td>eft</td>
<td>COMCAST - EFT</td>
<td>X</td>
<td>-293.25</td>
<td>-328,221.75</td>
</tr>
<tr>
<td>Check</td>
<td>07/19/2019</td>
<td>eft</td>
<td>ADP - EFT</td>
<td>X</td>
<td>-425.97</td>
<td>-328,647.72</td>
</tr>
<tr>
<td>Check</td>
<td>07/25/2019</td>
<td>eft</td>
<td>PAYROLL</td>
<td>X</td>
<td>-201,942.90</td>
<td>-530,590.62</td>
</tr>
<tr>
<td>Check</td>
<td>07/25/2019</td>
<td>eft</td>
<td>PAYROLL TAXES</td>
<td>X</td>
<td>-62,109.75</td>
<td>-692,700.37</td>
</tr>
<tr>
<td>Check</td>
<td>07/25/2019</td>
<td>eft</td>
<td>MASSMUTUAL</td>
<td>X</td>
<td>-26,573.11</td>
<td>-619,273.48</td>
</tr>
<tr>
<td>Check</td>
<td>07/25/2019</td>
<td>eft</td>
<td>MASSMUTUAL 401a</td>
<td>X</td>
<td>-2,154.00</td>
<td>-621,427.48</td>
</tr>
<tr>
<td>Check</td>
<td>07/25/2019</td>
<td>eft</td>
<td>CA State Disbursement</td>
<td>X</td>
<td>-384.92</td>
<td>-621,812.40</td>
</tr>
<tr>
<td>Check</td>
<td>07/28/2019</td>
<td>eft</td>
<td>COMCAST - EFT</td>
<td>X</td>
<td>-293.33</td>
<td>-622,105.73</td>
</tr>
<tr>
<td>Check</td>
<td>07/28/2019</td>
<td>eft</td>
<td>AFLAC</td>
<td>X</td>
<td>-38.40</td>
<td>-622,144.13</td>
</tr>
<tr>
<td>Check</td>
<td>07/31/2019</td>
<td>eft</td>
<td></td>
<td>X</td>
<td>-35.03</td>
<td>-622,178.16</td>
</tr>
<tr>
<td>Total Checks and Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-622,179.16</td>
<td>-622,179.16</td>
</tr>
<tr>
<td>Deposits and Credits - 6 items</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check</td>
<td>07/08/2019</td>
<td>80890...</td>
<td>Southern Marin Fire ...</td>
<td>X</td>
<td>300,000.00</td>
<td>300,000.00</td>
</tr>
<tr>
<td>Deposit</td>
<td>07/10/2019</td>
<td></td>
<td></td>
<td></td>
<td>435.00</td>
<td>300,435.00</td>
</tr>
<tr>
<td>Deposit</td>
<td>07/15/2019</td>
<td></td>
<td></td>
<td></td>
<td>73,032.05</td>
<td>373,467.05</td>
</tr>
<tr>
<td>Payment</td>
<td>07/18/2019</td>
<td></td>
<td>SAN RAFAEL FIRE ...</td>
<td>X</td>
<td>125,000.00</td>
<td>498,467.05</td>
</tr>
<tr>
<td>Check</td>
<td>07/22/2019</td>
<td>80890...</td>
<td>Southern Marin Fire ...</td>
<td>X</td>
<td>200,000.00</td>
<td>698,467.05</td>
</tr>
<tr>
<td>Payment</td>
<td>07/26/2019</td>
<td></td>
<td>GGNRA</td>
<td>X</td>
<td>86,250.00</td>
<td>784,717.05</td>
</tr>
<tr>
<td>Total Deposits and Credits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>784,717.05</td>
<td>784,717.05</td>
</tr>
<tr>
<td>Total Cleared Transactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>162,537.89</td>
<td>162,537.89</td>
</tr>
<tr>
<td>Cleared Balance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>162,537.89</td>
<td>634,040.79</td>
</tr>
<tr>
<td>Uncleared Transactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checks and Payments - 1 item</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check</td>
<td>07/05/2019</td>
<td>eft</td>
<td>CHEVRON, USA IN...</td>
<td></td>
<td>-195.43</td>
<td>-195.43</td>
</tr>
<tr>
<td>Total Checks and Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-195.43</td>
<td>-195.43</td>
</tr>
<tr>
<td>Total Uncleared Transactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-195.43</td>
<td>-195.43</td>
</tr>
<tr>
<td>Register Balance as of 07/31/2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>162,342.46</td>
<td>633,815.36</td>
</tr>
<tr>
<td>New Transactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checks and Payments - 4 items</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check</td>
<td>08/08/2019</td>
<td>eft</td>
<td>PAYROLL</td>
<td></td>
<td>-195,772.20</td>
<td>-195,792.19</td>
</tr>
<tr>
<td>Check</td>
<td>08/08/2019</td>
<td>eft</td>
<td>PAYROLL TAXES</td>
<td></td>
<td>-58,541.50</td>
<td>-254,333.18</td>
</tr>
<tr>
<td>Check</td>
<td>08/08/2019</td>
<td>eft</td>
<td>CA State Disbursement</td>
<td></td>
<td>-384.92</td>
<td>-254,719.10</td>
</tr>
<tr>
<td>Total Checks and Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-254,719.10</td>
<td>-254,719.10</td>
</tr>
<tr>
<td>Total New Transactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-254,719.10</td>
<td>-254,719.10</td>
</tr>
<tr>
<td>Ending Balance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-92,376.64</td>
<td>379,096.28</td>
</tr>
</tbody>
</table>
# Account Summary

<table>
<thead>
<tr>
<th>Source</th>
<th>Beginning Balance as of 7/1/2019</th>
<th>Contributions</th>
<th>Earnings</th>
<th>Expenses</th>
<th>Distributions</th>
<th>Transfers</th>
<th>Ending Balance as of 7/31/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEB</td>
<td>$3,965,114.36</td>
<td>$0.00</td>
<td>$17,878.44</td>
<td>$826.07</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$3,982,166.73</td>
</tr>
<tr>
<td>PENSION</td>
<td>$310,899.56</td>
<td>$0.00</td>
<td>$1,401.83</td>
<td>$64.77</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$312,236.62</td>
</tr>
<tr>
<td>Totals</td>
<td>$4,276,013.92</td>
<td>$0.00</td>
<td>$19,280.27</td>
<td>$890.84</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$4,294,403.35</td>
</tr>
</tbody>
</table>

# Investment Selection

<table>
<thead>
<tr>
<th>Source</th>
<th>Moderate Index PLUS</th>
<th>Moderate Index PLUS</th>
</tr>
</thead>
</table>

# Investment Objective

**OPEB**  
The dual goals of the Moderate Strategy are growth of principal and income. It is expected that dividend and interest income will comprise a significant portion of total return, although growth through capital appreciation is equally important. The portfolio will be allocated between equity and fixed income investments.

**PENSION**  
The dual goals of the Moderate Strategy are growth of principal and income. It is expected that dividend and interest income will comprise a significant portion of total return, although growth through capital appreciation is equally important. The portfolio will be allocated between equity and fixed income investments.

# Investment Return

<table>
<thead>
<tr>
<th>Source</th>
<th>1-Month</th>
<th>3-Months</th>
<th>1-Year</th>
<th>3-Years</th>
<th>5-Years</th>
<th>10-Years</th>
<th>Plan's Inception Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEB</td>
<td>0.45%</td>
<td>1.62%</td>
<td>5.46%</td>
<td>6.50%</td>
<td>5.48%</td>
<td>-</td>
<td>6/30/2011</td>
</tr>
<tr>
<td>PENSION</td>
<td>0.45%</td>
<td>1.64%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3/12/2019</td>
</tr>
</tbody>
</table>

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which could reduce returns. Information is deemed reliable but may be subject to change. Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.

Account balances are inclusive of Trust Administration, Trustee and Investment Management fees.
STAFF REPORT

Date
August 19, 2019

Topic
Financial Policies

Summary
Since January 2019 the finance committee and staff have been reviewing finance policies for approval by the Board. This report includes all 14 new or reviewed finance policies for the Board’s review and approval.

Background
Prior to this project, the District had two finance policies in place: Fraud Protection (now renamed Internal Controls), and the Purchasing Policy (reviewed and updated for accuracy). We have added an additional 12 polices for the Board to review and approve.

The purpose of these policies is threefold:

- Provide guidance to staff on how to conduct finance-related District business.
- Provide the Board with guidance on the District’s financial goals in order to make consistent and informed decisions.
- Provide the District’s constituents with information on how the District is conducting its finances.

The policies and their corresponding purposes are as follows:

<table>
<thead>
<tr>
<th>#</th>
<th>Policy Name</th>
<th>Purpose:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1200</td>
<td>Long-Term Financial Policy</td>
<td>To provide the Board and Executive Team with guidelines for making financial decisions to ensure the District's long-term financial resiliency.</td>
</tr>
<tr>
<td>1201</td>
<td>Purchasing Policy</td>
<td>Guidelines for staff for the purchasing of supplies and equipment in alignment with the adopted budget.</td>
</tr>
<tr>
<td>1202</td>
<td>Credit Card Purchases Policy</td>
<td>To provide guidance to authorized personnel for the use of CalCards for purchases.</td>
</tr>
<tr>
<td>1203</td>
<td>Budget Preparation Process</td>
<td>To establish a written outline of budget preparation process.</td>
</tr>
<tr>
<td>1204</td>
<td>Accounting, Auditing, &amp; Financial Reporting</td>
<td>Keep the Board apprised of the current financial condition of the District, with alerts for new and/or foreseeable major exceptions.</td>
</tr>
<tr>
<td>1205</td>
<td>Internal Control</td>
<td>To prevent, deter, and detect material misstatements due to fraud, and provide the Board with reasonable assurance that assets are safeguarded against loss.</td>
</tr>
<tr>
<td>Policy No.</td>
<td>Policy Title</td>
<td>Purpose</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1206</td>
<td>Fund Transfer Policy</td>
<td>To ensure proper authorization over all fund transfers.</td>
</tr>
<tr>
<td>1207</td>
<td>OPEB Funding Policy</td>
<td>Ensure that the District is proactively addressing OPEB obligations by</td>
</tr>
<tr>
<td></td>
<td></td>
<td>enacting strategies to accumulate resources in a transparent and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>systematic manner.</td>
</tr>
<tr>
<td>1208</td>
<td>Depreciation Policy</td>
<td>To establish a depreciation policy for capital assets and infrastructure.</td>
</tr>
<tr>
<td>1209</td>
<td>User Fees and charges</td>
<td>To determine the full costs of providing specific services so that the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Board can make informed decisions as to the appropriate levels of fees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>for services.</td>
</tr>
<tr>
<td>1210</td>
<td>Disposition of Surplus Property</td>
<td>To outline the manner in which the Southern Marin Fire Protection</td>
</tr>
<tr>
<td></td>
<td></td>
<td>District disposes of surplus property.</td>
</tr>
<tr>
<td>1211</td>
<td>Grant Application and Approval</td>
<td>To provide guidance to staff to seek out federal, state and other grants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>that address the District’s priorities and policy objectives.</td>
</tr>
<tr>
<td>1212</td>
<td>Employment Verification for Credit Purposes</td>
<td>To ensure employee confidentiality and accuracy of information provided</td>
</tr>
<tr>
<td></td>
<td></td>
<td>for employment verification purposes.</td>
</tr>
<tr>
<td>1213</td>
<td>Knox Box Claims</td>
<td>To establish policy for payment of claims for re-keying Knox Boxes.</td>
</tr>
</tbody>
</table>

**Conclusions**

The attached 13 policies provide comprehensive guidance in all aspects of the District’s financial operations. In addition, they are working documents and will be regularly reviewed and updated as necessary.

**Recommendation**

Staff recommends that the Board review and approve the attached policies, with any recommended changes.

**Attachments**

Policy #s 1200-1213
LONG-TERM FINANCIAL POLICY

1200.1 POLICY
Recurring revenues will equal (or exceed) recurring expenditures in the Adopted Budget. If a structural imbalance occurs, a plan will be developed and implemented to bring the budget back into structural balance. An adequate reserve fund will be maintained, and debt will be proactively addressed.

1200.2 PURPOSE
To provide the Board and Executive Team with guidelines for making financial decisions to ensure the District's long-term financial resiliency.

1200.3 DEFINITIONS AND DETAILS
(a) A structural imbalance occurs when recurring expenditures exceed recurring revenues.
(b) Under this policy, the structural imbalance will be calculated at the time the Preliminary and Adopted Budgets are submitted.
(c) If it is necessary to use one-time resources to balance the budget, a plan for achieving a structural balance will be developed simultaneously that identifies revenue enhancements or expenditure decreases to bring the budget back into balance no later than 30 days after the imbalance is identified.
(d) Executive Team: The Fire Chief, Deputy Chief, and Finance Manager.

1200.4 FINANCIAL SUSTAINABILITY METRICS
The District will use 3 metrics when measuring its financial sustainability: Balanced Budget, Reserve Accounts, and Debt Management.

1200.4.1 BALANCED BUDGET
The District will strive to ensure that recurring revenues exceed recurring expenditures not just for the current fiscal year, but for the length of the Long-term Financial Plan (10 years). The total expenditures are calculated as follows:

Salaries & Benefits + Operating Expenses + Equipment + Apparatus Annual Replacement Cost = Total Expenditures

The cost of new items funded from reserves are not included in the expenditures total, as these costs are accounted for every year with the annual capital replacement cost calculation.

Ongoing expenditure programs shall only be funded by ongoing resources. One-time resources shall be identified and used to fund reserves, pay down debt, or to support one-time expenditures, as determined by the Board.
LONG-TERM FINANCIAL POLICY

The Finance Manager shall be responsible for providing the Finance Committee and Board with the Long-Term Financial Model during the budget process, and will update it throughout the year as needed. The model will be prepared using conservative revenue and expenditure assumptions, as agreed upon by the Executive Team and Finance Committee. Should estimated expenditures exceed estimated revenues in the 10-year forecast, potential options to bring the budget back into balance will be included as an integral part of the annual budget process.

1200.4.2 RESERVE ACCOUNTS

UNALLOCATED RESERVE FUND: The District is committed to maintaining an appropriate level of funding that is accessible at any point during the fiscal year. The District's current goal is to maintain an unallocated reserve fund equal to 15% (2 months') of operating expenses (Salaries + Benefits + Operating Expenses [no equipment]) in the 8007 Investment Fund account with the County of Marin. The District's long-term goal for unallocated reserves is 40% of operating expenses (5 months' expenses).

CAPITAL FUND: The District also has on deposit in the 8007 Investment Fund account with the County of Marin, monies dedicated solely to the replacement and maintenance of apparatus, facilities, and equipment, in addition to monies for the use of exceptional one-time expenses. Monies approved for expenditure in the annual budget are identified in the 585 - Funded From Reserves section of the budget. The balances for the funds are determined annually by the Executive Team in collaboration with the Finance Committee. The funds in this account may not be transferred to the Operating Fund without the approval of the Board.

The methods for determining the annual allocations are as follows:

- **Apparatus:** The annual replacement cost for each apparatus in the District's fleet is determined based on its original cost, useful life, and 5% annual inflation, and this total is deposited into the 8007 Fund annually. These assumptions are revisited and adjusted periodically for accuracy by the Executive Team and Logistics Battalion Chief.

- **Facilities:** The Executive Team works with staff periodically - at minimum on an annual basis - to identify upcoming and future costs associated with the maintenance of facilities, in order to determine the appropriate level of funding needed for facilities maintenance. Recent upgrades, upcoming upgrades, plus funding for unforeseen maintenance will all be considered when determining the appropriate level of facilities funding.

- **Office Equipment:** The current allocation for Office Equipment is $10,100/year, and an automatic increase of 5% determines the allocation in subsequent years. This amount may be increased or decreased by the Executive Team and/or Finance Committee as needed.

- **Miscellaneous:** The current allocation for Miscellaneous is $15,000/year, and an automatic increase of 5% determines the allocation in subsequent years. This amount may be increased or decreased by the Executive Team and/or Finance Committee as needed.
LONG-TERM FINANCIAL POLICY

1200.4.3 DEBT MANAGEMENT
The District will prioritize paying down existing debts, and minimize incurring new debts. The District will consider the use of debt financing only for equipment replacement or one-time capital improvement projects, and only when the project's useful life will exceed the term of the financing. Debt financing will not be considered appropriate for any recurring purpose such as operating and maintenance expenditures.

The District is addressing its unfunded pension obligation by contributing an annual amount to the pension side of the PARS Combination OPEB/Pension Trust, in an amount approved by the Board.

The District's policy for addressing OPEB obligations is outlined in Policy #1207 - OPEB Funding Policy.

1200.5 ADDITIONAL BUDGET PROVISIONS
Before the District undertakes any agreements that would create fixed ongoing expenses, the cost implications of such agreements will be estimated for current and future years with the aid of our financial planning models prior to approval.

Outside service providers for the District shall not have their contracts automatically carried forward from year to year unless directed by the Board of Directors or their designee. Annual review and reauthorization of funding is required.

1200.6 ANNUAL REVIEW AND UPDATE
This policy will be reviewed periodically and updated as necessary to reflect any changing requirements.
PURCHASING POLICY

1201.1 POLICY
Purchases will be made in alignment with the adopted budget, as adopted by the Board of Directors annually. The District's fiscal year is July 1 through June 30.

1201.2 PURPOSE
This policy is intended to be a working document for the purpose of establishing guidelines for the purchasing of supplies, equipment, and services. This policy will define expenditure limits and the processes to be followed within those limits - under normal and emergency circumstances - in order to ensure that purchases are in alignment with the budget, and that staff has the guidelines necessary for a streamlined purchasing process that also allows for efficient and accurate recordkeeping.

1201.3 DEFINITIONS

**Change Order:** A written alteration that is issued to modify an existing contract or purchase order.

**Purchasing Agent:** The District employee responsible for a budget line. Responsibilities include submitting a budget proposal for their budget line(s) during the budget process, and ensuring that their budget line is operating within its budget throughout the fiscal year. It is the purchasing agent's responsibility to check the monthly budget report and make sure that all purchases in their line are correctly allocated.

The monthly budget report and current list of purchasing agents is in the Finance/Budget section of the intranet.

**Purchase Order:** A purchase order (PO) is a written contract for equipment, supplies, services and/or fixed assets with a specified vendor. A PO becomes a legally binding contract. It can stand alone or include attachments for clarification purposes. The purchase order template is on the intranet in Admin/Finance/Forms.

**Vendor:** A supplier/seller of goods and services.

1201.4 ETHICAL STANDARDS FOR PURCHASING
When conducting District business with the business community, it is every District member's responsibility to follow good business and ethical practices and to adhere to the District's policies. This is a duty that should not be taken lightly as it is a duty under the law (CA Public Contract Code §20163). All vendors should be treated equally and fairly at all times by District personnel, with equal information given to each vendor who participates in a competitive situation.

It is a breach of ethical purchasing standards for District personnel to accept gifts, rebates, money, entertainment, personal services, or in any way incur material personal gain for themselves or their families from any vendor doing business with the District or from any potential District vendor, or if circumstances create the impression that one's vote, judgment or action could be affected,
or that staff are being rewarded for the performance or nonperformance of an official duty or if the item is of a value that exceeds statutory limits. Promotional items of nominal value such as calendars, pens, etc. shall not constitute a gift if received as a non-personal item by the employee and the item is distributed to customers or potential customers routinely by the contributor.

1201.5 METHODS OF PROCUREMENT
1. Purchase Order: A PO encumbers a specified amount ($6,000 or more) to provide specified equipment, supplies, services, and/or fixed assets. Regular POs may be paid through a one-time payment of an amount up to the PO amount at the conclusion of performance (delivery of materials, services, etc), or in incremental (progress) payments as provided in a contract. The PO template is on the intranet in the Admin/Finance/Forms section. When a PO is submitted to a vendor, the Finance Manager and Deputy Chief must also receive copies. Any change orders to existing POs or contracts must be signed by the Fire Chief or Deputy Chief.

2. Request for Check: A Request for Check (RFC) is authorization to process payments without a PO for employee reimbursements or for payment for specific materials or services with appropriate documentation and authorization. Said form should be submitted to the Finance Manager or appropriate purchasing agent. If the expenditure was not authorized, reimbursement may be withheld. The RFC form is on the intranet in the Admin/Finance/Forms section.

Checks are issued on a biweekly basis. The deadline to submit an RFC is 8:00 am on the Thursday before the following payroll. The pay date schedule is on the intranet in the Admin/Finance/Payroll section.

3. CalCard Credit Card: Credit card purchases require proper documentation to be submitted with the monthly CalCard reconciliation report filed by the cardholder by the 15th of the month. Under no circumstances may the CalCard be used for non-District related charges. See Credit Card Purchases Policy 1203 for details.

4. Business Charge Accounts: These are charge accounts the District has established in advance for the purchase of products, from vendors with whom the District does repeat business. When signing for a charge purchase, an employee must sign with a legible signature, or also print their name next to their signature. If the employee is not an eligible signer on the account, the employee must request to be added to the list before making the purchase. Contact Administration at Station 9 to be added to the list of authorized signers for a particular vendor.

Use of charge accounts requires that the budget line for each purchase be referenced on the receipt or in the PO section with the vendor.

New charge accounts require approval from the Deputy Chief.

1201.6 EXPENDITURE GUIDELINES AND LIMITS - NORMAL
Resources to purchase goods and services for the District's operations are identified in the approved annual budget by budget line. It is the purchasing agent’s responsibility to ensure that expenditures are applied to the appropriate existing budget lines and that adequate funding exists
within the budget line. In the event a purchase is required for an unbudgeted expense, or will cause a budget line to exceed the budgeted amount, the Fire Chief or Deputy Chief must be informed for approval. For emergency circumstances, see section 1216.10 on Emergency Guidelines and Limits.

The following guidelines pertain to expenditures that were approved in the annual budget. If the need for an expenditure arises that was not already approved by the Board through the annual budget approval process, the Fire Chief has discretion to approve an expenditure up to $45,000, from the Contingency budget line or as deemed appropriate by the Fire Chief.

1201.6.1 SUPPLIES AND EQUIPMENT
1. Purchasing agents do not need approval for purchases, unless they are purchasing a single item or service over $6,000, or if they are approaching their budget line’s limit. All documentation must be forwarded to the Finance Manager with budget lines referenced.

2. If an employee wants to make a purchase, and they are not the designated purchasing agent for that budget line, the employee must first obtain approval from the budget line’s purchasing agent and follow the guidelines below:

   (a) Expenditures less than $200 can be made with prior verbal approval from the appropriate purchasing agent. Receipts or invoices are to be turned in to the purchasing agent with a short explanation of the purpose of the purchase. The purchasing agent will indicate the budget line, and then submit the receipt to the Finance Manager as soon as purchase is made but no later than the 15th of the month.

   (b) Expenditures over $200 must be approved in writing by the designated purchasing agent prior to purchase. Receipts then are to be submitted to the purchasing agent who will submit it to the Finance Manager.

3. Expenditures between $6,000 and $60,000 require a formal purchase order prior to purchase. The PO must be approved by the purchasing agent and the Fire Chief or Deputy Chief. Such expenditures should already be accounted for in the budget.

4. Expenditures between $60,000 and $200,000 require an informal bidding process (a minimum of three written quotations from qualified vendors), and approval by the Board.

5. Expenditures for public works projects that are over $200,000 require a formal bidding process (a formal public written bid notice or request for proposals [RFP] soliciting formal written bids) and approval by the Board.

1201.6.2 CONTRACT SERVICES
Contracts for services will be awarded pursuant to the following guidelines. Staging of purchases in order to avoid these competitive bidding procedures or authorization limits is prohibited.

Cost will not be the sole criterion in selecting the successful bidder. Consultant proposals will be evaluated based on a combination of factors that result in the best value to the District, including but not limited to:

   (a) Understanding of the work required by the District.
(b) Quality and responsiveness of the proposal.
(c) Demonstrated competence and professional qualifications necessary for satisfactory performance of the work required.
(d) Recent experience in successfully performing similar services.
(e) Proposed methodology for completing the work.
(f) References.
(g) Background and related experience of the specific individuals to be assigned to the project.
(h) Proposed compensation.

If it is determined that it is in the best interest of the District for services other than construction, to be provided by a specific consultant – with contract terms, work-scope and compensation to be determined based on direct negotiations – contract award will be made by the Board of Directors.

GUIDELINES FOR CONTRACT SERVICES:

1. Contracts for budgeted consultant services estimated to cost less than $15,000 may be awarded by the Fire Chief or Deputy Chief. Although no specific purchasing requirements are established for this level of contract, proposals should be solicited whenever practical.

2. Contracts for budgeted consulting services estimated to cost between $15,000 and $60,000 may be awarded by the Fire Chief or Deputy Chief. Proposals from at least three firms should be solicited whenever practical.

3. Contracts for public works projects (new construction, alterations, installation, demolition or repair services), shall be bid according to the California Uniform Public Construction Cost Accounting Act (CUPCCAA), PCC Section 22000 et seq. Public Works construction projects up to $60,000 may be done without competitive bidders. Projects between $60,000 and $200,000 must be informally bid. With construction projects that exceed $200,000, a formal bidding process is required. It is the responsibility of the Deputy Chief to ensure that the District is in compliance with the CUPCCAA. It is the responsibility of the Board to approve all formally bid contracts.

4. Contracts for budgeted public works projects that exceed $15,000 must follow the regulations required in SB 854. (See SMFD website under Contracts and Procurements).

5. Contracts for services estimated to cost more than $25,000 will require approval by the Board of Directors, generally awarded pursuant to the following guidelines; however, it is recognized that the District’s need for services will vary from situation to situation, and accordingly, flexibility will be provided in determining the appropriate evaluation and selection process to be used in each specific circumstance.

6. The Board should generally approve request for proposal (RFP) or request for qualifications (RFQ) documents before they are issued. The Board may authorize the Fire Chief or Deputy Chief to award the contract if it is less than or equal to the Board-
Purchasing Policy

1201.7 EXPENDITURE GUIDELINES AND LIMITS - EMERGENCY
The scope of this section of the policy shall be limited only to the emergency procurement of goods, equipment, and services exceeding $10,000, and that are necessary to meet the emergency. An emergency shall only apply to an unexpected and pressing situation that requires swift and immediate procurement action apart from regular procurement procedures and is essential to public life, health, welfare, or safety of the District.

These procedures shall not be allowed for satisfying personal preferences or conveniences, or for any reason that seems to circumvent regular procurement methods. Purchasing agents must anticipate their needs for goods, equipment, and services so as to avoid requesting emergency procurements that are as a result of inadequate planning, forecasting or overlooked requirements.

In case of emergency, it is not advantageous or practicable for the District to use competitive proposals and award methods. Therefore, the Fire Chief may waive competitive proposal requirements and approve the emergency purchase/contract of goods, equipment, or services after making a written finding, supported by reasons that an emergency exists.

Emergency procurement that does not provide the District with the opportunity to obtain maximum competitive pricing should be kept to a minimum. Agreements entered into for purchase or contracts awarded in a manner inconsistent with emergency procurement procedures by any person shall be voidable by the District.

Emergency Procurement must be authorized by the Fire Chief or Deputy Chief. Purchases awarded on an emergency basis shall be submitted to the Board of Directors for ratification at their next scheduled meeting.

1201.8 DEFINITIONS
Emergency as used in this code, means a sudden, unexpected occurrence that poses a clear and imminent danger, requiring immediate action by the Fire Chief to prevent or mitigate the loss or impairment of life, health, property, or essential public services.

State of war emergency means the condition which exists immediately, with or without a proclamation thereof by the Governor, whenever this state or nation is attacked by an enemy of the United States, or upon receipt by the state of a warning from the federal government indicating that such an enemy attack is probable or imminent.

State of emergency means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as air...
pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy or conditions causing a "state of war emergency," which, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city, and county, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission.

Local emergency means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of the District caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor’s warning of an earthquake, tsunami, or other conditions (other than conditions resulting from a labor controversy), which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the District and require the combined forces of other political subdivisions to combat.

Hazardous material emergency response includes, but is not limited to, assessment, isolation, stabilization, containment, removal, evacuation, neutralization, transportation, rescue procedures, or other activities necessary to ensure the public safety during a hazardous materials emergency.

Sudden and severe energy shortage means a rapid, unforeseen shortage of energy, resulting from, but not limited to, events such as an embargo, sabotage, PG&E Public Safety Power Shutoff, or natural disasters, and which has statewide, regional, or local impact.

1201.9 PROCEDURE - EMERGENCY EXPENDITURES
Whenever an emergency condition exists and there is an immediate need to procure goods, equipment, or services exceeding $10,000, the procurement procedure for such commodities shall be as follows:

- In case of emergency, the requesting chief officer shall first identify those supplies or services necessary to meet the emergency.
- Prior to seeking quotes, the chief officer is strongly encouraged to contact the Deputy Chief, Logistics Battalion Chief, or Finance Manager to determine if a governmental contract exists, that can meet the emergency need.
- The requesting chief officer shall attempt to obtain written quotes/proposals from at least three (3) prospective vendors. To the extent possible, users are encouraged to solicit proposals/quotations from local and minority/women owned businesses.

Officers may contact the Finance Manager or Logistics Battalion Chief for assistance in identifying prospective vendors to obtain quotes and ensuring compliance with procurement procedures.
PURCHASING POLICY

Upon determining the quote/proposal most favorable to the District and prior to making the emergency purchase, the chief officer or Deputy Chief shall submit to the Fire Chief, in writing, the following information:

- A description of the goods, equipment, or services necessary to meet the emergency.
- An explanation of the circumstances of the emergency.
- A list of vendors solicited, and the quotes/proposals received.
- The reason for selection of a particular vendor.
- The total costs required for the emergency procurement.
- The budget line(s) from which funds are to be expended.
- The governmental entity and bid contract number, if applicable.

Should the Fire Chief determine an emergency exists he may waive competitive proposal requirements and approve, by signature, the emergency request not to exceed $45,000. This is due to the need for the protection of life and property in collaboration with the Board President, whom both may determine that there is a local emergency.

Upon review and approval by the Fire Chief, the approved memo with all supporting documentation shall be submitted to the Finance Manager.

Immediately following the stabilization of the emergency, the Fire Chief shall prepare and submit a cover memo waiving competitive proposal requirements with the supporting documentation of the procurement action to the Board of Directors for ratification at their next scheduled meeting. Waiver of the competitive proposal requirements to procure goods, equipment, or services on an emergency basis does not require formal Board action.

Should the Fire Chief disapprove the emergency purchase/contract, the acquisition of goods, equipment, or services shall follow normal procurement procedures.

DOCUMENTATION

The Fire Chief shall retain procurement records and files for at least a three-year period, or such longer period as required by applicable statute or law.

For transactions in excess of $10,000, the procurement records and files shall include the following where applicable:

- All formal bid documentation generated by the selection process
- Basis for professional services selection
- Justification for procurement
CREDIT CARD PURCHASES POLICY

1202.1 PURPOSE
To establish a policy for the use of District issued credit cards when conducting District business, and to provide procedures for the documentation and approval process of these expenditures.

To provide Authorized Personnel assigned to operations outside of the local jurisdiction, upon approval, the capability of purchasing items for the effectiveness and safety of District employees.

1202.2 POLICY
It shall be the District's policy that credit cards are to be used for District purchases only.

All credit card slips and receipts for credit card expenditures must be properly coded, signed, documented, and submitted by the authorized cardholder to the Finance Manager by the 15th of the month following the credit card statement.

District credit cards shall not be used to pay for operational training classes unless prior approval from the Battalion Chief Training Officer or Deputy Chief has been given.

Lost or stolen credit cards shall be reported immediately to the Finance Manager.

Credit card purchases are not a substitute for purchasing items that are more appropriate for purchase orders, claims, etc.

The credit card shall not to be used as a device to circumvent normal purchasing procedures and thereby encourage unnecessary "emergency" spending.

1202.3 RESPONSIBILITY
Authorized cardholders shall be responsible for the administration and approval of all credit card purchases made with their credit card.

1202.4 PROCEDURE

By the 15th of each month, each cardholder shall return their monthly credit card statement with the CalCard Submittal Form indicating the following for each transaction:

• description of transaction
• the project or event that the item was used for
• provide the name of other person(s) present and the purpose or topic of business for dining/ meal charges
• The budget line to allocate the expense to
• The receipt for purchase
CREDIT CARD PURCHASES POLICY

In the event that a receipt is lost, or damaged beyond legibility, the individual who made the purchase shall obtain a duplicate receipt or complete a Missing Receipt Statement Form as soon as practical; but no later than the end of the current credit card statement period.

For automatic or recurring charges, indicate the budget line item on the CalCard Submittal Form. A receipt is preferred but not required.

All credit card expenditures of the Fire Chief and Deputy Chief are included in the monthly financial reports to be reviewed by the Board of Directors.

UNLAWFUL PURCHASES

If any credit card transactions are made contrary to the provisions of this Policy, the transaction may be declared void. Depending on the circumstances, the individual who made and/or authorized the purchase may be personally liable for the purchase amount, which may be recovered by the District.
BUDGET PREPARATION PROCESS POLICY

1203.1 PURPOSE
To establish a written outline of budget preparation process.

1203.2 PROCEDURES
The Finance Manager will place the following on the calendar and notify all Chief Officers when applicable.

December-Last Week
The Deputy Chief will provide to the Battalion Chiefs and Captains an overview of the budget process and a budget proposal form at the planning meeting.

- Budget format:
  - Proposed Budget
  - Proposed Staffing
  - Proposed Goals & Objectives: Fire District

February - Fourth Week
Battalion Chiefs return proposed budgets to Fire Chief and Deputy Chief who will review with appropriate chiefs and give to Finance Manager.

April - Third Week
Finance Manager compiles all District budgets and revenue estimates and presents proposed preliminary budget to the Fire Chief and Deputy Chief.

April - June
A review meeting, to be held at the staff meeting with Battalion Chiefs if necessary, for final modification to budget.

Schedule meetings with the Finance Committee.
Executive Team prepares the proposed preliminary budget and presents it to the Finance Committee in April, May and June.
Board of Directors to adopt preliminary budget at June meeting.

July/ August
Finance Manager updates revenue projections.
Special budget meeting with Battalion Chiefs, as needed.

September
Board meeting for review and adoption of final budget prior to October 1st.
ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

1204.1 POLICY
The Southern Marin Fire District will conform to Generally Accepted Accounting Principles as promulgated by the Governmental Account Standards Board (GASB). Reporting will include the following:

1. Financial Reports: The Finance Manager will prepare monthly reports for the Board of Directors and Finance Committee that analyze and evaluate financial performance.
2. Red Flag Exceptions: The Finance Manager and Fire Chief shall advise the Board of Directors of troubling and/or positive financial information including an assessment of the impact on the District's budget and financial condition.

1204.2 PURPOSE
Keep the Board of Directors apprised of the financial condition of the various District funds. This includes an early alert on major exceptions that can have a positive or negative impact on the District Budget.

1204.3 DEFINITIONS AND DETAILS
1. Monthly financial reports will be prepared and submitted by the Finance Manager to the Finance Committee and transmitted to the Board of Directors.
2. During times of high or unusual activity, the Finance Manager and Fire Chief may elect to increase the frequency of formal financial presentations.
3. In general, a red flag exception occurs whenever a major expenditure or revenue exception is not in alignment with the District's projections, as defined in the annual budget. Anomalies that occur will be called out in the financial report using the following guidelines:
   (a) Expenditures: The Finance Manager will include in the header of the monthly report the percent of the budget completed to-date (according to the number of payrolls to-date), and will highlight in red any expenditure lines that are higher than the calculated percentage, providing an explanation for the overage.
   (b) Revenues: As soon as fluctuations are known, the Finance Manager will provide an explanation for the exception in the revenue section of the budget report.
INTERNAL CONTROL POLICY

1205.1 POLICY
The Southern Marin Fire District shall maintain an environment conducive to effective internal control.

1205.2 PURPOSE
To prevent, deter, and detect material misstatements due to fraud; and to provide the Board of Directors with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed and recorded properly to permit the preparation of general purpose financial statements in accordance with generally accepted accounting principles.

Inherent in these controls is the recognition that the cost of internal control should not exceed the benefits expected to be derived. Also, internal controls may become inadequate as conditions change, thus requiring review and modification of these controls.

1205.3 DEFINITIONS
Executive Team – Refers to the Fire Chief, Deputy Chief, and Finance Manager.

Internal Control - Comprises the plan of organization and all of the coordinated methods and measures adopted within the Southern Marin Fire District to safeguard its assets, check the accuracy and reliability of its assets, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. (This is the broad definition, recognizing that a “system” of internal control extends beyond those matters which relate directly to the accounting and finance functions.)

This broad definition can be subdivided into two components; accounting and administrative, as follows:

(a) Accounting controls comprise the plan of organization and all the methods and procedures that are concerned mainly with, and relate directly to, the safeguarding of assets and the reliability of the financial records.

(b) Administrative controls comprise the plan of organization and all the methods and procedures that are concerned mainly with operational efficiency and adherence to managerial policies and usually relate only indirectly to the financial records.

This policy is concerned primarily with the “Accounting Controls” and when the terms “internal controls” or “controls” are used, it is meant as Accounting Controls.

1205.4 RESPONSIBILITY
The Board of Directors and Executive Team are responsible for designing appropriate controls, and the Executive Team is responsible for their implementation.
1205.5 BASIC ELEMENTS OF INTERNAL CONTROL

1. **Personnel** - Objectives are dependent on competence and integrity of personnel and their understanding of prescribed procedures.

2. **Computer Data Processing** - Control over development, modification, and maintenance of computer programs; control over use and changes to data maintained on computer files; application controls.

3. **Segregation of Duties** - Procedures that are designed to detect errors and irregularities should be performed or verified by persons other than those who are in a position to generate them.

4. **Execution of Transactions** - There is reasonable assurance that transactions are executed as authorized in compliance with District financial policies.

5. **Recording of Transactions** - To permit preparation of financial statements, transactions are recorded in the proper period, amounts, and classifications.

6. **Access to Assets** - Both direct physical access and indirect access through preparation/processing of documents that authorize the use or disposition of assets be limited to authorized personnel.

7. **Comparison of Recorded Accountability with Assets** - Comparison of actual assets with the recorded accountability, such as bank reconciliations and physical inventories.

An annual review of the plans will be performed, and modifications made as required (or as a result of internal or external audits) or new legal requirements or Governmental Accounting Standards Board (GASB) changes.

1205.6 ACTIONS CONSTITUTING FRAUD

(a) Any dishonest or fraudulent act

(b) Forgery or alteration of any document or account belonging to SMFD

(c) Forgery or alteration of a check, bank draft, or any other financial document

(d) Misappropriation of funds, securities, supplies, equipment, or other assets of SMFD

(e) Impropriety in the handling or reporting of money or financial transactions

(f) Disclosing confidential and proprietary information to outside parties

(g) Accepting or seeking anything of material value from contractors, vendors, or persons providing goods or services to SMFD. Exception: gifts less than $50 in value

(h) Destruction, removal or inappropriate use of records, furniture, fixtures, and equipment

(i) Any similar or related irregularity

1205.7 INTERNAL CONTROL ACCOUNTING PROCEDURES

In order to safeguard the District's assets, the following accounting procedures are to be followed:

Checks:
INTERNAL CONTROL POLICY

(a) All checks require two signatures.
(b) For checks exceeding $300,000, one of the two signatures must be a director’s.
(c) All checks must have backup documentation approved either by a chief or purchasing officer.
(d) New vendors must submit a completed W9 form for payment.

Recurring Electronic Payments:

(a) SMFD pays various time-sensitive yet routine bills by automatic debit from the payroll account. All debits are approved by a chief or director by signature of vendor’s bill. The Wells Fargo payroll bank statement will be approved by a chief and included in each month’s financial reports to the Finance Committee and Board.
(b) The vendors currently on automatic debit are: ADP, Chevron (FleetCorp), Comcast, Pitney Bowes, State of California Child Support, California Department of Tax and Fee Administration, Aflac and MassMutual. New vendors may be added to this list at the discretion of the Finance Manager, with the written approval of the Fire Chief or Deputy Chief.

Cash:

(a) The District does not engage in cash transactions.

Credit Card Purchases:

(a) All credit card charges require backup documentation in the form of a receipt, or if a receipt is not available then an explanation.
(b) The documentation must be approved by a chief or director.

Payroll Reports and Transactions:

(a) All ADP payroll reports must be reviewed and signed by the Fire Chief or Deputy Chief.
(b) The Deputy Chief may periodically log on to the MassMutual site to review contribution reports for accuracy.

One-Time Wire Transfers/Electronic Payments

(a) Certain circumstances may warrant an expense to be paid via wire or electronic payment/automated clearing house (ACH) transfer. With prior written approval from the Fire Chief or Deputy Chief, the Finance Manager will initiate the transfer on the Wells Fargo CEO Portal. Once initiated, the transaction will not be initiated by Wells Fargo until online approval is granted by the Fire Chief or Deputy Chief.

Deposits:

(a) The Finance Manager will prepare deposits.

1205.8 FRAUD REPORTING PROCEDURES
Great care must be taken in the investigation of suspected improprieties or irregularities so as to avoid mistaken accusations or alerting suspected individuals that an investigation is
underway. Any investigation concerning firefighting personnel shall be done in accordance with the “Firefighter’s Procedural Bill of Rights” – California AB 220.

An employee who discovers or suspects fraudulent activity will contact the Chief immediately, and should not attempt to personally conduct investigations or interviews/interrogations related to any suspected fraudulent act. The employee or other complainant may remain anonymous. If the suspected fraudulent activity involves the Chief, the employee may contact the President of the Board. Pursuant to notification, the Fire Chief or President of the Board should contact SMFD’s legal counsel immediately. Legal council will advise the Fire Chief or President of the Board on how to proceed.

All inquiries concerning the activity under investigation from the suspected individual(s), his or her attorney or representative(s), or any other inquirer should be directed to the Board of Directors or legal counsel. No information concerning the status of an investigation will be given out. The proper response to any inquiry is "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to the “allegation,” “the crime,” the “fraud,” the “forgery,” the “misappropriation,” or any other specific reference.

The reporting individual should be informed of the following:

(a) Do not contact the suspected individual in an effort to determine facts or demand restitution.

(b) Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the Fire Chief, Deputy Chief, or the Board President.

1205.9 CONFIDENTIALITY
All information received will be treated confidentially. Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct.
FUND TRANSFER POLICY

1206.1 PURPOSE
To establish management control and to ensure proper authorization over all fund transfers.

1206.2 DEFINITION
Any transfer of funds between the District's operating fund, reserve funds, or the payroll account, including the transfer of funds to the District's charitable foundation 501(c)(3).

1206.3 PROCEDURE
A. Fund transfers will be initiated by the Finance Manager and require the authorizing signature of the Fire Chief or Deputy Chief, or a Director of the Board. All fund transfers shall be reported in the monthly budget report.
B. The Finance Manager will maintain copies of all properly authorized fund transfers for documentation purposes.
OPEB FUNDING POLICY

1207.1 PURPOSE
The purpose of this policy is to ensure that the District is proactively addressing its Other Post-Employment Benefit (OPEB) liability by enacting strategies to accumulate adequate resources in a systematic and transparent manner. This policy also demonstrates to employees and the public how OPEB will be funded, provides guidance in making annual budget decisions, and promotes long-term, strategic planning.

1207.2 BACKGROUND
In order to ensure that the District’s OPEB program is sustainable, the District has taken the following measures:

- In June 2011, the District established an irrevocable OPEB Trust for the purpose of pre-funding OPEB. All funds contributed to this trust may be used only for retiree medical premiums.

- In 2013, the District discontinued paying the Medicare surcharge for retirees, thereby decreasing the OPEB liability.

- Effective January 1, 2014, the District closed the OPEB group by eliminating OPEB benefits for all employees hired on or after January 1, 2014. All employees hired on or after this date will receive contributions to a Retiree Health Savings (RHS) Account throughout their years of service, accruing no OPEB liability for the District.

As of May 2019, the assets in the District’s OPEB Trust total $3.8 million.

As of the most recent actuarial valuation on July 1, 2018, the District’s unfunded accrued liability was $6.78 million. The next actuarial valuation will be conducted as of July 1, 2020.

1207.3 POLICY
As required by GASB 75, an actuary shall conduct an actuarial valuation every two years to determine funding progress as well as the Actuarially Determined Contribution.

The District intends to make periodic contributions to the OPEB Trust throughout each fiscal year which, combined with the pay-go current retiree medical premiums, will equal or exceed the 20-year level contribution amount as provided in the sample funding schedule of the July 1, 2018 actuarial valuation report ($547,344 per year). The District intends to review and amend this funding policy periodically, coincident with preparation of the actuarial valuations, to ensure that the funding policy continues to meet the needs of the District.
OPEB FUNDING POLICY

In order to achieve transparency to District employees, retirees, the Board and Southern Marin residents, the District will make available on the financial section of www.smfd.org, the following information:

• The District’s actuarial valuations.

• The District’s annual audit reports, which contain summarized current and historical information on the District’s OPEB plan, contributions to the OPEB Trust, and the funded status of the plan.

• The District’s annual operating budget, with clear appropriations to the OPEB Trust and pay-go costs (budget lines 504-AA and 504-AAA).

All aspects of this Policy are subject to the review and approval of the Board and are subject to change, if deemed appropriate and in the best interests of the District.
DEPRECIATION POLICY

1208.1 PURPOSE
To establish a depreciation policy for capital assets and infrastructure to comply with the reporting requirements under Governmental Accounting Standards Board (GASB) Statement No. 34.

1208.2 POLICY
The District will establish the following General Fixed Assets Account groups:

- Land
- Buildings and improvements
- Fire apparatus and vehicles
- Equipment over $10,000

The District will depreciate capital assets using the straight-line method with the following estimated useful lives:

- Land - indefinite life, no depreciation
- Building and improvements:
  - Buildings - 30 to 40 years
    - Portable buildings - 20 to 25 years,
    - HVAC systems - 15 to 20 years,
    - Roofing - 15 to 20 years.
- Motor vehicles - Varies depending on the type of rig, as established in the Asset Allocation Schedule managed by the Finance Manager and Chiefs.
- Fire apparatus - 15 to 20 years, as established in the Asset Allocation Schedule managed by the Finance Manager and Chiefs.

The concept of depreciation allows for the systematic reduction of the carrying value of fixed assets over the period of time the assets are in service. The annual depreciation expense is calculated by dividing the actual cost of the asset by the estimated useful life.
USER FEES AND CHARGES POLICY

1209.1 POLICY
The Southern Marin Fire District is empowered to recapture, through fees, up to the full cost of providing specific services. Regular and consistent review of all fees is necessary to ensure that the costs associated with delivery of individual services have been appropriately identified, and the District is fully recovering those costs. It is the District’s policy to set user fees at full cost recovery levels, except where a greater public benefit is demonstrated to the satisfaction of the Board of Directors, or when it is not cost effective to do so.

1209.2 PURPOSE
To determine the full costs of providing specific services so that the Board of Directors can make informed decisions as to the appropriate levels of fees for services that may be imposed to avoid providing unwanted subsidies. The Board of Directors may decide against full cost recovery in cases where greater public benefit is demonstrated.

1209.3 DEFINITIONS AND DETAILS
(a) Every service supported by user fees or charges will be analyzed every 3-5 years to determine the net cost of providing the service.

(b) Net cost will be determined by identifying all revenues generated or attributed to the service and subtracting all cost elements (direct and indirect expenses, capital outlays and other one-time expenses). The resulting figure will be level of subsidy, which Board of Directors will use as a basis for determining user fee increases or decreases.

(c) If it determined that there is a net cost to providing the service, the Board of Directors will raise user fees to achieve full cost recovery, unless it is decided that the subsidy should be maintained.

(d) Additional information may be necessary to aid in the decision as to whether or not a service should be subsidized (public benefit, cost effectiveness, etc.)
DISPOSITION OF SURPLUS PROPERTY POLICY

1210.1 PURPOSE
To outline the manner in which the Southern Marin Fire Protection District disposes of surplus property.

1210.2 POLICY
The District may sell directly, lease, donate, or otherwise dispose of any asset or property belonging to the District determined to no longer be required for District operation.

1210.3 PROCEDURE
Property once determined to be no longer of use to the District, may be deemed surplus.

All efforts will be made to repurpose items if possible. An assessment may be made to determine the market value of such items.

Items with value less than five thousand dollars ($5,000) and have no use, may be disposed of by any District Purchasing Agent, who will also inform the Logistics Battalion Chief. All sold property requires proof of sale documentation to be submitted to the Logistics Battalion Chief, who will forward it to the Finance Manager.

- Items can be donated to any governmental agency, including school districts.
- Items can be put up for sale on a public auction.
  - Profits from the sale shall be recorded and deposited in the general fund or reserve fund, as determined by the Finance Committee.
- Items can be sold to a private party
  - Profits from the sale shall be recorded and deposited in the general fund or reserve fund, as determined by the Finance Committee.
- Items that have no value or attempts have been made to sell via public auction may be disposed of, including offering items to district members so long as the items are for personal use only.
  - Surplus items sold to district members must remain with the employee and cannot be resold.

Items with a value of more than five thousand dollars ($5,000), real estate, or apparatus require the approval of the Board of Directors prior to being deemed surplus.

- Items can be donated to any governmental agency.
- Items can be put up for public auction for sale.
  - Profits from sale shall be recorded and deposited in the general fund or reserve fund, as determined by the Finance Committee.
DISPOSITION OF SURPLUS PROPERTY POLICY

All District inventory tags, or anything that labels the surplus item as District property, shall be removed prior to disposal.

- Items with fixed asset inventory tags will be recorded once deemed surplus and the Logistics Battalion Chief will notify the Finance Manager to remove items from the District's inventory database.

Apparatus once deemed surplus and disposed of shall be removed from the District's insurance agency as soon as possible.

All items that are deemed surplus and disposed of will be recorded by the person disposing of that item and documentation will be completed and forwarded to the Logistics Battalion Chief, who will inform the Finance Manager.
GRANT APPLICATION AND APPROVAL

1211.1 PURPOSE
To provide guidance to staff to seek out federal, state and other grants that address the District's priorities and policy objectives.

1211.2 POLICY
Before any grant above $50,000 is pursued, staff shall submit a written request to the Fire Chief or Deputy Chief, seeking permission to apply for the grant. Once a chief confirms that the grant is aligned with the District's vision and mission, staff will proceed to work with management to provide details to the Board, as outlined below.

A proforma must be submitted to the Board of Directors for all grants prior to accepting the award.

1211.3 DEFINITIONS
Proforma - "as a matter of form" - a document that details cash outlay for an expenditure. The proforma should detail the District's financial obligations, the grant's financial costs, policy and procedures for grant compliance.

1211.4 PROCEDURE
1. Any grant request must be consistent with the District's strategic plan and the District's vision and mission.

2. District employees are encouraged to submit applications for cost effective grants that help the District achieve its missions and goals.

3. Once permission is granted to apply for a grant, employees shall work with the executive team to develop a proforma that includes the following elements:
   a. How the grant relates to the District’s Vision, Mission, and adopted Strategic Plan.
   b. Anticipated benefits.
   c. A cost estimate (by character of expense) showing anticipated start-up costs and projected ongoing costs. Costs must include both direct costs (personnel, benefits, current expenses, capital, training) and overhead costs (insurance, legal, administrative).
   d. Detailed revenue budget showing estimated revenues and sources, required matching funds (cash or in-kind) and their source.
   e. Other departments impacted by grant requirements and results.
   f. Project status after grant funding expires.
g. Other requirements.

h. If grant is reimbursable or advance funds.

4. The proforma to the Board must also include a risk analysis including assumptions and a contingency plan if, for example:

   a. Funds are not received or are received later than planned.
   b. Actual funding falls short of the budget commitment.
   c. Expenses are ruled ineligible or expenses exceed the grant-awarded amount.

5. If funding has not been identified or the funding source discontinues its grant program, continuing an ongoing program after grant funds have been exhausted, an automatic sunset provision will be included in the Board’s authorization for the program.

   a. The program will automatically terminate at the end of the fiscal year when grant funds cease if additional funding has not been secured.
   b. The program will continue if ongoing funding is identified or the Board determines that the program should be funded.

6. If the proposed grant has deadlines that do not accommodate the above process, an exception may be granted by the Fire Chief or Deputy Chief in the event that matching funds required by the District are less than $45,000.
EMPLOYMENT VERIFICATION FOR CREDIT PURPOSES POLICY

1212.1 PURPOSE
To ensure employee confidentiality and accuracy of information provided for employment verification purposes.

1212.2 POLICY
The District uses The Work Number® from Equifax to provide automated and secure employment and income verifications for all employees. The Work Number simplifies the verification process and accelerates qualifying decisions through an online system available to verifiers 24 hours a day, 7 days a week.

1212.3 PROCEDURE
1. Upon receiving a request from a verifier (any lending institution, property manager, government agency, or other organization with a permissible purpose to verify employment or income of an employee), the employee or SMFD staff shall provide a copy of the Message to Verifiers document and refer them to www.theworknumber.com. (See attachment: Work Number - Message to Verifiers.pdf) The verifier will need Southern Marin Fire Protection District Employer Code and the employee’s social security number.

2. The Work Number will protect sensitive employee information (date of hire and earnings) by credentialing all verifiers prior to system use, authenticating the verifier at login, requiring the verifier to have Consumer Consent and a valid Permissible Purpose for requesting the data, and monitoring and auditing verifier activity to ensure compliance with the above safeguards. The Work Number helps reduce employer liability risk of unknowingly providing sensitive employee data to a non-authorized requestor.

3. Employees can also login to The Work Number to:
   
   (a) Access an annual free Employment Data Report (EDR), which provides complete historical employment and income information, as well as a listing of verifier requests for the past two years.

   (b) Generate a salary key. In most cases, employee consent is provided at the point of application for service with a lender and a salary key is not required. However, if the verifier requests a salary key, an employee can generate the single-use, six-digit code using the See attachment: Create Work Number Salary Key Instructions.pdf document.
Create Work Number Salary Key Instructions.pdf
Creating Salary Keys

The Work Number® is a fast and secure way to provide proof of your employment or income—a necessary step in many of today’s life events involving credit, financing, or securing of benefits or services.

The Work Number simplifies the verification process and accelerates credit decisions through an online system available to verifiers 24 hours a day, 7 days a week. The purpose of this document is to provide you with steps in order to generate a Salary Key, a single-use, six-digit code that you can provide to a verifier as consent to access your income information.

**Note** – In most cases, your consent is provided at the point of application for a service—when you sign a loan application or similar agreement—and a Salary Key is not required, but if you are asked to provide one from the verifier, the below instructions will show you how.

First step is to access your employee account on the www.theworknumber.com

1. Click the "I’m an Employee" tab
2. Click "Enter Site"
3. Enter your employer’s name or code (or use the "Find Employer Name" look-up feature)
4. Click "Log In"
5. Enter your User ID
   **Note** – If this is your first time accessing The Work Number, you will use a default User ID and PIN sequence established by your employer.

For Southern Marin Fire District employees, the default ID and PIN scheme is:
User ID: SSN
PIN Scheme: Last 4 of SSN + 4 digit year of birth

6. Click “Continue”
7. Enter your PIN

**Note** – If this is your first time accessing The Work Number, you will be guided through some additional, simple account setup steps. Our site protects your data privacy using a secure, Risk Based Authentication system similar to many banking and financial services sites.

8. Click “Log In”

Creating and managing Salary Keys

1. Click the “Prove Income to Verifiers”
2. Click “Create Salary Key”
3. Click “New Salary Key”
4. The new salary key can be printed or emailed with instructions for the verifier on how to use it through The Work Number. Or the salary key itself can be provided to the verifier along with your employer name or code and your social security number.
   **Note** – At any point, select the “Salary Key Activity” link to view the status (used, unused, expired) of keys you have created.

For questions or more information please contact:
The Work Number Client Service Center: 866-604-6572
TTY–hearing impaired: 800.424.0253, Monday – Friday; 7a.m. – 8p.m. (CT)
Fire Policies

Work Number - Message to Verifiers.pdf
We have received your request for a verification of employment and/or income on a Southern Marin Fire District employee.

Please note that our organization has selected The Work Number service from Equifax to provide automated income and employment verifications. The Work Number reduces our risk of liability from providing erroneous or unauthorized information, and our employees receive the benefit of rapid verification completion, 24 hours a day, 7 days a week.

Please follow the instructions below to complete the verification:

How to Use The Work Number

For Commercial Verifications (mortgage lenders, pre-employment, property leasing, credit cards, etc.)
- Please visit www.theworknumber.com and select “I’m a Verifier”
- Provide the following:
  1. Employer Name or Code: Southern Marin Fire District
  2. Employer Code is 114063
  3. Employee’s Social Security Number

For Social Services Verifications* (including Medicaid, SSI/SSDI, SNAP, TANF, Child Support, Public Housing, etc.)
*Available to qualifying assistance agencies only
- Please visit www.theworknumber.com and select “I’m a Verifier”
- Provide the following:
  4. Employer Name or Code: Southern Marin Fire District
  5. Employer Code is 114063
  6. Employee’s Social Security Number

Additional Information

The Work Number service from Equifax is the leading resource for income and employment verification services nationwide. It provides verifiers an instant, automated solution for verification of employment, income and identity, based on payroll records contributed directly from thousands of employers.

Prior to using The Work Number, all verifier organizations must successfully pass a credentialing process, which validates legitimacy and permissible purpose, in compliance with the Fair Credit Reporting Act (FCRA). Over 200,000 credentialed verifiers rely on The Work Number to securely deliver fraud-proof information that virtually eliminates reliance on applicant-provided data, helps increase regulatory and internal compliance, while adding to operational consistency and efficiency.

In addition to permissible purpose, The Work Number also requires that verifiers have documented consent of the employee-consumer to access income information. Consent is generally established via a signed acknowledgement at the point of application for a loan or service. The Work Number fulfillment process is purpose-built for completing verifications and securely delivering critical decision-making data with unparalleled speed and efficiency.

To learn more about The Work Number from Equifax, please visit www.theworknumber.com
KNOX BOX CLAIMS

1213.1 PURPOSE
To establish policy for payment of claims for re-keying Knox Boxes. Knock Box (rapid entry system) holds a key to allow entry to a building in an emergency without the use of forcible entry.

1213.2 POLICY
The District will pay the cost of re-keying if it can be verified that keys were missing.

1213.3 PROCEDURES
Claims will first be submitted to the Deputy Chief for processing.

1213.4 RESPONSIBILITIES
Claims must include the following information:

- The address of the building, building owner and pertinent contact information;
- The location of the Knox Box from which the building keys were missing;
- Verification that the information was forwarded to the applicable Police Department;
- A copy of the re-keying work completed (bill or invoice) by which specific vendor, and the total dollar amount incurred.

Forward claims to the Finance Manager for payment processing.

Other claims will be forwarded to the applicable Police Department and the District’s insurance agent.

1213.5 FINANCE MANAGER RESPONSIBILITIES

- Pay claims that are approved by the Deputy Chief.
- Track reimbursement of key replacement claims.

Documentation will be returned to Administrative Assistant for filing.
AGENDA TITLE:
A resolution of the Board of Southern Marin Fire Protection District of Marin County, California acknowledging receipt of a report made by the Fire Chief of the Southern Marin Fire Protection District regarding the inspection of certain occupancies required to perform annual inspections in such occupancies pursuant to sections 13146.2 and 13146.3 of the California Health and Safety Code.

LEAD DIVISION:
Fire Prevention – Community Risk Reduction

SUMMARY:
California Health and Safety Code Sections 13145 and 13146 require every city or county fire department or district providing fire protection services to enforce the fire code as adopted. Additionally, section 13146.2 requires the fire department to annually inspect every building used as a public or private school as well as all apartment houses, hotels, motels, lodging houses for compliance. On September 27, 2018, Governor Brown approved Senate Bill 1205, which requires the fire department to report annually to its administering authority, as defined, on the department’s compliance with the above-described inspection requirements. The bill requires the administering authority to acknowledge receipt of the report in a resolution or a similar formal document.

BACKGROUND:
After the tragic 2016 “Ghost Ship Fire” in Oakland that killed 36 people, Senator Jerry Hill introduced SB 1205 The Fire protection services - Compliance Reporting. The bill was passed and Section 13146.4 was added to the States Health and Safety Code in 2018. Existing state law requires California fire departments to enforce the fire code as adopted. Additionally, fire departments are required to perform annual inspections of every building used as a public or private school, as well as all apartment houses, hotels, motels, and lodging houses for compliance with the adopted codes. The percentages of inspections completed are based on the fire department records for the types of businesses that are required by state law to be inspected every year.
The 44% completion rate of educational facilities reflects 5 inspections that were not completed in 2018. The 27% completion rate of group R for purpose of this resolution was a result of 75 completed inspections out of 277.

**FISCAL IMPACT:**
NONE. This is a reporting requirement by the State of California and does not carry any penalties for agencies not in compliance with 100% of the required inspections for each occupancy.

**RECOMMENDED MOTION:**
Adopt resolution as written

**ATTACHMENTS:**
Resolution – Action Item

Respectfully,

Fred Hilliard
Fred Hilliard, Division Chief
Fire Marshal
Southern Marin Fire District
RESOLUTION NO. 2019/2020-03

A RESOLUTION OF THE BOARD OF DIRECTORS FOR SOUTHERN MARIN FIRE PROTECTION DISTRICT OF MARIN COUNTY, CALIFORNIA ACKNOWLEDGING RECEIPT OF A REPORT MADE BY THE FIRE MARSHAL OF THE FIRE DISTRICT REGARDING THE INSPECTION OF CERTAIN OCCUPANCIES REQUIRED TO PERFORM ANNUAL INSPECTIONS IN SUCH OCCUPANCIES PURSUANT TO SECTIONS 13146.2 AND 13146.3 OF THE CALIFORNIA HEALTH AND SAFETY CODE.

WHEREAS, California Health & Safety Code Section 13146.4 was added in 2018, and became effective on September 27, 2018; and

WHEREAS, California Health & Safety Code Sections 13146.2 and 13146.3 requires all fire departments, including the Southern Marin Fire Protection District, that provide fire protection services to perform annual inspections in every building used as a public or private school, hotel, motel, lodging house, apartment house, and certain residential care facilities for compliance with building standards, as provided and,

WHEREAS, the Board of Directors of Southern Marin Fire Protection District intends this Resolution to fulfill the requirements of the California Health & Safety Code regarding acknowledgement of the Southern Marin Fire Protection District’s compliance with California Health and Sections 13146.2 and 13146.3.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of Southern Marin Fire Protection District that said the Board of Directors expressly acknowledges the measure of compliance of the Southern Marin Fire Protection District with California Health and Sections 13146.2 and 13146.3 in the area encompassed by the Southern Marin Fire Protection District as follows:

A. EDUCATIONAL GROUP E OCCUPANCIES:

   Educational Group E occupancies are generally those public and private schools, used by more than six persons at any one time for educational purposes through the 12th grade. Within Southern Marin Fire Protection District, there lie nine (9) Group E occupancies, buildings, structures, and/or facilities.

   During calendar year of 2018, the Southern Marin Fire Protection District completed the annual inspection of four (4) Group E occupancies, buildings, structures, and/or facilities. This is a compliance rate of 44% for this reporting period.
B. RESIDENTUAL GROUP R OCCUPANCIES:

Residential Group R occupancies, for the purposes of this resolution, are generally those occupancies containing sleeping units, and include hotels, motels, apartments (three units or more), etc. as well as other residential occupancies (including a number of residential care facilities). These residential care facilities have a number of different sub-classifications, and they may contain residents and clients that have a range of needs, including those related to custodial care, mobility impairments, cognitive disabilities, etc. The residents may also be non-ambulatory or bedridden. Within the Southern Marin Fire Protection District, there lie 277 Group R (and their associated sub-categories) occupancies of this nature.

During calendar year 2018, the Southern Marin Fire Protection District completed the annual inspection of 75 Group R occupancies, buildings, structures and/or facilities. This a compliance rate of 27% for this reporting period.
STATE OF CALIFORNIA

COUNTY OF MARIN

SOUTHERN MARIN FIRE PROTECTION DISTRICT

I, ______________________________, President of the District, certify that the foregoing resolution was adopted by the Board of Directors for Southern Marin Fire Protection District, at a regular meeting held on the ________ day of __________________, 2019.

AYES:
NOES:
ABSENT:
ABSTAIN:

APPROVAL: ________________________________, 2019

APPROVAL/NO RETURN: ________________________, 2019

VETO: ________________________________, 2019

BOARD OVERRIDE: ________________________, 2019

PRESIDENT OF BOARD OF DIRECTORS

BY: ____________________________________

Kurt Chun, President

APPROVED AS TO FORM:

District Attorney’s Office:

BY: ________________________________

Attachments:

- Staff Report
STAFF REPORT – Marin County Regional Wildfire Initiative

Date
August 28, 2019

Topic
Regional Wildfire Risk Reduction Initiative

Summary
Over the past several months local agency officials (City & Town Managers, Fire Chiefs), along with elected officials (Cathryn Hilliard from SMFD), have been meeting and developing a proposed plan to address the issues identified in the recent Marin County Civil Grand Jury Report: Wildfire Preparedness: A New Approach. This work has culminated in a proposed regional approach, that builds off existing local programs, (including SMFD’s Measure U funds), to increase reducing the risks from wildfire in Marin County. The proposal includes the creation of a regional JPA, along with a dedicated funding stream that will be utilized to increase existing efforts at reducing the risks from this threat.

The Southern Marin Fire District Board of Directors will be asked in September, whether to support a resolution requesting the Marin County Board of Supervisors to put forth to voters in March 2020; a tax measure that will raise $20M of revenue which will be expended towards a proposed regional wildfire risk reduction plan. This regional initiative is borne out of the risks that exist throughout Marin County, the experiences of the increasing fires in California, the recent 2017 Lessons Learned Report, and the 2019 Marin County Civil Grand Jury Report.

Staff has begun the process of community outreach, as well as meeting with City of Sausalito Officials. The Southern Marin Fire District Emergency & Disaster Preparedness Committee received a presentation at their August 13, 2019 meeting and the City of Sausalito’s Community Safety / Disaster Preparedness Committee will receive the presentation at their September meeting.

Staff will bring the resolution to the Board at the September 18, 2019 Board Meeting.

Background
Wildland fires have “NO” respect to community, neighborhood or even residential boundaries. Never have we seen more evidence of this than as witnessed in Sonoma, Napa, Lake, Shasta and Butte Counties (2015 to 2018). Fires consumed untreated vegetation and eventually homes to move through communities aided by wind and weather exacerbated by climate change. These fires are not limited to WUI areas as witnessed by the 2017 Fires in Santa Rosa and the destruction of Coffey Park, a large suburban community. Adding to the level of devastation is the development of homes into the forested areas and the fire services’ 100-year approach of aggressive fire suppression. Marin County has its own rich history of wildland fires as seen in the Mount Vision Fire (October 1995). The Vision fire burned
12,354 acres and consumed 45 homes. Even more tragic, approximately 13 air miles from Mill Valley, the Oakland Hills Fire destroyed 1,520 acres that included 2,843 households (437 apartment/condo units) and killed 25 residents across three separate communities. The City of Sausalito also experienced tragic wildland fire in 1919. Today the City is far denser in housing, population, and non-indigenous vegetation has grown and thrived since that time, increasing the fuel load in and around the City.

Insurance losses are also rising as a result of the increased fire season, which is yielding larger and more destructive fires in California. Between approximately 2000 – 2016, insurance losses in California averaged $1.3 billion annually. In 2017 alone, losses were $17 billion. Increasingly our residents are being notified by their insurance carriers that their homeowner’s policies are being cancelled. In most cases we are learning, these homeowners are having great difficulty in finding replacement policies and when they do, the premiums are significantly higher than what they were previously paying. Former Governor Brown has noted that the increased fire destruction and the new extended fire season in California is the new normal.

Generally speaking, wildfires are a natural occurrence and serve essential ecosystem functions. Forest landscapes are dynamic and change in response to variations in climate and to disturbances from natural sources, such as fires. Fires typically move through areas burning lower branches and clearing dead wood from the forest floor which kick-starts regeneration by providing ideal growing conditions. Wildfires impact different environments differently. In forests, the intensity of the fire is a crucial characteristic that influences the impact of the fire. Historically, more frequent low-intensity fires burned underbrush and small trees, leaving larger trees. In recent decades, fires in the region have been higher intensity, which has resulted in complete vegetation loss. Our suppression efforts have led to an unhealthy forested area with a disorderly accumulation of invasive plant species, unburned native fuels, and homes. Generally speaking, Marin County’s fire return interval (the years between large fires) is between 8-13 years. Due to fire suppression efforts and homes located in the wildfire-prone areas, other methods are required to reduce the vulnerabilities within the region.

Addressing our fire problem and adjusting to evolving conditions will require a revolution in thinking, new funding, an enhancement in science-based land management practices and an adaptation in community philosophy about our relationship with fire. These were also the findings from the recent Marin County Civil Grand Jury Report titled, *Wildfire Preparedness: A New Approach*, *(Attachment 1, page)*.

Over the past several months local agency officials (City & Town Managers, Fire Chiefs), along with elected officials have been meeting and developing a proposed plan to address the risk for wildfire and specifically issues identified in the recent Marin County Civil Grand Jury Report: *Wildfire Preparedness: A New Approach*. This work has culminated in a proposed regional approach, that builds off existing local programs, (including SMFD’s Measure U funds), to increase reducing the risks from wildfire. The proposal includes the creation of a regional JPA, and a dedicated funding stream that will be utilized to increase existing efforts at reducing the risks from this threat.

**Discussion**

There are approximately 260,000 residents within Marin County who enjoy the beauty found in lush vegetation and vast wide-open spaces. With beauty comes inherent risks and vulnerabilities *(see attachment 1, page)*. Local fire agencies and communities must coordinate on wildfire prevention and disaster preparedness including maintaining defensible space, reducing flammable vegetation, making homes fire resistant, and planning for an organized evacuation in an emergency. Individual homes and property are only as fire resilient as the surrounding homes within each neighborhood. A collective
effort by all citizens and property owners is necessary to reduce the threat of wildfire to life, property, and critical infrastructure.

A regional wildfire risk reduction initiative is being proposed and includes the cooperation of all fire agencies, and local municipalities. This initiative is designed to enhance existing regional fire prevention efforts. A taxing initiative to raise funding for support and a governing body forms the backbone of oversight through the creation of a Joint Powers Authority (JPA). The result is an enhanced wildland fire safety program for the community on a Countywide basis well into the future and in advance of future climate change.

Key elements of the regional fire prevention initiative include:

- Improving emergency alert and warning systems and ensuring early alert for organized evacuations;
- Sustaining a coordinated regional effort to reduce flammable plants and vegetation;
- Improving evacuation routes and infrastructure to ensure adequate traffic flow during evacuations;
- Conducting defensible space and home evaluations and educating homeowners about how to reduce the vulnerability of their home and neighborhood to wildfire;
- Providing grants and support to seniors, persons with disabilities and low-income homeowners who need assistance maintaining a defensible space, making homes fire resistant, reducing flammable vegetation and preparing for emergencies;
- Creating and sustaining a regionally coordinated local wildfire public safety and disaster preparedness program;
- Supporting residents to establish Firewise programs in neighborhoods through ongoing public education;

Marin Wildfire Prevention Authority– New Marin Joint Powers Authority

Consistent with our “Community Wildfire Protection Plan,” the “Lessons Learned from North Bay Fire Siege” report, and this year’s “Marin Civil Grand Jury Report on Wildfire Preparedness,” we recognize the importance of a countywide, multi-agency approach to better protect our residents.

A countywide coalition that includes the cooperation of all Marin fire and city/town agencies has proposed a new joint power agreement (JPA) and funding measure that would raise approximately $20 million per year dedicated to local wildfire prevention. The JPA agreement would consist of these local fire agencies, our cities and towns, and the County. The mission of the Marin Wildfire Prevention Authority would be to fund and oversee the following programs:

- Wildfire detection and evacuation
- Vegetation management and fuel reduction
- Defensible space evaluations
- Public education and neighborhood preparedness
- Local-specific wildfire prevention efforts

An 11-member Board of Directors would provide governance, with two elected from each of five proposed zones. These five areas would include the Ross Valley, San Rafael, West Marin, Novato, and Southern Marin – as well as 1 area representing small districts. An Operations/Budget Committee of 11 would be comprised of agency staff from the member agencies from the five proposed zones. Finally, an Advisory Committee of technical staff would help provide advice and help inform the annual work plan and budget.
March 2020 Revenue Measure

A proposed new revenue measure to be considered by countywide voters in March of 2020 would ensure thousands of wildfire defensible space evaluations per year to educate property owners across Marin to keep all Marin residents safe. Overall, an estimated $20 million annual funding plan would include:

- **60% to core functions such as vegetation management, wildfire detection, evacuation improvements, grants, and public education**
  - Proposed initiative dedicates $10.7 million towards fuel reduction countywide, *(Currently, the Southern Marin Fire District dedicates approximately $500,000 annually from Measure U funds)*.
  - Proposed initiative dedicates $1 million towards wildfire detection and evacuation program improvements.
  - Proposed initiative commits $700,000 towards grants to offset costs assumed by at-risk populations.
  - Proposed initiative dedicates $400,000 towards public education.

- **20% for annual defensible space evaluations**
  - The Southern Marin Fire District is estimated to receive $400,000 annually to support self-managed defensible space inspection programs (opt-out), or to receive the services of defensible space inspections from the Regional JPA (opt-In). It would be the Fire Chief’s recommendation that the District Opt-Out, thereby receiving the funds directly and exercising direct control, though coordinated with the regional program, of the defensible space inspections within the District and City of Sausalito.

- **20% for local-specific wildfire prevention efforts**
  - The Southern Marin Fire District can anticipate an estimated $445,000 annually to support Southern Marin Fire District local mitigation programs. The Southern Marin Fire District would likely initially apply these funds to fuel reduction services along evacuation routes.

It is important to note that all funds would stay local in Marin County and would be protected from any taking by the State. These funds must be used for wildfire prevention and cannot be diverted. Independent oversight and annual audits would be required. Finally, the new revenue source would help Marin qualify for state and federal grants that otherwise will go to other communities around the State.

Measure U Funds

In November 2018 Southern Marin Fire District residents (including City of Sausalito) passed Measure U which authorized the Fire District to collect a parcel tax that would result in an estimated $3M in new revenue. The Measure stated that the funds would be used for fire protection and emergency services not limited to but including *(see Attachment 2, page)*:

- Maintaining Local Emergency Medical Services
- Attracting and Retaining Qualified Professional Paramedics
- Maintaining High Cardiac and Stroke Survivability Standards
- Maintaining Local Fire Protection
- Maintaining current 9-1-1 fire response times and,
- Improving the District’s ability to react to and contain wildland fires.
Of the estimated $3M in new revenue, the Fire District committed to spending $1M of the new revenue towards reducing the risks from wildland fire. This includes fuel reduction efforts (chipper programs, goats, etc.), coordinating defensible space inspections conducted by on duty personnel, public outreach and information services. The first year of the new revenue includes some one-time startup costs. In subsequent years that funding will be diverted towards other programs such as fuel reduction and public education.

**Measure U – Wildfire Risk Reduction Funding**

Funding provided through the recently passed Measure U includes $1M dedicated to the reduction of the threat from wildland fire. This funding facilitates approximately $500K in vegetation and fuel reduction/removal efforts. The remaining funding includes some initial startup costs, and ongoing program support. Staff anticipates that after one-time costs, the following years will allow for increased funding for vegetation and fuel reduction efforts. Defensible Space Inspections are currently being done by our duty crews – we do not have any dedicated defensible space inspectors. The focus of the Measure U funds is directed towards wildfire risk reduction are for fuel removal and reduction. No funding from Measure U dollars has been allocated for:

- Improving emergency alert and warning systems and ensuring early alert for organized evacuations;
- Hiring dedicated defensible space inspectors to conduct evaluations and provide education to homeowners in how to reduce their risks from the vulnerability of wildfire.
- Improving evacuation infrastructure to ensure adequate traffic flow during evacuations;
- Providing grants and support to seniors, persons with disabilities and low-income homeowners who need assistance maintaining a defensible space, making homes fire resistant, reducing flammable vegetation and preparing for emergencies;
- Creating and sustaining a regionally coordinated local wildfire public safety and disaster preparedness program;

Despite the $1M of local dedicated revenue for wildland risk reduction, experts, the Marin county Civil Grand Jury, and the community are telling us that more needs to be done at the community level and regional level.

**Community Support:**

Significant support was found for the proposed programs and the funding support necessary to see them through. Polling was conducted throughout Marin County for three variations on the tax proposal to include:

- 11 cent/per square foot tax
- $178 per parcel tax
- ¼% sales tax increase.

Although all tax approaches garnered the support necessary to move forward, the 11 cents/per square foot tax contained the most support.

The Marin County Fire Chiefs and FireSafe Marin are in support of the proposed initiative and are asking local agencies to support a resolution asking the Marin County Board of Supervisors to put the issue before the voters. This is also the recommendation of the Marin County Civil Grand Jury.

**Next Steps and Timelines**

A revenue measure approved by Marin voters will provide improvements to alert and warning systems, evacuation planning, and protect critical infrastructure - including emergency communications, schools,
police, and fire facilities - to remain functioning in a disaster. Various presentations and listening sessions are scheduled throughout Marin County with an effort to educate and garner support.

**August 2019**
- Informational presentations
- Finalize the MWPA structure
- Finalize the Wildfire Prevention Funding Measure

**September - October 2019**
- Informational presentations continued
- Adopt resolution joining the MWPA

**November 2019**
- Board of Supervisors adopt a resolution placing the measure on the March 2020 ballot

**March 2020**
- Election and implementation of MWPA

**Risk of Opting Out**
The Southern Marin Fire District Board of Directors could elect to not pass a resolution asking the Marin County Board of Supervisors to place the measure on the March 2020 ballot for voters to decide. A reasonable question to ask is: what would be the downside of not putting the measure to the voters? Opting out of the regional initiative would result in:

- Will not have fuels crews to expand and accelerate fuels reduction in Southern Marin.
- Will not have funding for, nor be a part of a regional approach to the abatement of vacant lots and other properties that are not addressing elevated fuel loads. The abatement process is lengthy and expensive, and the Southern Marin Fire District has neither the staff nor the funding to pursue abatements at this time.
- If the City of Mill Valley opts into the Regional JPA but Southern Marin Fire does not, it becomes another challenge in the pursuit and implementation of shared services or future consolidation.
- Will not benefit from the resources of a regional education and outreach program.
- Will have a reduced ability to access greater grant dollars that are available.
- Will have a reduced ability to expand alert warning and evacuation planning.
- Will not be fully part of a regional approach to fuel and risk reduction and planning efforts and will likely be outpaced by the rest of the County.
- We will be going against the recommendations of the Marin County Civil Grand Jury.

**Conclusion**
The Marin County Civil Grandy Jury has recommended this regional approach and the creation of a new funding stream to facilitate the regional wildfire risk reduction program. The Marin County Fire Chiefs also unanimously approves and supports this County-wide Regional Wildfire Mitigation Plan (*attachment 3, page*). Survey results indicate that our voters would like us to do more wildfire risk reduction work and are willing to fund this need (*attachment 4, page*).

The Southern Marin Fire District and our regional partners are at the intersections of a climate change (causing larger more violent fire storms) and an eminent need to enhance community safety on a regional basis. The result is in less opportunity for conflagration and more opportunity for survivability.
of our residents and homes. Any effort undertaken, must be done on a community wide basis with all residents taking responsibility.

Measure U funds provide funding to reduce the risk from wildland fire, but more needs to be done and this requires additional funding. The proposed regional initiative will provide that needed funding and allow this work to be done on a regional and coordinated manner. In short, it will greatly enhance and accelerate what Measure U dollars are able to accomplish.

The proposed initiative enables a coordinated effort through a Countywide JPA while allowing funding for local options and mitigation priorities.

The resolution puts this choice before the voters, who will ultimately decide if they want to fund the proposed program.

**Recommendation(s)**

The Fire Chief Recommends that the Board of Directors receives tonight’s staff report and provide additional questions that they would like Staff to analyze and answer by the September Board Meeting.

The Fire Chief also recommends that we continue to actively solicit community input, and input from the Sausalito City Council prior to the September Board Meeting.

**Attachments:**

1. Marin County Civil Grand Jury Report
2. Ordinance 2018/2019-01 (Measure U)
3. Letter from Marin County Fire Chiefs
4. Copy of Wildfire Prevention & Mitigation Initiative Slide Presentation
Wildfire Preparedness
A New Approach

Report Date: April 18, 2019
Public Release Date: April 25, 2019
SUMMARY

Marin faces unprecedented danger to life and property from wildfire. The Grand Jury reviewed the conditions that make us vulnerable to wildfire, assessed the plans currently in place to correct them, and recommends a new approach to meeting these challenges. Four areas of vulnerability stand out:

Vegetation Management: Fuel conditions make Marin extremely vulnerable to wildfires. Through a combination of aggressive fire suppression and environmental policies, overgrown vegetation has created hazardous fuel loads throughout the county. The policies and procedures intended to manage and reduce vegetation are inadequate. Too few inspectors are available to determine compliance, and enforcement is too slow.

Educating the Public: The public’s ignorance of how to prepare for and respond to wildfires makes Marin vulnerable. Most people do not know how to make their homes fire resistant or create defensible space by cutting back vegetation. Many have failed to collect emergency supplies or plan for evacuations. Nearly 90% of the county’s residents have not signed up to receive emergency alerts. Programs to educate the public for wildfire are not well known and are offered infrequently. The county’s only organization assigned to educate the public about wildfires is understaffed.

Alerts: The two crucial emergency alert systems in the county have a flaw that restricts their reach. Both Alert Marin and Nixle, as opt-in systems, warn only those who have registered.

Evacuations: Evacuation planning is also a grave concern. Marin’s topography creates great danger for those who live far from the main evacuation routes. Most connecting roads are narrow and overgrown. Some are constricted by traffic calming obstacles such as concrete medians, and bump outs which impede traffic in emergency evacuations. Plans to ease emergency traffic flow such as traffic-light sequencing and the conversion of two-way roads to one-way flow corridors are years away from implementation. Marin’s roads lack the capacity for a mass evacuation in personal vehicles. Public transit is a neglected piece of evacuation preparedness and is underused. Inertia and complacency have prevented a proactive and nimble response to wildfire dangers.

The Grand Jury Proposes: The creation of a joint powers authority to coordinate a comprehensive, consistent approach to pre-ignition planning funded by a ¼ cent sales tax. This new approach will remedy the gaps in our preparedness and demonstrate our political will to improve wildfire safety in Marin.
INTRODUCTION

The conditions that made wildfire a distant and unlikely risk have now changed. Through a combination of new weather patterns, aggressive suppression of natural wildfires, and pro-vegetation environmental policy, Marin has become extremely vulnerable to devastation from wildfires.

We are living in a powder keg.

Marin’s first responders are highly trained and dedicated specialists who excel in fighting fires. Mutual aid among fire agencies and disaster coordinators operates seamlessly, and countywide agencies meet regularly to discuss pre-ignition (before a fire) and pre-suppression (before a fire is extinguished) preparation. However, there are significant disparities among fire districts in the policies applicable to vegetation management, education of the public, evacuations and use of sirens.

Considering Marin’s current state of preparedness, citizens should not assume that first responders will be able to save them from the horrors of a wildfire like those experienced during Butte County’s Camp Fire. The deadly threat of fire creates an urgent need for new policies for wildfire preparedness which must be implemented without delay. These policies and practices must be made a top priority to ensure the public’s safety.

Marin County has been warned repeatedly that it stands one spark away from a major conflagration, but many of the county’s governments continue to conduct business as usual. Uncoordinated pre-ignition planning, jurisdictional rivalries, and a glacial pace for implementation of improvements has left the public in grave danger.

This report argues for a change in civic culture and suggests a mechanism to address many of the inadequacies in wildfire preparedness. The Grand Jury recommends the creation of a countywide umbrella agency to fund, coordinate and lead pre-ignition and pre-suppression planning.

METHODOLOGY

To prepare this report, the Grand Jury:

- Interviewed county officials and fire chiefs.
- Interviewed individuals in law enforcement, arboriculture, emergency planning, wildfire education, public advocacy, transportation, and public transit.
- Surveyed current fire preparedness procedures and practices.
- Reviewed newspaper articles.
- Examined websites.
- Studied wildfire and firefighting blogs.
- Reviewed emergency alert platforms.
- Researched emergency transportation studies.
- Considered previous Grand Jury wildfire reports.
- Visited 2017 and 2018 wildfire sites in Sonoma and Butte Counties.
DISCUSSION

Vegetation Management

The danger of a catastrophic wildfire in Marin exists in part due to vegetation management policies. Approximately 60,000 acres fall within the wildland urban interface (WUI), where residences are intermixed with open space and wildland vegetation. The Marin County Fire Department estimates there are upwards of 69,000 living units valued at $59 billion within this area, which borders virtually every city and town in Marin. While vegetation management is critical throughout the county, its importance is elevated in areas where homes and residences are within the WUI.¹

Photographs of Marin County in the first half of the 20th Century reveal a landscape of open grassland with a smattering of trees and bushes. When the Golden Gate Bridge opened, many new homes were built, and more vegetation was planted. Marin now consists of homes, businesses, and shopping centers surrounded by densely overgrown vegetation. This overgrowth constitutes an enormous hazard that could fuel a firestorm and devastate our communities.

Overgrown vegetation also threatens Marin’s roads and evacuation routes. It narrows these escape routes, many of which will be impassable in a wildfire. As happened in Paradise, panicked Marin residents may try to flee only to find the roads impeded by burning vegetation, fallen trees, downed power lines, and stalled cars with melting engine blocks.²

Overhanging trees, thick underbrush, and vegetation that have grown too close to structures also pose serious threats. First responders will bypass evacuated homes that are overgrown by vegetation. Instead, they will move on to homes that have defensible space rather than attempt to save a structure that has none.

Facts:

1. The federal government and the State of California own thousands of acres of ungroomed open space in the county.

2. The Marin Municipal Water District owns approximately 21,500 acres of wildland and has been clearing only 30 acres per year.4

3. Marin County Open Space District owns approximately 16,000 acres of wildland, but only about 10% are managed to reduce fire hazard annually.5

4. According to the Marin County Assessor’s Office, approximately 4,400 vacant lots are in the county. They are usually not well maintained, or maintained at all, and as a result are dangerously overgrown, often with pyrophytic (fire prone) plants.

5. The vegetation management policies and practices by the county fire departments and districts are not uniform.

---

6. The number of dedicated vegetation inspectors, who are also trained firefighters, varies significantly from one department to another. For example, the largest fire department, the County of Marin, has two chief officers, two captains, two part-time inspectors, and four to six seasonal defensible space inspectors. In contrast, many smaller departments cannot dedicate even a single firefighter to full-time inspection duties.

7. The number and frequency of vegetation/defensible space inspections vary significantly among jurisdictions.

8. Jurisdictions differ regarding the vegetation that is or should be banned. For example, San Rafael requires but fails to enforce the removal of juniper and bamboo as they are considered pyrophytic plants, but most cities and towns have no list of prohibited plants.

9. In residential communities, the lack of vegetation inspectors requires some departments to conduct only “windshield” inspections, where engine crews drive through neighborhoods looking for obvious violations that can be seen from the street, often missing hidden hazardous conditions.

10. Where hazardous conditions are observed and corrective notices are issued, jurisdictions rarely have the resources to follow-up and confirm the violations have been remedied.

11. The formal procedures to take action against code violators vary from one jurisdiction to another and none provide a streamlined process that will accomplish corrective actions in a timely manner.

12. Vegetation management is a repetitive task that needs to be performed at least annually; it requires clearing underbrush, mowing grass, limbing-up trees and disposing of dead matter.

Two charts summarizing current vegetation management practices in all of Marin’s fire jurisdictions are attached as Appendix A.

Educating the Public

Another essential issue is education of the public. To reach everyone in every neighborhood the number of Firewise Communities should be expanded through the efforts of Firewise USA™ and FIRESafe Marin. These two organizations support Marin County neighborhoods to reduce wildfire risks by educating and motivating citizens to mitigate hazards and prepare for a wildfire disaster.

Firewise Communities are neighborhood groups certified by Firewise USA, a national organization that teaches people about the risk of wildfire and encourages neighbors to take immediate action to protect their homes and improve their safety through neighborhood-wide collaboration. Communities develop plans that guide their risk reduction activities and develop collaborative efforts for neighbors to work toward building a safer place to live. Marin already has over 30 Firewise Communities.

FIRESafe Marin is a local non-profit information organization dedicated to wildfire risk prevention and increasing fire-safety awareness in Marin County. This organization provides education, resources, tools, and on-going support for neighborhoods to form Firewise Communities.
FIRESafe Marin also provides information and literature to the *Fire in Marin!* program that is held each wildfire season. Only a single volunteer delivers the *Fire in Marin!* program thereby limiting the number of sessions and attendees. In addition, there are a number of emergency preparedness programs offered, most of which cover all disasters, not exclusively wildfire. These are delivered by volunteers or fire departments. Most public education sessions have been notable for the predominance of older residents and the paucity of parents of young children.

Even if all local fire jurisdictions in Marin were to act together, more personnel would be needed to make sure everyone gets the message and gets prepared. This must be done at a grass roots level. Marin Firewise Communities have shown that they can generate much more neighborhood participation and preparation than public agencies are able to do. In order to involve all neighborhoods, FIRESafe Marin needs to expand its staff and activities from its one current part-time employee.

Education of the public is essential to enable Marin residents to reduce damages and destruction, to escape wildfire, and to survive. Educating and informing the public requires complete disclosure. This includes posting all possible evacuation routes and other exits including stairs, paths, fire roads and shortcuts. It also includes making all appropriate geographic information system maps easily understandable so residents can see and evaluate their own individual properties and situations regardless of possible commercial misuse by the insurance industry or others. By providing all information, emergency planners will enable people to make the best decisions for their own safety and survival because people cannot rely on being protected and rescued in a large emergency.

**Wildfire is Coming: Are We Ready?**

Ultimately, to be prepared for wildfire, everyone must take responsibility for their own property and join their neighbors to build strong, fire resistant communities. We must shake off apathy, get informed, and act.

Citizens have to ask themselves, “Am I ready and do I know what actions to take?”

For example, have I...

1. Created defensible space around my home?
2. Hardened my home against ember showers?
3. Discussed evacuation plans with my family?
4. Identified two exit routes from my neighborhood?
5. Stocked emergency supplies to last 72 hours?
6. Signed up for all emergency alerts?
7. Packed a go-bag?

If the answer to any of these questions is no, our safety authorities have failed to meet their obligation to educate and convince the public, or our citizens have failed to incorporate their message. Prompt action is needed while there still is time to prepare.
Facts:

1. Public education on wildfire preparedness is delivered inconsistently via websites, email, and in person in neighborhoods, homes, pop-up meetings, and classes.

2. County wildfire education policies are not consistent across towns/cities nor is the application of those policies.

3. Marin has 30 plus Firewise Communities which encourage neighbors to help neighbors to prepare for emergencies.

4. Only about 10% of Marin residents are signed up for Alert Marin.

5. Only a small percentage of Marin’s citizens have attended a wildfire safety preparation meeting.

6. FIRESafe Marin has only one part-time employee to educate the entire county.

7. Emergency preparedness information is occasionally offered by CERT, Get Ready Novato, Neighborhood Response Groups, Fire in Marin!, FIRESafe Marin, FireWise Communities and fire departments.

8. There are no other countywide government sponsored programs that cover wildfire preparation.

9. Few residents take advantage of home visits provided by fire departments to assess their properties’ vegetation and fire hazards.

Two charts summarizing current programs to educate the public in the county are attached as Appendix B.

Alerts

When a wildfire starts, emergency managers implement a number of alert systems to protect the public. It is critical that those in the path of a deadly wildfire receive accurate and timely information. The effectiveness of these warnings depends on the reliability of all alert system technologies and their rapid implementation through the emergency command structure.

Alert Technologies and their Weaknesses

Marin County has overlapping alert systems, which can be implemented for emergency events. Such redundancy is important as no single system will reach all residents at all times. Emergency managers use the Emergency Alert System, Wireless Emergency Alerts, Alert Marin, Nixle and, in some fire districts, sirens. In addition, emergency services use television and radio bulletins, and social media such as Facebook, Twitter, Nextdoor, and Instagram to inform the public. As a last resort, law enforcement personnel and fire fighters may go door to door or use loud speakers to deliver evacuation orders.

**Emergency Alert System** is used for catastrophic events. It is a national warning system, but state and local authorities can use it to deliver local emergency information. It reaches
the public via broadcast, cable, satellite, and wired communications pathways. However, if power is lost or the devices are switched off, the alert fails.

**Wireless Emergency Alerts (WEA)** is a system that employs “push notification” alerts. It reaches mobile devices by geographically targeting cell towers in a certain area. It sends text-like messages that warn of imminent threats to safety in the area. WEA does not require telephone subscribers to sign-up.

The disadvantage of the WEA system is that it is geographically imprecise. The message can “bleed over” to those who drive in and out of a cell tower’s range so it can reach more people than the intended recipients of the warning or evacuation order. Because of this, emergency officials hesitate to use it, as was the case in both the Tubbs Fire in 2017 and, again, in the Camp Fire in 2018. Recent history has shown that early use of WEA might be less dangerous, even if too many people are notified, than the risk of using it too late. Despite its over-reach, it offers at least a chance of escape to those in danger. If WEA is used too early and too many people receive an evacuation notice, at worst, it will provide a real-time, full scale evacuation drill for those involved even though it might strain evacuation routes.

Additionally, cell tower locations are proprietary information and therefore emergency officials cannot be sure when sending out a WEA that the information will be transmitted to exactly the right geographic location. Emergency planners discovered that in the East Bay, an emergency alert was issued to a specific location and after the event it was revealed that the alert had not gone through because no cell towers were in the targeted geographic area. Further, alerts only reach WEA compatible cell phones that are turned on, that are within range of an active cell tower, and whose wireless provider participates in WEA.

Significantly, in the context of wildfires, WEA are also vulnerable to failure because if cell towers and power lines are destroyed, phone contact will be lost, and alerts will fail.

**Alert Marin** is the most precise way to target those populations that need to be warned of danger. It is considered to be the first-tier emergency notification system for the county. It reaches land lines, and for those who register, cell phones, email, and VOIP (Voice Over Internet Protocol) connections. Alerts are sent to individuals who are registered to specific postal addresses and contain vital, but short, instructions such as *shelter in place, prepare to evacuate, or evacuate now*. These directives remain in effect until the situation changes. Alert Marin keeps leaving messages until the recipient responds.

Alert Marin is designed to provide messages to the public using pre-written templates, so its directives are terse, inflexible, and not explanatory. Consequently, after a recent fire event on Mt. Barnabe in Marin, fire officials were told that some recipients were
confused because the information conveyed was so brief or not updated as the situation unfolded.

Alert Marin is an opt-in service that only reaches those who have signed up. The fact that it is not opt-out is a significant weakness. The Marin Office of Emergency Services (OES) estimates that only about 10% of Marin residents are registered with Alert Marin.

In addition, like WEA, Alert Marin is vulnerable to cell tower damage and therefore its communications may fail to reach people in the path of danger.

**Nixle** sends out a text messages to smartphones. It reaches an entire zip code. Messages are sent from different safety authorities to inform the public of local conditions such as roadwork, accidents, weather, and other events. Emergency officials find Nixle a useful and flexible means of transmitting warnings and updates in dynamic situations. It is hard to track how many people subscribe to Nixle because it is a zip code-based registration system with multiple zip codes easily added by one phone subscriber. Emergency planners believe that a low percentage of Marin’s residents are signed up for Nixle.

A disadvantage of the Nixle system is that people might develop “Nixle fatigue.” They may stop reading their texts because Nixle is used by so many different agencies and alerts are sent so frequently, including situations that they don’t consider dangerous or relevant.

Another disadvantage is that Nixle, as with Alert Marin, is an opt-in system and that it is vulnerable to failure when communications systems are overwhelmed or when cell towers go down.

**Sirens** do not depend on wireless technology and therefore they are less likely to fail at the same time than other alert systems. Their disadvantages are that sirens cannot be heard everywhere or by all people and they do not convey specific information unless they have a voice communication system attached such as a Long Range Acoustic Device (LRAD).

**Social media** are useful but also subject to cell tower failure. Also, social media cannot reach those who are not online.

**Radio and TV bulletins** are reliable because they are independent of cell towers and they operate on different frequencies in the wireless spectrum. Radio and TV, however, require power and access to equipment. To serve as a reliable alert system such devices must be on at all times.

**Megaphones** are used when all else fails. Police and firefighters drive through neighborhoods to warn residents with loud speakers and horns. They also may knock on
doors to announce an evacuation. While these methods are highly effective, they are time consuming, dangerous, waste skilled manpower and provide the least amount of advance notice.

**Mass Notification Landscape**

![Mass Notification Landscape Diagram](image)

Woody Baker-Cohn, Emergency Services Coordinator, Marin County Sheriff's Office of Emergency Services

Having multiple alert systems is essential to reach the greatest number of residents who are in the path of fire danger. No single system is adequate because at some point, each is vulnerable to failure when put to the test. However, designing a warning system that requires the public to sign-up and then failing to advertise adequately its existence, fails to meet even minimum standards of emergency preparedness and common sense.

**Evacuations**

Having alerted the public to danger, the next step is to evacuate large groups away from an oncoming wildfire. Evacuations will be difficult; they have not been well planned or practiced. Evacuations in Marin will be chaotic, and could be deadly, during a wildfire.

**Evacuation Dangers and Concerns**

The geography of Marin County is varied and most of the county is open space, much of which has become dangerously overgrown. The majority of Marin’s population is concentrated along the Highway 101 corridor. Access from residential neighborhoods to the freeway is usually crowded, through narrow corridors, and often deliberately constricted. Some smaller communities in West Marin are situated along Highway 1, Sir Francis Drake Boulevard, and Novato Boulevard, the county’s main east/west routes. These roads, and Highway 37, would be main evacuation routes to or from Highway 101 to escape a wildfire. None of these arteries is designed to accommodate mass evacuations.
About 69,000 homes in Marin are in the WUI. Due to surrounding vegetation and proximity to wildlands these areas are considered to be at greater risk of wildfires. In the WUI, many residential communities are in steep, box canyons with only one entry or exit road. Houses built on hills are frequently connected to safety only by narrow, winding roads that lack shoulders and have a steep drop to one side. Roads in these areas also snake through hills covered by dense vegetation. The topography and overgrown vegetation of the county makes us vulnerable to catastrophic evacuation failures.

Indeed, all areas in Marin are vulnerable to wildfire and evacuation failure no matter whether they are situated inside or outside of the WUI. Those shown on the county’s fire hazard severity zone maps to be located in low fire risk areas are also vulnerable. Ember showers and fire tornadoes are frightening characteristics of recent, devastating fires. In wind driven wildfires, embers travel miles ahead of the flame front, igniting new fires. For example, Coffey Park in Santa Rosa is not in the WUI; it abuts Highway 101 and was totally destroyed by the Tubbs Fire. In fact, fire authorities are beginning to consider hazard projection maps misleading because people rely on them mistakenly believing that they are safe. No neighborhood can consider itself immune to the ravages of wildfire and difficulties in evacuating.

Evacuations in the Camp Fire proved deadly. Poor vegetation management on both sides of the evacuation routes created fuel loads that sent temperatures to over 1500 degrees. This intense heat melted tires and wheel rims, and many newer cars simply ceased to operate when their air intake temperature sensors detected extreme heat. Roads were blocked with abandoned cars, fallen trees and downed power lines, which led to panic -- creating a lethally dangerous situation for those attempting to escape the fire. A number of people died in their cars while attempting to evacuate.
The Grand Jury visited Paradise in January 2019 to view the disaster. See Appendix F to this report, which compares Paradise’s wildfire preparedness before the Camp Fire with Marin’s current state of preparedness.

Marin County has failed to manage its vegetation adequately and its evacuation routes are narrow and overgrown. The public is not sufficiently prepared or drilled in evacuation procedures and first responders cannot handle evacuation events with the speed and scale required by the new, routinely occurring megafires. Even when drills are practiced, they occur on a small scale, using unblocked roads, with clear information and no panic (See Appendix E). The mass movement of populations in an unpredictable, dynamic emergency needs meticulous planning. Fire departments work with law enforcement to manage evacuations and neither may be able to muster sufficient personnel to handle it.

The staffing of emergency personnel in Marin is a matter of concern. According to the Grand Jury report in 2011, only 20-30% of first responders live in the county.\textsuperscript{10} That number is likely to be even lower now. Considering how fast a wildfire travels and how few police and firefighters would be on duty to handle a sudden threat, the county’s reliance on a prompt response from non-resident, reserve and off-duty personnel is unrealistic. They could be delayed for hours because of road damage or congestion, if they even arrive at all.

Wildfire Preparedness: A New Approach

Marin’s narrow roads cannot all be rebuilt, but existing, wider roads and those that are major evacuation routes should not be narrowed or impeded. Some roads now have obstacles such as concrete medians, sidewalk bump-outs, lane reductions, speed bumps and other “traffic calming” techniques, which will significantly hinder evacuations. The lethal danger these obstacles create outweighs the benefit a community achieves by reducing the “expressway feeling” that busy roads give to a pleasant town. The possibility of a mass evacuation now rises to a significant daily risk in the fire season; constricting already inadequate roads seems reckless.

Plans to ease the flow of traffic along existing evacuation routes are far from ready. The use of traffic-light sequencing which could be used to improve the speed and flow of traffic along evacuation routes such as Sir Francis Drake Boulevard are being discussed, but implementation is years away. Other roads that might be suitable for this life-saving innovation have not yet been considered.

Additionally, contraflow arrangements, making two-way roads into one-way thoroughfares, is essential to move people more swiftly. Contraflow can increase the directional capacity of a roadway without the time or cost required to construct additional lanes. However, contraflow procedures have not yet been developed or tested for the county’s main evacuation routes.

No traffic studies have been performed to determine how long a mass evacuation would take for an entire community. Consequently, comparing the time a mass evacuation on available exit roads would take with the duration of an evacuation on contraflow routes and routes with sequenced traffic lights, has not been considered in evacuation planning. These omissions put the public at grave risk. They will make mass evacuations along Marin’s inadequate roads a predictably terrifying, if not deadly, event.

Use of Transit in Evacuations

Finding that plans for residents to evacuate in their own vehicles down Marin’s narrow roads has not been adequately addressed, the Grand Jury examined the county’s plans to use public transit to ease congestion along routes that cannot or will not be improved, straightened or enlarged.

A vital part of evacuation planning in Marin County should involve the participation of public transit. In the Tubbs fire, a memory care facility was evacuated by bus drivers who, on their own initiative, drove to the facility and rescued the residents.11

Public transit is an underused resource for evacuations. It must be included in emergency planning because buses can carry numerous passengers who otherwise might be trapped. Marin residents who do not have cars cannot simply drive away from a wildfire, yet planners have not identified how many non-drivers would need rescue.

A major national report by the Transportation Research Board of the National Academies found that transit should be involved in both planning and implementation procedures of an emergency evacuation. It specified that “transit agencies should be part of preparedness plans and represented in the emergency command structure. They can also play a vital role during the response phase, in both helping to evacuate those without access to a private vehicle and bringing emergency responders and equipment to the incident site.”

Additionally, other emergency transportation preparedness studies reviewed by the Grand Jury make it clear that for an orderly evacuation, large populations cannot be moved without transit being fully represented in the chain of command in an emergency operations center (EOC).

In Marin’s EOC, transit is only represented by Marin Transit. Golden Gate Transit emergency managers, SMART representatives, Whistlestop, Marin Airporter and ferry operators do not have a seat in the room. The current arrangement is that Marin Transit will keep Golden Gate Transit and the other transit agencies informed and on standby. This places most transit agencies too far from the emergency command structure in the operations center and will lead to unnecessary delays as information has to be relayed to and from these other agencies before any assets can be deployed.

These emergency transportation studies indicate that an evacuation using public transit requires real-time communication between transit operators and emergency managers prior to and during emergency evacuations. This entails integration of communications within a transit system, among different transit agencies and between transit and other governmental safety partners. Currently, Marin’s transit communications fail to meet these standards.

Transit communications are not properly integrated into the Marin Emergency Radio Authority (MERA), a multi-agency communications system. In 2014, a special parcel tax was passed to fund MERA’s Next Generation radio equipment, a system that was intended to improve its interoperability and integrate emergency communications services into a unified system. Despite this, units in the field of both Golden Gate Transit and Marin Transit still cannot communicate directly with each other, with other transit agencies or with other mutual aid safety partners and first responders to coordinate emergency activities because the new equipment has not yet been installed. It is expected that the new system will be up and running by 2023. This failure impedes the county’s ability to deploy transit services and help evacuate large populations in an emergency.

Judged on both criteria of integration with the command structure and fully integrated communications, transit is an underused resource of evacuation preparedness in Marin.

---

12 The Role of Transit in Emergency Evacuation, Transportation Research Board of the National Academies Special Report 294, Transportation Research Board 2008, p.3.
Impediments to Progress

Much could be done to greatly improve Marin’s wildfire preparedness in all the areas mentioned above were it not for public and private inertia, governmental distrust of the public, and instances of bureaucratic complacency. In the face of wildfires’ unprecedented threat, our political culture must change. We must prioritize public safety now. We need to adopt a new wildfire safety ethic.

In the last twenty years, the Marin County Civil Grand Jury has issued five reports on the dangers of wildfire and the importance of being prepared; the most recent was released in 2013. County elected officials overseeing multiple departments and agencies have been required to read and respond to the reports’ recommendations. Although summaries have been published in the *Marin Independent Journal* and other publications, not enough has been done publicly or privately to improve countywide preparedness.

In some cases, local government does not trust the public. It “spins” information to avoid an adverse public response. Government officials and first responders would like the public to believe that all evacuation routes have been cleared of roadside vegetation, all designated access and egress roads are accessible and passable, and that traffic congestion can be handled by police officers who will be in place at critical intersections. The public would be mistaken to believe this.

Emergency planners in many jurisdictions do not publicize all possible evacuation routes and other exits including stairs, paths, fire roads and shortcuts because they think that wildfires are too dynamic and unpredictable. They fear that residents will focus on a predetermined route even though changing conditions might make that route unfeasible. Withholding information prevents people from planning ahead for their own evacuation or improvising as circumstances change. It is precisely the unpredictability of wildfire that makes it essential that all possible escape routes be known well in advance. Only if they understand all the options can residents make well-reasoned decisions in unforeseen circumstances. The public needs to be protected from wildfire, not from knowledge.

Studies have shown that to build public trust, those in authority positions must be open.15 Trust affects evacuation behavior in emergency situations and is vital to avoid panic. To gain the public’s trust, emergency planners must trust the public, keep them fully informed and explain the limits of their ability to help the public in an emergency. Governments must make it clear that alerts might fail and evacuations, if possible at all, will be dangerous, unpredictable and slow. If the public understands that nothing is being hidden, they will make preparations for themselves, trust that the information provided to them is both accurate and as complete as possible and respond to an emergency order without delay or panic.

---

The Transportation Authority of Marin (TAM) is an example of bureaucratic complacency and evasion of responsibility. TAM’s job is to oversee the use of its 2004 sales tax money with a “single goal: [i]mprove mobility and reduce local congestion for everyone who lives or works in Marin County by providing a variety of high quality transportation options designed to meet local needs.” Also, improving Marin’s roads and preventing evacuation congestion fits squarely with the provisions of TAM’s new 2018 Expenditure Plan which requires it to spend Measure AA dollars to, among other things, “[m]aintain, improve, and manage Marin County’s local transportation infrastructure, including roads … to create a well-maintained and resilient transportation system” and to “[m]aintain and expand local transit services.”16 Despite this, TAM has not involved itself in planning for mass evacuations, or to improve the county’s roads, evacuation routes, and other emergency infrastructure for large scale emergencies. The Grand Jury was unable to determine why this is so since TAM’s authorizing legislation allows it to perform these functions.17 18

Further, citing concerns about liability, TAM has been resistant to even convening a discussion to address evacuation congestion planning. Although it administers a “Safe Routes to School” program to reduce congestion, TAM claims that making routes safe from fire is not within its power or responsibility. Would not addressing evacuation planning and procedures “improve mobility and reduce congestion” for Marin residents and workers escaping wildfire? Bureaucratic inertia and the shirking of responsibility are dangerous to everyone.

Another instance of potentially devastating complacency concerns the fact that both Alert Marin and Nixle are opt-in. Having estimated that only about 10% of Marin residents are registered with Alert Marin, and most likely the same with Nixle, the OES and other county officials should not be content with this dismal number. To date, little effort has gone into increasing registration with a public information campaign: no media blitz, bus advertisements, billboards, mailers or public service announcements. The fact that the vast majority of the county cannot be reached by its two most important warning systems should be of urgent concern.

However, the Grand Jury considers that a public information campaign, even if implemented, would still be inadequate for public safety. The OES should facilitate the inclusion of all Marin citizens into Alert Marin and Nixle to make them opt-out systems. Both should have a database containing residents’ contact information. This information can be obtained from a variety of sources. Let those with privacy concerns opt-out. This is a matter of life or death for the ninety percent of Marin residents who are not registered.

County and local governments cannot afford to manage vegetation. Property owners must be responsible for doing much of the work. Despite this, county and local officials have made little effort to impress upon property owners that their safety depends on individual action. Few

17 “California Public Utilities Code”, Division 19, Chapters 1-6, Sections 180000-180264.
programs or subsidies are offered. Our local politicians reliance on public participation without adequate public outreach and education is a poor response to mitigating a significant hazard.

This slipshod approach to public safety seems to rely more upon the hope for good luck than it does on rigorous planning. Appendix E to this report lists what a former Federal Emergency Management Agency Administrator describes as the seven deadly sins of emergency management - each one can be found in Marin’s plans. Why do we have inconsistent vegetation management, inefficient fire code enforcement procedures, and spotty public education? Where are our best thinkers and planners? What is every government agency doing to protect the public from the catastrophic dangers we now confront? Our priorities and attention are elsewhere.

Despite the laudable efforts of Marin’s fire chiefs to create a bold new approach to pre-ignition and pre-suppression issues, other entities such as city councils, transportation agencies, environmental groups, regional/urban planners, and land-use activists are not addressing the wildfire risks that climate change has brought to our daily lives. Environmental activists discourage vegetation removal and controlled burns, elected officials allow development in the WUI and choke evacuation routes with obstacles.

These policies reflect an old reality and old thinking. The environment, housing, and traffic calming efforts are important, but the consequences of these policies are not being reviewed or modified to address the new hazards created by wildfire. Wildfires ravage the environment; they create massive air quality issues, toxic waste, mass destruction, and most importantly, they cause death. Whether through lethargy, indifference or inflexible thinking, many policy makers, emergency planners, and government agencies do not prioritize wildfire safety, nor do they seem willing or able to act nimbly to forestall an impending disaster.

Two charts summarizing current countywide evacuation and alerts issues are attached as Appendix C.
CONCLUSION

Proposed Umbrella Entity

In response to its pre-ignition and pre-suppression planning concerns, the Grand Jury proposes the creation of a countywide entity whose purpose would be to coordinate fire preparedness throughout the county regardless of the political jurisdiction. This proposed umbrella entity (the “Entity”) would not propose to interfere with actual fire-fighting issues nor would it attempt a countywide consolidation of fire departments or districts. Its mission would be to focus on pre-ignition and pre-suppression issues only.

Proposed Powers

The countywide Entity would have authority to investigate, create, propose, and carry out programs and processes in the following areas:
1. **Vegetation management:** Create a countywide group of at least 30 plus full-time vegetation management inspectors with authority granted by each constituent jurisdiction to inspect property throughout the county regardless of the city/town or county where the property is located. The inspectors would be authorized to issue citations to enforce countywide protocols established by best practices for safe vegetation management. The Entity would create uniform enforcement of vegetation management citations as well as develop an expedited legal process akin to the process currently used in civil courts for evictions. This would ensure prompt compliance with citations. If the creation of this accelerated enforcement procedure requires state legislative action, the Entity should lobby the California legislature for these changes.

2. **Fuel Reduction Crews:** Create sufficient fire/fuels crews whose sole responsibilities would be to work on reducing the fuel load starting with the highest fire risk areas.

3. **Education:** Engage in public outreach and education either through dedicated staff or by subcontracting with FIRESafe Marin.

4. **Alerts and Evacuations:** Develop countywide best practice policies for alert notification systems and evacuation route planning, including the possible use of new technology, such as the LRAD system, as well as working with public transit agencies to develop emergency response protocols, evacuations, drills and alerts.

5. **Public Participation:** Create programs to encourage fuel reduction work by citizens on their own properties as well as develop funding programs either by the Entity or through grants from other sources to help the elderly, those with access and functional needs, and low-income residents.

**Suggested Structure**

The Grand Jury proposes that the Entity be a Joint Powers Authority (JPA). It should include every special fire district, every city and town, Marin County Fire Department, Marin Municipal Water District (MMWD) and Parks and Open Space. See Appendix D for a list of those that should be members of the Entity.

Although the fire chiefs and city/town managers in the county have come together to formulate a joint community-wide response to all the major wildfire issues, their working group is an informal structure. This group will not be able to fully implement and enforce all of the programs and protocols necessary to make Marin fire-safe and prevent individual jurisdictions from adopting their own practices. As fire knows no jurisdictional boundaries, a countywide JPA must be formed to unify wildfire preparation.

**Funding**

Funding for pre-ignition and pre-suppression projects is the main obstacle cited by all government agencies and fire districts. Not only do government entities claim that there are no excess funds in their budgets, individual fire departments and special fire districts also claim that they do not have enough money to undertake the types of pre-ignition and pre-suppression proposals cited in this report. It is imperative to solve this critical issue.
Two practical methods for funding the Entity are (1) a countywide parcel tax or (2) a countywide sales tax:

1. **Parcel Tax**: According to the Assessor’s office there are approximately 90,000 taxable parcels in Marin County not counting the extensive holdings under control of the Golden Gate National Recreation Area, MMWD or Marin County Parks. Thus, any parcel tax paid would have to be high enough to fund projects on these tax-exempt lands. In order to be effective, each jurisdiction would have to pass exactly the same parcel tax measure for the same amount at the same time. Besides the difficulty of having 11 cities and towns as well as the county coordinate such a process, there are a number of special fire districts in the county that would also have to be involved in the drafting and implementation of this process. If just one jurisdiction fails to cooperate with this proposal, the benefit of having a countywide plan to deal with wildfire preparedness would fail. Based on these very real political issues, the Grand Jury does not recommend a parcel tax as the best method to fund the Entity.

2. **Sales Tax**: The best way to fund the Entity is to authorize a countywide quarter cent sales tax. Under state law, the sales tax is 6% plus an additional mandatory 1.25% for local jurisdictions for a total of 7.25%. State law allows local jurisdictions to assess up to an additional 2% sales tax with voter approval. The 7.25% coupled with the 2% maximum means that the maximum sales tax could be 9.25%. However, the state legislature routinely allows local entities to exceed the 2% cap by simply passing a statute to that effect. For example, all of Los Angeles County, including its 16 cities, plus an additional seven cities in Northern California have requested and been granted the right to exceed the 2% limit.

   Because of the 2% cap, a number of local officials have resisted putting this final ¼ cent tax before the voters. However, only four jurisdictions currently have actual combined sales tax rates at the 9% level. The remaining eight jurisdictions could easily add this ¼ cent and still not hit the 2% ceiling. Each jurisdiction’s current sales tax is attached as Appendix G. As for the four jurisdictions that would hit the 9.25% maximum, they would be likely to get a state exemption should the need arise in the future.

   Finally, the most important reason for recommending a ¼ cent sales tax as a funding mechanism is that there need be only one enabling statute which can be placed directly on the ballot by the Marin County Board of Supervisors with the agreement of all the political jurisdictions. Marin voters used this process in November 2018 to continue a ½ cent sales tax for transportation improvements.

   The time has come to use the final ¼ cent sales tax for our most pressing countywide issue, wildfire. If not now, when? If not for this, then for what? What could be more important than saving lives? If the citizens of Marin are given a chance to make their county as safe as possible from wildfires, passing this sales tax measure should not be a problem. It will provide a steady source of revenue so that the local governments and special fire districts will not have to tap into their budgets. As part of this ballot measure, a citizen oversight committee should be created to make sure that the funds collected are used solely for the mission of the Entity.
Local Interests Must Be Subsumed Into A Countywide Organization

This proposal is revolutionary for Marin. It will require every government entity and every special fire district to become a member. The only way to make Marin safer is for the entire county to work together and not allow local politics to torpedo this innovative proposal.

A number of critical issues prevent Marin from being fire safe. Current vegetation management policies, alert systems and evacuation planning, as well as current public education efforts are insufficient to make Marin pre-ignition and pre-suppression fire safe. The most crucial issue is the political will to create this countywide agency with such broad authority.

The citizens of Marin must choose between safety and vegetation aesthetics.

The creation of this Entity allows for necessary actions to be developed and implemented for all pre-ignition and pre-suppression matters. The Entity will ensure that the tax funds are used solely for wildfire preparedness and not for other environmental priorities. It also does not impinge on local sovereignty except where necessary to create countywide best practices. Without the Entity, local jurisdictions have neither the will nor the money to undertake such sweeping measures.

Wildfires do not respect jurisdictional boundaries. Marin is known for providing mutual aid and cooperation among its professional firefighting agencies. What is missing are countywide, coordinated, science-based, pre-ignition and pre-suppression policies and procedures. This recommendation solves that issue.

FINDINGS — Vegetation

F1. Existing vegetation management codes are both inconsistent and inconsistently enforced.
F2. There are not enough trained vegetation inspectors or fuel reduction crews.
F3. Current vegetation enforcement procedures are slow, difficult and expensive.
F4. Government agencies and safety authorities cannot currently manage vegetation on public lands.
F5. All property owners are responsible for vegetation management on their property, yet they are not sufficiently educated about vegetation management and many do not have the physical and financial resources to create defensible space.

FINDINGS — Education of the Public

F6. Wildfire preparedness education is inconsistent and fails to reach most citizens, especially parents of young children.
F7. The most effective method of education is person to person in neighborhoods.
F8. Although Marin has 30 plus Firewise neighborhoods, the most in California, they only cover a small percentage of population and land.
F9. Sufficient public funds have not been provided to sustain comprehensive wildfire preparedness education.
F10. Educating the public requires a different set of skills than firefighters usually have.
FINDINGS — Alerts

F11. Any hesitation to use the WEA system can be deadly even if its alerts might reach people outside of its intended target zone.
F12. Alert Marin sends the most accurately targeted warnings to endangered populations, but it reaches too few residents because it is not well publicized. Both Alert Marin and Nixle require opt-in registration, a serious design flaw.
F13. Sirens could be a useful and reliable warning system if their numbers and locations were increased to broaden their reach and if they were enhanced with a customized message through LRAD.

FINDINGS — Evacuations

F14. In the WUI and in many town centers, infrastructure and roads are inadequate for mass evacuations.
F15. Evacuation routes are dangerously overgrown with vegetation and many evacuation routes are too narrow to allow safe passage in an emergency.
F16. Emergency planners often do not publicize evacuation routes due to their mistrust of the public.
F17. Town councils, planners, and public works officials have not addressed traffic choke points and, in some instances, they have created obstacles to traffic flow by the installation of concrete medians, bumpouts, curbs, speed bumps, and lane reductions.
F18. No studies have been performed to determine how long it would take to evacuate entire communities via existing evacuation corridors.
F19. The implementation of traffic-light sequencing and coordination to allow mass egress, and the conversion of two-way roads into one-way evacuation routes to ease traffic congestion, are dangerously delayed and years away from being implemented.
F20. Public transit is a neglected asset of emergency response preparedness: all operators except one transit agency are left out of the command structure and none is integrated into the emergency radio communication system MERA.
F21. A bureaucratic culture of complacency and inertia exists in Marin. Government often fails to act quickly to repair known gaps in emergency preparedness, to think flexibly, and to prioritize safety in its planning and policies.

FINDINGS — Umbrella

F22. No countywide comprehensive, coordinated policies have been made and no funds have been allocated to prepare for wildfires.
RECOMMENDATIONS — Vegetation

R1. Create a comprehensive, countywide vegetation management plan that includes vegetation along evacuation routes, a campaign to mobilize public participation, and low-income subsidies.

R2. Hire at least 30 new civilian vegetation inspectors and at least eight fire/fuels crews focused on fuel reduction in the high risk areas of the county, including federal, state and local public lands.

R3. Develop and implement a fast, streamlined procedure to enforce vegetation citations.

RECOMMENDATIONS — Education

R4. Adopt and deliver a comprehensive education program focused on action for all residents of Marin on a regular schedule by a team of expert trainers.

R5. Promote the creation of Firewise Communities in every neighborhood by all local jurisdictions.

R6. Employ individuals with skills in public speaking, teaching, curriculum design, graphics, web design, advertising, community organization, community relations, and diplomacy to educate the public.

RECOMMENDATIONS — Alerts

R7. Collect Marin residents’ information and add it to Alert Marin and Nixle databases to make them opt-out systems.

R8. Expand the use of sirens with LRADs.

RECOMMENDATIONS — Evacuations

R9. Research, develop, and publish plans for the mass movement of populations along designated evacuation routes.

R10. Give the highest priority to mitigating known choke points and to maximizing the capacity of existing evacuation routes.

R11. Incorporate and prioritize plans for mass evacuations in all pending and future traffic/road projects along major escape routes.

R12. Educate, prepare, and drill for evacuations in all communities.

R13. Fully integrate public transit into the MERA communications system without further delay.

R14. The Transportation Authority of Marin must convene all stakeholders no later than December 31, 2019, to address congestion on escape routes in an evacuation.

RECOMMENDATIONS — Umbrella Entity

R15. Establish in the form of a Joint Powers Authority an umbrella organization for wildfire planning and preparedness (vegetation management, public education, alerts, and evacuation), funded by a ¼ cent sales tax.
REQUEST FOR RESPONSES

Pursuant to Penal code section 933.05, the Grand Jury requests responses as follows:

From the following governing bodies:

- County of Marin Board of Supervisors (R1-13, R15)
- Belvedere City Council (R1, R3-13, R15)
- Corte Madera Town Council (R1, R3-13, R15)
- Fairfax Town Council (R1, R3-13, R15)
- Larkspur City Council (R1, R3-13, R15)
- Mill Valley City Council (R1, R3-13, R15)
- Novato City Council (R1, R3-13, R15)
- Ross Town Council (R1, R3-13, R15)
- San Anselmo Town Council (R1, R3-13, R15)
- San Rafael City Council (R1, R3-13, R15)
- Sausalito City Council (R1, R3-13, R15)
- Tiburon Town Council (R1, R3-13, R15)
- Bolinas Fire Protection District Board of Directors (R1, R3-13, R15)
- Central Marin Fire Authority Council (R1, R3-13, R15)
- Inverness Public Utility District Board (R1, R3-13, R15)
- Kentfield Fire Protection District Board (R1, R3-13, R15)
- Marinwood Community Services District Board (R1, R3-13, R15)
- Novato Fire District Board of Directors (R1, R3-13, R15)
- Ross Valley Fire Department Board of Directors (R1, R3-13, R15)
- Sleepy Hollow Fire Protection District Board of Directors (R1, R3-13, R15)
- Southern Marin Fire Protection District Board of Directors (R1, R3-13, R15)
- Stinson Beach Fire Protection District Board (R1, R3-13, R15)
- Tiburon Fire Protection District Board of Directors (R1, R3-13, R15)
- Marin Municipal Water District Board of Directors (R1, R2, R15)
- Transportation Authority of Marin Board of Commissioners (R9-11, R14)

The governing bodies indicated above should be aware that the comment or response of the governing body must be conducted in accordance with Penal Code section 933 (c) and subject to the notice, agenda and open meeting requirements of the Brown Act.

From the following individuals:

- Marin County Sheriff (R7, R11)

The Grand Jury also invites responses from the following individuals:

- FIRESafe Marin Council Coordinator

Note: At the time this report was prepared information was available at the websites listed.

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends the provisions of Penal Code Section 929 prohibiting disclosure of witness identities to encourage full candor in testimony in Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.
# APPENDIX A: Vegetation Management

<table>
<thead>
<tr>
<th>FIRE DEPARTMENTS/ DISTRICTS</th>
<th>VM STAFF</th>
<th>TYPE OF INSPECTION</th>
<th>ANNUAL PARCEL INSPECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolinas Fire Protection District</td>
<td>None noted</td>
<td>Complaints &amp; requests for inspection; neighborhoods and roads are inspected annually.</td>
<td>Goal: individual property inspections every year: currently, every 2-3-years.</td>
</tr>
<tr>
<td>Central Marin Fire Authority (Larkspur &amp; Corte Madera)</td>
<td>None noted</td>
<td>Yearly windshield inspections. 30 day Wildfire Hazard Notices issued to those not in compliance</td>
<td>No specific goals</td>
</tr>
<tr>
<td>Inverness Volunteer Fire Department</td>
<td>None noted</td>
<td>Complaints &amp; requests for inspection</td>
<td>Inspect and note problem areas; no specific goals; MCFD has records of inspection frequency</td>
</tr>
<tr>
<td>Kentfield Fire Protection District</td>
<td>Fire Inspector &amp; Community Risk Reduction Specialist</td>
<td>Inspectors visit properties located in WUI in May. Violators asked to create defensible space by 6/15.</td>
<td>Required by law to inspect every SRA parcel each year. Goal: inspect 200 additional parcels/yr</td>
</tr>
<tr>
<td>Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)</td>
<td>2 chief officers, 2 captains, 2 part-time inspectors, 4-6 seasonal defensible space inspectors</td>
<td>Defensible Space Event in June: on duty staff conduct inspections in their response area. Seasonal firefighter inspectors perform 4K+ defensible space inspections/yr.</td>
<td>For the county, goal: inspect 4500K parcels annually.</td>
</tr>
<tr>
<td>Mill Valley Fire Department</td>
<td>None noted</td>
<td>Proactive &amp; maturing compliance program requires active agency management</td>
<td>Annually</td>
</tr>
<tr>
<td>Novato Fire District</td>
<td>None noted</td>
<td>Engine crews drive WUI, leave door hangers where needed. Inspect reported properties, referred for review, or requested for voluntary evaluation. New construction &amp; major remodels in WUI must submit VM plan. Properties for sale require inspection. Assessment in May to determine which properties must provide defensible space</td>
<td>Door hangers/windshield inspections in the WUI followed by notices. Homes remain on watch list for 3 yrs.</td>
</tr>
<tr>
<td>Ross Valley Fire Department (Fairfax, San Anselmo, Ross, &amp; the Sleepy Hollow FPD)</td>
<td>VM program includes on-duty engine company, full-time inspector, and 2 part-time employees 26 hrs/week</td>
<td>New construction &amp; major remodels in WUI must submit VM plan. Properties for sale require inspection. Engine companies assess in May to determine which properties must provide defensible space</td>
<td>Currently, no goal, but if RVFD Board approves dedicated inspector program, will inspect 3-4K parcels annually.</td>
</tr>
<tr>
<td>San Rafael Fire Department and Marinwood</td>
<td>2 dedicated VM fire inspectors</td>
<td>Proactive inspections. Assist rangers &amp; remove homeless encampments. Residents notified yearly to keep defensible space. Inspections conducted by request</td>
<td>Inspect all of the approx. 8K parcels in the WUI in a 3 year cycle</td>
</tr>
<tr>
<td>Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)</td>
<td>None noted</td>
<td>None noted</td>
<td>Annually inspects all parcels</td>
</tr>
<tr>
<td>Stinson Beach Fire Protection District</td>
<td>None noted</td>
<td>Some areas covered under Marin County VM. Citizens perform voluntary compliance</td>
<td>None</td>
</tr>
<tr>
<td>Tiburon Fire Protection District (Tiburon and Belvedere)</td>
<td>None noted</td>
<td>Some areas covered under Marin County VM. Citizens perform voluntary compliance</td>
<td>Goal: to inspect 100% of high fire severity zone parcels annually</td>
</tr>
</tbody>
</table>
## APPENDIX A: Vegetation Management (cont’d)

<table>
<thead>
<tr>
<th>FIRE DEPARTMENTS/DISTRICTS</th>
<th>PROHIBITED PLANTS</th>
<th>FINANCIAL ASSISTANCE WITH V/M REMOVAL</th>
<th>WIDE CLEARANCE ON EVAC ROUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolinas Fire Protection District</td>
<td>None noted</td>
<td>Matching grant opportunities for vegetation clearance on non-county-maintained roads</td>
<td>Collaborate with local utility district to reduce vegetation</td>
</tr>
<tr>
<td>Central Marin Fire Authority (Larkspur &amp; Corte Madera)</td>
<td>3K+ parcels are in WUI. Major reconstruction plans must be evaluated by Fire Prevention Bureau to ensure pyrophytic plant removed/not replanted</td>
<td>Free chipper program</td>
<td>Yes</td>
</tr>
<tr>
<td>Inverness Volunteer Fire Department</td>
<td>None noted</td>
<td>Part of cost of chipper days underwritten</td>
<td>Fire Dept. partners with MCFD &amp; Fire Safe Marin for clearing along the local major evacuation routes</td>
</tr>
<tr>
<td>Kentfield Fire Protection District</td>
<td>None noted</td>
<td>Not currently</td>
<td>Roadside clearance is Marin DPW responsibility. Standards in place to ensure private driveways are maintained to current standards.</td>
</tr>
<tr>
<td>Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)</td>
<td>New construction &amp; substantial remodels in WUI prohibit pyrophytic plants w/in 100° of structures. Otherwise, prohibition not feasible (unless in close proximity to residential structures)</td>
<td>$15K CA Fire Foundation grant matched plus $15K from BOS, North Bay Lessons Learned Committee. Coordinating with HHS Senior Protective Service to identify persons in need</td>
<td>No. There is no code that requires extra wide vegetation clearances</td>
</tr>
<tr>
<td>Mill Valley Fire Department</td>
<td>Changing code to prohibit bamboo, juniper, cypress, acacia and bays within 30° of structures</td>
<td>Considering a program similar to Novato Fire’s grant program</td>
<td>Yes, clear vegetation but it is not specified to be extra wide</td>
</tr>
<tr>
<td>Novato Fire District</td>
<td>None noted</td>
<td>Matching grant to owners, 1x/yr. $500 for chipper/fuel removal. HOAs in WUI offered annual matching grant to $1500 for same</td>
<td>Major evacuation routes maintained by CalTrans.</td>
</tr>
<tr>
<td>Ross Valley Fire Department (Fairfax, San Anselmo, Ross, &amp; the Sleepy Hollow FPD)</td>
<td>New construction &amp; substantial remodels in WUI prohibit pyrophytic plants and require a Veg. Mgt Plan be submitted.</td>
<td>$15K CA Fire Foundation grant matched plus $15K from BOS, North Bay Lessons Learned Committee. Coordinating with HHS Senior Protective Service to identify persons in need</td>
<td>No. There is no code that requires extra wide vegetation clearances</td>
</tr>
<tr>
<td>San Rafael Fire Department and Marinwood</td>
<td>Mandatory removal of juniper and bamboo</td>
<td>Free chipper service for juniper and bamboo</td>
<td>Requires a 10’ clearance from roadway on each side: considering additional distances in WUI</td>
</tr>
<tr>
<td>Southern Marin Fire Protect. District (incl Tam Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)</td>
<td>Code prohibits bamboo, juniper, cypress, acacia and bays within 30° of structures</td>
<td>Regularly partner with Tam Valley Community Services District to manage grants used for chipper days and other vegetation management programs</td>
<td>Enforce access/defensible space requirements/vegetation clearances; Roadways to maintain flammable vegetation clearance from roadway 10 feet onto properties. Inspect roadways annually</td>
</tr>
<tr>
<td>Stinson Beach Fire Protection District</td>
<td>None noted</td>
<td>Chipper days</td>
<td>Yes</td>
</tr>
<tr>
<td>Tiburon Fire Protection District (Tiburon and Belvedere)</td>
<td>None noted</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
# APPENDIX B: Education

<table>
<thead>
<tr>
<th>FIRE DEPARTMENTS/ DISTRICTS</th>
<th>EDUCATION STAFF</th>
<th>PROGRAMS/EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bolinas Fire Protection District</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>Annual community forums held with moderate attendance</td>
</tr>
<tr>
<td><strong>Central Marin Fire Authority (Larkspur &amp; Corte Madera)</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>32 Neighborhood Response Groups with coordinator; partners with FD to provide fire safety education</td>
</tr>
<tr>
<td><strong>Inverness Volunteer Fire Department</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>Inverness Disaster Council, West Marin Disaster Council</td>
</tr>
<tr>
<td><strong>Kentfield Fire Protection District</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>Kentfield Fire District employees, Fire Inspector and Community Risk Reduction Specialist, educating the community and school children within the community.</td>
</tr>
<tr>
<td><strong>Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>Supported by Marin BOS, CALFIRE, FIRESafe Marin, CERTs and disaster councils</td>
</tr>
<tr>
<td><strong>Mill Valley Fire Department</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>Rotary Club organizes and sponsors events; Emergency Preparedness Commission sponsors programs</td>
</tr>
<tr>
<td><strong>Novato Fire District</strong></td>
<td>No staff fully dedicated to education but firefighters implement door hanger program targeting WUI neighborhoods annually</td>
<td>Ready, Set, Go: Get Ready Novato; FireWise Communities; Cal Fires, Prevent Wildfire California, Ready for Wildfire, One Less Spark</td>
</tr>
<tr>
<td><strong>Ross Valley Fire Department (Fairfax, San Anselmo, Ross, &amp; the Sleepy Hollow FPD)</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>Materials provided by FSM, Marin County Fire Chiefs Assoc.</td>
</tr>
<tr>
<td><strong>San Rafael Fire Department and Marinwood</strong></td>
<td>Firefighters assist Prevention and OES staff with presentations, inspections and public outreach</td>
<td>San Rafael Fire Commission and San Rafael Fire Foundation fund wildfire education along with FireSafe Marin and Firewise USA</td>
</tr>
<tr>
<td><strong>Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>Partners with Tam Valley Community Services District and Marin County FD to prepare and educate public</td>
</tr>
<tr>
<td><strong>Stinson Beach Fire Protection District</strong></td>
<td>No staff fully dedicated to education. Firefighters are trained to teach preparedness to the public</td>
<td>None</td>
</tr>
<tr>
<td><strong>Tiburon Fire Protection District (Tiburon and Belvedere)</strong></td>
<td>Deputy Fire Marshal performs public education for emergency preparation; all firefighters can teach defensible space practices.</td>
<td>Belvedere-Tiburon Joint Disaster Council promotes wildfire and Get Ready awareness programs.</td>
</tr>
</tbody>
</table>
## APPENDIX B: Education (cont’d)

<table>
<thead>
<tr>
<th>FIRE DEPARTMENTS/ DISTRICTS</th>
<th>EDUCATIONAL READINESS &amp; PREPAREDNESS GOALS</th>
<th>SUCCESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolinas Fire Protection District</td>
<td>Not ready for next fire season. Property owners not engaged/active in preparedness. Neighbors encouraged to know each other</td>
<td>Over 200 residents did evacuation drill and discussion of fire hazard mitigation</td>
</tr>
<tr>
<td>Central Marin Fire Authority (Larkspur &amp; Corte Madera)</td>
<td>Participation in NRGs increases each year. Community forums, presentations</td>
<td>Several neighborhoods pursuing FireWise recognition</td>
</tr>
<tr>
<td>Inverness Volunteer Fire Department</td>
<td>Residents are prepared as neighbors helping neighbors</td>
<td>Designated local neighborhood disaster groups since 1982; fire safety covered at group meetings</td>
</tr>
<tr>
<td>Kentfield Fire Protection District</td>
<td>Kentfield Fire District conducting inspections to prep for next fire season; secured grant to create a defensible space between District and large landowner partners.</td>
<td>Kent Woodlands community is Firewise certified</td>
</tr>
<tr>
<td>Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)</td>
<td>Referenced in Marin County Performance Measures and Lessons Learned</td>
<td>FireWise participation, evacuation exercises and community meetings</td>
</tr>
<tr>
<td>Mill Valley Fire Department</td>
<td>Working towards entire community becoming FireWise certified</td>
<td>2-minute videos on website; 8 community meetings; numerous FireWise communities</td>
</tr>
<tr>
<td>Novato Fire District</td>
<td>Neighbors helping neighbors: three FireWise communities are ready for next fire season</td>
<td>4 FireWise Communities: Pacheco Valley, MVMCC, Black Point/Green Point, Indian Valley; HOAs - Wildhorse Valley and Bahia</td>
</tr>
<tr>
<td>Ross Valley Fire Department (Fairfax, San Anselmo, Ross, &amp; the Sleepy Hollow FPD)</td>
<td>Hosting community meetings; and referenced in Marin County Performance Measures and Lessons Learned</td>
<td>Cascade Canyon and Sleepy Hollow FireWise Communities</td>
</tr>
<tr>
<td>San Rafael Fire Department and Marinwood</td>
<td>San Rafael Wildfire Protection Plan has 37 recommendations to make SR fire safe.</td>
<td>4 Firewise communities, 20+ HOA wildfire safety/preparedness presentations in 2018, 2 Wildfire Preparedness Symposia at Dominican in 2018</td>
</tr>
<tr>
<td>Southern Marin Fire Protection District (includes Tam Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)</td>
<td>No goals set yet; anticipate more with the passage of Measure U</td>
<td>3 Get Ready programs which have low participation</td>
</tr>
<tr>
<td>Stinson Beach Fire Protection District</td>
<td>Work in progress; hiring fire prevention officer</td>
<td>Meetings with Marin County FD and GGNRA</td>
</tr>
<tr>
<td>Tiburon Fire Protection District (Tiburon and Belvedere)</td>
<td>2-3 additional FireWise Communities in 2019</td>
<td>First FireWise Community of Harbor Hill</td>
</tr>
</tbody>
</table>
### APPENDIX C: Evacuations & Alerts

<table>
<thead>
<tr>
<th>FIRE DEPARTMENTS/DISTRICTS</th>
<th>SPECIAL NEEDS/ELDERLY LISTS</th>
<th>EVACUATION CHOKE POINTS</th>
<th>HIGH-RISK COMMUNITIES</th>
<th>TRANSIT DEPENDENT COMMUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolinas Fire Protection District</td>
<td>Disaster council, fire department keep list of at-risk residents</td>
<td>Elm Road, Evergreen Rd, Mesa Rd, Olema-Bolinas Rd</td>
<td>Yes. All communities on gridded Mesa are high risk</td>
<td>No</td>
</tr>
<tr>
<td>Inverness Volunteer Fire Department</td>
<td>Yes</td>
<td>Sir Francis Drake is the only road in and out</td>
<td>Seahaven</td>
<td>No</td>
</tr>
<tr>
<td>Kentfield Fire Protection District</td>
<td>No</td>
<td>Sir Francis Drake at Hwy 101</td>
<td>Most residential communities at risk</td>
<td>None</td>
</tr>
<tr>
<td>Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)</td>
<td>Residents with special needs, or elderly must make MCFD aware of their status</td>
<td>Yes, most non-county maintained roads in West Marin</td>
<td>Yes, refer to 2016 CWPP pages 43-56</td>
<td>Unknown</td>
</tr>
<tr>
<td>Mill Valley Fire Department</td>
<td>Maintain a list of those with additional needs, though this changes often and is unreliable</td>
<td>All non-county maintained roads in West Marin are choke points. SFDB, Miller Ave, Blithedale leading to Hwy 101 and on ramps to Hwy 101</td>
<td>75% of MV is in the WUI and therefore at risk</td>
<td>The Redwoods</td>
</tr>
<tr>
<td>Novato Fire District</td>
<td>No</td>
<td>Atherton on-ramp NB on 101; North of San Rafael SB 101; on HWY 37 (Sonoma County) past raceway, Novato Blvd and Diablo Ave.</td>
<td>Wildhorse Valley, Atherton, Marin Valley, Little Mountain, San Marin, Blackpoint, Cherry Hill, Indian Valley, Ignacio Valley, Pacheco Valley, Anderson Rowe, Loma Verde, President’s (IVC), Wilson West Novato North, Hilltop</td>
<td>EOC has information on agencies to contact</td>
</tr>
<tr>
<td>Ross Valley Fire Department (Fairfax, San Anselmo, Ross, &amp; the Sleepy Hollow FPD)</td>
<td>Residents with special needs or elderly must make RVFD aware of their status</td>
<td>Most of RVFD’s response area consists of single lane roads leading to single artery roadway</td>
<td>Yes, refer to 2016 CWPP pages 43-56</td>
<td>Unknown</td>
</tr>
<tr>
<td>San Rafael Fire Department and Marinwood</td>
<td>Promote neighborhood awareness through GetReady and CERT</td>
<td>None identified</td>
<td>All neighborhoods in the WUI</td>
<td>Residential, assisting living facilities, Kaiser patients</td>
</tr>
<tr>
<td>Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)</td>
<td>List of residents of Sausalito only.</td>
<td>Every intersection is a choke point. Control of intersections is by PD and DPW</td>
<td>Districts near the WUI and areas within canyons</td>
<td>Public transit is available in flatter topographic areas</td>
</tr>
<tr>
<td>Stinson Beach Fire Protection District</td>
<td>Yes</td>
<td>None</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Tiburon Fire Protection District (Tiburon and Belvedere)</td>
<td>PD departments maintain lists</td>
<td>Currently creating “Red Zones”</td>
<td>Neighborhoods adjacent to open space at ridgeline</td>
<td>Neds Way /downtown rely on public transit</td>
</tr>
</tbody>
</table>
## APPENDIX C: Evacuations & Alerts (cont’d)

<table>
<thead>
<tr>
<th>FIRE DEPARTMENTS/ DISTRICTS</th>
<th>EVACUATION ROUTES PUBLICIZED</th>
<th>SIRENS</th>
<th>COMMUNITY DRILLS</th>
<th>CITE &amp; TOW ON EVACUATION ROUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolinas Fire Protection District</td>
<td>Policy decision not to publicize routes</td>
<td>No sirens currently; researching LRAD</td>
<td>1 drill held in 2017: Planning annual drills</td>
<td>No</td>
</tr>
<tr>
<td>Central Marin Fire Authority (Larkspur &amp; Corte Madera)</td>
<td>Evacuation routes are not publicized. Planning is key element of the NRGs</td>
<td>1 siren and 1 diaphone system in Corte Madera not yet operational. Considering LRAD</td>
<td>Drill in 2018 had 18% participation. Plan to conduct one exercise/year</td>
<td>CMFD has no authority to cite vehicles</td>
</tr>
<tr>
<td>Inverness Volunteer Fire Department</td>
<td>No. Dependent on specifics of the emergency</td>
<td>Sirens determined to be ineffective</td>
<td>Monthly radio drills with CERT, daily radio checks</td>
<td>No parking within 6’ of center of road. Violators cited.</td>
</tr>
<tr>
<td>Kentfield Fire Protection District</td>
<td>Possible evacuation routes are available to the public through marinfire.org. No signage used.</td>
<td>Kentfield Fire District has one Siren. Test of LRAD did not meet expectations</td>
<td>Evacuation drills held in Kent Woodlands; Full campus drill held at COM 2018. Yearly drills held with all schools</td>
<td>Parking enforcement issues are referred to the Sheriff’s office</td>
</tr>
<tr>
<td>Marin County Fire Department (Marin Open Space; provides fire services to the GGNRA)</td>
<td>No. Dependent on specifics of the emergency</td>
<td>One siren on Throckmorton Ridge</td>
<td>As needed</td>
<td>MCFD has no authority to enforce vehicle code</td>
</tr>
<tr>
<td>Mill Valley Fire Department</td>
<td>Steps, Lanes and Paths are marked evacuation routes</td>
<td>5 sirens located throughout the City. LRAD system on order</td>
<td>1 drill performed each year</td>
<td>Yes. Cite and tow</td>
</tr>
<tr>
<td>Novato Fire District</td>
<td>Evacuation points for Blackpoint/ Greenpoint &amp; Marin Valley Mobile Country Club</td>
<td>No</td>
<td>Coordinates drills, targeting WUI areas every 3-5 years</td>
<td>Yes. Cites vehicles. Works with NPD and CHP</td>
</tr>
<tr>
<td>Ross Valley Fire Department (Fairfax, San Anselmo, Ross, &amp; the Sleepy Hollow FPD)</td>
<td>No. Dependent on specifics of the emergency</td>
<td>Sirens in Fairfax, San Anselmo and Ross. Recommend a battery backup weather radio activated by the Emergency Alert System</td>
<td>As needed</td>
<td>RVFD has no authority to enforce vehicle code</td>
</tr>
<tr>
<td>San Rafael Fire Department and Marinwood</td>
<td>Encourage residents to know an alternate to standard routes</td>
<td>No sirens. Rely upon NIXLE, WEA. Evaluating other systems</td>
<td>On a small scale in various neighborhoods</td>
<td>No parking within 6’ of center of road. Violators cited. Working to designate parking in WUI zones &amp; towing under red flag conditions</td>
</tr>
<tr>
<td>Southern Marin Fire Protect. District (includes Tam-Valley, Almonte, Homestead Valley, Alto, Strawberry, Sausalito, Fort Baker, Marin Headlands, part of Tiburon)</td>
<td>No. There is a potential conflict with actual emergency evacuation needs</td>
<td>No fixed sirens. Coordinating with OES. LRAD can be linked to Alert Marin and Everbridge</td>
<td>One or two every year</td>
<td>Yes. Cite and tow</td>
</tr>
<tr>
<td>Stinson Beach Fire Protection District</td>
<td>No</td>
<td>Yes</td>
<td>No, but working on plans</td>
<td>No</td>
</tr>
<tr>
<td>Tiburon Fire Protection District (Tiburon and Belvedere)</td>
<td>No, but working on plans</td>
<td>6 sirens currently in use. Considering LRAD</td>
<td>Not presently</td>
<td>All vehicle violations are referred to the PD</td>
</tr>
</tbody>
</table>
APPENDIX D: Recommended Structure and Membership for Entity

The Grand Jury recommends the following entities be members of the Entity. Listed in alphabetical order, with the fire districts first, the entities are:

1. Bolinas Fire Protection District
2. Central Marin Fire Authority – serves the City of Larkspur and Town of Corte Madera
3. Inverness Volunteer Fire Dept. – run by the Inverness Public Utility
4. Kentfield Fire Protection District
5. Marin County Fire Department – serves unincorporated Marin County not within a Fire District and contracts to provide wildland fire protection with CAL Fire for all State Responsibility areas and with Golden Gate National Recreation Area (GGNRA) and Point Reyes National Seashore (PRNSS) for Federal Responsibility Area FRA within the County.
6. Marin Municipal Water District
7. Marinwood Community Services District – Fire Department
8. Novato Fire Protection District
9. Ross Valley Fire Department – serves the Towns of San Anselmo, Fairfax, Ross and the Sleepy Hollow Fire Protection District
10. Sleepy Hollow Fire Protection District – provides only pre-ignition and pre-suppression services to Sleepy Hollow
11. Southern Marin Fire Protection District – serves the communities of Tamalpais Valley, Almonte, Homestead Valley, Alto, Strawberry, approximately 1/4 of the Town of Tiburon, the City of Sausalito, Fort Baker and the Marin Headlands.
12. Stinson Beach Fire Protection District
13. Tiburon Fire Protection District – serves the Town of Tiburon and City of Belvedere and surrounding areas.
14. County of Marin
15. City of Belvedere
16. Town of Corte Madera
17. City of Fairfax
18. City of Larkspur
19. City of Mill Valley
20. City of Novato
21. Town of Ross
22. Town of San Anselmo
23. City of San Rafael
24. City of Sausalito
25. Town of Tiburon

Since having 25 members would make the Entity difficult to manage, the Grand Jury recommends that the Entity hire an executive director. This should be a person with considerable knowledge and experience with the key pre-ignition and pre-suppression issues such as community education, vegetation management, alert notices, and evacuation policies. This person would be employed to create processes and programs, emphasizing “best practices,” for all pre-ignition and pre-suppression matters. To do this, the executive director would be authorized to hire staff necessary to carry out the Entity’s mandate.
To help guide the executive director and staff with policy development, the Grand Jury recommends that the Entity as a whole, select a group of individuals from its membership to act as a Board of Directors. Finally, the Grand Jury recommends that the County Counsel’s office be authorized to draft the legal documents to create the Entity as well as the ballot measure for the ¼ cent sales tax.
APPENDIX E: The 7 Deadly Sins of Emergency Management

At a conference in Stockholm, Sweden on November 28, 2017, Craig Fugate, former Administrator of FEMA under President Obama, discussed what he considers to be

The 7 Deadly Sins of Emergency Management:\textsuperscript{19}

1. We plan for what we are capable of responding to.
2. We plan for our communities by placing our vulnerable populations aside.
3. We do drills and exercises that we know will be successful.
4. We think our emergency response system can scale up from small emergencies to large disasters.
5. We build our emergency management team around government, leaving out volunteer organizations, the private sector and the public.
6. We treat the public as a liability.
7. We price risk too low to change behavior; as a result, risk grows.

Marin’s emergency management plans replicate these errors.

APPENDIX F: A Case in Point: Paradise and Marin

The Grand Jury visited Paradise, California in January 2019. Here are some of the major contrasts and comparisons between Paradise’s wildfire preparedness and Marin’s current preparedness:

- Paradise has three well-paved good roads out of town.
- Marin has many communities located in canyons with only one exit on narrow, poorly maintained roads.
- All of Marin’s main east west evacuation routes have choke points where they narrow to one lane in each direction.

- At the time of the Camp Fire, most of Paradise's fire and police officers lived in town and were on the job quickly.
- Marin's fire and police officers often live in other counties which will severely delay response time. It may take hours for emergency personnel to get here.

- Paradise had comprehensive evacuation plans that were tested in previous fires and had conducted practice evacuation drills. Even so, it took around 5 hours to evacuate the town.
- Marin’s OES has given itself 36 months to update its evacuation plans.
- Marin has no comprehensive evacuation plans that have been shared with the public, and only a few neighborhoods have had an evacuation drill.

- Paradise had failed to manage vegetation, particularly along evacuation routes.
- Marin has failed to manage vegetation adequately in its residential communities, open space and along evacuation routes.

- The fire in Paradise did not come from the usual direction but came from the opposite direction from what was expected.
- Fire in Marin could come from any direction depending on the prevailing wind.

- The Butte County Grand Jury report on Paradise in 2008 criticized the lack of an adequate number of evacuation routes and the deliberate narrowing of the main evacuation routes.
- Many jurisdictions in Marin deliberately constrict the flow of traffic along already narrow evacuation routes with lane reductions and road impediments.
APPENDIX G: Sales Tax

With the local sales cap at 2%, the final quarter cent only applies to jurisdictions that are currently at 9%. The following are the breakdown of Marin jurisdictions and what the local rates are: 20

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Current Sales Tax</th>
<th>Local Sales Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corte Madera</td>
<td>9.00%</td>
<td>0.75%</td>
</tr>
<tr>
<td>Fairfax</td>
<td>9.00%</td>
<td>0.75%</td>
</tr>
<tr>
<td>Larkspur</td>
<td>9.00%</td>
<td>0.75%</td>
</tr>
<tr>
<td>San Rafael</td>
<td>9.00%</td>
<td>0.75%</td>
</tr>
<tr>
<td>San Anselmo</td>
<td>8.75%</td>
<td>0.50%</td>
</tr>
<tr>
<td>Sausalito</td>
<td>8.75%</td>
<td>0.50%</td>
</tr>
<tr>
<td>Novato</td>
<td>8.50%</td>
<td>0.25%</td>
</tr>
<tr>
<td>Tiburon</td>
<td>8.25%</td>
<td>0%</td>
</tr>
<tr>
<td>Belvedere</td>
<td>8.25%</td>
<td>0%</td>
</tr>
<tr>
<td>County of Marin</td>
<td>8.25%</td>
<td>0.25%</td>
</tr>
<tr>
<td>Mill Valley</td>
<td>8.25%</td>
<td>0%</td>
</tr>
<tr>
<td>Ross</td>
<td>8.25%</td>
<td>0%</td>
</tr>
</tbody>
</table>

From this, it can be seen that only four out of the 12 taxing authorities in Marin are at the limit. There are 16 cities, all in LA County, that each have their combined sales tax rate over 10% as well as seven cities in the Bay Area that are over the 9.25% cap.

APPENDIX H: Prior Marin County Civil Grand Jury Reports on Wildfire (Since 2000)

Marin Civil Grand Jury, “Marin on Fire! Not if, but when, 2007-08
Marin Civil Grand Jury, “Disaster Preparedness in Marin: Are You Ready?”, 2010-11
Marin Civil Grand Jury, “Marin on Fire Redux”, 2012-13
ORDINANCE NO. 2018/2019-01

AN ORDINANCE OF THE SOUTHERN MARIN FIRE PROTECTION DISTRICT
ENACTING A SPECIAL PARCEL TAX TO FUND FIRE PROTECTION AND
EMERGENCY SERVICES SUBJECT TO THE APPROVAL OF THE VOTERS

WHEREAS, the Southern Marin Fire Protection District provides among the best emergency protection services in Northern California; and

WHEREAS, the District is a leader in meeting cardiac and stroke survivability standards, ensuring that our residents have fast emergency responses when they have heart attacks or strokes; and

WHEREAS, ever since the District was formed in 1999, Sacramento has taken more than $5,500,000 in our locally controlled funding from our local fire department; and

WHEREAS, these state takeaways, and other changes in State laws, are making it harder and harder to guarantee the level of services that our residents expect and deserve; and

WHEREAS, over the last few years, parcel tax funding for the District has been fixed at 2006 -levels, but the number of calls for local firefighters and paramedics continues to increase, with more than four thousand last year alone; and

WHEREAS, the American Heart Association says brain deterioration starts four to six minutes after a person stops breathing, and the average 9-1-1 response times in our community is longer than that; and

WHEREAS, in the past few years, the District has done what it can to cut the budget, win grant funding, and still provide excellent fire and emergency medical services; and

WHEREAS, the District was a leader in reform, becoming the first in the County to enact pension reform; and

WHEREAS, despite our best efforts, the District still has significant financial needs. There is simply no more room to cut and continue to provide vital life-saving services; and

WHEREAS, a recent community survey showed that District residents overwhelmingly favor maintaining the District’s excellent fire and emergency medical response services, including maintaining emergency medical services, maintaining high cardiac and stroke survivability standards, attract and retain qualified paramedics, maintain local fire protection and current 9-1-1 fire response times, improving the District’s ability to react to and contain wildland fires, and other critical services that save lives and protect property; and

WHEREAS, Southern Marin is in an area at risk for earthquakes and wildland fires, and is danger of experiencing a tragic incident if we are not prepared, as we saw last October; and

WHEREAS, this measure works to prevent wildland fires by clearing vegetation and staying prepared, and maintains professional firefighters and paramedics, who are essential to quality responses when these disasters inevitably occur; and
WHEREAS, this measure will make it possible to maintain our excellent 9-1-1 fire and emergency medical response times, ensuring that we can save lives and protect the community; and

WHEREAS, 65% of our 9-1-1 calls are for medical emergencies, such as heart attacks and strokes; and

WHEREAS, this measure will make sure our residents receive emergency medical care quickly and prevent response times from getting longer; and

WHEREAS, the District provides services to a huge part of our County, and this measure will ensure that our local firefighters and paramedics and provide fast 9-1-1 fire and emergency medical responses across the district, keeping all of our residents safe and protected; and

WHEREAS, the Southern Marin Fire Protection District is one of the few fire districts in the County that does not have a dedicated public source of funding for our vital fire and emergency medical response services; and

WHEREAS, this measure will ensure that the District is financially stable and able to continue offering these lifesaving response services; and

WHEREAS, this measure enacts a robust accountability system, including citizen oversight and annual independent audits to ensure that all funds are spent properly; and

WHEREAS, this measure also contains exemptions for low-income seniors, ensuring that vulnerable residents can be protected while still receiving high quality fire and emergency medical services; and

WHEREAS, these funds can only be used for local fire and emergency service purposes – Sacramento politicians can’t touch one cent; and

WHEREAS, the special tax authorized by this Ordinance is authorized by Sections 13911 and 13913 of the California Health and Safety Code and Sections 53978 and 50075 of the California Government Code. It will be submitted to District voters at the November 6, 2018 election and will be approved if two-thirds of voters voting on the measure vote in favor of it.

Be it ordained by the Board of Directors of the Southern Marin Fire Protection District the following:

SECTION 1. AUTHORITY

The District enacts this ordinance in accordance with the authority granted to Fire Protection Districts pursuant to Sections 13911 and 13913 of the California Health and Safety Code and Section 53978 of the California Government Code.

SECTION 2. RECITALS

All Recitals contained in this Ordinance are true and correct and are incorporated herein by reference.

SECTION 3. DEFINITIONS
For the purposes of this Ordinance, the following terms shall have the meanings provided below:

A. "Administrator" means an official of the District, or designee thereof, responsible for carrying out the provisions of this Ordinance.

B. "Assessor's Parcel Number" means the Parcel and Parcel Number as assigned by the Marin County Assessor on the equalized tax roll.

C. "Board" means the Board of Directors of the District.

D. "Business Use Parcel" means a Taxable Parcel that has been developed for use other than residential uses based on County use codes.

E. "County" means the County of Marin.

F. "County Assessor" or "Assessor" means the County Assessor of County of Marin.

G. "County Assessor's parcel" means a lot or Parcel with an assigned Assessor's Parcel Number used by the County Assessor in preparing the tax roll.

H. "District" means the Southern Marin Fire Protection District.

I. "Fiscal Year" means the period starting July 1 and ending the following June 30.

J. "Improved square footage" means building area as shown on the equalized tax roll of the County as of January 1 of each Fiscal Year.

K. "Parcel" means any County Assessor's parcel in the District based on the equalized tax roll of the County as of January 1 of each Fiscal Year.

L. "Residential use parcel" means a taxable parcel with one or more units developed for residential uses based on County use codes.

M. "Special tax" means the special parcel tax authorized and imposed by this Ordinance.

N. "Taxable parcel" means any Parcel that is not a Tax-Exempt Parcel.

O. "Tax exempt parcel" means any parcel that is exempt from (1) the special tax, as provided for in this Ordinance; or (2) the levy of general ad valorem property taxes under California law, including but not limited to public streets; schools; parks; and public drainage ways, landscaping, wetlands, greenbelts, and open space.

P. "Undeveloped parcel" means a taxable parcel that does not contain improved square footage shown on the equalized tax roll of the County as of January 1 of each Fiscal Year. The term "undeveloped parcel" shall not include any property submerged by the waters of San Francisco Bay.
Q. “Unit” means for a taxable parcel, a dwelling unit as shown on the equalized tax roll of the County as of January 1 of each Fiscal Year.

SECTION 4. TAX IMPOSED

A. An annual special tax at the rates set forth in Section 5 is hereby imposed on every taxable parcel within the District.

B. The special tax constitutes a debt owed by the owner of each parcel to the District.

C. The special tax shall be levied and collected on each parcel within the District for which the owner receives a separate ad valorem property tax bill.

D. Tax exempt parcels are exempt from any liability for the special tax.

SECTION 5. TAX RATES

A. The rate of the special tax for each type of taxable parcel shall be as set forth in the table below.

<table>
<thead>
<tr>
<th>Parcel Type</th>
<th>Tax Rate, per parcel, unit, or improved square foot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Use Parcel</td>
<td>$200 per unit</td>
</tr>
<tr>
<td>Business Use Parcel</td>
<td>$0.18 per improved square foot</td>
</tr>
<tr>
<td>Undeveloped Parcel</td>
<td>$150 per parcel</td>
</tr>
</tbody>
</table>

B. After the first year that the special tax is levied, to keep the tax on each taxable parcel in constant first year dollars for each year, the tax rates listed in the above table shall be automatically adjusted annually by five percent (5%). Thereafter the then-current tax rates shall be automatically adjusted annually by five percent (5%). In lieu of the automatic annual adjustment of the tax rates, the District Board of Directors may in any year, by resolution, adjust the then-current rates by an amount less than five percent (5%).

C. If a taxable parcel is used for both residential uses and business uses, the tax rate shall be the rate for primary use code for the parcel.

D. The assessment roll data of the Marin County Tax Assessor as of January 1 of each year and District records shall be used to determine the actual use of each parcel of real property for purposes of determining the amount of the special tax for each parcel.

E. For parcels divided by Tax Rate Area lines, the amount of the special tax for the portion of the parcel within Marin County shall be calculated at the same rates as set forth above. For properties wholly within Marin County and divided by Tax Rate Area lines into multiple parcels, the property shall be taxed as a single parcel at the rates set forth above.
SECTION 6. EXEMPTIONS

A parcel shall be exempt from the special tax if it is owned and occupied by at least one individual who is at least 65 years old and whose combined household income is at or below the income level qualifying as "low income" for a family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. Sections 1437 et seq.). Qualifying property owners must apply for this exemption. The application process will be in the form of self-certification under penalty of perjury. Applications for this exemption must be submitted to the Administrator in the manner and at the time established by the Administrator. Applications for this exemption shall be on forms provided by the Administrator and shall provide such information as the Administrator may require. If the Administrator determines the need to audit an application, the Administrator may require additional information, including but not limited to federal income tax returns and W-2 forms of owner-occupants eligible for this exemption.

SECTION 7. COLLECTION OF TAX

The special tax may be collected in the same manner as ordinary ad valorem taxes are collected and, if collected in that manner, shall have the same lien priority and be subject to the same penalties and the same procedure and sale in cases of delinquency as provided for ad valorem taxes collected by the County of Marin. The District Board of Directors may provide for other alternative methods of collection of the special tax by resolution.

SECTION 8. COLLECTION OF UNPAID TAX

The amount of the special tax, any penalty, and any interest imposed under the provisions of this Ordinance shall be deemed a debt owed to the District. Any person owing money to the District under the provisions of this Ordinance shall be personally liable to an action brought in the name of the District, at its option, for the recovery for such amount.

SECTION 9. USE OF TAX REVENUE

A. Revenue from the special tax, including penalties and interest thereon, shall be used for fire protection and emergency services, including but not limited to, maintaining local emergency medical services; attracting and retaining qualified professional paramedics; maintaining high cardiac and stroke survivability standards; maintaining local fire protection; maintaining current 9-1-1 fire response times; and improving the District's ability to react to and contain wildfire fires.

B. At the District Board of Directors' discretion, revenue from the special tax, including penalties and interest thereon, may also be used to pay for the costs of holding an election to seek voter approval of this Ordinance, for the costs of administering the special tax, and for the costs of defending the special tax and this Ordinance, including attorneys' fees and related costs.

SECTION 10. ACCOUNTABILITY

In accordance with the requirements of California Government Code Sections 50075.1 and 50075.3, the following accountability measures, among others, shall apply to the special tax:

A. A separate, special account, referred to as the Emergency Medical Response and Fire Protection Tax Fund, shall be created, into which the proceeds of the special tax, including penalties and interest earned on such proceeds, must be deposited.
B. The specific purposes of the special tax are for the funding fire protection and emergency services and for related election, administration, and legal fees as set forth in Section 7. The proceeds of the special tax shall be applied only to those specific purposes.

C. The Administrator shall annually prepare and submit to the District Board of Directors a report regarding the special tax funds collected and expended, as well as any other information required by Government Code sections 50075.1 and 50075.3.

SECTION 11. ANNUAL AUDITS AND OVERSIGHT COMMITTEE

A. Annually the District retains an independent auditor to conduct an audit of and provide audited financial statements for all of the District’s financial activities. The auditor shall include an accounting of the revenue received from the tax and expenditures thereof in the audited financial statements. The auditor’s report shall be presented to the Board and the committee established by subsection B and made available to the public.

B. There shall be a five-person committee of members of the public to review and report on the revenue and expenditure of funds from the tax adopted by this Ordinance. No later than June 30, 2019, the Board shall adopt a resolution establishing the composition of the committee, the manner and timing of appointment of members of the committee, and the duties of the committee.

SECTION 12. INTERPRETATION, APPLICATION, AND APPEAL OF SPECIAL TAX FORMULA AND PROCEDURES

A. Any taxpayer who feels the amount of the special tax assigned to a parcel is in error may file a notice with the Administrator appealing the levy of the special tax. The Administrator then will promptly review the appeal and, if necessary, meet with the applicant. If the Administrator verifies that the special tax levied on the applicant’s parcel should be modified or changed, the special tax levy will be corrected and, if applicable in any case, a credit or refund will be granted. The appeal must be filed not later than one year after having paid the special tax that is disputed.

B. Interpretations may be made by the District, by Resolution or Ordinance of the Board, for purposes of clarifying any vagueness or ambiguity as it relates to the special tax rate, the classification of properties, or any definition applicable to the special tax.

C. Without Board approval, the Administrator may make minor, non-substantive administrative and technical interpretations of the provisions of this Ordinance for purposes of administrative efficiency or convenience or to comply with new applicable federal, state, or local law, so long as any interpretation does not materially affect the rate and manner of collection of the special tax.

SECTION 13. AMENDMENTS

This Ordinance may only be amended by a vote of the people if the amendment would result in the special tax being imposed, extended, or increased in a manner not authorized by this Ordinance as originally approved by the voters, or if the amendment would substantially alter the purpose of the special tax. The District Board of Directors may enact other amendments, including but not limited to amendments necessary to implement or administer the special tax.
SECTION 14. EXPIRATION OF TAX

The authority to levy the special tax shall remain in effect unless a later ordinance is adopted and approved by the voters that either repeals the special tax or establishes a date that the authority to levy the special tax shall terminate.

SECTION 15. ADJUSTMENT OF APPROPRIATIONS LIMIT

Pursuant to California Constitution Article XIIIB, the appropriation limit for Southern Marin Fire Protection District is hereby increased by the aggregate sum authorized to be levied by this special tax for fiscal year 2019-20 and each year thereafter.

SECTION 16. ORDINANCE PUBLICATION

A. A summary of this Ordinance shall be published and a certified copy of the full text of this Ordinance shall be posted in the office of the Southern Marin Fire Protection District Clerk at least five (5) days prior to the Board of Directors meeting at which it is adopted.

B. A summary of this Ordinance shall be published within fifteen (15) days after the adoption, together with the names of the Board of Directors voting for or against same, in the Independent Journal, a newspaper of general circulation in the County of Marin, State of California.

SECTION 17. COMPLIANCE WITH THE CALIFORNIA ENVIRONMENTAL QUALITY ACT

This Ordinance is exempt from the California Environmental Quality Act (Public Resources Code §§ 21000 et seq., “CEQA,” and 14 Cal. Code Reg. §§ 15000 et seq., “CEQA Guidelines”). The special tax authorized by this Ordinance is a special tax that can only be used to fund the projects, facilities, and services described in the Ordinance but does not approve any of the described projects or services. As such, under CEQA Guidelines section 15378(b)(4), the special tax is not a project within the meaning of CEQA because it creates a government funding mechanism that does not involve any commitment to any specific project or service that may result in a potentially significant physical impact on the environment. If revenue from the tax were used for a purpose that would have such effect, the City would undertake the required CEQA review for that particular project or service at the earliest feasible time prior to approval consistent with CEQA Guidelines Sections 15004 and 15352. Therefore, pursuant to CEQA Guidelines Section 15060, review of the Ordinance under CEQA is not required. Prior to commencement of any project or service funded by the special tax, any necessary environmental review required by CEQA shall be completed.

SECTION 18. SEVERABILITY

If any provision of this Ordinance is held by any court or by any Federal or State agency of competent jurisdiction, to be invalid as conflicting with any Federal or State law, rule or regulation now or hereafter in effect, or is held by such court or agency to be modified in any way in order to conform to the requirements of any such law, rule or regulation, such provision shall be considered a separate, distinct, and independent part of this ordinance, and such holding shall not affect the validity and enforceability of all other provisions hereof. In the event that such law, rule or regulation is subsequently repealed, rescinded, amended or otherwise changed, so that the provision thereof which had previously been held invalid or modified is no longer in conflict with such law, rule or regulation, said provision shall thereupon return to full force and effect and shall thereafter be binding. If any section, subsection, phrase, clause, sentence, or word in this Ordinance shall for any reason be held invalid or
unconstitutional by a court of competent jurisdiction, it shall not nullify the remainder of this Ordinance but shall be confined to the article, section, subsection, subdivision, clause, sentence or word so held invalid or unconstitutional.

SECTION 19. DATE OF ADOPTION AND EFFECTIVE DATE

This Ordinance shall be considered adopted on the date of the declaration of the vote at the November 6, 2018 election and shall become effective 10 days thereafter.

The foregoing Ordinance No. 2018/19-01 was read and introduced at a Regular meeting of the Board of Directors of the Southern Marin Fire Protection District held on the 25th day of July, 2018, and ordered passed to print by the following vote, to wit:

AYES: 7
NOES: 0
ABSENT: 0

[Signature]
Vice President, Board of Directors
Southern Marin Fire Protection District

Attest:
[Signature]
Clerk to the Board

and will come up for adoption as an Ordinance of the Southern Marin Fire Protection District at a Regular meeting of the Board of Directors to be held on the 22nd day of August, 2018.

PASSED AND ADOPTED, subject to voter approval on the November 6, 2018 election, at a regular meeting of the Board of Directors of Southern Marin Fire Protection District held on this 22nd day of August, 2018, by the following vote:

AYES: 6
NOES: 0
ABSENT: 1

[Signature]
Vice President, Board of Directors
Southern Marin Fire Protection District

Attest:
[Signature]
Clerk to the Board

2985955.5

8
To: Bob Briare, President Marin Professional Firefighters, IAFF 1775

Re: Marin County Fire Chiefs’ Association Support for Regional Wildfire Mitigation

Dear Bob:

On behalf of the Marin County Fire Chiefs’ Association (MCFCA), which represents over 13 separate fire agency authorities having jurisdiction that care for, serve and protect all cities, towns, and unincorporated areas—including an estimated 260,000 citizens in Marin; the MCFCA unanimously approves of and supports a countywide regional Wildfire Mitigation initiatives including but not limited to:

1. Expanding existing Fire/Fuels Crews to be used county wide to support and accelerate expanded fire fuels reduction through approved vegetation management projects and operations.

2. A countywide program to evaluate existing Ignition Resistant Construction and Defensible Space on properties in order to reduce the structural ignitability in our collective existing built environment.

3. Fire and Building Codes with consistent application of approved requirements to mitigate and prevent the unwanted effects of wildfires, to be enforced by all agencies.

4. The expansion of a Grant Program to increase funding of fuel reduction and to incentivize homeowners to reduce fire prone plants, and aid seniors, low income and those with Access and Functional Needs.

5. Expands Alert Warning and Evacuation Planning, and

6. Increased Public Education / Outreach

All of these initiatives have been identified in the 2016 Community Wildfire Protection Plan (CWPP), and the 2018 Lessons Learned report to the Marin Board of Supervisors. We support moving forward with public outreach and identifying a funding source to support an on-going mutually beneficial Marin Countywide Wildfire Prevention and Mitigation Program.

Sincerely,

Bill Tyler, Fire Chief
Novato Fire Protection District
President of the Marin County Fire Chiefs’ Association
Wildfire Prevention & Mitigation Initiative
Marin’s Wildfire Hazard

- Deadliest and Most Destructive Fire Seasons on Record
- Wildfire knows no borders
- Marin’s hazardous vegetation increases risk of wildfire
- 19 local fire agencies w/taxing authority
- No single coordinating agency for wildfire prevention & mitigation
Insurance Losses Are Rising

2017 losses were $17 billion.

Losses in California alone exceeded $12 billion.

Wildfire & Heatwave Event Losses, 1981-2017

- Average $1.3 billion/year
- Average $933 million/year

2017 Munich Re, Geo Risks Research, NatCatSERVICE. Available online: [link]

2016: Community Wildfire Protection Plan
“This document provides a framework for future collaboration that can be used to identify, prioritize, implement, and monitor hazard reduction activities throughout the county.”

2018: Lessons Learned from North Bay Fire Siege
“When fires started October 8th the only thing separating Marin County from their neighbor's north was simply an ignition source.”

2019: Marin Civil Grand Jury Report on Wildfire Preparedness
The Grand Jury proposes "the creation of a joint powers authority to coordinate a comprehensive, consistent approach to pre-ignition planning...This new approach will remedy the gaps in our preparedness and demonstrate our political will to improve wildfire safety in Marin."
Marin Wildfire Prevention Authority

- Local fire agencies and emergency service providers
- Cities and towns
- Marin County

Working together as a single Joint Powers Authority (JPA) for comprehensive wildfire prevention and emergency preparedness
<table>
<thead>
<tr>
<th>Program Area</th>
<th>% of Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPA Core</td>
<td></td>
</tr>
<tr>
<td>Wildfire Detection &amp; Evacuation Program Improvements</td>
<td></td>
</tr>
<tr>
<td>Vegetation Management / Fire hazard reduction</td>
<td>60%</td>
</tr>
<tr>
<td>Grants Management</td>
<td></td>
</tr>
<tr>
<td>Public Education – FIRESafe Marin</td>
<td></td>
</tr>
<tr>
<td>Defensible Space Evaluations – Home Hardening</td>
<td>20%</td>
</tr>
<tr>
<td>With the ability for an agency to administer vs JPA</td>
<td></td>
</tr>
<tr>
<td>Local Wildfire Prevention Mitigation –</td>
<td>20%</td>
</tr>
<tr>
<td>Local fire prevention issues with no funding</td>
<td></td>
</tr>
</tbody>
</table>
Wildfire Detection & Evacuation Program Improvements

- Improvements to early emergency alert and warning systems
- Organized and coordinated evacuation planning
- Improved evacuation routes and infrastructure for organized evacuations
MWPA Goals: Fire Hazard Reduction

A Coordinated Vegetation Management and Fire Hazard Reduction Program

• Reduce combustible plants & vegetation
• Protect critical infrastructure
• Crews, equipment, grazing, rx fire
• Environmentally sound practices
Vegetation Management and Fire Hazard Reduction
Example of Coordinated Prevention

Coordinated prevention & mitigation creates benefit across communities
Public Education

Educating the Public About Wildfire Preparedness

• Support FIRESafe MARIN community outreach & fire preparedness education

• Establish & support FIREWISE USA programs in neighborhoods throughout Marin
Defensible Space/Home Hardening

A Coordinated Defensible Space Management Program

• Home evaluations/inspections
• Home hardening advice
• Educate homeowners about reducing wildfire hazards
• Ensure defensible space around critical public infrastructure
• Grants and support to help seniors, low income and people with access and functional needs maintain defensible space
• Dedicated abatement program
Specific Local Needs

Addressing Specific Local Community Needs

• Core program ensures consistency and coordination across Marin

• Local wildfire mitigation program assists local fire agencies in meeting unique community needs

• Examples: Fire patrol for homeless encampments
  • roadside vegetation removal on evacuation routes
  • Parking boxes
Dedicated Wildfire Prevention Funding

- Wildfire Prevention Program Budget: ~$20 million annually
- Stable source of locally controlled funding dedicated to wildfire prevention & mitigation
- Supplementing and not supplanting existing funds
- Potential countywide tax measure for March 2020 election
- Requires 66.7% support countywide
- Recent survey of Marin voters shows strong support for a wildfire prevention funding measure
- Ongoing vs one-time funding and grant dependence
## Wildfire Prevention Expenditure Plan

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Estimated Funding</th>
<th>% of Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JPA Core</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wildfire Detection &amp; Evacuation Program Improvements</td>
<td>$12 million</td>
<td>60%</td>
</tr>
<tr>
<td>Vegetation Management/Fire Hazard Reduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Education – FIRESafe Marin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defensible Space Evaluations – Home Hardening</td>
<td>$4 million</td>
<td>20%</td>
</tr>
<tr>
<td>With option for agency to administer vs JPA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Wildfire Prevention Mitigation =- Local fire prevention issues with no funding</td>
<td>$4 million</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Cost:</strong></td>
<td><strong>$20 million</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Voter Opinion Survey Results

Voter Support for March 2020 Wildfire Prevention Funding Measure

- **11 cents Per Sq. Foot**
  - Definitely Yes: 39%
  - Probably Yes: 36%

- **$178 Per Parcel**
  - Definitely Yes: 35%
  - Probably Yes: 38%

- **1/4% Sales Tax**
  - Definitely Yes: 34%
  - Probably Yes: 26%

Overall Support: 66.7%
Local Area Survey Results

City of Novato

11 cents Per Sq. Foot
- Definitely Yes: 36.2%
- Probably Yes: 40.4%
- Total Yes: 76.6%

$178 Per Parcel
- Definitely Yes: 23.5%
- Probably Yes: 37.7%
- Total Yes: 61.2%

1/4% Sales Tax
- Definitely Yes: 30.4%
- Probably Yes: 26.3%
- Total Yes: 56.7%

Definitely Yes
Probably Yes
Local Area Survey Results

**Novato Fire District**

- **11 cents Per Sq. Foot**
  - Definitely Yes: 36.7%
  - Probably Yes: 38.7%
  - Total Yes: 75.4%

- **$178 Per Parcel**
  - Definitely Yes: 21.7%
  - Probably Yes: 42.2%
  - Total Yes: 63.9%

- **1/4% Sales Tax**
  - Definitely Yes: 30.4%
  - Probably Yes: 25.6%
  - Total Yes: 56.7%

**Definitely Yes** vs. **Probably Yes**
Local Area Survey Results

City of San Rafael

11 cents Per Sq. Foot
- Definitely Yes: 37.1%
- Probably Yes: 35.5%
- Total Yes: 72.6%

$178 Per Parcel
- Definitely Yes: 41.8%
- Probably Yes: 35.6%
- Total Yes: 77.4%

1/4% Sales Tax
- Definitely Yes: 31.0%
- Probably Yes: 24.4%
- Total Yes: 55.4%

1/4% Sales Tax
- Definitely Yes: 31.0%
- Probably Yes: 24.4%
- Total Yes: 55.4%
Local Area Survey Results

Southern Marin

- **11 cents Per Sq. Foot**
  - Definitely Yes: 41.7%
  - Probably Yes: 30.4%
  - Total Yes: 72.1%
- **$178 Per Parcel**
  - Definitely Yes: 40.5%
  - Probably Yes: 38.9%
  - Total Yes: 79.4%
- **1/4% Sales Tax**
  - Definitely Yes: 36.9%
  - Probably Yes: 24.2%
  - Total Yes: 61.1%

Definitely Yes | Probably Yes
Local Area Survey Results

Ross Valley

11 cents Per Sq. Foot
- Definitely Yes: 42.8%
- Probably Yes: 37.2%
- Total Yes: 80.0%

$178 Per Parcel
- Definitely Yes: 35.1%
- Probably Yes: 31.1%
- Total Yes: 66.2%

1/4% Sales Tax
- Definitely Yes: 34.1%
- Probably Yes: 27.1%
- Total Yes: 61.2%

190
Local Area Survey Results

**West Marin**

- **11 cents Per Sq. Foot**
  - Total Yes: 74.1%
  - Definitely Yes: 37.9%
  - Probably Yes: 36.2%

- **$178 Per Parcel**
  - Total Yes: 65.6%
  - Definitely Yes: 36.9%
  - Probably Yes: 29.0%

- **1/4% Sales Tax**
  - Total Yes: 66.2%
  - Definitely Yes: 34.0%
  - Probably Yes: 32.2%

Cost Information:
- 1/4% Sales Tax: $178 Per Parcel
- 11 cents Per Sq. Foot: 11 cents Per Sq. Foot
- 1/4% Sales Tax: 11 cents Per Sq. Foot

191
Mandatory Fiscal Accountability

- All funds must stay local and cannot be taken by the State
- Funds must be used for wildfire prevention and cannot be diverted
- Independent Oversight
  - Annual reporting of financials
  - Annual audits
- Exemptions available for low-income seniors
- Helps Marin qualify for state and federal grants that otherwise go to other counties
MWPA Board of Directors

19 Agencies

5 areas = 11 Members
- 2 – Novato
- 2 – San Rafael
- 2 – Ross Valley
- 2 – Southern Marin
- 2 – County
- 1 – Districts

Agencies will maintain independent, local control
MWPA Governance Structure

Board of Directors (11)
2 electeds from each zone
plus 1 from small district

Operations/Budget Committee (11)
Agency Staff of Members

Advisory Committee
Technical Staff of Members
The Why’s?

• Why a JPA?

• Why 20 million?

• How are the Land Managers (NPS, MMWD, Open Space participating in this effort?)
Timeline and Next Steps

• **August – September 2019**
  - Informational presentations to fire district boards and city councils
  - Finalize MWPA structure
  - Finalize Wildfire Prevention Funding Measure

• **September – October 2019**
  - Fire district boards, city councils and Board of Supervisors adopt resolutions joining MWPA

• **November 2019**
  - Board of Supervisors adopts resolution placing Wildfire Prevention Funding Measure on March 2020 ballot

• **March 2020**
  - Election and Implementation of MWPA
Questions and Discussion
RESOLUTION 2019/2020-04

A RESOLUTION OF THE SOUTHERN MARIN FIRE PROTECTION DISTRICT
DETERMINING THE 2019/2020 APPROPRIATIONS OF TAX PROCEEDS.

BE IT RESOLVED by the Board of Directors of the Southern Marin Fire Protection District
that the calculated maximum limit applicable to the 2019/2020 appropriations of tax proceeds of
$24,802,461 in accordance with Article XIII B of the Constitution of the State of California.
Calculations were based on the weighted average percent change of the Town of Tiburon, City of
Sausalito, and Marin County Unincorporated population figures and California per capita
personal income. Detailed schedules are attached.

PASSED AND ADOPTED by the Board of Directors of the Southern Marin Fire Protection
District this 28th day of August, 2019, by the following vote:

AYES:
NOES:

ABSENT:

______________________________
President, Board of Directors
Southern Marin Fire Protection District

______________________________
Clerk to the Board
SOUTHERN MARIN FIREPROTECTION DISTRICT
CALCULATION OF APPROPRIATIONS LIMITS
FOR 2019/2020 PROCEEDS OF TAXES

2018/2019 Appropriations Limit: 20,886,822

Voter-Approved Measure U Appropriations
Limit Adjustment: 3,000,000

Amended Appropriations Limit: 23,886,822

Per Capita Personal Income Change (3.85)
converted to a ratio: 1.0385

Population converted to a ratio:

County unincorporated: 0.01 = 1.0001
Tiburon: -0.04 = 0.9996
Sausalito: -0.07 = 0.9993

Calculation factor for 2019/2020:

County: 1.0001 \times 1.0385 = 1.038604
Tiburon: 0.9996 \times 1.0385 = 1.038085
Sausalito: 0.9993 \times 1.0385 = 1.037773

\[
\begin{align*}
\text{County:} & \quad 23,886,822 \times 1.038604 \times 0.638 = 15,828,107 \\
\text{Tiburon:} & \quad 23,886,822 \times 1.038085 \times 0.094 = 2,330,875 \\
\text{Sausalito:} & \quad 23,886,822 \times 1.037773 \times 0.268 = 6,643,479
\end{align*}
\]

Appropriations limit for FY 2019/2020: $24,802,461