

**AGENDA FOR REGULAR MEETING OF  
THE BOARD OF DIRECTORS**

February 03, 2025 at 6:00 pm

Location: *Felton Fire Station Meeting Room, 131 Kirby St, Felton California*

**1.0 Convene Meeting**

1.1 Call to Order

1.2 Pledge of Allegiance

1.3 Roll Call

1.4 Approve meeting minutes of regular meeting held January 06, 2024.

1.5 Considerations of Additions to the Agenda

**2.0 Public Comment:**

Any person may address the Board at this time on any matter not on this agenda within the subject matter jurisdiction of the Felton Fire Protection District. The Board Chair may request that comments be limited to no more than three (3) minutes. Any matter that requires Board action will be referred to staff for a report and action at a subsequent meeting. The Brown Act prohibits the board from taking action on any item not listed on the agenda.

**3.0 Public Hearing: None**

**4.0 Director's Reports:** Director Schwanbeck- 5<sup>th</sup> Tuesday meals discussion

**5.0 Staff Report:** Fire Chief Brownlee

**6.0 Unfinished Business:**

6.1 TowerPoint updated offer letter to buy-out AT&T cell tower lease- Anderson & Schwanbeck- update and possible action

**7.0 New Business:**

7.1 Elect board officers for 2025- Chairperson and Vice-Chairperson, appoint Secretary

7.2 Board Secretary position/ posted/ stipend compensation – discussion and possible action

7.3 LAFCO ballot for open seats – review and make selection to submit

7.4 Website redesign- discussion/ possible action

7.5 Board commitment to reviewing one policy section per month

7.6 Beginning process with CalPers to obtain buy-out amount, ask for resolution to do so- discussion/ possible action

7.7 Review of SOPs, discuss how to proceed, discuss monthly review of sections- review/ consider BLFD SOPs/ contract for rewrite- discuss/ possible action

7.8 Strategic Plan (2016) – revisit process to update

7.9 Discuss holding Special Meeting, set date- Crandell

**8.0 Approve paid vendor claims for the month of January 2025**

**9.0 Correspondence: None**

**10.0 Closed Session: None**

At any time during the regular meeting, the Board may adjourn to a closed session to consider land negotiations, litigation, and personnel matters or to discuss with legal counsel matter within the attorney-client privilege. Authority: Gov. Code Section: 54956.8, 54956.9 and 54957.

**11.0 Set date for the next meeting:** March 03, 2025 @ 6 pm Location in person @ Felton Fire Station

**12.0 Adjourn**

Felton Fire Protection District will accommodate persons with disabilities. Please phone the fire station and communicate your specific needs. Any person may comment on any agenda item and must be recognized by the Board Chair prior to comment. Anyone speaking must state their name for the record. **Posted January 31, 2025**





## **FELTON FIRE PROTECTION DISTRICT**

131 Kirby Street, Felton CA 95018 831 335-4422

### Regular Meeting Minutes

### Of The Board of Directors

January 06, 2025

Location: *Felton Fire Station Meeting Room, 131 Kirby St, Felton California*

#### **1.0 Convene Meeting:**

**1.1** Call to Order: Meeting was called to order by Chairperson Jim Anderson at 6:00 p.m.

**1.2** Pledge of Allegiance

**1.3** Roll Call: Directors Jim Anderson, Norm Crandell, Mike Shults, Erica Schwanbeck,  
Doug Conrad

Staff: Chief Brownlee, Chief Blum, L. Dennis

Absent: none

Guests: A Dawson, K Giannini, Don Jarvis, Judy Anderson, M. Rose, V. Albers, Adam Hensleigh and ten additional members of the public.

**1.4** Approve meeting minutes of the Regular Meeting held on November 18, 2024.

Director Crandell noted a correction under item 8.0 Vendor Claims to reflect Chief Brownlee's response to Erica Schwanbeck. Chief Brownlee stated SCM was providing service as an independent contractor, not as a Ben Lomond Fire employee. Meeting minutes will be amended to reflect this change. The Regular meeting minutes were approved on motion by Director Crandell and second by Director Shults with the amendment and passed.

Ayes: Directors Anderson, Crandell and Shults

Noes: none

Abstain: none

Absent: none

**1.5** Considerations of Additions to the Agenda: None.

**1.6** Administer Oaths of Office – new board members elected

Oaths were administered and signed by new directors Doug Conrad, Erica Schwanbeck and reelected director Mike Shults.

#### **2.0 Public Comment:**

None

#### **3.0 Public Hearing:**

None

**4.0 Directors Reports:** None.

**5.0 Staff Report:** Chief Brownlee reviewed the report provided in the board package including the 67 call responses in November and December with a breakdown by type.

Working on training of staff on Type 6.

Discussions with Scotts Valley Chief who may be interested in the ambulance 2366, we are working on pricing.

There is a large sink hole in the front of the fire station, appears related to old sump. It will need to be pumped out before repairs. Preliminary worst case cost estimate is \$9,000.

Director Crandell asked for additional bids to be obtained. Chief Brownlee noted that the utility markings that have been done will only last for 30 days.

Director Schwanbeck asked if this is part of the shared services agreement, to which Chief Brownlee responded no this is necessary facility work needing to be done

**6.0 Unfinished Business:**

**6.1 Shared Services Agreement with Ben Lomond Fire- update to Exhibit B, matching Per Call Response rates- discussion/ approval**

Chief Brownlee explained the changes reflected in the update provided are to bring the Felton and Ben Lomond volunteer response rates in line with each other. The increase to Felton response rates will reflect in next year's budgeting. Director Crandell made a motion to approve the rate changes. Director Conrad seconded the motion and it was approved unanimously.

**6.2 Towerpoint updated offer letter to buy-out AT&T cell tower lease – update Anderson**

Director Anderson reviewed the offer of \$640,000 payment for the cell tower lease. Director Schwanbeck asked if this has been done anywhere else in the Valley. Director Anderson responded that he wasn't aware of any. Some discussion followed regarding other companies that buy existing leases. Director Anderson added that TowerPoint agreed that any future increase in income would be shared with us. Director Anderson stated that they are looking for us to sign the letter of intent. Director Crandell asked for Directors Anderson

and Schwanbeck to review the contract as they are most knowledgeable, and report back to the board.

Director Schwanbeck expressed concern in setting precedent on selling our lease. She also had concerns regarding generator back up due to its age. She is hesitant that this is the right path for us to make. Additional discussion followed. Laurie was asked to provide copies of the AT&T lease and amendments to Directors Anderson and Schwanbeck to review. It was tabled until next meeting.

**7.0 New Business:**

**7.1 FDAC Training Conference being hosted by Felton Fire District 01/31/25-02/01/25 - Crandell**

Director Crandell began the discussion to host a meeting locally when he attended the FDAC conference. The conference will be at Felton Fire on January 31 and February 1, 2025. He said it will cover Brown Act, Finance, and board functions among other topics and hopes all of our board members will be able to attend. Chief Blum said he will get the current attendance count.

**8.0 Approve paid vendor claims for the month of November and December 2024:**

Board members reviewed the vendor claims in the amount of \$43,747.33 for the months of November and December 2024. Director Schwanbeck questioned the amount of the dump fee and if this was normal. Chief Brownlee explained the dump runs were due to the extent the station has been cleaned and trash from demo being done. Claims were approved as presented on motion by Director Shults, seconded by Director Crandell and approved.

Director Schwanbeck commented she had an issue with the SCM bill amount being paid to a Ben Lomond staff person, which is over the Shared Services agreement designated amount of \$5,000. Chief Brownlee responded there is still additional work needing to be done with radio equipment.

Director Schwanbeck questioned SCM charges and referred to the Federal minimum for procurement. She stated she will not approve any more payments to SCM and further stated it's a gray area. She stated she feels it should be board approved prior to the expenditure.

Director Crandell brought up the invoices for the spend on 5<sup>th</sup> Tuesday totaling about \$900. He referred to past practices of collecting donation payments for the guests of squad members. He suggested resuming the practice, some discussion followed.

Director Crandell asked about the gutter replacement and if there are gutter guards. There are none, but Chief Blum is looking into having some fabricated.

Director Crandell made a motion to approve the claims for November and December 2024. The motion was seconded by Director Schwanbeck and approved unanimously.

**9.0 Correspondence:** Letter from LAFCO

Director Anderson reviewed the seats open for election and said the letter requests any candidates from the districts. He requested the boards agreement for him to submit for a seat again. Some discussion followed. Board members were agreeable, so he will submit an application.

**10.0 Closed Session: None**

**11.0 Set date for the next meeting:**

The next Regular Meeting will be held on **Monday, February 03, 2025 at 6:00 P.M.**

**12.0 Adjourn:** Director Anderson moved to adjourn the meeting at 6:46 p.m.

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Jim Anderson, Chairperson

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Attest: Laurie Dennis, Secretary

# Board Report-IncExp FYTD w/var

As Of = @today; Years = 1; Balances = Adopted Budget, Adjusted Budget, Month-To-Date Actual, Year-To-Date Actual, Year-To-Date Variance; Revenues/Expenditures = R,E  
 GL Key [681800] and Dept [\*]

FY 2025

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance
<b>GL Key: 681800 – FELTON FIRE PROTECTN DISTRICT</b>						
<b>Revenues</b>						
<b>Character: 01 – TAXES</b>						
40100	PROPERTY TAX-CURRENT SEC-GEN	989,243.00	989,243.00	0.00	519,400.41	469,842.59
40110	PROPERTY TAX-CURRENT UNSEC-GEN	21,213.00	21,213.00	270.86	21,087.82	125.18
40130	PROPERTY TAX-PRIOR UNSEC-GEN	0.00	0.00	267.34	1,093.68	-1,093.68
40150	SUPP PROP TAX-CURRENT SEC	0.00	0.00	1,198.06	4,739.23	-4,739.23
40151	SUPP PROP TAX-CURRENT UNSEC	0.00	0.00	276.90	1,050.70	-1,050.70
40160	SUPP PROP TAX-PRIOR SEC	0.00	0.00	61.14	666.46	-666.46
40161	SUPP PROP TAX-PRIOR UNSEC	0.00	0.00	83.45	246.38	-246.38
	<b>Total 01 – TAXES</b>	<b>1,010,456.00</b>	<b>1,010,456.00</b>	<b>2,157.75</b>	<b>548,284.68</b>	<b>462,171.32</b>
<b>Character: 07 – FINES, FORFEITURES &amp; ASSMNTS</b>						
44142	PENALTIES FOR DELINQUENT TAXES	0.00	0.00	5.89	63.27	-63.27
44143	REDMPTN PNLTIES FOR DELINQ TXS	0.00	0.00	13.04	87.13	-87.13
	<b>Total 07 – FINES, FORFEITURES &amp; ASSMNTS</b>	<b>0.00</b>	<b>0.00</b>	<b>18.93</b>	<b>150.40</b>	<b>-150.40</b>
<b>Character: 10 – REV FROM USE OF MONEY &amp; PROP</b>						
40430	INTEREST	25,000.00	25,000.00	0.00	29,309.89	-4,309.89
40440	RENTS & CONCESSIONS	39,240.00	39,240.00	3,270.58	22,894.06	16,345.94
	<b>Total 10 – REV FROM USE OF MONEY &amp; PROP</b>	<b>64,240.00</b>	<b>64,240.00</b>	<b>3,270.58</b>	<b>52,203.95</b>	<b>12,036.05</b>
<b>Character: 15 – INTERGOVERNMENTAL REVENUES</b>						
40830	ST-HOMEOWNERS' PROP TAX RELIEF	4,528.00	4,528.00	1,649.90	2,357.00	2,171.00
40852	ST-OTHR TAX RELIEF SUBVENTIONS	0.00	0.00	0.00	1,607.35	-1,607.35
40894	ST-OTHER	5,000.00	5,000.00	0.00	0.00	5,000.00
	<b>Total 15 – INTERGOVERNMENTAL REVENUES</b>	<b>9,528.00</b>	<b>9,528.00</b>	<b>1,649.90</b>	<b>3,964.35</b>	<b>5,563.65</b>
<b>Character: 19 – CHARGES FOR SERVICES</b>						
41322	PLAN CHECKING FEES	2,500.00	2,500.00	137.00	3,131.00	-631.00
	<b>Total 19 – CHARGES FOR SERVICES</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>137.00</b>	<b>3,131.00</b>	<b>-631.00</b>
<b>Character: 23 – MISC. REVENUES</b>						
42384	OTHER REVENUE	2,000.00	2,000.00	0.00	1,283.55	716.45
	<b>Total 23 – MISC. REVENUES</b>	<b>2,000.00</b>	<b>2,000.00</b>	<b>0.00</b>	<b>1,283.55</b>	<b>716.45</b>
	<b>Total Revenues</b>	<b>1,088,724.00</b>	<b>1,088,724.00</b>	<b>7,234.16</b>	<b>609,017.93</b>	<b>479,706.07</b>
<b>Expenditures</b>						
<b>Character: 50 – SALARIES AND EMPLOYEE BENEF</b>						
51000	REGULAR PAY-PERMANENT	502,500.00	502,500.00	29,549.00	156,211.67	346,288.33
51005	OVERTIME PAY-PERMANENT	13,000.00	13,000.00	0.00	2,650.62	10,349.38
51010	REGULAR PAY-EXTRA HELP	141,500.00	141,500.00	300.00	37,379.62	104,120.38

# Board Report-IncExp FYTD w/var

As Of = @today; Years = 1; Balances = Adopted Budget, Adjusted Budget, Month-To-Date Actual, Year-To-Date Actual, Year-To-Date Variance; Revenues/Expenditures = R,E  
 GL Key [681800] and Dept [\*]

FY 2025

Object	GL Object Title	FY 2025				Year-To-Date Variance
		Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	
<b>GL Key: 681800 – FELTON FIRE PROTECTN DISTRICT</b>						
<b>Expenditures</b>						
<b>Character: 50 – SALARIES AND EMPLOYEE BENEF</b>						
51015	REGULAR PAY-SICK LEAVE	2,400.00	2,400.00	0.00	0.00	2,400.00
52010	OASDI-SOCIAL SECURITY	52,080.00	52,080.00	412.43	9,190.42	42,889.58
52015	PERS	91,269.00	91,269.00	0.00	33,603.68	57,665.32
53010	EMPLOYEE INSURANCE & BENEFITS	68,202.00	68,202.00	95.23	16,224.63	51,977.37
53015	UNEMPLOYMENT INSURANCE	20,000.00	20,000.00	0.00	119.00	19,881.00
54010	WORKERS COMPENSATION INSURANCE	84,000.00	84,000.00	0.00	79,507.00	4,493.00
55020	SICK LEAVE RESERVE	0.00	0.00	0.00	3,080.00	-3,080.00
<b>Total 50 – SALARIES AND EMPLOYEE BENEF</b>		<b>974,951.00</b>	<b>974,951.00</b>	<b>30,356.66</b>	<b>337,966.64</b>	<b>636,984.36</b>
<b>Character: 60 – SERVICES AND SUPPLIES</b>						
61110	CLOTHING & PERSONAL SUPPLIES	42,500.00	42,500.00	298.82	1,693.43	40,806.57
61215	RADIO	35,000.00	35,000.00	15,204.51	26,775.01	8,224.99
61221	TELEPHONE-NON TELECOM 1099	12,000.00	12,000.00	312.38	4,998.94	7,001.06
61310	FOOD	4,000.00	4,000.00	0.00	1,335.14	2,664.86
61425	OTHER HOUSEHOLD EXP-SERVICES	6,500.00	6,500.00	644.65	2,692.00	3,808.00
61525	LIABILITY INSURANCE	40,000.00	40,000.00	0.00	-414.54	40,414.54
61720	MAINT-MOBILE EQUIPMENT-SERV	44,000.00	44,000.00	7,040.00	11,119.25	32,880.75
61721	MAINT-MOBILE EQUIPMT-SUPPLIES	40,000.00	40,000.00	914.16	1,163.56	38,836.44
61725	MAINT-OFFICE EQUIPMT-SERVICES	2,000.00	2,000.00	477.82	1,322.89	677.11
61730	MAINT-OTH EQUIP-SERVICES	7,550.00	7,550.00	0.00	3,110.45	4,439.55
61731	MAINT-OTH EQUIP-SUPPLIES	2,500.00	2,500.00	0.00	375.77	2,124.23
61845	MAINT-STRUCT/IMPS/GRDS-OTH-SRV	5,000.00	5,000.00	0.00	2,247.50	2,752.50
61846	MAINT-STRUCT/IMPS/GRDS-OTH-SUPP	10,000.00	10,000.00	859.90	3,357.30	6,642.70
61920	MEDICAL, DENTAL & LAB SUPPLIES	12,050.00	12,050.00	459.06	763.20	11,286.80
62020	MEMBERSHIPS	3,000.00	3,000.00	0.00	2,000.00	1,000.00
62219	PC SOFTWARE PURCHASES	9,500.00	9,500.00	0.00	7,962.49	1,537.51
62221	POSTAGE	600.00	600.00	0.00	0.00	600.00
62223	SUPPLIES	2,000.00	2,000.00	5.45	408.37	1,591.63
62301	ACCOUNTING AND AUDITING FEES	23,500.00	23,500.00	0.00	0.00	23,500.00
62327	DIRECTORS' FEES	8,000.00	8,000.00	0.00	3,200.00	4,800.00
62358	LAUNDRY SERVICES	1,800.00	1,800.00	78.24	469.44	1,330.56
62367	MEDICAL SERVICES-OTHER	45,200.00	45,200.00	0.00	4,666.77	40,533.23
62381	PROF & SPECIAL SERV-OTHER	40,200.00	40,200.00	2,241.50	31,505.35	8,694.65
62420	LEGAL NOTICES	700.00	700.00	0.00	179.50	520.50
62500	EQUIPMENT LEASE & RENT	500.00	500.00	0.00	0.00	500.00
62715	SMALL TOOLS & INSTRUMENTS	7,000.00	7,000.00	549.24	2,176.41	4,823.59
62826	EDUCATION AND/OR TRAINING	20,000.00	20,000.00	0.00	1,385.03	18,614.97



# Board Report-IncExp FYTD w/var

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 GL Key [681800] and Dept [\*\*]

FY 2025

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance
<b>GL Key: 681800 – FELTON FIRE PROTECTN DISTRICT Expenditures</b>						
<b>Character: 60 – SERVICES AND SUPPLIES</b>						
62888	SPEC DIST EXP-SERVICES	14,000.00	14,000.00	210.74	463.24	13,536.76
62920	GAS, OIL, FUEL	20,000.00	20,000.00	0.00	906.25	19,093.75
62928	TRAVEL-OTHER(NON-REPT)	3,000.00	3,000.00	0.00	625.71	2,374.29
63070	UTILITIES	16,000.00	16,000.00	875.26	3,725.46	12,274.54
	<b>Total 60 – SERVICES AND SUPPLIES</b>	<b>478,100.00</b>	<b>478,100.00</b>	<b>30,171.73</b>	<b>120,213.92</b>	<b>357,886.08</b>
<b>Character: 80 – FIXED ASSETS</b>						
86110	BUILDINGS AND IMPROVEMENTS	28,000.00	28,000.00	0.00	10,028.97	17,971.03
86204	EQUIPMENT	27,800.00	27,800.00	0.00	6,181.72	21,618.28
86209	MOBILE EQUIPMENT	226,650.00	226,650.00	0.00	197,956.63	28,693.37
	<b>Total 80 – FIXED ASSETS</b>	<b>282,450.00</b>	<b>282,450.00</b>	<b>0.00</b>	<b>214,167.32</b>	<b>68,282.68</b>
<b>Character: 98 – APPROP FOR CONTINGENCIES</b>						
98700	APPROP FOR CONTINGENCIES	650,000.00	650,000.00	0.00	0.00	650,000.00
	<b>Total 98 – APPROP FOR CONTINGENCIES</b>	<b>650,000.00</b>	<b>650,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>650,000.00</b>
	<b>Total Expenditures</b>	<b>2,385,501.00</b>	<b>2,385,501.00</b>	<b>60,528.39</b>	<b>672,347.88</b>	<b>1,713,153.12</b>
	<b>Total 681800 – FELTON FIRE PROTECTN DISTRICT</b>	<b>-1,296,777.00</b>	<b>-1,296,777.00</b>	<b>-53,294.23</b>	<b>-63,329.95</b>	<b>-1,233,447.05</b>
		<b>-1,296,777.00</b>	<b>-1,296,777.00</b>	<b>-53,294.23</b>	<b>-63,329.95</b>	<b>-1,233,447.05</b>





**FELTON FIRE PROTECTION DISTRICT**  
**131 Kirby Street, Felton CA 95018 831 335-4422**

**Board Administrative Secretary**  
**Minimum Qualifications and Job Description**

**Reports to:** Board of Directors

**Supervisors:** Non-Supervisory Position

**Definition:** Under the Direction of the Board of Directors, the board Secretary provides technical, administrative, and confidential secretarial support to the Board of Directors, and other staff related to the activities of the district; performs other complex support duties to relieve the Board of Directors of administrative details; and performs other related duties as required.

**ESSENTIAL DUTIES:**

- Composes types and prepares a variety of technical and confidential correspondences memoranda bid documents statistical and narrative reports schedules and performance evaluation attends meetings as assigned takes and transcribes minutes reviews written materials for completeness and accuracy.
- Coordinates and schedules meetings and activities. Assist in setting up and making preparation for board and other public meetings. Organizes and maintains district records. Prepares and processes various documents and confidential materials re-search and prepares reports and complete special projects as assigned.
- Organize documents in preparation for filing. Maintains a file tracking system retrieves and assists the board in locating and checking out file documents
- Serves as recording secretary to the Board of Directors attends board meetings and takes and transcribes board minutes for review by the Board of Directors.
- Maintains records of minutes of board meetings, campaign statements, and conflict of interest disclosure statements; prepare legal notices; and files notices with state and county as required.
- Reviews reports and agenda items for format, language, and adherence to district procedures; maintains the district's policies and procedures, ordinance and resolutions; publishes and post bid notices, ordinances, resolutions and notifications of board meetings as required by Brown act and other statutes; provides information and prepares documents required for election of directors and concerning district policies and procedures.
- Assist board members with project research; provide administrator and secretarial support as needed; research, repairs, and processes documents
- Serves as liaison between the Fire Chief and Board of Directors in the absence of the fire chief.
- Performs other related duties as assigned.

**QUALIFICATIONS:**

**DEMONSTRATED KNOWLEDGE OF PERFORMANCE IN THE FOLLOWING AREAS:**

- Proper English usage, grammar, punctuation, vocabulary, and spelling.
- Modern office technology, techniques, methods, and practices.
- Filing and tracking systems.
- Laws associated with special districts and board meetings including the Brown Act.
- Principles and practices of organizing and presenting written information.
- Records management and database creation principles and methods.





***FELTON FIRE PROTECTION DISTRICT***  
***131 Kirby Street, Felton CA 95018 831 335-4422***

- Standard office and graphic software application.
- Financial record keeping procedures and techniques.

**ABILITY TO:**

- Interpret, explain, and apply policies and procedures, laws, and statutes.
- Demonstrate initiative, tact, discretion, and sound judgment in the performance of assigned and confidential duties.
- Use an operate computer hardware and software programs including Internet to perform assigned duties.
- Organize work, set priorities, and meet critical deadlines.
- Prepare and maintain accurate records, reports, budgets, and logs in accordance with work requirements.
- Communicate effectively verbally and in writing.
- Work independently with minimal supervision.
- Create and maintain accurate records, databases, and files.
- Prepare, process, and maintain the confidentiality of sensitive information and records including personnel actions.
- Understand and follow oral and written directions.
- Independently compose and edit letters, reports, and memoranda.
- Perform functions in a manner consistent with applicable laws, rules, and district procedures.
- Maintain excellent attendance and punctuality.

**PHYSICAL AND SENSORY REQUIREMENTS:**

- Ability to intermittently bend and twist to reach equipment on surrounding desk; lift and carry up to approximately 25 pounds; reach above and below shoulder level, bend; or crouch to use files, records, books and reports on shelves and in filing cabinets.
- Grab files, documents, and equipment with right and left hands. Squat and kneel to reach files and related legal documents.
- Sufficient eyesight to read fine statistical reports and standard text and data on computer terminal screens.
- Ability to speak and hear at normal conversational levels in person and over the telephone.
- Manual dexterity to write legibly and to use calculators, computer terminals and other general office machines.

**TRAINING AND EXPERIENCE GUIDELINES:**

- Provide proof of US citizenship or proof of admission for residence or authorization for such permanent work by the immigration and naturalization service (INS).
- Minimum of high school diploma or GED certificate
- A valid California class C driver's license must be always maintained.
- Must pass physical, completed by district Worker's Compensation medical office.
- Must Pass districts background investigation comprised of DMV record check and live scan fingerprinting and record check.





January 27, 2025

Stacie Brownlee, Fire Chief  
Felton Fire Protection District  
131 Kirby St.  
Felton, CA 95018

**SUBJECT: ELECTION FOR SPECIAL DISTRICT REGULAR MEMBER ON LAFCO**

Dear Chief Brownlee:

The purpose of this letter is to solicit your district's vote for the regular and alternate member seats on LAFCO. The independent special districts in Santa Cruz County are designated three positions on the LAFCO board. The two regular member seats are currently held by Jim Anderson (Felton Fire Protection District) with a term ending in May 2025, and Rachél Lather (Soquel Creek Water District) with a term ending in May 2028. The alternate member seat is currently held by Ed Banks (Pajaro Valley Public Cemetery District) with a term ending in May 2025. **In preparation of Commissioners Jim Anderson (Regular) and Ed Banks (Alternate) expiring terms of office, LAFCO staff will be conducting an election to fill the regular and alternate member seats on the LAFCO board.**

**Regular Member Seat Candidates**

The three candidates running for LAFCO's special district regular member seat are:

- **Jim Anderson** (Felton Fire Protection District; Incumbent);
- **Lani Faulkner** (Central Fire District); and
- **Tony Nunez** (Pajaro Valley Health Care District)

**Alternate Member Seat Candidates**

The five candidates running for LAFCO's special district regular member seat are:

- **Jim Anderson** (Felton Fire Protection District);
- **Ed Banks** (Pajaro Valley Public Cemetery District; Incumbent);
- **Lani Faulkner** (Central Fire District);
- **Alina Layng** (San Lorenzo Valley Water District); and
- **Tony Nunez** (Pajaro Valley Health Care District)

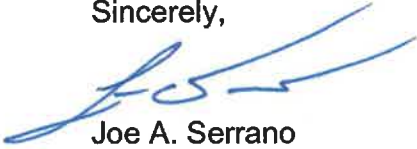
**Attachment 1** provides background information for each candidate.

**Election Process**

The election will be conducted by mail. Each district gets one vote for each position, which shall be executed on the enclosed ballot by either the presiding officer of the district board or by their designee. **The deadline to return the executed ballot to the LAFCO office will be no later than 3:00 p.m. on Wednesday, March 26, 2025.** Ballots can be mailed, hand-delivered, or emailed to the LAFCO office. If emailed, please follow-up by mailing the ballot with an original signature. LAFCO staff will open and tally the ballots at 3:00 p.m. in the LAFCO office. Anyone who wishes to observe the tally should come to the LAFCO office at that time. The Independent Special District Selection Committee rules of procedure are posted on the Policies and Rules page of LAFCO's website: <https://santacruzlafco.org/about/policies-procedures/>

Please contact me at the LAFCO office if you have any questions about the voting process.

Sincerely,



Joe A. Serrano  
Executive Officer

Attachments:

- 1) Candidates' Information
- 2) Official Ballot



RECEIVED

JAN 14 2025



LOCAL AGENCY FORMATION COMMISSION OF SANTA CRUZ COUNTY Santa Cruz LAFCO

NOMINATION FOR LAFCO'S SPECIAL DISTRICT REGULAR & ALTERNATE MEMBER SEATS (TERM BEGINNING MAY 2025 AND ENDING IN MAY 2029)

INSTRUCTIONS:

If you are interested in serving as a special district member on LAFCO, please complete and sign the following application. The completed application can be mailed, hand delivered, or emailed (as a PDF with signature) to: 701 Ocean Street, Room 318-D, Santa Cruz, CA 95060 (mailing address) or ioe@santacruzlafco.org (email).

Applications must be submitted to LAFCO no later than 3:00 p.m. on January 24, 2025

I am applying for (CHECK ONE):

Special District Regular Member ONLY	<input checked="" type="checkbox"/>
Special District Alternate Member ONLY	<input checked="" type="checkbox"/>
Either Position	<input type="checkbox"/>

\*\*\*Note that water district board members are NOT eligible for the proposed regular member position because a water district board member currently occupies the other regular seat.\*\*\*

NAME: Jim Anderson

MAILING ADDRESS: [Redacted]

PHONE(s): Home: [Redacted] Cell/Business: [Redacted]

EMAIL: jimwanderson@comcast.net

DISTRICT BOARD ON WHICH YOU CURRENTLY SERVE: Felton Fire Protection District

PREVIOUS BOARD, COMMISSION, OR COMMITTEE SERVED (Identify organization[s] and length of term[s]):

Felton Fire Protection District : 1999 - Present

Mtn. Parks Foundation : 1995 - Present

Santa Cruz LAFCO : 2006 - Present

Santa Cruz County Substance Abuse Commission : 2015-2024

S.C. County Sheriff's Advisory Council : 2019-2021

S.C. County R.D.A. Oversight Committee : 2021 - Present

STATEMENT OF INTEREST:

You may attach a separate sheet to present additional qualifications or a statement of interest in serving on LAFCO.

CERTIFICATION:

I certify that the above information is true and correct and I authorize the verification of the information in the application.

Signature of Board Member Interested in Serving on LAFCO

1-14-2025 Date

Jim Anderson

Statement of Interest

I am a lifelong resident of Santa Cruz County, living in Felton. I have served as a Commissioner on LAFCO since September, 2006. During this time, I have held the position of Chair, Vice Chair and served on both the personnel and budget committees.


I am 1 of 2 special district members representing the 20 independent special districts. I come from the Felton Fire District where I started my career in 1976 as a firefighter and captain for 26 years, then joining the Felton Fire Board in 1999.

In addition to the public sector, my 42-year professional career includes the position of Senior Technical Manager in the telecommunications industry. I retired in October 2015 from my professional career and to date continue my pursuit as a public servant in Santa Cruz County. As with many local government boards, members are always challenged to learn new things and LAFCO is no exception.

I find the many different issues dealt with make it a very interesting and rewarding endeavor of which I enjoy. I have had the pleasure to champion various successful boundary changes over the years as a LAFCO commissioner, including but not limited to, the recent fire consolidation between Central Fire and Aptos/LaSelva Fire Protection Districts as well as the Scotts Valley Fire/Branciforte Fire Consolidation. The purpose of these consolidations is to facilitate the efficient delivery of fire protection to the communities within the affected territories. These consolidations will preserve the current levels of service, maintain local expectations and continue the existing funding sources.

I look forward to supporting all of the 20 independent special districts as the Special District Representative on the LAFCO Board.

Respectfully,

  
Jim Anderson



LOCAL AGENCY FORMATION COMMISSION OF SANTA CRUZ COUNTY

NOMINATION FOR LAFCO'S SPECIAL DISTRICT REGULAR & ALTERNATE MEMBER SEATS  
(TERM BEGINNING MAY 2025 AND ENDING IN MAY 2029)

INSTRUCTIONS:

If you are interested in serving as a special district member on LAFCO, please complete and sign the following application. The completed application can be mailed, hand delivered, or emailed (as a PDF with signature) to: 701 Ocean Street, Room 318-D, Santa Cruz, CA 95060 (mailing address) or [joe@santacruzlafco.org](mailto:joe@santacruzlafco.org) (email).

Applications must be submitted to LAFCO no later than  
**3:00 p.m. on January 24, 2025**

I am applying for (CHECK ONE):

Special District Regular Member ONLY	<input type="checkbox"/>
Special District Alternate Member ONLY	<input checked="" type="checkbox"/>
Either Position	<input type="checkbox"/>

\*\*\*Note that water district board members are NOT eligible for the proposed regular member position because a water district board member currently occupies the other regular seat.\*\*\*

NAME: EDWARD K. BANKS

MAILING ADDRESS: \_\_\_\_\_

PHONE(s): Home: \_\_\_\_\_ Cell/Business: \_\_\_\_\_

EMAIL: EDBANKS@KBKINSURANCE.COM

DISTRICT BOARD ON WHICH YOU CURRENTLY SERVE: PATARO VALLEY PUBLIC CEMETERY DIST.

PREVIOUS BOARD, COMMISSION, OR COMMITTEE SERVED (Identify organization[s] and length of term[s]):

CURRENT SPECIAL DISTRICT ALTERNATE MEMBER D SANTA CRUZ LAFCO.

STATEMENT OF INTEREST:

You may attach a separate sheet to present additional qualifications or a statement of interest in serving on LAFCO. SEE ATTACHED

CERTIFICATION:

I certify that the above information is true and correct and I authorize the verification of the information in the application.

Ed K Banks  
Signature of Board Member Interested in Serving on LAFCO

1-14-2025  
Date

## Edward K. Banks

Ed Banks, a native Californian, was born in San Francisco and grew up in La Selva Beach. He attended Aptos Elementary School and is a 1966 graduate of Watsonville High School. He received his A.A. degree from Cabrillo College in 1968 and Bachelor of Arts degree from Sonoma State University in 1970. His military commitment commenced as a Naval Reservist in November of 1970, being stationed at Flag Administrative Unit, Naval Air Station Barbers Point, Hawaii. His active-duty assignment concluded in August of 1972, and ultimate honorable discharge in August of 1975.

Ed has been in the insurance profession since 1972, beginning with commercial underwriting assignments at the Hartford Insurance Company, San Francisco, and Fireman's Fund Insurance Company, San Jose. In 1977, he moved back to Watsonville to join the firm of Martin & Friend Insurance Agency. In April of 1996, he merged the agency with Kane-Hall-Palmtag Insurance to form KBK Insurance Agency.

Ed's community service has included service on the following organizations' boards of directors: Insurance Brokers and Agents of the West, Independent Insurance Agents & Brokers of Watsonville (past president), Watsonville National Little League, Watsonville YMCA, Pajaro Valley Chamber of Commerce, Rotary Club of Watsonville (past President 1993-94), Monterey Bay Bank and Watsonville Firefighters' Association. He was a reserve lieutenant for the Watsonville Fire Department from 1981 to 2006. During his 25-year career with the fire department, he successfully completed courses of study in Fire Command Operations and Fire Cause Determination at the National Fire Academy, Emmitsburg, Maryland. He also served on the Santa Cruz County Grand Jury in 1985-86 as well as the Santa Cruz County Hazardous Materials Advisory Commission 2007-2009. In 2010, Ed attended the National Emergency Training Center, Emmitsburg, Maryland, receiving certificates of completion in Community Emergency Response Team Operations and Program Management.

He is past president of the board of directors of the Cabrillo College Foundation as well as past governing board chair and former Area VII Trustee for Cabrillo Community College. Ed currently serves as a trustee of the Pajaro Valley Cemetery District as well as Special Districts alternate member, Santa Cruz County LAFCO.

An avid San Francisco Giants' fan has taken "road trips" with his sons and Father-in-law. Ed also likes gardening, traveling and golf with friends.

Eb\01142025



LOCAL AGENCY FORMATION COMMISSION OF SANTA CRUZ COUNTY

NOMINATION FOR LAFCO'S SPECIAL DISTRICT REGULAR & ALTERNATE MEMBER SEATS (TERM BEGINNING MAY 2025 AND ENDING IN MAY 2029)

INSTRUCTIONS:

If you are interested in serving as a special district member on LAFCO, please complete and sign the following application. The completed application can be mailed, hand delivered, or emailed (as a PDF with signature) to: 701 Ocean Street, Room 318-D, Santa Cruz, CA 95060 (mailing address) or joe@santacruzlafco.org (email).

Applications must be submitted to LAFCO no later than 3:00 p.m. on January 24, 2025

I am applying for (CHECK ONE):

Table with 2 columns: Position, Preference. Rows: Special District Regular Member ONLY (Prefer), Special District Alternate Member ONLY, Either Position (X).

\*\*\*Note that water district board members are NOT eligible for the proposed regular member position because a water district board member currently occupies the other regular seat.\*\*\*

NAME: Iwalani (Lani) N. Faulkner

MAILING ADDRESS: [Redacted]

PHONE(s): Home: [Redacted] Cell/Business: [Redacted]

EMAIL: EquityTransitSantaCruz@gmail.com

DISTRICT BOARD ON WHICH YOU CURRENTLY SERVE: Central Fire Board

PREVIOUS BOARD, COMMISSION, OR COMMITTEE SERVED (Identify organization[s] and length of term[s]):

- Santa Cruz Central Fire Board (Dec 2024 – current)
CA State Democratic Delegate (2023 – current)
Democratic National Delegate to the 2024 Convention, Elected (2024)
Democratic Central Committee Alternate (2022 – current)
Mid County Dems Executive Board (Current until 2026)
Santa Cruz County Democratic Women’s Club Board (2025 - )
Sierra Club Executive Committee, Santa Cruz Group Ventana Chapter (2023 – current)
Santa Cruz County Friends of the Rail and Trail, Equity Officer (2022)
Community Traffic Safety Coalition, Stakeholder (2022 – current)
Climate Action and Adaptation, Planning & Grants with the Office of Response, Recovery and Resilience, Stakeholder (2022 - current)
Santa Cruz Metro “ReImagine Metro”, Stakeholder (2022 - 2023)
Santa Cruz County Housing Element Community Stakeholder (2023)
Caltrans Stakeholder on Housing Working Group (2023)
Caltrans Stakeholder on Equity, Engagement and Health Working Group (2023)
Rainbow Defense Coalition, Safety and de-escalation volunteer (2023 – current)
Santa Cruz City Climate Action Task Force, Stakeholder (2022)
Equity Transit, Founder (2021)
Little People’s Repertory Theater, Video Production and Grant Assistance (2008 – 2014)
Buena Vista Road Association, Boulder Creek, President (2001 - 2004)

**STATEMENT OF INTEREST:**

You may attach a separate sheet to present additional qualifications or a statement of interest in serving on LAFCO.

Our county is at a critical juncture as we face a number of challenges. Climate change continues to stress our emergency response capabilities, particularly as fire departments strive to maintain economic strength while ensuring safe and effective service amidst rising equipment and resource costs. Compounding this is the increasing pressure on our clean water supply due to prolonged drought and factors affecting water quality. Additionally, the state's mandate to significantly expand housing development over the next eight years—through county and city Housing Elements—will place additional demands on special districts, emergency services, and our natural resources. I am eager to leverage my collaborative skills and experience to work with stakeholders across the county to address these pressing issues.

Currently, I serve on the Central Fire District Board of Directors, an honor that carries personal significance as my grandfather, John A. Gilman, was one of only nine civilian firefighters awarded the Purple Heart for his service in Oahu during the bombing of Pearl Harbor. Moreover, my mother committed decades to volunteering with our local fire auxiliary. I have been a certified NOLS Wilderness Medicine first responder since 2007.

Having spent my formative years in the fire-prone Sierra Nevada Foothills of California, I developed an understanding of the importance of creating defensible spaces and being fire-ready as well as understanding proper installment and care of wells on our property. As a nearly 30-year resident of Santa Cruz County—over a decade in rural areas like Boulder Creek and Happy Valley—I recognize the critical need for community collaboration to mitigate and respond to challenges and disasters and ensuring critical services, including fire prevention, water, and waste management.

As a scientist, woman of color, and educator, I bring a history of facilitating informed and equitable decision-making. I understand the importance of addressing a myriad of complex issues such as agricultural land preservation, population growth, land use, fire protection, water and waste management, and other important considerations which impact our local community members and natural resources. My academic background includes a Master of Science, equipping me with extensive research and analytical experience.

I am committed to contributing my skills and experiences to help our county navigate the challenges ahead. I kindly request your vote in support of my appointment as a LAFCO Commissioner. Thank you for consideration.

**CERTIFICATION:**

I certify that the above information is true and correct and I authorize the verification of the information in the application.



\_\_\_\_\_  
Signature of Board Member Interested in Serving on LAFCO

\_\_\_\_\_  
January 21, 2025  
Date





LOCAL AGENCY FORMATION COMMISSION OF SANTA CRUZ COUNTY

NOMINATION FOR LAFCO'S SPECIAL DISTRICT REGULAR & ALTERNATE MEMBER SEATS  
(TERM BEGINNING MAY 2025 AND ENDING IN MAY 2029)

INSTRUCTIONS:

If you are interested in serving as a special district member on LAFCO, please complete and sign the following application. The completed application can be mailed, hand delivered, or emailed (as a PDF with signature) to: 701 Ocean Street, Room 318-D, Santa Cruz, CA 95060 (mailing address) or [joe@santacruzlafco.org](mailto:joe@santacruzlafco.org) (email).

Applications must be submitted to LAFCO no later than  
**3:00 p.m. on January 24, 2025**

I am applying for (CHECK ONE):

Special District Regular Member ONLY	<input type="checkbox"/>
Special District Alternate Member ONLY	<input checked="" type="checkbox"/>
Either Position	<input type="checkbox"/>

\*\*\*Note that water district board members are NOT eligible for the proposed regular member position because a water district board member currently occupies the other regular seat.\*\*\*

NAME: Alina Layna

MAILING ADDRESS: [REDACTED]

PHONE(s): Home: [REDACTED] Cell/Business: [REDACTED]

EMAIL: alayna@SLVWD

DISTRICT BOARD ON WHICH YOU CURRENTLY SERVE: SLV Water District

PREVIOUS BOARD, COMMISSION, OR COMMITTEE SERVED (Identify organization(s) and length of term(s)):

Environmental and Engineering Committee

SLVWD public committee member 3 terms

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

STATEMENT OF INTEREST:

You may attach a separate sheet to present additional qualifications or a statement of interest in serving on LAFCO.

CERTIFICATION:

I certify that the above information is true and correct and I authorize the verification of the information in the application.

Alina Layna  
Signature of Board Member Interested in Serving on LAFCO

1/23/25  
Date



LOCAL AGENCY FORMATION COMMISSION OF SANTA CRUZ COUNTY

NOMINATION FOR LAFCO'S SPECIAL DISTRICT REGULAR & ALTERNATE MEMBER SEATS (TERM BEGINNING MAY 2025 AND ENDING IN MAY 2029)

INSTRUCTIONS:

If you are interested in serving as a special district member on LAFCO, please complete and sign the following application. The completed application can be mailed, hand delivered, or emailed (as a PDF with signature) to: 701 Ocean Street, Room 318-D, Santa Cruz, CA 95060 (mailing address) or joe@santacruzlafco.org (email).

RECEIVED

JAN 24 2025

Santa Cruz LAFCO

Applications must be submitted to LAFCO no later than 3:00 p.m. on January 24, 2025

I am applying for (CHECK ONE):

Table with 2 columns: Position and Selection. Rows: Special District Regular Member ONLY, Special District Alternate Member ONLY, Either Position (checked).

\*\*\*Note that water district board members are NOT eligible for the proposed regular member position because a water district board member currently occupies the other regular seat.\*\*\*

NAME: Jose Antonio Nunez Palomino

MAILING ADDRESS: [Redacted]

PHONE(s): Home: [Redacted] Cell/Business: [Redacted]

EMAIL: tonyun18@gmail.com

DISTRICT BOARD ON WHICH YOU CURRENTLY SERVE: Pajaro Valley Health Care District

PREVIOUS BOARD, COMMISSION, OR COMMITTEE SERVED (Identify organization[s] and length of term[s]):

Blank lines for previous board information.

STATEMENT OF INTEREST:

You may attach a separate sheet to present additional qualifications or a statement of interest in serving on LAFCO.

CERTIFICATION:

I certify that the above information is true and correct and I authorize the verification of the information in the application.

Signature of Board Member Interested in Serving on LAFCO

1/24/2025 Date



Tony Nunez  
129 Lynbrook Ct.  
Watsonville, CA, 95076  
Tonynun18@gmail.com  
831-234-6971  
1/24/2025

Local Agency Formation Commission (LAFCO)  
701 Ocean Street, Room 318-D,  
Santa Cruz, CA 95060

Dear Members of the Local Agency Formation Commission,

I am writing to express my interest in serving on the LAFCO Board and to highlight the unique qualifications I bring to this position. As a member of the Board of Directors for the Pajaro Valley Health Care District (PVHCD) since its inception in March 2022, I have been deeply involved in addressing the critical challenges facing health care providers and delivery systems, particularly in underserved communities like the Pajaro Valley. It is essential for the PVHCD, which was formed in 2022 through special legislation, to have a voice at the table as LAFCO continues its important work.

My service on the PVHCD Board has provided me with firsthand experience navigating the intricacies of public agency governance, ensuring sound fiscal accountability, fostering collaborative solutions, and advocating for essential services that impact thousands of lives on the Central Coast. Given LAFCO's role in shaping the future of local government services, I believe it is vital for the PVHCD to contribute its perspective, ensuring that the voices of health care providers are heard and considered during a time of significant strain on the health care system.

Beyond my public service, my professional background has equipped me with the skills and experience necessary to serve on the LAFCO Board effectively. I currently serve as the Marketing and Communications Manager for Community Bridges, a leading human services nonprofit that provides vital services to vulnerable populations across Santa Cruz, Monterey and San Benito counties. In this role, I have honed my abilities to communicate effectively, build consensus, and engage stakeholders.

Prior to my current position, I spent more than a decade as a journalist, including roles as Managing Editor of *The Pajaronian* (4 years, 2018–2022), News Editor of *Good Times* (2 years, 2020–2022), and Managing Editor of the *Press Banner* (2 years, 2020–2022). These positions have given me a strong foundation in analyzing complex issues, understanding diverse perspectives, and ensuring transparency in decision-making.

If appointed to the LAFCO Board, I will bring a fresh perspective rooted in health care equity, public service, and community advocacy. I am committed to ensuring that the PVHCD's mission to safeguard access to essential health care services is integrated into the broader regional planning and policy discussions that LAFCO oversees.

Thank you for considering my application. I would be honored to serve on the LAFCO Board and to contribute to its vital mission. Please feel free to contact me if you have any questions or require additional information.

Sincerely,

Tony Nunez  
PVHCD, Board President



LOCAL AGENCY FORMATION COMMISSION OF SANTA CRUZ COUNTY

2025 BALLOT FOR THE SPECIAL DISTRICT
REGULAR & ALTERNATE MEMBER SEATS ON LAFCO

INSTRUCTIONS:

Please check the box to the left of the person you are voting for. Vote ONLY for one candidate in each category.

Table with 3 columns: Candidate, District, Vote By Marking (X). Rows include Jim Anderson (incumbent) - Felton Fire Protection District, Lani Faulkner - Central Fire District, Tony Nunez - Pajaro Valley Health Care District.

Table with 3 columns: Candidate, District, Vote By Marking (X). Rows include Jim Anderson - Felton Fire Protection District, Ed Banks (incumbent) - Pajaro Valley Cemetery District, Lani Faulkner - Central Fire District, Alina Layng - San Lorenzo Valley Water District, Tony Nunez - Pajaro Valley Health Care District.

NEXT STEPS

After voting, please hand-deliver, mail, or email the signed ballot back to LAFCO. If emailed, please follow-up by mailing the ballot with an original signature. The ballots will be counted at 3:00 p.m. on Wednesday, March 26, 2025. Any ballots received after 3:00 p.m. will not be counted.

CERTIFICATION:

I, \_\_\_\_\_, am voting on behalf of the following independent special district: \_\_\_\_\_.

Voting Designee Signature

Date



# CEPPT Account Update Summary

Felton Fire Protection District

as of December 31, 2024



# CEPPT Account Summary

As of December 31, 2024	Strategy 1	Strategy 2	Total
Initial contribution (11/02/2022)	\$25,000	\$0	\$25,000
Additional contributions	\$0	\$0	\$0
Disbursements (or Transfers)	\$0	\$0	\$0
CEPPT expenses	(\$142)	\$0	(\$142)
Investment earnings	\$6,147	\$0	\$6,147
Total assets (11/02/2022-12/31/2024 = 2.16 years)	\$31,005	\$0	\$31,005

# CEPPT/CERBT Investment Returns

Periods Ended November 30, 2024

Fund	Assets	1 Month	3 Months	FYTD	1 Year	3 Years	5 Years	10 Years	ITD
CERBT Strategy 1 (Inception June 1, 2007)	\$20,243,751,704	2.80%	2.02%	7.90%	19.16%	2.90%	6.89%	6.50%	5.63%
Benchmark		2.76%	1.90%	7.77%	18.85%	2.67%	6.63%	6.17%	5.25%
CERBT Strategy 2 (Inception October 1, 2011)	\$2,156,511,746	2.43%	1.41%	7.06%	16.21%	1.13%	4.91%	5.22%	6.58%
Benchmark		2.36%	1.28%	6.92%	15.91%	0.97%	4.72%	4.94%	6.32%
CERBT Strategy 3 (Inception January 1, 2012)	\$811,063,838	2.10%	0.97%	6.30%	13.88%	0.22%	3.61%	4.15%	5.01%
Benchmark		2.03%	0.85%	6.16%	13.60%	0.09%	3.46%	3.92%	4.75%
<b>CERBT Total</b>	<b>\$23,211,327,288</b>								
CEPPT Strategy 1 (Inception October 1, 2019)	\$213,451,241	2.32%	1.51%	6.77%	15.58%	1.97%	5.04%	-	5.33%
Benchmark		2.27%	1.40%	6.69%	15.44%	1.78%	4.90%	-	5.21%
CEPPT Strategy 2 (Inception January 1, 2020)	\$67,862,206	1.79%	0.87%	5.54%	11.92%	0.46%	-	-	2.59%
Benchmark		1.72%	0.76%	5.42%	11.78%	0.36%	-	-	2.47%
<b>CEPPT Total</b>	<b>\$281,313,447</b>								

## CEPPT Portfolios

Portfolios	CEPPT Strategy 1	CEPPT Strategy 2
Expected Return	5.4%	4.9%
Standard Deviation	8.4%	5.9%

## CEPPT Portfolio Details

Asset Classification	Benchmark	CEPPT Strategy 1	CEPPT Strategy 2
Global Equity	MSCI All Country World Index IMI (Net)	37% ±5%	21% ±5%
Fixed Income	Bloomberg U.S. Aggregate Bond Index	44% ±5%	61% ±5%
Real Estate Investment Trusts (REITs)	FTSE EPRA/NAREIT Developed Index (Net)	14% ±5%	9% ±5%
Treasury Inflation Protected Securities (TIPS)	Bloomberg US TIPS Index, Series L	5% ±3%	9% ±3%
Cash	91-Day Treasury Bill	- +2%	- +2%

## Total Participation Cost Fee Rate

- Total all-inclusive cost of participation
  - Combines administrative, custodial, and investment fees
  - Separate trust funds
  - Self-funded, not-for-profit
  - Fee is applied daily to assets under management
    - 8.5 basis points - CERBT
    - 25 basis points - CEPPT

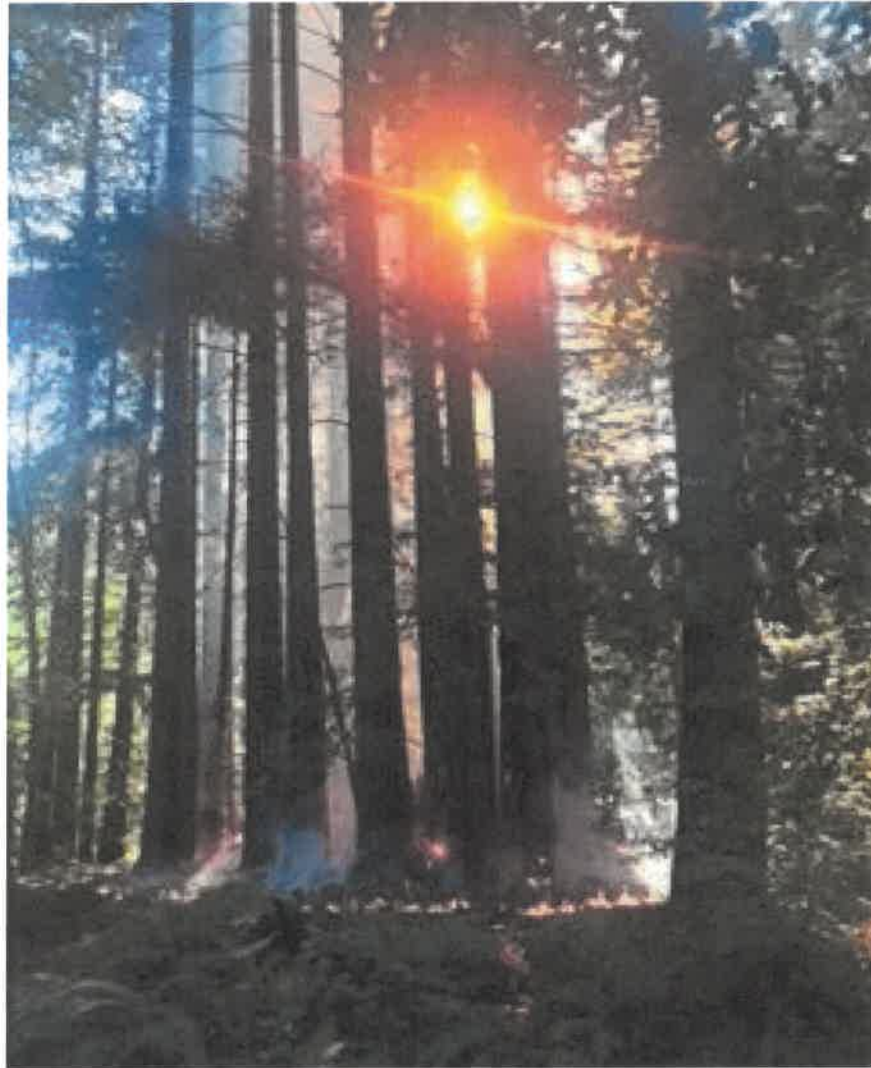


## Questions? Where to Get Trust Fund Information?

Name	Title	E-mail	Desk	Mobile
Darren Lathrop	Outreach & Support Manager	<a href="mailto:Darren.Lathrop@calpers.ca.gov">Darren.Lathrop@calpers.ca.gov</a>	(916) 795-0751	(916) 291-0391
Lee Lo	Section 115 Trusts & 457 Outreach Manager	<a href="mailto:Lee.Lo@calpers.ca.gov">Lee.Lo@calpers.ca.gov</a>	(916) 795-4034	(916) 612-4128
Therese Luo	Outreach & Support Analyst	<a href="mailto:Therese.Luo@calpers.ca.gov">Therese.Luo@calpers.ca.gov</a>	(916) 795-2983	(916) 213-2879
Danny Kaufman	Outreach & Support Analyst	<a href="mailto:Daniel.Kaufman@calpers.ca.gov">Daniel.Kaufman@calpers.ca.gov</a>	(916) 795-8278	(916) 440-3821
Katie Nguyen	Outreach & Support Analyst	<a href="mailto:Katie.Nguyen@calpers.ca.gov">Katie.Nguyen@calpers.ca.gov</a>	(916) 795-8248	(916) 715-1911
Colleen Cain-Herrback	Program Manager	<a href="mailto:Colleen.Cain-Herrback@calpers.ca.gov">Colleen.Cain-Herrback@calpers.ca.gov</a>	(916) 795-2474	(916) 505-2506
Robert Sharp	Assistant Division Chief	<a href="mailto:Robert.Sharp@calpers.ca.gov">Robert.Sharp@calpers.ca.gov</a>	(916) 795-3878	(916) 397-0756

Program E-mail Addresses	Prefunding Programs Webpages
<a href="mailto:CEPPT4U@calpers.ca.gov">CEPPT4U@calpers.ca.gov</a> – Questions & Document Submittal	<a href="http://www.calpers.ca.gov/CEPPT">www.calpers.ca.gov/CEPPT</a>
<a href="mailto:CERBT4U@calpers.ca.gov">CERBT4U@calpers.ca.gov</a> – Questions & Document Submittal	<a href="http://www.calpers.ca.gov/CERBT">www.calpers.ca.gov/CERBT</a>
<a href="mailto:CERBTACCOUNT@calpers.ca.gov">CERBTACCOUNT@calpers.ca.gov</a> – Online Record Keeping System	<a href="http://www.your-fundaccount.com/calpers">www.your-fundaccount.com/calpers</a>





**Strategic Plan  
Felton Fire Protection District  
Updated November 2016**

## EXECUTIVE SUMMARY

**Statement of Purpose:** This strategic plan reflects a dynamic process undertaken by the Board of Directors to provide a guiding plan of action that identifies priority issues and insures the organization's ability to successfully deliver fire protection services. The purpose of this plan is to unify the vision and mission of the District's personnel and resources. The plan is intended to serve as a guide with the flexibility to provide a variety of services desired by the community.

**Background:** The Fire District provides service to the community of Felton, California. Within the Felton Fire District service area there are two home owner associations known as Forest Lakes and Mount Hermon. An elected five-member Board of Directors governs the Fire District. Fire District funding is provided through property taxes.

**Mission Statement:** The Felton Fire Protection District is to be an effective emergency service organization by:

- Meeting the service requirements of our community in fire suppression, fire prevention, emergency medical services, rescue and public education.
- Utilizing and improving the dedication and skills of Fire District personnel.
- Continually improving all of our services and operation.

In carrying out this mission, the Felton Fire Protection District will:

- Provide priority to fire fighter safety and environmental concerns.
- Encourage the educational and personal development of Fire District personnel.
- Promote positive attitudes and teamwork to take full advantage of our skills, knowledge, and creativity.
- Communicate openly and honestly to our members and community to inspire trust and confidence.

**Fire District Values:** FELTON FIRE

- **F – Felton residents, businesses and visitors.** The fire district exists by public approval and our function is to serve the public interest. The fire district is committed to listening and responding to the community and the people within our organization. The fire district strives to find better ways to serve the residents, businesses and visitors of Felton.
- **E – Ethical.** The fire district is committed to conducting business with the highest ethical standards.

- **L – Learning.** The fire district values the importance of training and retaining talented personnel. Training prepares the fire fighters for safe and efficient emergency practices.
- **T – Team.** The fire district strives to maintain a cooperative relationship between the Board of Directors, fire chief, fire fighters and the Auxiliary. Working together as a team fosters trust, resolution of conflicts, commitment, accountability and achievement of goals.
- **O – Opportunities.** Opportunities are encouraged for all volunteers to develop their potential and make the best use of their abilities. Opportunities may be found in training, emergency incidents, public events, public education and more.
- **N – Nurturing.** The fire district believes in the importance of nurturing and maintaining positive relationships with all fire agencies and other government agencies in the County of Santa Cruz, State of California, the Federal government and other Special Districts.
- **F – Firefighters.** The fire district’s volunteer fire fighters are the fire district’s most valuable asset. With the active participation of the fire fighters, the Felton Fire District is able to provide a quality service to the residents, businesses and visitors of Felton. Without the fire fighters, Felton Fire District has little to nothing to offer the public.
- **I – Involved in the community.** The Felton Fire District strives to be an active member of the Felton community. Beyond fire and emergency services, the fire district is active in the Felton Business Association, sponsoring youth sport teams, assisting SLV Unified School District at events like football games, graduation, Grad Night and public education at the elementary schools. CPR/AED and Community Emergency Response Team (CERT) classes are offered to the public.
- **R – Responsible.** The fire district believes the quality of service is everyone’s responsibility. The fire district prepares for its response to emergencies and believes the property owners, residents, business owners and visitors should prepare for potential emergencies as well. The best outcome in an emergency situation is found when all parties have done their part to keep the emergency manageable.
- **E – Equipped.** The fire district places high value on equipping our fire fighters with quality equipment they need to carry out their tasks safely and effectively. To the best of the fire district’s ability, every effort will be made to provide the finest equipment possible for the fire fighters to use. This includes the purchase and on-going maintenance, as required.

**Services Provided:** Health and Safety Code Section 13862 empowers the Fire District to provide fire protection services, rescue services, emergency medical services, hazardous materials emergency response services, and other services relating to the protection of lives and property.

**People Served:** People served include residents, non-resident property owners, business owners, visitors, and through mutual aid other governmental agencies within Santa Cruz County and the State of California.

**Management:** The organization is structured around four service areas:

- 1) Fire and Public Safety, providing public fire and safety education, fire safe inspections, and code enforcement
- 2) Operations and Maintenance, coordinating and maintaining resources for emergency response
- 3) Training, coordinating and delivering training for all personnel
- 4) Administration, providing management and administrative support.

**Finance:** The Fire District is funded through property taxes. Approximately .014% of each property tax dollar is allocated to the Fire District. The offices of the County of Santa Cruz Assessor and Treasurer assess and collect the payments on behalf of the Fire District. The County of Santa Cruz collects an administrative fee for this service.

The Fire District is in favorable financial position today.

To date, the Fire District has no special assessments on parcels.

1991-1992 the Fire District lost revenue due to a property tax shift to schools and abolishment of the Special District Augmentation Fund.

Property values within the Fire District have risen considerably throughout the 1990's.

**Conclusion:** The Felton Fire Protection District exists to serve the public interest. The Fire District is proud of its heritage and is committed to achieving even greater success. The Fire District is committed to conducting its business to the best of our ability with high moral and ethical standards.

This Strategic Plan is written to serve as a roadmap to provide direction in identifying available resources needed for the continued provision of fire protection services.

## SECTION 1 – MAJOR ASSUMPTIONS

The overall purpose of the strategic plan is to provide a guiding plan of action for the development of organizational leadership, resources, fire protection programs and infrastructure which support the Fire District's mission statement.

The financial plan is intended to provide projections of revenue for the next five years and will serve as a guide to the Board's decision-making process when considering the implementation of the plan's established funding priorities. The goals and objectives of the plan are intended to support the long-term vision implemented over time as available funding and resources permit.

The following assumptions were used to guide the planning process and establish the priority of funding needs, which will serve the Fire District's mission. These assumptions were also used to establish the basis for the Fire District's mission.

### Major Planning Assumptions

- The average annual rate of assessed valuation growth will remain at or near present levels.
- The Fire District is 'built out.' There will be a small number of new homes built, but no large-scale development projects.
- The emergency call volume has increased slightly over the past few years. The Fire District responds to an average of 650 emergency calls per year.
- Dependence on our neighboring fire agencies will increase. Automatic and Mutual Aid agreements, written and verbal, are in place. Felton receives as well as gives aid to and from our neighboring fire districts. Fire fighter safety and ability to safely mitigate a fire makes this necessary.
- During the scope of this plan there would be no ideological or philosophical shift with changes in Board membership affecting the plan.
- There are no intentions at this time, to seek to fund a special tax assessment during the scope of this plan. However, if circumstances indicate a need for increased funding, the Board may be required to seek additional funding from the tax payers. Several fire districts in Santa Cruz County have parcel assessments for funding vehicle and safety clothing purchases, personnel-staffing and retirement of long term debt.
- Santa Cruz County is recognized as one the USA's most expensive counties to live in. It is beautiful here and ideal in many ways. The high cost of living is difficult for a young person to live in Felton. Recruitment of volunteers was recently expanded beyond the fire district service boundaries. Recruits that live in Felton are given priority. All members are encouraged to maintain their residency in Felton. Economics often cause fire fighters to move out of Felton.

## SECTION 2 – HISTORICAL AND DESCRIPTIVE INFORMATION

- A. Formation** – The Felton Fire Protection District was formed in 1947. The Fire District boundaries have remained the same. Initially formed to provide structural fire protection, the Fire District has evolved to become an ‘All Risk’ organization. Today, the predominance of calls is for Emergency Medical Services.
- B. Description** – The Fire District is approximately 7 square miles in size. State Highway 9 is main route of travel with a small downtown mercantile area south of the Graham Hill Road intersection. The north boundary is shared with Ben Lomond Fire District and ends at 7970 Hwy. 9 located at the intersection of Hwy. 9 and Locust Lane. The west boundary runs into Fall Creek State Park on the north end of the boundary and on the south end the last residential properties in the Forest Lakes area mark the end the boundary. The southern end of the Fire District is found just past Glengarry Road and Hwy. 9. Beyond this intersection the land is part of Henry Cowell State Park. The Fire District has an Auto-aid agreement with CALFIRE/Santa Cruz County Fire Department to respond to emergencies south of the Fire District’s boundary to the city limits of the City of Santa Cruz. The east boundary is shared with Zayante Fire District, CALFIRE/County Fire Department and Scotts Valley Fire District. The east boundary includes the Mount Hermon area. Ponderosa Lodge, 4600 Graham Hill Road, is the last property on the east side of the district. Mount Hermon Road is major traffic artery in and out of Felton. Felton Fire District and Scotts Valley Fire District have a mutual response zone for this area.

The Fire District is located in a forested area. Coastal redwood trees are found here. Henry Cowell and Fall Creek State Parks were formed to protect these beautiful redwood forests.

Persons wanting to enjoy the rural, forest atmosphere built the residential areas. Many of the homes were built as seasonal or weekend cottages. There remain a few vacation homes, but most residences have become full time occupancies.

The homes built in the middle of a forest are a good example of the I-Zone (Urban/Wildland Intermix). Urban/Wildland Intermix of properties and forest poses fire protection challenges.

Roadways are often single lane once you exit off a main route of travel. This creates accessibility problems. Today’s fire engine is 10 feet wide, 25-30 feet long. At time and in certain locations, it is not easy to maneuver an engine to the desire location.

The Fire District personnel provide service in a diverse area. Challenges range from structural fire fighting for residential areas to moderately sized commercial buildings to wildland fire fighting. Services have evolved to include first responder Basic Life Support medical response, vehicle extrication, rescue, hazardous materials response, and large animal rescue.

- C. Governance** – Authority for organization and powers (enabling legislation) are current derived for the Fire Protection District Law of 1987. The Fire District is an independent special district governed by a five-member Board of Directors elected



at large. The Fire Chief is hired by the Board of Directors and, under the Board's direction, is responsible for administration and operation of Fire District affairs. The Board meets at least one time per month, generally on the first Monday of each month with an exception occasionally due to holidays or board member availability.

- D. Fire District Accomplishments** – The membership of the Felton Fire Protection District take great pride in the organization and its accomplishments. The following list highlights some of those specific points of pride.

#### Services

- The Fire District assists and receives assistance by mutual and automatic aid agreement primarily with Zayante Fire District, Boulder Creek Fire District, Ben Lomond Fire District, Scotts Valley Fire District and CALFIRE/Santa Cruz County Fire Department.
- In 1986, the Fire District began a program of conducting annual fire safety inspections of commercial occupancies. There is a good deal of turnover in the business community. Maintaining consistency with a business owner on compliance issues is an ongoing issue. However, meeting with the business owners yearly has proved to be beneficial.
- In 1991, the Fire District began a fire education and safety program at the San Lorenzo Valley Elementary School. In October 2000, a Fire Safety trailer was purchased by four fire agencies (Boulder Creek, Ben Lomond, Felton and Zayante). Students at San Lorenzo Elementary School receive a full week of fire education. K-3<sup>rd</sup> grades tour the trailer receiving fire safety instruction. 4<sup>th</sup> graders watch a fire safety video on exiting the house in the event of a fire. 5<sup>th</sup> grade student learn how to operate a fire extinguisher. Felton Fire assists with the education program at Boulder Creek Elementary School as well.
- The Fire District actively participates in countywide efforts. Such as, the Emergency Medical Services Integration Authority (EMSIA). EMSIA is a Joint Powers Authority of all County Fire agencies working cooperatively with County Health Services and the private EMS transportation provider. The Fire District is a member of the Santa Cruz County Fire Agencies Insurance Group (SCCFAIG). This group formed in 1978 to pool together for workers compensation coverage. This group has saved the Fire Districts in Santa Cruz County millions of dollars since its inception. The group joined California State Associations of Counties (CSAC) program for workers compensation insurance. CSAC-Excess Insurance Authority (CSAC-EIA) provides our workers compensation insurance at this time. The group worked with John Scott as the CEO for the group for many years. John Scott retired in June 2015 and the group hired Keenan for administration services. SCCFAIG meets quarterly and is an open, Brown Act meeting.
- Insurance Services Office (ISO) rated the Fire District in 2015. The Fire District's ISO rating dropped from 5 to 4. ISO rating is used to determine fire insurance premiums. The lower the number, the better the rating. Dropping a point is beneficial to property owners.

### **Squad Members**

- The Fire District recognizes the volunteer fire fighters are the greatest asset of the Fire District. The Fire District has enjoyed a tradition of attracting and maintaining a strong, well-trained and dedicated group of professional volunteers.
- Beginning in the mid 1970's, in response to increased call volume and demands to keep a breast of operational and administrative issues, a paid Fire Chief was hired. In the 1980's, volunteer firefighters were hired to perform station maintenance. This position has become a paid, 40 hour per week position.
- Volunteers have been actively involved in development and maintenance of programs including safety equipment, apparatus design, and public education.
- Through fund raising activities, the Felton Volunteer Fire Fighters Association has raised money to purchase additional or upgraded firefighting equipment, sponsored youth recreation teams, sponsored a high school scholarship in memory of former Fire Chief Ted Toft.
- The Felton Volunteer Fire Auxiliary is an active group that has contributed valuable support and money to purchase emergency equipment. The Auxiliary holds two fund raising events each year. A breakfast on Mother's Day and a crafts fair in November. The crafts fair is called Santa's Shelves. Santa's Shelves is held on the weekend prior to Thanksgiving Day.
  - The Auxiliary was formerly called the 'Ladies' Auxiliary. The label 'Ladies' was dropped to encourage membership from both sexes.
- Diversity of experience among the Fire District volunteers helps in delivering services with each member offering a unique set of skills, abilities and expertise to the organization.
- Fire District personnel take pride in a professional image. Perceptions of the organization play an important part in maintaining credibility with residents and visitors in the Fire District and a professional status with allied emergency service agencies and providers. Due to this professionalism, many are amazed that Felton fire fighters are volunteer and not career fire fighters.

### **Resources**

- The Fire District is proud of its fleet of emergency response apparatus. Fire District apparatus has been designed to provide flexibility, reliability, longevity and safety. Recognizing a need to balance budget efficiency and service effectiveness, the Board focuses on maintaining the Fire District's future infrastructure and making maximum use of taxpayer dollars by investment in high quality, state of the art apparatus.
- An ongoing apparatus replacement program began in 1992. With the purchase of new and used apparatus, the Fire District has realized significant benefits in reliability, flexibility and safety. The benefits of longevity will be seen as time passes and the apparatus continues to provide service.
- In 1993, the Fire District completed a project to produce accurate and up-to-date response maps. This involved numerous hours of fieldwork to verify all roads,

streets and addresses within the Fire District. Hydrants, gates, water tanks, bridges and roadways hazards were included in the maps. This information has become a part of the mapping system used and maintained by our 911 dispatch center. Updates to maps, production of maps and maintaining current map books in the vehicles and at the station is an ongoing task that is critical to maintain.

### **Management**

- The Felton Fire Protection District is a Special District of the State of California. The Board of Directors of the Felton Fire Protection District is responsible for the management of the Fire District.
- The Fire District's Board has insured the Fire District is an organization concerned with making good business decisions. Fixed asset records and historical records of fixed assets are kept current to satisfy needs of the annual Fire District audit.
- The Fire District has established a fund for mobile equipment replacement allowing the Fire District to purchase apparatus with cash, rather than loans. A fund balance is kept in a Contingency account for unexpected expenses that may arise.
- The Fire District's training records, incident reports and fleet maintenance records have been computerized. Computerized reporting has allowed CFIRS and NFIRS reports to be sent to the State Fire Marshal's office on a quarterly basis. The Fire District uses a software program called FireHouse for this record keeping.
- The Fire District employs a part-time Board Secretary. Prior to 1990, the Fire Chief served as the Board Secretary. Giving the duties of District Secretary to a person other than the Fire Chief has enhanced the Fire District's management function.

- E. Overview of Funding** – The Felton Fire Protection District is funded by property tax. The Fire District has not asked the voters of the fire district for a parcel assessment, to date.

In 1978, voters passed Proposition 13. Proposition 13 removed most revenue raising powers and rolled back property tax revenues to 1975 levels. Proposition 13 also capped the growth of assessed values on taxable properties to 2% per year, unless the property was remodeled or sold. Proposition 13 took control of local property tax dollars from property owners, giving control of property tax dollars distribution to the State legislature. As a result of Proposition 13, most special district throughout the State lost significant property tax revenues. In 1979, the State provided bail out funding to counties to keep special districts afloat. This bail out funding became known as the Special District Augmentation Fund (SDAF). A percentage of property tax revenue from special districts was collected and given to the County Board of Supervisors to redistribute back to special districts. The County Board of Supervisors established a set amount of money, derived from an established formula. Felton Fire Protection District's calculated amount of SDAF received annually was set at \$50,850. SDAF was received until July 1993.

Due to State Budget shortfalls, State Legislature established the Educational Revenue Augmentation Fund (ERAF). 10% of special district property tax revenues were transferred or shifted to ERAF in support of schools. ERAF has become known as the ERAF tax shift. Without SDAF, \$50,850, and \$37,699 shifted to ERAF, the Fire District experienced a revenue shortage equally \$88,549. ERAF remains in effect today. The Felton Fire Protection District could use these funds for essential services to the community.

Fire District revenues increased greatly during the decade of the 1990's. Residential properties were selling for several hundred thousand. Many of these properties were under the Prop 13 guidelines and the sale of the property put the property out of Prop13 guidelines and thus generated higher property tax premiums. At this writing in 2016, the median home price in Felton is in excess of \$600,000.

Felton Fire District property tax revenue for fiscal year 2016/2017 is \$680,000.

Felton Fire District when established was given a low percentage of the property tax dollar. Felton Fire District has the lowest percentage of any fire agency in Santa Cruz County.

A modest fee schedule was established for checking building plans. When a person applies for a building permit and the plans are routed to Felton Fire Protection District for review, a fee is charged for this service. The fee is based on the square footage of the project. Less than 500 sq. ft. = \$50, 501-1000 sq. ft. = \$75, 1001-1500 sq. ft. = \$100, 1501 sq. ft. – 2500 sq. ft. = \$150, and any project more 2500 sq. ft. = \$250. A fee of \$150 is charged to review and inspect automatic fire sprinkler systems.

In 1998, fire station space was leased to CellularOne of Santa Cruz County. Cellular phone service antennas and associated cellular site equipment was installed. The Fire District signed a five-year lease with CellularOne. CellularOne was purchased AT&T and current lease payment is \$2,700 per month.

Despite the loss of SDAF and the ERAF shift, the Fire District enjoys an adequate and relatively secure funding base. However, it would be imprudent for the Fire District to take a position of complacency by assuming there will not be a need for future voter initiatives. Federal, State, or local actions might interrupt the flow of revenue which currently funds the Fire District. Strategic planning must recognize the competition for public funds, the need for continued prudent and effective expenditures and the need to stay abreast of actions, which could negatively impact funding levels.

## SECTION 3 – MISSION, VISION, VALUES, GOALS

### A. Mission Statement

The Felton Fire Protection District's mission is to be an effective emergency service organization by:

- Meeting the service requirements of our community in fire suppression, fire prevention, emergency medical services, rescue, and public education.
- Utilizing and improving the dedication and skills of Fire District personnel.
- Continually improving and evaluating all of our services and operations.

In carrying out this mission, the Felton Fire Protection District will:

- Provide priority to fire fighter safety.
- Encourage the educational and personal development of Fire District personnel.
- Promote positive attitudes and teamwork to take full advantage of our skills, knowledge and creativity.
- Communicate openly and honestly to our members and community to inspire trust and confidence.

### B. Values: FELTON FIRE

- **F – Felton residents, businesses and visitors.** The fire district exists by public approval and our function is to serve the public interest. The fire district is committed to listening and responding to the community and the people within our organization. The fire district strives to find better ways to serve the residents, businesses and visitors of Felton.
- **E – Ethical.** The fire district is committed to conducting business with the highest ethical standards.
- **L – Learning.** The fire district values the importance of training and retaining talented personnel. Training prepares the fire fighters for safe and efficient emergency practices.
- **T – Team.** The fire district strives to maintain a cooperative relationship between the Board of Directors, fire chief, fire fighters and the Auxiliary. Working together as a team fosters trust, resolution of conflicts, commitment, accountability and achievement of goals.
- **O – Opportunities.** Opportunities are encouraged for all volunteers to develop their potential and make the best use of their abilities. Opportunities may be found in training, emergency incidents, public events, public education and more.

- **N – Nurturing.** The fire district believes in the importance of nurturing and maintaining positive relationships with all fire agencies and other government agencies in the County of Santa Cruz, State of California, the Federal government and other Special Districts.
- **F – Firefighters.** The fire district’s volunteer fire fighters are the fire district’s most valuable asset. With the active participation of the fire fighters, the Felton Fire District is able to provide a quality service to the residents, businesses and visitors of Felton. Without the fire fighters, Felton Fire District has little to nothing to offer the public.
- **I – Involved in the community.** The Felton Fire District strives to be an active member of the Felton community. Beyond fire and emergency services, the fire district is active in the Felton Business Association, sponsoring youth sport teams, assisting SLV Unified School District at events like football games, graduation, Grad Night and public education at the elementary schools. CPR/AED and Community Emergency Response Team (CERT) classes are offered to the public.
- **R – Responsible.** The fire district believes the quality of service is everyone’s responsibility. The fire district prepares for its response to emergencies and believes the property owners, residents, business owners and visitors should prepare for potential emergencies as well. The best outcome in an emergency situation is found when all parties have done their part to keep the emergency manageable.
- **E – Equipped.** The fire district places high value on equipping our fire fighters with quality equipment they need to carry out their tasks safely and effectively. To the best of the fire district’s ability, every effort will be made to provide the finest equipment possible for the fire fighters to use. This includes the purchase and on-going maintenance, as required.

**C. Goals –**

Service Enhancements Goals – Establish a five-ten year plan, which attempts to fund the following level of service enhancements.

1. Remodel the upstairs storage into a living space for fire fighters to sleep the night at the station.
2. Consider a parcel assessment similar to what Boulder Creek, Zayante and Branciforte Fire Districts and County CSA 48 has in place to generate additional funding for personnel.
3. Diligence to continue and maintain excellent working relationships with our neighboring fire agencies to encourage cooperative mutual and automatic aid.

4. Provide safe and effective equipment to successfully perform the job assignments.
5. Recognize accomplishments and contributions to the organization.
6. Develop better use of social media to educate and inform the public. The fire district web page needs constant review and updating. Apps like Facebook, Twitter, LinkedIn, Instagram and others as they arise should be used by the fire district. There may be in-house talent for this or it may need to be hired out to effectively use social media in a meaning manner.
7. Maintain, update and review the apparatus replacement plan. Insure there is adequate funding set aside for these critical pieces of equipment.
8. Continue the program of replacing fire fighter personal protective safety equipment (PPE) every five years at a minimum. Some sets will wear out prior to five years of service and must be replaced as needed. However, a turnover of PPE is essential every five years.
9. Consider a second full time fire fighter position. This could be one person filling the position solely or hiring several persons to fill the position on a less than half time basis. (Anything greater than half time would trigger additional benefits such as retirement plan and health benefits)

#### Employee and Volunteer Goals

1. Recruit, develop and retain qualified employees and volunteers
2. Provide a healthy and safe working environment
3. Encourage personnel to remain healthy and physically fit

#### Administrative Goals

1. Working cooperatively to provide organizational leadership. The Board of Directors and the Fire Chief, in accordance with all applicable codes and ordinances, will continue to improve fire protection services to the Fire District citizens and properties.
2. The Board of Directors will strive to provide optimum levels of service.
3. Stay abreast of local and state issues and communicate with the Fifth District Supervisor and State Assembly and State Senator as needed.
4. Continued membership and support in the San Lorenzo Valley Fire District Council.
5. Insure long-term organizational success.

#### Fire and Public Safety Goals

1. Prevent fires that threaten lives and property.
2. Recommend adoption of codes and ordinances to minimize hazards.
3. Establish fire safe buildings through plan review and inspections.
4. Minimize loss of lives and promote citizen safety through education programs.

5. Promote a positive image of the Fire District through public contact.

#### Level of Service and Incident Management

1. Control and extinguish unwanted fires.
2. Minimize damage and render property safe.
3. Preserve evidence, initiate investigation of fires, and determine cause and origin.
4. Advanced Scope Emergency Medical Technician (EMT) services. Continue to promote additional patient care services through Advanced Scope EMT skills as they are recommended and approved by the County EMS Director. Once approved, training and purchase of equipment is needed to implement new skills.

### **SECTION 4 – SERVING THE MISSION**

#### **A. ORGANIZATIONAL DESCRIPTION: The Fire Service Delivery System**

The Fire District is empowered to provide services under Health and Safety Code Section 13862. The following services are provided:

- Fire Protection Services: Structural and Wildland
- Emergency Medical Services
- Fire Prevention Education
- Public Safety Education
- Hazardous Material Emergency Response: Operational Level
- Other Services Relating to the Protection of Life and Property

Public fire service delivery is not a 'for-profit' enterprise. The service is provided as a community-funded defense against loss and suffering. The Fire District plans the prioritization of expenditures based upon a philosophy that best balances the demand for service with available resources while staying within the limits of available revenue.

The Fire District is equipped to provide appropriate response to both commercial and residential properties within the Fire District.

Emergency response services are available 24 hours every day.

The Fire District office is open from 8:00 a.m. to 5:00 p.m., Monday through Friday, except for holidays.

Public education is periodically scheduled (CPR/AED class offered monthly) and also provided by special arrangements.



The Fire District is service minded and business oriented. The Fire District's approach to decisions pertaining to major capital improvements and acquisitions are based upon balancing cost with safety (meets all fire service standards for safety), effectiveness (meets the need), and long term service life (reduced maintenance costs and longevity), while staying within budget. The Fire District believes in purchasing high quality equipment. High quality equipment will meet the need for safety, effectiveness and longevity.

## **B. ORGANIZATIONAL LEADERSHIP**

### Goal: Long Term Organizational Success

To insure the continued ability to the Fire District's mission and improve the delivery of fire protection services in the future, the organization must have certain characteristics and abilities:

- a. Be a learning organization
- b. Have the ability to react to external forces
- c. Willing people ready to adapt to change

### Philosophy of Fire District Leadership

Effective leadership is essential for long-term organizational success. As a public agency, the power and responsibility to oversee and control the affairs of the Fire District is statutorily vested with an elected Board of Directors. To have effective leadership under this form of organizational design, lines of authority between individual Directors, the Board as a whole, and the Fire Chief need to be clearly defined as to who controls, who directs, and who is responsible for what. The Felton Fire Protection District is a line organization. Therefore, chain of command is followed.

### Key for Effective Leadership

The Fire District believes the key to successful leadership in public agencies having elected Boards is an effective working relationship between the Board and the Fire Chief. To achieve this working relationship, individual Directors and the Fire Chief work within established guidelines, which outline their respective duties and responsibilities.

The Fire District's commitment to establishing an effective working relationship has been institutionalized by adoption of formal policies, which guide, limit and empower the Fire Chief with day-to-day decision-making authority necessary to provide organizational leadership. The Board of Directors has established By-laws establishing their line of authority and areas of responsibility.

### Strategic Plan Objectives for Leadership

1. Develop a workshop for the orientation of newly elected Directors, which promotes an understanding of individual roles, responsibilities and the working relationships necessary to successfully serve the Fire District's mission. (Note: The board currently does not do this, but it may be worthwhile to consider doing this in the future.)

Bringing a new member up to speed with a meeting of other board members, the district secretary and fire chief, might be beneficial to the new member as well as renewing the thoughts and memories of existing board members)

2. Insure that chain of command is followed with each member of the Fire District abiding by the established lines of authority.

### **C. STAFFING**

As noted earlier in this plan, Felton Fire Protection District has a Chief Officer, Fire Fighter, Board Secretary and currently 26 volunteer fire fighters. This staffing level has proved to be adequate in the past. However, looking forward the Fire District must consider and plan for maintaining this level of personnel and possibly consider additional staff members. To that end:

- 1) The Board of Directors has established a salary for the Fire Chief that is in line with salary expectations for a Fire Chief position in Santa Cruz County.
- 2) One person working 40-hours per week staffs the station maintenance position. This position is paid an hourly wage based on the employees rank and certifications. The Fire District pays medical and dental benefits, FICA and PERS. FICA and PERS require an employee payment in addition to the employer payments.
- 3) The Fire District hires one person from the volunteer fire fighters to work an 8 hour shift on Saturday's and Sunday's. This position is paid \$20 per hour currently. The job duties include station maintenance and apparatus inventory check.
- 4) The volunteer fire fighters are the mainstay of the Felton Fire Protection District. Without the volunteer fire fighters, Felton Fire Protection District would need to make radical changes in service delivery. The budget does not allow for an entire paid staff. The need for additional paid staff lies in the ability of volunteers respond to emergencies. If the current and future volunteers respond and meet the need of the public, Felton Fire Protection District is OK. If not, changes must be made. Fortunately, the past and present response from the volunteers has meet the public need.
- 5) Board secretary is an hourly position, averaging 20 hours per month. The board secretary attends board meetings and is the recording secretary of the Fire District. The board secretary submits payroll and vendor claims to the county on behalf of the Fire District. The board secretary is the liaison for retirement and health care benefits for the paid staff members. One person is adequate for present and future needs.

## **SECTION 5 - APPARATUS**

In 1993, a vehicle replacement plan was introduced. The vehicle replacement plan has been successful. The plan is based on the following two concepts:

- 1) Fire apparatus (engines, water tender, rescue, etc.) are expected to serve the Fire District 20 years.
- 2) Utility vehicles (pickups, sedans, SUV) are expected to serve 10 years or 100,000 miles, whichever occurs first.

Please see a copy of the current vehicle replacement plan at the end of this report.

Excellent fire apparatus is essential to our mission. Without excellent apparatus the fire fighters ability to accomplish their critical tasks in a timely and safe manner is dangerously compromised. Quality apparatus promotes a feeling of pride of ownership.

## **SECTION 6 - TRAINING**

Training is the Fire District's most important function. Personnel learn to handle emergency incidents, foster teamwork and familiarize themselves with the apparatus and equipment, learn new skills and refresh skills that haven't been practiced in some time. Emergency incidents would not be handled well and the public would not be served to the best of our ability without constant and continual training.

A six month training plan is developed and posted every June and December. The instructor for the week plans his/her drill in advance, using lesson plans for the particular drill topic. Cal. State Fire Marshal Fire Fighter 1 training lessons and Fundamentals of Fire Skills by Jones and Bartlett Learning are the training guides used to direct the training exercises. The County of Santa Cruz Training Officers have developed a series of tasks, complete with description of the task and time limit to complete the task. These guides are used to direct and guide manipulative skills in addition to the text material.

The National Fire Academy cites training as the most important and most effective means by which a fire agency can retain their volunteer fire fighters. Volunteers have volunteered to be fire fighters. Training allows them a weekly event where they suit up and practice fire fighter skills.

Mandated training comes from the State of California, the Federal Government and from OSHA. Felton Fire Protection District does an adequate job completing all the mandated training. There is a great deal of mandated topics to cover and

the fire district does its best to address these topics, realizing not all are covered due to time limitations.

## **SECTION 6 - EMERGENCY MEDICAL SERVICES**

The Fire District recognizes the majority of emergency calls are EMS related. Keeping this in mind, the fire district will keep pace on issues such as follows.

- 1) A Joint Powers Authority (JPA) named Emergency Medical Services Integration Authority (EMSIA) was formed in 1997. Felton Fire Protection District is a founding member agency of EMSIA. EMSIA is a public agency and subject to open meeting, Brown Act laws. The Fire Chief serves as the Felton Fire representative on EMSIA. Since the founding of the EMSIA, six (6) fire agencies have successfully applied to the County of Santa Cruz Health Service Agency for engine based Paramedic services. Those six agencies are: City of Watsonville FD, City of Santa Cruz FD, UCSC FD (now a part of City of Santa Cruz FD), Aptos/La Selva Fire District, Central Fire District and Scotts Valley Fire District. In the past two years, Expanded Scope EMT skills have been offered through the EMSIA. Felton Fire EMT's are now trained and equipped for services such as King Tube intubation, CPAP and pulse oximetry. In the coming months, Felton will pilot a new skill for two drug interventions, NARCAN (Naloxone) and Epinephrine.
- 2) Integration of fire services in the ambulance transportation contract is key. The County of Santa Cruz is currently, as of this update (10/16), developing new guidelines for a Request for Proposal (RFP) for Ambulance transportation services. American Medical Response is a large provider of ambulance services throughout the USA. Santa Cruz Ambulance Company was a founding partner of AMR. AMR is one of two companies interested in bidding with the County of Santa Cruz for these services. Felton Fire and the EMSIA must keep informed of this RFP and participate in the development and acceptance of the contract as Felton and EMSIA are able.
- 3) Felton Fire had a rescue/transportation capable vehicle in the 1970's and 1980's. Emergency response to all types of emergencies has been handled in a fire engine since the rescue/ambulance was declared surplus and sold. Felton Fire should keep this past history in mind and if it is determined that having a rescue/ambulance is in the best interest of the citizens of Felton, then perhaps consideration should be given to purchase a vehicle for this purpose.

**FELTON FIRE PROTECTION DISTRICT  
OF SANTA CRUZ COUNTY**

**Date: February 03, 2025**

**To: County Auditor, Controller**

**From: Laurie Dennis (831) 335-4422**

**Subject: Approved Bills for Payment Transmittal**

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Vendor bills have been approved for payment out of district funds totaling an amount of  
**\$ 121,692.66**.

These payments were approved by the Board of Directors during their meeting on  
**February 03, 2025**.

Signed \_\_\_\_\_

Signed \_\_\_\_\_

Signed \_\_\_\_\_

Signed \_\_\_\_\_

Signed \_\_\_\_\_



# CLAIMS BY VENDOR

01/02/2025

Filter: (Open Claims Only) (Pre-Approved Excluded)

Vendor	Claim Date	GL Obj	Message	Amount	
<b>GL Key: 681800</b>					
BOUND TREE MEDICAL, LLC	//	61920	1 case each L and XL Nitrile exam gloves	\$265.60	<input type="checkbox"/>
CSG CONSULTANTS, INC.	//	62381	Plan review services - 10/26/24-11/29/24	\$142.00	<input type="checkbox"/>
FELTON PAINT & HARDWARE	//	61846	Station maintenance supplies (bits, spray foam sealant)	\$30.80	<input type="checkbox"/>
GOLDEN STATE COMMUNICATION INC	//	61215	22 @ In-vehicle charges and wire kits	\$3,388.87	<input type="checkbox"/>
L. N. CURTIS & SONS	//	61110	1 pr tactical pants (Mitchell), 1 pr XL gloves	\$298.82	<input type="checkbox"/>
MONTEREY BAY SYSTEMS	//	61725	Contract base rate 01/04-04/03/25 and overage charge for 10/04/24-01/03/25	\$477.82	<input type="checkbox"/>
PAGODA TECHNOLOGIES INC	//	62381	Monthly billing for January 2025, plus 2@ Microsoft 365	\$745.00	<input type="checkbox"/>
THE PIED PIPER EXTERMINATORS INC	//	62381	Monthly rodent control for 12/13/24- (cancelled service)	\$195.00	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	61920	Analgesic Services billing (oxygen)	\$193.46	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	62715	Can opener, tire pump for stokes, stand-up desk, 2@ battery back-ups	\$549.24	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	61221	Comcast billing (internet, phone)	\$312.38	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	61425	COSTCO (door mats, liquid detergent, etc.)	\$189.79	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	62888	Flags, frame, volunteer banner	\$202.24	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	62358	Mission Linen billing (final-cancelled service)	\$78.24	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	61846	Scarborough Lumber billing (wiring, cables, jacks and connectors, elec. tape, asstd sm hardware, supplies to move washer/dryer, conduit)	\$829.10	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	63070	SLV Water and PG&E billings	\$875.26	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	62223	small bookshelf	\$5.45	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	61721	Windshield wash	\$3.83	<input type="checkbox"/>
<b>Total</b>				<b>\$8,782.90</b>	





# CLAIMS BY VENDOR

01/09/2025

Filter: (Open Claims Only) (Pre-Approved Excluded)

Vendor	Claim Date	GL Obj	Message	Amount	
<b>GL Key: 681800</b>					
BEN LOMOND FIRE PROTECTION DISTRICT	//	51000	Staff Services provided for December 2024	\$24,457.85	<input type="checkbox"/>
ERNIE'S AUTO CENTER	//	61721	Tire foam	\$40.80	<input type="checkbox"/>
FIRE RISK MANAGEMENT SERV/Calif Bank & Trust	//	53010	Ins. premiums due (VSP, Life & AD&D) for February 2025 (less credits for resigned employees)	\$19.94	<input type="checkbox"/>
HEALTH CARE EMPLOYER DENTAL	//	53010	Dental Insurance premium for February 2025	\$75.29	<input type="checkbox"/>
SANTA CRUZ COUNTY PARKS DEPARTMENT	//	62888	County Parks Parcel tax 2024/2025 (Measure F)	\$8.50	<input type="checkbox"/>
SCM PERFORMANCE	//	61721	2300 parts for repairs (fuse blocks, timer, circuit breaker, relays, connetctors, etc)	\$789.07	<input type="checkbox"/>
SCM PERFORMANCE	//	61720	labor for repairs on 2300- 33 hrs (sever battery drain /inspection, replace wiring, instal fuse blocks and timer, install radio chargers, replace antenna, repair red fluid leak.)	\$5,280.00	<input type="checkbox"/>
THE HOSE SHOP	//	61721	hose fittings for repairs on WT2350	\$80.46	<input type="checkbox"/>
<b>Total</b>				<b>\$30,751.91</b>	



# CLAIMS BY VENDOR

01/16/2025

Filter: (Open Claims Only) (Pre-Approved Excluded)

Vendor	Claim Date	GL Obj	Message	Amount	
<b>GL Key: 681800</b>					
ATCHISON, BARISONE & CONDOTTI	//	62381	Services 12/01-12/31/24	\$1,017.50	<input type="checkbox"/>
CSG CONSULTANTS, INC.	//	62381	Plan review services - Nov 30-Dec 27,2024 services	\$142.00	<input type="checkbox"/>
GREENWASTE RECOVERY, INC.	//	61425	Garbage services 01/01-03/31/25	\$337.41	<input type="checkbox"/>
SANTA CRUZ CO PUBLIC WORKS	//	61425	Dump run fees (wood waste, sheetrock, carpet, etc)	\$117.45	<input type="checkbox"/>
SANTA CRUZ REGIONAL 9-1-1	//	61215	Dispatching and mobile Services- Fiscal Year 2024/2025- 2nd half payment	\$11,570.50	<input type="checkbox"/>
SCM PERFORMANCE	//	61720	E2310-8 hrs labor-install 3 new radio chargers,TIC,box light and suction not charging due to bad wiring.Rewired. Install in-line fuse,fixed bad connection behind dash for gauges (prev.work by Central)	\$1,280.00	<input type="checkbox"/>
SCM PERFORMANCE	//	61720	WT2350- 3 hrs labor- install 2 radio chargers and program portable radios	\$480.00	<input type="checkbox"/>
SILKE COMMUNICATIONS INC	//	61215	Factory labor repairs - station radio	\$234.57	<input type="checkbox"/>
SILKE COMMUNICATIONS INC	//	61215	Motorola repair, replaced defective part (Audreys) shipping only fee	\$10.57	<input type="checkbox"/>
<b>Total</b>				<b>\$15,190.00</b>	



**CLAIMS BY VENDOR**

01/23/2025

*Filter: (Open Claims Only) (Pre-Approved Excluded)*

<b>Vendor</b>	<b>Claim Date</b>	<b>GL Obj</b>	<b>Message</b>	<b>Amount</b>	
<b>GL Key: 681800</b>					
L. N. CURTIS & SONS	//	61425	Gear cleaner spray bottles	\$113.84	<input type="checkbox"/>
MUNICIPAL EMERGENCY SERVICES	//	61731	SCBA repair, batteries, sensor and board replacement	\$206.21	<input type="checkbox"/>
SANTA CRUZ REGIONAL 9-1-1	//	61215	Tablet Command annual fees, infrastructure fees, license and GPS	\$8,091.67	<input type="checkbox"/>
SCM PERFORMANCE	//	61720	Fuse block and hardware install- 6 portable radio chargers, new TIC charger. Remove and redo cab radio wiring due to safety concerns. Shorts and fire concerns corrected with pics for documentation.	\$2,652.22	<input type="checkbox"/>
<b>Total</b>				<b>\$11,063.94</b>	



# CLAIMS BY VENDOR

01/30/2025

Filter: (Open Claims Only) (Pre-Approved Excluded)

Vendor	Claim Date	GL Obj	Message	Amount	
<b>GL Key: 681800</b>					
CENTRAL FIRE PROTECTION DISTRICT	//	61721	E2310 - parts during service 09/24-10/01/24 - filters, fluids, replaced cab lift control valve, install relay in horn, hose line in aux pump cooler	\$2,226.56	<input type="checkbox"/>
CENTRAL FIRE PROTECTION DISTRICT	//	61720	E2310- labor for service performed 09/24-10/01/24 - "B" service and annual inspection, opacity test, pump test, work on dash guages, horn issues, cab lift system issue	\$1,766.80	<input type="checkbox"/>
McNEIL & COMPANY, INC,	//	61525	Liability Insurance renewal - Inland Marine, General Package, Umbrella and Cyber Liability policies for 2025	\$39,091.00	<input type="checkbox"/>
SCARBOROUGH LUMBER & BLDG., INC.	//	61846	Radio charger installation supplies	\$171.84	<input type="checkbox"/>
SCARBOROUGH LUMBER & BLDG., INC.	//	61846	station maintenance supplies (wahing machine supplies, cleaning)	\$102.23	<input type="checkbox"/>
SCM PERFORMANCE	//	61720	Labor for rewiring and repairs on 2012 F-250 (rewire old 2300 for draw killing battery, rear radios pulled per Blum, old cut wiring removed, rerun wiring to eliminate fire danger, install fuse blocks	\$7,520.00	<input type="checkbox"/>
SCM PERFORMANCE	//	61721	Parts for rewiring and repairs of 2012 F-250 9 22 @ asstd.circuit fuse blocks, timer, 75 amp relay, terminal block, asstd wire and connectors, rear backup lights, code 3 lights)	\$750.95	<input type="checkbox"/>
SILKE COMMUNICATIONS INC	//	61721	Whip antenna 2390	\$188.12	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	61920	BP monitor	\$21.89	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	62888	Candy canes for Santa ride	\$82.28	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	61221	Comcast and FirstNet billings	\$925.68	<input type="checkbox"/>
US BANK CORPORATE PAYMENT SYSTEMS	//	62826	FDAC seminar- 5 board members and Asst Chief	\$1,800.00	<input type="checkbox"/>
US BANK CORPORATE PAYMENT	//	61846	Insect spray	\$21.29	<input type="checkbox"/>





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**CLAIMS BY VENDOR**

01/30/2025

*Filter: (Open Claims Only) (Pre-Approved Excluded)*

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<b>Vendor</b>	<b>Claim Date</b>	<b>GL Obj</b>	<b>Message</b>	<b>Amount</b>	
SYSTEMS US BANK CORPORATE PAYMENT	//	62358	laundry	\$18.60	<input type="checkbox"/>
SYSTEMS US BANK CORPORATE PAYMENT	//	63070	PG&E and SLV Water billings	\$1,216.67	<input type="checkbox"/>
SYSTEMS					
			<b>Total</b>	<b>\$55,903.91</b>	



**Board Mtg. - Vendor Totals  
Feburary 03, 2025**

<b>Vendor Claim Sheets</b>	<b>\$ Amount</b>	<b>Date</b>
Page 1 total	\$8,782.90	2-Jan-25
Page 2 total	\$30,751.91	9-Jan-25
Page 3 total	\$15,190.00	16-Jan-25
Page 4 total	\$11,063.94	23-Jan-24
Page 5 total	\$55,903.91	30-Jan-25
<b>Grand Total Vendor Claims</b>	<b>\$121,692.66</b>	

TOTALS

