

1 **September 12, 2017**

2 **SPECIAL MEETING OF THE BOARD OF DIRECTORS OF**  
3 **THE NORTH COUNTY FIRE PROTECTION DISTRICT**

4 President Munson called the meeting to order at 5:00 p.m.

5 **THE INVOCATION GIVEN BY CHIEF MAROVICH.**

6 **ALL RECITED THE PLEDGE OF ALLEGIANCE.**

7 **ROLL CALL:**

8 **Present:** Directors Harris, Hoffman, Luevano, Munson and Thuner.

9 **Absent:** None.

10 **Staff Present:** Fire Chief/CEO Abbott, Attorney James and Board Secretary Stephen-  
11 Porter. In the audience were: Deputy Chief Marovich, D/C Mahr, B/Cs McReynolds and  
12 Krumwiede and members of the public and Association.

13  
14 **PUBLIC ACTIVITIES AGENDA**

15 1. **PUBLIC COMMENT:** President Munson addressed the audience and inquired whether  
16 there were any public comments regarding items not on the Agenda. There being no  
17 comments, the Public Comment Section was closed.

18 **ACTION AGENDA**

19 2. **REVIEW AND APPROVE REVENUE MEASURE FEASIBILITY ANALYSIS RECOMMENDATIONS**

20 **FROM AD HOC COMMITTEE — CHIEF ABBOTT:** Chief Abbott noted that last month, the Board  
21 established an Ad Hoc Committee to discuss the specific details to consider should the  
22 District determine to go forward with a revenue request. In order to assist the research  
23 team, the Committee reviewed the issues and identified the District needs to provide SRI  
24 Research with the necessary information to develop a meaningful survey tool to assess the  
25 residents' level of support for a measure. After meeting, Ad Hoc members felt confident that  
26 a second meeting would not be required as they identified the following needs.

27 The Committee identified the following needs: First, there is a need for ambulances 3 and  
28 4, the third by March 18<sup>th</sup> and thereafter, the 4<sup>th</sup>. This is due to the increased call volume,  
29 District build-out and added length run time to hospitals. They estimated to cost about

30 \$800,000/year, which includes staffing and equipment for those vehicles. Since EMS is the  
31 District's primary service provision and much of the resources have been directed toward  
32 continuing support these services, this is felt to be a critical measure. Chief Abbott noted  
33 that the EMS service fees do not completely recover the costs related to providing the  
34 service and the District has been subsidizing the EMS Program at the expense of other  
35 programs. Discussion ensued regarding the anticipated savings the District might expect  
36 when going from the classic Paramedic/FF based EMS role to single role, although those  
37 savings will be gradual as the SAFER Grant comes to an end and personnel replacements  
38 to the single role are made through attrition, which is expected to occur over the next 3-4  
39 years.

40 Second, the Ad Hoc Committee discussed the facility maintenance needs, not including  
41 replacement of facilities. Chief Abbott noted that current replacement value (CRV) for  
42 facilities, not including the new Station 5, is believed to be between \$26 and \$31M, although  
43 the final number will be spelled out in the yet-to-be received Facilities Reserve Study, so  
44 that amount may vary. At this point, it is estimated that the facilities maintenance is estimated  
45 to need between \$600,000 and \$1.2M to keep the facilities from deteriorating further.  
46 Recommendations are to reserve a total of 2-4% of the total CRV each year to maintain  
47 facilities properly. At this time, the District is only able to reserve \$90,000 for this purpose.  
48 Chief Abbott cautioned the Board that these numbers may change based on the outcome of  
49 the Study.

50 Chief Abbott also noted that Station 4 is fast reaching the end of its useful life and must be  
51 replaced, as repairing or upgrading unit adds no value. The estimated debt service to  
52 replace that Station is approximately \$400,000 annually. Discussion ensued regarding  
53 contingency replacement funding, how to calculate minimum reserve amounts, reserve  
54 amounts now on hand, the ability to obtain funding and the possibility of other unfunded  
55 needs. Chief Abbott noted that the Fire Mitigation funding is currently being utilized by the  
56 District to pay back the loan on Station 5. The Board asked for a comprehensive Facilities  
57 Replacement Plan, such as the District has for Equipment/Vehicles, when all the information  
58 is available from the Study.

59 Third, the Board discussed Equipment/Vehicle needs, noting that per the approved Plan,  
60 the District needs an ongoing contribution of \$400,000, beginning in FY 2018/2019. At this  
61 time, the only money being contributed to that fund is “roll over” money at the end of the FY.  
62 Fourth, during the Recession, administrative staff was reduced and the District has long  
63 needed the additional staff to fully function and provide optimal customer service. Examples  
64 of the impact of inadequate staffing were reviewed. Bringing the administrative staff to a  
65 fuller compliment is estimated to cost \$200,000 per year.

66 At the conclusion of the discussion, the Board agreed the minimum necessary in each  
67 category would be: [1] Facilities/Equipment: [a] Deferred Maintenance – \$1.2M; [b]  
68 Equipment - \$400,000; and [c] Replacement of Station 4 - \$400,000; [2] Staffing: [a] Staffing  
69 for the single role ambulances - \$800,000; [b] Administrative Staffing - \$200,000, for a total  
70 of \$3M. Discussion ensued regarding whether this would be an ongoing or limited term  
71 need. It was noted to return to healthy financial levels and sustain the level of services the  
72 communities expect, this would be an ongoing need. Planning for major contingency or  
73 emergency funding was discussed, but was not included in these amounts.

74 Discussion ensued that with implementation of the Paramedic Program in 1990, the District  
75 did not dedicate additional monies to fund the Program. This resulted in the District  
76 subsidizing the EMS Program yearly.

77 Chief Abbott opened the discussion regarding what options could be pursued if a measure  
78 did not or could not prevail. Based upon prior discussions, should the District be unable to  
79 secure such funding, the Ad Hoc Committee opined that the next most viable course of  
80 action would be to reevaluate continuation of ambulance services, which is currently  
81 subsidized by the District in the amount of approximately \$400,000-550,000 annually.  
82 Ramifications of not continuing the EMS Program through the District would likely result in:  
83 longer ambulance response times; reduction in ambulance availability; significant increase  
84 in ambulance billing rates; loss of local control; reduction in customer service; reduction in  
85 customer satisfaction; and reduced fire coverage due to paramedic engines waiting for  
86 ambulances to arrive. Discussion ensued regarding whether this option is a viable  
87 alternative.

88 Also reviewed were the measures taken by the District to economize District expenses,  
89 including: reduction of work force, conservative compensation wherein individuals are not  
90 reaching parity with comparable agencies and moving to a less expensive staffing model,  
91 among others.

92 At the conclusion of the discussion, it was the consensus of the Board to have Chief Abbott  
93 provide the Board's feedback to SRI Research with the aim of developing a survey  
94 instrument, which is to be brought back to the Board for discussion and input prior to being  
95 utilized.

## 96 DISCUSSION AGENDA

97 There are no separate Discussion Items for the September 12, 2017 Board meeting.

- 98 ● **COMMENTS:**
- 99 ● **STAFF REPORTS/UPDATES:** None.
- 100 ● **BARGAINING GROUPS:** No comments.
- 101 ● **PUBLIC COMMENT:** No comments.

## 102 ADJOURNMENT

103  
104 A motion was made at 6:53 p.m. by Vice President Thuner and seconded by Director  
105 Luevano, to adjourn the meeting and reconvene on September 26, 2017, at 17:00. The  
106 motion carried unanimously.

107 Respectfully submitted,

108  
109 

110 Loren Stephen-Porter

111 Board Secretary

112 Minutes approved at the Board of Director's Meeting on: September 26, 2017

