

1 April 18, 2017

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

4 President Munson called the meeting to order at 2:00 p.m.

5 **THE INVOCATION GIVEN BY Chief Abbott.**

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/Cs Lucore and Mahr, B/Cs  
12 McReynolds and Wilson, DFM Koch and members of the public and Association.

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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.

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19 **ACTION AGENDA**

20 2. **STRATEGIC PLANNING WORKSHOP — CHIEF ABBOTT:** Chief Abbott made his  
21 presentation to the Board, reviewing the Short-term and Long-term issues with those  
22 present. In review, he noted the identified four Short-Term issues being worked are: [1]  
23 Staffing 1195 & Rainbow post SAFER; [2] Funding Capital Equipment Replacement Plan;  
24 [3] Expanding community outreach; [4] Replacing Station #4 living quarters. An overview  
25 of the overall Strategic Priorities/Plan for address these issues was reviewed. Chief Abbott  
26 noted that the success of many of these issues are dependent on particular contingencies,  
27 partnerships, uncertain funding or collaboration between labor/management or entities  
28 outside the District, which the District may not control. Chief Abbott informed the Board  
29 that Staff has been working on these issues for some time and will continue to do so as

30 time permits. Staff will bring forward findings and recommendations as they are  
31 developed.

32 Chief Abbott refocused the Board on the Long-term issues, reviewing the projected  
33 budgetary issues with a five year outlook. He identified the following Long-term  
34 challenges: [1] \$25M anticipated facility needs; [2] limited income growth potential post-  
35 buildout; [3] need to restore of cash reserves (\$7M pre-recession); [4] changes in  
36 healthcare landscape (community paramedics); [5] keeping pace with administrative  
37 workload; and [6] increasing demands for service (volume & scope).

38 Chief Abbott reiterated the previously identified Board interest, including: Meeting future  
39 operational needs; meeting or exceeding customer expectations; implementing sustainable  
40 change; maintaining capital equipment; maintaining reasonable cash reserves; maintaining  
41 employee morale; honoring contracts; maintaining administrative capacity; employee  
42 succession planning and employ a staff representative of community. In-depth discussion  
43 ensued regarding where the District needs to go, why the Strategic Plan needs updating  
44 and its scope. In addition, they discussed what the District would hope to accomplish if it  
45 sought a Bond and what processes are current being undertaken to address the  
46 challenges.

47 The Board requested a few items be prepared or included in the process, including: [1]  
48 provide an updated Capital Equipment Plan, which could be presented on a regular basis  
49 for review and progress reports; [2] invite the CSUSM students who are preparing the  
50 social media plan to a Board meeting to share their Plan with the Board; [3] develop a  
51 message that could be consistently shared with the public, giving the public an idea of who  
52 North County Fire Protection District is, what we are doing and why, develop a community  
53 overall plan – consider a professional spokesperson with the goal of educating the value of  
54 the District to the community; [4] develop a visual method of showing how District monies  
55 are allocated and where the revenue comes from, perhaps include in the property tax bill if  
56 possible; [5] develop a realistic overall facilities plan, which may be shared with the  
57 community as part of the community outreach plan; [6] on a regular basis, show in a  
58 graphic manner how much of the budget is operational and provide a historical perspective

59 of past reserve funds. Chief Abbott will move forward with these items and processing,  
60 reporting and updating the Board back as progress is made.

## 61 62 **DISCUSSION AGENDA**

63 3. There were no separate Discussion Items for the April 18, 2017 Board meeting.  
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### 65 **STANDING DISCUSSION ITEMS:**

#### 66 ● **COMMENTS:**

67 ● **STEPHEN ABBOTT, FIRE CHIEF/CEO:** No further comments.

68 ● **CHIEF OFFICERS AND OTHER STAFF:** **CHIEF McREYNOLDS:** Chief McReynolds  
69 suggested timing might be a critical factor if we are going out for a Bond, noting the  
70 consideration of delaying physical improvements if a facilities bond is sought. **B/C**  
71 **WILSON:** B/C Wilson opined that the District needs to do a better job of communicating its  
72 relevance with the community, citing examples from his home town. **CHIEF MAROVICH:**  
73 Chief Marovich stated he felt a professional communicator should be hired to ensure there  
74 is no appearance of self-interest. **CHIEF LUCORE:** Chief Lucore reiterated that Staff has  
75 been working on many of the identified challenges, as permitted within the limits of the  
76 Staffing, funding constraints and meet and confer limitations. He noted the District  
77 continues to problem solve with input from labor, staff and management. He noted there  
78 are a lot of District activities happening and being discussed. He opined the collaboration  
79 between labor and staff is very good.

80 ● **BOARD:** **DIRECTOR LUEVANO:** Director Luevano thanked Staff for their efforts and  
81 noted the Board knows how good a job has been put forth. He would like to see Staff  
82 receive credit for all the efforts. He noted the Board is not trying to create more work, but  
83 needs to address the pending issues. **DIRECTOR HARRIS:** Director Harris thanked Staff for  
84 their efforts and also thanked the Association members in audience for their attendance.

85 ● **BARGAINING GROUPS:** **A/P JONES:** A/P Jones thanked the Board for digging into the  
86 issues and asking good questions. He expressed his appreciation to the Board members  
87 for their professional demeanor in dealing with opposing viewpoints and working through

88 pitfalls and identifying priorities. A/P Jones also informed the Board that throughout the  
89 District, workload is high, with special projects be shared throughout the District at all  
90 levels. V-A/P Decamp also noted the success of the Pancake Breakfast as a fundraiser  
91 for the community center.

92 ● **PUBLIC COMMENT:** No comments.

93 **ADJOURNMENT**

94 By consensus, at 4:59 p.m. the Board determined to adjourn the meeting and reconvene  
95 on April 25, 2017, at 17:00.

96 Respectfully submitted,

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99 Loren Stephen-Porter  
100 Board Secretary

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102 Minutes approved at the Board of Director's Meeting on: April 25, 2017

