

NORTH COUNTY FIRE PROTECTION DISTRICT

www.ncfireprotectiondistrict.org

330 S. Main Avenue

Fallbrook, California 92028-2938

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BOARD OF DIRECTORS

RUTH HARRIS
BOB HOFFMAN
FRED LUEVANO
KENNETH E. MUNSON
KATHLEEN THUNER

STEPHEN J. ABBOTT- Fire Chief/CEO - sabbott@ncfire.org
ROBERT H. JAMES - District Counsel Robert James - roberthjameslaw@gmail.com
LOREN A. STEPHEN-PORTER - Executive Assistant/Board Secretary - lstephen@ncfire.org

TO: BOARD OF DIRECTORS
FROM: STEPHEN ABBOTT, FIRE CHIEF/CEO
SUBJECT: BOARD MEETING PACKAGE
DATE: September 12, 2017

Enclosed is your Board package for the **Special** Board Meeting for **September 12, 2017**. We have tried to include the information you will need to effectively consider and act on agenda items. The Board meeting will be held at the normal meeting venue at **NORTH COUNTY FIRE PROTECTION DISTRICT, ROY NOON MEETING HALL, 231 E. HAWTHORNE, FALLBROOK, CALIFORNIA.**

Please note this month's meeting is scheduled for **Tuesday, September 12, 2017**, beginning at 5:00 p.m.

It is our goal to be prepared to respond accurately to Board questions and concerns. You can help us achieve this goal by contacting me prior to the Board meeting with your questions and concerns. This will allow time for the Staff and me to provide the appropriate information for review at the Board meeting.

To ensure a quorum is present, please call Loren in advance of the meeting if you will be unable to attend. She may be reached at (760) 723-2012.

Respectfully,



Stephen Abbott
Fire Chief/CEO



PROUDLY SERVING THE COMMUNITIES OF FALLBROOK, BONSALE AND RAINBOW



NORTH COUNTY FIRE PROTECTION DISTRICT

AGENDA FOR SPECIAL BOARD MEETING

TUESDAY, SEPTEMBER 12, 2017

5:00 p.m.

CALL TO ORDER
ROLL CALL
INVOCATION
PLEDGE OF ALLEGIANCE

ROY NOON MEETING HALL
231 E. HAWTHORNE
FALLBROOK, CALIFORNIA

PUBLIC ACTIVITIES AGENDA

For those joining us for the Public Activities Agenda, please feel free to depart at the close of the agenda. We invite you to stay for the remainder of the business meeting.

- PUBLIC COMMENT — PRESIDENT MUNSON** (pgs. 1-2)
➤ *Standing Event:* Members of the Public may directly address the Board of Directors on Events of interest to the Public provided no action will be taken on non-agenda Events. The Board President may limit comments to three minutes per speaker (Board of Directors Operations Policy § 4.7.2.1.2.).

ACTION AGENDA

All items listed under the Action Items Agenda will be presented and discussed prior to the Board taking action on any matter. Time Certain Items will commence precisely at the time announced in the Agenda.

- REVIEW AND APPROVE REVENUE MEASURE FEASIBILITY ANALYSIS RECOMMENDATIONS** (pgs. 3-4)
FROM AD HOC COMMITTEE — CHIEF ABBOTT
➤ *New Item:* Review and Approve Ad Hoc Committee recommendations regarding the target funding levels, type of funding and consequences for failure of funding.

DISCUSSION AGENDA

No action shall be undertaken on any Discussion item. The Board may: acknowledge receipt of the information or report and make comments; refer the matter to Staff for further study or report; or refer the matter to a future agenda.

- There are no separate Discussion Items for the September 12, 2017 Board meeting. (pgs. 5-6)

STANDING DISCUSSION EVENTS:

All Events listed under the Standing Discussion Events are presented every meeting.

- **COMMENTS:** (pgs. 7-8)
- **STAFF:**
 - Chief Abbott
 - Other Staff
- **BOARD**
- **BARGAINING GROUPS**
- **PUBLIC COMMENT**

ADJOURNMENT

SCHEDULED MEETINGS

The next regularly scheduled Board meeting is: Tuesday, September 26, 2017, 5:00 p.m. at FPUD.

CERTIFICATION OF AGENDA POSTING

"I certify that this Agenda was posted in accordance with the provisions of the Government Code § 54950 et. seq. The posting locations were: [1] the entrance of North County Fire Protection District Administrative Offices, [2] Fallbrook Public Utility District Administrative Offices and [3] the Roy Noon Meeting Hall; [4] District's website at www.ncfireprotectiondistrict.org. The Agenda was also available for review at the Office of the Board Secretary, located at 330 S. Main Avenue, Fallbrook (760) 723-2012. Materials related to an item on this Agenda submitted to the District after distribution of the agenda packet, are available for public inspection in the Office of the Board Secretary, located at 330 S. Main Avenue, Fallbrook (760) 723-2012, during normal business hours or may be found on the District website at <http://www.ncfireprotectiondistrict.org>, subject to the Staff's ability to post the documents before the meeting. The date of posting was September 8, 2017."

Board Secretary Loren Stephen-Porter:

Date: September 8, 2017

Note: The Americans with Disabilities Act provides that no qualified individual with a disability shall be excluded from participation in, or denied the benefits of, District business. If you need assistance to participate in this meeting, please contact the District Office 72 hours prior to the meeting at (760) 723-2012.



**NORTH COUNTY FIRE
PROTECTION DISTRICT
FIRE CHIEF/CEO**

TO: BOARD OF DIRECTORS
FROM: STEPHEN ABBOTT, FIRE CHIEF/CEO
DATE: SEPTEMBER 12, 2017
SUBJECT: PUBLIC COMMENT

PUBLIC COMMENT:

1. *Members of the Public may directly address the Board of Directors on items of interest to the Public provided no action will be taken on non-agenda items. The Board President may limit comments to three minutes per speaker (Board of Directors Operations Policy § 4.7.2.1.2).*

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**NORTH COUNTY FIRE
PROTECTION DISTRICT**
FIRE CHIEF/CEO

TO: BOARD OF DIRECTORS
FROM: CHIEF ABBOTT
DATE: SEPTEMBER 12, 2017
SUBJECT: REVENUE MEASURE FEASIBILITY ANALYSIS AD HOC COMMITTEE
RECOMMENDATIONS

ACTION AGENDA

BACKGROUND:

At the August 22nd regular meeting, the Board established an Ad Hoc Committee comprised of members of the Board, Staff and Labor. The purpose of forming this Committee was to more narrowly define the specific objectives of a revenue measure and provide recommendations to the full Board. In addition to establishing and quantifying the District's needs, these recommendations will give SRI (Strategy Research Institute) the feedback needed to develop a community survey instrument, which is the basis of the Revenue Measure Feasibility Analysis.

DISCUSSION:

As previously discussed, the majority of the District's challenges center around meeting increasing demands for paramedic services and sustaining our facilities and capital equipment. Those needs and their approximate ongoing annual costs are as follows:

- Staffing a 3rd and eventually 4th ambulance - \$800,000;
- Facilities maintenance - \$600,000;
- Capital equipment - \$400,000;
- EMS & Prevention support staff - \$200,000.

As each of these needs results from a redirection of resources to support EMS over the last several decades, we are now at a critical point where these each must be addressed. Specifically, the Capital Equipment plan must begin to be funded by FY 18/19 and the Facilities Reserve by the following year. It is important to note that the \$600,000 in facilities addresses maintenance only and excludes costs for constructing new facilities (e.g. Station 4, HQ remodel, etc.). Similarly, because of the loss of the Hospital and ending of the SAFER funding, we must also fund a third ambulance by 2018.

Because each of these needs represent ongoing costs, the Committee felt that pursuit of ongoing funding was necessary, which would need to include an inflation mechanism over time. This would imply that a Special Tax or Community Facilities District (CFD) would be the most logical funding mechanism. As the Committee is not primarily recommending pursuit of facility construction, this would eliminate the option of a General

Obligation Bond. Similarly, as the identified needs represent general benefits to the District as a whole, this would eliminate pursuit of a Benefit Assessment Fee to isolated segments of our District.

Based upon prior discussions, should the District be unable to secure such funding, the Committee believes that the next most viable course of action would be to reevaluate continuation of ambulance services, which is currently subsidized by the District in the amount of approximately \$400,000 annually. As undesirable as this option might be, in light of needing to sustain our facilities and equipment, it requires consideration out of necessity. Some of the likely consequences of this would include:

- Longer ambulance response times;
- Reduction in ambulance availability (e.g. 12-hour vs. 24-hour units);
- Significant increase in ambulance billing rates (charged by private providers);
- Loss of local control (ambulance contract bid/award by County);
- Reduction in customer service;
- Reduction in customer satisfaction; and
- Reduced fire coverage due to paramedic engines waiting for ambulances to arrive.

FISCAL IMPACT:

The long-term gross operational needs of the District amount to \$2M annually. Presuming the District moves ahead with converting ambulance staffing to single-role, non-safety employees, the District expects to realize a \$400,000 savings by December 2019, bringing the net long-term funding needs to \$1.6M annually. By securing this level of funding, our citizens will be able to continue to enjoy the same level of service to which they are accustomed, as well as restore key positions and services lost during the Great Recession (e.g. Fire Prevention staff).

Alternatively, if the District chose to discontinue ambulance services and shift that responsibility to the County of San Diego, it would realize an approximate savings of \$400,000 annually. This savings would help to fund our Capital Equipment Plan. As our need for staffing additional ambulances would be eliminated, our annual liability would consequently be reduced by \$800,000. Notwithstanding, the District would still need to secure at a minimum, an additional \$600,000 in new revenue to fund ongoing facility maintenance, or up to \$1M if it were to include new facility construction prior to retirement of the debt service to Fire Station 5.

RECOMMENDATION:

1. Approve needs to be addressed by measure as identified. Determine if new facility construction is to be included.
2. Approve target funding level(s) and funding mechanism (Special Tax or CFD).
3. Recognize consequences associated with failure of revenue measure (e.g. transition of ambulance services to County and/or private sector).



**NORTH COUNTY FIRE
PROTECTION DISTRICT**

FIRE CHIEF/CEO

TO: BOARD OF DIRECTORS
FROM: STEPHEN ABBOTT, FIRE CHIEF/CEO
DATE: SEPTEMBER 12, 2017
SUBJECT: DISCUSSION AGENDA

There are no Discussion Agenda Items for the September 12, 2017, Board Meeting.

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**NORTH COUNTY FIRE
PROTECTION DISTRICT
FIRE CHIEF/CEO**

TO: BOARD OF DIRECTORS
FROM: STEPHEN ABBOTT, FIRE CHIEF/CEO
DATE: SEPTEMBER 12, 2017
SUBJECT: COMMENTS, REPORTS AND UPDATES

● **STAFF COMMENTS/REPORTS/UPDATES:**

● **STEPHEN ABBOTT, FIRE CHIEF/CEO:**

● **CHIEF OFFICERS & STAFF:**

● **BOARD:**

● **BARGAINING GROUPS:**

● **PUBLIC COMMENT:**

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