

1 **August 28, 2008**

2 **SPECIAL MEETING OF THE BOARD OF DIRECTORS OF**

3 **THE NORTH COUNTY FIRE PROTECTION DISTRICT**

4 President Harris called the meeting to order at 5:03 p.m.

5 **THE INVOCATION GIVEN BY CAPTAIN REES.**

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

7 **ROLL CALL: Present:** Directors Graham, Harris, Munson, Olson and Thuner.

8 **Absent:** None.

9 **ALSO PRESENT:** Chief Metcalf, Attorney James and Acting Board Secretary Renae
10 Rasmussen.

11 **PUBLIC ACTIVITIES AGENDA**

12 1. **PUBLIC COMMENT:** President Harris addressed the audience and inquired whether there
13 were any public comments regarding items not on the Agenda. There being no public
14 comment, the public comment time was closed.

15 **DISCUSSION AGENDA**

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17 2. **PRESENTATION OF STANDARDS OF COVER STUDY REPORT — STU GARY OF CITYGATE**
18 **ASSOCIATES, LLC:** Chief Metcalf opened the Workshop meeting with an introduction of Chief
19 Stu Gary of Citygate and background regarding the rationale behind the study. At the
20 conclusion of his opening statements, Chief Gary began his presentation to the Board. He
21 noted that the District is very difficult to service due to the topography of the community, with
22 urban, suburban and rural characteristics. He noted that to provide high level urban and
23 suburban levels, the District is too large to be served by five stations, recommending eight
24 stations to provide this level. Although NCFPD's stations are too spread out, the District is
25 fortunate enough to have sufficient staff to meet the desired standard. However, these
26 numbers are impacted if there is a large service-intensive incident, which concentrates staff in
27 one area and cause the District to rely on outside resources such as mutual and automatic aid.
28 Specific report time measurements were discussed in detail and the implications of the timing.
29 He noted that software and documentation practices may not be exact, effecting the timing

30 report. He noted that from five station locations, the percentage of response times reflect the
31 stations are located rationally. He noted that simultaneous calls at our peak afternoon times
32 are of concern. Concerning call volume, Station 1 runs the most calls. Stations 1 and 4 run
33 the majority of calls to the I-15. He noted that the national standards for rural coverage, is 10
34 and 14 minutes travel time but with two additional stations, almost the entire road network
35 would be covered to meet the national suburban standards. Citygate made the following six
36 recommendations: [1] The District should adopt fire deployment measures for different service
37 areas based on population density per square mile along national best practices; [2] the
38 District should adopt revised fire unit deployment performance measures based on population
39 density area to direct fire station location and crew size planning, with measures taking into
40 account a realistic crew turnout time of two minutes and designed to deliver outcomes that will
41 save patients medically salvageable upon arrival and to keep small, but serious fires from
42 becoming great alarm fires; [3] as growth and inter-governmental agency agreements allow,
43 the District should set a goal for delivering service via a mix of its stations, contract for service
44 companies such as an Amador Agreement with Cal Fire, automatic aid partners such as Camp
45 Pendleton, the surrounding city departments and the Pala Fire Department; [4] the need for a
46 ladder truck is low in the District, with a higher priority to obtain better distribution of stations by
47 adding one or more companies to increase overall response time services to the higher
48 quantity, everyday types of emergencies; [5] the District should relocate Station 3's ambulance
49 to Station 5; [6] the district should not combine Station 3 and Station 5 into one new station.
50 Chief Gary recommended that the District look at its performance standards, identify the gaps,
51 prioritize how to address the gaps and then develop a master plan.

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53 3. **BOARD:** Questions from all areas were fielded during the workshop. Director Olson
54 inquired about the Amador contract options. Chief Metcalf laid out the options for working with
55 Cal Fire, including Schedule A and Amador contracts. He also noted the option to rent space
56 in their station. Chief Metcalf will continue to explore options with Cal Fire as this process
57 continues. Chief Gary noted that Amador contracts are frequently viewed by Cal Fire as "must
58 backfill" station to maintain good relations with the local entity. Director Graham inquired about

59 “paid call” for firefighters who live in the area and whether this is still being done. Chief Gary
60 noted volunteer services are lessening because of the training requirements. He noted that
61 using a blended situation with seasonal or new firefighters, put in paid call to increase staffing
62 is also another option. President Harris inquired about response times requesting clarification
63 on the times. Director Olson noted the options that seemed to best serve the District were
64 moving Station 5 to the Hwy 76 location would be wise and to do something with Red
65 Mountain, either staff our own engine, with the potential of adding a Vista station. Chief Gary
66 suggested that the development of a Board policy on how to deal with growth within the District
67 provides guidance to the Staff on how to move forward when growth occurs and Citygate has
68 sample policies. Chief Metcalf noted the value of a Board adopted value/goal, is it increase
69 communication throughout the community and organization. Director Olson inquired if we
70 could not do all of it, what would be the priority for the District based on the study. Chief Gary
71 discussed the options noting the moving Station 5 would require a capital outlay, which might
72 find funding which could be spread over a period of years. However, staffing at Red Mountain
73 would be a huge of outlay of funds, which may not be available. He noted the District needs
74 another crew in the north half of the District and if funding was available, another option would
75 be to put the crew in Station 1, where the calls are highest. However, if the crew is moved out
76 to Red Mountain Station, it improves freeway and northern District coverage, allows closer to
77 the village and allows Station 1 to stay in District without responding to freeway calls. Director
78 Thuner inquired about the total response times, asking what the median times were. Chief
79 Gary noted that deployment access based on fractile performance is the standard. The
80 mapping model says what should occur, the statistics model describes exactly what did occur.
81 Vice President Munson inquired whether the two years studied was sufficient to give an
82 accurate picture of the District. Chief Gary opined it was based on the call volume and
83 quantity of data. He also noted that organization of our size, change very subtly over time
84 unless there is a large jump in growth in population or employment patterns and Chief Metcalf
85 noted the District call volume growth has been in the single digit arena. Vice President
86 Munson inquired whether the study considered the college expansion east of the freeway and
87 a ladder truck would be beneficial. Chief Gary noted that the study included those items and

88 the proposed power plant, without specific recommendation for equipment. Although he noted
89 that the population you normal would see in the population and the new construction would not
90 tip the balance. Chief Metcalf has spoken with the San Marcos District, noting there are
91 generally 1-2 calls per month, with most being equipment malfunctions. Vice President
92 Munson inquired about the cross staffing of the ambulance and engine. Chief Gary noted this
93 study did not go into that depth, as this is not a staffing and fiscal plan, but a deployment study
94 to serve the road network. Chief Metcalf noted this first activity is part of a larger plan to
95 ensure there was an analysis of the District prior to make further changes. He stated that the
96 Board should be the policy making entity for the District. The next step is the Staff
97 recommendation and opportunity for discussion brought to the Board to enable them to
98 develop performance standards. He reiterated Chief Gary's outline for action is the
99 development of performance standards, identify the gaps, prioritize how to address the gaps,
100 addressing some short term goals and priorities, then look at the financial situation and then
101 develop a master plan.

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103 4. **BARGAINING GROUPS:** Questions from all areas were fielded during the workshop.
104 Engineer Jones noted he was an employee and resident of the District. He noted the matrix of
105 out of District coverage, stating he felt that the coverage for Station 6 (Rainbow) was missing
106 from the analysis. He noted that information regarding the number of calls seemed inaccurate,
107 asking why it appeared that only 13 calls were made in their District. Chief Gary noted that the
108 data provided demonstrated only those calls. Engineer Jones also noted the information on
109 page 108, which showed that Rainbow had 61 calls over two years. He stated it was his
110 impression that Rainbow ran just under 300 calls per year and does not show the calls in
111 Station 15. Chief Gary again noted that Chief Glasgow made a valiant effort to get the best
112 information possible and some areas rendered incomplete data. However, the fractile
113 performance measures are still based on the five stations and the math model is based on the
114 stations information. Even if there was a variation in the data, there would not be enough to
115 alter his recommendation. Captain Greg Mann discussed how the data information regarding
116 the overall report is reflected. Chief Gary noted that over prior to the last several years, in the

117 fire service there was no retrospective review of the written documentation or review of the
118 response times, resulting in a lowered compliance in documentation throughout the industry.
119 Chief Gary informed the Board he and the Staff had a long discussion regarding improvement
120 from the records clean-up. Director Graham stated she was hearing that there was a concern
121 that there was a skewed picture from the report because of the data scrubbing. Engineer
122 Jones discussed his perception regarding Rainbow and the liability surrounding the coverage.
123 However, Chief Gary noted even with the data provided, he would not change the
124 recommendations given. Captain Marovich noted that Stations 1, 4 and 5 as the next Station
125 that would need the next work. He inquired whether the report looked at moving those
126 stations' location using different models. Chief Gary stated the Staff made recommendations
127 regarding certain repairs and other options, noting how that information affected the report. He
128 noted that the report is a deployment, station coverage report, to be used as primer for the
129 Board and community. This is a predecessor to the starting the master plan and the factors
130 influencing the master plan development. Chief Fried noted there are more than 13 calls,
131 noting there are approximately 350 calls per year. He also noted it is very difficult to keep
132 volunteers, as noted in the report. Vice President Munson inquired when the recommendation
133 from Staff would be forthcoming. Chief Metcalf noted with the close proximity of the next
134 Board meeting, it would likely be the October Board Meeting that the first presentation would
135 be made.

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137 5. **PUBLIC COMMENT:** Questions from all areas were fielded during the workshop. A
138 member of the audience inquired whether the study showed when a truck company would be
139 valuable. Chief Gary noted that aspect had not been studied. He opined the tactical priorities
140 would be to work with Vista to cover the south end and serving the Red Mountain area.

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146 **ADJOURNMENT**

147 A motion was made at 6:55 p.m. by Director Olson and seconded by Director Graham, to
148 adjourn the meeting and reconvene at the next Regular Meeting on September 16, 2008 at
149 5:00 p.m. The motion carried unanimously.

150 Respectfully submitted,

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Loren Stephen-Porter

155 Board Secretary

156 (Transcribed from tapes)

157 Minutes approved at the Board of Director's Meeting on: September 16, 2008
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