

1 **JANUARY 13, 2009**

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 17:01

5 **THE INVOCATION GIVEN CHIEF METCALF.**

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

7 **ROLL CALL: Present:** Directors Harris, Hooper, Munson, Schaden and Thuner.

8 **Absent:** None.

9 **ALSO PRESENT:** Fire Chief/CEO Metcalf, Attorney James and Board Secretary Stephen-
10 Porter. In the audience were: Deputy Chief Torchia, Division Chiefs Goldberg and Morel,
11 Battalion Chiefs Abbott and Stevens, members of the public and Association.

12 **PUBLIC ACTIVITIES AGENDA**

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

16 **ACTION AGENDA**

17 There was no action agenda for the January 13, 2009 meeting.

18 **DISCUSSION AGENDA**

19 2. **STANDARDS OF COVER BOARD WORKSHOP - REVIEW RECOMMENDATIONS FOR SYSTEM OF**
20 **COVER - DEPUTY CHIEF TORCHIA AND CHIEF METCALF:** Chief Metcalf began with outlining the
21 rules for the workshop, noting it is intended to be a relaxed, open discussion. He informed the
22 Board the Staff is looking for confirmation of the direction they have recommended and then
23 will proceed to modify or move forward as recommended. Chief Metcalf then introduced Chief
24 Fried to the Board as a representative of Rainbow. Deputy Chief Torchia provided the overall
25 report for the Staff recommendations. He noted the Board had previously approved the
26 customer service standards. The next step is to prioritize ways to improve performance to
27 meet the standards. Deputy Chief Torchia noted that there are obstacles to reaching the
28 performance standards such as time, design, location, organizational practices, infrastructure

29 and community development. He noted that some areas, the District has no or little input or
30 impact on, such as District layout, circulation routes and fiscal standards. Deputy Chief
31 Torchia informed the Board these factors were considered when developing the priorities, with
32 them being broken down into those that have little or no costs, or those that are budgeted
33 already; those that have one-time costs and those that have ongoing costs. He noted that
34 overall, some of the suggested improved measures will be difficult to measure how they will
35 specifically enhance the District's ability to meet its adopted standards. Deputy Chief Torchia
36 discussed the response time and weight improvements that reflected minimal or not costs,
37 such as: adoption of a response standard related to time and weight; turnout time
38 improvement; automatic move-up impact; keeping emergency apparatus in first due
39 boundaries; improved fleet capabilities; auto/mutual aid agreements; and tracking response
40 times by population density zones. He noted that turnout times have been improved and the
41 District is continuing to look at ways to improve this measure. In addition, the District is
42 tracking response time by population zones, which will allow them to identify problem areas
43 more quickly. With regards to one- time costs, Deputy Chief Torchia noted that the relocation
44 and replacement of Station 5 was considered one of the first priorities. Deputy Chief Torchia
45 discussed the options considered for the North end of the District, including an Amador
46 contract, building and staffing another station and adding apparatus at Station One. In-depth
47 discussion ensued regarding the weight and location of stations and apparatus. He also noted
48 that Staff felt Station One and Administration facilities need to be replaced. With a fifty-year
49 life span for facilities, Station One is reaching its limit of usability. Deputy Chief Torchia noted
50 that as the busiest station, Station One could provide more effective coverage with the addition
51 of apparatus, perhaps a truck company. He noted that having to rely on auto/mutual aid does
52 not provide reliable coverage and the District has no control over the availability or usage.
53 Deputy Chief Torchia outlined the ongoing costs associated with the Staff's recommendation.
54 He noted that adding buildings, apparatus or personnel has ongoing upkeep and benefits
55 costs. In addition, the Staff considered the addition of approximately nine additional personnel
56 for the staff at the I-15 station and Station one. He discussed the move of the third ambulance

57 from Station 3 to Station 5, removing cross-staffing and additional staff associated with that
58 move. In addition, Staff is considering changing staff to the national model of 4/0 staffing and
59 other are considering models for ambulance staffing also. Deputy Chief Torchia outlined the
60 District priorities as: Moving and replacing Station 5; eliminating cross-staffing on the third
61 ambulance by moving it to Station 5; an additional Station to service the I-15 and Rainbow
62 corridor; replacement of Station 1 and the Administration building; changing staffing to 4/0.
63 Deputy Chief Torchia noted that the building of Station 4 is also a priority. However, it looks as
64 though the developers will be funding this effort, so it was not highlighted as part of the priority
65 list. Chief Metcalf informed the Board that the Staff looked at what could be accomplished with
66 the current District funding, noting that Station 5 could be completed now as the District has
67 the land and the funds. However, nearly all other measures will require additional funding,
68 including a community ballot measure. President Munson inquired whether there was anything
69 within the Department, which would culturally impede the proposed plan. Chief Metcalf noted
70 there will always be a difference of opinion, with some feeling people are more important than
71 facilities and apparatus, or vice versa. He opined it was an educational issue, which would be
72 addressed as part of the plan. President Munson inquired whether a timeframe for completion
73 of the plan could be set. Chief Metcalf noted that would depend on the ballot issue, however,
74 the work on Station 5 could be completed within 18-24 months. Chief Metcalf explained the
75 process for a ballot initiative and consultant involvement. Director Harris asked for clarification
76 of the automatic move-up program and asked when it would be put into use. Chief Metcalf
77 noted that it is primarily for operational reasons, with the plan run by dispatch software
78 parameters specified by the District. President Munson inquired what the coverage time was,
79 with it being noted there is no standard commitment for response time from outside the District.
80 Director Hooper thanked Staff for the report, opining that he agreed 100% with the priority
81 determination. He raised the potential for building Station 4 now and working with the
82 developers during this time of financial advantage. He stated he would like to see the
83 remaining items prepared and be ready to launch as soon as funding is obtained. Director
84 Hooper inquired whether the Station One remodel would include a training facility. Although

85 there were no specific plans for the site available at this time, Director Hooper would like to see
86 this included when presented to the Board. Director Schaden inquired whether the remodel of
87 Station 5 would be a move of the existing modular or a free standing station. Chief Metcalf
88 noted that it is intended to be a standard station, one that will be used as a model for other
89 stations. He believes standardization will create the maximum effectiveness for the
90 employees. Director Schaden inquired whether the remodel/rebuild included gender-specific
91 facilities. Chief Metcalf noted that each remodel/rebuild will provide housing for both genders.
92 Discussion ensued regarding the realignment of SR 76, including possible sites, as well
93 ingress and egress issues and circulation. Chief Metcalf stated the Staff felt the proposed site
94 for Station 5 would present the best option of those available as it relates to those issues.
95 Director Thuner inquired what the District's communication plan would be for educating the
96 employees and public on the direction, needs and finances of the District. B/C Stevens
97 addressed the systems that have been put into place to provide feedback to employees on
98 meeting standards, noting that the District is satisfied with the Dispatch JPA and services
99 provided to the District. He explained the "First Watch" program and its value to understanding
100 how standards are being met. Director Thuner opined that an explanation for the needs of the
101 District, specifically where, what and how the District plans to meet its standard challenges,
102 would require a concerned, orchestrated presentation to the employees and public. In-depth
103 discussion ensued regarding the perceived public opinion and the needs identified by Staff.
104 Director Thuner stated she favored a strong, proactive educational strategy to tailor the
105 message to the community to enhance their understanding of the District's needs. Director
106 Harris inquired why the Staff recommended building a new station out toward I-15 rather than
107 combining Rainbow and Station One into a larger, more centrally located station, or perhaps at
108 the Rainbow Station. Chief Metcalf noted that the primary motivation for adding a station
109 further toward I-15 was to keep Station One in place and provide faster response to Rainbow
110 and the Freeway, with more weight. He noted that volunteers are difficult to maintain at a
111 steady level, with Chief Fried echoing that concern. In addition, he noted that the modifications
112 to the Rainbow Station to bring it to the state needed would be tremendous, partially due to the

113 building restrictions in Rainbow. Chief Metcalf noted that other options had been considered,
114 such as combining with Station Four, but the response time would be adversely affected with
115 that choice. Director Thuner inquired about the status of the traffic and its affect on response
116 for the I-15/Mission ramps. Chief Metcalf informed the Board he has been working with
117 CalTrans and the County to find a solution to the rush hour crush. When asked about his
118 option of the plan, Chief Fried agreed with the plan as presented. When asked about the
119 continuing viability of the volunteer program, Chief Fried stated he thought the program could
120 only be viable for approximately the next five years. Director Hooper inquired about the
121 current funding status and whether Station Five could be started with the current funds. Chief
122 Metcalf noted that the Station 5 remodel could begin immediately with the current funding,
123 however, all other aspects of the plan, including the removal of the ambulance cross-staffing,
124 would require additional funding, such as a tax initiative. Discussion ensued regarding
125 possible staffing variations. Chief Metcalf noted the Staff has looked at various models,
126 including looking at a different EMS model. He noted the Staff is trying to be creative and cost
127 efficient, but whether you hire new staff or pay overtime, it has been proven the cost to the
128 District is nearly the same. Director Thuner inquired whether a consultant for a bond would
129 help with the development of a step-by-step strategy for timeliness and costs for the projects,
130 as well as options and realistic expectations. Chief Metcalf noted that is part of their tasks.
131 Chief Metcalf noted that a tax initiative might contain two parts, one to do the initial building
132 and expansions, and one for ongoing expenses. When the building and apparatus needs are
133 met, then that portion of the tax would be removed. It was the consensus of the Board to
134 support the plan as presented and discussed. Chief Metcalf noted the next step would be to
135 bring the preliminary plan, alternatives, costs and implementation timeline for the Board's
136 review in February. This concluded the discussion section of the agenda.

137 3. **COMMENTS:** See discussion above.

138 **CLOSED SESSION**

139 At 6:30 p.m., President Munson inquired whether there was a motion to adjourn to closed
140 session. Director Harris moved to go to closed session after a short break, which was

141 seconded by Director Schaden, which motion was passed unanimously. At 6:40 p.m., the
142 Board entered Closed Session to hear:

143 4. **CONFERENCE WITH PROPERTY NEGOTIATORS — GOVERNMENT CODE §54956.8**

144 **— CHIEF METCALF, DEPUTY CHIEF TORCHIA AND DISTRICT COUNSEL JAMES.**

145 **REOPENING OPEN SESSION:**

146 On a motion by Director Hooper, which was seconded by Director Schaden and which passed
147 unanimously, the Board returned open session at 6:59 p.m. The following items were reported
148 out to the public:

149 4. **CONFERENCE WITH PROPERTY NEGOTIATORS — GOVERNMENT CODE §54956.8 —**

150 **CHIEF METCALF, DEPUTY CHIEF TORCHIA AND DISTRICT COUNSEL JAMES:** No reportable action.

151 **ADJOURNMENT**

152 A motion was made at 17:05 by Director Harris and seconded by Director Schaden, to adjourn
153 the meeting and reconvene at the next Regular Meeting on, January 27, 2009, at 17:00. The
154 motion carried unanimously.

155 Respectfully submitted,

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159 Loren Stephen-Porter

160 Board Secretary

161 Minutes approved at the Board of Director's Meeting on: January 27, 2009
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