

COAST LIFE SUPPORT DISTRICT

P.O. Box 1056, Gualala, CA 95445

Tel: (707) 884-1829 Fax: 884-9119

AGENDA

REGULAR MEETING OF THE BOARD OF DIRECTORS

>>> 4:30 pm Tuesday, September 23, 2014 <<<

Elaine Jacob Center

38550 Hwy 1

Gualala, CA

1. Call to Order Toedter
2. Adoption of the Agenda
3. Minutes Approval – 18 August 2014
4. Privilege of the Floor – Public Comment
5. Old Business – Information or Action
 - Adoption of Final FY14-15 Budget – Action Foster
 - St. Joseph’s Executive Leadership Meeting Update Toedter
 - Joint Operating Group Update - Information Perry
 - Joint Operation Group Appointment – Action Perry
 - Board Vacancy – Nominating Cmte. Update – Information Toedter
 - Organizational Action Plan – Information Foster
6. New Business
 - Sonoma County Fire Services Ad Hoc Committee – Information
Chris Thomas, Asst. County Administrator, Sonoma County
7. Reports
 - Committee Reports
 - District Administrator
 - July A/R, Write-offs Approval - Action
8. Other
 - General announcements
9. Adjournment
- Scheduled Board of Director meetings (4:30 at Bill Platt Training Center unless otherwise noted):
 - 13 October 2014



MINUTES OF THE MEETING OF THE
BOARD OF DIRECTORS
August 18th, 2014

Call to Order. President Toedter called the meeting to order in the Point Arena Library at 4:30p.m. Present: Directors Perry, Schwartz, Provencher, Dodds, Randolph, and Bower.

Adoption of the Agenda. Director Dodds moved for adoption, Director Provencher second, all ayes.

Approval of June 16, 2014 Board Retreat Minutes. Director Perry moved to adopt the Minutes. Director Bower second, all ayes.

Privilege of the Floor- Public Comment: None at this time; President Toedter announced the public would be given an opportunity to comment later in the agenda.

Old Business-Information or Action

- Joint Operating Group (JOG) Update - Information

Director Perry reported that the JOG had met twice since the last board meeting. In the first meeting, they appointed three community representatives: Susan Sandoval, Richard Hughes and Alice Diefenbach. In the second meeting, they discussed reporting (content and frequency) and identification of priority items for their September meeting. Director Perry noted that Urgent Care patient load during the initial weekends was significantly higher than five years ago.

- Dry Period Funding Update - Information
D.A. Foster and incoming Fiscal Officer Rice reported on meeting with and status of discussions with Exchange Bank for potential line of credit for FY15-16.
- Board Election Update - Information
President Toedter announced that he would not be seeking an additional term after his current term expires in December. D.A. Foster reported that four candidates (incumbent directors

Bower, Provencher and Perry, plus Richard Hughes) had filed for the November election, for four open seats. As a result, no names will be on the ballot and the four filers will be appointed in lieu of election.

- Board Vacancy – Nominating Committee Appointment - Action:

Director Randolph announced his resignation from the Board as of the end of today's meeting. Director Schwartz moved that a Nominating Committee comprised of Directors Schwartz and President Toedter, plus community member Richard Hughes, be formed to recruit and interview potential candidates to fill the resulting mid-term vacancy. Director Randolph seconded, all ayes. Director Schwartz was appointed as Acting Secretary, and a decision on replacement appointments to the JOG and Governance Committee was deferred.

- Employee Opinion Survey - Information.
President Toedter introduced Scott Ormerod of Leap Solutions, who presented the results of the recently completed survey of all District employees. After extended discussion of the survey methodology and results, including an email from crew member Ron Miles, the Board accepted the report and instructed D.A. Foster to prepare an action plan to address issues identified in the survey, for presentation at the September meeting. Motion by Director Randolph, second by Director Perry, all ayes.
- District Administrator Annual Evaluation FY13-14 - Action

President Toedter adjourned the public meeting at 5:55pm, for a closed session to consider the annual evaluation of D.A. Foster. The public meeting was resumed at 6:22pm. President Toedter reported that the Board had voted to award D.A. Foster the full amount (10%) of his annual performance bonus, and that President Toedter would deliver the performance review.

New Business: None

Reports:

- QA/QI- No report
- Governance Committee. No report.
- Finance Committee. No report.
- District Administrator – Report was distributed at the meeting.
- July 2014 A/R Write-offs-Director Schwartz moved, Director Dodd seconded, all ayes.

General Announcements:

- Public Comment. None
- Next Board of Directors Meeting Tuesday, September 23, 2014, 4:30 p.m. at the Elaine Jacob Center in Gualala.

• Other

D.A. Foster reminded Directors of the requirement to complete Brown Act and Ethics training at least once every two years.

Adjournment. Director Randolph moved for adjournment, Director Provencher second, all ayes. Meeting adjourned at 6:40pm.

Minutes approved:

_____ Date

Attachment: Letter from Ron Miles to the Board of Directors, submitted by email and read as Public Comments during Survey discussion:

Scott,

In case I can't make it to the CLSD board meeting on August 18, I would appreciate you relaying to the Board my thoughts about the opinion survey CLSD employees recently took.

To CLSD Board Members:

For the past eight years I have worked as a part-time employee on both B121 and M120. Prior to this, I worked for several companies including IBM. IBM did an opinion survey every year, so I am familiar with surveys both as an IBM employee and manager, and I support them. Two points struck me about the CLSD survey that I suggest the Board keep in mind when reviewing survey results.

First, as the Board knows CLSD has two types of employees – those who work on M120, and those who work part time on B121. B121ers can pick the

shifts convenient for them to work each month (unlike ALS employees) as long as they meet a minimum number of shifts per month. They do not receive benefits. So, when B121 employees took the survey they probably had different perspectives on some questions, such as benefits, than did ALS employees. I wonder if the survey took this into account by dividing the employees into two groups – B121 and M120.

Second, on other surveys I have taken, questions about "risk" usually mean: Does the company support employees trying new approaches to getting the job done? EMS, however, is protocol-driven and EMS personnel are trained NOT to "risk" deviating from these protocols. For this reason I answered questions about risk by strongly disagreeing CLSD supported risk taking. But, because CLSD does support employees coming up with new ideas in non-protocol areas, other employees could have answered the "risk" questions in the affirmative. The "risk" questions indicate to me this survey was more generic than EMS specific.

Some clarification on these issues will come when CLSD management reviews results with employees, but not all because some employees will not want to voice certain opinions to the group. And, from the experience gained with this year's survey, I believe future surveys can be modified to be more targeted to EMS, providing even better information to the Board and management.

I applaud the Board for instigating the employee survey process, and I thank you for your service to CLSD and the community.

Sincerely,

Ron Miles

COAST LIFE SUPPORT DISTRICT

RESOLUTION No: 230

ADOPTION OF FINAL BUDGET FOR FISCAL YEAR 2015

WHEREAS, Coast Life Support District Board of Directors, Finance Committee and Staff have reviewed the current financial position for the past year, and

WHEREAS, the District has a need to maximize its revenues, including maintaining the benefit assessment special tax rates as approved by the voters for Emergency Medical Services, and

WHEREAS, the District has reviewed the Ambulance billing charges, in order to maximize revenue while maintaining rates consistent with medical cost inflation,

WHEREAS, the District will require the full assessment as authorized for Urgent Care services in order to fully fund the current program and provide adequate funds for development of any potential future after hours program and any other authorized use, and

WHEREAS, the District Board of Directors will approve any expenditures of Urgent Care funds in support of, but beyond current program, and

WHEREAS, Reserve funding must remain at prudent levels to support contingencies and capital replacement requirements, and

WHEREAS, Coast Life Support District anticipates Revenues of the following:

Sonoma County	\$667,457
Mendocino County	\$883,170
Ambulance Billings	\$476,358
Training Class Fees	\$2,000
Miscellaneous	<u>\$5,138</u>
Total Budgeted Revenue	\$2,034,123

WHEREAS, the following Expenditures will provide the resources necessary to meet the established objectives for the next Fiscal Year:

Ambulance Operations	\$1,199,563
District Administration & Overhead	\$66,999
Training Programs	\$11,000
Urgent Care Program	\$637,527
Interest & Depreciation	\$83,338
Reserve Fund Expense	<u>\$35,696</u>
Total Budgeted Expenditures	\$2,034,123

Capital Expenditures	
Ambulance	\$140,000
Station Expansion	\$30,000
COAST BLUE Final Buildout	\$13,000

BE IT RESOLVED that the Board of Directors authorize its Officers, Administrator and Staff to make expenditures necessary to operate the Ambulance service and all Authorized programs,

BE IT FURTHER RESOLVED that the Board of Directors authorized the above amounts for the Coast Life Support District's Final Budget for Fiscal Year 2015.

The above resolution was introduced by Director _____, who moved its adoption, seconded by Director _____, and passed and adopted on this 23rd day of September 2014 by the following roll call vote:

Directors: Toedter
 Rice
 Schwartz
 Dodds
 Perry
 Provencher

Ayes: Noes: Abstain: Absent:

WHEREUPON, the President declared the foregoing RESOLUTION adopted and SO ORDERED.

Tom Toedter, President

Minutes
Joint Operations Group
Monday, July 28, 2014

Final

1.) The first official meeting of the Joint Operations Group (JOG) was called to order at 3:30 PM, July 28, 2014, by interim Chairman, Rich Perry. All members of the JOG were present including CLSD Board of Directors members Rich Perry and George Provencher, RCMS Board of Directors members Don Kemp and Barbara Fast, and Community members Susan Sandoval, Rich Hughes and Alice Diefenbach. Also present were RCMS CEO Diane Agee, CLSD CEO Scott Foster and RCMS BOD alternates, Alex Long and Ken Gibson.

2.) Officers for the JOG were selected. Rich Hughes nominated Rich Perry as Chairman and Susan Sandoval as Vice Chairman. Both agreed to serve and they were unanimously elected. Don Kemp declined to be Secretary, but Barbara Fast volunteered to serve in that capacity and she was unanimously elected.

3.) Rich Perry announced that the Memorandum of Understanding (MOU) under which the JOG operates has been reviewed and approved by both the RCMS BOD and the CLSD BOD. He also said that he had reviewed the MOU with a representative of the Fair Political Practices Commission who found no conflict(s) of interest in the MOU. Mr. Perry will send a final copy of the MOU to all of the members.

4.) Diane Agee, RCMS CEO, distributed copies of Daytime Urgent Care Services (UCS) Patient Satisfaction Surveys from July, 2013, to June, 2014. In the future, similar surveys will be obtained for weekend UCS. She also distributed data regarding the number of patients seen in Daytime (i.e. week day) UCS from July, 2012, to June, 2014. Since Weekend UCS has started (as of July 4, 2014) 63 patients have been seen; on one weekend 26 patients were seen. Approximately 80% of the patients were local and 20% were "visitors." Discussion ensued regarding what additional data should be sent to the JOG and on to the CLSD and RCMS BODs. The following were recommended: the total number of calls to the clinic along with how many patients were actually seen; whether transport out of the clinic was needed or avoided; the times that patients were at the clinic; and a general classification of diagnoses seen and treated. Ms. Agee said that patient data should be available within one week of the end of the month, but that financial data could take 4-6 weeks to be complete.

The Medical Director of UCS will be performing chart reviews of patients seen in both Weekday and Weekend UCS. Quarterly reports will be sent to the JOG along with quarterly Patient Satisfaction Surveys. Any unusual incidents or quality issues will be included in these reports which will also be sent to the respective BODs. Patient confidentiality will be maintained in any reports. Don Kemp offered to set up a "listserve" of people who should receive the reports.

George Provencher also recommended that the Physicians Assistants who staff the UCS should be surveyed regarding how the program is working for them and for patients. The two PAs presently work seven days a week on alternate months. Emergency Room physicians at Memorial Hospital in Santa Rosa have agreed to provide telephone consultation if needed; however, so far no calls have been necessary. An RCMS employee (Medical Assistant, LVN, RN or EMT) staffs the weekend clinic with other employees available on-call as needed.

Cameras have been installed for security/safety at the clinic. The person who is at the clinic full time can decide whether to allow a patient in or to wait until the PA has arrived. Since neither of the local pharmacies are open on the weekend, essential pharmacy supplies have been obtained and stocked at the clinic, including full courses of antibiotics if needed.

Ms. Agee also reported that RCMS will be publishing a monthly column in the Independent Coast Observer (ICO). UCS data will be included in the column along with RCMS news and education.

5.) Priorities for the JOG were discussed. Mr. Perry handed out a list (attached) that he compiled regarding "high," "medium," and "low" priorities for the JOG. All agreed that "high" priorities include possible relationships with Memorial Hospital in Santa Rosa. They have already sent a "letter of interest" regarding a possible relationship and meetings have been held with senior members of Memorial's Administration. Ms. Agee has met with the Vice President in charge of Strategic Planning. It was suggested that the JOG should obtain a list of Memorial's goals, especially as they relate to "community benefits" in rural areas. The Camden report recommended a 3-way partnership between Memorial, CLSD and RCMS. There are grants available that specifically require a partnership between non-profit and governmental agencies. The JOG needs to explore ways in which we can be of benefit to Memorial, including further referrals to their specialists, and after-hospital care. Memorial has already agreed to provide access to their electronic health records (EHR) to facilitate care for patients in the CLSD who require hospitalization. That could facilitate transfer to the RCMS Visiting Nurse program.

Among "medium" priorities, further signage is needed to let locals and visitors know about UCS and where the clinic is located. The 2015-2016 UCS budget needs to be developed. A policy should be established to guide distribution of patients between UCS and RCMS Primary Care Clinic. It was noted that two members of the JOG (Alice Diefenbach and Barbara Fast) are on the RCMS Performance Improvement Committee (PIC) which reviews any quality issues for either Primary Care or UCS. RCMS has appointed two alternates (Alex Long and Ken Gibson) to attend the JOG if Don Kemp or Barbara Fast are not available. CLSD also needs to appoint an alternate BOD member to the JOG.

6.) After discussion, it was decided to schedule JOG meetings on the third Wednesday of the month at 3:30 PM. Meetings will usually be held at CLSD, but the Elaine Jacob Center is also available. The next meeting will be August 13, 2014. JOG meetings are open to interested community members who might like to attend.

7. The meeting was adjourned at 5 PM.

Respectfully submitted,

Barbara Fast, Secretary

Minutes
Joint Operations Group
August 13, 2014

Final

1. Meeting called to order by Chairman Rich Perry at 3:30 PM.
2. Members present: Rich Perry, George Provencher, Rich Hughes, Susan Sandoval, Alice Diefenbach, Don Kemp and Barbara Fast. Ex-officio members present: Scott Foster and Diane Agee.
3. Agenda approved after adding discussion regarding relationship between JOG and St. Joseph Memorial Hospital.
4. Minutes of the July 28, 2014 meeting will be sent electronically for approval at the September meeting.
5. Diane Agee presented detailed reports of Urgent Care Services which can be sent as attachments to these minutes as needed.
6. Considerable discussion was held regarding priorities for the JOG. A draft list of priorities will be attached to these minutes.
7. Monthly reports regarding UCS patient visits and costs will be presented to the JOG and to the CLSD and RCMS Boards as desired. On a periodic basis the data will be reviewed according to topics (i.e. age and place of residence of patients, types of financial payment including "sliding scale," etc.).
8. It was announced that by the end of the year Rich Hughes will become a member of the CLSD Board. Therefore, a replacement appointment of a community member of the JOG will be needed. Members were asked to bring suggestions for a new member.
9. The next JOG meeting will take place at CLSD on Wednesday, Sept. 10 at 3:30 PM.
10. The meeting was adjourned at 5:15 PM.

Respectfully submitted,

Barbara Fast, Secretary

**Coast Life Support District
District Administrator's Report
September 23rd, 2014**

Action Plan – Employee Development

I would like to report that we have had a series of very positive discussions among the crew over the last three weeks, in response to their concerns and ideas raised in the Employee Opinion Survey. The following steps constitute my action plan and implementation date windows to address these issues.

- **Communication**
 - Shift Supervisors' role to be expanded to Team Leaders and include responsibilities beyond an operational focus such as Training, Morale, and Welfare of both ALS and BLS crew members. This will support the BLS crew's desire to be more involved in current issues and build a relationship between ALS and BLS members, as well as serve as the basis for Team Leader input to the employee evaluation process.
 - The Operations Manager and District Administrator will send out regular bi-weekly emails to the entire crew with updates not normally passed down through day-to-day communications, e.g. updates on the ambulance purchase, training opportunities, board actions and interests, community programs and interests affecting CLSD.

- **Inclusion**
 - The aforementioned ALS/BLS communication, along with the regular DA/Ops updates, will provide opportunities for crew inclusion on developing new approaches to issues surfacing at all levels.
 - Supervisor participation at all levels (Ops, Team Leads, and BLS Leads) will encourage solicitation of ideas and solutions.

- **Promotion Opportunities**
 - We are currently developing a structured approach to BLS training that provides a clear path to ALS EMT. This will eliminate any uncertainty of the steps for advancement.
 - We are creating a "dual paramedic" track for new paramedics without enough experience to work as a senior District paramedic. This will allow them to work directly under the supervision of a Team Lead and build a strong relationship to be competitive for future opportunities with the District.

- **Benefits**
 - We are investigating the feasibility of offering part-time employees the opportunity to buy in to the District group health plan.
 - We are investigating the feasibility of offering the employees the opportunity to buy in to a District dental insurance plan.

- **Performance**
 - To answer concerns about the Ops Manager not having enough information about lower-level employees' performance, we will require participation by Team Leads and BLS leads on all employees annual performance review.

- **Training**
 - In addition to the BLS to ALS training track above, we will strongly encourage attendance at the national EMS conference by at least one senior and one junior crew member, who will return with and distribute lessons learned.

- We are looking at ways to enhance BLS training by participation of credentialed providers (e.g. Medical Director, RCMS PAs) either in person or by video teleconference.
- Leadership
 - Beginning in October, we will be conducting a monthly Leadership Development Forum, for Team Leads and the Training Officer, to focus on a specific leadership and management principle and use the previous month's activities as a mini-case study. Mr. Rich Hughes, a noted leadership development consultant, has agreed to provide the structure of the lessons and facilitate the discussions. This extremely important session will reinforce the expanded role for the Team Leads and Training Officer, and provide the foundation for all future program development.

I am pleased to report that discussions among the crew about implementing these steps have been extremely positive and promising. I look forward to working with the crew and leadership personally as we build a stronger team.

Respectfully submitted,

Scott Foster
District Administrator

Fire Services Ad-Hoc Committee Project Overview September 2014



Ad-Hoc Committee

- **Ad-Hoc Committee established to review existing fire services in Sonoma County and make recommendations to support a more effective and efficient fire system**
- **Focus is on fire services, but EMS will be taken into consideration where necessary**
- **Committee Members:**
 - Efren Carrillo, Board of Supervisors, Fifth District
 - Mike McGuire, Board of Supervisors, Fourth District

Guiding Principles

The effort is guided by three core principles:

- **Any decisions should result in quality of service equal to or better than current levels**
- **Any decisions should improve cost effectiveness of fire services**
- **Any decisions will be made with a County-wide view**

Current Fire Services

Over 40 different organizations respond to approximately 80,000 calls for fire and emergency medical services each year in Sonoma County.

Most of the organizations are separate Fire Agencies

Most of the calls for services are medical in nature and some of the Fire Agencies also provide ambulance services.

Many of the different organizations both fire and ambulance providers alike have experienced financial difficulties in recent years

Stakeholders

All stages of the project will involve key external stakeholders including:

- **Fire Chiefs, Fire Boards, Fire Labor from Fire Protection Districts, Volunteer Fire Companies, and cities**
- **Ambulance providers, ambulance provider boards, and ambulance labor**

as well as County staff (CAO, CSA 40, Coastal Valleys EMS, etc.)

Project Timeline

The Project will have three Phases:

- **Phase 1 – Focus groups, data analysis, proposal development and first summit (July 2014 – December 2014)**
- **Phase 2 – County-wide fire services municipal services review report development and second summit (January 2015 – October 2015)**
- **Phase 3 – Approval and implementation (November 2015 – July 2016)**

Advisory Committee

In order to help in this project, an Advisory Committee is being established.

- The Committee will include representatives from all stakeholder groups
- The Committee membership is open – there will not be a specific number of slots for a particular region or stakeholder group
- All interested parties who are willing to make the requisite time commitment are encouraged to participate
- Interested participants should contact Peter Bruland (Peter.Bruland@sonoma-county.org)

Next Steps

Focus Groups

- We are planning a series of regional focus groups in October and November for stakeholders
- The goal will be to have a structured discussion to ensure mutual understanding of the project, current and historical challenges, and other necessary elements of scope for the project
- The purpose of these focus groups is *not* to discuss final recommendations – it is to ensure that we have broad understanding of what should be included in the project and the process by which we will get to recommendations

Next Steps (continued)

Data Analysis and Proposal Development

- Staff will be conducting initial data analysis on available information, including REDCOM data and data maintained by individual fire service providers
- Staff will also be seeking data that individual organizations may have available (e.g. fire run software or other response records, staffing and certifications, key changes that may have taken place and might help in better understanding the data, etc.)

Next Steps (continued)

Summit

- Phase 1 will culminate with a December Summit with all stakeholders and other interested parties
- This Summit will serve to publically launch the project and will include results from the focus groups, presentation of initial data analysis regarding existing services, and presentation of an initial proposal for consultant services
- Will also lay out and clarify the process and timelines for Phase 2

Who to Contact

**For more information on the project or for additional comments,
please contact:**

**Chris Thomas, Assistant County Administrator
(707) 565-3781**

Chris.Thomas@sonoma-county.org

**Al Terrell, Fire and Emergency Services
Director**

(707) 565-1152

Al.Terrell@sonoma-county.org

Peter Bruland, Administrative Analyst:

(707) 565-3086

Peter.Bruland@sonoma-county.org

Questions and Comments

Questions and comments

County of Sonoma
Fire Services Ad-Hoc Committee
Charter/Scope of Work
September 2014 – Approved By Board of Supervisors

Background

The Chair of the Board of Supervisors has formed a Fire Services Ad-Hoc Committee to address the nature of fire services in the County, particularly in the unincorporated areas. The intended outcome is a more effective and efficient fire system in Sonoma County. The Ad Hoc Committee will address some immediate challenges, as well as establish a longer-term process which builds on historical and recent efforts to improve fire governance.

This effort will keep three principles in mind to guide decisions:

1. Any decisions should result in a quality of service that equals or exceeds the level that would exist without changes.
2. Any decisions should improve the cost effectiveness of fire services.
3. Any decisions will be made with a County-wide view. For example, the base property tax revenue for CSA 40 will be considered as one “pool” of funding.

Committee Members

Efren Carrillo, Board of Supervisors, Fifth District

Mike McGuire, Board of Supervisors, Fourth District

County Department Resources

Veronica Ferguson	County Administrator
Chris Thomas	Assistant County Administrator
Peter Bruland	Administrative Analyst
Al Terrell	Director, Fire and Emergency Services

Subject matter experts from Fire and Emergency Services, Auditor-Controller-Treasurer-Tax Collector Office, County Counsel, and other departments such as Health Services as needed.

Work Efforts

1. Financial Stability: Respond to financial pressures on the most severely impacted areas of the County. Require that any County financial assistance be tied to agreements that promote long-term improvements in fire services County-wide and are consistent with the principles above.

2. Focus Groups, Community Meetings, and Advisory Committee: Sponsor the convening by staff of focus groups of key stakeholders in the County (cities, fire districts, EMS providers, and County) and other community meetings for structured discussions on fire governance. The purpose will be to explain the County’s interest in achieving the long-term goal of improving fire services, ensure the County and other stakeholders understand current and historical challenges, recognize the need for a collaborative effort, discuss the proposed principles to be followed in the effort, and solicit interest in and concerns about participation, if any, in a County-wide analysis of fire services and particularly on an Advisory

Committee developed in conjunction with LAFCO to assist with vetting the data analysis and recommendations as they are drafted. See Stakeholder list below.

3. County-wide Fire Services Municipal Services Review Assistance Proposal and Data Analysis: In conjunction with LAFCO, staff will develop a request for proposal for consultant services to assist with the Countywide Fire Services effort to produce a report to be used as needed as a part of a LAFCO Municipal Services Review in conjunction with any reorganizations that may be recommended as a part of this project.

All fire service agencies will be invited to participate in the effort, but will not be required to do so. In many cases Emergency Medical Services will need to be considered, particularly in areas where these services are offered by fire agencies such as Bodega Bay and the Russian River. To the extent feasible, this project will be integrated with the results of the Zone Six fire analysis conducted by LAFCO that is currently underway and build upon previous studies for standards of cover, fire finances and others.

The proposal will include:

- a. Scope
- b. Roles for stakeholders including an Advisory Committee coordinated with LAFCO
- c. Assessment of performance with existing governance structures and resources
- d. Identification of potential alternative models
- e. Desired outcomes
- f. Resources
- g. Timing

On a parallel track and to feed into the report for the Municipal Services Review, staff will analyze operational and financial data from all agencies as well as standards and benchmarks of operations in other jurisdictions throughout the country. See Attachment for initial list of data collection and analysis. This initial list is not in any priority order and will be added to as the project continues. Preliminary information from this data analysis will be shared with the focus groups, the Advisory Committee, and at the Summits.

4. Summits: Sponsor a pair of Fire Services Summits with all interested stakeholders. The first is to more publicly launch the project and will include presenting the results of the initial focus groups and the proposal for the above consultant services, and will solicit participation from other fire agencies. The second Summit would be to review the results of the work and the draft report.

5. County-wide Fire Services Municipal Services Review Report: Produce Report that includes recommendations from the above process including service and financial data and can be used as a part of any implementation actions that include reorganizations considered by LAFCO.

The desired outcome is to improve system for fire services in Sonoma County, including:

1. Developing a strategy for improved fire services in Sonoma County, most likely reflecting a decision between a "Regional Zone" and "County-wide" approach, or a hybrid of the two.
2. Recommendations and a plan to implement the chosen strategy.
3. Progress during the course of the effort toward improvements in fire governance.

Stakeholders

- Fire Chiefs/Fire Boards/Fire Labor (VFC's, FPD's, cities)
- Ambulance providers/Ambulance provider Boards/Ambulance Labor
- CSA 40/Coastal Valleys EMS

Phases

1. Phase 1 – Charter Development, Focus Groups, Proposal Development, and First Summit (July 2014 – December 2014)
2. Phase 2 - County-wide Fire Services Municipal Services Review Report Development and Second Summit (January 2015 – October 2015)
3. Phase 3 – Approval and Implementation (November 2015 – July 2016)

Staff Contact

Chris Thomas, Assistant County Administrator
(707) 565-2431
chris.thomas@sonoma-county.org

Attachment 1

Initial Data Collection and Analysis List – most of the following will reflect data for the last 5 years

- Totals by type of incident by responder – geographically; (maps)
- Total facility by type by agency - geographically
- Total equipment by type by agency – geographically
- Total responders (agency and # staff – volunteer/paid) per incident by type (tables)
- Total responders (agency and equipment type) per incident by type
- Total incidents by agency by type (showing number handled on own, number where someone else was needed for response)
- Total responses by individual personnel by agency by type (volunteer/paid)
- Total responses by equipment type by agency
- Total constituent/non-constituent served by agency by incident type
- Total mutual aid responses by incident type by agency (needed/not needed)
- Total auto aid responses by incident type by agency (needed/not needed)
- Total mutual aid received by incident type per agency by provider
- Total auto aid received by incident type per agency by provider
- Average time resource out of service by resource by agency
- Average time resource committed by resource by agency by incident type
- Total personnel by certifications/qualifications by agency (volunteer/paid)
- Total personnel by age group by agency (volunteer/paid)
- Total personnel by years of service by agency (volunteer/paid)
- Review of 5 year budget and actual and 5 year projections by agency
- Geographic representation of amount of annual funding (by % of valuation/ total \$) by type

Coast Life Support District Accounts Receivable Status

August-14

ALS Transports	31
BLS Transports	10
Dry Runs	15
ALS/BLS Treat & Release	6
Total Activity	62

Accounts Receivable Balance @ 07/31/2014 \$360,769.08

Ambulance Revenue	\$ 205,261.79
Reductions to Revenue	
MediCare Required	\$ (94,727.61)
Medi-Cal Required	\$ (49,028.67)
District Resident 50% Discount	\$ (2,638.88)
Total Reductions for Month	\$ (146,395.16)

Ambulance Revenue Net

Payments Received	\$ (63,490.50)
Write-Offs	
Collections Agency	\$ (2,255.20)
Other Adjustments	\$ 8.00
Total Write-Offs for Month	\$ (2,247.20)

Accounts Receivable Balance @ 08/31/2014 \$ 353,898.01

CURRENT	\$ 160,933.87
31-60 Days	\$ 75,689.97
61-90 Days	\$ 28,796.91
91+ Days	\$ 88,477.26

Aging Report Balance @ 08/31/2014 \$ 353,898.01

Payment Plan Accounts EOM: 10@\$19,729.58

Cash on Hand

FAMIS Account	\$ 418,442.35
Redwood Credit Union Checking	\$ 126,924.57
Total Cash on Hand	<u>\$ 545,366.92</u>

Board Approval/Secretary: _____ (Date)