

# COAST LIFE SUPPORT DISTRICT

P.O. Box 1056, Gualala, CA 95445

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

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## AGENDA

### REGULAR MEETING OF THE BOARD OF DIRECTORS

>>> 4:30 pm Tuesday, January 3, 2012 <<<

Eileen Jacob Center

Gualala, CA 95445

1. Call to Order Kaplan
2. Adoption of the Agenda
3. Minutes Approval
4. Privilege of the Floor – Public Comment
5. Old Business – Information or Action
  - Tax Committee Report – Action Toedter
    1. Financial Update – Reserve Funds – Action Rice
    2. Discussion Points Klopfers
  - EMS Tax Change Resolution – Action Kaplan
    - EMS Tax Scenarios Rice
  - Resolution 205 Urgent Care Amendment – Action Rice
    1. CLSD – RCMS Agreement Ratification - Action Klopfers
    2. Finance Committee Report – Information Rice
6. New Business
7. Reports
  - Board Officers – General
  - Treasurer Rice
  - District Administrator Foster
  - Staff Dilks/Bold
8. Other
  - General announcements
  - Board meeting Schedule
9. Adjournment
- Scheduled Board of Director meetings (4:30 at Bill Platt Training Center unless otherwise noted)
  - Feb 20, 2012
  - March 19, 2012



## CLSD Reserve Analysis

Presented to the Coast Life Support District Board of Directors  
3 January 2012



## Estimated AHUC Activity FY98-11

Estimated AHUC Reserve at 6/30/2011

FY	Revenue	Expense	Surplus
1998	176,471 (1)	153,834 (8)	22,637
1999	178,165	148,500 (4)	29,665
2000	179,859	148,500	31,359
2001	181,553	155,850 (5)	25,703
2002	183,247	155,850	27,397
2003	184,941	169,933	15,008
2004	186,635	184,266 (9)	2,369
2005	188,329 (3)	169,164	19,166
2006	190,023	184,583 (6)	5,440
2007	191,717	177,439	14,279
2008	193,411	178,313	15,098
2009	195,105	138,124	56,981
2010	196,799	63,954	132,845
2011	198,493 (2)	53,014 (7)	<u>145,479</u> 543,425

Notes:

- (1) Difference between tax revenue FY1997 vs 1998
- (2) Per most recent NBD parcel count data
- (3) Linear increase from FY1998 to 2011
- (4) Initial RCMS 3-year contract
- (5) Renewed RCMS contract
- (6) From MD&A reports
- (7) From QuickBooks
- (8) Includes 10% of DA, plus costs related to RFP
- (9) Includes 10% of DA
- (10) Includes 20% of DA + 10% of Ops Mgr



## Total Estimated Reserves at 6/30/2011

- Total unallocated reserve - \$560,860
  - AHUC Reserve - \$543,425 (based on prior slide)
  - EMS Reserve - \$17,435 (the balance)
  
- Capital equipment (net) reserve - \$591,079
  - Total reserves - \$1,151,939

EMS Reserve is calculated: Total minus Capital minus AHUC  
AHUC Reserve is from previous slide  
Total and Capital Reserves are from unaudited general ledger

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## Notes re assumptions

- Limited data available on AHUC tax revenue
  - NBS provides budget estimate, but counties don't report actuals
  - NBS data available only for recent years
  - Used interpolated average from FY1998 to FY2011 estimates
  
- Allocation of CLSD overhead to AHUC
  - Recorded in GL FY2010-2011 (20% of DA, 10% of Ops Mgr)
  - Added estimate of 10% of DA salary for earlier years
  
- AHUC election costs not charged against reserve

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## Action requested

- Board consideration of the estimated reserve activity
  - Review, update assumptions
  
- Board consideration of use of portion of AHUC reserve to establish EMS contingency reserve as of 6/30/2011
  - As permitted under enabling voter initiative
  
- Board formalization of 6/30/2011 reserve positions
  - By resolution
  - Subject to adjustment for audit, if necessary

## Brent Klopfer

pob 628 Gualala, CA 95445  
(707) 884-9539 lic. # 322994

I think we all agree that preserving the outstanding quality of ambulance service that we currently enjoy here on the coast is of paramount importance. To that end, a proposal has been put forward to place on the ballot a measure to increase tax revenues to sustain CLSD financially. So it may seem counter-intuitive that I am speaking in favor of tabling that proposal indefinitely. Broadly speaking, there are two reasons for my doing so.

First, at the next meeting of the Community Health Working Group, I will be presenting the draft of a proposal for 24/7 urgent care. The proposal will include not only a plan to restore 24/7 care but also some CLSD cost-saving options and some cosmetic restructuring of the CLSD budget. It is possible that through these proposed budget adjustments and restructuring, we could eliminate the need to increase the EMS tax and focus solely on asking for a tax increase to allow for the restoration of the after-hours care program.

The message from the community that I came away with from the public meetings was threefold: we should maintain the quality of the ambulance service, we should restore after-hours urgent care, and if we raise taxes we should make sure that they taxpayers get their money's worth. We all know that after-hours care is not financially self-supporting. It is like an insurance policy for the community for those times when the unexpected happens. I believe that a proposal that calls for a tax increase to deliver 24/7 care deserves to be put in front of the voters to let them decide if they want it enough to pay for it. If some form of this proposal for 24/7 care were to be implemented, it would likely make the EMS tax increase redundant. It seems counter-productive to ask for an EMS tax increase now.

Secondly, if we look around us, we would be hard-pressed to find a public agency that has not been asked to make budget cuts. They are all committed to keeping service levels constant while doing the best possible job they can. CLSD stands alone as, not just having avoided budget cuts, but actually seeking to raise its budget via tax increases. I personally believe that we should be looking first at areas where we can reduce costs without significantly sacrificing the quality of service. I think a committee, either an existing one or a new ad hoc committee,

should be charged with the task of trying to bring the budget in line with expenses and only after the committee has exhausted possibilities should a tax increase be considered. How much time has the Board spent planning a potential tax increase versus time spent pursuing possibilities for reducing expenditures? I think the message from the American public at-large has generally been that you can raise taxes, but only after, or in conjunction with, reducing expenses. I believe that our community is of a similar mindset.

In summary, I do not think that the CLSD BOD has truly done the "hard work" of looking at cost cutting first; based on the very small sampling of people who have sought me out to discuss the matter I would conclude that an EMS tax increase would not even come close to passing if put on the ballot; given that the community is yearning for after-hours urgent care, a measure that addresses both the EMS budget and the after-hours care issue is the more appropriate direction to move in.

Respectfully submitted,

Brent Klopfer

Director, CLSD



## EMS Tax Scenarios

Presented to the Coast Life Support District Board of Directors  
3 January 2012



## Assumptions

- No change in EMS parcel tax structure
- No out-of-pocket waiver for residents
  
- Ambulance revenue grows 3%/year
- EMS expenses grow 4%/year
- No growth in parcel benefit units
- No growth in Mendocino CSA tax
  
- EMS contingency reserve of 10%
  - Assume no starting reserve
  - Assume reserve not utilized, so carries over

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## EMS Tax with 10% Contingency

EMS Projections (\$000, except parcel amounts)	FY2011 <u>Unaudited</u>	FY2012 <u>Budget</u>	Growth <u>Assumed</u>	FY2013 <u>Projection</u>	FY2014 <u>Projection</u>	FY2015 <u>Projection</u>	FY2016 <u>Projection</u>	FY2017 <u>Projection</u>
Parcel benefit units	18,443	18,647	0%	18,647	18,647	18,647	18,647	18,647
Tax/unit	\$32.00	\$32.00		\$42.65	\$37.70	\$39.73	\$41.85	\$44.06
Parcel tax	\$590.2	\$596.7		\$795.3	\$703.0	\$740.8	\$780.4	\$821.7
CSA tax	85.9	85.9	0%	85.9	85.9	85.9	85.9	85.9
Total tax	676.1	682.6		881.2	788.9	826.8	866.3	907.6
Ambulance income	601.6	565.2	3%	582.1	599.6	617.6	636.1	655.2
Other income	11.8	7.0	0%	7.0	7.0	7.0	7.0	7.0
Total income	1,289.5	1,254.8		1,470.4	1,395.5	1,451.3	1,509.4	1,569.8
EMS expenses	1,191.7	1,285.3	4%	1,336.7	1,390.2	1,445.8	1,503.6	1,563.8
EMS net	\$97.7	(\$30.5)		\$133.7	\$5.3	\$5.6	\$5.8	\$6.0
			Reserve	10%				

- Start with EMS expenses, add contingency to get required EMS total income
- Contingency includes prior year amounts, assumed to be unused
- Parcel tax amount required to meet EMS total income is: Total income, less ambulance and other income, less CSA tax
- Parcel tax per benefit unit is parcel tax divided by number of benefit units

RESOLUTION NO. \_\_\_\_\_

Dated: \_\_\_\_\_

RESOLUTION OF THE BOARD OF DIRECTORS OF THE COAST LIFE SUPPORT DISTRICT CALLING AN ELECTION ON AN ORDINANCE IMPOSING A SPECIAL TAX FOR AMBULANCE, LIFE SUPPORT AND TRANSPORT PURPOSES SUBJECT TO APPROVAL BY TWO-THIRDS OF THE VOTERS IN THE DISTRICT, RAISING THE DISTRICT'S SPENDING LIMIT TO ALLOW USE OF PROCEEDS OF THE TAX, AND REPEALING THE EXISTING SPECIAL TAX, AND ORDERING THE ELECTION CONSOLIDATED WITH THE STATE, COUNTY, OR LOCAL GENERAL ELECTION OF APRIL 10, 2012

WHEREAS, the Board of Directors of the Coast Life Support District is committed to preserving quality in ambulance service and emergency medical response; and

WHEREAS, the increase in the costs of delivering quality ambulance and emergency medical response services has exceeded the combined tax and billing revenue available for providing these services; and

WHEREAS, due to diminished available resources, the District is in danger of reducing or eliminating ambulance services beneficial and necessary to maintaining the health and safety of this community; and

WHEREAS, unless the local parcel tax is continued and increased, significant budget cuts will be required for the upcoming years that will include reduction of ambulance service availability, training in cardio-pulmonary resuscitation, regional disaster response training and coordination, and the ability to replace ambulances and essential medical equipment when needed; and

WHEREAS, the District's Board of Directors wishes to propose an ordinance authorizing a special tax to be voted upon by the voters of the District for ambulance, life support and transport purposes to replace the existing special tax, and to raise the District's spending limit to allow use of the proceeds of the tax; and

WHEREAS, state law requires that proposed special taxes be submitted to the voters for their approval, and authorizes Districts to call elections for this purpose and direct consolidation of such election with a statewide general election; and

WHEREAS, state law further requires that the proposed tax be approved by two-thirds of the District's Board members following a noticed, public hearing:

NOW, THEREFORE, BE IT RESOLVED:

(1) The Board finds and declares that the District has complied with all laws requiring notice of this action, and has held a public hearing as required by law.

(2) An ordinance authorizing a special tax shall be presented to the voters of the District, which ordinance shall be worded as follows:

**SECTION I. PURPOSE AND INTENT**

*It is the purpose of this Ordinance to authorize the levy of a special tax on parcels of real property that are within the Coast Life Support District, established by Chapter 375, Statutes of 1986, in order to augment funding for furnishing, operating and maintaining emergency medical services, ambulance, life support, and transport equipment and services.*

*This is a special tax within the meaning of Section 4 of Article XIII A of the California Constitution, and is being enacted pursuant to the authority and procedures of Chapter 375, Statutes of 1986 and Government Code Section 50077. This tax is based on the use or the right of use of each Assessor's parcel; and is based, to the extent practical, upon the costs of providing ambulance and life support and transportation services associated with each parcel, its use and the improvements thereon. Since this tax is not an ad valorem tax, the exemptions contained in or authorized by Article XIII of the California Constitution shall not apply.*

*The taxes imposed by this Ordinance may be collected by the Counties on behalf of the District in the same manner and subject to the same penalty as other charges and taxes fixed and collected by the Counties.*

*The revenues raised by this tax are to be used solely for the purposes of obtaining, furnishing, operating and maintaining emergency medical services, ambulance, life support and transport equipment or apparatus and services, and for other necessary operating expenses of the District, consistent with Section 40 of Chapter 375, Statutes of 1986. (Coast Life Support District Act.)*

**SECTION II. SPECIAL TAX**

*The District's Board of Directors is authorized to levy a special tax within the boundaries of the Coast Life Support District each year, for the purposes stated in Section I, on each parcel of land shown on the respective County Assessor's parcel maps and carried on the County secured property tax rolls; provided, however, that such a special tax shall not be imposed upon a federal or state governmental agency or another local agency. This special tax shall be imposed in accordance with the following schedule.*

The following are the special tax rates for the Coast Life Support

District:

<u>Actual Land Use</u>	<u>Units of Benefit</u>
Undeveloped agricultural, timber, pasture, or waste land	0
Vacant Buildable Lot, commercial or agricultural	1
Single Family Dwelling	3
Farm with residence or rural properties with multiple buildings	4
Duplex	6
Other Multi-family Dwellings including trailer parks	8
Institutions, utilities, parks, schools, churches, hospitals and rest homes	8
Service stations, stores, enterprises, commercial, industrial office buildings	10
Hotels, motels, restaurants, golf courses, theaters	20

**SECTION III. SPECIAL TAX LIMIT**

The special tax authorized by this Ordinance shall not exceed \$\_\_\_\_\_ per unit of benefit per year.

**SECTION IV. REPORT AND HEARING**

Each year prior to the imposition of said tax the District's Board of Directors shall cause a report to be prepared showing each parcel, the owner(s) thereof, and the proposed levy thereon. Upon the receipt of such report, the Board of Directors shall set a date for a hearing thereof and shall cause notice of such hearing to be posted at three (3) public places within the District, or, in lieu of posting, by mailing notice of hearing to each property owner at the address disclosed on the latest tax roll. At said hearing, the Board of Directors shall make such corrections to the taxes proposed to be levied as may be required to conform to the schedule as set forth above.

**SECTION V. COLLECTION**

The tax shall be collected in the same manner and subject to the same penalty as other property taxes collected by the Counties.

**SECTION VI. APPROPRIATIONS LIMIT**

The appropriations limit for the District shall be increased by the amount of the additional tax money raised by imposition of this tax, for the maximum period permitted by law (four years).

**SECTION VII. REPEAL OF EXISTING SPECIAL TAX**

*Upon the approval of this ordinance by two-thirds of the voters voting on this question, the existing special tax, limited to \$32.00 per unit of benefit per year, shall be repealed. The appropriation limit for the District shall be increased by the amount of the additional tax money raised by imposition of this tax, for the maximum period permitted by law.*

**SECTION VIII. SEVERABILITY CLAUSE**

*If any section, subsection, sentence, phrase or clause of this Ordinance s for any reason held to be invalid, such decision shall not affect the validity of the remaining portions of this Ordinance. The Directors of the District hereby declare that they would have adopted the Ordinance and each section thereof despite the fact that any one or more sections, subsections, phrases or clauses be declared invalid.*

**SECTION IX. EFFECTIVE DATE**

*This Ordinance shall take effect immediately upon its confirmation by two-thirds of the voters in the District voting in an election to be held on April 10, 2012.*

3) The Board hereby calls a special election for Tuesday, April 10, 2012, and directs that the foregoing proposition shall be submitted to a vote of the qualified electors of the District at that election, in the following manner:

(a) There shall be included on the ballot to be marked by all qualified electors of the District, in addition to any other matters required by law, ballot language in substantially the following form:

Shall the Coast Life Support District adopt an ordinance (1) authorizing imposition of a special tax not to exceed \$\_\_\_\_\_ per unit of benefit for emergency medical services and operating expenses of the District, which charges shall be established by the Board of Directors of the District; (2) raising the appropriations limit of the District to permit spending of the revenue raised by the tax; and (3) repealing the existing tax of \$32.00 per unit of benefit?"

Yes \_\_\_\_\_  
No \_\_\_\_\_

(b) The ballot to be used at said election shall be both as to form and matter contained therein such as may be required by law.

(c) The County Clerks of Mendocino and Sonoma Counties are hereby authorized, instructed, and directed to provide and furnish any and all official ballots, notices, printed matter, and all supplies, equipment and paraphernalia that may be necessary to properly and lawfully conduct an election.

(d) The County Clerks of Mendocino and Sonoma Counties are hereby further directed to take the necessary and appropriate actions to provide the necessary election officers, polling places, and voting precincts.

(e) The polls of said election shall be open during the hours required by law, and said election with respect to the foregoing ballot measure shall be held and conducted as provided by law for the holding of district elections.

(f) Notice of time and place of holding said election, together with any other notices required by law, shall be given by the County Clerk.

(g) Arguments for and against the measure, and other analyses provided for by law, may be submitted in accordance with law.

(h) Said election is hereby ordered consolidated with the April 10, 2012, General Election.

(4) The Clerk of the Board is directed to forward a certified copy of this resolution to the Mendocino County Board of Supervisors, the Mendocino County Clerk, and the Mendocino County Registrar of Voters; as well as the Sonoma County Board of Supervisors, the Sonoma County Clerk, and the Sonoma County Registrar of Voters.

	Aye/No
Kaplan	_____
Chilton Hauck	_____
Rice	_____
Schwartz	_____
Dodds	_____
Klopfer	_____
Toedter	_____

AYES \_\_\_\_\_ NOES \_\_\_\_\_ ABSENT \_\_\_\_\_ ABSTAIN \_\_\_\_\_

SO ORDERED

Steve Kaplan, President

**Coast Life Support District  
District Administrator's Report  
January 3<sup>rd</sup>, 2012**

1. Elections. I was invited to speak to Rotary this month, and used the time to review the rise and fall of the EMS omnibus tax proposal that failed. I reviewed the proposal, the feedback from the two hearings and board meeting, and invited their comments. The group was universally in favor of a tax increase to sustain the ambulance and volunteered to assist the board in a campaign.
2. Finance.
  - a. Medi-Cal Reimbursement Increase. The Governor recently signed AB 678, which will increase Medi-Cal reimbursement for ambulance services provided by government-owned ambulance agencies (mostly fire departments, but happily includes us). We await implementation instructions, but this will significantly increase our Medi-Cal reimbursement to near-Medicare rates.
  - b. Budget Reduction Options. In response to the last board meeting discussion regarding potential budget shortfalls, Operations Manager Dilks and I reviewed the current budget and the forecast for next fiscal year. We looked for programmatic cuts that are (1) executable and (2) attempt to preserve a quality service in what's left after the cuts. We didn't do the "fine tooth comb" to squeeze nickels out of supplies and energy savings, but rather looked for the big numbers that would fill in a budget hole if necessary. These reductions are for the board's understanding of what we could do if necessary. The numbers are close, but approximate \$200K in cost reductions.

In prioritized order (i.e. what would get cut first), we have:

1. **Staff Training (\$13K).** This is the program that supports continuing education for paramedics and senior EMTs, specifically for conference attendance. Historically we have sent our paramedics, and one EMT, to a continuing education seminar. Often this is part of a larger conference or trade show where they can learn about the latest advances in EMS. Upon returning, they conduct local training for the rest of the staff based on what they learned.
2. **Replacement ambulance (\$25K/yr).** The plan is to sell Big White (secondary) ambulance chassis, move Big Red (the primary) ambulance over into the backup position, and purchase a new chassis along with a Big White box rebuild, which will then become the primary ambulance. This reduction would defer the replacement for two more years, until the Big Red (primary) ambulance is paid off. We've already deferred this one year. We will have increasing maintenance costs (we already do), but the increase in maintenance will not be as high as the replacement cost.
3. **Medical Director (\$9K/yr).** While we would need to keep our Medical Director under contract for the nurse advice line (\$9K/yr), we are not legally required to have a local medical director. We would operate under the license of the regional EMS physician, Dr. Luoto. This would be inconvenient, but not a show-stopper. The biggest impact would be on our local QA program and EMT training. Dr. Bertolli participates in both of these programs and provides valuable insight.
4. **Merit Pay (\$25K).** This amounts to a 3-5% pay cut. This program has been in effect for several years, and was modified beginning with my tenure to encourage both professional competence and several other important behaviors, such as community

service, physical fitness, leadership, and organizational ethics. Loss of the program would be a significant blow to morale and eliminate an effective management tool.

5. **Additional 5% Pay Cut (\$45K).** Evan and I believe that the staff would support this before they'd support a reduction in services, although both would cause a substantial hit to employee morale, as well as a probable affect on individual performance. Right now our staff makes scores of important decisions during a shift, and so far those decisions have always been in the direction of what's best for the organization. I do not support incentivizing any other behaviors.
6. **Reduce BLS ambulance coverage to three days per week (\$84K).** This would have several cascading effects, the first of which would be putting the community at risk whenever MED-120 was committed to a call—a five to six hour commitment. Routine patient transfers from RCMS would either needlessly tie up MED-120 for hours, or go waiting until their return. Reduction in shifts per month for the eight-man BLS crew (from about eight shifts each to about three) would adversely affect their skills maintenance and likely force layoffs to meet lower demand. Finally, the uneven and unpredictable character of BLS ambulance calls would make deciding which days to cover with BLS service problematic; additionally, only weekend coverage would make ensuring shift coverage difficult since most of our BLS crew would have schedule conflicts.

I recommend none of these, but if we are in a deficit financial situation and need to reduce costs, this is where I would start. Board approval would be essential.

/s/  
Scott Foster  
District Administrator

## COAST LIFE SUPPORT DISTRICT

Operations Manager's Report  
January 3, 2012

### Deployment / Staffing

ALS (M-120) was staffed 100% and second out BLS (B-121) was staffed 100%

### Facilities

No major repairs pending.

### Vehicles/Equipment

All vehicles and equipment are in service and in good working order.

Jim Adamski and Bronwyn Golly have finished researching our choices for a replacement chassis for our first out ALS. The International Terrastar is getting great reviews. Many ambulance providers have started placing orders but most of the recent deliveries have been on the eastern coast. I have a contact in the Washington DC area and they have welcomed us to come out for a demo ride. They just did a remount to a Terra Star chassis last month.

### Communications

No major issues or concerns

### Community Training

We had a super saver CPR class on December 10, 2011 and had 9 participants.

### Team Health Nurse Advice Line: the most recent twelve months.

	DEC	JAN	Feb	Mar	APR	MAY	JUN	JUL	Aug	SEP	OCT	NOV
Calls	39	19	22	25	39	29	27	32	24	19	21	NA
Triaged	17	8	13	16	24	21	16	21	11	12	11	NA
ED Now	7	3	6	10	11	8	6	8	3	2	8	NA

## Business Manager's Report

By Terry Bold

Email: [billing@clsd.ca.gov](mailto:billing@clsd.ca.gov)

January 3<sup>rd</sup>, 2012

### Vouchers:

Replenishment: Replenishment vouchers for deposit to the Redwood Credit Union checking account from the Sonoma County FAMIS account for the period:

October 22<sup>nd</sup> through November 30<sup>th</sup> in the amount of \$73,442.68 was signed on December 1<sup>st</sup> by Scott Foster.

December 1<sup>st</sup> through December 22<sup>nd</sup> in the amount of \$73,840.18 was signed on December 22<sup>nd</sup> by Evan Dilks.

Accounts Receivable Report: I have reviewed the November 2011 Accounts Receivable reports and find them to be within normally expected parameters.

