

# COAST LIFE SUPPORT DISTRICT

P.O. Box 1056, Gualala, CA 95445

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## AGENDA

### REGULAR MEETING OF THE BOARD OF DIRECTORS

>>> 4:30 pm Monday, September 16, 2013 <<<

Bill Platt Training Center

Coast Life Support District Station

38901 Ocean Drive, Gualala, CA 95445

1. Call to Order Toedter
  2. Adoption of the Agenda
  3. Minutes Approval
  4. Privilege of the Floor – Public Comment
  5. Presentation of Letter of Appreciation Toedter
  6. Old Business – Information or Action
    - Final Fiscal Year 2013-2014 Budget Resolution 219 - Action Rice
    - Joint Executive Committee Update - Information Toedter
    - Community Paramedic Program Update Rice
  7. New Business
    - Governance Committee Update Randolph
      1. Draft Bylaws Revisions
      2. District Administrator Evaluation
    - April 2014 Ballot Measure Perry
  8. Reports
    - Committee Reports
    - District Administrator
    - Write-offs Approval
  9. Other
    - General announcements
  10. Adjournment
- Scheduled Board of Director meetings (4:30 at Bill Platt Training Center unless otherwise noted):
    - o None scheduled at this time



MINUTES OF THE MEETING OF THE  
BOARD OF DIRECTORS  
August 6<sup>th</sup>, 2013

1. Call to Order. President Toedter called the meeting to order at 4:30 p.m. Present: Directors Rice, Randolph, Schwartz, Provencher, Dodds and Perry.
2. Adoption of the Agenda. Director Dodds moved to adopt the Agenda, Director Provencher seconded. Discussion ensued regarding modifying the agenda to include a Closed Session to discuss a contract negotiation point. The consensus was that this would violate the Brown Act, however, so the vote proceeded and the agenda was adopted as presented.
3. Approval of the July 15<sup>th</sup>, 2013 Minutes: Director Rice moved for approval, Director Randolph second, all ayes.
4. Privilege of the Floor: President Toedter announced that comments were welcome on agenda topics during the topic discussion.
5. Old Business
  - Joint Executive Committee Update:  
Approval of Consultant Project – Action Director Schwartz to approve the consultant contract with The Camden Group for \$175,000, subject to written review by County Counsel for appropriate use of tax funds and with modification of the Terms and Conditions to meet County and public agency requirements, and with the condition that President Toedter will negotiate for inclusion of an unspecified labor reserve of ten percent of the stated contract hours within the current price and hours cap to address unforeseen questions and issues. Director Rice seconded, motion passed unanimously with a roll call vote. The board directed DA Foster to complete the contract terms as directed and sign for the District.
6. New Business
  - Community Paramedic Program: Director Rice introduced the idea of Community Paramedic as envisioned by a state pilot program and suggested CLSD work with RCMS to investigate feasibility of a joint program for the District.
7. Reports
  - District Administrator Report.
    - DA Foster reported that Mendocino County Sheriff Tom Allman presented the District with a certificate of appreciation for transferring ownership of an out of service ambulance for their use.
    - The Mendocino County study on Exclusive Operating Areas for ambulance service has been released, and recommends CLSD maintain current status.
    - Medi-Cal reimbursement at Medicare levels for public agencies is moving forward at the state level.
8. Other. Next Board Meeting will be September 16<sup>th</sup>, 2013 at 4:30
9. Adjournment. Director Perry moved for adjournment, Director Schwartz second, all ayes. Meeting adjourned at 6:20 pm.

Minutes approved:

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Date



The Board of Directors and Crew of Coast Life Support District would like to extend our heartfelt thanks to EMT Christina Dilks of Medic 715 and to Sonoma Life Support/American Medical Response. During the months of April, May and June 2013 our BLS EMTs, who typically see low call volume in our remote service area, were offered the opportunity to ride along on Medic 715 with Christina and a number of her Paramedic partners. The ride-alongs were part of an Advanced Track program we established for our BLS EMT staff with the intent of exposing them to a larger and more diverse call volume, thereby increasing their knowledge base and experience.

EMT Dilks personally shepherded the program with support from SLS/AMR General Manager Dean Anderson and began filling her schedule. Our EMTs were exposed to and participated in a variety of BLS and ALS 911 responses, as well as a number of Inter-Facility Transfers. Christina went above and beyond the call of duty by providing additional training on ALS Assist procedures such as 12-Lead ECG setup, Nebulizer Breathing Treatment setup, IV setup and Advanced Airway setup assistance. Throughout the entire program Christina displayed a high level of professionalism with fellow crew members, first responders, law enforcement and hospital staff. The field portion of our EMT Advanced Track program was a success thanks to Christina's dedicated efforts and the support of her colleagues at Sonoma Life Support.

Coast Life Support District provides emergency ambulance services to a remote stretch of Highway 1 in Sonoma and Mendocino Counties with an average transport time of two hours to the nearest hospital. The experience gained by our EMTs during the time with Christina and Sonoma Life Support is invaluable not only to our organization but to the citizens we serve.

Thank you again to EMT Christina Dilks and Sonoma Life Support/American Medical Response.

Tom Toedter, President

Coast Life Support Board of Directors

September 16, 2013

**COAST LIFE SUPPORT DISTRICT**

**RESOLUTION No: 219**

**ADOPTION OF FINAL BUDGET FOR FISCAL YEAR 2014**

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	\$457,426
Mendocino County	\$652,720
Ambulance Billings	\$573,106
Training Class Fees	\$2,000
Miscellaneous	<u>\$1,600</u>
Total Budgeted Revenue	\$1,686,852

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

Ambulance Operations	\$1,220,104
District Administration & Overhead	\$60,842
Training Programs	\$11,000
Urgent Care Program	\$238,076
Interest & Depreciation	\$87,200
Reserve Fund Expense	<u>\$69,630</u>
Total Budgeted Expenditures	\$1,686,852

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 Budget for Fiscal Year 2014.

The above resolution was introduced by Director Rice, who moved its adoption, seconded by Director Schwartz, and passed and adopted on this 16<sup>th</sup> day of September 2013 by the following roll call vote:

Directors:      Toedter  
                    Randolph  
                    Rice  
                    Schwartz  
                    Dodds  
                    Perry  
                    Provencher

Ayes:            Noes:            Abstain:            Absent:

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

Will Randolph, Secretary

September 16, 2013

MEMORANDUM FOR THE COAST LIFE SUPPORT DISTRICT BOARD OF DIRECTORS

FROM: Will Randolph, Chairman, Governance Committee

SUBJECT: BYLAW REVISIONS & ADMINISTRATOR EVALUATION

ENCL: 1. District Administrator Evaluation Forms and Process – Draft  
2. Board Bylaws Revisions - Draft

The Governance Committee has focused our attention on a review of two items in the past two months, and as a result is suggesting that the Board consider amending our current bylaws and evaluation process for the District Administrator position. (The evaluation process material has been reviewed by our Executive Director).

We would like to introduce the two enclosed items at our meeting on 9/16/13 and have the Board review our drafts during the subsequent month for consideration at our October meeting.

Should you have any questions in the interim, please don't hesitate to contact Directors Provencher, Perry, or me.

W. RANDOLPH

**A. GUIDELINES FOR ASSESSING DISTRICT ADMINISTRATOR PERFORMANCE**

**B. EVALUATION OF ACTUAL PERFORMANCE**

<u>Area of Accountability</u>	<u>Performance Standards</u>	<u>Rating (1 – 5)</u>	<u>Positive Features</u>	<u>Improvement Needs</u>
1. <b>ACHIEVEMENT OF BOARD GOALS</b>	<ul style="list-style-type: none"> <li>• Degree to which Admin. assisted in key objectives being completed/implemented?</li> <li>• Extent to which other Dist. goals attained?</li> </ul>	_____		
2. <b>STRATEGIC PLANNING</b>	<ul style="list-style-type: none"> <li>• Futuristic thinker/visionary and causes organization to do same?</li> <li>• Knowledgeable about trends/implications?</li> <li>• Organization has a common vision rather than a set of independent visions?</li> <li>• Suggests options/strategies for addressing future needs – translates vision to set of goals, plans?</li> </ul>	_____ _____ _____		
3. <b>BUDGETING AND FINANCIAL CONTROL</b>	<ul style="list-style-type: none"> <li>• Financial results comparable to financial goals?</li> <li>• High service levels attained within revenue limitations?</li> <li>• Revenue generation alternatives and opportunities maximized internally/presented to the Board?</li> <li>• Costs carefully controlled?</li> <li>• Efficiencies found/implemented?</li> <li>• New technologies in service delivery evaluated and used when appropriate?</li> </ul>	_____ _____ _____ _____ _____ _____		
4. <b>ORGANIZATIONAL RELATIONSHIPS/ DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Morale/job satisfaction of employees high?</li> <li>• Skills of managers/employees increasing?</li> </ul>	_____ _____		

- “Growing” future managers? \_\_\_\_\_
- Fosters a “team management” environment? \_\_\_\_\_
- Positive motivational climate exists? \_\_\_\_\_
- Organization’s work quality/quantity high? \_\_\_\_\_
- Expectations are clear and organization members held accountable for performance? \_\_\_\_\_
- New ideas surfacing within organization? \_\_\_\_\_
- Positive labor relations established or maintained? \_\_\_\_\_
- Delegates appropriately; doesn’t micro-manage. \_\_\_\_\_

<b>Performance Standards</b>	<b>Rating</b>	<b>Positive Features</b>	<b>Improvement Needs</b>
	(1-5)		

**5. INTERGOVERNMENTAL RELATIONS**

- State/local legislation utilized to benefit CLSD to extent possible? \_\_\_\_\_
- District solicited and obtained “its share” of outside resource/funding opportunities? \_\_\_\_\_
- Working effectively with other jurisdictions in CLSD service district and both counties? \_\_\_\_\_
- Strong leadership on regional issues which are important to District \_\_\_\_\_

**6. COMMUNITY AND MEDIA RELATIONS**

- Community feels Administrator is accessible? \_\_\_\_\_

- Community feels informed/included? \_\_\_\_\_
- Administrator articulates Board position/  
public policy well? \_\_\_\_\_
- Administrator is “visible” and participates  
in community? \_\_\_\_\_
- “Friendly” relations with community  
and media exist? \_\_\_\_\_

**PERFORMANCE STANDARDS**

**RATING  
(1 – 5)**

**POSITIVE FEATURES**

**IMPROVEMENT NEEDS**

**7. INTERFACE AND  
WORKING RELATIONS  
WITH CLSD BOARD**

- Communicates in effective and timely  
fashion and readily shares information? \_\_\_\_\_
- Board members and their concerns are  
dealt with equitably? \_\_\_\_\_
- “No surprises” occur? \_\_\_\_\_
- Provides Board with viable options/  
alternatives? \_\_\_\_\_
- Trusted by the Board individually and  
collectively? \_\_\_\_\_
- Available, listens, and serves as a sounding  
board? \_\_\_\_\_
- Gives best professional recommendation;  
doesn’t “count votes” first? \_\_\_\_\_
- Well prepared for Board and other meetings? \_\_\_\_\_
- Can be relied upon to follow through? \_\_\_\_\_
- Politically savvy/aware, but is not \_\_\_\_\_

political?

- Focuses on Board goals rather than his own agenda, and helps Board achieve its goals?

\_\_\_\_\_

	<b>Performance Standards</b>	<b>Rating (1 – 5)</b>	<b>Positive Features</b>	<b>Improvement Needs</b>
<b>8. PROFESSIONAL WORK HABITS</b>	<ul style="list-style-type: none"> <li>• High energy and work ethic?</li> <li>• Decisive, decision-maker?</li> <li>• Willing to take risks?</li> <li>• “Professional” presence; serves as role model for the organization?</li> <li>• An effective negotiator?</li> <li>• Anticipates problems: doesn’t get “blindsided”?</li> </ul>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<b>9. OTHER:</b>	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>	<p>_____</p> <p>_____</p>		

**B. OVERALL EVALUATION**

(CIRCLE ONE)

- |                     |                     |                   |             |                    |
|---------------------|---------------------|-------------------|-------------|--------------------|
| <b>1</b>            | <b>2</b>            | <b>3</b>          | <b>4</b>    | <b>5</b>           |
| <b>Unacceptable</b> | <b>Reservations</b> | <b>Acceptable</b> | <b>Good</b> | <b>Outstanding</b> |

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**COMMENTS:**

NOTE: The overall ranking could be, but is not necessarily, a computation of the scores contained in Section "A". Lower scores in area(s) deemed more critical by Board members, e.g. "trusted by the Board members", could have a greater impact on the overall score than higher scores assigned to areas which are deemed to less important.

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**C. KEY PERFORMANCE OBJECTIVES FOR NEXT 12 MONTHS**

- 1. \_\_\_\_\_  
\_\_\_\_\_
- 2. \_\_\_\_\_  
\_\_\_\_\_
- 3. \_\_\_\_\_  
\_\_\_\_\_

4.

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5.

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6.

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<b>EXPLANATION OF RATING STANDARDS</b>
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**RATING SCALE**

Assign a rating to the Administrator for each of the performance areas listed. Rating should be assigned, using the 5-point scale shown below:

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Unacceptable</b>	<b>Reservations</b>	<b>Acceptable</b>	<b>Good</b>	<b>Outstanding</b>

**RATING STANDARDS**

- (Unacceptable)** - Assign this rating when:
  - The Administrator demonstrates a *total lack* of the requisite set of knowledges, skills, or abilities to perform as expected.
- (Reservations)** - Assign this rating when:
  - The Administrator show *some evidence* of the set of knowledges, skills, or abilities required; but it is clearly below what is minimally acceptable for this position.
- (Competent)** - Assign this rating when:
  - The Administrator demonstrates *enough* of these knowledges, skills or abilities to allow him/her to acceptably perform the job.
- (Good)** - Assign this rating when:
  - The Administrator demonstrates *many* of knowledges, skills, or abilities required in this position. This rating should typify an above average skill level for the position.
- (Outstanding)** - Assign this rating when:
  - The Administrator exhibits an *high* amount of knowledges, skills or abilities required and demonstrates exceedingly high performance required for the position.

## **SUGGESTED EVALUATION PROCESS IN 2014**

- Week 1                      Circulate the form to each Board member to “score” and comment on Administrator’s performance. Completed forms (confidential) to be returned to President.
- Week 1                      Provide Administrator with evaluation form and ask him/her to do a self-evaluation to be returned to the Board President.
- Week 2/3                    Board to meet in Executive Session to review Administrator’s self-evaluation and discuss, and reach consensus on the performance of Administrator. Board then determines any subsequent actions and compensation adjustments, etc.
- Week 2/3                    In open meeting the President will report that the Board has continued or concluded the Administrator’s evaluation without disclosure of anything discussed in the session, and would entertain a motion for any compensation adjustment if appropriate.
- Week 3/4                    President and second board member to discuss the Board evaluation with the Administrator and subsequent actions and compensation adjustments as appropriate

Note: All documents related to the Administrator’s evaluation are confidential and not to be shared with any non-board members.

**Coast Life Support District  
District Administrator's Report  
September 16<sup>th</sup>, 2013**

1. Personnel

- a. Training. Paramedic Tom White has been working with our BLS crew and developed a partnership with RCMS to place our BLS EMTs in the RCMS Urgent Care Clinic for patient assessment training. This is a mutually beneficial relationship, and gives our EMT crew significantly increased patient contact time and experience. Tom also set up a ride-along program with the ambulance crews of Sonoma Life Support in Santa Rosa, which was coordinated on their end by EMT Chris Dilks.
- b. Community Paramedic. I sat in on a statewide teleconference hosted by Dr. Howard Backer, Director of the California Emergency Medical Services Authority. The subject was the process to authorize twelve pilot programs for CP around the state. The short version is that the start-up requirements—both administrative and financial—are far beyond our agency's means and the means of our local regulatory agency, Coastal Valleys EMS Authority. The CalEMSA staff expects authorizing legislation in three years, following establishment of training academies for qualified paramedics. So, while this would greatly benefit our community, I do not see local implementation for at least four years.

2. Finance

- a. Audit. We will be starting the audit in October 21<sup>st</sup>. I am cautiously optimistic about the process this year.
- b. Medi-Cal Reimbursement. I attended a day-long workshop in Sacramento on increased Medi-Cal reimbursement for public agency ambulance providers (most of whom are fire departments). This is a result of legislation sponsored by the California Fire Chiefs Association. The required annual cost reports are comprehensive, but not insurmountable. We stand to receive something greater than \$20K in retroactive billings, and increase future Medi-Cal billings by a factor of eight (~\$118 to ~\$850).
- c. QuickBooks Online. We are leaping into the Internet age and converting our accounting system to QuickBooks Online, a cloud-based system that allows for real-time financial reporting. When I arrived in 2008, we were hand-passing a flash drive around, beginning with our bookkeeper in Comptche. We are now using the services of Jane Kelly Bookkeeping and with this latest change should have a much more timely financial reporting system.

3. Community

- a. Disaster Preparedness. I am working closely with Chief Gregg Warner, South Coast FPD, on a comprehensive and coordinated disaster response plan for our two organizations. We are planning a community training program utilizing their Red Cross disaster shelter, as well as other community awareness programs.
- b. District-area EMT Training. With the retirement of Nick Scanlon-Hill from the EMT training program, we have had to re-start a program from scratch to ensure our five District-area fire departments have an ongoing supply of EMTs and First Responders. We are working with Anthony Macedo, formerly of our BLS EMT crew, and the Mendocino County Office of Education staff to create a team-teaching program that will be under Anthony's lead and use our paramedics Chris Ottolini and Tom White to add depth and experience to the training program.

/s/

Scott Foster  
District Administrator

**Coast Life Support District**  
**Accounts Receivable Status**  
 July-13

ALS Transports	19
.....	.....
BLS Transports	11
.....	.....
Dry Runs	38
.....	.....
ALS/BLS Treat & Release	10
.....	.....
Total Activity	<u>78</u>

Accounts Receivable Balance 06/30/2013 \$ 246,609.30

Ambulance Revenue \$ 135,508.83

Payments Received \$ (29,667.51)

Write-Offs:

MediCare Required \$ (56,186.34)

Medi-Cal Required \$ (23,503.65)

Collections Agency \$ (7,142.27)

Other Adjustments \$ (316.22)

District Resident Discount \$ (2,318.17)

Total Write-Offs for This Month \$ (89,466.65)

Accounts Receivable Balance @ 07/31/2013 \$ 262,983.97

CURRENT \$ 122,951.76

31-60 Days \$ 63,644.05

61-90 Days \$ 30,659.89

91+ Days \$ 45,728.27

Aging Report Balance @ 07/31/2013 \$ 262,983.97

Payment Plan Accounts 20 @ \$23552.30

Cash on Hand

FAMIS Account \$ 382,958.52

Redwood Credit Union Checking \$ 185,242.17

Total Cash on Hand \$ 568,200.69

Board Approval/Secretary: \_\_\_\_\_ (Date)

**Coast Life Support District**  
**Accounts Receivable Status**  
**August-13**

ALS Transports	24
BLS Transports	9
Dry Runs	22
ALS/BLS Treat & Release	8
<b>Total Activity</b>	<b>63</b>

*Accounts Receivable Balance 07/31/2013* \$ 262,983.97

Ambulance Revenue	\$ 158,025.40
Payments Received	\$ (48,603.69)
Write-Offs:	
MediCare Required	\$ (65,670.12)
Medi-Cal Required	\$ (22,300.81)
Collections Agency	\$ (20,937.58)
Other Adjustments	\$ (193.00)
District Resident Discount	\$ (4,009.05)
<b>Total Write-Offs for This Month</b>	<b>\$ (113,110.56)</b>

*Accounts Receivable Balance @ 08/31/2013* \$ 259,295.12

CURRENT	\$ 145,099.36
31-60 Days	\$ 34,126.27
61-90 Days	\$ 36,699.36
91+ Days	\$ 43,370.13

*Aging Report Balance @ 08/31/2013* \$ 259,295.12

Payment Plan Accounts 19 @ \$21,804.20

**Cash on Hand**

FAMIS Account	\$ 302,340.17
Redwood Credit Union Checking	\$ 256,134.38
<b>Total Cash on Hand</b>	<b>\$ 558,474.55</b>

Board Approval/Secretary: \_\_\_\_\_ (Date)