



Big Bear Fire Authority

BIG BEAR FIRE AUTHORITY SPECIAL BOARD MEETING NOTICE & AGENDA NOVEMBER 7, 2017

To: Chairman Randall Putz
Vice Chairman John Green
Director David Caretto
Director Rick Herrick
Director Bob Jackowski
Director Bill Jahn
Director Karyn Oxandaboure
Director John Russo
Director Larry Walsh
Director Al Ziegler

Fire Chief Jeff Willis
Senior Finance Officer Shirley Holt
Assistant Chief Mike Maltby
Authority Counsel Jeff Ferre
Local Media

NOTICE IS HEREBY GIVEN, that a Special Board Meeting of the Big Bear Fire Authority will be held on Tuesday, November 7, 2017 at 4:30 p.m. This meeting will be held at the Big Bear Fire Department, Station 281 located at 41090 Big Bear Boulevard, Big Bear Lake, CA; said meeting being called pursuant to Section 54956 of the Government Code of the State of California for the purpose of considering the following matters:

ORDER OF BUSINESS:

Closed Session - 4:30 p.m.
Regular Session - 6:00 p.m.

OPEN SESSION

CLOSED SESSION PUBLIC COMMUNICATIONS: (Any member of the public is entitled to speak on Closed Session Agenda items. If you wish to address any other items listed on the Agenda you must do so during Open Session.)

CLOSED SESSION

CONFERENCE WITH LABOR NEGOTIATORS

Pursuant to Government Code Section 54957.6

Agency Representative: Fire Chief

Employee Organizations: Big Bear City Professional Firefighters' Assoc., IAFF, Local 935 and Big Bear Lake Professional Firefighters' Assoc., IAFF, Local 935

PUBLIC EMPLOYEE PERFORMANCE EVALUATION

Pursuant to Government Code Section 54957

Title of Position: Fire Chief

OPEN SESSION

CALL TO ORDER

MOMENT OF SILENCE / PLEDGE OF ALLEGIANCE

ROLL CALL

Please Note: The Chair may, at his or her discretion, take items out of order at the meeting in order to facilitate the business of the Board and/or for the convenience of the public.

RESULTS OF CLOSED SESSION

GENERAL PUBLIC COMMENT – Public comment is permitted only on items not on the posted agenda that are within the subject matter jurisdiction of the Authority. Please note that State law prohibits the Fire Authority from taking any action on items not listed on the agenda. There is a three-minute maximum time limit when addressing the Board during this time period.

NEW BUSINESS

FA1. Discussion of Strategic Plan

Board consideration of receiving Strategic Plan and providing the Fire Chief with general direction regarding strategic planning assumptions.

FA2. Authorization to Proceed with Partnership Agreement with Air Methods, Inc.

Board consideration to authorize the Fire Chief to proceed with contract development and program implementation between Big Bear Fire Authority and Air Methods, Inc. establishing a public/private partnership.

FA3. Presentation of 2016-17 Draft Audits for Big Bear Fire Authority and Big Bear Lake Fire Protection District

Board review of Senior Finance Officer's 2016-17 Draft Audits for Big Bear Fire Authority and Big Bear Lake Fire Protection District.

ADJOURN

I hereby certify under penalty of perjury, under the laws of the State of California, that the foregoing agenda was posted in accordance with the applicable legal requirements. Dated this 6th day of November, 2017.

Dawn E. Marschinke

Dawn Marschinke, Board Secretary

The Big Bear Fire Authority wishes to make all its public meetings accessible to the public. If you need special assistance to participate in this meeting, please contact Board Secretary Dawn Marschinke at (909) 866-7566. Notification as early as possible prior to the meeting will enable the Fire Authority to make reasonable arrangements to ensure accessibility to this meeting.



BIG BEAR FIRE AUTHORITY AGENDA REPORT

Item No. FA1

MEETING DATE: November 7, 2017

TO: Honorable Chairman and Members of the Big Bear Fire Authority

FROM: Jeff Willis, Fire Chief *JW*

SUBJECT: STRATEGIC PLAN DISCUSSION AND DIRECTION

BACKGROUND

The Big Bear Fire Authority Board requested the Department prepare a Fire Protection Master Plan within the 2016/17 fiscal year. The final Fire Protection Master Plan was presented to the Board at the August 1, 2017, Big Bear Fire Authority Board meeting.

The Master Plan describes the array of emergency medical, fire, and rescue services provided to the citizens and provides an evaluation of the current status of various commonly used service performance measures. These service standards, while being met with the current allocation of resources, still requires additional allocation to comply with National Fire Protection Association (NFPA) standards, Occupational Safety and Health (OSHA) mandates, and current best practices of the public safety industry. There were also a number of performance measures in which the Department meets industry standards.

At the August 16, 2017, Big Bear Fire Authority Board meeting, the Fire Chief was give general direction to proceed with the development of a strategic plan with the authority to determine format. The Chief was also give general direction to recommend next steps to move towards implementation of a strategic plan. At this same meeting, the Chief was given direction to investigate the possibilities regarding the possible formation of a Fire District within the current JPA jurisdictional Boundaries, a potential governance model of a new Fire District, or the possibility to expand current District jurisdictional boundaries.

DISCUSSION

At issue is the need to discuss and determine current service levels as to how this service level compares to system reliability. Consideration also needs to be given to the community risk profile the jurisdiction protects as it compares to nationally accepted standards and best practices.

RECOMMENDATION

Receive presentation and provide general direction to the Fire Chief regarding different strategic planning assumptions that should be considered.



BIG BEAR FIRE AUTHORITY AGENDA REPORT

Item No. FA2

MEETING DATE: November 7, 2017

TO: Honorable Chairman and Members of the Big Bear Fire Authority

FROM: Jeff Willis, Fire Chief *JW*

PREPARED BY: Mike Maltby, Asst. Chief/Fire Marshal *MM*

SUBJECT: **PARTNERSHIP AGREEMENT WITH AIR METHODS, INC.**

BACKGROUND

Helicopter-based emergency medical services or air ambulances, gained popularity shortly after the Korean War when it became evident that the rapid transport of critically injured patients to a capable medical facility, drastically improved patient outcomes. Today, air ambulances are widely used throughout the world and are an integral part of the emergency medical system. Advantages of modern helicopter-based transport services include the ability to rapidly transport patients directly to specialized care such as trauma centers, stroke and cardiac centers, and the ability to provide a higher level of care than that of a paramedic staffed ground ambulance. The Commission on Air Medical Transportation Systems (CAMTS) requires that all pilots, personnel and aircraft meet the extremely high standards of CAMTS accreditation. This accreditation insures that the Mobile Intensive Care Nurses and Paramedics assigned to an air ambulance have the additional training.

Over the past decade, Big Bear has seen a steady increase in the number of calls that require the use of a medical helicopter to transport directly from incident scenes or from local hospital emergency departments to more advanced care medical facilities. Currently, requests for an air ambulance to be dispatched to the Big Bear area have a 20-40-minute estimated arrival time (ETA). The lengthy ETAs for helicopter response is due generally to limited availability because of high call volume and a limited number of air ambulance resources available within the San Bernardino County.

DISCUSSION

The concept of positioning a medical helicopter in Big Bear has been a source of discussion for many years as Big Bear's location offers numerous advantages. These advantages include the elevation of the Big Bear airport, which often is above the cloud ceiling which would limit the times the helicopter is grounded due to weather. Another advantage is the central location of Big

Bear, which would allow for rapid response to not only the mountain, but valley and desert areas as well.

Earlier this year, the informal discussions that have been occurring over the past decade developed into formal discussions between Big Bear Fire Department and Air Methods, Inc. regarding a potential public/private partnership. The partnership would staff an air ambulance at the Big Bear Airport, year-round, using employees hired by both organizations. This report will discuss the factors currently under consideration by both parties, with room to adjust the proposed program to fit local resource availability and the needs of both parties.

The proposal presented by Big Bear Fire Department and Air Methods, Inc. is modeled after other successful programs throughout the nation. Within this program, Big Bear Fire Department will provide medically trained personnel, and Air Methods, Inc. will provide the aircraft, pilots and mechanics. Ownership of the aircraft will remain with Air Methods, Inc.

The structure of the partnership as it is currently proposed includes the following key points:

- Establishes air emergency medical patient transport services in the Big Bear Valley
- Utilizes the skill sets of the Department's senior paramedic personnel
- Establishes ground Critical Care Transport capability within Big Bear Valley
- Ground and air transport membership subscription programs may be combined
- Creates new positive revenue stream for the Department

The primary goal of the proposed Big Bear Fire Department and Air Methods, Inc. partnership is to be able to provide a higher level of care for residents and visitors to the Big Bear Valley and surrounding communities, and to significantly improve air ambulance response, thereby improving patient outcomes and reducing morbidity.

RECOMMENDATION

Staff recommends the Board authorize the Fire Chief to proceed with contract development and program implementation between Big Bear Fire Authority and Air Methods, Inc. establishing a public/private partnership based on the program elements as presented in the proposal summary.



Proposal to Big Bear Fire Authority

November 6, 2017



Presented by:
Robert Frick, Pacific West Regional Business Manager
Mercy Air Services, Inc.,

November 6, 2017

Chief Jeff Willis
Big Bear Fire Department
41091 Big Bear Blvd,
Big Bear, CA 92315

Proposal Summary

- **Balanced Operational Cost** – Through agreements the partnership will create a revenue stream for Big Bear Fire to offset the cost of helicopter staffing. The following detailed proposal describes the team configuration and revenue.
 - Non-safety Flight Paramedics reimbursed at \$130,000 annual. Both parties shall reevaluate reimbursement to ensure fair market value, and ensure neutral cost on an annual basis.
 - Per flight agreement at \$500 when staffed with 1-2 Paramedics and \$1,000 when fully staffed with 3-4 Paramedics. Estimated annual of \$120,000- \$240,000 based on 24 flights per month. This structure covers the management and administrative variability of the ADM program and is customary in several ADM partnerships across the U.S.
- **Enhanced Community Resource/Asset** – this partnership will bring an additional fully dedicated (24/7) air ambulance to your community, enhance patient care. The partnership shall also allow for critical care coverage even during inclement weather with the use of the flight team to facilitate ground transports.
- **Membership** – In partnership with Big Bear Fire, Air Methods Advantage will be offered to the community at a discounted rate based on group size. This shall ensure *no out-of-pocket expenses* in the event of an emergency transport by any Air Methods entities across the nation. Air Methods has several group rates, or plans to meet the demographic need of the community.
- **Branding** – AMC agrees to brand the aircraft and Flight suits to represent the Big Bear fire service and community. The aircraft shall be branded with material that is approved through the Air Methods aviation division.
 - Air Methods shall furnish to Big Bear Fire flight crewmembers two standard-issue flight suits and one helmet.
- **Community Relations** - The helicopter unit and team will provide co-marketing and branding opportunities. Opportunities may include: co-branded print material (newsletters, calendars, reference cards), aircraft demonstrations for community events, school demonstrations, cross-linking of websites, clinical conferences, and customer listening.
- **Term** – The term for the initial agreement shall be for five (5) years, with an automatic renewal of one (1) year with appropriate adjustments.

Services provided by Air Methods Big Bear Fire.

Air Methods shall provide one fully certified turbine engine helicopter with flight service to Big Bear, and community with the availability being twenty-four (24) hours a day, three hundred sixty-five (365) days per year, except for during maintenance and repair activities.

Air Methods shall use all reasonable efforts to promptly respond to all requests for flight services to the extent the aircraft is available and not then in use or subject to maintenance or repair activities; during extended out of service periods (duration to be mutually agreed upon) Air Methods will provide a backup aircraft to assure resource availability.

Air Methods will provide hangar space for aircraft storage and maintenance. Air Methods is responsible for all fuel, maintenance and associated costs of operating aircraft, hangar space and crew quarters.

Clinical flight services guideline – Air Methods shall provide air ambulance flight services ("Flight Services") in accordance with standards set forth by CAMTS. Air Methods and Big Bear Fire agree to obtain CAMTS accreditation for the Program as soon as practical.

The Medical Director for the Program, shall maintain established standards as per the Air Methods Medical Operations Manual (MOM), and Patient Care Guidelines (PCG), for appropriate patient care, including the paramedic scope of practice during air transport in accordance with local EMS policy. ICEMA is the local authority for Paramedic scope of practice.

Flight Team – Air Methods shall provide a total of not less than four (4) pilots and one (1) Aviation Maintenance Technician, (2) Paramedics and (4) Registered Nurses (collectively, the "Flight Team"). Each Flight Team member shall be trained to Air Methods standards. Each Flight Team member shall meet or exceed all educational and experience standards recommended by CAMTS. All personnel of Air Methods providing services to Big Bear Fire are subject to prior general approval by Big Bear. The Pilot in command (PIC) of the aircraft at the time shall have complete power and authority to make and shall make all decisions concerning the suitability of weather and landing areas, condition of aircraft for flight, and all other factors affecting flight safety. In accordance with Federal Aviation Regulations and Air Methods General Operations Manual, the PIC of the aircraft will at all times maintain "Operational Control" of the aircraft.

Medical Director – Big Bear Fire may provide a physician to administer medical direction for the Program (the "Medical Director"). The Medical Director selected by Big Bear Fire shall be subject to the approval of Air Methods, which approval shall not unreasonably be withheld. The Medical Director must meet all licensure, education, and certification requirements as set forth by any state or oversight body, and CAMTS. Big Bear Fire agrees to participate in all Quality Assurance (QA) activities developed for the Program. The Medical Director will work with the local EMS Agency Medical Directors, including scope of practice of EMS personnel oversight by the Local EMS Medical Director, in accordance with State of California Law, when applicable.

Payment for Service – Air Methods shall seek payment for all Flight Services by directly billing and collecting from patients and other persons for whose benefit such services are provided. All billing and collection practices shall be in accordance with California law. Big Bear Fire is not responsible for non-payment of bills by individuals or other responsible parties to whom Flight Services have been rendered by Air Methods.

Big Bear Fire shall seek payment for all ground transport services which occur in conjunction with Flight Services or ground Critical Care Transport by directly billing and collecting from patients and other persons for whose benefit such services are provided.

Marketing – Air Methods and Big Bear Fire agree to confer and participate in joint marketing of the Program to ensure its success.

Big Bear Clinical Services on Flights – Big Bear Fire will provide to Air Methods a minimum of 1-2 Paramedics trained AMC clinical standard. The agreed contract rate of one hundred and thirty thousand (\$130,000) dollars per annual. the "Annual Fee, which Annual Fee includes any overtime wages Big Bear may be required to pay the Paramedics. This Monthly Fee will be re-evaluated annually and may be increased by mutual agreement of the parties. The Paramedics provided by Big Bear shall be and remain the employees of Big Bear, however, that during the Flight Services, the Paramedic will abide by all commands and instructions of the PIC of the aircraft and will follow and abide by all mutually agreed upon clinical protocols and medical direction as well as all mutually agreed upon safety and operational guidelines. One (1) paramedic and one (1) nurse shall be on-duty at all times to respond to any request for Flight Services.

Dispatch Services – All 9-1-1 calls will come through the designated County Communications Center in accordance with approved Local EMS Agency air dispatch policies and procedures. Air Methods Dispatch Center will coordinate, and dispatch, all 9-1-1 and IFT's (inter-facility transports) or any equivalent resource as determined by Big Bear. These services will be conducted in accordance with the standards established by CAMTS.

Crew Quarters – Air Methods in collaboration with Big Bear Fire shall make necessary improvements in preparation for crew quarters for the Flight Team and Medical Crew at Big Bear City Airport.




BIG BEAR FIRE AUTHORITY AGENDA REPORT

Item No. FA3

MEETING DATE: November 7, 2017

TO: Honorable Chairman and Members of the Big Bear Fire Authority

FROM: Shirley Holt, Senior Finance Officer 

SUBJECT: **2016-17 DRAFT AUDIT REPORTS – FIRE PROTECTION DISTRICT AND FIRE AUTHORITY**

BACKGROUND

Auditing firm Lance, Soll & Lunghard, LLP, was engaged to complete the 2016-17 Financial audit for the Fire Protection District and Fire Authority. Interim audit work and testing was completed in April with field work and testing being completed in early September after the end of the fiscal year. Final draft audits were provided November 1, 2017.

DISCUSSION

No significant deficiencies or material weaknesses were identified in the Financial Statements or practices for either entity. Attached are Fire Authority Finance Officer reports that explain the audits in more detail.

RECOMMENDATION

Staff recommends the Board members review the Finance Officer 2016-17 Draft Audit reports to assist them with future financial considerations.

Attachment A: Fire Authority Audit Final Draft
Attachment B: Fire Authority Financial Statement, Year Ending June 30, 2017
Attachment C: Fire Protection District Audit Final Draft
Attachment D: Fire Protection District Financial Statement, Year Ending June 30, 2017

BIG BEAR FIRE AUTHORITY
FOR THE YEAR ENDED JUNE 30, 2017
Audit Final Draft

The Auditor's Report states:



During the audit they did not identify any deficiencies in internal control that they would consider to be a material weakness

The results of their testing disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards

Revenues, Expenditures and Changes in Fund Balance**Revenues**

	Budget	Draft Audit	Variance
Contribution	3,239,078	3,013,556	(225,522)
Other	186,315	95,324	(90,991)
	\$ 3,425,393	\$ 3,108,880	\$ (316,513)


The Fire Authority had \$(316,513) less revenues than budget due to:

-  Unrealized contribution revenue for Authority employees working the Ambulance
-  Transfers in from excess revenues for Capital Projects was not realized - \$116,000

Expenditures

	Budget	Draft Audit	Variance
Total Expenditures	\$ 3,308,618	\$ 3,286,544	\$ (22,074)

The Fire Authority had \$(22,074) less expenses than budget, and expenses were \$166,102 less than prior year or (5.8) % decrease Year-over-Year

-  The 2016-17 Budget closely reflected actual total expenses for the Operation of the Fire Authority a variance of less than 1%

Change in Fund Balance

	2016-17 Draft Audit
Total Revenues	3,108,880
Total Expenses	3,286,544
Capital Lease for Ambulance	100,000
Change in Fund Balance	\$ (77,664)

2016-17 Operating results for the Fire Authority result in a decrease in Fund Balance of \$(77,664)

Ending Fund Balance **\$ 2,260,321**

Note: Fund Balance available for use is the ending fund balance less Prepaid expenses of \$18,537

BIG BEAR FIRE AUTHORITY

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE
 GOVERNMENTAL FUNDS
 FOR THE YEAR ENDED JUNE 30, 2017

	Special Revenue Funds			Capital Projects Fund	Total Governmental Funds
	General	Grants Fund	Mutual Aid	Capital Projects	
REVENUES					
Intergovernmental	\$ -	\$ 306,773	\$ 390,493	\$ -	\$ 697,266
Charges for services	54,186	-	-	-	54,186
Use of money and property	41,006	-	-	-	41,006
Contributions	2,268,599	47,691	-	-	2,316,290
Miscellaneous	-	132	-	-	132
Total Revenues	2,363,791	354,596	390,493	-	3,108,880
EXPENDITURES					
Current:					
Public safety	2,687,734	331,561	79,552	-	3,098,847
Capital outlay	100,000	-	-	87,697	187,697
Total Expenditures	2,787,734	331,561	79,552	87,697	3,286,544
Excess (deficiency) of revenues over (under) expenditures	(423,943)	23,035	310,941	(87,697)	(177,664)
OTHER FINANCING SOURCES (USES)					
Transfers in	-	-	-	116,775	116,775
Transfers out	(116,775)	-	-	-	(116,775)
Capital leases	100,000	-	-	-	100,000
Total Other Financing Sources (Uses)	(16,775)	-	-	116,775	100,000
Net Change in Fund Balances	(440,718)	23,035	310,941	29,078	(77,664)
Fund balance (deficit) at the beginning of the year	1,810,387	(24,960)	204,063	348,495	2,337,985
Fund Balance (Deficit) at the End of the Year	\$ 1,369,669	\$ (1,925)	\$ 515,004	\$ 377,573	\$ 2,260,321

The notes to financial statements are an integral part of this statement.

BIG BEAR LAKE FIRE PROTECTION DISTRICT
FOR THE YEAR ENDED JUNE 30, 2017
Audit Final Draft

The Auditor's Report states:



During the audit they did not identify any deficiencies in internal control that they would consider to be a material weakness

The results of their testing disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards

Revenues, Expenditures and Changes in Fund Balance**Revenues**

	Budget	Draft Audit	Variance
Taxes	4,689,018	5,137,809	448,791
Contribution	388,130	1,192,206	804,076
Other	96,539	245,138	148,599
	\$ 5,173,687	\$ 6,575,153	\$ 1,401,466



Fire Protection District had \$1,401,466 greater revenues than budget due to:

-  Increase in Property tax of \$448,791 greater than budget which is \$229,544 over prior year or 4.7% increase Year-over-Year
-  Partially due to increase of \$804,076 in contribution revenues as FPD employees worked more for Ambulance than budgeted

Expenditures

	Budget	Draft Audit	Variance
Total Expenditures	\$ 5,173,687	\$ 5,767,851	\$ 594,164

The District had \$594,164 greater expenses than budget, but expenses were \$761,071 less than prior year or (11.8) % decrease Year-over-Year

-  Partially due to increase in Salaries and Benefits associated with the FPD employees working Ambulance more than expected
-  Partially due to a general increase in Salaries & Benefits greater than budget and Professional services being over budget

Change in Fund Balance

	2016-17 Draft Audit
Total Revenues	6,575,153
Total Expenses	5,767,851
Change in Fund Balance	\$ 807,302

2016-17 Operating results for the Fire Protection District are excess revenue over expenses and an increase in Fund Balance of \$807,302

Ending Fund Balance **\$ 6,173,072**

Note: Fund Balance available for use is the ending fund balance less Prepaid expenses of \$950,431

This includes the SBCERA loan payment due in 2017-18

BIG BEAR LAKE FIRE PROTECTION DISTRICT

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE
GOVERNMENTAL FUND
FOR THE YEAR ENDED JUNE 30, 2017

	<u>General Fund</u>
REVENUES	
Taxes	\$ 5,137,809
Intergovernmental	207,802
Use of money and property	1,472
Contributions	1,192,206
Developer participation	31,590
Miscellaneous	4,274
Total revenues	<u>6,575,153</u>
EXPENDITURES	
Current:	
Public safety	<u>5,767,851</u>
Total expenditures	<u>5,767,851</u>
Excess of revenues over expenditures	807,302
Fund balance at the beginning of the year	<u>5,365,770</u>
Fund balance at the end of the year	<u>\$ 6,173,072</u>

DRAFT

The notes to financial statements are an integral part of this statement.