



## SPECIAL BOARD MEETING

February 23, 2023 / 5:00 PM - 6:00 PM

Minutes

- I. CALL TO ORDER
  - A. President M. White called the meeting to order at 5:00 PM
- II. ROLL CALL
  - A. **Board Present:** J. Walsh , M. White, S. Green, J. Richie, R. Guidi
  - B. **Staff Present:** J. Peri — Chief; S. Folsom — Bookkeeper; Rescue; C. Crosby — Administrative Specialist.
- III. ADOPTION OF AGENDA
  - A. The agenda was adopted by all members
- IV. PUBLIC EXPRESSION
- V. NEW BUSINESS
  - A. Review of 5 year plan. Concentrating on 2 of the 5 Pillars - staffing and the new fire house. Goal for this meeting is to bring the Board up to speed with what the Strategic Planning Committee and FAC have been discussing.
    1. Staffing
      - a) Staffing is the most important issue to tackle. Our current 5 year plan has the District heading towards a traditional A Shift, B Shift, C Shift model with 3 fire personnel per shift (Captain, FAE, Firefighter).
      - b) Stinson currently has 2 Captains and 1 FAE, with the Chief taking operational shifts as needed to fill the missing “Captain” position. This light staffing is further accommodated by having an unusual schedule for the full time staff with unpaid night shifts and utilizing part time FAEs. SBFPD needs to add 1 more Captain and 2 more FAE to properly staff the A/B/C shift model. The 3rd person on each shift would be staffed by volunteers trained to the firefighter level.
      - c) This model provides for a traditional fire service schedule (2 days on, 4 days off) and would help with recruitment and retention. Firefighters living out of the area would only need to commute to Stinson once every 6 days.
      - d) The volunteer pool in the Stinson Community has shifted greatly over the past 5 years with changes in housing prices and demographics. Stinson has lost almost all of their officer level volunteers, and this trend is not likely to be reversed.
      - e) Overall goal would be to change the narrative so that SBFPD has committed, stable staffing. Where the community knows all of the firefighters, and the firefighters are committed to the District.
      - f) Preliminary Cost projections show that the additional staffing (1 Captain and 2 FAE) would cost approx \$500K per year. This cost

of this component can be more flexible if the district is offering great benefits and the traditional A shift, B shift, C shift schedule.

2. New Fire Station

- a) A new fire station would make it more likely that local fire and emergency medical services would not be pulled out of Stinson Beach (to Throckmorton or other) should the SBFPD be absorbed by Marin County.
- b) The FAC is meeting monthly. Kawasaki put the price for the new Fire Station at about \$16.5MM. \$40K has been invested, and the Chief does not want to scrap the project until we do more research. Both by connecting with a financial advisor, and by revisiting Kawasaki's original ballpark estimate.
- c) J. Peri and T. Bisson also spoke to a professional fundraiser to get some ideas. Fundraising will be just one of the components to reaching the District's financial goals. There is a strategy to large fundraising projects that begins with reaching out to possible large donors in a "silent phase". We would most likely hire a Capital Campaign manager to oversee the fundraising part of the process.

3. Proposed Next Steps

- a) Invest \$4,500 to revisit the Kawasaki ballpark of \$16.5MM and get a more concrete cost for the firehouse
- b) J. Peri and C. Crosby will work on preparing an updated figure for the salaries of the additional personnel
- c) Find a Financial Advisor who can advise the best way to reach our financial goals, and how: tax, donation, state infrastructure money, grants, etc. J. Peri has a proposal from one firm, and will work to get a couple more.
- d) Check with other districts with new firehouses to see who they used to help them raise money

B. Review of Audit Firm Options. The 2019 - 2020 District audit was just completed. Want to jump right in to get 2021 and 2022 audits completed. Sarah interviewed three firms. All only do audit and other attest services, no taxes.

1. John Cropper - Cropper Accountancy

- a) This firm has been utilized by the Water Department.
- b) They are very familiar with Marin County and the different revenue streams. They have worked with many special districts including Inverness, Bolinas and Stinson Beach County Water Department.
- c) They can begin working for us in May and quoted \$10K per audit year.

2. Michael O'Connor - O'Connor & Company

- a) This firm was referred to us by David Greenblat at Maher Accountancy.

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- b) While they can begin as soon as we sign their engagement letter, an estimated completion date was not provided.
  - c) They are familiar with the different revenue streams in Marin County and working with Special Districts
  - d) They quoted \$9,800 per audit year. Out-of-pocket costs are not included in this quote.
3. Paul J. Kaymark - Nigro & Nigro PC
- a) Bolinas Fire uses this firm and Isaac spoke very highly of them. Bolinas pays them approximately \$13K per year and has a contract.
  - b) Mr. Kaymark proposed staying with the two-year audit at least until we're caught up.
  - c) They are familiar with the different revenue streams and specifically called out reconciling the County tax revenue to our books.
  - d) They can start the audit right away and have it completed by March 31 as long as we respond quickly to all of their requests.
  - e) They quoted \$19,000 for the two year audit which would include the GASB no 87 in regards to leases.
4. S. Folsom thinks Nigro and Nigro were the most impressive firm after the initial interviews and review of qualifications. Talked Audits right away, gave good advice, familiar with Marin County tax law, and promoted getting caught up, which would save the District money. Also gave a firm completion date.
5. The Board and Chief agreed to follow Sarah's recommendation and engage with the firm of Nigro and Nigro to handle the upcoming audits.
- C. MEETING ADJOURNMENT
1. M. White moved to adjourn the meeting at 6:24. J. Ritchie seconded the motion

\*Action item

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