

**FAIRA BOARD & EXECUTIVE  
BOARD MEETING  
December 16, 2019**



# FAIRA Key Contacts

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# FAIRA MEETING CALENDAR 2019-2020

MEETING DATES	TIME	MEETING	LOCATION
Monday, December 16, 2019	10:00 a.m.	Board and Executive Board Meeting	Telephonic
Monday, March 9, 2020	10:30 a.m.	Board and Executive Board Meeting	Arthur J. Gallagher Risk Management Services 1255 Battery Street, Suite 450 San Francisco, CA 94111
Monday, June 15, 2020	10:30 a.m.	Annual Board and Executive Board Meeting	Arthur J. Gallagher Risk Management Services 1255 Battery Street, Suite 450 San Francisco, CA 94111
Monday, September 7, 2020 AS CALLED ON BY THE BOARD PRESIDENT	10:30 a.m.	Board and Executive Board Meeting	Arthur J. Gallagher Risk Management Services 1255 Battery Street, Suite 450 San Francisco, CA 94111
Monday, December 14, 2020 AS CALLED ON BY THE BOARD PRESIDENT	10:30 a.m.	Board and Executive Board Meeting	Arthur J. Gallagher Risk Management Services 1255 Battery Street, Suite 450 San Francisco, CA 94111

*\*All dates and meeting venues are subject to change as directed by the President or Board*

# FAIRA Board

**President**  
Chief Bill Paskie  
Alpine FPD  
Alpine, CA

**Vice President**  
Jonathan Wilby  
Orange County FA  
Irvine, CA

**Treasurer**  
Chief Mark Pomi  
Kentfield FPD  
Kentfield, CA

**Secretary**  
Chief Mark Johnson  
Fresno FPD  
Sanger, CA

**Member-at-Large**  
Chief Criss Brainard  
San Miguel Consolidated FPD  
Spring Valley, CA

**Director**  
Chief Mike Sims  
Bonita-Sunnyside FPD  
San Diego, CA

**Director**  
Chief Howard Wood  
Vacaville FPD  
Vacaville, CA

**Director**  
Chief David Fulcher  
Aromas Tri-County FPD  
Monterey, CA

**Director**  
Chief Sean Bailey  
Northstar CSD  
Truckee, CA

**Director**  
Chief Scott Draper  
Mason Valley FPD  
Yerington, NV

**Director**  
Chief Don Butz  
Lakeside FPD  
Lakeside, CA

**Director**  
Chief Eric Walder  
South Placer FPD  
Granite Bay, CA

**Director**  
Chief Richard Pearce  
Tiburon FPD  
Tiburon, CA



Current as of 5/30/18

# 1 Call to Order and Determination of a Quorum

## Call to Order and Determination of a Quorum



## 2 Confirmation of Agenda

### NOTICE AGENDA OF THE FIRE AGENCIES MEETING OF THE BOARD

December 16, 2019 at 10:00 a.m.

To be posted by all Districts in accordance with the Ralph M. Brown Act, California Government Code Section 54950, et seq.

Telephonic Meeting

Dial in # 877-920-8434

Participation # 3816979

Kentfield Fire Protection District, 1004 Sir Francis Drake Blvd., Kentfield, CA 94904

Northstar Fire Station 31, 910 Northstar Dr., Truckee, CA 96161

Lakeside Fire Protection District, 12216 Lakeside Ave., Lakeside, CA 92040

Station 64, 420 Vine St., Vacaville, CA 95688

Alpine Fire Protection District, 1364 Tavern Rd., Alpine, CA 91901

Orange County Fire Authority, 1 Fire Authority Rd., Irvine, CA 92602

Carmel Highlands FPD, 2221 Garden Rd., Monterey, CA 93940

San Miguel Consolidated FPD, 2850 Via Orange Way, Spring Valley, CA 91978

South Placer FPD, 6900 Eureka Rd., Granite Bay, CA 95746

## AGENDA

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I certify that this Authority Agenda was posted and sent by First Class United States Mail to all Members of the Authority 72 hours before the noted meeting. ....	49



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Susan Blankenburg  
General Manager

Date: December 10, 2019

FAIRA, in complying with the Americans with Disabilities Act (ADA), requests individuals who require specific accommodations to access, attend or participate in the Board Meeting, due to disability, to please contact the General Manager at 415-536-4005 at least two (2) business days prior to the scheduled meeting to ensure that the Authority may assist you. Others with questions concerning this Agenda please contact the General Manager at 415-536-4005.



### 3 Public Comment

Oral Communications to the Board, opportunity for public comment with respect to matters not on the Agenda

This portion of the Agenda may be utilized by any person to address the Board of Directors' on any matter within the jurisdiction of FAIRA not listed on the agenda. Depending on the subject matter, per the Ralph M. Brown Act, the Board may not be able to respond at this time or until the specific item is placed on the Agenda for a future meeting. Speakers are limited to three (3) minutes.

## 4 Approval of the Minutes of the September 9, 2019 Board and Executive Board Meeting

FAIRA Board and Executive Board Meeting Minutes – September 9, 2019



### FIRE AGENCIES INSURANCE RISK AUTHORITY MINUTES OF THE BOARD AND EXECUTIVE BOARD MEETING

September 9, 2019 at 10:30 a.m.

To be posted by all Districts in accordance with the Ralph M. Brown Act, California Government Code Section 54950, et seq.

The meeting was held at the Arthur J. Gallagher Offices, 1255 Battery Street, Suite 450, San Francisco, CA 94111.

**PRESENT:** President Bill Paskle (Alpine FPD); Mark Pomi (Kentfield FPD); Criss Brainard (San Miguel Consolidated FPD); Mike Sims (Bonita-Sunnyside FPD); Mark Johnson (Fresno FPD); Sean Bailey (Northstar CSD); Howard Wood (Vacaville FPD); Eric Walder (South Placer FPD); Richard Pearce (Tiburon FPD); Don Butz (Lakeside FPD);

**Absent:** Don Butz (Lakeside FPD); Scott Draper (Mason Valley FPD); David Fulcher (Aromas Tri-County FPD); Jonathan Wilby (Orange County FA) – *called in at 10:30 am.*

**Staff:** Susan Blankenburg (FAIRA General Manager); Marco Guardi (FAIRA Loss Control Consultant); Zack Phillips (Arthur J. Gallagher); Alex Banks (FAIRA Analyst); Eric Kikalo (Arthur J. Gallagher); Dale Bacigalupi (Lozano Smith) – *called in at 10:30 am.*

#### ITEM 1 - CALL TO ORDER AND DETERMINATION OF A QUORUM

President Bill Paskle called the meeting to order at 10:37 a.m. and confirmed we do have a quorum.

#### Item 2 – Confirmation of Agenda

A motion was made to approve the Agenda.

*M/S/P Walder/Pierce*

#### ITEM 3 - ORAL COMMUNICATIONS TO THE BOARD, OPPORTUNITY FOR PUBLIC COMMENT WITH RESPECT TO MATTERS NOT ON THE AGENDA

There was no public comment.

#### ITEM 4 - APPROVAL OF MINUTES OF THE June 17, 2019 BOARD MEETING OF THE FAIRA BOARD AND EXECUTIVE BOARD.

A motion was made to approve the minutes of the June 17, 2019 FAIRA Board and Executive Meeting, as submitted.

**M/S/P Brainard/Pomi**

**Item 5.1 – Deductible Reimbursement**

Zack Phillips stated that we started this year with a \$100,000 deductible per claim with an annual aggregate of \$750,000. Initially, Allied World is paying the claim and we reimburse Allied World. Mr. Phillips advised that we have reimbursed Allied World \$94,000. They have recently billed us for \$307,000 and we will be remitting payment to Allied World. Mr. Phillips noted that it looks like we are going to hit the \$750,000 aggregate and that we still have the reimbursement from the Districts for all paid deductibles which will reduce and offset FAIRA's costs. Criss Brainard asked for more detail on the difference between per occurrence and aggregate numbers. Susan Blankenburg advised that it is \$100,000 per occurrence, with an annual aggregate of \$750,000. Once we hit the aggregate, claims are paid in full by the insurance company. Mr. Phillips noted that on the following pages is a copy of the cover letter and the invoice that was sent to the Districts for reimbursement of their deductibles.

**Item 6.1 – District Meetings**

Ms. Blankenburg advised that we are continuing the on-site visits to FAIRA Members, which we call the "Insurance 101". Ms. Blankenburg noted that there is a list in the packet that shows what Districts have been visited to date. The meetings are to give a better understanding of the depth of the coverage, the importance of making sure you have the right values listed on your vehicles and buildings, and loss prevention suggestions, such as, taking a video of all property at each station. This includes videotaping the contents in drawers and closets to assure the District has a fallback should an incident occur. Ms. Blankenburg noted that the feedback from the meetings has been great and we have several lined up in the coming months.

**Item 6.2 – Updated Joint Powers Authority**

Ms. Blankenburg noted that Dale Bacigalupi had updated the JPA so it flows with the Liability Risk Sharing Agreement (LRSA). Mr. Bacigalupi walked the Board through the document to help everyone better understand what each change represented. He reiterated that we needed to make a few tweaks to make the two documents work together. On the first page, there is a deletion that simply relates to a sentence inserted in the JPA when FAIRA was first formed. It referenced FAIRA's first three years of operation, and FAIRA has survived much longer than that, thus the wording is no longer needed. Mr. Bacigalupi advised the next change comes at the top of page 4. This change is also just a text change that reflects the Board's approval at the last meeting to update the Liability Risk Sharing Agreement. The next change comes on page 7, which is a clarification which has to do with a Board member being removed when his or her District has been removed from FAIRA. It clarifies that the removal takes place once the written request is received to leave FAIRA. Page 12 defines the Districts responsibilities. Item 19 D reflects language approved by the Board at the last Board meeting. This language further clarifies the duties of FAIRA members. Article 19 F is new and previously approved by the Board. It states that if there is a claim, it needs to be promptly reported by the District. Mr. Bacigalupi asked if he should take out the wording of "authority" and replace it with "claims administrator." The Board agrees, and President Paskle asked Mr. Bacigalupi to make the changes. Next is the change in Article 22, which is needed to conform to the language in the LRSA. This makes it clear that there are remaining obligations should FAIRA ever dissolve. Richard Pearce had a question

about Article 10 on the Executive Board in regards to the day-to-day management in between Board meetings. He asked if the actions that the Executive Board makes are correctable by the FAIRA Board should they not agree with the action the Executive Board took. Mr. Bacigalupi noted that the By-laws do reference the Executive Board and does not require the full Board ratify the actions of the Executive Board, except to the extent that it involves approving a settlement of greater than \$50,000. Mr. Bacigalupi advised we can add a sentence to Article 10 stating that the decisions of the Executive Board are presented to the full Board at the next Board meeting. It is agreed amongst the Board that the sentence should be added. Mark Pomi noted that in Article 7, D2 Powers of the Board, it talks about the formation of the Executive Board, that the Board may delegate to the Executive Board, and that the Executive Board may discharge any powers or duties of the Board, except for adopting the authority's annual budget. Mr. Bacigalupi advised not adding a sentence to the JPA, as Article 7, D2 does reference a resolution and we can make the necessary resolution to the next Board meeting.

A motion was made to not add language to the updated JPA, but to add a resolution at the next Board meeting

***M/S/P Johnson/Pomi***

A motion was made to approve the Updated Joint Powers Authority

***M/S/P Butz/Johnson***

A motion was made to direct Ms. Blankenburg to circulate the proposed 6th amended JPA and the LRSA to the members for majority approval.

***M/S/P Butz/Pomi***

#### **Item 6.3 – CAJPA Tort Liability Study**

Ms. Blankenburg noted that this is still in the works. She has followed up about FAIRA's willingness to contribute \$5,000 once the study has been formally approved. She will keep the Board posted.

#### **Item 7 – Board Officers Election**

Ms. Blankenburg advised that at the last Board meeting, the Board voted for all Directors to retain their seats on the Board. With the retirement of President Paskle, a replacement will be required. President Paskle nominated Jonathan Wilby to serve as the next Board President. Director Wilby accepted the nomination.

A motion was made to nominate Director Wilby as the next Board President effective January 1st, 2020.

***M/S/P Paskle/Brainard***

In regards to the Vice President, President Paskle asked if anyone wanted to be moved up to Vice President, since Director Wilby will be moving to President. Director Brainard said he would be willing to take the role.

A motion was made to nominate Director Brainard as Vice President effective January 1st, 2020.

***M/S/P Brainard/Butz***

A motion was made to keep the two incumbents as secretary and treasurer.

**M/S/P Butz/Pierce**

**Item 8.1 – Loss Control Consultant Activities**

Marco Guardi noted that since the addition of Mark Shadowens to the Loss Control Team, we have talked to or visited 9 Districts. These visits are done with risk control surveys, which Mr. Shadowens sends out to the District prior to the visit. From there, we are able to identify solutions relevant to each District. We also review the FAIRA Coverage Outline, losses, and other items of interest to the District. Mr. Guardi stated that one thing we have noticed is that Districts with the highest loss ratios tend to be the least responsive. We have been in contact with the Districts to try to schedule a meeting to create strategies to help reduce their claims. In terms of the actual meeting, Districts are finding the 10 year loss summary the most helpful. Sean Bailey stated that he found the visit to be very helpful. Director Pearce asks if it is possible to get loss runs and charts without having to arrange for a meeting and Ms. Blankenburg confirmed it is something we can do.

**Item 8.2 – Drive to Survive Courses**

Alex Banks went with Ryan Jacques to the Drive to Survive course that was held at Alpine FPD. Lakeside and Alpine both had personnel at the meeting. He gave some interesting statistics that he took away from the class, one of which was G-Force. At .55 G-Force, the average firetruck will flip. One recommendation was to buy a G-Force reader to get your drivers to better understand and recognize the difference between a safe and unsafe level of G-Force. Mr. Banks then read the results for class ratings by the attendees, on a 1-5 basis. South Placer was a 4.9, Fresno was a 4.78 and Alpine was a 5. President Paskle asked when the next courses are and Mr. Banks advised they would be this same time next year. Ms. Blankenburg asked who would like to host one and it was decided that Tiburon FPD or Kentfield FPD would host one, along with San Miguel FPD and the third hosted by either a Northern California or Nevada District.

**Item 8.3 – Mandatory Training and Regulatory Changes**

Mr. Guardi reiterated that in order to reduce ones deductible, you need to complete the mandatory Sexual Harassment and Discrimination training. He referred to the list in the packet that shows each District who has not completed the AB 1825 training, who has signed up for Core360, and who has now completed the training. Mr. Guardi informed that there has been an extension for the SB 1343, which is now effective January 1st, 2021, which was originally set to take effect January 1st, 2020. President Paskle noted that there seems to be a lot of Districts on there who have Directors who are non-compliant, and asked if the message is getting out about the training. Ms. Blankenburg advised that they have received phone calls, emails and follow ups to get the training done, and that we will continue to follow up with the non-compliant Districts to ensure their compliance.

**Item 8.4 – Premium Increases for Non-Compliant District**

Ms. Blankenburg said that at the last Board meeting, we discussed some sort of penalty for Districts who are non-compliant, in addition to a deductible increase. Ms. Blankenburg's suggestion is to implement a 10% increase on insurance premium for Districts that are non-compliant with the state mandated training. Ms. Blankenburg advised we can include the 10% 7/1 renewal premium increase notice on their next renewal application. On the invoice, it would show as a "penalty" so it is clear what it is for. Director Brainard noted that Districts can lie and say that have completed the

training and there is no real incentive to, and that we cannot reject a claim if the District lied about completion. President Paskle recommended that we add this into the loss control visits, and we ask to see 3 years of training certificates. Howard Wood advised that it is much harder to get smaller Districts trained as most people are volunteers and they have a small window of time of when they are at the District. Director Wood also noted that these small Districts are going to leave FAIRA for another pool that has less restrictions. Ms. Blankenburg recommended that we show a date of July 1, 2020 for the SB 1343 law. Don Butz wants staff to write up a clear and concise letter that states what their premium increase is for and when it takes effect.

A motion was made to direct the staff to write a letter and indicate the 10% premium increase.

**M/S/P Butz/Pomi**

**Item 9.1 – Potential Litigation. [Government Code 54956.9(b)]**

**Item 9.2 – Potential Litigation. [Government Code 54956.9(a)]**

**Item 9.3 – FAIRA Claims and Loss Report**

**Item 10 – Other Business**

No other business.

**Item 11.1 – FASIS-FDAC EBA Correspondence**

President Paskle advised this was a letter they sent out to both of their Boards. He noted that the Board can read the letter should it interest them.

**Item 12 – Adjournment**

The meeting was adjourned at 1:14 pm.

A motion was made to adjourn the meeting.

**M/S/P Johnson/Pomi**

### ***Consideration and Possible Action***



## 5 Financial Update

### 5.1 Deductible Payments Update

To date, the carrier has billed FAIRA \$308,000 toward the \$750,000 insurance policy aggregate deductible. Members have been billed \$117,000 by FAIRA for their per claim deductibles. Invoices were issued during the June and November totaling \$94,000 and \$23,000 for the 2018-19 policy term, respectively. As of November 5, 2019, the balance due from the deductible invoices issued during June is \$26,000 per the list below. Follow up calls and emails have been initiated to get an update on status of remittance.

District	Balance Due
Murrieta FPD - Deductible Billing	\$ 5,000.00
Orange County FA - Deductible Billing	\$ 17,437.89
Shasta Lake FPD - Deductible Billing	\$ 1,963.42
<b>TOTALS</b>	<b>\$ 26,029.31</b>

*Receive and File*

## 6 General Manager Report

### 6.1 Roseland FPD

Roseland FPD is requesting to leave FAIRA effective July 1, 2019. Roseland FPD was dissolved in April of 2019 when the City of Santa Rose took possession of all assets. They have provided proof of separate insurance. They are also asking to waive the \$1,084 premium. Below is a letter from the Fire Chief for the City of Santa Rosa.

#### *Consideration and Possible Action*



Date: September 30, 2019

To: Fire Agencies Insurance Risk Authority (FAIRA)  
Board of Directors  
c/o Arthur J. Gallagher & Co. Insurance Brokers  
1255 Battery Street, Suite 450  
San Francisco, CA 94111

SUBJECT: ROSELAND FIRE PROTECTION DISTRICT  
DISSOLUTION OF FIRE DEPARTMENT APRIL 2019

I am writing to request that the Board consider allowing the Roseland Fire Protection District to withdraw from the FAIRA Pool and waive the required 12-month notice in the JPA Agreement with no penalties.

The Roseland Fire Protection District was dissolved in April 2019 and the City of Santa Rosa took possession of the Fire Station at 830 Burbank Avenue. Effective this date we have had insurance provided by California Joint Powers Risk Management Authority, see the attached, and do not believe that it is in either parties' best interest for us to have duplicate coverage.

We apologize for not providing adequate notice and would appreciate your allowing us to terminate our membership effective July 1, 2019 and void the \$1,084 premium and any penalties that may be due. Since we were not part of FAIRA, we were unaware of your termination provision requiring giving one year's notice prior to termination.

Thank-you in advance for your consideration.

A handwritten signature in blue ink, appearing to read "Anthony Gossner".

Anthony Gossner / Fire Chief  
City of Santa Rosa

## **6.2 Minor Updates to FAIRA's Joint Powers Authority and Liability Risk Coverage Agreement**

On November 15<sup>th</sup>, 2019, the Pool was emailed regarding a few slight cosmetic updates to both the Joint Powers Authority and the Liability Risk Coverage Agreement. The changes are outlined below with redlined pages on the following pages:

### **Joint Powers Authority:**

- Article 2 – there was a quotation mark missing before "FAIRA." It was added.
- Article 10 – "The Executive" was placed at the end of the first paragraph when it should have been the start of paragraph two. It was moved.

### **Liability Risk Coverage Agreement:**

- Article III – Section 3.1 item's (b) and (c) – the wording "or Nevada law, as applicable" has been added to include Districts that are in Nevada.

### ***Receive and File***

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**SIXTH AMENDED JOINT POWERS AGREEMENT**

of the

**FIRE AGENCIES INSURANCE RISK AUTHORITY**

**PARTICIPANTS LISTED IN EXHIBIT "1" HERETO**

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NOW, ~~THEREFORE~~, for and in consideration of all the mutual benefits, covenants, and agreements contained herein, the parties hereto agree as follows:

### ARTICLE 1. PURPOSE

This Agreement is entered into by Member Agencies pursuant to the provisions of California Government Code Sections 990, 990.4, 990.8, and 6500 et seq. in order to develop an effective risk management program: (a) to reduce the amount and frequency of their losses; (b) pooling their self-insured losses; and, (c) jointly purchase excess insurance and administrative services in connection with a joint protection program for said parties. These purposes, among other things, shall be accomplished through the exercise of the powers of Member Agencies jointly in the creation of a separate entity, to be known as the Fire Agencies Insurance Risk Authority ("FAIRA"), to administer a joint protection program wherein Member Agencies will pool their losses and claims, jointly purchase excess insurance and administrative and other services, including claims adjusting, data processing, risk management, loss prevention, legal and related services.

It is also the purpose of this Agreement to provide for the removal of participating agencies for cause, or upon request.

### ARTICLE 2. DEFINITIONS

Unless the context otherwise requires:

- (a) "Authority" means the Fire Agencies Insurance Risk Authority ("FAIRA") created by this Agreement;
- (b) "Board" is the governing board of the Authority, the composition of which is defined by Agreement Article 7(a);
- (c) "Executive Board" means the President, Vice President, Secretary, Treasurer and one other Board member;
- (d) "Insurance Program" means a program of providing insurance administered by the Authority for Member Agencies, implemented by this Agreement and by an insurance program agreement by and among the Authority and such Member Agencies;
- (e) "Insurance Program Agreement" or "Liability Risk Coverage Agreement" means an insurance program agreement by and among the Authority and Members providing for implementation of an Insurance Program;
- (f) "Joint Powers Law" means Articles 1 through 4, Chapter 5, Division 7, title 1 (commencing with Section 6500) of the Government Code;
- (g) "Liability Risk Coverage Agreement" means that certain insurance program



President shall act as President. If either the President or Vice President ceases to be a member of the Board, the resulting vacancy shall be filled at the next regular meeting of the board held after the vacancy occurs or at a special meeting of the Board called to fill such vacancy.

(b) Qualification of Treasurer.

Pursuant to Government Code section 6505.5, the Treasurer shall be the treasurer of the legislative body of one of the Member Agencies of the Authority or the county treasurer in which one of the Member Agencies is situated, or, pursuant to Government Code Section 6505.6, the Board may appoint one of its officers or employees to the position of Treasurer, who shall comply with the requirements set forth for such office in the Joint Powers Law. Should the Joint Powers Law be amended to permit the selection of the Treasurer from another class of persons, the Treasurer may be selected from such class.

#### ARTICLE 10. EXECUTIVE BOARD

The Board shall establish an Executive board which shall consist solely of members selected from the membership of the Board. The terms of office of the members of the Executive Board shall be provided in the Bylaws of the Authority. ~~The Executive~~

~~The Executive~~ Board shall conduct the business of the Authority between meetings of the Board, exercising all those powers as provided for in section (d)(2) of Article 7, or as otherwise delegated to it by the Board.

#### ARTICLE 11. COMMITTEES

The Board may establish committees as it deems appropriate to conduct the business of the Authority or it may, in the Bylaws or by resolution, delegate such power to the Executive Board. Members of Committees shall be appointed by the Board or the Executive board, as the case may be. Each Committee shall have those duties as determined by the Board or the Executive board, as the case may be, or as otherwise set forth in the Bylaws. Each Committee shall meet on the call of its chairperson, and shall report to the Executive Board and the Board as directed by the Board or the Executive Board, as the case may be.

#### ARTICLE 12. STAFF

The Board or Executive Board shall provide for the appointment of such other staff as may be necessary for the administration of the Authority. Members of the staff or employees of the Authority shall be compensated in such manner as shall be approved by the Board as permitted by applicable law.

#### ARTICLE 13. FISCAL YEAR

The "fiscal year" of the Authority is the period from the first day of July of each year to and including the last day of June of the following year. The first full fiscal year for the

**LIABILITY RISK COVERAGE AGREEMENT**

**Dated as of September 9, 2019**

**among the**

**FIRE AGENCIES INSURANCE RISK AUTHORITY**

**and**

**THOSE MEMBER AGENCIES NAMED IN EXHIBIT A HERETO**

SECTION 2.2 Purchase of Commercial Insurance or Reinsurance. In the sole discretion of the Governing Board of the Authority, the Authority may provide for all or a portion of the Coverage afforded to the Participating Member Agencies during each Coverage Period through the purchase of insurance or reinsurance from a commercial insurer or reinsurer on behalf of the Participating Member Agencies. The Authority shall use its best efforts to obtain group discounts on the purchase of such insurance or reinsurance. The Authority shall continue to be obligated to pay amounts due on Covered Claims from moneys in the Central Loss Fund even in the event such commercial excess insurance or reinsurance fails to pay such Covered Claims or is insufficient for such Covered Claim.

### ARTICLE III REPRESENTATIONS, COVENANTS AND WARRANTIES

SECTION 3.1 Representations, Covenants and Warranties of the Participating Member Agencies. Each Participating Member Agency makes the following representations, covenants and warranties to the Authority.

(a) Recitals. The recitals to this Agreement are true and correct.

(b) Due Organization and Existence. Such Participating Member Agency is a local agency of the county in which it is located, duly organized and existing under California law or Nevada law, as applicable.

(c) Authorization, Enforceability. California law or Nevada law, as applicable, authorizes such Participating Member Agency to enter into this Agreement and to enter into the transactions contemplated by and to carry out its obligations under all of the aforesaid agreements, and the Participating Member Agency has duly authorized and executed all of the aforesaid agreements. This Agreement constitutes the legal, valid, binding and enforceable obligation of such Participating Member Agency in accordance with its terms, except to the extent limited by applicable bankruptcy, insolvency, reorganization, moratorium or similar laws or equitable principles affecting the rights of creditors generally and except as to the limitations on remedies against public agencies generally.

(d) Budget Appropriations. Each Participating Member Agency covenants to take such action as may be necessary to ensure that its legislative body includes Premium and Premium Adjustment payments payable hereunder in its annual budget and to make the necessary annual appropriations for all such Premium and Premium Adjustment payments due hereunder. During the Term, each Participating Member Agency will furnish to the Authority and the Treasurer prompt written evidence of such budget or appropriation (which may be evidence of payment of such amounts) in each such Coverage Period no later than 30 days after filing or adoption. The covenants on the part of each Participating Member Agency herein contained shall be deemed to be and shall be construed to be duties imposed by law and it shall be the duty of each and every public official of each Participating Member Agency to take such action and do such things as are required by law in the performance of the official duty of such officials to enable each Participating Member Agency to carry out and perform the covenants and agreements in this Agreement agreed to be carried out and performed by such Participating Member Agency.

### **6.3 Status on Mailing of the Updated Joint Powers Authority and Liability Risk Sharing Agreement**

At the September 9, 2019 meeting, Susan presented the Liability Risk Sharing Agreement which was updated to coincide with the updated Joint Powers Authority. The Board approved the changes and each FAIRA member was sent a packet containing both documents on October 18, 2019, along with two additional copies of the required signing page of each document. 51% approval from the membership is required to effect these changes. As of November 25, 2019, we have received signed copies from the following 47 Districts:

- Los Altos Hills
- Northstar
- Northern Sonoma County
- Kenwood
- San Miguel
- Borrego Springs
- Fort Bidwell
- Cachagua
- Carlotta
- Chalfant Valley
- Forestville
- Sacramento River
- Bodega Bay
- Alta
- Mi-Wuk Sugar Pine
- Bonita-Sunnyside
- Ben Lomond
- Lake Valley
- Bald Mountain
- Arbuckle-College City
- Fresno County
- Vacaville
- Happy Valley
- Pajaro Valley
- Waterloo Morada
- Ebbetts Pass
- North Central
- Mason Valley
- North Sonoma Coast
- Murphy's
- Orange Cove
- Lone Pine
- South Monterey County
- Cypress
- Aromas Tri County
- Carmel Highlands
- Fort Dick
- San Ramon Valley

- Carpinteria-Summerland
- Montezuma
- Montecito
- Moraga-Orinda
- San Ramon Valley
- Salida
- Woodland Ave
- Kentfield
- Smith Valley
- Arcata

***Receive and File***

## **6.4 CAJPA Tort Liability Study**

At the June 17, 2019 Board meeting, the Board approved a donation of \$5,000 for evaluating the possibility of conducting a California specific General Liability Tort Liability Study on behalf of CAJPA, to be conducted by Greg Trout.

At the September Board meeting we provided an update on the delay in getting started. We have since been told that the project should begin in December. We will keep the Board apprised.

*Receive and File*



## 7 Loss Control Consultant

### 7.1 Loss Control Site Visits

Marco Guardi will provide the Board with a verbal update.

*Receive and File*

## **7.2 HR Policy Audits**

Launched in the 2017 policy year, FAIRA's HR audit process was designed to assist members with higher than average employment practice losses in ensuring their HR related policies were up to date, compliant with state laws and implemented. The process involves review of an agency's policy, recommendations as well as completion of a FAIRA's risk management survey. Generally, targeted agencies have been fully responsive however several have been unresponsive with forward their policies for review and completing the risk management survey after multiple request attempts.

The HR audit process is integral to controlling EPL related losses and affecting not only FAIRA's rate, but the members' as well. Our recommendation is to apply an additional 10% premium surcharge to Districts that have not provided these materials within one week of the third follow up request. The third request will come from FAIRA's general manager and the surcharge will go into effect 30 days following the request. The District's in line for the 3<sup>rd</sup> request are Humboldt Bay Fire JPA & Central FPD of Santa Cruz County.

### ***Consideration and Possible Action***

### 7.3 AB1825/1661 Compliance Progress

With the recent change of Core360 Loss Control Portal becoming free, emails were sent out to Districts who are non-compliant with AB1825/1661. We had dialog with Districts who were non-compliant and thought they didn't need to take the training because they were all volunteers.

We spoke to General Counsel who advised that Directors' who are not required to take the training are those who are unpaid, and receive no compensation what-so-ever. This includes, but is not limited to reimbursement for travel, food or lodging.

For those not falling in the above category, we have had success registering several Districts. Below is a list of Districts who are non-compliant.

Districts Who Have NOT Completed Training	Registered for Core360 Loss Control Portal	Directors Completed Training	Supervisors Completed Training
Aromas Tri-County FPD	X		X
Bald Mountain FPD	X		
Blue Lake FPD			X
Carlotta CSD			
Carmel Highlands FPD	X		X
Chalfant Valley Fire Department CSD	X		
Clements Rural FPD			X
Cordelia FPD			
Cypress FPD	X		X
Garberville FPD			X
Geyserville FPD			
Happy Valley FPD	X		
Kneeland FPD			
Los Altos Hills County FD	X		X
Mi-Wuk Sugar Pine FPD			
Occidental CSD		X	
Shasta CSD			
Shasta Lake FPD	X		X
South Monterey County FPD	X		X
Telegraph Ridge FPD			
Wheeler Crest FPD	X		
White Mountain FPD			

#### *Receive and File*

## **7.4 Drive to Survive – 2020 Plan**

The annual Drive to Survive classes will be offered again in 2020. We will be scheduling the 3 classes for late July or early August. We have had a number of Districts express interest in hosting a class and we will be talking with them to identify when to hold the classes to reach the broadest number of firefighters. At the September Board meeting it was suggested that we hold a class in Marin County, likely Kentfield FPD or Tiburon FPD. We were also informed that San Miguel FPD was interested in hosting a class, so that will fill the second spot. For the 3<sup>rd</sup> class we are considering either Northern California or Nevada as possible locations.

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## 7.5 Core360 Loss Control Platform Update

Gallagher's Core360 Loss Control Training Platform, which we have been marketing to District's to satisfy their AB1825 and SB 1343 trainings, is now free as of September 26, 2019. All District's that are non-compliant with the State mandated training have been notified of the update. Every District is allowed 10 free courses with unlimited seats. We have had a number of Districts sign up and complete their training and are continuing efforts to get all members compliant.

The following pages show the complete list of all 100 courses to pick from.

### *Receive and File*

## Modules Available

**Human Resources** *(all modules are timed and include a quiz, unless otherwise noted)*

**Sexual Harassment and Discrimination – Employees English & Spanish, 32 minutes**

**Sexual Harassment and Discrimination – Supervisors English & Spanish, 43 minutes**

**Sexual Harassment and Discrimination - California Employees (SB1343) English & Spanish, 61 minutes**

**Sexual Harassment and Discrimination – California Supervisor (AB1825/1661) English & Spanish, 130 minutes**

**Sexual Harassment and Discrimination - K-12 Employees 32 minutes**

**Sexual Harassment and Discrimination - K-12 Supervisors 43 minutes**

**Diversity 35 minutes, self-paced reading**

**Ethics in Action Self-paced reading**

**California Ethics (AB1234) 120 minutes**

**Americans with Disabilities Act (ADA) Self-paced reading**

**Fair and Accurate Credit Transaction Act (FACTA) 30 minutes**

**Family Medical Leave Act (FMLA) 37 minutes**

**Smart Hiring Part 1: Pre-Interview Self-paced reading**

**Smart Hiring Part 2: Interviewing and Post-Interviewing Self-paced reading**

**Interviewing Strategies 15 minutes**

**Personnel Files 01-03: Do's and Don'ts 30 minutes**

**Wrongful Termination for Managers Self-paced reading**

**Sensitivity Basics: Creating Positive Working Relationships 25 minutes**

**Workplace Investigations 20 minutes**

**Workers Compensation Essentials for Managers 25 minutes**

**Drug-free Workplace Supervisors Self-paced reading**

**Smart Risk Management - Five Core Principles 15 minutes**

**Risk Control for the Workplace** *(all modules are timed and include a quiz, unless otherwise noted)*

**Accident and Injury Procedures** *3 minutes*

**Accident Investigation Techniques** *13 minutes*

**Theft and Unsafe Acts** *18 minutes*

**Violence Prevention for Managers and Supervisors** *35 minutes, self-paced reading*

**Back Safety Training** *English & Spanish, 12 minutes*

**Basic Conveyor Safety** *10 minutes*

**Basic Lockout/Tagout Safety** *English & Spanish, 12 minutes*

**Bloodborne Pathogens** *English & Spanish, 12 minutes - Training meets OSHA requirements*

**Bloodborne Pathogens - Reducing the Risk of Occupational Transmission in the School** *16 minutes*

**Catholic Cemeteries Hazard Awareness and Self Inspection Program** *26 minutes*

**Creating a Safe Holiday Celebration** *18 minutes*

**Determining the Root Cause of Accidents** *12 minutes*

**Disaster Planning 101** *20 minutes*

**Electrical Safety** *English & Spanish, 12 minutes*

**Employee and Family Disaster Preparedness Training** *15 minutes*

**Employee Safety Orientation - Temporary Staffing Services** *English & Spanish, includes 5 intermittent quiz questions*

**Employee Safety Orientation General Industry** *23 minutes*

**Fire Prevention Practices** *English & Spanish, 10 minutes*

**Forklift Safety Basics for General Industry** *English & Spanish, 17 minutes*

**General Industry Asbestos Awareness** *23 minutes, training does not qualify employees to work with asbestos-containing materials*

**GHS Hazard Communication** *English & Spanish, 16 minutes*

**Hearing Protection 13 minutes**

**Identifying Strain and Exertion Exposures English & Spanish, 20 minutes**

**IT Technician Safety Training Program-Office Workstation and General Safety 16 minutes**

**Ladder Safety 11 minutes**

**Lead Based Paint Awareness 21 minutes**

**Machine Guarding English & Spanish, 20 minutes**

**Means of Egress English & Spanish, 19 minutes**

**Office Ergonomics Defined 11 minutes**

**Office Workstation Safety 14 minutes**

**Office Workstation Safety for Supervisors 19 minutes**

**Portable Fire Extinguishers I 20 minutes**

**Portable Fire Extinguishers II 16 minutes**

**Power Tool Safety 9 minutes**

**Personal Protective Equipment (PPE) 19 minutes**

**Preparation for Physical Activity 14 minutes**

**Preventing Injuries When Lifting, Moving and Transferring Residents 15 minutes**

**Recognizing and Identifying on the Job Hazards 20 minutes**

**Safe Housekeeping Practices 18 minutes**

**Safety Pays for Life 4 minutes**

**Slip, Trip and Fall Training Program English & Spanish, 10 minutes**

**Working in Comfort - A Lesson in Computer Workstation Ergonomics 12 minutes**

### ***Fleet Safety Focus***

**Defensive Driving - Accident Scene Management 11 minutes**

**Defensive Driving - Backing Safely - R is for Reverse 7 minutes**

**Defensive Driving - Basics Part 1 English & Spanish, 12 minutes**



**Defensive Driving - Changing Lanes Safely 13 minutes**

**Defensive Driving - Driving Safely in School Zones 8 minutes**

**Defensive Driving – Intersections 11 minutes**

**Defensive Driving - Reducing Deer Related Accidents 6 minutes**

**Defensive Driving - Reducing Springtime Weather Accidents 9 minutes**

**Defensive Driving - Reducing Winter Weather Accidents 10 minutes**

**Defensive Driving - Safe Following Distance, Avoiding Rear-end Collision 9 minutes**

**General Auto Risk Program for Drivers 22 minutes**

**Van Safety Training for Higher Education 31 minutes**

**Van Safety Training K-12 Schools 31 minutes**

**Safety Shorts (short safety reminders, no quiz – two Safety Shorts are considered one Safety Module)**

**Basic Lockout/Tagout Safety Short 1 minute**

**Bloodborne Pathogens Safety Short 2 minutes**

**Distracted Driving Safety Short 3 minutes**

**Electrical Safety Short 1 minute**

**Emergency Procedures Safety Short 1 minute**

**Fire Prevention & Protection Safety Short 2 minutes**

**GHS HAZCOM Safety Short 2 minutes**

**Hand and Power Tools Safety Short 2 minutes**

**Housekeeping Safety Short 1 minute**

**Housekeeping: Before You Start Safety Short 2 minutes**

**Housekeeping: Cleaning by Hand Safely Safety Short 4 minutes**

**Housekeeping: Emptying Trash Safety Short 4 minutes**

**Housekeeping: Mopping and Emptying Buckets Safety Short 6 minutes**

**Housekeeping: Preventing Slips, Trips and Falls Safety Short 4 minutes**

**Ladder Safety Short 2 minutes**

**Personal Protective Equipment (PPE) Safety Short 3 minutes**

**Safe Lifting Practices Safety Short 2 minutes**

**Slip, Trip, Fall Safety Short 2 minutes**

### ***School Safety Focus***

**Breaking Up Student Fights 17 minutes**

**Bullying / Cyberbullying 32 minutes**

**Common Fire and Life Safety Hazards 19 minutes**

**Continuity of Operations Planning 25 minutes**

**Evacuation Planning and Procedures 18 minutes**

**Food Services - General Safety 19 minutes**

**Food Services - Proper Lifting 14 minutes**

**Library Operations – Proper Lifting 14 minutes**

**Lockdown Procedures 17 minutes, the program also includes the Department of Homeland Security Options for Consideration – Active Shooter Training Video**

**School Hazard Identification Program 10 minutes**

**Smarter Adults - Safer Children: Substance Abuse Prevention 47 minutes**

**Smarter Adults - Safer Children: Technology Safety and Security 45 minutes**

**Smarter Adults – Safer Children: Preventing Child Sexual Abuse 45 minutes**

**Tornado Preparedness for Schools 15 minutes**

**Workplace Mold 10 minutes**

**Lunchroom Safety Supervisor Training Program 11 minutes**

**Patient Handling - Safe Lifting and Moving Techniques 16 minutes**

**Playground Safety Inspection Program 17 minutes**

**Playground Safety Supervision - Part 1 11 minutes**

**Playground Safety Supervision - Part 2 14 minutes**

**Principal's Recognition of Hazards on a School Campus 17 minutes**

**School Bus Driver Safety Emergency Evacuation and Safety Procedures 13 minutes**

**School Bus Driver Safety Transporting Students with Special Needs 22 minutes**

**School Bus Driver Safety-Preparation for Travel and Student Safety 37 minutes**

**Shop Safety for Schools – Student Related Risks 36 minutes**

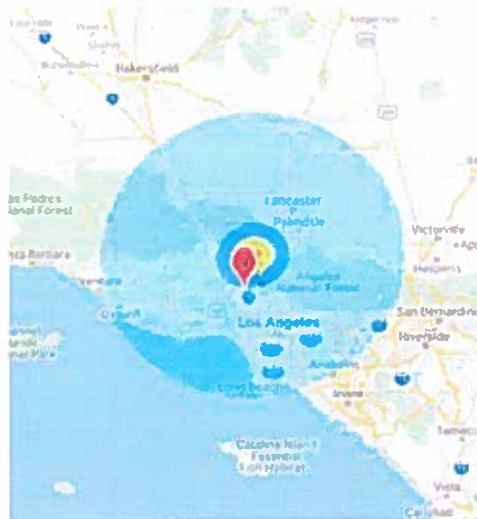
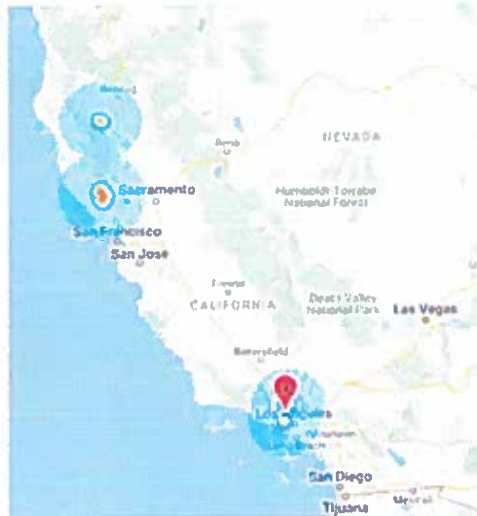
## 7.6 Core360 - EigenPrism

EigenPrism is another tool available from Gallagher's Core360 approach to evaluating and minimizing total cost of risk. It generates maps, graphs and reports which enables us to evaluate FAIRA's exposure to natural hazards and catastrophes such as wildfires, landslides and floods. Real-time alerts will be activated during the first quarter of 2020. The brokerage and pool administration teams will review the alerts and email them to the effected fire Districts.

### Real-Time Event Alert Perils:



### Fire Alerts During October 2019:



*Receive and File*

## 8 Brokerage Update

### 8.1 State of the Property & Liability Marketplace

## A Changing Marketplace



**Gallagher**

Insurance | Risk Management | Consulting



The insurance market has continued to harden throughout 2019, and it is the general expectation that we will be navigating this hard market for the foreseeable future. Property rates are up an average of 10%; Liability is 5-10%; Management Liability is 10-20%; and Auto is 5-15%.

The current market is different from the insurance industry's norm, with rate deviations being much more nuanced and marketing outcomes based heavily on industry segment, catastrophe exposure, and overall loss history.

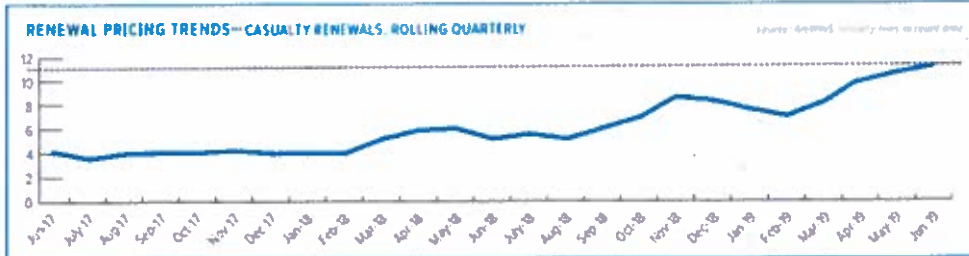
There is not much that can be done to combat a hardening market other than starting renewal efforts early and conducting a focused marketing effort. Your Gallagher team is experienced in navigating the ups and downs of the market, and they consistently strive to provide the best available terms and pricing to their insureds.

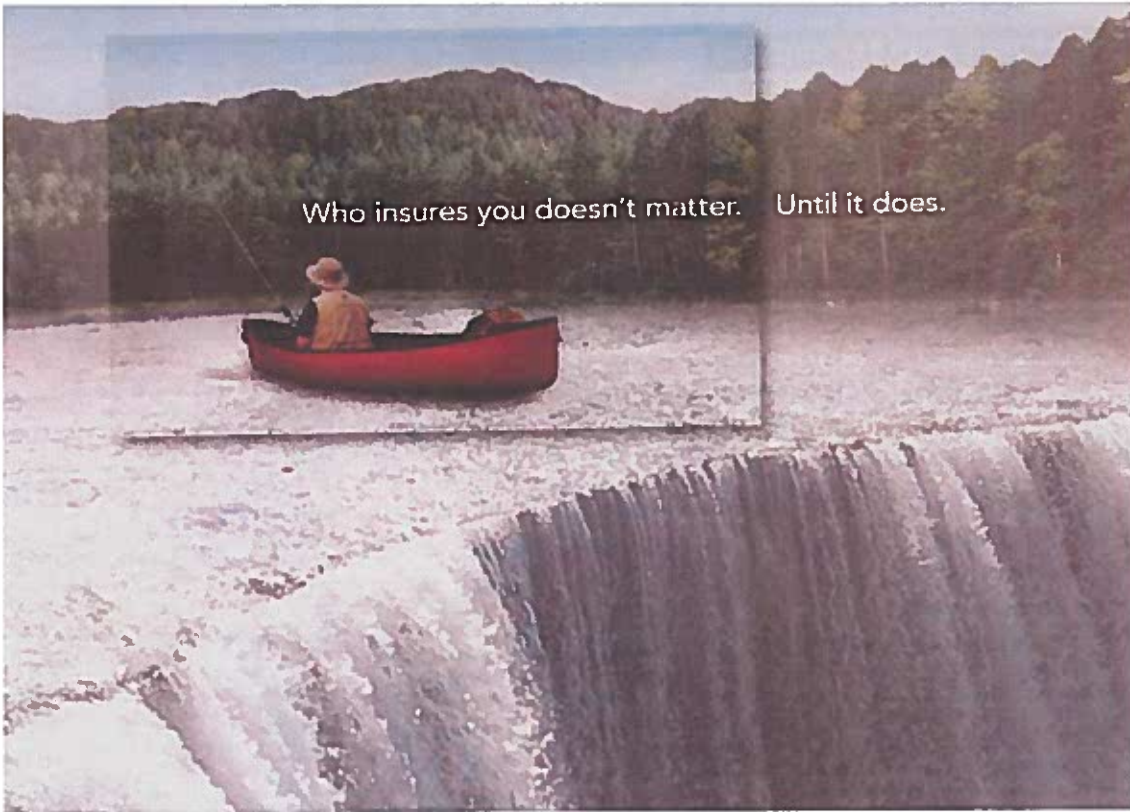
## Industry Articles



**Gallagher**

Insurance | Risk Management | Consulting





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## **8.2 Prospect Activity**

FAIRA's broker Eric Kikalo, organized a campaign in which we will be periodically sending postcards, as well as other FAIRA materials, to prospective member Districts. Our first mailing was a postcard sent to a total of 74 Districts on November 18th, 2019. We plan to start making calls mid January. We identified the prospective Districts who had estimated insurance premiums in excess of \$7,500.00.

Our second prospect mailing will be going out to the same contacts that have received our FAIRA postcards, and it will serve as a means to further familiarize the various Districts with FAIRA and its program. We will be including a very brief description of FAIRA, while diving deeper into FAIRA's coverage details. We are also including information from Arthur J. Gallagher's most recently issued "State of the Marketplace" report for lines of coverage applicable to FAIRA's program. After the second mailing is delivered, we will begin calling the various district contacts to discuss how FAIRA can improve their risk management and insurance program as a whole.

Following is a copy of the first mailing.

***Receive and File***



# FAIRA

Fire Agencies Insurance Risk Authority



## Description of Operations

FAIRA is an insurance pool designed and operated with the needs of Fire Districts in mind. FAIRA provides specialized insurance coverage terms, as well as expert consultation specific to the fire industry.

## History of the Pool

FAIRA was created in 1988 after a swing in the Property & Casualty Insurance market made necessary a more cost effective solution to insuring the fire industry. The answer was to create a pool, or collection of Fire Districts, in order to share the total cost of risk and consequentially avoid unnecessarily large premium increases for coverages including Property, General Liability, Professional Liability, Auto Liability, and Cyber coverages.

FAIRA is currently made up of more than 100 Fire Districts throughout the states of California and Nevada, and is governed by a Board of Directors consisting of leaders from 13 of our member districts.

**Please Contact FAIRA's Broker representative today for a Free Quote!**



## Key Enhancements Include:

- **Fleet Automatic** - Add vehicles midterm with no additional charge
- **Full Risk Management Services** including contract review, access to our legal consultant, classes on elements in your agreements and insurance requirements
- Program offers 2 free hours of HR consultation with FAIRA's attorney for personnel related actions such as termination, retaliation, failure to promote, and more
- Members receive 10 Free Training Modules from an available 100 courses, including harassment courses that comply with AB 1825/1661 and SB 1343

**Please Contact FAIRA's Broker representative today for a Free Quote!**

[www.ajg.com/s/core360/overview/](http://www.ajg.com/s/core360/overview/)

**KEEP YOUR TRAINING FRESH!**

**FOR MORE INFORMATION**

contact Eric Kikalo at [Eric\\_Kikalo@ajg.com](mailto:Eric_Kikalo@ajg.com)  
or call at (415) 536-4053

**Districts That the Mailing Was To**

<b>Organization</b>
Alameda County Fire Department
Albion-Little River Fire Protection District
Altaville-Melones FPD
Amador Fire Protection District
Apple Valley Fire Protection District
Aptos/La Selva Fire Protection District
Artols FPD
Barona FPD
Ceres Dept. of Public Safety - Emergency Services
Chester PUD (incl. FPD)
Chino Valley Independent Fire Protection District
Contra Costa County Fire Protection District
Copperopolis Fire Protection District
Deer Springs Fire Protection District
Diamond Springs-El Dorado Fire Protection District
Dunsmuir-Castella FPD
El Dorado County Fire Protection District
El Dorado Hills Fire Department
Elk Creek Fire Protection District
Escalon Fire Protection District
French Camp-McKinley Rural Fire Protection District
Georgetown Fire Protection District
Glenn-Cordora Fire Protection District
Hamilton Branch Fire Protection District
Higgins Area Fire Protection District
Julian Cuyamaca Fire Protection District
Kensington Fire Protection District
Keyes Fire Protection District
Lake County Fire Protection District
Lakeport Fire Protection District
Lathrop-Manteca Fire District
Linda Fire Protection District
Linden-Peters FPD
Little Lake Fire Protection District
Long Valley Fire Department
Madison Fire Protection District
Mammoth Lakes Fire Protection District
Marina Fire Department
Meeks Bay Fire Protection District

<b>Monterey County Regional Fire District</b>
<b>North County Fire Protection District</b>
<b>North County Fire Protection District of Monterey County</b>
<b>North Tahoe Fire Protection District</b>
<b>Northshore Fire Protection District</b>
<b>Ophir Hill FPD</b>
<b>Orland Rural FPD</b>
<b>Peninsula FPD</b>
<b>Penryn FPD</b>
<b>Pioneer FPD</b>
<b>Plumas Brophy FPD (Now Know As Wheatland FA)</b>
<b>Princeton FPD</b>
<b>Rancho Santa Fe Fire Protection District</b>
<b>Rescue Fire Protection District</b>
<b>Ripon Consolidated FD</b>
<b>Riverdale FPD</b>
<b>Rodeo Hercules Fire District</b>
<b>Running Spring FPD</b>
<b>Russian River Fire Protection District</b>
<b>Sacramento Metropolitan Fire District</b>
<b>San Bernardino County Fire Protection District</b>
<b>San Marcos FD</b>
<b>Southern Marin Fire Protection District</b>
<b>Spring Lake FPD</b>
<b>Strawberry FPD</b>
<b>Tahoe Douglas Fire Protection District</b>
<b>Truckee Fire Protection District</b>
<b>Truckee Meadows Fire Protection District</b>
<b>Ventura County FPD</b>
<b>West Plainfield Fire Protection District</b>
<b>Williams Fire Protection Authority</b>
<b>Willows Rural FPD</b>
<b>Wilton FPD</b>
<b>Winters FPD</b>
<b>Woodbridge Rural FPD</b>

## **9 Closed Session Conference with Legal Counsel**

The Board may enter into Closed session at this time.

**9.1 Potential Litigation. [Government Code § 54956.9(b)]**

**9.2 Pending Litigation. [Government Code § 54956.9(a)]**

**9.3 FAIRA Claims and Loss Reports**

The above matters described on the agenda may be held in closed session as a conference with counsel under the provisions of Government Code § 54956.9 (a) and (b). If closed sessions are held, a report of actions subject to disclosure will be made by the Authority's Counsel upon return to open session respectively.

## 10 Incoming President Wilby to Appoint an Elected Executive Board Member

At the September Board of Directs meeting, Director Wilby was elected the Board President. Per our Bylaws, one other Board Member shall be appointed to the Executive Board by the Board President. Current members of the Executive Board include:

President Jonathan Wilby

Vice President Criss Brainard

Treasurer Mark Pomi

Secretary Mark Johnson

### *Consideration and Possible Action*

## **11 Other Business**

Other business as necessary so that FAIRA can perform its functions as authorized by law and which has arisen within seventy-two (72) hours prior to the initiation of this meeting and may be considered under the Brown Act.

## 12 Adjournment

I certify that this Authority Agenda was posted and sent by First Class United States Mail to all Members of the Authority 72 hours before the noted meeting.



---

Susan Blankenburg  
General Manager

Date: December 16, 2019







South Placer Fire District  
Strategic Management Plan Session 2  
Recap and Summarization



March 15, 2019

The below is a recap of the outstanding work by everyone who attended our second strategic planning session. These photos are from the wrap up as Chief Walder thanked everyone for their contributions to the District plan.



The all employee survey obtained 52 responses from approximately 60 employees. This is an overwhelmingly strong response rate. Every single comment was read and discussed in various break out conversations. The Committee proposed changes based on the more frequently noted themes and identified alternatives. Those alternatives were discussed and then voted on by all members of the Committee except Chief Walder. Chief Walder reserved the right to make the final call, especially on close votes, and even if his decision wasn't the majority opinion. However, in all cases Chief Walder endorsed the versions that the majority of the committee preferred.

The following is a one-page sketch of the South Placer Fire District Strategy Map. Chief Walder will ask for a volunteer to work on creating a more graphically appealing version, but this captures the concepts.

We have one shared mission and vision, 5 over-arching strategic goals, and 5 core values. Each Goal is further described by a definition and has more specific objectives for the next 6-18 months. Those objectives will be achieved through specific projects and actions. The Values are achieved through how we interact with each other and the public every day. Each of those has a description as well.



The approved versions of these and the rationale for the changes from the draft versions are summarized in the following pages.



## One Mission One Vision

The top four preferences from employees garnered 41 of the 52 votes:

- (14) Provide Exceptional Service to Safe Guard and Protect Our Community
- (11) Provide Exceptional Service to Our Community
- (8) Provide Exceptional Service
- (8) Protect and Safe Guard our Community through Exceptional Service

The other options shared the remaining 11 votes. One of the more common reasons for the "other" votes in the comments was they preferred a shorter statement. The Committee discussed this and re-voted just between these two options, which resulted in the following:

- (2) Provide Exceptional Service to Safe Guard and Protect Our Community
- (10) Provide Exceptional Service to Our Community

Some of the comments asked about using the word "Community" vs. "Communities" or even "people of California." After a healthy debate, the Strategic Planning Committee voted 8 for singular, 5 for plural, and 3 neutral. Chief Walder approved the singular "Community."

We also attempted to add something to specify what area/region/community we were operating in. We explored adding 3 different options including "South Placer," "southern Placer," "South Placer Fire." The Committee voted 22 points for "our community," 8 for "South Placer Community," 1 for "southern Placer community," and 1 for South Placer Fire community." The major rationale was that Mission/Vision will always be printed or displayed on a page where we say this is for the South Placer Fire District. It seemed redundant to include in the actual statement. Chief Walder approved that vote.

The approved shared mission and vision of the South Placer Fire District is to  
**"Provide Exceptional Service to Our Community."**



### Our Core Values

Proposed drafts from 2-27	Approved versions on 3-15	Reasons for changes
<p><b>Ride for the brand</b></p> <p>We take pride in our organization and are honored to serve and protect. We show this through words and actions in our commitment and dedication.</p>	<p><b>Ride for the brand</b></p> <p>We take pride in our organization and are honored to serve and protect. We show this <u>loyalty</u> through words and actions in our commitment and dedication.</p>	<p>Explored different options for renaming the value. Many of those ideas included the idea of loyalty. Decided to keep the value name the same and add loyalty to the definition.</p>
<p><b>Excellence in Action</b></p> <p>We prepare for and perform our duties in a professional and effective manner with excellence.</p>	<p><b>Excellence in Action</b></p> <p>We <u>train and prepare to</u> perform our duties in a professional and effective manner <u>in accordance with the needs of our community.</u></p>	<p>Wanted to include training explicitly. Also wanted to better define what we mean by "with excellence" since that is already the name of the value, so replaced that with "in accordance with the needs of our community."</p>
<p><b>Respect</b></p> <p>We treat others as we would like to be treated. Respect is earned, not given. Rank has a time and a place. We understand that everyone has something to offer.</p>	<p><b>Respect</b></p> <p><u>We respect one another,</u> treat others as we would like to be treated, and understand that everyone <u>brings value.</u></p>	<p>The "respect is earned" and "rank has a place" ideas were appreciated but could be misinterpreted. Because we are professionals, we simply treat everyone with respect, regardless of level or rank and including the public, period.</p>
<p><b>Integrity</b></p> <p>We stand for our principles even in the face of adversity. Our integrity cannot be taken, only given away. Maintaining the public trust is our sacred duty.</p>	<p><b>Integrity</b></p> <p>We maintain trust <u>with each other</u> and the public <u>with honor and devotion.</u></p>	<p>This had good points but was a bit long. Also the word "sacred" could sound a little too religious. Re-wrote to simplify and chose honor and devotion as better terms.</p>
<p><b>Accountability</b></p> <p>We are transparent in all district operations and responsibilities. We are accountable to the treatment of our co-workers and the public we serve.</p>	<p><b>Accountability</b></p> <p>We <u>provide</u> transparency in all district operations and responsibilities. We are <u>accountable for our own actions,</u> the treatment of our co-workers, and the public we serve.</p>	<p>Wanted a stronger action verb, so changed "are" to "provide." Also wanted to incorporate the idea that accountability starts with ourselves.</p>



**Goals**

Proposed drafts from 2-27	Approved version on 3-15
<p><b>A. Organizational Safety and Well Being</b></p> <p>We prioritize the physical, mental, and behavioral safety and well-being of all our employees while in the station and on calls.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Maintain vigilance to workplace safety</li> <li>• Fully adhere to fire fighter physical safety standards (i.e. PPE)</li> <li>• Support the long term mental and behavioral health of our team</li> <li>• Maintain our health through fitness and other wellness programs</li> <li>• Stay current on our mandated training</li> </ul>	<p><b>A. Safety and Well Being</b></p> <p>We prioritize the physical, mental, and behavioral safety and well being of all our employees while in the station and on calls. We look out for each other today and for our long-term health.</p> <p>Objectives:</p> <ol style="list-style-type: none"> <li>1. Maintain vigilance to workplace safety.</li> <li>2. Fully adhere to physical safety standards.</li> <li>3. Support long-term mental and behavioral health of our team.</li> <li>4. Maintain our health through fitness and other wellness programs.</li> <li>5. Stay current on mandated training.</li> <li>6. <u>Explore preventative health methods.</u></li> <li>7. <u>Promote a fitness culture from the bottoms up.</u></li> <li>8. <u>Recognize safe behaviors.</u></li> </ol> <p>Actions (# of Votes):</p> <ul style="list-style-type: none"> <li>• Create a Well Being Committee in parallel with Safety Committee (7).</li> <li>• Revisit offering independent fitness and nutritional guidance (6).</li> <li>• Explore preventative health methods and awareness (6).</li> <li>• Daily fitness challenges (memo, reward, competitive) (3).</li> </ul>
<p><b>B. Outreach and Engagement</b></p> <p>We take the initiative to those we serve through prevention, awareness, education and social functions.</p> <p>Objectives:</p> <p>None drafted yet.</p>	<p><b>B. Outreach and Engagement</b></p> <p>We take the initiative to those we serve through prevention, awareness, education and social functions.</p> <ol style="list-style-type: none"> <li>1. Put a face to the Department through our regular interactions.</li> <li>2. SPFD is a household name.</li> <li>3. Educate the public on everything we do.</li> <li>4. Educate the public to be safer.</li> <li>5. Employees understand where we want our culture to be.</li> </ol> <p>Actions (# of votes):</p> <ul style="list-style-type: none"> <li>• Staff understand the department's vision and values (incorporated into existing #1 Strat Plan project).</li> <li>• Sponsor or contribute to Social functions (host 2x/year pancake breakfast, ideas for small, low effort, opportunistic engagement with the community, Open houses with stations to increase publicity). (9)</li> <li>• Get out of the station more often (eg, visit schools, grocery stores, piggyback events, etc.). Change our mindset to make every interaction a chance to make an impression. (7)</li> <li>• Social media – have fun post once month about members of our department (7 – combine with other Social Media ideas)</li> </ul> <p>For all of these create the accountability to follow through (don't just have an idea, help run the project)</p>





<p><b>C. Team of Professionals</b></p> <p>We are a committed and recognized team of highly trained professionals.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Promote ownership and pride in our work</li> <li>• Provide encouragement to each other to maintain our motivation</li> <li>• Recognize and value the contributions that we make as individuals and a team</li> <li>• Ensure everyone has a voice</li> <li>• Rigorously invest in training to keep our skills sharp</li> </ul>	<p><b>C. Team of Professionals</b></p> <p>We are a committed and recognized team of highly trained professionals.</p> <p>Objectives:</p> <ol style="list-style-type: none"> <li>1. Promote ownership and pride in our work</li> <li>2. Provide recognition and encouragement to motivate individuals and the team (<u>consolidated prior 2 &amp; 3</u>)</li> <li>3. Ensure everyone has a voice</li> <li>4. Rigorously invest in training to keep our skills sharp</li> <li>5. <u>Provide station recognition for improved delivery of services.</u></li> </ol> <p>Actions (# of votes):</p> <ul style="list-style-type: none"> <li>• Debrief and review crews/ BCs (11).</li> <li>• Share feedback amongst crews (9).</li> <li>• Shift Training and multi-agency training (8).</li> <li>• Utilize social media for recognition of achievements in community (7 – combined with Social Media from B).</li> </ul>
<p><b>D. Continuous Improvement</b></p> <p>We recognize the need and are willing to evolve our service delivery and business operations to maintain excellence.</p> <p>Objectives:</p> <p>None drafted yet.</p>	<p><b>D. Continuous Improvement</b></p> <p>We recognize the need and are willing to evolve our service delivery and business operations to maintain excellence.</p> <p>Objectives:</p> <ol style="list-style-type: none"> <li>1. Publish SOGs</li> <li>2. Update job specific evaluations</li> <li>3. Make response times more available</li> <li>4. Standardize new employee orientation</li> </ol> <p>Actions (# of votes):</p> <ul style="list-style-type: none"> <li>• Create/strengthen peer-mentoring program (9).</li> <li>• Establish feedback loops (captain meetings, paramedic meetings, training cadre...) (7)</li> <li>• Revamp employee evaluations to be more job specific (6)</li> <li>• Publish response times per company and shift (6)</li> <li>• Establish new employee orientation (iPCR, Billing, union, benefits, Zoll) (4)</li> <li>• Develop baseline SOGs (Lexipol, KMS, training) (3)</li> </ul>



<p><b>E. Fiscal Responsibility</b></p> <p>We create and manage our budget in a collective and transparent fashion with input from stakeholder groups. We use sound principles to responsibly allocate resources to protect our long-term ability to serve our community.</p> <p>Objectives:</p> <ul style="list-style-type: none"><li>• Develop realistic budgeting principles</li><li>• Forecast expenditures</li><li>• Evaluate and monitor expenses</li><li>• Effectively deploy resources</li><li>• Expand alternative funding sources</li><li>• Utilize best practices</li></ul>	<p><b>E. Fiscal Responsibility</b></p> <p>We create and manage our budget in a collective and transparent fashion with input from stakeholder groups. We use sound principles to responsibly allocate resources to protect our long-term ability to serve our community.</p> <p>Objectives:</p> <ol style="list-style-type: none"><li>1. Develop realistic budgeting principles.</li><li>2. Forecast expenditures.</li><li>3. Evaluate and monitor expenses.</li><li>4. Effectively deploy resources.</li><li>5. Expand alternative funding sources.</li><li>6. Educate employees about budgeting process wants, timelines, needs, emergency expenditures, etc.</li><li><del>7. Utilize best practices</del></li></ol> <p>Actions (# of Votes):</p> <ul style="list-style-type: none"><li>• Explore funding and revenue options such as: talks with other departments about funding, land swaps, mergers, grants, consolidate tax assessments in GB/Loomis, special measures with COLAs. (9)</li><li>• Educate employees/communicate more regularly on fiscal topics (8).</li><li>• Board of Directors, Admin and local 522, and SPFAOA develop plan of attack so we can work together. (2)</li><li>• Share availability of \$ info on "I-drive," board mtgs. (1)</li></ul>
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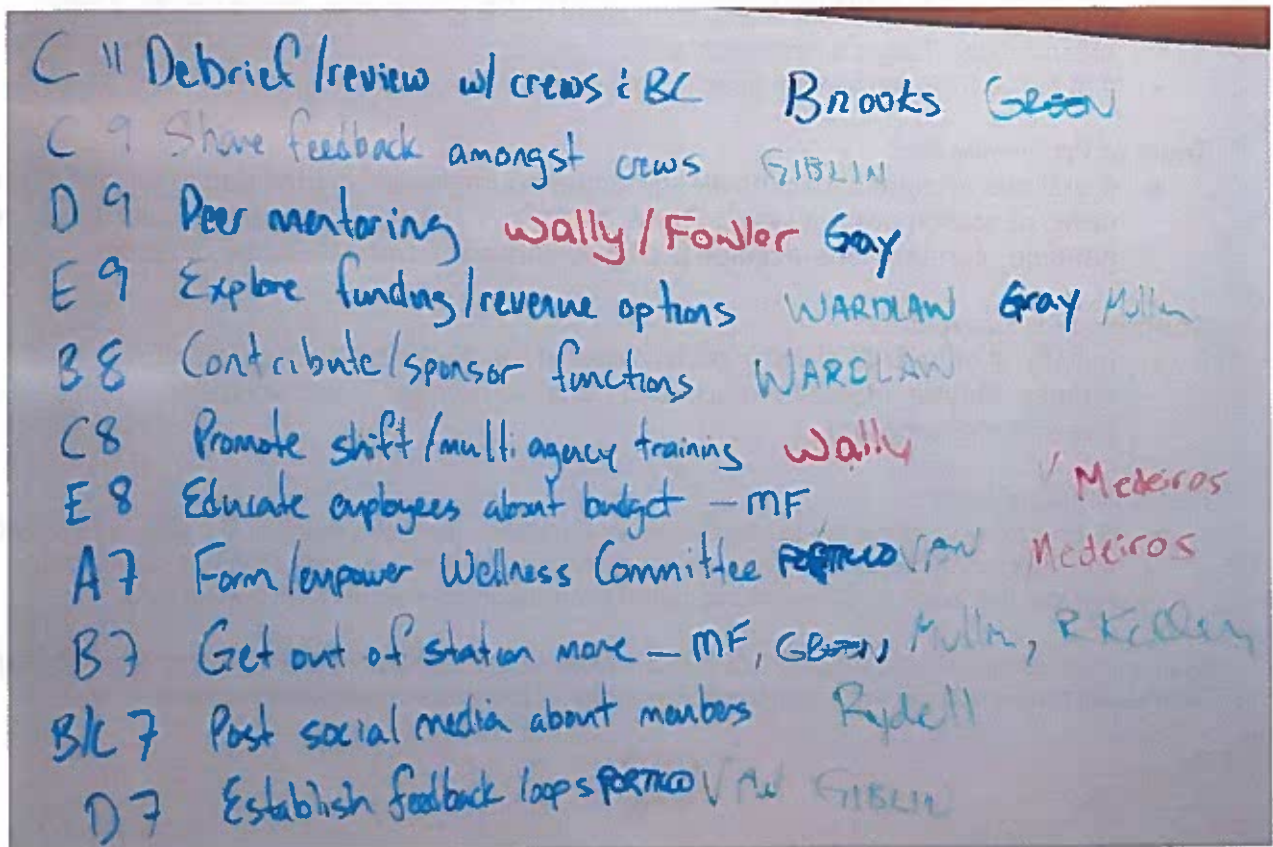


## Action Plans

For each Goal, we brainstormed more specific actions that could be taken in the next 6 to 18 months to move towards the Objectives. Of course, the total number of actions brainstormed would be too much for the District to try to take on all at once.

To prioritize the brainstormed ideas, each Committee member allocated their top 10 votes across all of these potential action items. The top 12 action items with the highest cumulative votes are listed below. The letter (A, B, C, D, E) represents the Goal it is under. The numbers next to the letters are the number of votes it received. The Committee members with the most interest in providing leadership to help implement the action items are noted by their last names.

These actions will be captured as "projects" in a new District "Project Portfolio" as a separate Excel list. This list will include both the Board level projects and the actions prioritized by the Strategic Planning Committee. Chief Walder will use this Project Portfolio to help track progress and allocate resources to support their implementation.





## Performance Metrics

The teams identified at least one proposed key performance indicator (KPI) to assess progress on each Goal. The assumption is that these would be measured quarterly. The Goal Steward Teams (described below) will further refine and implement methods to measure progress.

### Safety & Well Being:

- Track participation by total number of individuals and by crews in some kind of fitness program. Note the emphasis is to focus on % participation in doing the fitness activity (# of people who did the pushup challenge) versus the cumulative results (total # of pushups) to emphasize it is more valuable for everyone to do something than to just have a few folks do amazing feats.

### Outreach & Engagement:

- % of Community who say we are meeting our new Mission/Vision/Values/Goals. Maybe gather this through a pre-paid postcard with a survey or QR code.
- # of conducted Open Houses per year. Target 12 per year, which is about 2 per station.
- # of "piggy back" community events SPFD contributes to/attends per month. ("Piggy back" means we show up or are visible at an event that is primarily planned by another organization). Target 5 per month.
- # of public CPR classes per year. Target 4/year.

### Team of Professionals:

- # of times recognition/acknowledgment/encouragement is provided to an individual, crew, or station per manager. These don't have to be ticker tape parades. These are genuine, personal appreciation provided during the normal course of shifts.

### Continuous Improvement:

- Initially, # of individuals who participated in the peer mentor program during that quarter. Maybe update in future to cumulative number of individuals who completed a peer-mentor program.

### Fiscal Responsibility:

- % of Staff who found the Budget Process Education sessions helpful. The idea is to provide a simple, anonymous feedback slip for staff to rate the helpfulness of the sessions and request feedback for different/additional information they would like in the future.

These initial ideas will be captured in a SPFD Performance Dashboard in Excel. The Goal Steward Teams will further refine these ideas and then monitor progress on a quarterly basis.





### Goal Steward Teams

The Committee made an unanimously shared observation that the success of these actions does not rest solely on Chief Walder. He cannot do all of this by himself. But he can provide the over-arching leadership and support to enable others to collaborate to achieve these goals. His role will be to delegate authority to other leaders at various levels to champion these efforts. It will be a shared responsibility to achieve success.

To ensure that our Strategic Plan does not fall into the dustbin of shelf-ware, the Committee divided up responsibility for monitoring our progress and updating our Objectives and Projects as appropriate across the Goal Categories. These will be referred to as "Goal Steward Teams." The facilitator recommended some effective practices for these teams to convene quarterly to assess progress and metrics against the goals, and advise on changes in activities, priorities, or allocation of staff to achieve them.

The following members volunteered for their top two Goal Steward Teams. Chief Walder will work with the Battalion Chiefs to form these teams leveraging existing committees where appropriate.

Safety & Well Being	Outreach & Engagement	Team of Professionals	Continuous Improvement	Fiscal Responsibility
VAN	PORTILLO	Medeiros	VAN	Gray
PORTILLO	FEELEY	Brooks	Gray	FEELEY
Fowler	Rydell	Glean	Gray	Medeiros
Rydell	Gray	Wally	Brooks	Fowler
	Mullin	R Kelley	Wally	WARDLAW
	WARDLAW			Mullin
				R Kelley



South Placer Fire District  
Strategic Management Plan Session 2  
Recap and Summarization



**Communication Plan**

Who	What	Responsible	How and By When
All EE's	Email update on Session 2 with rough content notes.	Lee	<ul style="list-style-type: none"> <li>Email draft to Eric by Tuesday.</li> <li>Email out to all staff by Monday.</li> </ul>
Board	Share process and approved content.	Chief Walder and Cameron Sean and Russ	<ul style="list-style-type: none"> <li>Present in person at upcoming Board meeting</li> </ul>
Each Company	Share story for how we got here and where we are going.  Reinforce all of this came from employee input.	Captains	<ul style="list-style-type: none"> <li>In person delivery at shift meeting within one week of all employee email.</li> </ul>
All EE's	Printed copy of Strategy Map and summary Goals and Objectives.	Chief Walder assign person to prep artistic version	<ul style="list-style-type: none"> <li>Traditional mail paper copy to all employees at home address.</li> </ul>
Each Company	Formal walk through content	Captains share Battalion Chiefs attend to back it up	<ul style="list-style-type: none"> <li>Walk through Strategy Map</li> <li>Walk through Values and descriptions</li> <li>Walk through Goals, Objectives, and Metrics</li> </ul>
Public	Share new strategy map. Highlight new promotions.	Social Media coordinator	<ul style="list-style-type: none"> <li>On District Social Media</li> </ul>
Employees and Public	Create a visually appealing poster for the Strategy Map	Chief Walder to assign person to prep artistic version	<ul style="list-style-type: none"> <li>Posters posted in bays and public entrance</li> </ul>
Employees returning from injury leave	Catch them up on process and content of strategic map.	Their respective Battalion Chiefs	<ul style="list-style-type: none"> <li>One-on-One conversation upon their return</li> </ul>