



AGENDA

BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

MEETING LOCATION Mammoth Lakes Suite Z, 237 Old Mammoth Rd, Suite Z, Mammoth Lakes, CA 93546

**Special Meeting
February 15, 2017**

NOTE: In compliance with the Americans with Disabilities Act if you need special assistance to participate in this meeting, please contact Shannon Kendall, Clerk of the Board, at (760) 932-5533. Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting (See 42 USCS 12132, 28CFR 35.130).

Full agenda packets are available for the public to review in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517), and in the County Offices located in Minaret Mall, 2nd Floor (437 Old Mammoth Road, Mammoth Lakes CA 93546). Any writing distributed less than 72 hours prior to the meeting will be available for public inspection in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517). **ON THE WEB:** You can view the upcoming agenda at <http://monocounty.ca.gov>. If you would like to receive an automatic copy of this agenda by email, please subscribe to the Board of Supervisors Agendas on our website at <http://monocounty.ca.gov/bos>.

9:00 AM Call meeting to Order

Pledge of Allegiance

1 OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD

on items of public interest that are within the subject matter jurisdiction of the Board. (Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.)

2. AGENDA ITEMS

A. EMS Workshop

Departments: Mono County Emergency Medical Services

3 hours

(Lynda Salcido, Bob Rooks) - Presentation by Emergency Medical Services Management regarding future planning for services in Mono County. Please access the EMS Ad Hoc Committee webpage for links contained within the final EMS report. <http://www.monocounty.ca.gov/ems/page/ad-hoc-emergency-medical-services-committee>

Recommended Action: Provide any desired direction to staff.

Fiscal Impact: None at this time.

B. Afternoon Session

THE AFTERNOON SESSION WILL RECONVENE NO EARLIER THAN 1:00 P.M.

C. Mono County Cemeteries

Departments: Public Works

40 minutes (15 minute presentation; 25 minute discussion)

(Peter Chapman) - Presentation by Peter Chapman regarding the Mono County Cemeteries.

Recommended Action: Receive the presentation and provide any desired direction to staff.

Fiscal Impact: None at this time.

ADJOURN



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

SPECIAL MEETING AGENDA REQUEST

Print

MEETING DATE	February 15, 2017	DEPARTMENT	
ADDITIONAL DEPARTMENTS			
TIME REQUIRED	3 hours	PERSONS APPEARING BEFORE THE BOARD	Lynda Salcido, Bob Rooks
SUBJECT	EMS Workshop		

AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Presentation by Emergency Medical Services Management regarding future planning for services in Mono County. Please access the EMS Ad Hoc Committee webpage for links contained within the final EMS report.

<http://www.monocounty.ca.gov/ems/page/ad-hoc-emergency-medical-services-committee>

RECOMMENDED ACTION:

Provide any desired direction to staff.

FISCAL IMPACT:

None at this time.

CONTACT NAME: Lynda Salcido, Bob Rooks

PHONE/EMAIL: 760-924-1842 / lsalcido@mono.ca.gov

SUBMIT THE ORIGINAL DOCUMENT WITH
ATTACHMENTS TO THE OFFICE OF
THE COUNTY ADMINISTRATOR
PRIOR TO 5:00 P.M. ON THE FRIDAY
32 DAYS PRECEDING THE BOARD MEETING

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

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[Staff Report](#)

[Final Report](#)

History

Time	Who	Approval
2/10/2017 2:31 PM	County Administrative Office	Yes
2/8/2017 6:39 PM	County Counsel	Yes
2/9/2017 10:47 AM	Finance	Yes

COUNTY OF MONO

DIVISION OF EMERGENCY MEDICAL SERVICES

P.O. Box 3329 Mammoth Lakes, Ca. 93546* (760) 924-1832 *Mono.ca.gov/ems

October 10, 2016

To: Honorable Board of Supervisors
From: Bob Rooks, Chief
Emergency Medical Services
Subject: Emergency Medical Services (EMS) Workshop

Recommendation

Adopt Model (1) “Modify Existing System” as recommended by the Mono County EMS Ad Hoc Advisory Committee on March 8, 2016. Discuss the modification actions listed in this report, reviewing the items implemented and the remaining items that require additional direction from the Board.

Move the Current EMS Division from under Public Health to an EMS Department under the County Administrative Officer and direct Staff to pursue the recruitment of a full time Chief

Direct Staff to explore contract options for the provision of Emergency Medical Services in the areas of the County not currently in an exclusive operating area (operating areas 3 & 4)

Direct Staff to start the process for the development of a “non-binding” Request for Proposal (RFP) for the provision of emergency medical services in the County of Mono

Direct Staff to explore the options for a tax based funding option for the EMS Department

Provide direction to Staff on the General Fund contribution constraints/fiscal target for the EMS Department

Discussion

In March of 2015 the Board approved the formation of an Ad Hoc committee made up of subject matter experts from both the public and private sectors to study and make recommendations to the Board regarding Emergency Medical Services within Mono County. On March 8, 2016 this committee presented their findings and recommendations to the Board of Supervisors. The Board accepted the report, but did not adopt or provide Staff with direction on the models presented.

June 7, 2016 the Board approved Resolution #R16-43; “amend list of allocated positions to include the addition of EMS Chief”.

July 5, 2016 the Board approved Resolution #R16-51, approving a contract with Bob Rooks as Interim EMS Chief. This position would review and evaluate the implications of the Ad Hoc committee's report elements, specifically; the *Modifications to Reduce Costs, Enhance Revenues and Enhance Deployment*. Staff would return to the Board to provide options and recommendations as part of an EMS workshop.

Fiscal Impact

None at this time.

Mono County EMS Ad Hoc Advisory Committee Report and Recommendations March 8, 2016

I. Committee Formation

In March of 2015 the Board approved the formation of an Ad Hoc committee made up of subject matter experts from both the public and private sectors to study and make recommendations to the Board regarding Emergency Medical Services within Mono County. The Committee was charged with the following goals:

- i. Analyze current model and cost
- ii. Gather information and expert input
- iii. Develop options and one or more recommendations that will support a high quality, countywide, and fiscally sustainable model for the future of EMS

The Committee met twelve times over a six-month period. Each meeting lasted a minimum of three hours. A summary of presentations and information received and materials cited is located in section VI of this report.

II. Executive Summary

The Committee determined that there were three plausible models for delivery of EMS services in Mono County that meet the goals established by the Board of Supervisors. These are:

- (1) modify existing system;
- (2) integrate EMS with fire districts; and
- (3) privatize EMS.

Of these three, the Committee determined that modifying the existing system is the preferred/recommended alternative, provided that the modifications result in cost savings and revenue enhancements that achieve a level of fiscal sustainability acceptable to the Board. The other two models were deemed less desirable for reasons described in more detail below.

The Committee also concluded that the success of any of its recommendations depends highly on the execution of a structured implementation plan, including management and management practices, which is addressed in section V of this report.

III. Historical Perspective

The Paramedic Program in Mono County has been through a number of changes over the 40+ years of its existence, including reviews, ownership, management and funding.

1. Formal Reviews

- 1992 the County contracted with the Abaris Group
- 2012 the County contracted with Fitch and Associates
- 2015 the County formed an EMS Ad-Hoc Committee

Informal reviews have occurred with every operational and administrative change

2. Operational Ownership

- 1970 to 1975 – Paramedic services were provided by a private contractor
- 1976 to 1985 – Paramedic services were taken over by the County and became a public entity
- 1985 to 1991 – Mammoth Lakes Fire Protection District assumed all operational and administrative aspects of the program
- 1991 to present – The Mammoth Lakes Fire Protection District returned all operational and administrative aspects of the program back to the County

3. The management oversight and administration of the Paramedic Program has changed a number of times under the County

- The County CAO
- The Mono County Sheriff's Department
- Mono County Fire Rescue Department
- The Mono County Health Department

4. Funding sources

- Program revenue/fees
- General fund subsidy
- Under a JPA with, Mammoth Lakes Fire Protection District, Mono County, Town of M.L., Southern Mono Hospital District
- Transient occupancy tax
- Prop 172 funds

- State Maddy funds

IV. Committee Background

A. Committee's Understanding of the Goals: "Fiscally Sustainable," "High Quality" and "Countywide"

Fiscally Sustainable

A fiscally sustainable EMS means one that responsibly minimizes and balances the county contribution from the general fund with support of other county services by maximizing other revenue streams and containing cost. Key considerations:

1. Creating a 3 to 5-year master plan, including finances and general fund impact over time, with best projections and expense control to improve predictability.
2. Community education and involvement in planning, plan execution and continuing services.
3. Pursuing all potential revenue sources, e.g., taxes, grants, subsidies, revenue cycle management.
4. Pursuing all potential cost cutting and cost containment measures.
5. The need to balance service quality, countywide access and fiscal sustainability.

Note that this committee's instructions did not include a specific dollar figure for achieving fiscal sustainability. It was simply informed that the program was unsustainable at the current level of subsidy, which has averaged approximately \$2.2 million over the past five years.

High Quality

High quality for Mono County EMS means a clearly defined, well-managed system that provides an integrated continuum of EMS care with flexibility considering regional population variance and risk assessment. Key considerations:

1. Meet ICEMA requirements, EMS industry benchmarks and applicable consensus standards, following measurable standards to meet objectives (e.g. response time, level of care, patient satisfaction).
2. Coordinate with other entities providing care, e.g. hospital, base station, public health, veterans affairs, other providers, including for patient follow-up, preventative health and community involvement.
3. Provide and empower well-trained, competent manager and staff operating under defined SOPs.

County Wide

A countywide EMS means clearly defined access to appropriate Advanced Life Support (ALS) services for all residents and visitors in all areas based on community needs, geographic region, population and accessibility. Key considerations:

1. Conduct a needs assessment based on call volume projection and past and projected seasonal population variation and characteristics; and correlating adjustments to deployment models.
2. Utilize applicable benchmarks and consensus standards (e.g. response times).
3. Provide for coverage to all areas of the County.

B. Description of Existing System

The primary provider of ALS transportation services in Mono County is the County Paramedic Program. However, the EMS System does not just involve one agency, but a multitude of agencies, that provide both ALS and BLS services across the County. These agencies may provide support services on either a paid, volunteer or mutual aid basis, subject to availability. The EMS System within Mono County consists of the Mono County EMS assisted by:

- East Fork Fire & Paramedic Districts (provides mutual aid)
- Mountain Warfare Training Center (MWTC) (provides mutual aid)
- Symons Ambulance of Bishop
- Fish Lake Ambulance of Nevada (serves Dyer)
- Volunteer Fire Districts (most provide first responder without transport capability;
Mammoth Fire, Chalfant, and White Mountain have transport capability)
- Mono County Sheriff's Office (MCSO) Dispatch (provides 911 dispatch, no "Emergency Medical Dispatch")
- Southern Mono Healthcare District (provides base station)
- Search and Rescue Team (managed by MCSO)
- Aircraft, fixed & rotary (upon request)

V. Recommendation

A. Modify Existing System

The Committee recommends that the Board of Supervisors maintain the essential features of the existing system, but implement modifications that are targeted at enhancing fiscal sustainability while maintaining quality and extending services countywide. The recommended modifications fall into the four categories set forth below.

Note that individual items listed below have not been analyzed to determine which may be implemented immediately, and which would be the subject of negotiations. They also have not been thoroughly vetted for legal barriers. If any particular item is to be pursued by the County, then those questions need to be answered.

At any time, the County and the bargaining unit may open discussions and work collaboratively on **any** matter, if they desire, without binding obligations.

But in the context of formal negotiations, the Committee was asked to consider which of the following items would plausibly fall within the rights of the County to take action on as a matter of management.¹ Typical management rights include:

- Hire employees
- Direct, control and assign employees work
- Establish schedule and hours of work
- Determine qualifications of employees
- Discipline employees and terminate employees for cause
- Expand and reduce the number of employees
- Layoff
- Recall from layoff
- Establish and enforce rules of conduct
- Consolidate, transfer, or close its operations

In an attempt to answer the question of what modification actions the County could plausibly begin considering within the scope of managing the program, the “typical” management’s rights list has been applied to the list of modification items below. Any item followed by a red asterisk (*) indicates it is plausibly an item that could be pursued or inquired about for modification as a matter of management right. As stated previously, the final determination of which items require negotiation is a matter for legal counsel. In summary, all but four items in the “Modification to Reduce Costs” category are plausibly within the purview of management to pursue or inquire about, although some may take a period of time to implement/accomplish.

a. Modifications to Reduce Costs

1. Improved record keeping and data management*
2. Long range strategic and master planning*
3. Provide right resource; right time*
4. Multiple unit types and staffing models*
5. Effective use of part time and reserve employees to eliminate or reduce overtime*
6. Re-open negotiations between County and Employee group at earliest opportunity (no unilateral implementation during term of MOU)
7. Consider layoffs, reduction in pay and/or benefits*
8. Additional benefit contributions by employees
9. Reduce staffing and/or resources during shoulder season*
10. Reduce positions and hours, reducing coverage and hours of operations*
11. Reduce overtime through alternative scheduling or utilization of 7(k) exemption [7K determination is not a management “right”]*
12. All positions 50/50 Paramedic/EMT*
13. Utilize cost benefit analysis of overtime versus hiring of new employees*
14. Consider reduction in pay during sleep time hours

¹ A brief overview of management rights can be found at <https://www.calpelra.org/pdf/Burton,%20Dominique.pdf>

15. Provide incentives for early retirement of long term, higher cost employees
16. Consolidate stations during low call volume periods, i.e. during shoulder season*

b. Modifications to Enhance Revenues

1. Actively pursue available private and public grants*
2. Explore enhanced collections sources, e.g. Ground Emergency Medical Transportation program (GEMT), Intergovernmental Transfer program (IGT), Certified Public Expenditure program (CPE) *
3. Improved record keeping and data management*
4. Improve capturing of all available charges and adjust rates to reflect industry standards*
5. Increase fees and billing charges to match actual readiness costs*
6. Seek private business contributions, e.g. Mammoth Ski area and other local or national firms*
7. Town of Mammoth Lakes participation in funding*
8. Emergency services JPA and/or contracts funding *
9. Jail medical coverage with funding or directly billing Sheriff's Department*
10. Utilize special tax for all or part of County*
11. County and Town special event permit fees*
12. Resident subscription service with local air transportation services*
13. Sales tax, business tax and/or increase of Transient Occupancy tax*
14. Create County Paramedic Districts*
15. Mono County Hwy 6 Paramedic station serving Bishop under contract*
16. Capture a greater number of the available transports*
17. Place a special tax or service fee on Mammoth and June ski lift tickets*
18. Charge for response to traffic accidents and haz-mat incidents*
19. Charge the Federal government for response to the MWTC housing*
20. Provide stand-by services for film location shoots and other special events*
21. Train personnel as Fire Line Medics, provide stand-by ambulance and personnel to local fire camps*

c. Modifications to Enhance Deployment

1. Create County Wide Standards of Cover*
2. Use of Paramedic (ALS) squads*
3. Use of Basic Life Support (BLS) units dependent on resource needs*
4. Formalize contracts and mutual aid agreements with EFFPD, MWTC, Symons*
5. Improvements in dispatch: Emergency Medical Dispatch (EMD), Computer Aided Dispatch (CAD) *
6. Community engagement with CPR and training volunteers*
7. Consolidate stations to expand services through-out County*
8. Greater involvement with local volunteer Fire Departments*
9. Split the Mammoth dual paramedic shifts onto two ambulances with EMT partners during high call volume periods*
10. Use Bridgeport unit to assist with dispatching duties in Jail*

11. Develop formal pre-determined mobilization plans for high volume periods (dispatch) *

d. Modifications to Enhance Management Capacity

1. Recruit and provide funding for a highly qualified Program Manager/Director*
2. Station Captains given greater responsibility and oversight*
3. Succession planning and training for in-house personnel*
4. Place Program under County "Office of Emergency Management"*
5. Place Program under "County Administrators Office" *
6. Create governing board using Supervisorial Districts and appointments*
7. Collaboration with local fire districts on supervision and monitoring of Medic stations*

B. Reasons Integration with Fire and Privatization Models Not Preferred

1. Integration of EMS with Fire Districts

In terms of votes taken, the gap between the Committee's first choice, and integration with fire (the Committee's second choice) was narrower than the gap between its second choice and its third choice (privatization).

Contemporary fire and EMS organizations are highly integrated in many EMS systems throughout emergency services in the US. The integration is generally founded on three considerations.

First, the majority of "fire" service calls are EMS-related (typically in the 65%-85% range). In the most literal sense, EMS is the fire service with additional low-frequency/high complexity emergency response duties included (e.g., fire, rescue, hazmat, etc.).

Second, EMS readiness costs are high because they require sufficient staffing to keep total response times low in support of improved patient outcomes. In most cases an ambulance staffed with two providers (e.g., 2 paramedics, 1 paramedic and 1 EMT, or 2 EMT's) is sufficient based on the majority of EMS calls for service. While advanced life support (ALS) interventions have grown steadily since the 1970s to improve patient outcomes, some contemporary research is emerging that questions the superiority of ALS over Basic Life Support (BLS) levels of service². However, two-person staffing is the minimum for ambulances. Calls for service involving less frequent but more severe problems (e.g., heart attacks, respiratory problems, and trauma), or movement of patients in challenging settings (e.g., upper floors with stairwells, outdoor settings, vehicle extrications or other entrapments, etc.) require interventions at the ALS or BLS level needing more than one person, and leaving no one to drive the ambulance. Fire service personnel, full time and part-time/volunteer, can supplement the ambulance system staffing as needed without the ambulance system needing to carry the extra staffing as part of their readiness costs.

² "Outcomes of Basic Versus Advanced Life Support for Out-of-Hospital Medical Emergencies Outcomes of Basic Versus Advanced Life Support" (<http://annals.org/article.aspx?articleid=2456124>). The intent of this article, and the cited works within it, is not to advocate a given level of service, but to acknowledge that there is a scientifically based debate in progress about patient outcomes after receiving care in ALS and BLS systems.

Third, fire services are generally very stable (full-time, combination, or volunteer) due to revenues primarily based on property taxes. Stability does ensure some level of service will almost always be available, but it also means changes to revenue amounts are difficult to achieve. Because the profitability of EMS changes, primarily due to legislative changes effecting cost recovery, private sector interest in providing the service is, quite understandably, less stable. Fire services provide at least a baseline for EMS delivery during those times/conditions when profitability is scarce, which tends to keep the fire services close to EMS in either a supporting or primary role. Additionally, within each EMS delivery area there are geographic areas with higher call volumes and shorter turnaround times to hospitals. These generate higher ambulance UHU (unit/hour utilization) which means more transports (revenue) with less resource (expense). Each service area also has outlying areas with few calls and long turnaround times which generate lower ambulance UHU. It is common to have a public or private ambulance system be the primary care provider (i.e., first on scene) in the higher UHU areas, and for the fire service, which has historically been based on a travel time/distance static deployment model, arrive first on scene (with or without an ambulance for transport) in the lower UHU areas.

To varying degrees, all three of these considerations are applicable to our situation in Mono County, and therefore the EMS/Fire integration model was evaluated. Following are the eleven primary considerations that emerged:

- 1. Current inability to utilize Code of Federal Regulations Title 29, Subtitle B, Chapter V, Subchapter A, Part 553.201 - Section 7(K) exemption to the Fair Labor Standard Act³**
 - This exemption allows certain government public safety workers to be placed on a schedule that expands the time frame to calculate overtime (e.g., fire service personnel working 24 hour shifts generally must work in excess of 56 hours/week before qualifying for overtime).
 - The paramedic program currently schedules its employees for a 56-hour work week, but pays them as if they are on a 40-hour work week with an additional 16 hours of overtime.
 - If the paramedics (and EMTs) qualified for the 7(K) exemption, then the 16 hours of overtime rate in each 24-hour shift would be eliminated.
 - Section 7(k) provides a partial exemption (i.e., after 56 hours) from the payment of overtime to employees engaged in fire protection activities, defined as follows:
 - “An employee, including a firefighter, paramedic, emergency medical technician, rescue worker, ambulance personnel, or hazardous materials worker, who—(1) is trained in fire suppression, has the legal authority and responsibility to engage in fire suppression, and is employed by a fire department of a municipality, county, fire district, or State; and (2) is engaged in the prevention, control, and extinguishment of fires or response to emergency situations where life, property, or the environment is at risk.”

³ See http://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=29:3.1.1.1.30#se29.3.553_1201

- However, the 9th Circuit Court of Appeals has limited the applicability of the 7(k) exemption with respect to employees with EMS functions. In *Cleveland v. City of Los Angeles* (2005) the court held that 119 “dual-function” “cross-trained” paramedic/firefighters employed by the LA City Fire Department did not qualify for the 7(k) exemption because they did not have actual responsibility to engage in fire protection activities. The City paid damages and attorneys’ fees totaling \$5,248,064 as a result. A 2006 unpublished district court case (*Weaver v. San Francisco*) held that 70 “dual function” “cross-trained” firefighter/paramedics who were employed by the SF Fire Department and had actual responsibility to engage in fire protection did not qualify for the exemption during those periods of time in which they were they were assigned to ambulances – even though the ambulances carried firefighting equipment and were dispatched to all fires.
- As the paramedics currently are not uniformly trained in fire suppression to any level and are not employed by a fire department, they do not meet the requirements of section 7(K). Further, even if the County’s EMS employees were put within a fire department, trained in fire suppression, and given firefighting responsibilities, under the cases discussed above, there still is uncertainty whether the exemption would apply. The FLSA puts the burden on the employer to demonstrate that an exemption applies, and courts construe the Act in the manner most favorable to the payment of overtime.

2. Limit to the amount of integration without jeopardizing the EOA.

- It is the understanding of the Committee, based on legal counsel interpretation, and testimony by Inland Counties Emergency Medical Services Authority (ICEMA) CEO Tom Lynch, that transitioning the current paramedic program from Mono County to a non-County fire department which does not currently exist, would cross the threshold of protection for the current Exclusive Operating Area (EOA) agreements, and require the service areas to be opened for Request for Proposals (RFP). This would not be the case if the “fire department” were a County department.
- This is not a disqualification of the fire integration model, but it does potentially generate a loss of current exclusivity enjoyed by the County in the provision of EMS.

3. Possible issues to train current employees.

- The fire training, equipping, and maintenance of fire service skills to the existing workforce will require a considerable financial investment.
- As the Committee was formed in response to fiscal unsustainability of the current program, it seems unlikely that the County would be willing or able to make such an investment in the short-term.

4. Might not provide (existing) county wide benefit.

- As there are several different kinds of fire integration models, different levels of county wide benefit, as described in the Background Section of this

report, will exist. Reduction or redeployment of resources may be perceived by residents as a loss of benefit depending on where they live.

5. Squad deployment and transport times.

- One of the potential benefits of a version of fire integration involves changes to the type and location of vehicles in the system. For the same daily staffing expense, there could be three ambulances on duty, and two single responder “Squads” (i.e., non-transporting SUVs/Type 6, etc.) and unstaffed ambulances in strategic locations. During an emergency the Squad responds as does the closest fire department, driving an ambulance with two personnel.
- The logistics for this kind of arrangement probably only works in the extreme North and South ends of the County (i.e., Walker/Coleville, and Chalfant/Benton/Paradise/Wheeler Crest). This is due to those areas having a potentially shorter turnaround time for transport. Volunteers coming to cover an ambulance call cannot reasonably be expected to be gone for hours due to relatively long transport distances.
- Currently there are probably not sufficient EMT’s with ambulance licensure, and general availability from primary work, to support this option.

6. Diverse districts with varied standards, capabilities, philosophies, governing boards, lack of funding.

- Fire integration of county wide paramedics would require a uniformity among individual fire districts that may not currently exist.

7. Difficult to Implement and Manage.

- Neither the paramedic program, nor the individual Districts, currently have the staff capacity to provide the administrative, training, and operational management to implement, or manage, a fire integration model.
- The District most likely to be able to provide such staff support resides with the Mammoth Lakes Fire Protection District. However, this integration was previously attempted from November 1985 until November 1991⁴.
- The findings of the Committee in this respect, and several others, are remarkably similar to those identified by the Abaris Group, who consulted on the 1991 County of Mono Paramedic Program Business Plan (see footnote 4). While the program did return to the County from the Fire District, the draft of the plan had extensive fire integration intent⁵, mostly focused on personnel management and local supervision of operations.

8. Mono County Fire Chiefs Association.

- The Mono County Fire Chiefs Association (MCFCFA) does not believe its respective Districts have the capacity to provide the additional fire training, or get its personnel to the additional EMT training, needed to support the fire integration model(s).

⁴ County of Mono Paramedic Program Business Plan, Draft II (p.3); September 9, 1992.

⁵ Ibid 4, pp. 16-17

- The MCFCA supports modifying the existing system.

9. County has no authority over independent special districts (Fire Districts).

- The only way for the county wide fire integration model(s) to work is for there to be support from the respective fire districts, and the MCFCA representing those districts does not endorse this model because they do not believe they can logistically support it.
- The Committee does not believe the County has any direct ability to assert authority over the districts to support this option.

10. Political resistance.

- Nearly any change to the current system, and even inaction, will generate political resistance. However, until or unless the MCFCA believes there are conditions under which they have the capacity to support the model while retaining their autonomy, it is anticipated there would be strong political resistance to imposing this model.

11. Currently unidentified funding source.

- The upfront and significant financial costs associated with this model have no identified funding source.

Based on these findings, the Committee does not support integration of EMS with fire.

The Committee also recognized that there are potential benefits to the fire-based model. These include:

- Increased levels and types of service
- Increased value resulting from same number of personnel performing additional functions
- Potential for better Insurance Services Office (ISO) ratings

2. Privatization of EMS

On the surface, privatizing our EMS system seems like a very attractive option by which we can divest ourselves of the operating costs and liability of our EMS service. However, there are some problems with this approach that the Committee identified through study.

- 1) It is not known whether there is interest by private providers in serving Mono County. One way to identify whether such interest exists would be to issue a request for proposals (RFP).
- 2) The economics of EMS in Mono County do not support a for-profit operation without subsidy. The chief factors are that Mono County has a large service area combined with a small population. EMS in Mono County is a high cost, low volume, low reimbursement business.
- 3) We believe that pressure for profitability in the long-term will erode both the standard of care (Advanced Life Support) and the level of service (response time). This is because there are no obvious ways to raise revenues and, therefore, private enterprise will have to substantially cut expenses in order to make a profit. Reimbursements (revenues) are controlled by Medicare, MediCal, and private insurers (regardless of who provides the service). They have established reimbursement rates for ambulance transports irrespective of the cost of providing the service.

Reimbursement rates do not include the cost of establishing, equipping, training, and maintaining the service. The County's reimbursement rate is approximately 25% of the program costs. This gap between revenues and cost is the cause of the system's financial problems. It does not go away with a private contractor and could be a major point of negotiations.

- 4) Other counties have the same problem. They subsidize the operations of their private contractors so that those contractors can make a profit or pay a management fee to the contractor. In some cases, private contractors have come back to the county later, mid contract, and requested increased subsidies because they could not make a profit. For more information on this practice we refer the reader to the reports from Contra Costa County, Alameda County and Santa Clara County in our appendix. Perhaps more compelling than these experiences, is our own. We have already had a default of a private contractor here in Mono County in the 1970s by the American Ambulance Company. . American Ambulance abandoned the contract when they could not make a profit. The committee believes that privatizing our EMS program carries significant risk of unplanned future demands for public subsidies of private profits and of default by the contractor. We must point out that after we have privatized the service, we will no longer have the capacity to take the service back in house without an RFP.
- 5) In 2004, an Exclusive Operating Area (EOA) Plan for Mono County was adopted as authorized by the Emergency Medical Services Act (the EMS Act). This plan grants authority to Mono County EMS to exclusively serve designated regions of the County (essentially everything but the Tri-Valley area). By limiting competition, the EOA Plan limits further erosion of the revenue-raising potential. Normally the granting of such exclusive rights requires a competitive procurement process. However, because Mono County provided these services prior to the enactment the EMS Act, no competitive process was required. If the County decided that an entity other than itself (i.e., a private provider or a different public entity) should provide services in the exclusive areas of Mono County, then a competitive process would be required to select that provider. Thereafter, competitive processes would be required periodically (approximately every ten years). Mono County could not "re-enter" the field without successfully competing in an RFP process. It also means that ICEMA would have the final say over which proposal is accepted -- not Mono County. It is unclear if ICEMA will establish the specifications of future contracts but it is clear that the County will lose some measure of control over EMS in Mono County but will still have to pay the subsidies.

Based on all of these factors, the Committee does not favor privatization of the entire Mono County EMS program. We think we are better off to work with the program we have and change it ourselves. We think there is room for cost control within the current system without compromising the Standard of Care or Quality of Service. Cost control ideas are presented elsewhere in this report. We also want to clarify that our current system includes relationships with other agencies within and outside of Mono County. These relationships could be expanded in the future if circumstances prove advantageous to the County, its residents, and visitors without losing either control of the quality of EMS in Mono County or giving up our capability to provide the service. It should be noted that there could be costs associated with expanding these relationships and those costs would be borne by the EMS budget.

We acknowledge that during the Committee's review of the private option, we were unable to gather any firm details about cost savings or potential service standards for a private EMS provider. We had one presentation from a private business but the feedback we received was very conceptual and lacked any specificity. Additional information could be acquired through further outreach and/or the issuance of a Request for Proposals (RFP).

Based on these findings, the Committee does not support the privatizing of EMS in Mono County.

The Committee also recognized that there are potential benefits to the private model. These include:

- Potential for immediate short term cost savings
- Provider would be self contained with own management and administrative structure

VI. Implementation

One of the guiding objectives given to the Committee was that its recommendations make the EMS system fiscally sustainable. In order to accomplish this, our recommendation includes suggestions in the areas of revenue enhancement, cost cutting / containment, and operational changes.

Going forward, any decisions made, should have a foundation in evidence based analysis and professional / industry best practices. These decisions will also require a “top down” commitment to the continued success of the EMS program.

This commitment should include policy level direction regarding the overall mission of the Paramedic Program including the most appropriate placement within the County organizational structure. It also requires strong management and administration involvement including committing to and establishing a realistic and sustainable budget to fulfill the mission objectives. Another function of strong and proactive leadership will be obtaining the necessary “buy in” from the employees in carrying out potentially new and different assignments.

Develop and execute an implementation plan. The Committee recommends that the plan include:

- A master plan and integrated rolling 5-year strategic plan, including a budget/financial plan, operational/staffing plan and performance management plan
- Fiscal and organizational support for a full-time highly qualified EMS Program Manager/Director
- Provide Program Manager, Deputy Director or Director with adequate compensation, training, authority, Board support and empowerment
- Give more responsibility and duties to Station Captains
- Revised and refined paramedic and EMT job descriptions
- Service levels and budget for commensurate staffing levels, equipment and training
- Annual adjustment of strategic service level goals to strategic projections (e.g., tax revenues, negotiated labor costs, roll-ups, etc.)
- Definition of performance measures and compare to actual performance
- Prudent MOU negotiations
- Assignment of staff, volunteers and/or consultants to complete final program design and implementation

VII. Appendix

A. Presentations

- i. Tom Lynch, CEO – Inland Counties Emergency Medical Authority (ICEMA)
 - 1. [State, Regional, and Local EMS Oversight](#)
 - 2. Overview of EMS Trends
 - ii. Dave Fogerson – Asst. Chief, East Fork Fire & Paramedic Districts
 - 1. [Fire Perspective of Fire/EMS System Integration in Douglas County](#)
 - iii. Dr. Rick Johnson – Medical/Health Operational Area Coordinator
 - 1. [Survey of County EMS Systems w/ Less Than 40,000 Population](#)
 - iv. Ray Ramirez – Asst. Chief, Ontario Fire Department
 - 1. Ground Emergency Medical Transportation/Intergovernmental Transfers Reimbursement
 - v. Bob Rooks – Retired Division Chief, Mammoth Lakes Fire Department
 - 1. [History of Mono County Paramedic Program](#)
 - vi. Judd Symons – Operations Manager, Symons Ambulance
 - 1. Private Perspective of EMS Delivery in Mono County
 - vii. Dan Flynn – EMT, Mono County Paramedic Rescue Association
 - 1. [Association Perspective of EMS Delivery in Mono County](#)
 - viii. Frank Frievalt – Fire Chief, Mammoth Lakes Fire Department
 - 1. [Integrated Operational Response Scenarios](#)
 - b. Professional Literature
 - i. Previous Consultant Reports
 - 1. [1991 – The Abaris Group; Draft II County of Mono EMS/Paramedic Program Business Plan](#)
 - 2. [2012 – Fitch & Associates; EMS Assessment](#)
 - ii. Pertinent articles – various sources
 - 1. [Contra Costa County RFP pdf](#)
 - 2. [Articles describing challenges faced by Alameda and Santa Clara Counties](#)
 - iii. Standards
 - 1. National Fire Protection Association
 - 2. American Ambulance Association
 - 3. American Heart Association
 - iv. Mono County Emergency Medical Care Committee Annual Reports
 - c. Agreements
 - i. [Mono-Inyo-San Bernardino Joint Powers Agreement](#)
 - ii. [Mono County Exclusive Operating Area](#)
 - iii. [Mono County Paramedic Association, Memorandum of Understanding](#)
 - d. Current EMS System and Paramedic Program Review
 - i. Fiscal Analysis
 - 1. Leslie Chapman – Chief Financial Officer
 - 2. Ralph Lockhart – Private Sector Health Professional
 - ii. Legal Analysis
 - 1. Stacey Simon – Mono County Counsel



**OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS**

SPECIAL MEETING AGENDA REQUEST

Print

MEETING DATE February 15, 2017

DEPARTMENT

**ADDITIONAL
DEPARTMENTS**

TIME REQUIRED

**PERSONS
APPEARING
BEFORE THE
BOARD**

SUBJECT Afternoon Session

AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

THE AFTERNOON SESSION WILL RECONVENE NO EARLIER THAN 1:00 P.M.

RECOMMENDED ACTION:

FISCAL IMPACT:

CONTACT NAME:

PHONE/EMAIL: /

SUBMIT THE ORIGINAL DOCUMENT WITH
ATTACHMENTS TO THE OFFICE OF
THE COUNTY ADMINISTRATOR
**PRIOR TO 5:00 P.M. ON THE FRIDAY
32 DAYS PRECEDING THE BOARD MEETING**

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
No Attachments Available

History

Time

Who

Approval



**OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS**

SPECIAL MEETING AGENDA REQUEST

Print

MEETING DATE	February 15, 2017	DEPARTMENT	
ADDITIONAL DEPARTMENTS			
TIME REQUIRED	40 minutes (15 minute presentation; 25 minute discussion)	PERSONS APPEARING BEFORE THE BOARD	Peter Chapman
SUBJECT	Mono County Cemeteries		

AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Presentation by Peter Chapman regarding the Mono County Cemeteries.

RECOMMENDED ACTION:

Receive the presentation and provide any desired direction to staff.

FISCAL IMPACT:

None at this time.

CONTACT NAME: Petere Chapman

PHONE/EMAIL: x5446 / pchapman@mono.c.agov

SUBMIT THE ORIGINAL DOCUMENT WITH ATTACHMENTS TO THE OFFICE OF THE COUNTY ADMINISTRATOR
**PRIOR TO 5:00 P.M. ON THE FRIDAY
32 DAYS PRECEDING THE BOARD MEETING**

SEND COPIES TO:

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Staff Report
<input type="checkbox"/> Presentation

History

Time

Who

Approval

2/10/2017 2:29 PM	County Administrative Office	Yes
2/7/2017 8:54 AM	County Counsel	Yes
2/8/2017 3:40 PM	Finance	Yes



MONO COUNTY

DEPARTMENT OF PUBLIC WORKS

POST OFFICE BOX 457 • 74 NORTH SCHOOL STREET • BRIDGEPORT, CALIFORNIA 93517
760.932.5440 • Fax 760.932.5441 • monopw@mono.ca.gov • www.monocounty.ca.gov

January 10, 2017

To: Honorable Chair and Members of the Board of Supervisors

From: Peter Chapman, Project Manager

Re: Mono County Cemeteries

Recommended Action: Receive the presentation and provide direction to staff.

Fiscal Impact: None.

Background:

Mono County maintains and operates three public cemeteries: the Bridgeport Cemetery, Mono Lake Cemetery and Mount Morrison Cemetery (also known as Southern Mono County Cemetery). On November 6, 2007 reservations at both the Bridgeport and Mono Lake cemeteries were temporarily discontinued. During this temporary restriction on reservations, burials have been approved by the Director of Public Works on a case-by-case basis and in existing, already reserved, family plots.

The cemetery issues have been in discussion over the past years. The Board of Supervisors, Mono Basin Regional Planning Advisory Committee, Bridgeport Regional Planning Advisory Committee and other interested citizens have participated in the discussion the result of which has contributed to a draft Cemetery Ordinance. The current Cemetery Ordinance, Chapter 7.32 of the Mono County Code, was adopted in 1964 and provides minimal regulation.

The Bridgeport and Mono Lake cemeteries have not required fees for reserving a plot. Resolution 88-41 was approved by the Board of Supervisors on June 7, 1988 for the Mount Morrison Cemetery. The fee established at that time was \$456 per five foot by ten foot plot, which includes a \$56 fee for endowment care. To date no other resolutions or updates have been implemented for the public cemeteries.

Ground penetrating radar (GPR) analysis, mapping and road construction have been major capital improvements for the cemeteries since 2012. An outreach effort was conducted to verify plot ownership and contact information. Public Works records have been updated and improved to the best extent possible given the historic nature of the cemeteries. This work will contribute to the next steps of creating a functional, permanent layout integrated with the existing plots for both Bridgeport and Mono Lake Cemeteries.

The presentation in this agenda item includes a vision for how to improve the functioning of the cemeteries and the service they provide. A discussion of the draft ordinance, the current processes for

burials and an analysis of cemetery plot fees is included. Comment and support for how to prioritize the next steps is requested.

Attachments:

1. Mono County Cemeteries Power Point Presentation in PDF

If you have any questions regarding this item please contact Peter Chapman at 760-932-5446, or pchapman@mono.ca.gov.

Respectfully submitted,

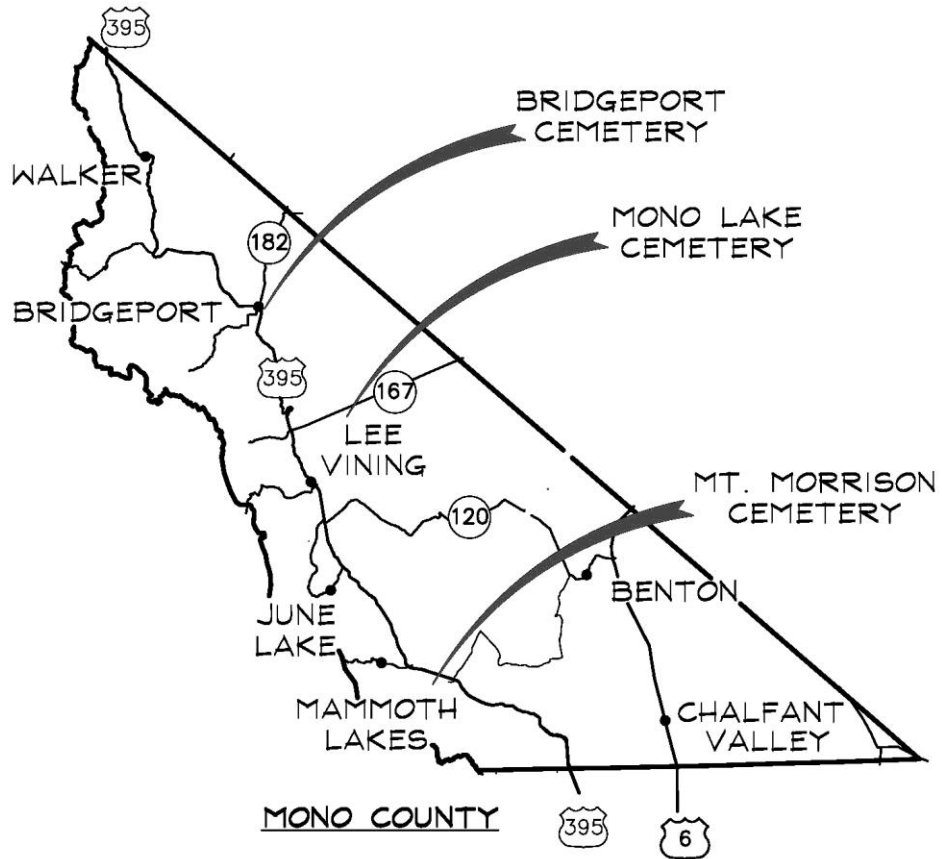
A handwritten signature in black ink that reads "Peter Chapman". The signature is written in a cursive, flowing style.

Peter Chapman, Project Manager

Mono County Cemeteries

Presentation Outline

- ▶ Information on the current status of the cemeteries and the draft ordinance
- ▶ Identify challenges and solutions
- ▶ Discuss plot fees
- ▶ Prioritize next steps



LOCATION SKETCH
MONO COUNTY CEMETERIES

- ▶ Currently not accepting reservations (since 2007)
- ▶ GPR mapping has been done (unmarked graves located)
- ▶ Maps for Bridgeport and Mono Lake are mostly consolidated
- ▶ Draft Ordinance is 90% complete

Draft Ordinance

Developed through community engagement: BOS, RPACs and interested citizens

- ▶ Department of Public Works will manage cemeteries
- ▶ Historical plots are already claimed
- ▶ A fee structure is appropriate
- ▶ The fee structure different for residents and non-residents
- ▶ Permanent markers and mapping is needed
- ▶ Headstones are required

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ORDINANCE NO. ORD16-__
AN ORDINANCE OF THE MONO COUNTY
BOARD OF SUPERVISORS REVISING CHAPTER 7.32 OF THE MONO COUNTY
CODE TO REGULATE PUBLIC CEMETERIES IN MONO COUNTY.

WHEREAS, There are three public cemeteries, within the meaning of California Health and Safety Code Section 8131, located within Mono County: (1) The Southern Mono County/Mt. Morrison Cemetery, (2) the Bridgeport Cemetery, and (3) the Mono Lake Cemetery;

WHEREAS, The Mono County Board of Supervisors has the authority to enact ordinances regulating public cemeteries pursuant to Health and Safety Code Section 8115; and

WHEREAS, Chapter 7.32 of the Mono County Code, as currently existing, requires amendment to the code in order to comply with revisions to State law that have been made since the Chapter was adopted in 1964; and

WHEREAS, Mono County desires to amend Chapter 7.32 in order to comply with State law, while also providing for the orderly and respectful internment and burial processes appropriate to the County as a whole and specific to the currently existing County public cemeteries; and

WHEREAS, Mono County desires to maintain the quality and historical nature of the existing Mono County public cemeteries to the extent permitted by law.

NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF MONO ORDAINS that:

SECTION ONE: Chapter 7.32 of the Mono County Code is amended in its entirety to read as follows:

“SECTION 7.32.010 Definitions

- (A) Unless otherwise defined below, the definitions set forth in Section 7000 *et seq.* of the California Health and Safety Code shall be applicable to this Chapter unless otherwise defined by this Chapter.

SECTION 7.32.040

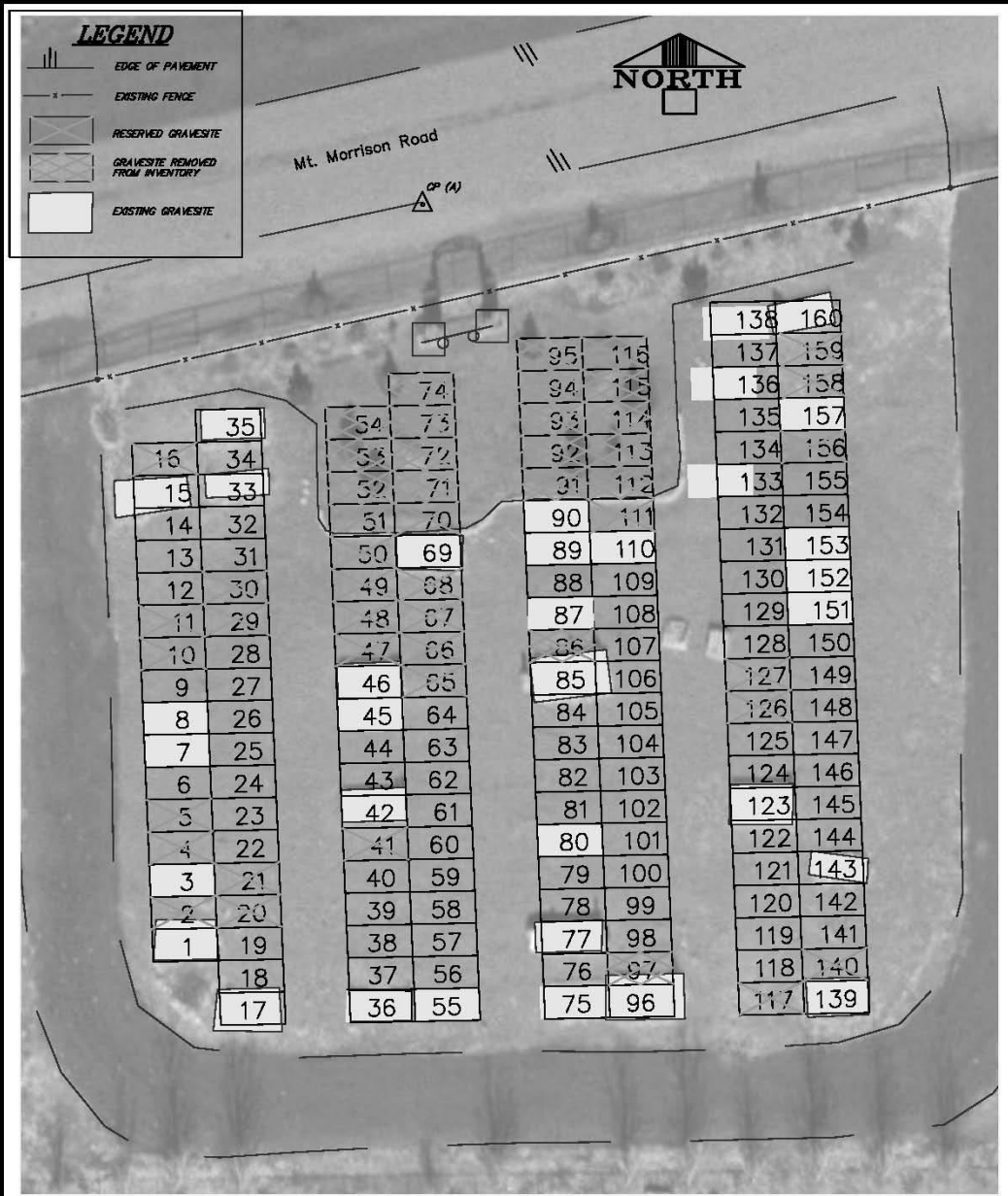
Mapping and Plotting Requirements

The Department of Public Works shall complete a program to map the entirety of each Mono County public cemetery. Each map shall divide each cemetery into a series of predetermined rows, and shall divide the rows by access lanes of predetermined size(s) in order to permit the reasonably necessary operating equipment to access the sites. Each row shall contain a series of plots, and all newly mapped plots not already utilized shall be of a predetermined size. Each map shall depict the actual plot boundaries of existing, utilized sites ("historical plots") that are larger than the predetermined size of plots not already utilized. Each map shall designate whether a vault is required to be installed at a plot site due to existing soil conditions. Each plot shall be numbered and registered with the Department of Public Works. These maps shall be modified from time to time as required due to changing conditions.

SECTION 7.32.040

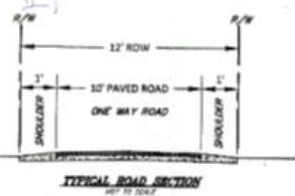
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Mt. Morrison Cemetery

CEMETERY ROAD

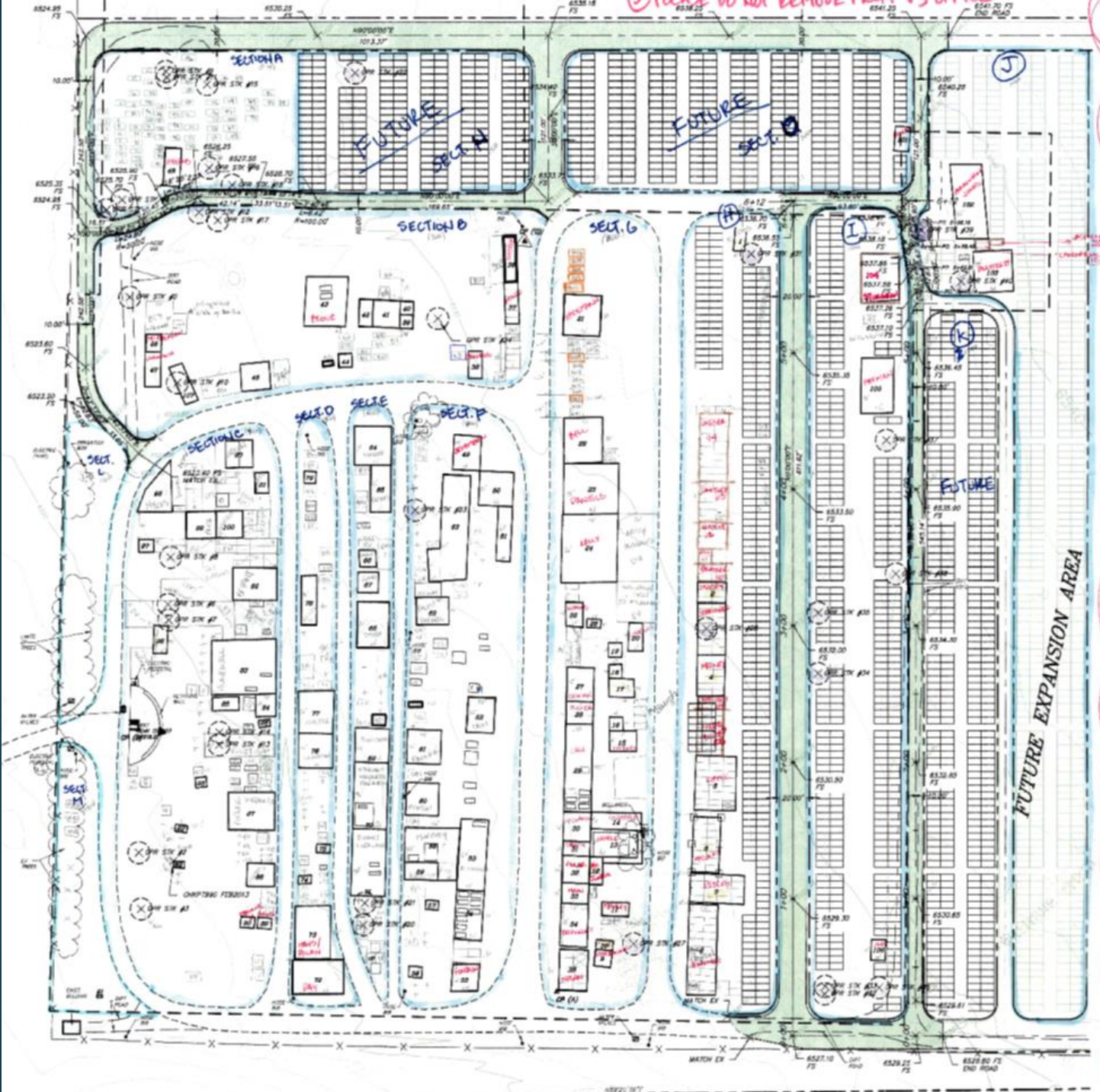


Mono Lake Cemetery

DRAWN BY EDWARD



Bridgeport Cemetery



SECTION 7.32.060

Monument and Headstone Policy

All plots must have a permanent monument or headstone to identify any interments buried within the plot within six (6) months of interment or plot reservation. All monuments and headstones must be constructed from durable, weather resistant materials. The cost of installing and maintaining any such monument or headstone is the responsibility of the plot representative. A fee shall be charged to the plot representative for the removal of a monument or headstone that is not in compliance with this section.

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SECTION 7.32.080

Fees and Establishment of Maintenance Fund

All fees, including, but not limited to, plot reservation fees, interment fees, disinterment/excavation fees, headstone removal fees, and plot boundary marking removal fees shall be established pursuant to a resolution of the Board of Supervisors. Said fees shall be collected to offset the administration expenses incurred in the administration and management of the cemeteries. Said resolution may be reviewed on a periodic basis as needed.

Due to the costs incurred by the County in administering the public cemeteries, the varying contribution made by residents, tax payers, and non-residents of the County toward said costs, and the limitation on the number of available plots, said resolution shall be structured to impose fees for newly reserved plots specific to reservations for (1) Mono county residents and (2) Non-county residents who pay no Mono County property taxes.

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SECTION 7.32.090

Record Keeping Requirements

The Department of Public Works shall keep a record of all remains interred or cremated and of the interment remains on the premises, in each case stating the name of each deceased person, place of death, date of interment, and name and address of the funeral director, if any.

Said records shall be created and centrally maintained by the Department of Public Works and made reasonably available for public inspection.

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Said records shall be created and centrally maintained by the Department of Public Works and made reasonably available for public inspection.

SECTION 7.32.100

Interment & Disinterment Procedure

Plot Opening and Closing:

Prior to opening and closing a plot, the plot holder must notify the Department of Public Works in writing of such intent and obtain approval from the Department of Public Works.

It is the responsibility of the plot representative to arrange and pay for plot opening and closing. All arrangements for the opening and closing of plots are to be made through a county approved licensed contractor or an operator that has demonstrated the necessary skills required to open and close gravesites in Mono County.

Unless the work is performed by the County, no opening and closing of a plot shall be permitted unless and until the plot holder and person or entity performing the work agree in writing to indemnify, defend, and hold harmless the County from and against any and all claims arising out of or related to said opening and closing of the plot.

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Purpose of Cemeteries

- ▶ To honor loved ones
- ▶ Provide a history of the area
- ▶ For the health of the community

Plot Confirmation and Burial Process

FIND THE PLOT

Reserved Plot

- ▶ Excel internment records
 - ▶ Maps
 - ▶ Conveyances
 - ▶ Staff knowledge
- Old
- New

Issue a New Plot

- ▶ Locate an unoccupied and unreserved plot

Digital

Paper

PAPERWORK

- ▶ Plot Conveyance form
- ▶ Internment Authorization form
- ▶ Headstone Authorization form
- ▶ Death Certificate
- ▶ Request DOHR permit for Health Department
- ▶ Scan and give enlarged portion of the map

OPEN & CLOSE

- ▶ List of digging contractors
- ▶ Family can dig for inurnments
- ▶ County staff marks plot with paint
- ▶ Scheduling: family – mortuary - contractor - county

FOLLOW UP

- ▶ Inspect compaction
- ▶ Headstone placed
- ▶ Pictures for records

Challenges

Multiplicity in Record Keeping

Spreadsheets
Maps
Paper Files
Digital Files

Fee Structure,
Plot Opening & Closing,
Headstones

Cemetery Layout,
Mapping and Marking

DATABASE

Multiplicity in Record Keeping

Spreadsheet

Map

Paper Files

Digital Files

Challenges

Fee Structure
Plot Opening & Closing
Headstones

Cemetery Layout
Map and Mark

DATABASE

Multiplicity in Record Keeping

Spreadsheet

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Paper Files

Digital Files

Challenges

SURVEY

Fee Structure
Plot Opening & Closing
Headstones

Cemetery Layout
Mull and Mark



Challenges

DATABASE

Multiplicity in Record Keeping

Spreadsheet

Map

Paper Files

Digital Files

POLICY

Fee Structure

Plot Opening & Closing

Leases

SURVEY

Geometry Layout

Multi and Mark



GIS DATABASE

Proof of Concept

SURVEY

Plot Marker Example

POLICY

- ▶ Create a fee structure for cemetery plots
- ▶ County staff available to open and close sites
- ▶ Require a headstone deposit

Cemetery layout, installing markers and building the GIS database will take time.

4 years?

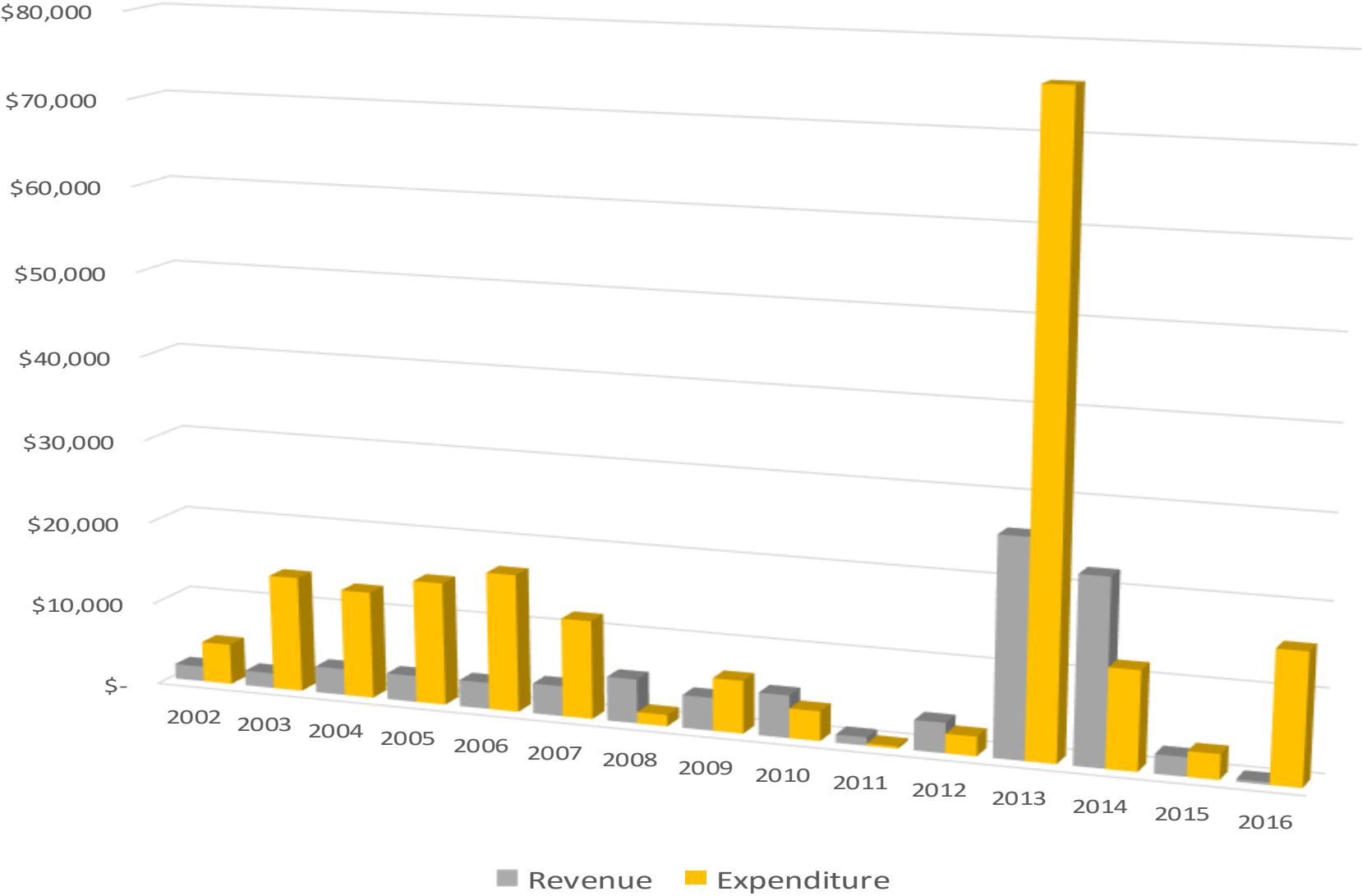


Mt. Morrison
Mono Lake
Bridgeport

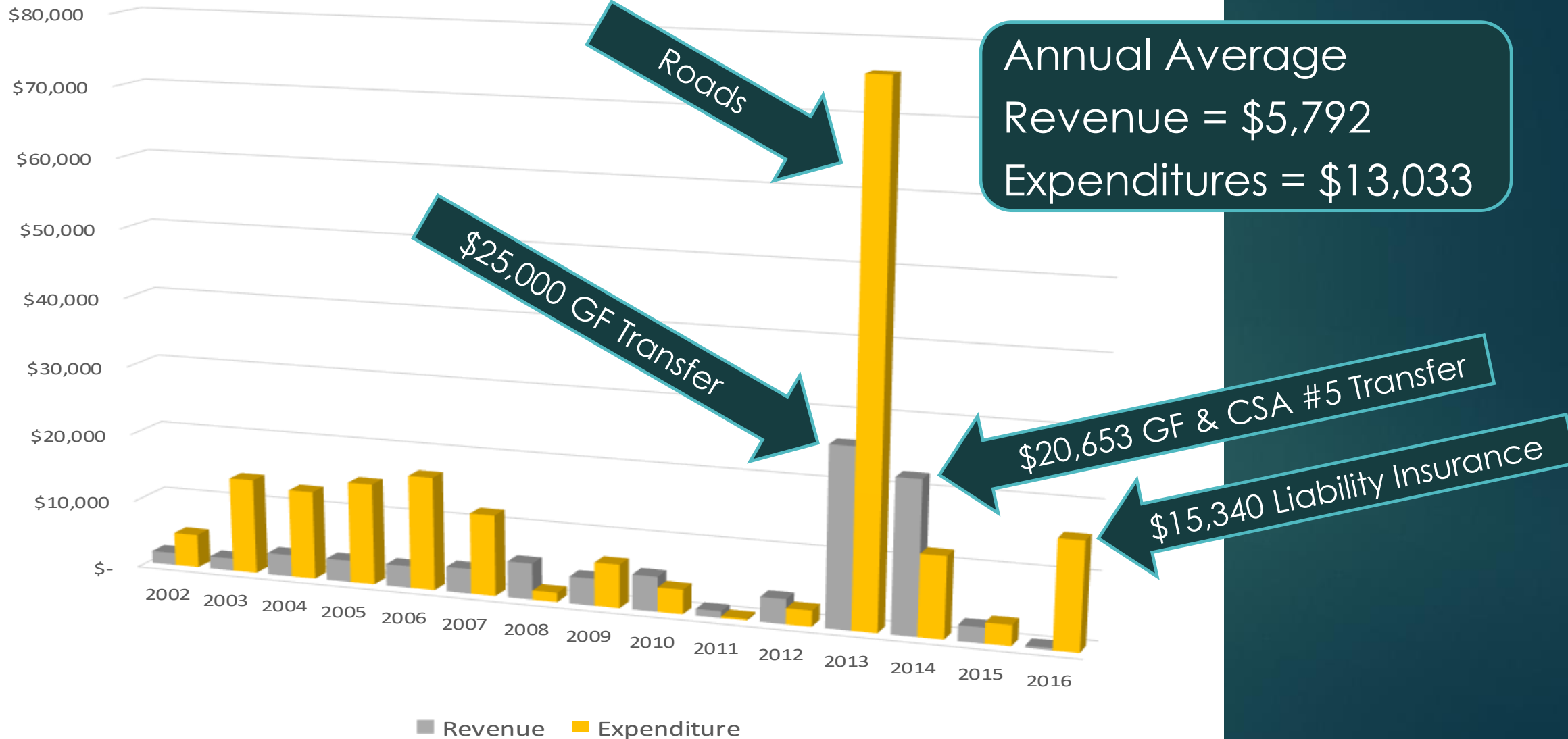
Plot Fee Analysis

- ▶ Revenue and Expenditures
- ▶ Comparison Study

Revenue and Expenditures



Revenue and Expenditures



Comparison Study: Small County Cemetery Operations

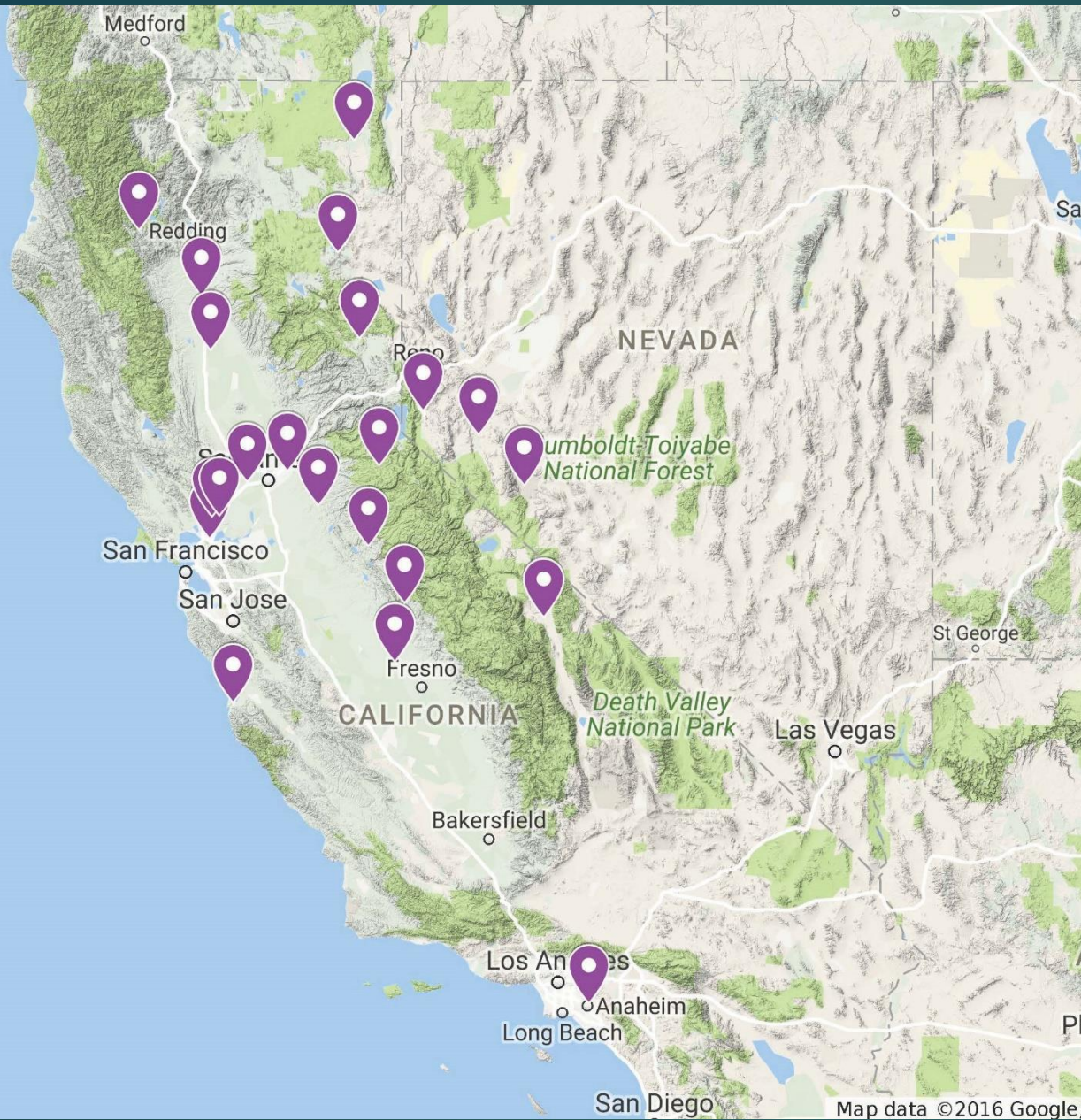
County	Population	Direct Operation	Notes
Alpine	1,110	No	
Sierra	2,967	No	Districts #3 and #5.
Modoc	8,965	No	Alturas Cemetery District.
Trinity	13,069	Yes	
Mono	13,909	Yes	
Mariposa	17,531	Yes	Must be county resident. No fee. No reservations.
Inyo	18,260	No	Pioneer Cemetery District.
Plumas	18,409	No	Districts.
Colusa	21,482	No	Colusa Cemetery District.
Del Norte	27,254	No	Various cemeteries managed through non-profits, churches or special districts.
Glenn	28,017	No	6 public cemetery districts. Residents have access to cemetery within their district.
Lassen	31,345	Yes	
Amador	37,001	No	Township Number 2 Public Cemetery District (TN2PCD)

Comparison Study: Small County Cemetery Operations

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Name	Location	Type	Resident	Non-Resident	Difference	Open & Close	Weekend / Holiday	
							Charges	Vault
Benicia City Cemetery (Lawn Area)	Benicia, CA	City	\$ 1,575	\$ 1,575	\$ -	\$ 586	\$ 420	\$ 630
Benicia City Cemetery (Older Section)	Benicia, CA	City	\$ 300	\$ 300	\$ -	\$ 586	\$ -	\$ 630
Cemetery El Encinal	Monterey, CA	City	\$ 3,250	\$ 3,250	\$ -	\$ 690	\$ -	\$ -
Lone Mountain Cemetery	Carson City, NV	City	\$ 705	\$ 705	\$ -	\$ 665	\$ 510	\$ -
Mountain Shadow Cemetery	Sonora, CA	City	\$ 350	\$ 650	\$ 300	\$ -	\$ -	\$ -
Anaheim Cemetery	Orange County, CA	County	\$ 2,340	\$ 2,740	\$ 400	\$ 700	\$ -	\$ 410
El Dorado County Cemeteries	El Dorado County, CA	County	\$ 1,100	\$ 1,500	\$ 400	\$ 950	\$ 275	\$ -
Lassen County Cemeteries	Lassen, County	County	\$ 1,000	\$ 1,000	\$ -	\$ 575	\$ 250	\$ -
Lyon County Cemetery	Yerington, NV	County	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -
Mariposa County Cemeteries	Mariposa, CA	County	\$ -	n/a	\$ -	\$ -	\$ -	\$ -
Mineral County Cemetery	Hawthorne, NV	County	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -
Trinity County Cemeteries	Weaverville, CA	County	\$ 1,316	\$ 1,446	\$ 130	\$ -	\$ -	\$ -
Alturas Cemetery District	Modoc County, CA	District	\$ 650	\$ 1,050	\$ 400	\$ 400	\$ -	\$ -
Davis Cemetery District	Davis, CA	District	\$ 1,600	\$ 2,350	\$ 750	\$ 1,200	\$ 650	\$ 1,030
Fair Oaks Cemetery District	Fair Oaks, CA	District	\$ 2,500	\$ 3,700	\$ 1,200	\$ 1,050	\$ 800	\$ 648
lone Public Cemetery	Amador, County	District	\$ 975	\$ 1,121	\$ 146	\$ -	\$ -	\$ -
Madera Cemetery District	Madera, CA	District	\$ 768	\$ 1,224	\$ 456	\$ 590	\$ -	\$ 739
Orland Cemetery District	Glenn County, CA	District	\$ 1,150	\$ 1,900	\$ 750	\$ 500	\$ -	\$ 645
Pioneer Cemetery District	Bishop, CA	District	\$ 950	\$ 1,200	\$ 250	\$ 700	\$ -	\$ 707
Portola Cemetery District	Plumas County, CA	District	\$ 585	\$ 785	\$ 200	\$ 450	\$ -	\$ -
Red Bluff Cemetery District	Red Bluff, CA	District	\$ 785	\$ 1,185	\$ 400	\$ 345	\$ -	\$ 935
Rockville Cemetery	Fairfield, CA	District	\$ 2,000	\$ 2,750	\$ 750	\$ 500	\$ -	\$ 445
Suisun-Fairfield Cemetery	Fairfield, CA	District	\$ 1,500	\$ 2,250	\$ 750	\$ 500	\$ -	\$ 445
		Average	\$ 1,137	\$ 1,520	\$ 485	\$ 646	\$ 484	\$ 660
		City	\$ 1,236	\$ 1,296	\$ 60	\$ 632	\$ 465	\$ 630
		County	\$ 929	\$ 1,239	\$ 310	\$ 742	\$ 263	\$ 410
		District	\$ 1,224	\$ 1,774	\$ 550	\$ 624	\$ 725	\$ 699

Plot Fee Comparison Study



Plot Fee Comparison Study

Name	Location	Type	Resident	Non-Resident	Difference	Open & Close	Weekend / Holiday	
							Charges	Vault
Benicia City Cemetery (Lawn Area)	Benicia, CA	City	\$ 1,575	\$ 1,575	\$ -	\$ 586	\$ 420	\$ 630
Benicia City Cemetery (Older Section)	Benicia, CA	City	\$ 300	\$ 300	\$ -	\$ 586	\$ -	\$ 630
Cemetery El Encinal	Monterey, CA	City	\$ 3,250	\$ 3,250	\$ -	\$ 690	\$ -	\$ -
Lone Mountain Cemetery	Carson City, NV	City	\$ 705	\$ 705	\$ -	\$ 665	\$ 510	\$ -
Mountain Shadow Cemetery	Sonora, CA	City	\$ 350	\$ 650	\$ 300	\$ -	\$ -	\$ -
Anaheim Cemetery	Orange County, CA	County	\$ 2,340	\$ 2,740	\$ 400	\$ 700	\$ -	\$ 410
El Dorado County Cemeteries	El Dorado County, CA	County	\$ 1,100	\$ 1,500	\$ 400	\$ 950	\$ 275	\$ -
Lassen County Cemeteries	Lassen, County	County	\$ 1,000	\$ 1,000	\$ -	\$ 575	\$ 250	\$ -
Lyon County Cemetery	Yerington, NV	County	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -
Mariposa County Cemeteries	Mariposa, CA	County	\$ -	n/a	\$ -	\$ -	\$ -	\$ -
Mineral County Cemetery	Hawthorne, NV	County	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -
Trinity County Cemeteries	Weaverville, CA	County	\$ 1,316	\$ 1,446	\$ 130	\$ -	\$ -	\$ -
Alturas Cemetery District	Modoc County, CA	District	\$ 650	\$ 1,050	\$ 400	\$ 400	\$ -	\$ -
Davis Cemetery District	Davis, CA	District	\$ 1,600	\$ 2,350	\$ 750	\$ 1,200	\$ 650	\$ 1,030
Fair Oaks Cemetery District	Fair Oaks, CA	District	\$ 2,500	\$ 3,700	\$ 1,200	\$ 1,050	\$ 800	\$ 648
lone Public Cemetery	Amador, County	District	\$ 975	\$ 1,121	\$ 146	\$ -	\$ -	\$ -
Madera Cemetery District	Madera, CA	District	\$ 768	\$ 1,224	\$ 456	\$ 590	\$ -	\$ 739
Orland Cemetery District	Glenn County, CA	District	\$ 1,150	\$ 1,900	\$ 750	\$ 500	\$ -	\$ 645
Pioneer Cemetery District	Bishop, CA	District	\$ 950	\$ 1,200	\$ 250	\$ 700	\$ -	\$ 707
Portola Cemetery District	Plumas County, CA	District	\$ 585	\$ 785	\$ 200	\$ 450	\$ -	\$ -
Red Bluff Cemetery District	Red Bluff, CA	District	\$ 785	\$ 1,185	\$ 400	\$ 345	\$ -	\$ 935
Rockville Cemetery	Fairfield, CA	District	\$ 2,000	\$ 2,750	\$ 750	\$ 500	\$ -	\$ 445
Suisun-Fairfield Cemetery	Fairfield, CA	District	\$ 1,500	\$ 2,250	\$ 750	\$ 500	\$ -	\$ 445
		Average	\$ 1,137	\$ 1,520	\$ 485	\$ 646	\$ 484	\$ 660
		City	\$ 1,236	\$ 1,296	\$ 60	\$ 632	\$ 465	\$ 630
		County	\$ 929	\$ 1,239	\$ 310	\$ 742	\$ 263	\$ 410
		District	\$ 1,224	\$ 1,774	\$ 550	\$ 624	\$ 725	\$ 699

Small Counties

Name	Location	Type	Resident	Non-Resident	Difference	Open & Close	Weekend / Holiday	
							Charges	Vault
Benicia City Cemetery (Lawn Area)	Benicia, CA	City	\$ 1,575	\$ 1,575	\$ -	\$ 586	\$ 420	\$ 630
Benicia City Cemetery (Older Section)	Benicia, CA	City	\$ 300	\$ 300	\$ -	\$ 586	\$ -	\$ 630
Cemetery El Encinal	Monterey, CA	City	\$ 3,250	\$ 3,250	\$ -	\$ 690	\$ -	\$ -
Lone Mountain Cemetery	Carson City, NV	City	\$ 705	\$ 705	\$ -	\$ 665	\$ 510	\$ -
Mountain Shadow Cemetery	Sonora, CA	City	\$ 350	\$ 650	\$ 300	\$ -	\$ -	\$ -
Anaheim Cemetery	Orange County, CA	County	\$ 2,340	\$ 2,740	\$ 400	\$ 700	\$ -	\$ 410
El Dorado County Cemeteries	El Dorado County, CA	County	\$ 1,100	\$ 1,500	\$ 400	\$ 950	\$ 275	\$ -
Lassen County Cemeteries	Lassen, County	County	\$ 1,000	\$ 1,000	\$ -	\$ 575	\$ 250	\$ -
Lyon County Cemetery	Yerington, NV	County	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -
Mariposa County Cemeteries	Mariposa, CA	County	\$ -	n/a	\$ -	\$ -	\$ -	\$ -
Mineral County Cemetery	Hawthorne, NV	County	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -
Trinity County Cemeteries	Weaverville, CA	County	\$ 1,316	\$ 1,446	\$ 130	\$ -	\$ -	\$ -
Alturas Cemetery District	Modoc County, CA	District	\$ 650	\$ 1,050	\$ 400	\$ 400	\$ -	\$ -
Davis Cemetery District	Davis, CA	District	\$ 1,600	\$ 2,350	\$ 750	\$ 1,200	\$ 650	\$ 1,030
Fair Oaks Cemetery District	Fair Oaks, CA	District	\$ 2,500	\$ 3,700	\$ 1,200	\$ 1,050	\$ 800	\$ 648
lone Public Cemetery	Amador, County	District	\$ 975	\$ 1,121	\$ 146	\$ -	\$ -	\$ -
Madera Cemetery District	Madera, CA	District	\$ 768	\$ 1,224	\$ 456	\$ 590	\$ -	\$ 739
Orland Cemetery District	Glenn County, CA	District	\$ 1,150	\$ 1,900	\$ 750	\$ 500	\$ -	\$ 645
Pioneer Cemetery District	Bishop, CA	District	\$ 950	\$ 1,200	\$ 250	\$ 700	\$ -	\$ 707
Portola Cemetery District	Plumas County, CA	District	\$ 585	\$ 785	\$ 200	\$ 450	\$ -	\$ -
Red Bluff Cemetery District	Red Bluff, CA	District	\$ 785	\$ 1,185	\$ 400	\$ 345	\$ -	\$ 935
Rockville Cemetery	Fairfield, CA	District	\$ 2,000	\$ 2,750	\$ 750	\$ 500	\$ -	\$ 445
Suisun-Fairfield Cemetery	Fairfield, CA	District	\$ 1,500	\$ 2,250	\$ 750	\$ 500	\$ -	\$ 445
		Average	\$ 1,137	\$ 1,520	\$ 485	\$ 646	\$ 484	\$ 660
		City	\$ 1,236	\$ 1,296	\$ 60	\$ 632	\$ 465	\$ 630
		County	\$ 929	\$ 1,239	\$ 310	\$ 742	\$ 263	\$ 410
		District	\$ 1,224	\$ 1,774	\$ 550	\$ 624	\$ 725	\$ 699

Nearby Cemeteries

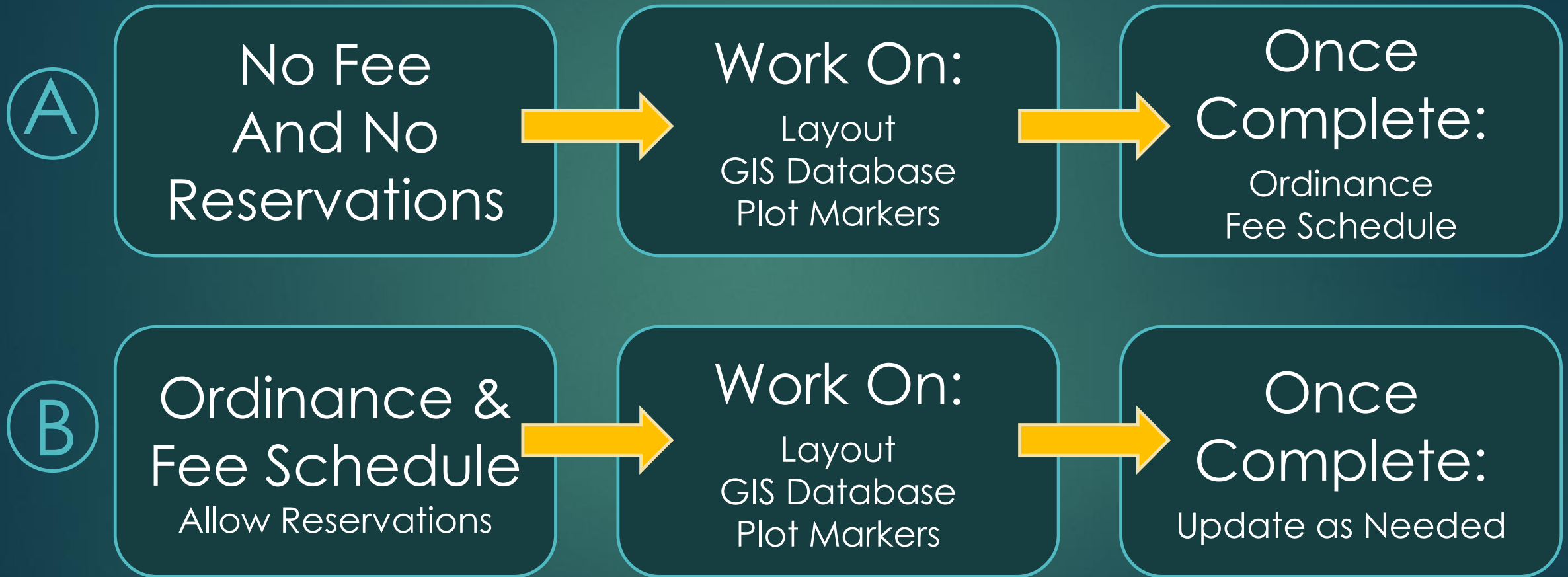
Name	Location	Type	Resident	Non-Resident	Difference	Open & Close	Weekend / Holiday	
							Charges	Vault
Benicia City Cemetery (Lawn Area)	Benicia, CA	City	\$ 1,575	\$ 1,575	\$ -	\$ 586	\$ 420	\$ 630
Benicia City Cemetery (Older Section)	Benicia, CA	City	\$ 300	\$ 300	\$ -	\$ 586	\$ -	\$ 630
Cemetery El Encinal	Monterey, CA	City	\$ 3,250	\$ 3,250	\$ -	\$ 690	\$ -	\$ -
Lone Mountain Cemetery	Carson City, NV	City	\$ 705	\$ 705	\$ -	\$ 665	\$ 510	\$ -
Mountain Shadow Cemetery	Sonora, CA	City	\$ 350	\$ 650	\$ 300	\$ -	\$ -	\$ -
Anaheim Cemetery	Orange County, CA	County	\$ 2,340	\$ 2,740	\$ 400	\$ 700	\$ -	\$ 410
El Dorado County Cemeteries	El Dorado County, CA	County	\$ 1,100	\$ 1,500	\$ 400	\$ 950	\$ 275	\$ -
Lassen County Cemeteries	Lassen, County	County	\$ 1,000	\$ 1,000	\$ -	\$ 575	\$ 250	\$ -
Lyon County Cemetery	Yerington, NV	County	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -
Mariposa County Cemeteries	Mariposa, CA	County	\$ -	n/a	\$ -	\$ -	\$ -	\$ -
Mineral County Cemetery	Hawthorne, NV	County	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -
Trinity County Cemeteries	Weaverville, CA	County	\$ 1,316	\$ 1,446	\$ 130	\$ -	\$ -	\$ -
Alturas Cemetery District	Modoc County, CA	District	\$ 650	\$ 1,050	\$ 400	\$ 400	\$ -	\$ -
Davis Cemetery District	Davis, CA	District	\$ 1,600	\$ 2,350	\$ 750	\$ 1,200	\$ 650	\$ 1,030
Fair Oaks Cemetery District	Fair Oaks, CA	District	\$ 2,500	\$ 3,700	\$ 1,200	\$ 1,050	\$ 800	\$ 648
lone Public Cemetery	Amador, County	District	\$ 975	\$ 1,121	\$ 146	\$ -	\$ -	\$ -
Madera Cemetery District	Madera, CA	District	\$ 768	\$ 1,224	\$ 456	\$ 590	\$ -	\$ 739
Orland Cemetery District	Glenn County, CA	District	\$ 1,150	\$ 1,900	\$ 750	\$ 500	\$ -	\$ 645
Pioneer Cemetery District	Bishop, CA	District	\$ 950	\$ 1,200	\$ 250	\$ 700	\$ -	\$ 707
Portola Cemetery District	Plumas County, CA	District	\$ 585	\$ 785	\$ 200	\$ 450	\$ -	\$ -
Red Bluff Cemetery District	Red Bluff, CA	District	\$ 785	\$ 1,185	\$ 400	\$ 345	\$ -	\$ 935
Rockville Cemetery	Fairfield, CA	District	\$ 2,000	\$ 2,750	\$ 750	\$ 500	\$ -	\$ 445
Suisun-Fairfield Cemetery	Fairfield, CA	District	\$ 1,500	\$ 2,250	\$ 750	\$ 500	\$ -	\$ 445
		Average	\$ 1,137	\$ 1,520	\$ 485	\$ 646	\$ 484	\$ 660
		City	\$ 1,236	\$ 1,296	\$ 60	\$ 632	\$ 465	\$ 630
		County	\$ 929	\$ 1,239	\$ 310	\$ 742	\$ 263	\$ 410
		District	\$ 1,224	\$ 1,774	\$ 550	\$ 624	\$ 725	\$ 699

Averages

Proposed Fees (Informal)

Historic Plots:	\$ 0
Plot Fee Resident:	\$ 700
Plot Fee Non-Resident:	\$ 1,200
Plot Fee Veteran:	\$ 0
Open & Close:	\$ 750
Weekend or Holiday:	\$ 500
Disinterment:	\$ 1,000
Headstone Deposit:	\$ 300

What is the Correct Order of Operations?



Questions
&
Comments