



TODD HARMS
Fire Chief

Sacramento Metropolitan Fire District

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ACTION SUMMARY MINUTES – SPECIAL MEETING

BOARD OF DIRECTORS SACRAMENTO METROPOLITAN FIRE DISTRICT THURSDAY, MAY 24, 2018 – 5:30 P.M. 10545 Armstrong Avenue – Board Room Mather, California

CALL TO ORDER

The meeting was called to order at 5:32 p.m. by President Barnes. Board members present: Barnes, Goold, Jones, Kelly, Orzalli, Sheetz and Wood. Board members absent: Clark and Gayle. Staff present: Chief Harms, Board Clerk Penilla, Executive Staff and various Command Staff.

PLEDGE TO FLAG

PUBLIC COMMENT: None

Director Barnes announced Closed Session Item # 1 has been removed from the agenda.

CLOSED SESSION

- CONFERENCE WITH LEGAL COUNSEL – PENDING LITIGATION**
Pursuant to California Government Code Section 54956.9 (a) – One (1) case
Tracey Valentine v. SMFD – Case No. 2:17-CV-00827-KJM-EFB
Action: This item was removed from the agenda, the Board did not recess to Closed Session, and no discussion took place.

Director Clark arrived at 5:34 PM.

PRESENTATION ITEM:

- Annual Board Workshop**

The workshop facilitator, Deputy Chief Shannon, welcomed Board Members and Chief Harms. DC Shannon briefly went over the agenda for the evening and what is expected from this workshop. It is important to mention that staff has met, or will continue to pursue, the Board Strategies outlined in the current Strategic Plan. Chief Harms, along with Executive Staff, would like to close out 2018 with the current plan, and in 2019 begin developing a new Strategic Plan. This will be Chief Harms' first opportunity to assist with the development of a Strategic Plan for Metro Fire, as the current plan was already adopted prior to his appointment as Chief.

Introduction and Mission Driven Culture – Chief Harms

Chief Harms reiterates that he would like to have a new strategic plan moving forward, as this was one he inherited.

To give a brief overview, when Chief Harms first arrived in 2017, he asked all personnel four questions: What's going good? What are the struggles? What are the future challenges? And who are the future leaders? Since then Chief Harms and Executive Staff have worked as a team to address the responses, with this year's number one priority being service delivery.

To strengthen service delivery there have been several areas of focus. Training, this division has been realigned for staff, including Day Captains and Battalion Chiefs, and the training calendar has been adjusted to a manageable level. Additionally, Mission Centered Solutions was introduced to Metro Fire. Their goal is to address areas of culture and leadership, and align the leadership philosophy to give direction to our future and culture. Communication has also been an area of focus, Chief Harms has met with all personnel two times through Fire Chief's Forums. The area of communication is also strengthened by having a labor representative on day staff.

Chief Harms touched on a few areas that have strengthened Metro Fire operationally. The development of EMS 20/20 has allowed us to critique ourselves related to service delivery, and assess call volumes while looking at areas including dispatch, flex medics, ISRM's, and wall-time. We have looked to strengthen our members through the Professional Development Program (PDP), academies for new Engineers and Battalion Chiefs, and outside programs such as L580 in Gettysburg, Don Abbott Project Mayday, and speaker Gordon Graham.

Lastly, we have invested in the sustainability of our members by encouraging participation in physicals, health and wellness, and focusing on mental health through the peer support program.

5-Year Financial Update and Economic Forecast – CFO Amanda Thomas and Economic Development Manager Jeff Frye

CFO Amanda Thomas opened the Financial Forecast by reminding everyone this information is based on assumptions and trends. While we know some of what will happen in the future, we are not able to predict everything, which is why this forecast should be used as a tool for financial planning. With that said, the Preliminary Budget for fiscal year 2018/19 will be presented to the Board on June 14, 2018.

The key forecast assumptions include a 5% increase in property taxes for 18/19 and followed by 4% annually, a 5% increase in medic cost recovery for 18/19 and followed by 2% annually, no future salary increases based on the current contracts, increase in benefits according to the PERS actuarial, \$4 million per year for capital outlay with 90% financed over five years, and 2% of annual growth.

Amanda also identified challenges including escalating payments for retirement benefit costs, equipment replacement and facility maintenance, and the uncertainty surrounding the IGT Program.

Economic Development Manager Jeff Frye shared the four phases of the real estate management plan, including acquisitions, construction, property management, and disposition. During the acquisition phase Metro Fire strategically locates assets to meet the District's response goals. Jeff currently utilized two software programs to complete the analysis and is hoping to work with Operations to add other components to finalize the analysis. Currently, Metro Fire is watching growth and real estate projects to best pinpoint when and where to build the next fire station. Anticipated future station concerns include the relocation of Station 68, Station 50, and Station 3.

During the construction phase the objective is to design and construct a facility that will provide the maximum utility to Metro Fire and the community for decades to come. As mentioned above, taking into account the growth and real estate projects in the area, the relocation of Station 68 is planned to take place in the next two years.

In the property management phase, or facilities maintenance phase, the objective is to protect the District's investments and ensure functional utility through apt administration and facility maintenance. The facility condition assessment, which was just approved by the Board, will give us a 20-year plan to maintain District owned property.

The objective in the final phase, which is transition and disposition, is to determine whether a facility should be renovated, replaced, or relocated at the end of their useful lives.

Strategy 1 – Presented by Jeff Frye and Assistant Chief Johnson

We have clear policy criteria surrounding consolidation in the region.

Jeff and AC Johnson shared the importance of having a clear process, rather than policy, on consolidation in the region. Metro Fire needs to consistently engage regional partners to identify opportunities to consolidate. A few ways to do this include laying foundations early and often, building and maintaining relationships, being visible, listening, and being heard.

A few examples of Metro Fire engaging in this include, the recent EMS Agreement with the airport, conversations during Cap-to-Cap regarding replacement stations, and building relationships in Placer County by making it known that Metro Fire serves a portion of Placer County. A final thought on the opportunity to consolidate was the risk management component, Metro Fire must identify all risks and mitigating factors including the true cost of consolidation, and confirming the revenue will carry us through the next several years.

Strategy 2 – Presented by Deputy Chief Bridge

Board clearly understands response times and trends.

DC Bridge shared the new CAD is temporarily on hold while the Communications Center works to determine the best program. Interra is still working on developing the software, but for now the infrastructure is in place and Metro Fire is ready when the new program becomes available.

Strategy 3 – Presented by Deputy Chief Casentini and Jeff Frye

We are continuing to implement transparency and openness methods and opportunities.

DC Casentini and Jeff reminded everyone that Metro Fire acquired the Transparency Certificate through CSDA. This is something requiring constant maintenance.

As for the website redesign, a vendor contract has been approved and the vendor is beginning work with each division to make sure website visions and needs are met.

The last component discussed was engaging the community. Metro Fire serves two cities and 9 communities and it is important to maintain a relationship with each of them. Director Barnes recommends we have data relevant to specific communities available on the website, and Director Wood recommends we include data relevant to each station.

Strategy 4 – Presented by Captain/PIO Vestal and Community Relation Division Coordinator Chris Dargan

We enjoy a positive and productive reputation among our public and strategic partners.

Captain Vestal reminds the Board that the Community Services Division and Public Information Officer position were officially reorganized as the Community Relations Division (COR) at the beginning of FY 2017/18. The goal of the reorganization was to give consistent relations and communications to the community we serve.

Dargan shared with the Board that Metro Fire participated in 460 community events in 2017, including attendance at HOA, chamber, and regional meetings. It should be noted that a vast majority of the community events are assigned to crew members, they are typically in the community and building relationships. In addition to the community outreach in 2017, COR increased video production, including interagency participation. A short video was shown.

In closing Strategy 4, the goals of 2018/19 were shared and include continued participation with fire agencies, maintain community relations at the state level, foster relationships with land management agencies, and enhance relationships with adjoining public safety agencies and community partners.

Strategy 5 – Presented by Board Clerk Melissa Penilla

We adhere to best Board practices and policies through training and self-assessment.

Melissa reminded the Board 2018 is an election year, with the declaration of candidacy period beginning July 16th and closing August 10th.

With regards to policy evaluation the 2017/18 accomplishments included editing significant Board policies including the policy on Workplace Violence, Pension Funding Bonds Early Payoff, Firefighter Bill of Rights, and Capital Asset. Significant Administrative polices were also edited including the policy on Sick Leave, Catastrophic Leave and Policy Development and Implementation. Lastly, several polices were reviewed to keep them on the 5-year review schedule.

Lastly, Melissa announced she and her husband were expecting their first child in November. Staffing efforts to ensure coverage while she is on maternity leave are underway.

Strategy 6 – Presented by Chief Harms and Deputy Chiefs

We consider organizational sustainability in decision making and policy matters.

Chief Harms touched on this during his opening for the workshop, and quickly reminded everyone of the work executive staff is doing on sustainability. Chief Harms opened it up to Board Member questions and comments.

Board Member Questions and Comments

The Board collectively congratulated Melissa, excited to see her journey into motherhood.

Director Goold thanked staff for the great job and presentations.

Director Orzalli will be bringing a policy on self-evaluation for the Board to explore.

Director Jones will contact staff if she has questions regarding a particular strategy.

Director Sheetz thanked staff for the information provided.

Director Wood thanked staff for the work put into the workshop.

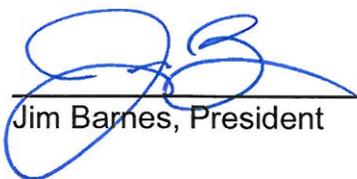
Director Clark thanked everyone for a job well done.

Director Kelly is interested in seeing how the District responds to the next several years.

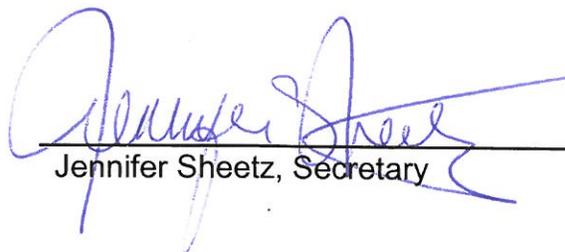
Director Barnes commended staff for their forward thinking and application of the strategic plan. It is important to remember the heart of this organization is the community we serve.

ADJOURNMENT

The meeting adjourned at 8:17 p.m.



Jim Barnes, President



Jennifer Sheetz, Secretary



Melissa Penilla, Clerk of the Board