



**TODD HARMS**  
Fire Chief

# Sacramento Metropolitan Fire District

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## **ACTION SUMMARY MINUTES – SPECIAL MEETING**

### **BOARD OF DIRECTORS SACRAMENTO METROPOLITAN FIRE DISTRICT SATURDAY, NOVEMBER 9, 2019 – 9:00 A.M. 10545 Armstrong Avenue – Board Room Mather, California**

#### **CALL TO ORDER**

The meeting was called to order at 9:00 a.m. by President Jones. Board members present: Clark, Goold, Jones, Kelly, Orzalli, Saylor, Sheetz and Wood. Board members absent: Barnes. Staff present: Chief Harms, Board Clerk Penilla, Executive Staff and various Command Staff.

#### **PLEDGE TO FLAG**

**PUBLIC COMMENT:** None

#### **PRESENTATION ITEM:**

#### **1. Annual Board Workshop**

##### **Introduction and Mission Driven Culture – Chief Harms**

Chief Harms welcomes everyone, and thanks Directors and staff for joining to work through the strategic plan. He shared that over the last several weeks they have completed 20 meetings with the members in Fire Chief's Forums. The various groups talked about several items including new Station 68, the amount of calls our medics respond to, vehicle accidents, mobile integrated health program, future growth within the District, bathrooms related to gender, and retirements. Chief Harms wrapped up an overview of the Chief's forums by reminding everyone that the number one priority is service delivery, and the current areas of focus which are training, general consistency throughout the shifts, and the dispatch center.

Effective January 1, 2020 Metro Fire and City Fire will have a command officer assigned to the dispatch center. These officers will be tasked with working operationally and administratively with dispatch center staff.

Director Goold asks about EMD? Do these protocols disallow for dispatchers to make decisions and be adaptable based on the situation. Chief Harms responds with that being something we are going to look at, along with CQI.

Director Jones asks about the procedure for sending out strike teams. AC Wagaman responds with an overview of the process, a call comes in through the dispatch center, with the request being worked through the Operations Division. The goal is to have the strike team at the rendezvous point within half an hour, which we have been successful in doing this year. Director Jones also asks about the bathrooms related to gender, with Chief Harms responding based on

the makeup of the crew at the particular station. Director Jones asks for more information on this, as she spent significant time, along with previous Director Lawson, on this issue.

Lastly, Chief Harms touched on the Metro Way, and referenced a document that was passed out to each of the Directors. This document allows for Metro Fire to remain consistent in the way that we act and expectations we have as a fire agency. There is one core value where the feedback from the membership has been negative, and that is Service Before Self, which we would like to change Dedication to Duty. In 2020 we plan to roll this out to membership with the help of AC House, and Hermocillo-Azevedo Strategic Communications LLC.

9:30 AM

Tim Dunkin with Dunkinworks welcomed the Board to the Strategic Planning Workshop. He explained his slightly different approach to developing a Strategic Plan. This includes effective planning, looking at big-ticket items and making sure they are addressed throughout the plan. This Plan becomes a tool used on an ongoing basis, potentially looked at on a quarterly basis, utilized as a management tool. This helps the Board and staff know where Metro Fire is at and the path going forward.

Tim passes out the format model to be used today to develop the strategic plan. There are four areas: maintaining the District in alignment with the mission, oversight of programmatic services, oversight of fiscal responsibility, and sustainability in a variety of ways including culture, which are the key responsibilities of Board Leadership. There is a significant amount of Metro Fire's budget that is designated to things like salaries and maintaining District owned facilities, leaving only a small amount that can be used at the Board's discretion.

We will be looking at having 3-5 key strategies, and identifying the projects associated with each strategy. One thing to keep in mind is that the goal today is not to focus on the approximate 85% of the budget that is already designated to resources.

We review the mission of Metro Fire, which is to provide professional and compassionate protection, education, and service to our community. With that comes several big areas of focus: people, service delivery, infrastructure or asset management, budget sustainability, forecasting or the future, partnerships and optics management, community engagement, and communication.

External engagement – partnerships specifically formal and informal (improves visibility federal/state/local), communications and marketing (develop communications strategy), and community outreach (assessment of current and future K-12 options and activities).

Members – culture (implement the Metro Way, and member for life program), professional development (review of professional development program), health and well-being (risk management assessment, wellness center plan), recruitment and retention (diversity development and recruitment plan, hiring plan including diversity development and EMT/Paramedic).

Service Delivery – best practices (EMS – service delivery, Emergency Response, Special Operations), administrative coordination (fire dispatch analysis), sustainability (standard of coverage analysis, data analysis), accreditation (research process).

**Break at 10:50am, resume at 11:00am.**

Capital Assets – Real property (CIP, Real Estate Plan), vehicle and apparatus (CIP, risk management analysis), professional equipment (CIP).

Financial Management – new revenues (analysis of future consolidations, analysis of new revenue opportunities), current revenue maintenance (fee studies), future projections (multiple year projection for annual budget)

**Break at 12:00pm, resume at 12:30pm.**

The next step in the Planning process is to prioritize each of the projects with an A – already in process, B – coming soon, and C – on radar and will come at a later time.

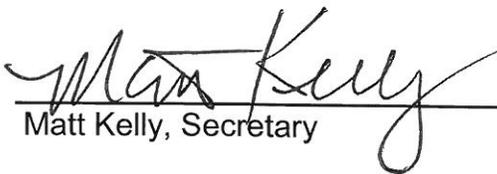
We will receive this strategic plan document in draft form, Tim recommends the Board finalize and adopt this plan, and the Chief report out on the plan on a quarterly basis. It also gives the Board an opportunity to reprioritize this document on a quarterly basis, with a full review once per year.

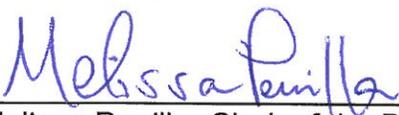
Chief Harms talks about the strength in being here and creating this plan. He thanks each of the Board Members for their commitment and being engaged with Metro Fire. He especially thanks Tim for his work today. Director Jones shares the same sentiments as Chief Harms and thanks everyone for their participation.

**ADJOURNMENT**

The meeting adjourned at 2:13 p.m.

  
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Gay Jones, President

  
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Matt Kelly, Secretary

  
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Melissa Penilla, Clerk of the Board