

**Excelsior Fire District Board
EFD Governing Board Meeting
Wednesday, January 22, 2020**

**24100 Smithtown Road
Shorewood, Minnesota
6:00 P.M.**

MINUTES

1. CALL TO ORDER

Chair Jennings called the meeting to order at 6:00 P.M.

ROLL CALL

Present: Excelsior Fire District (EFD) Boardmembers: Chair Jennings; Vice Chair Labadie; Boardmembers Erickson, Fletcher, and Miller.

Also present: Excelsior Fire District (EFD) Chief Mackey; Deephaven/Greenwood Administrator/EFD Fiscal Agent Young; Shorewood City Administrator Lerud; Tonka Bay City Administrator Laur; Excelsior Operations Committee Wisdorf.

Absent: None

2. APPROVAL OF AGENDA

Boardmember Fletcher indicated he would like to amend the agenda to include appointing a Chair and Vice-Chair for the current year.

Chair Jennings also noted there was handout from the Fire Chief to be attached to the Consent Agenda.

Erickson moved, Labadie seconded, approving the EFD Governing Board meeting agenda as amended. Motion passed 5/0.

3. APPROVAL OF MINUTES

A. November 20, 2019, EFD Board Regular Meeting Minutes

Young moved, Erickson seconded, approving the EFD Board Regular Meeting Minutes of November 20, 2019, as presented. Motion passed 5/0.

4. CONSENT AGENDA

A. Monthly Fire District Administrative Reports – December 2019

- i. Call Reports**
- ii. Firefighter Activity**
- iii. Firefighter Percentages**
- iv. Inspection Reports**

B. Report of the Operating Committee – December 2019

C. Treasurer's Report

EFD GOVERNING BOARD MEETING MINUTES

January 22, 2020

Page 2 of 6

Erickson moved, Labadie seconded, approving the motions contained on the consent agenda as amended. Motion passed 5/0.

4. D. Appointment of Chair of the Excelsior Fire District.

Fletcher moved, Labadie seconded, reappointing Adam Jennings as the Chair of the Excelsior Fire District. Motion passed 5/0.

Appointment of Vice-Chair of the Excelsior Fire District.

Fletcher moved, Erickson seconded, appointing Jennifer Labadie as the Vice-Chair of the Excelsior Fire District for 2020. Motion passed 5/0.

Adopting RESOLUTION NO. 20-001, “A Resolution Annual Appointments for the Excelsior Fire District.”

Fletcher moved, Erickson seconded, approving the motions contained on the consent agenda and adopting the resolution therein. Motion passed 5/0.

5. MATTERS FROM THE FLOOR

There were no matters from the floor.

6. REPORT AGENDA

A. Fire Chief / Fire District Report

Chief Mackey introduced Assistant Chief Mike Highland. He noted succession planning is in process.

Chief Mackey reviewed the November and December call logs with the Board. He stated over the last few months there were several calls for vehicle accidents.

Chair Jennings noted Chief Mackey had the opportunity to practice his neo-natal skills by delivering a baby on Christmas Day.

Chief Mackey explained the situation to the Board. He indicated it was an exciting night and emotional day.

Boardmember Erickson noted the Board received a response via Facebook regarding one of the vehicle accidents as well.

Chief Mackey explained a relative responded to one of the vehicle accidents on Hwy 7 over the weekend. He read the post from Facebook to the Board thanking the Fire Department for its assistance during the accident.

B. Overnight Duty Crew Staffing 5 days

Chief Mackey updated the Board on the overnight duty crew staffing. He noted it was decided 5 days would be best based on statistics. Overall the Fire Department could have went to 7 days a week but long term he did not think it would be a good idea. He noted an email was sent to the Board explaining the reasoning for five versus seven days. He indicated he did not want to have more shifts then people.

EFD GOVERNING BOARD MEETING MINUTES

January 22, 2020

Page 3 of 6

Chair Jennings asked what this change did to the budget going forward and what kind of variances are there.

Chief Mackey explained one of the things he thought about because those nights are funded in the budget, is taking the nights not being funded and taking the funds and putting them towards an aggressive recruitment plan because they have not had a really strong, aggressive recruitment plan within the District, as far as hiring goes. He reviewed some of the advertisement for recruitment that could be used. He noted a recruitment video is also being worked on.

Boardmember Fletcher asked where they were at in terms of staff and the retirement of some of them who were trained and available.

Chief Mackey explained they are at thirty-two fire fighters and noted there are fifty slated for retirement. All of the numbers were looked at based on what is available.

Boardmember Fletcher indicated he supported the five-day overnight duty crew; he was wondering how they would accomplish the seven-day overnight duty crew.

Boardmember Erickson thought training was down, he was not sure if call pay would be down necessarily but none of that really matters. The District needs recruitment and it needs to be an ongoing process. He indicated he supported putting together the money that would have been used for the extra two days and moving into a more aggressive recruiting model and trying to get back up to the 40-42 goal. They should also address the again population as well. There are also a number of withdrawals each year and that needs to be addressed. He felt this is a wise move to get recruitment up.

Boardmember Miller concurred.

Chair Jennings asked what the turnaround time was from recruitment to becoming an in-service, full on-call firefighter.

Chief Mackey indicated it depended on the person's background. He reviewed the process with the Board.

Chair Jennings asked if Chief Mackey had an idea of how many retirements the Fire Department was going to have in the next five years.

Chief Mackey explained there are at least three to four people who could retire within the next year or two. Beyond that it is really speculative.

Boardmember Fletcher asked how long it takes for a person to go from training to operating an engine.

Chief Mackey explained it is between the four- and five-year mark and is a bigger gap.

Chair Jennings asked at what point does the District need to worry because they are down to thirty-two right now.

Chief Mackey stated the District is still getting trucks out the door and the numbers are still good.

EFD GOVERNING BOARD MEETING MINUTES

January 22, 2020

Page 4 of 6

Boardmember Erickson stated when he was the Chair discussions were started but never came to a conclusion to bring to the Board. It is the idea of mapping, what does it take to run it as a paid on-call and at what stage does full time people need to be hired to fill those gaps. When he looks at this Organization and if it were to drop to twenty-two the hardest spots to fill would be the day hours with EMS response and trucks out the door so they would have to hire one or two or more full time fire fighters to fill those daytime roles, then the question would be, what else would they be doing.

Chair Jennings thought where his logic is headed, as entering the budgeting season in the next couple months, to start thinking about contingency plans or something in case it is ever needed where the Board could go back to the City Councils to talk about the situation and not playing catchup.

Boardmember Erickson explained that was correct. He thought Chair Jennings first year was trying to find a Fire Chief to hire but his first two years as Chair was spent working on a strategic plan. He thought now with a new Chief some strategic planning needed to be done.

Boardmember Fletcher indicated he would like to have the Chief look at competitive pay and how the District compares and come back to the next meeting with information.

Boardmember Labadie agreed and also thought the Chief could look at different size departments as well for comparison. She approved and really liked the recruitment method in tool. She thought they are targeting and want a diverse group along with youth. She thought there needed to be a diverse recruitment process outside of the standard.

The Board discussed different ways for recruitment along with pay scales.

Boardmember Erickson thought they needed to do a survey again because it has not been done in three years.

Chief Mackey thanked the Board for its input and thought it was very helpful and informative. He explained a staffing model can be done a couple of ways and he has been involved in both, building a fire department from the bottom up with just putting fire fighters in the house and get them out the door, trying to find things for them to do or you can build it from the top down and actually put supervisors out there that can do a lot of things like duty officers during the day, running shifts or they can prepare and run training and work on budgets and build outs. They take on roles that can be helpful to the department. He indicated he would put some information together for a future meeting.

Fletcher moved, Erickson seconded, the Board authorizes the Chief consultation with the Chair and Vice-Chair to spend up to \$10,000 as long as it is budget neutral on recruitment and retention efforts and to come back to the Board in March with a basic paid on call firefighter salaries and analysis for the Board.

Boardmember Miller stated he would need to know if it is an impact on the budget and if so, what is the impact.

Chief Mackey thought the impact was until the Friday and Saturday nights are filled there is some money there. He would rather keep the amount at \$5,000 because he has already run the numbers using that amount. That will get them started to see what kind of effect it has in six months. At the six-month mark there will be close to \$10,000 available if the slots are not filled yet.

EFD GOVERNING BOARD MEETING MINUTES

January 22, 2020

Page 5 of 6

Boardmember Miller asked from a budget point of view he understood that Chief Mackey did not see it as an issue.

Chief Mackey indicated that was correct unless Friday and Saturday night shifts were filled a lot sooner than projected.

Chair Jennings asked if the motion language could be changed to state, "not to exceed \$10,000 as long as it is budget neutral."

Boardmember Fletcher indicated he could change the motion to reflect that.

Motion passed 5/0.

7. Unfinished Business

A. Long Term Planning/Succession Planning/CIP Lease

Chair Jennings thought this item was pretty much discussed in the previous item.

Chief Mackey agreed except for the CIP Lease. He reviewed the response times with the Board. He noted he thought this was working well. He thought even the call volume is pretty consistent.

The Board agreed.

Chief Mackey noted he sent the Board via email the Enterprises PowerPoint and the Excelsior Fire District Fleet Plan for leasing. He noted the Fire District stands to gain the most savings from this program. He indicated he was not trying to sell the program but wanted to point out that benefits are there for them and goes back to the long-term planning with equipment.

Boardmember Young updated the Board on the equipment program. He noted the cost spent each year can be reduced by going to a lease system and vehicles are being sold at an optimal time. The resale of the vehicle is also being optimized. He thought all entities would have a potential savings with the lease program. He noted a lot of the upfront savings occur in the first two years. There would also be a savings with maintenance.

Boardmember Erickson asked if the different entities would sell the vehicles at the end of the lease or would they be turned over to the leasing company.

Boardmember Young explained the entities would own the vehicles and at the end of the lease they could sell them or turn them over, whichever would be the best deal.

Chief Mackey stated they would need to determine the life span of the vehicles based on the mileage with a lease plan. He reviewed how the plan would work and how he would calculate the life of the vehicles.

Boardmember Erickson asked if this would not include the heavy trucks, would it be just the command vehicles and rescue pickups.

Chief Mackey indicated that was correct and all of the large trucks would need to stay on a different cycle.

EFD GOVERNING BOARD MEETING MINUTES

January 22, 2020

Page 6 of 6

Chair Jennings indicated he would recommend further review and wrap it into the upcoming budget conversations.

The Board discussed the application process.

Chief Mackey indicated the District is not obligated to lease vehicles by filling out the application, but the Police Departments need the District to be involved with getting the insurance and other things. He would like to a motion to fill out the application to help the Police Departments.

Erickson moved, Labadie seconded, Authorizing the Chief and Fire Department to open an account with Enterprise Rent A Car and incorporate South Lake and Deephaven PD or the five cities as needed in that event. Motion passed 4/0. Fletcher abstained.

Boardmember Fletcher indicated he did not have any vehicles in his city and needed a little more time to understand this concept.

Chief Mackey indicated he could go over a PowerPoint for the Board if needed when the time comes for leasing vehicles for the Fire Department.

Chair Jennings indicated at this point he is very confident in the Police Board's oversights.

8. NEW BUSINESS

A. 2021 Budget Looking Ahead

Chief Mackey updated the Board on the 2021 budget.

9. NEXT MEETING

A. EFD Governing Board Meeting February 26, 2020, 6:00 P.M., Station 1

Chair Jennings indicated the agenda date was wrong and the next meeting should be March 25, 2020.

Chair Jennings noted the next regular EFD Governing Board Meeting is scheduled for 6:00 P.M. on March 25, 2020, at Station I with a budget Worksession on April 22, 2020.

Boardmember Miller indicated he will be stepping back from being alternate but has always been very impressed by all of the talent that shows up on the Board. He indicated Lou Dirking is going to be the new representative from Excelsior on the Board. He also thought this was a tremendously successful Board. He noted he would be available if anyone needs help.

Chair Jennings thanks Boardmember Miller for everything.

10. ADJOURNMENT

Erickson moved, Miller seconded, Adjourning the EFD Governing Board Meeting of January 22, 2020, at 7:35 P.M. Motion passed 5/0.