



**Governing Board Meeting Minutes
 April 20, 2016**

PURSUANT TO A.R.S. §38.431.02, NOTICE IS HEREBY GIVEN TO THE GENERAL PUBLIC THAT THE SUPERSTITION FIRE & MEDICAL DISTRICT GOVERNING BOARD OF DIRECTORS HELD A MEETING ON WEDNESDAY, APRIL 20, 2016 THE MEETING WAS HELD AT THE SUPERSTITION FIRE & MEDICAL DISTRICT'S ADMINISTRATION OFFICE, 565 N. IDAHO ROAD, APACHE JUNCTION, ARIZONA. THIS MEETING WAS OPEN TO THE GENERAL PUBLIC AND BEGAN AT 5:30 P.M.

- A. Chairman Cross called the meeting to order at 5:30 p.m.
- B. The Pledge of Allegiance was led by Director Moeller.
- C. Roll Call showed Chairman Jeff Cross, Clerk Gene Gehrt, Director Todd House, Director Charlie Fox, and Director Jason Moeller as present.

Senior Leadership in attendance: Fire Chief Paul Bourgeois, Assistant Chief Jerome Schirmer, Assistant Chief Dave Montgomery, Assistant Chief Mike Farber, Acting Assistant Chief Brett Broman, and Finance Director Roger Wood were present.

Executive Assistant acting as Board Secretary Jasmin Jones was present at the meeting. Legal Counsel Donna Aversa was absent.

Item 1: *Review and approval of the March 2016 financial reports and bank reconciliations. (BOD #2016-04-01)*

Motion by Director House to approve the March 2016 financial reports and bank reconciliations. Seconded by Director Fox.

Vote 5 ayes, 0 nays. Motion passed.

Item 2: *Recognition of employee performance, achievements and special recognition for community members. (BOD #2016-04-02)*

Acting Assistant Chief Brett Broman read the list of the following April Service Anniversaries

Fire Captain / Paramedic Mark Gomez	23 Years
Fire Engineer / Paramedic Mitch McCollough	17 Years
Fire & Life Safety Specialist Tina Gerola	12 Years
Executive Administrative Assistant Jasmin Jones	12 Years

Pinal County Mounted Rangers presented a donation check to the SFMD Fire Explorers. Firefighter Daniel Elliott and Fire Explorer Alec Johnson represented the Fire Explorer Program.

Brian Kabet, from Ace Hardware, presented \$500 to Firefighter of the Year, Dave Pohlmann to be utilized on any training he would like to attend. He also presented a donation to the SFMD for \$300.

Item 3: Call to the Public. (BOD #2016-04-n/a)
None

Item 4: Consideration and possible approval of all consent agenda items listed below:
(BOD #2016-04-03)

- a) Board Meeting Minutes from March 16, 2016
- b) Executive Session Meeting Minutes from March 16, 2016
- c) Arizona State Forestry Cooperative Rate Agreement
- d) Physio Control Service and Maintenance Agreement for Life Pac Heart Monitors
- e) East Valley Wellness Contract
- f) Techsavvy Solutions Group contract for sfmd.az.gov
- g) Consulting Agreement with Tower Seekers, Inc.
- h) Intergovernmental Agreement for provision of services by Pinal County Recorder and Elections Department

Clerk Gehrt ask for item e) to be removed from the consent agenda to discuss further.

Motion by Director House to approve consent agenda items a, b, c, d, f, g, and h. Seconded by Clerk Gehrt.

Vote 5 ayes, 0 nays. Motion passed.

Clerk Gehrt stated he requested to have item e) removed from consent to have on record that Staff conducted surveys and vetted other agencies before presenting the East Valley Wellness Contract to the Board. Fire Chief Paul Bourgeois gave a brief history on the vetting and survey process.

Motion by Clerk Gehrt to approve consent agenda item e). Seconded by Director House.

Vote 5 ayes, 0 nays. Motion passed.

Item 5: Consideration to approve the adoption of the 2015 Edition of the International Fire Code with recommended additions and revisions. (BOD #2016-04-04)

- a) Public Hearing - To hear public comment on the proposed adoption of the 2015 Edition of the International Fire Code.
- b) Resolution 2016-02: Resolution adopting Ordinance 2016-01, the 2015 Edition of the International Fire Code with recommended additions and revisions.

Chairman Cross opened the Public Hearing at 5:44 PM, Chairman Cross called for public comments 3 times, and no comments were made. The Public Hearing was closed at 5:45 PM.

Assistant Chief Dave Montgomery addressed the BOD stating that historically, the fire district strived to match or exceed the version, or edition of the fire code as adopted by the City of Apache Junction or Pinal County, in which most, if not all, of our code enforcement efforts occur according to IGA's with those government entities. Currently, the City of Apache Junction has adopted the 2006 edition of the IFC, and is working towards adopting the 2015 edition by July 1, 2016. Pinal County is currently utilizing the 2012 edition of the IFC.

He went on to say, the Fire Prevention Bureau has completed a comprehensive review of the 2015 International Fire Code and is submitting for consideration by the Fire Board the adoption of the IFC – 2015 edition with amendments. By adopting this updated code with amendments, we will continue the legacy of providing a modern, up-to-date model fire code that addresses all hazards to life and property using both prescriptive and performance-based provisions.

Motion by Clerk Gehrt to adopt SFMD Resolution 2016-02, a Resolution of the Chairman and Governing Board of Directors of the Superstition Fire & Medical District approving an ordinance adopting the 2015 Edition of the International Fire Code with revisions and amendments regulating and governing the safeguarding of life or property in the occupancy of buildings and

premises in the Superstition Fire & Medical District; providing for issuance of permits and the collection of fees; therefore repealing Resolution 2007-01 of the Apache Junction Fire District and all other ordinances in conflict therewith. Seconded by Chairman Cross.

Vote 5 ayes, 0 nays. Motion passed.

Item 6: *Presentation and discussion regarding a Memorandum of Understanding (MOU) at the request of the Governing Board of Directors. (BOD #2016-04-05)*

Firefighter Ryan Philips, Union VP of the SFMD Chapter of Local 2260 gave a presentation, at the request of the Board at the March 2016 board meeting (BOD #2016-03-07). Firefighter Philips presented the following:

What is Labor Management:

- Aligns the interests of labor and management
- Based on trust and cooperation – preserves a positive, productive, capable, & healthy organization
- Addresses recruitment and retention, increased public safety demands, financial constrictions and NFPA safety
- Ensures fire and life safety for the community and firefighters alike
- Critical to service excellence both internally and externally

MOU Basics

- Non-binding agreements that reinforce decisions resulting from the labor management process
- Promotes harmonious relations between the employer and the union
- Establishes an equitable and peaceful procedure to resolve differences without disrupting the workplace
- Ensures for optimal internal and external customer service delivery
- Unites labor and management in the pursuit of common objectives
- Usually written to span 2 fiscal years
- Can be renegotiated under extreme circumstances with fire board approval

MOU Benefits

- Frees administrative resources to focus on other important initiatives
- SFMD Fire Board has final approval of the MOU and sets terms of when MOU can be reopened for further discussion
- Helps manage workflow on large, long term objectives and projects
- Enhances recruitment and retention, improves employee morale and trust
- Written to support only the terms LM Process has deemed reasonable, equitable and prudent
- Protects and enhances our current process

MOU History

- 2009 Meet & Confer, Board Adopted Resolution
- Labor Management SOG
- Utilized extensively in the fire service industry to promote progressive departments, health, & safety and innovative service delivery
- Establishes a legacy for labor and management relations for SFMD

The Board of Directors had several comments after the presentation:

Director Fox stated that currently Labor (including FF Philips) has a *seat at the table*. Labor is invited to all of the district meetings and they don't actively participate, Director Fox believes that Philips does not want a seat at the table, he wants to run the table. We are currently the premier

fire district in the State of Arizona and an MOU will not improve where we are today. He doesn't agree with an MOU and never will.

Director House stated he would like to see what Labor has in mind for an MOU, he thought that was what was going to be presented this evening. He also stated that he sees that Labor would like to be protected in the future when there is a different Fire Chief.

Chairman Cross asked FF Philips what would be different in an MOU other than what the current Labor Management Relation Policy (policy 102.45) says?

FF Philips stated there would not be a difference from the currently policy. He stated that Labor enjoys having a seat at the table, that an MOU would be important for the future to identify objectives.

Chairman Cross asked that if the MOU is non-binding as presented in the presentation, what designates that the board and labor would hold up the agreement? He also stated that with three (3) vacant board seats that are currently up at the end of 2016, he believes this item shouldn't be discussed until after the election period. New board members could come on to the board and change the MOU or toss it completely. FF Philips stated he wasn't aware that if new board members were elected they had the option to change something the current board approved. Chairman Cross went on to say that the MOU would have to be written without any financial promises included, because of the financial constraints fire districts are currently under with Prop 117. He stated that he would like to see Labors input and continue to see them have a seat at the table, but again there should not be anything related to financial information in an MOU that is presented.

Clerk Gehrt stated that Labor does currently have a seat at the table. He stated that he went through years of BOD minutes and documents to see everything the SFMD has accomplished in the last 4 years under Chief Bourgeois. He also questioned that if the MOU is non-binding, what benefit it would hold. Clerk Gehrt stated that he expected that Labor was bringing an MOU to the April meeting and was confused as to one was not presented.

Director Fox stated the SFMD is the top in the nation and that Labor already has a seat at the table and that he suggested they take it. He stated we should not have an MOU, with a Labor Management Relation Policy already in place.

Director Moeller thanked FF Philips for the presentation and stated he would like to see what Labor has to present to get all of the facts.

FF Philips stated that it was his intention to bring an MOU to the April Board Meeting, however, he was waiting to complete the staffing portion of the MOU.

Director Fox stated that Labor should bring an MOU to the May Board Meeting and it needs to be made public.

Chairman Cross directed Staff to add Labor to the May Agenda to present an MOU.

Item 7: *Discussion and review of the Tentative Budget, and to determine the Tax Rate for Fiscal Year 2016/2017. (BOD# 2016-04-06)*

A presentation of the Preliminary Budget for Fiscal Year 2016/2017 was led by Finance Director Roger Wood and Senior Staff. Mr. Wood explained that the strategic goal of the budget preparation was to provide exceptional customer service by being innovative, data driven, and transparent. To continue to invest in personal development and training of our members for the life and safety of our citizens, and to be technology driven. With the strategic focus being to develop a fiscally responsible, sustainable budget that takes a multi-year view of the district's financial resources, and operational responsibilities.

Fiscal Year 2016/2017 Initiatives:

- Maintain competitive parity with peer fire organizations in the area of sworn compensation.

- Continue to enhance Blue Card Command Level and Technical Rescue Training for suppression personnel.
- Refine and mature Transport Operations
- Maintain assets
- Continue Community Medicine Grant Operations / Participation

Fire Chief Paul Bourgeois stated that fire districts are struggling because of Prop 117, when it was passed the promise of hitting 5% increase in the NAV is now not attainable. He stated that the SFMD is pursuing alternative streams of revenue to sustain the premier service our citizens deserve. He went on to say that Staff has already cut over \$1 million during the planning process and at the May Board Meeting, the Tentative Budget will be balanced.

Motion by Chairman Cross to approve the tax rate of \$3.25 and \$0.22 special assessment related to the 2006 GADA Bond for development of the Tentative Budget for Fiscal Year 2016/2017. Seconded by Clerk Gehrt.

Roll Call Vote

Chairman Cross – aye

Clerk Gehrt – aye

Director House – aye

Director Fox – abstain

Director Moeller – aye

4 ayes (Director Fox abstained), 0 nays. Motion passed.

Item 8: *Discussion, presentation, and possible approval of support regarding daily emergency response staffing. (BOD# 2016-04-07)*

Fire Chief Paul Bourgeois led the discussion by stating this presentation was to provide insight into the complexities and intricacies of daily emergency response staffing. The presentation focused on four-person fire and medical response, the role and function of the leave pool, how staffing vacancies are filled, compromised staffing, and the costs associated with maintaining daily minimums.

Chief Bourgeois presented the following:

- Several years ago the Board directed the Fire Chief to eliminate excessive overtime (OT)
 - Overtime budget at the time (2012) was exceeding \$200,000 annually
- The Fire Chief explained the only strategy that could reduce OT was to create a “Leave Pool”.
 - With the Board’s approval, we have been working to build a Leave Pool since 2013
 - A Leave Pool is a surplus of firefighters on duty, available each day to backfill vacancies that normally occur from vacation, sick, and other leaves.
- The creation of a Leave Pool adequate to cover the SFMD required several years to complete
 - January 2016, we achieved the final phase of that plan when we graduated three new recruits from the regional fire academy
- Leave Pool Calculation
 - 5 Companies x 4 FF’s/truck = 20 seats to fill each day
 - Add the Battalion Chief and BSO = **22** seats to fill each day
 - A FF Works 122 shifts/year
 - 22 seats x 122 shifts = 2,684 seats to fill/shift/year
 - Average absentee rate = 15% or 18 shifts of leave/year (vacation, sick, etc.)
 - 122 shifts/year – 18 days of leave = 104 Actual Shifts Worked/Year

- 2,684 seats/shift/year / 104 shifts worked = 25.8 FF's needed each day to accomplish minimum staffing levels for 22 positions.
 - 25.8 needed – 22 actual = **3.8 (4) firefighters needed in a leave pool/shift**
 - **Source: NFPA Fire Protection Handbook 18th Edition**
- The timing of all this directly correlated to the lagging effect of the recession as FD tax revenue normally trails the market.
 - The Fire District had to confront a \$1.2 million deficit!
 - Then Prop 117
- A Leave Pool alone was not adequate to contain increasing OT costs
 - Therefore, Operations adopted a “Compromised” Staffing Model
- “Compromised” was a term used to describe when staffing on a fire company dropped from 4-person to 3-person
 - 4-person staffing is ideal. Anything less we termed “compromised”.
- Compromised – Risk Management Plan
 - Only drop to three-person on:
 - 1 unit in Gold Canyon (E265)
 - 1 unit in the City (E262)
 - We always try to avoid running three-person on adjacent units
 - We do our best to always maintain:
 - 1 out of 2 Captains in GC
 - 2 out of 3 Captains in the City
 - Adjacent units may have qualified Acting Captains on them
- How Compromised Works
 - Every fire apparatus is staffed with 4 people
 - Each shift has an additional 4 people assigned to the Leave Pool
 - Leave Pool members are assigned to vacancies that naturally occur from Vacation and Sick Leave use
 - Vacancies also occur due to on and off-duty injuries, Military Leave, FMLA, and other types of leave
 - When a vacancy occurs, a firefighter from the Leave Pool is assigned to that station to cover the absence
 - When all 4 Leave Pool members have been assigned we then decrease (compromise) staffing at 265, or if need be, at 262
 - Any vacancies beyond this are backfilled with OT Firefighters
 - OT maintains 4-person staffing at three of our five busiest stations
- Why E262 and E265
 - Reside in opposing parts of the District
 - Two of our slowest companies
 - E262 – 3.2 Calls/24 Hour Shift
 - E265 – 1.5 Calls/24 Hour Shift
 - Compromising our slowest stations allows the District to maintain 4-person staffing at our busiest fire stations.
- Cost of Overtime
 - Cost to cover one 24-hour shift can exceed \$1,000/position/shift
 - OT drives higher PSPRS employer costs
- OT Budget – Then and Now
 - 2012 – \$216,000
 - 2016 - \$51,000
 - If we continued running as we were 2016 would have OT costs of \$350,000

- “Extra Personnel”
 - The Opposite of Compromised
 - When there are no vacancies due to vacation, sick or other leaves, we have “extra” personnel on duty
 - On some occasions we have enough extra personnel to put another unit in service in the District
 - A huge benefit! – One we cannot afford full-time or be able to do without a Leave Pool.

Chief Bourgeois fielded questions from the Board regarding the Leave Pool and Compromised Staffing, to ensure the safety of our members and the citizens of our District. Chief Bourgeois and Chief Schirmer answered their questions regarding Compromised Staffing when there is a fire or a medical call. Even if our District is running Compromised Staffing, there are still 2 paramedics to truck and if they are called to a fire, the crew running compromised would not be in the interior of a structure fire. They also discussed the impact on Auto-Aid. Chief Bourgeois stated that the system is designed to staff a 4 person truck, the companies in our District that run on Auto-Aid calls are still staffed with 4 people.

Motion by Director Moeller to accept and formally support the staffing model currently adopted and employed by the Senior Leadership Team. Approval of this motion will serve as a demonstration of support and appreciation for the responsibility of the fire chief and his staff to balance community risk with the limited financial resources of the District. Seconded by Director Fox.

Vote 5 ayes, 0 nays. Motion passed.

Item 9:

Senior Leadership Team Reports (BOD# 2016-04-08)

➤ **Fire Chief Report**

- Announced ‘Save the Date’ for the 2016 SFMD Leadership Conference, May 23-24
- Reviewed his ‘Stated of the District’ presentation to the AJ City Council on April 5
- Reviewed National Telecommunication Week celebration and visits to the three dispatch centers that support SFMD
- Reviewed the FF of the Year recognition dinner hosted by the VFW
- Reviewed the trip to Gila River Indian Community to present gifts in thanks for their grant for the purchase of an ambulance
- Reviewed the National Drowning Prevention Alliance conference held in late March

➤ **Emergency Services / Operations**

- CM & Transport Services Statistical review
- Training Division update

➤ **Technical & Community Services**

- Technical Services
 - As a part of the ‘Elite Recon Team’ the new run form was rolled out to all 3 shifts 4/11 through 4/14
 - All Toughbook tablets were imaged with the latest updates
 - The NFPA Fire Experience Survey was completed
 - Vulnerability Assessment for District locations was completed
 - GETS (Government Emergency Telecommunication Service) Cell Phone priority during major catastrophe
 - 2 more iPads were configured and deployed to field personnel for ePCR documentation
 - Ransomware notifications went out with instructions on how to protect our computers.

- Additionally, ZIP files have been blocked from our network
 - Community Services
 - Announced 2016 April Pool's Day – April 30
 - March 12 the Lost Dutchman RV Resort held their annual Paramedic Fund Donation award and gave the District \$10,025
 - National Drowning Prevention Alliance held their annual meetings in Mesa March 29-April 1. Chief Bourgeois was a keynote speaker, and the SFMD Golf Team won the tournament.
 - John Suniga volunteered his time off to repair and relocate a workbench for a disabled citizen that he met while replacing their smoke detector
 - Tina was invited to participate with AJ Parks and Rec in their lecture series, and attended the Annual Mayor's Breakfast to discuss community needs.
- **Administrative Services**
 - Facilitation and support for testing and promotional processes:
 - Engineer Promotional process anticipated Fall 2016
 - Paramedic School selection process
 - Technical Rescue Team selection process
 - Blue Card Instructor selection process
 - Policy Review (Military Leave and Corrective Action)
 - Hazard Zone Management Conference June 8-9 at Arizona Grand Resort
 - Continue to work with Worker's Comp Provider (7710) to increase efficiencies
 - Open Enrollment May 16,25,27 and June 6
- **Financial Services**
 - General Finance
 - Continue budgeting efforts
 - Working with Intermedix to eliminate backlog of transports for billing
 - Coordinated final payment of \$310,762 from AZ for State Land fire responses in 2015
 - Submitted formal appeal for recent ISO audit
 - Continued efforts toward Succession Planning with Chief Montgomery
 - Accounting
 - Facilitating Budget Manager meetings and preparing an analysis on the budget for all funds
 - Researching revenue recognition accounting approach for Transport revenues.
 - Working with external auditors to prepare for next fiscal year's audit (FY1516)

Item 10: *Announcements (BOD# 2016-04-n/a)*

Fire Chief Paul Bourgeois announced that he received a letter from State Land regarding the annexing.

Transportation Services Manager Billy Warren stated that he just received an amendment from AZ DHS regarding our CoN, the amendment was for our response times, it was approved

Item 11: *Adjourn (BOD# 2016-04-09)*

Motion by Director House at 8:02 p.m. to adjourn the meeting. Seconded by Director Fox.

Vote 5 ayes, 0 nays. Motion passed.

Governing Board Approval:



Gene Gehrt, Board Clerk

Jasmin Jones