

MINUTES

1. CALL TO ORDER

Chair Erickson called the meeting to order at 5:16 P.M.

ROLL CALL

Present: Excelsior Fire District (EFD) Boardmembers: Chair Erickson; Boardmembers Fletcher, Miller (arrived at 5:56 P.M.) and Sundberg; Alternate Boardmember Ansari; and, EFD Chief Gerber

Also present: Deephaven Administrator/EFD Fiscal Agent Young; Excelsior City Manager Luger; Shorewood City Administrator Lerud; and, Tonka Bay City Administrator Crawford

EFD Assistant Chief Pat McCarthy; Battalion Chiefs Alex Stern and Kim Stern; Captains Karl Narveson, Joe Perez, Mark Ruofs, and Hank Graef (arrived at approx. 6:30pm); Radio/Pagers Coordinator Hoo (arrived at 6:55 P.M.); and, Reserve Captain Cole (departed the meeting at 6:34 P.M.)

Absent: Boardmember Jennings

2. AGENDA APPROVAL

The EFD Governing Board meeting agenda was approved as presented.

3. DISCUSSION ON EXCELSIOR FIRE DISTRICT STAFFING TODAY AND IN THE FUTURE

Chief Gerber noted he did not intend on revisiting what had already been discussed in previous work sessions about short-term and long-term staffing for the Excelsior Fire District (EFD). The minutes for the February 25, 2015, and the May 17, 2016, work sessions about staffing had been provided to the EFD Boardmembers for their convenience.

He stated it is important that the EFD Board still agrees with what the EFD's mission is. In summary the mission is "To provide emergency services to those that live, work and play in the communities in the EFD." He also thought it was important to talk about service delivery. Back in 2005 before he was on staff the then Board had passed a Standards of Cover Policy which talked about eight firefighters in eight minutes. That Policy still exists today. People know today that drive time alone from certain areas in the District to the scene of a call takes more than 8 minutes because of geography and conditions.

He reviewed key staffing impacts.

- Paid-on-call (POC) firefighters' time.
- The unpredictability of which and how many firefighters will respond to a call.
- The ability to continue to provide the level of service the member cities desire.
- Cost and affordability of services.

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He stated that during this work session he hoped there would be a good discussion about the what, when, where, why and how of service delivery.

He summarized some of the questions he had heard asked about service delivery.

- What should the compensation be for POC firefighters, duty crew firefighters and career firefighters or some combination of them?
- How many firefighters would be enough for the POC model, the duty crew model and the career model or some combination of them?
- How does the EFD compare to the Long Lake, Mound and Wayzata Fire Departments?
 - Wayzata
 - ✦ It has one fire station.
 - ✦ It also serves a small portion of Orono and Woodland.
 - ✦ It has 23 POC firefighters with an allowable maximum of 30. That is the lowest number of active firefighters it has had in quite some time.
 - ✦ It has no full-time staff.
 - ✦ It does not have a duty crew operation. It does have duty officers.
 - ✦ Its 2016 call volume was 295 – 40 were medical, 30 were fire, and 225 were other.
 - ✦ It has recruitment issues; particularly with attracting people who live in Wayzata.
 - ✦ It uses a recruitment sign board at its station to help with recruitment. Also, it recently started to use postcards, notices stuffed in utility bills and its City Facebook page to help with that effort.
 - Long Lake
 - ✦ It has two fire stations.
 - ✦ It also serves a portion of Orono and Medina.
 - ✦ It has 41 POC firefighters with an allowable maximum of 50.
 - ✦ It has one full-time staff – the chief.
 - ✦ It does not have duty crew operations.
 - ✦ Its 2016 call volume was 410 – 87 were medical, 126 were fire, and 197 were other.
 - ✦ It has recruitment issues; for example, getting daytime responders.
 - ✦ It tries to advertise for recruits when it does events.
 - Mound
 - ✦ It has 37 POC firefighters with an allowable maximum of 45.
 - ✦ It has two full-time staff – the chief and an administrative assistant.
 - ✦ It does not have duty crew operations. It does have a duty officer – one of its chiefs or captains has a vehicle that is used in a weekly rotation primarily during the night time hours on certain days of the week.
 - ✦ Its 2016 call volume was 588 – 302 were medical, 234 were fire, and 52 were other (primarily duty officer calls).
 - ✦ It has recruitment issues. It used to have a significant waiting list and now they have very few on it. It is also receiving fewer applications.

Assistant Chief McCarthy stated departments east of Excelsior have duty crew operations and those to the west do not.

Chair Erickson stated the Eden Prairie, Minnetonka and St. Louis Park Fire Department rely on duty crew operations more heavily. They are also larger departments.

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In response to a question from Boardmember Sundberg, Chief Gerber stated he did not have per capita comparison data for Long Lake, Mound and Wayzata. He noted the combined population for the five EFD member cities is about 18,000. He also noted that during his tenure the EFD's call volume has always been higher than each of the fire departments for those other three cities. Sundberg then asked what drives call volume. Gerber stated population and demographics are two of the primary factors that drive call volumes. Those younger and older people help drive up call volumes.

Boardmember Fletcher asked if the senior housing facility in Deephaven drives up all volume. Chief Gerber stated it generates about 20 calls per year and most of them are medicals. Captain Narveson stated he had thought it would be more significant than that and noted there had been other senior housing facilities that generated higher call volumes. Assistant Chief McCarthy stated the Department had discussions with representatives at the Deephaven facility about when to place calls for assistance and then subsequent adjustments were made. Battalion Chief Kim Stern stated at the Deephaven facility, depending on what a resident pays for, staff may not be able to help a resident get up when they fall. City Manager Luger stated helping fallen patients get up is part of the care that must be provided 24 hours a day at the new The Waters Senior Living facility in Excelsior.

Fletcher then asked how many firefighters it typically takes to help with a lift assist. Chief Gerber clarified a lift assist is a station page for the Department and there is no way to predict how many firefighters will respond to that type of call while noting that there would typically be four people on the truck responding to that call. One of the Captains stated there was a lift assist call at a private residence the previous week and there were four responders. Assistant Chief McCarthy stated sometimes it takes all four responders plus the duty officer to help a person get up. Captain Narveson noted there is a Deephaven police officer who is very helpful with lift assist calls at that facility.

Fletcher went on to ask if the Department should be doing things differently when it comes to lift assists.

Battalion Chief Kim Stern stated he thought the Department was in the emergency response business and noted the firefighters started to respond to lift assists within the last 15 years or so.

Chair Erickson stated people are paying for what they believe is a service. Whether or not a lift assist is a valid service the Department needs to provide is a question in and of itself.

Boardmember Fletcher stated a challenge is how to make the best use of a scarce resource and clarified he was not saying the Department should not respond to any medical calls.

Chief Gerber noted that if the Department only responded to structure fires it would not change the challenge of having no one new to recruit.

Boardmember Fletcher stated Deephaven dispatches fewer medical calls than other EFD member cities. Chair Erickson explained Deephaven made a decision to do that because of a response time issue prior to Station 2 being built because Deephaven police officers could get to a house in Deephaven faster than firefighters or paramedics. He clarified that does not mean that firefighters are not called; it means that firefighters are not the first to show up. He does not think that has an overall impact of the needs of the District.

Boardmember Ansari asked if the EFD's POC wage is the same as it is for other departments. Chief Gerber stated it varies across the metro area. The EFD's POC wage is not the highest or the lowest.

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Chief Gerber noted volunteerism is changing all across the country. People are more selective about how they spend their time.

Reserve Captain Cole stated when comparing the number of calls the EFD firefighters go on to other departments it is important to factor in the types of calls. It is also important to understand the number of firefighters needed to service different types of calls. For example, 40 people are not needed to respond to a lift assist call but two people are needed 24 hours a day to respond to them. He explained that years ago when firefighters used to live in towns like, for example, Excelsior and Mound there was not a problem getting four or five firefighters who lived and worked in a town to respond to a call. That is not the case in Excelsior anymore because the stations are not located there. In Mound that is currently not as great of a problem but it will likely be so in the future. He commented that firefighters cannot afford to live in Wayzata any more.

Chair Erickson stated he agreed that there would be value in assessing how call types affect staffing. It would also be of value to determine what the needs are for a POC staffing model versus a duty crew model or a combination of both.

Assistant Chief McCarthy stated he thought there would be value in knowing what, if any, types of calls one or two firefighters could handle alone. He explained that over the last week or two he had spent a lot of time reading articles about other departments similar to the EFD but located outside of the first ring of the metro area that used a duty crew model. For those he read about all had an issue of limited daytime responders. He also read that sometimes calls could be handled with two or three responders. The articles also discussed the turnover rate for a POC model versus a duty crew model. One article discussed that 30 years ago a being a member of a fire department was like being a member of a club. Today the club feeling is gone. He noted that he does not have a problem responding to a pager any time it goes off. However, if he missed the first truck and has to wait around until needs are known he does not think that is the best use of his time or the member cities' money.

Boardmember Miller arrived at 5:56 P.M.

Assistant Chief McCarthy stated he can miss some calls because he knows there are others who will respond to them. When he is on his duty officer shift other firefighters may chose not to respond unless there is an event that necessitates more assistance.

Chair Erickson stated he thought that duty crews will be the model that addresses 30 percent of medical calls. Those calls consume a lot of resources. He does not think firefighters or anyone else would complain about a lot of firefighters on multiple trucks responding to a fire call that ends up being a smoky bonfire. He expressed concern about the EFD's future ability to recruit new firefighters; it is not the social club it used to be. It is very much an obligation. He explained he wants the District to be able to offer new recruits whatever model fits with their life style. For example, if a potential new recruit wants to do nothing but duty crew shifts they would still be a valuable resource to the District. He would like to have a way to recruit that individual. If there is a potential new recruit who does not want to take a Friday night duty crew shift but is willing to respond to all house calls because he lives close to a station and works in the area he would like there to be a way to recruit that individual as well. He thought there should be a way to fit an individual who wants to be a career firefighter into a staffing model. He asked if that individual could work for two different departments for a while until they can find a career position somewhere. He clarified he does not envision career firefighters being part of the EFD's staff any time soon. He noted he thought it prudent to discuss all of those concepts.

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Captain Narveson stated he had come across a couple of firefighters who worked on duty crews for two different departments. They are working a combined total of 40 hours per week. He then stated that he is in the process of talking to six applicants; two of them are quite young and live outside of the District. Another is a young individual who is working on getting his two year fire science degree and his emergency medical technician (EMT) certification. If the District were to be able to hire that individual to work here for five years before leaving to become a career firefighter someplace else they would have still been of value to the District. He wants to be able to offer something to an individual like that.

Chair Erickson stated he would like for the District to be able to tap into potential firefighters by allowing them to earn the equivalent of a full-time position by working for more than one department. If the Department would be able to keep a new recruit for only five years they would not be entitled to any pension benefit. He asked how much of the per-year-of-service (PYOS) pension benefit is used in recruiting. Captain Narveson stated that depends on the age of the new recruit.

Battalion Chief Kim Stern stated from his perspective a firefighter needs to have passion for and commitment to the job.

Chair Erickson asked how the District could help to create that passion and generate that commitment in a new recruit. He questioned if the 10-year vesting requirement for 50 percent of the PYOS benefit is attractive to potential new recruits. He asked how a relatively new firefighter explains to their spouse why they continue to be a firefighter.

Reserve Captain Cole stated that he started as a firefighter 50 years ago and noted they were not all contiguous years of service. Feeling a sense of community is 100 percent different than it was years ago. He then stated he did not think the POC model with firefighters arbitrarily showing up to calls works anymore. He went on to state that with a duty crew model the District can recruit from a wider area; firefighters do not have to live in the area. It also allows the District to be able to respond to certain types of calls with just one or two firefighters thereby using person power more efficiently. He thought the duty crew model would solve a lot of problems for the District.

Boardmember Fletcher stated based on his calculations and the assumption the District would have 40 firefighters he thought for a duty crew model a firefighter would have to work about 16 hours per week in order for the District to provide around the clock staffing. Reserve Captain Cole stated that is too many hours; it would almost amount to a half-time job. Captain Narveson noted some firefighters are already putting in about 16 hours a week.

In response to a comment from Boardmember Miller, Captain Narveson stated if the Department was to move toward a duty crew model allowing it to recruit from a wider area he asked why people living in the somewhat nearby areas would want to come and work for the EFD as a member of a duty crew when they could work closer to where they live.

Assistant Chief McCarthy stated after speaking with members of other fire departments that have been using duty crews for a number of years he learned that based on their experiences those departments have had trained firefighters come to work for them while continuing to work on other duty crews. But, those firefighters will also move from one department's duty crew to another after a short time based on their perceptions of which department treats them better or has better equipment. He then stated the idea of a part-time firefighter staying with one department for a long time is going away.

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Boardmember Miller asked Assistant Chief McCarthy if turnover is starting to be a greater problem. McCarthy stated his comments were based on what he was told; he does not have any hard data to back that up.

Miller asked if turnover because of competition between departments would be as significant of a problem if there weren't duty crew operations. Chief Gerber stated he does not think it is as significant of an issue with POC models.

Chief Gerber noted that firefighters from Chanhassen and Chaska are moving to Eden Prairie because there is scheduled time there.

Boardmember Fletcher asked what the District should do differently in order to recruit and retain firefighters.

Battalion Chief Kim Stern stated one of the things he hears from people is they are not fond of having to respond to so many nuisance calls (e.g.; lift assists and smoke in the area calls). He thought it was hard to create passion and generate commitment when primarily responding to those types of calls and seldom responding to structure fires. He then stated firefighters often hear from people that they are upset and concerned when, for example, four trucks respond to a smoke in the area call when the smoke was generated by a bonfire. Many times those smoke in the area calls are from neighbors who do not like a bonfire generating smoke that flows into their homes when their windows are open. They hope the firefighters will tell people to put their bonfire out.

Captain Roufs stated the volume of nuisance calls can be somewhat disturbing and cause some "burnout" with firefighters. For newer firefighters those types of calls may not entice them to stay as a firefighter for longer than a few years.

Chief Gerber explained over the last 10 years (2007 – 2017) the Department added 56 firefighters. During that time 14 firefighters retired and 31 resigned before being vested. At a start-up cost of \$10,000 per new firefighter that amounts to \$310,000 in ten years that has gone away. In 2008 and 2009 combined 13 firefighters were added; none of them are still with the Department.

Battalion Chief Alex Stern stated that potentially reducing the time it takes to be partially vested to 5 years or reducing the number of nuisance calls the Department has to respond to may be enough to retain firefighters longer.

Captain Perez stated when he first joined the Department he was renting a place to live. He spent 14 months looking for what he considered to be affordable housing. The previous week he closed on a house located in north Chanhassen so he could continue to live in the District. He now lives 10 minutes away from a station. If he wakes up to a lift assist early call in the morning the lift assist help could potentially be completed before he could get to the station. He often questions if he should go to the station just to go or if he should not respond to the call which would save the District money.

Battalion Chief Kim Stern stated lack of affordable housing near the stations is a problem.

Chief Gerber stated there has been discussion about how the EFD could help potential young firefighters find affordable housing near the stations. He then stated, for discussion purposes only, if the EFD purchased the lower cost housing units near Station 1 up to eight firefighters could live in them. But, the Department would still not have firefighters who could consistently show up and get on trucks. And, that would not address the concerns about responding to nuisance calls; the Department would

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still have to provide that service. For the most part today a duty officer responds to a smoke in the area nuisance call; the chiefs and captains are carrying that burden.

In response to a comment from Boardmember Fletcher, Chief Gerber stated the Department already tried the stay at home duty crew model. There may be a way to refine that model to make it more acceptable to firefighters. Battalion Chief Kim Stern stated the Department tried the unpaid stay at home model. He thought it would be better received if firefighters were paid for that. Stern noted that he thought the unpaid stay at home model would have been better received than it was. One of the drawbacks was if a firefighter signed up for a shift because they had no plans and then an opportunity came up to go to an event no one would take their shift. Firefighters were reluctant to sign up for a shift. Boardmember Fletcher asked if two hours of pay would be an incentive.

Assistant Chief McCarthy stated of the 42 active firefighters he thought that maybe 31 lived 10 minutes or less away from a station. He then stated of the 31 firefighters who resigned he asked how many of them moved out of the area. Chief Gerber stated he did not know.

Chief Gerber noted that across the metropolitan area there is a hybrid of how things operate.

Chief Gerber stated if the Department decided to transition to the duty crew model that transition would happen over time. He then stated that not knowing if any firefighters will respond to a call and long response times cause him to wake up during the night. He went on to state the EFD Board has to determine what level of service it wants the Department to provide and it is his job to determine how to do that. He explained that the duty crew model brings predictability. He thought that about 85 percent of the calls the Department responds to can probably be handled by a crew of four firefighters; two at each station. That requires a different way of staffing and there would be a cost increase for doing that.

Boardmember Sundberg asked if there could be a combination of duty crew and POC models. Chief Gerber clarified that is being done today. Battalion Chief Kim Stern stated there would still need to be enough POC firefighters to handle structure fires. Sundberg stated the potential of having one catastrophic incident that the Department could not handle causes her to lose sleep. There would be a significant uproar about that. Stern stated the District's mutual aid partners would show up for an incident like that to provide support and therefore he does not think there would be a catastrophe.

Chair Erickson stated that because of building materials and furnishings found in homes today a fire spreads significantly faster than it did 15 years ago. A living room can become fully engulfed from a candle that tipped over in 6 to 7 minutes.

Assistant Chief McCarthy asked what the member cities think is acceptable for the outcome of a house fire in the EFD community. He explained if there are two duty crew firefighters at each station those four can get to a fire sooner but they cannot enter a structure until other firefighters arrive. But, they can do things outside such as spread the lines. If there is a fire in a bedroom, for example, the four could break a window and spray inside in an attempt to slow the fire down. He stated if the goal is to never lose more than one floor then people need to determine what it takes to try and make that happen.

Boardmember Miller stated what he understands to have been said is that with duty crew operations the response time should be better, but the staffing costs would be higher.

Chair Erickson stated with the construction and furnishing materials used to day it is unlikely that a house can be saved. The goal is to try save people and animals and the structures next door.

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Assistant Chief McCarthy stated that he works for a restoration company for his full-time job. He explained for a small contained fire the residents could likely be out of their home for about three months while it is restored.

Reserve Captain Cole departed the meeting at 6:34 P.M.

In response to a comment, Chief Gerber explained that in the 2018 budget the number of duty crew weekly hours were increased to 18 hours; they were 10 for 2017.

Boardmember Fletcher asked what percent of the duty crew shifts have been filled. Chief Gerber estimated less than 50 percent are covered. Battalion Chief Kim Stern stated he thought more than 50 percent of the shifts are covered but not necessarily at both stations.

Boardmember Miller asked if duty crew operations help reduce the risk of loss of life and the risk of losing more of a structure. Battalion Chief Kim Stern stated that is what has happened with the Eden Prairie and Minnetonka Fire Departments. Captain Perez stated he thought it guarantees the first fire apparatus would be on scene faster.

Chief Gerber explained that the Eden Prairie Fire Department uses its full-time staff (inspectors and command staff of about 10) to cover all of its day time shifts. For nights and weekends firefighters sleep at the station. Eden Prairie has remodeled and put in sleep rooms in all of its stations. It only staffs three of its stations at night. There are three firefighters at each station so nine firefighters respond on nights and weekends. Its shifts are variable. Its model requires each firefighter to work 30 hours per month of duty crew shifts. If there is a significant event (e.g.; a structure fire, an explosion, a plane crash at the airport) all firefighters are called back and that is where the POC system comes into play. It pays its firefighters \$10 per hour. Its PYOS pension benefit is \$10,000 and a firefighter is fully vested after 10 years. The EFD's PYOS benefit is \$7,250 and a firefighter is full vested after 20 years.

Battalion Chief Kim Stern commented that in January 2017 the Eden Prairie Fire Department had 98 duty crew members and 9 full-time firefighters.

There was question about the population size of Eden Prairie. The consensus was it is between 50,000 and 70,000.

Chief Gerber explained the Minnetonka Fire Department has five fire stations. Before it implemented its duty crew model all five stations were staffed with POC firefighters; it still staffs its stations with some POC firefighters. Its duty crew model operates out of one station; it is staffed with three to four firefighters 24 hours a day. He stated, for example, the EFD could staff just Station 2 and if there was a fire alarm in Tonka Bay it would be a 12 minute run with lights and sirens on to get from Station 2 to Tonka Bay assuming the road conditions and traffic were optimal. If only Station 1 was staffed it would take 12 minutes to get various parts of Deephaven. Lake Minnetonka, geography and road design in the District all impact why the Department might do things differently than, for example, the Chaska or Chanhassen or Eden Prairie or Minnetonka Fire Departments.

Battalion Chief Kim Stern stated there are some areas in Minnetonka that are 12 minutes away from its central station. Chief Gerber stated Minnetonka's data shows that by staffing one station its response time to a call is faster than it would be if it had to wait for firefighters have to get to the station first.

Chief Gerber stated he does not think the District will ever go back to doing everything by itself. There had been a time when every fire department did its own thing and relying on mutual aid assistance was

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not highly thought of. Today the District is part of a regional system and he does not envision that regional system and box alarms going away. Departments from Minnetonka, Eden Prairie, Chanhassen Wayzata and the EFD all rely on each other to provide service today.

Chair Erickson stated there was a standalone garage fire the previous week just off of Chowen's Corner on the far northeast corner of Deephaven. A Minnetonka fire station is about three miles away from that garage. Station 2 is about 4.5 miles away from it. The Minnetonka Fire Department basically had the fire down before EFD firefighters arrived. Assistant Chief McCarthy stated he lives about one mile past Station 2. When he pulled onto that driveway at the scene the Minnetonka firefighters had a line stretched and were already at the door. Erickson then stated when a fire scene is at fringe corners of the District and when a duty crew is not at a station it is likely that a mutual aid partner would arrive at the scene before the EFD. Chief Gerber stated the person needing help does not care what Department a fire truck is from. Gerber then stated the EFD may have an apparatus get to area in Chanhassen before the Chanhassen firefighters can get there.

Boardmember Miller stated based on what he has heard duty crews are a benefit because they help improve the service level to the District. He asked if duty crews help with retaining firefighters and attracting recruits. If they do then the Board has to decide how to make the duty crew model most effective. Chief Gerber stated from his vantage point duty crews help with retaining firefighters and attracting recruits now and will do so into the future. Gerber then stated it is important for the Board to be prepared that there will be some senior tenured firefighters who won't support a duty crew model and decide to leave the Department.

Miller asked what the District could have done to help retain those 31 firefighters who resigned. Chief Gerber stated many chose to leave because of things like housing, job changes, and time commitment; things outside of the District's control.

Boardmember Sundberg stated for those firefighters who don't like the duty crew model she asked if the Department could provide them with enough POC hours to retain them.

Radio/Pagers Coordinator Hoo arrived at 6:55 P.M.

Chief Gerber stated he thought there are different ways to use both the duty crew model and the POC model. But, that requires changing mindsets of how firefighters view things. He explained out of the current compliment of 40 firefighters 26 are assigned to Station 1 and 14 are assigned to Station 2. For those assigned to Station 1 two firefighters are planning to retire, one firefighter just resigned and 12 are eligible to retire. For those assigned to Station 2 there are six firefighters who are eligible to retire. There are a total of 18 firefighters who could decide to call it quits. He noted he thought it prudent for the Board to discuss the future need to have at least some full-time firefighters. He explained that when the bonded debt for the facilities is paid off in 2023 some of those available funds could help pay for full-time firefighters.

Boardmember Sundberg asked what the budget impact of duty crews would be. Chief Gerber explained if the District were to go with a 24/7 duty crew crews the estimated cost would be \$500,000. But, the Department does not have the people needed to make that work today.

Chair Erickson stated the Department will have to grow into a new staffing model over, for example, a 10 year period.

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Assistant Chief McCarthy stated from his perspective he would like to find out what it would take to retain the less tenured firefighters for 10 years, for example. Boardmember Miller asked if there is a way to structure things for the various tenures of firefighters. McCarthy stated he thought there is but he does not think it would be easy. Miller cautioned against doing anything that will chase firefighters away. He stated he thought it would be necessary to solicit input from all interested parties and to move forward slowly. Chair Erickson stated he thought it would be important to adjust the models over time based on experience; that should be an annual conversation. Chief Gerber stated it may be more than annual because staffing is the most critical thing to talk about going forward.

Boardmember Miller stated he wants the District to be able to continue to receive a high level of quality of service while making sure the firefighters and the Chief are successful.

Battalion Chief Alex Stern commented that he thought for the most part everyone view things the same way. He stated he thought there is a need to increase the number of duty crews each year but there has to be people to staff those crews. And, when the bonded debt for the facilities is paid off there is a need to bring on some full-time firefighters.

Boardmember Miller asked if the trend is to have full-time firefighters as well as duty crews. Chief Gerber stated there will be a need for a combination of both. He thought a small number of full-time firefighters could handle more of the daytime calls. Currently there are about four “all calls” a month and that could change if there were full-time firefighters. That approach is working for other departments while noting there are challenges with doing that.

Chair Erickson clarified that he understands that eventually there will be a need to have some full-time firefighters.

Boardmember Fletcher stated that given that time is critical he would like the discussion to focus on a coming up with a better way to deal with non-emergency calls.

4. NEXT MEETING

A. Regular Board Meeting – September 27, 2017

The next regular EFD Governing Board Meeting is scheduled for 7:00 P.M. Wednesday, September 27, 2017, at Station 1.

5. ADJOURNMENT

Sundberg moved, Erickson seconded, Adjourning the EFD Governing Board Work Session of September 27, 2017, at 7:05 P.M. Motion passed 5/0.

**RESPECTULLY SUBMITTED,
Christine Freeman, Recorder**