



Meeting Minutes
San Mateo Consolidated Fire Department
Board of Directors Regular Meeting
Tuesday, August 20, 2024 – 4:00 P.M.
Hybrid Remote Teleconference Meeting
Foster City EOC

1. OPENING

The meeting was called to order at 4:00 pm by Board Chair Mates

1.1. Call to Order & Determination of a Quorum

1.2. Pledge of Allegiance

1.3. Roll Call

Board Members Present: Mates, Newsom, Froomin

Board Members Absent: None

2. AGENDA CHANGES

None

3. PUBLIC COMMENT

None

4. PRESENTATIONS

Item 4.1 Human Resources and Finance Staffing & Service Level Analysis by DKG Consultant Mr. Drew Corbett

DKG Consultant Mr. Drew Corbett provided a PowerPoint presentation of the analysis. The Board agrees with the recommendation to reclassify the HR position and to consider amendments to the current contract that are more in line with the needs of SMC Fire and the staffing levels required to provide the appropriate level of support.

Board Member Froomin asked clarifying questions regarding Finance's process for delinquencies compared to the number of billings for service, and asked if there was a better way to manage collections possibly through property taxes. Mr. Corbett clarified that the delinquencies count all that is outstanding including numerous contacts with customers, whereas billings are for a discrete period. Deputy Fire Chief Marshall stated it would be complicated to separate billings due to State laws and we do not have any tax authority. Board Member Froomin asked if we could consider in sourcing tasks such as invoicing and delinquency management. Mr. Corbett stated it would just move the costs of service and is more efficient for the City to manage. Board Member Froomin asked if establishing levels of service would show we are doing more than needed while still protecting the Department. Mr. Corbett stated the audit must be done, but the Annual Financial Report could be discussed further for consideration. Board Member Froomin asked if it was worth considering changing from fiscal year to calendar year. Mr. Corbett stated that Fire is tied to each City which would make it impractical to change. Board Member Froomin asked if the other two cities are doing their fair share. Mr. Corbett

stated it works like a city budget relying on various members of Fire to create the ultimate outcome.

Board Chair Mates stated that vacancies and Workday issues, and more help would result in resolution within time. Mr. Corbett stated it was not about disliking the services, but different perspectives regarding things taking longer when in reality everyone is working hard. Board Chair Mates asked if we would use outside consultants to support scope of services. Chief Thrasher stated we'd utilize Mr. Corbett's expertise to bring efficiencies to the contract. Board Chair Mates asked if all City Managers were consulted. CAO Khojikian stated all were advised to ensure alignment and additional discussions regarding adding resources is needed.

Board Member Newsom stated he is in support of bringing additional staffing in the City of San Mateo for services to SMC Fire.

Board Member Froomin stated when staffing is short for San Mateo, the City realizes savings, Fire is shorted, and the other Cities are still paying the same price. CAO Khojikian stated we still provide the level of support. Board Member Froomin stated only San Mateo experiences savings; contracting for services can be difficult when paying the full amount for a level of staffing with the level of services. Mr. Corbett stated that Fire should worry about how much it costs when the jobs getting done; proposing the list of things that need to be done, timing expectations, and the level of service, then the contract is being met or not at the end of the day. The value is in if the contract is met.

Board Member Froomin stated institutional knowledge is important, along with new insights, but is there anything that can be handled differently to make it easier for all staff. Mr. Corbett stated the groups will have to discuss expectations and agree upon an appropriate level of service. Fire Chief Thrasher stated we meet regularly with City Manager's and Finance, we recognize how hard all work, and this process is merited.

Board Member Froomin stated the main point of contract should be identified in Finance. He also suggested advertising the scope of work in a request for proposal (RFP) to not drain San Mateo's resources. Mr. Corbett stated the RFP route would be either prohibitively expense or a worse level of service.

Board Chair Mates stated after 5 years in, it makes sense to reassess and agrees with Mr. Corbett's recommendations. Mr. Corbett stated the nature of the business is to always consider improving processes and efficiencies.

5. CONSENT

Board Chair Mates asked if there was any public comment on this item, which there was not. Board Member Newsom moved to approve the Consent calendar; Board Member Froomin seconded. The Board Secretary took a roll call vote, and the Consent calendar items were approved 3-0.

6. NEW BUSINESS

Item 6.1 Adopt a resolution authorizing a revision to the Compensation and Benefits Plan for the Fire Chief, Deputy Fire Chiefs, and Business Manager to provide for payment of Deputy Fire Chiefs who are deployed under the California Master Mutual Aid Agreement

Fire Chief Thrasher provided an overview of the staff report.

Board Chair Mates asked if there was any public comment on this item, which there were none. Board

Member Froomin moved to adopt the resolution; Board Chair Mates seconded. The Board Secretary took a roll call vote, and the resolution was approved 3-0.

7. REPORTS AND ANNOUNCEMENTS

Fire Chief Thrasher provided a brief organizational update:

- In June, Fire Marshal Workman shared that Fire Inspectors placed door hangers regarding defensible space wildland inspections. The Fire Board provided feedback and recommended considering QR codes, improved branding, and addition background on future notices.
- There will be a September Fire Board meeting; date to be determined.
- SMC Firefighters' Association Chili Cook-Off on August 24th at Central Park.
- Fire Board meeting dates in 2025 to be increased from 4 scheduled to 6. Will bring potential dates to October's meeting.

8. ADJOURNMENT

The Board meeting was adjourned at 5:15 p.m.