

BOARD OF DIRECTORS MEETING MINUTES
Friday, May 15, 2026, Special Meeting
Goal Setting Workshop

1. **CALL TO ORDER**
   The meeting was called to order at 9:02 a.m.

2. **PLEDGE OF ALLEGIANCE**

3. **ROLL CALL**
   All Board Members were present.
   Also present:
   CCFD Personnel: Fire Chief David Pucci; Deputy Chief Jonathan Cox; Battalion Chief Pat Murphy; Fire Marshal Patricia Koch; HR Director Jennifer Crims; Admin. Services Manager Rubina Ellam; Management Assistant Jasmine Del Chiaro; City Manager of Burlingame, Lisa K. Goldman; City Manager of the Town of Hillsborough, Doug Davis; Asst. City Manager of the Town of Hillsborough, Mandy Brown; Jean Savaree, General Counsel; Moderator Steve Mermell from Jacob Green & Associates

4. **PUBLIC COMMENTS – NON-AGENDA**
   There were no public comments.

5. **CONSENT CALENDAR**
   a. Central County Fire Department Treasurer's Report for Q3, Fiscal Year 2025-26

   b. Resolution Authorizing the Chief Administrative Officer to Execute an Agreement with Tyler Technologies, Inc. for the Tyler ERP Pro Financial Software and Implementation Services

   c. Resolution Authorizing the Chief Administrative Officer to Execute an Amended Agreement for a Joint Training Program Between the Central County Fire Department and the City of San Bruno

   Vice Chair Cole pulled items b and c for clarification.
   Board Member Chuang motioned to approve the consent calendar. Board Member Cole seconded the motion. Approved 4-0-0.

6. **GOAL SETTING SESSION**

   Following brief welcoming remarks, moderator Steve Mermell opened the goal-setting session by outlining the key objectives: to ensure alignment between the Board and Executive Leadership; reaffirm the organization's Mission, Vision, and Values; assess progress on Strategic Plan implementation; review the SWOT analysis; reconfirm or modify high-level goals; and gather Board input on potential future objectives.

Chief Pucci provided an operational update and reviewed recommendations from the last Standards of Cover (SOC):

- **Completed:** ERP procurement; additional staffing for Truck 34; Station 36 staffed and operating; fleet-replacement strategy and purchase of four engines; class-and-comp study; expanded reserve funds.

- **In-progress:** Digital record keeping, policy and SOG updates, succession planning, study on possible district formation.

- **Deferred / Not started:** Additional personnel positions (e.g., facilities & fleet manager, plan reviewer) due to budget priority.

The Board requested regular status dashboards tying SOC items to Strategic Plan goals.

Deputy Chief Cox reported on objectives across seven (7) goals:

#	Goal	Status / Highlights
1	Operational Efficiency	Resource-deployment review (75 % completion); turnout-time reduction (complete); improved EOC readiness (43 % completion)
2	Recruitment & Well-being	Wellness and peer-support expansion (38 % completion; exploring paramedic and benefits reforms (13 % completion)
3	Community Engagement	CERT & CPR programs (85 % completion); youth CERT/Explorer initiatives (85 % completion); social-media outreach (80 % completion)
4	Training & Development	Org-wide training-needs (25 % completion); mentorship program (17 % completion)
5	Apparatus & Equipment	Replacement plan completed; standardization (75 % completion)
6	Facilities Modernization	Long-term facilities plan not yet started; ~$80-100 M replacement need identified
7	Communications & Feedback Loops	Internal comms (71 % completion); website & intranet modernization (28 % completion)

Financial and Asset Planning

- Apparatus costs rising 7–10 % per year, with four-year vendor lead times; analysis requested on extending equipment life and cost trade-offs.
- Inclusion of financial-impact forecasting for partner cities and municipalities in future reports.
- Discussion of emphasizing medical-call-specific vehicles to offset the expense of full fire-engine deployment.

Facility and Capital Planning

- Stations 35 (Burlingame), 36 (Burlingame), and 37 (Millbrae) rated poor; Station 33 (Hillsborough) next in line for upgrades.
- Fire-station replacement estimated at 80–100 million current dollars; need strategic funding and potential site relocation analysis.

Emerging Technologies and Innovation

- AI Integration: Explore analytics, automated reporting, risk modeling (e.g., UC Berkeley wildfire project).
- Drone Program: Joint pilot with Hillsborough PD for wildfire and structure-fire mapping; future regional collaboration through County OES anticipated.
- Starlink connectivity and streamlined internal IT/process automation planned for next fiscal year.

The Board requested that finished objectives continue to be monitored for performance and impact.

Concluding the session, Moderator Steve Mermell led a review of the Department's strengths, opportunities, weaknesses, and threats (SWOT).

SWOT and Strategic Challenges

- **Strengths:** High service level, strong leadership, morale improvement, community visibility, consistent response across cities.
- **Weaknesses:** Limited emergency-preparedness staffing, aging facilities, high equipment costs, need for continuous board engagement.
- **Opportunities:** Emergency-readiness education, Firewise outreach, Cal Fire partnerships, potential district formation for fiscal stability.
- **Threats:** Rising costs, expiring Safer Grant, regional competition for personnel, climate-driven wildfire risk, uncertain grant funding.

7. **PUBLIC COMMENTS**
   There were no public comments.

8. **BOARD OF DIRECTORS' COMMENTS**
   Board Members emphasized continued goal-setting check-ins and data dashboards, alignment of public outreach with all cities, exploration of AI integration, and development of AI and drone policies.

9. **ADJOURNMENT**
   The meeting was adjourned at 12:05 p.m.