

**Minutes of a Special Meeting of the Board of Directors of the Clarkdale Fire District
Meeting Held February 16, 2008**

A Special meeting of the Clarkdale Fire District Board of Directors was held on February 16, 2007 at 8:00 a.m. in the Town of Clarkdale Finance Department Conference Room at 890 Main Street, Clarkdale, Arizona.

Board of Directors:

Jim Elmer, Chairman

Seth Murphy, Clerk

Fred Hayman, Boardmember

Staff:

Don Eberle, Chief

Others Present: Assistant Town Manager Janet Perry.

Call to Order. The meeting was called to order at 8:00 a.m. by Board Chairman Elmer. All members were present.

Strategic Planning Session

The strategic planning process and how to develop vision, mission, goals and objectives. Ms. Perry reviewed the Vision, Mission, Goals and Objectives process. The Board consensus was to: Involve staff in developing the vision, mission, goals and objectives; to keep ideas and themes simple; and that resulting ideas and options be provided to the Board for approval.

Strategic issues (including, but not limited to):

Facilities

Issues, goals and objectives discussed regarding facilities were acquiring land and funding. Discussion included the following:

- Possibly sharing a building with the Town of Clarkdale Police Department.
- Negotiating for possible sites.
- Having a strategic and desirable location is critical.
- The need to develop and maintain adequate service capacity.
- The facility site should be a minimum of one acre, preferably two acres.
- Items to consider for improvements.
- Community support/momentum exists.
- Optimum timing, being proactive and moving forward to “tie-up” preferred sites now.
- Development of the main station on 89A with substations elsewhere.
- Banking trends appear to be favorable for funding.
- Funding options exist, such as taxation or bonding if needed.

Capital Replacement Program

Issues, goals and objectives discussed regarding capital replacement included apparatus and equipment. Discussion included the following:

- Purchasing a new brush truck in FY 08/09 with a grant.
- A definitive replacement schedule is developed.
- The ability of the District to fund capital improvements.
- Capital equipment includes: EMS, rescue, communications, office equipment and mechanical and other systems on facilities.

Delivery System Improvements

Issues, goals and objectives discussed regarding delivery of services included assessing community needs, District resources, funding options, completion dates and implementation. Discussion included the following:

- Potential hazards.
- Available fire flow.
- Available man power.
- Response times.
- Adequate equipment.
- Continually reassessing community needs.
- Technology advances.
- EMS needs.
- Neighboring/regional support.
- Changing/new exposures in the community.
- Maintaining the capacity to meet community needs.
- Being proactive in assessing District resources.
- Funding options to provide necessary resources to serve the community.
- Implementing improvements and setting time frames for completing needed improvements.

ISO rating

It was noted that there will be an ISO review in 2008 and preparation for this process is moving forward. All information will be documented and available. The District anticipates being able to improve the current rating of 7/9. Improvements to the rating result in lower insurance costs to District residents. The review will be a long-term process which considers a three-year history for rating determinations. Without the District having much history, the process for moving to a lower rating may take time.

External issues which will affect the rating include: Aging water infrastructure, water supply issues, water system upgrades, dispatching and training center issues. Equipment needs will be identified and documented. It was noted that the identifying of equipment needs may result in unexpected expenses to the District to replacements or upgrades.

Salaries and Benefits

Issues, goals and objectives discussed regarding salaries and benefits included the following:

- Developing a structure of organizational advancement.
- Developing performance standards and measurements.
- Staff retention is vital.
- That staff is the number one expense and the number one asset of the organization.
- That the District should be a fair and affordable organization.
- It is beneficial to be an attractive field of employment with opportunities.
- To maintain a fair and marketable salary structure.
- Staff is currently developing a salary survey for comparison purposes.
- Gathering information to evaluate existing and potential improvements to the benefits the District offers.
- Budget impacts, including tax issues, economic downturn, property assessments and possible tax revolt initiatives

Other comments, concerns and observations were discussed, including the following:

- The pulse of the community is positive.
- The District has a reputation of frugal behavior.
- The District should continue sensible behavior and be cognizant of economic challenges.
- A concern is the 2008 assessed valuations.
- Concerns over tax impacts.
- Maintaining a healthy budget is crucial.
- Concerns over the future real estate market.
- The fact that fire districts have limited revenue sources.
- If the tax rate drops, it will probably increase right away (instability).
- Honest communication with the community and communicating long-term stable thinking.
- Concern that the County Assessor has identified fire districts as a source of the current tax increase.
- Being focused on the tax rate, the general public might misinterpret the reality of the funding streams.

The Board expressed support for Chief Eberle in developing the fiscal year 2008-2009 budget based on justifiable needs.

Long-Term Goals

The Board identified long-term goals as: Staff retention and providing good equipment.

Adjournment - With no further business to come before the Board, the meeting adjourned at 11:00 a.m.

Jim Elmer, Chairman

Date

Seth Murphy, Clerk

Date