



Superstition Fire & Medical District

Phone (480) 982-4440 ~ sfmd.az.gov

Administration Office
565 North Idaho Road
Apache Junction, AZ 85119
Fax (480) 982-0183

Regional Training Center
3700 East 16th Avenue
Apache Junction, AZ 85119
Fax (480) 982-3268

Fleet & Facilities Services
1455 East 18th Avenue
Apache Junction, AZ 85119
Fax (480) 983-7443



Governing Board Work Session Meeting Minutes

April 15, 2019

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 WORK SESSION ON MONDAY, APRIL 15, 2019. THE MEETING WAS HELD AT THE SUPERSTITION FIRE & MEDICAL DISTRICT'S ADMINISTRATION OFFICE, 565 N. IDAHO ROAD, APACHE JUNCTION, ARIZONA.

THIS WORK SESSION WAS OPEN TO THE GENERAL PUBLIC AND BEGAN AT 4:00 PM.

A. Call to Order

Chairman House called the meeting to order at 4:00 PM.

B. Pledge of Allegiance

The Pledge of Allegiance led by Director Strand.

C. Roll Call

Board Members in attendance were Chairman Todd House, Clerk Kathleen Chamberlain, Director Jeff Cross, and Director Larry Strand. Director Jason Moeller attended via conference call.

Senior Leadership Team in attendance were Fire Chief Mike Farber, Assistant Chief Richard Mooney, Deputy Chief Jeff Cranmer, Finance Director Roger Wood and Administrative Services Director Anna Butel. Board Secretary and HR Generalist Sherry Mueller attended.

1. Call to the Public. (BOD #2019-04-N/A)

None.

2. Discussion on *The Working Group*. (BOD #2019-04-01)

Clerk Kathleen Chamberlain started the discussion off by providing some background as to why she brought *The Working Group* forward. The intention was to bring strength to the Organization. *The Working Group* may be able to assist SFMD going forward as we begin a search for a new Fire Chief in the future.

Mr. Tim Hill (Founder and President of *The Working Group*), Mr. David Leibowitz (Principal Partner) and Mr. Kevin Roche (Principal Partner) attended the work session to give a presentation on their company and what they can do for SFMD. Mr. Hill said his company could give us a nuts-and-bolts assessment of our Organization. He said there are different scopes of work (assessments) and described what a scope of work would like for SFMD. His team has Fire Department Executive Leadership hiring processes experience and could help SFMD put something together that would outline the qualifications and experience a new Fire Chief should have. They put together project teams of people who have specific experiences and expertise to serve the client's needs. Mr. Hill discussed the qualifications of himself and his other team members.



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Mr. Kevin Roche retired from the Phoenix Fire Department with 25 years, retiring as Chief of Staff. He now does consulting for Fire Departments around the Nation doing operational assessments and executive recruitments.

Mr. David Leibowitz brings a communication aspect to *The Working Group*. He has 25 years as a journalist and Public Relations Crisis Communications and Organizational Communications.

The Working Group could put fresh eyes on us and provide an outside organizational assessment, which could bring recommendations for our Organization. Additional considerations are cost, timing, and procurement schedule. Initially we discussed doing a 360° evaluation of the organization concerning customer service, both internal and external communications along with looking at the strategic plan.

The meeting was opened up for the Board Members to have discussion with *The Working Group* presenters. Mr. Strand mentioned that in recent months, SFMD has been rated in the top 2% of Fire Districts in the country. He asked, "How we could be improved upon?". David Leibowitz replied that his experience has been that no matter how well you are doing as a District, taking a good hard look from a neutral perspective, at what is happening, and usually produces a number of things. The process engages everybody who is involved, produces some type of efficiencies that causes cost savings and typically results in some internal and external improvements.

Chairman House stated that as a whole, he believes the District is doing very well and we are doing a good job of managing the District.

Captain John Walka stated we need to assess the "people-part" of the organization, politics and the customer service side of things.

Fire Chief Mike Farber said that although we are doing really well in many areas, he believes that we could use help in the Labor Management process. He would also like to have cancer testing for all employees.

Director Cross asked what would the range, as far as cost, for a Labor Management (personnel issues) assessment? Mr. Hill replied probably \$10,000 - \$15,000 range to start, depending on how in-depth you want to go.

Mr. Hill asked Chairman House about next steps. Chairman House replied that the Board of Directors would take their information presented under consideration.

3. Discussion regarding Admin moving to the Regional Training Center. (BOD #2019-04-02)

Fire Chief Mike Farber started out by saying we have been working on this issue for about 3 years. We are at a point where we would like some direction or ideas on whether we are going to buy the Regional Training Center building (or not) before we pour any more money into it.



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Director Cross said he thinks the Regional Training Center has a lot of earning potential for SFMD and believes we should move forward with trying to purchase it. We could sell the Admin building to offset the cost and possibly do a lease – purchase through the School District.

Fire Chief Farber said the original offer we made 3 years ago to purchase the Training Center was not acceptable to them. Now that we have a long-term lease (10-year lease) on this building we can also sublease. Now we sublease to the Arizona Department of Forestry. There are also other subleases that we could do if we owned it. Now it is a cost neutral operation, but having two buildings open is not advantageous or efficient.

There is about 40,000 square feet in the Training Center, and we use about 20,000 of it. We originally put over \$1 million into this building and another several hundred thousand dollars in the last 5 years. There is potentially another \$300,000 in replacement of air conditioning units needed.

Director Cross thinks that purchasing the Regional Training Center would give SFMD a huge revenue stream, it would be good to have all the Administrative staff under one roof, and this is the way the District should go. Financially, this is the next step for the District.

Chairman House is in agreement with going forward with purchasing the Regional Training Center if we can work out the financial details to make this happen.

Director Jason Moeller said we did a walk-through of the Regional Training Center about 3 years ago and there was a lot of stuff falling down, roof, air conditioners, interiors, etc.

Finance Director Roger Wood added that the cost of renovating the rest of the building would be about \$4 million on top of the price of the building. We need to look at the full price tag and give it a long horizon.

Clerk Chamberlain said she is concerned about the cost of the upkeep of the Regional Training Center. Her other concern is over the accessibility to the public in the Training Center.

Administrative Services Director Anna Butel stated that currently, the public does use that facility for things like plan reviews, permits, CPR classes, etc. The public is aware that we operate from that facility.

4. Adjourn (BOD #2019-04-03)

Motion by Director Strand at 5:25 PM to adjourn the meeting. **Seconded** by Clerk Chamberlain.

Vote 5 ayes, 0 nays. **MOTION PASSED.**

Governing Board Approval:


Board Clerk Kathleen Chamberlain
Sherry Mueller