

## AGENDA

NAFRS Board Meeting  
May 17, 2018, 8:00 am – 9:30 am  
LOC: Northfield Police Department

1	Approve Agenda	<b>(Page 1)</b>
2	Approve Minutes	April 19 Minutes <b>(Page 2-4)</b>
3	Chief's Report	
4	Finance	<ol style="list-style-type: none"><li>1. <b>Motion 2018-12</b> Approve disbursement batch 86 <b>(Page 5)</b></li><li>2. Review year to date financial report <b>(Pages 6-9)</b></li><li>3. 2019 Budget overview <b>(Pages 10-12)</b></li></ol>
5	Capital Equipment Plan	Review and discussion of 2019-2028 Capital Equipment Plan <b>(Page 13)</b>
6	Cost Allocation Formula	<b>Resolution 2018-3</b> Recommending an Amendment to the Joint Powers Agreement <b>(Pages 14-21)</b>
7	Facility	<ol style="list-style-type: none"><li>1. Update on activities</li><li>2. Review pre-construction schedule</li></ol>
8	Facility Financing	<ol style="list-style-type: none"><li>1. <b>Resolution 2018-4</b> Approving Rent Schedule (Exhibit B) to Amended and Restated Fire Station Lease Agreement <b>(Pages 22-23)</b> (*Revised Rent Schedule for approval at 5/15/18 City Council Meeting.)</li></ol>
9	Work Session- McGrath Report Review and Next Steps	<ol style="list-style-type: none"><li>1. Discussion of the work session and subsequent report prepared by Sharon Klumpp <b>(Pages 24-30)</b></li><li>2. Identify priorities and next steps</li><li>3. Consideration of temporary project coordinator</li></ol>
10	Adjourn	

**Meeting Minutes**  
**NAFRS Board Meeting**  
**April 19, 2018, 8:00am**  
**LOC: Northfield Police Department**

**Board Meeting Attendance**

<b>Voting Members:</b>	present	absent
Anne Haddad	X	
Glen Castore	X	
Lee Runzheimer	X	
Dana Graham	X	
Paul Liebenstein	X	
Glenn Switzer	X	
Bron Scherer	X	
Jessica Peterson-White	X	

<b>Ex-officio Members:</b>	present	absent
Kevin Estrem	X	
Brian Edwards		X
Ben Martig	X	
John McCarthy	X	
Monte Nelson		X
Gerry Franek	X	
Joe Johnson (EMS)	X	

Meeting called to order at 8am

1	Approve Agenda	<p>Agenda was approved with the following three changes: 1) Add a Quarterly Statement of Operations to item #4 - the Finance Report, and 2) Add a motion to approve the interest payment for the Facility to item #6 – the Facility Report, and 3) Approve the 2017 Financial Audit.</p> <p>Minutes of the March 12 Special Meeting, and minutes of the March 15 regular meeting were approved with no changes.</p>
2	Approve Minutes	<p>Minutes of the March 12 Special Meeting, and minutes of the March 15 regular meeting were approved with no changes.</p> <p><i>(Chief Franek arrived)</i></p>

3	Chief's Report	<p>The Chief reported on the following;</p> <ul style="list-style-type: none"> <li>• Performed Site Assessments</li> <li>• Received ISO Report; our score increased slightly and Chief Franek is following up on specific points.</li> <li>• Reported on successful Food Shelf Drive</li> <li>• Live-Burn for Firefighters is May 19</li> </ul> <p>Graham inquired as to how we handle PTSD for firefighters; Chief explained the process that we have in place, as well as the resources that we have available.</p> <p>(Peterson-White arrived)</p>
4	Finance	<p>1. <b>Motion 2018- 9</b> Approve disbursement batches 84 and 85</p> <p>Scherer motioned, Peterson-White seconded; all present voted yes</p> <p><b>Discussion:</b> None.</p> <p>2. Scherer presented Year to Date Financial Report.</p> <p>3. McCarthy reviewed the Quarterly Statement of Operations, which is required by the JPA to be sent to the parties, quarterly.</p>
5	Cost Allocation Formula	<p>The Finance Committee Recommended that Revision 4 of the Report and Revision 4 of the Resolution concerning a change to the JPA Cost Allocation Formula, be recommended to Board for action in the May Meeting.</p> <p>Castore reviewed the proposed changes to the formula and the implementation would be in the 2020 Budget.</p> <p>Graham raised concerns about the process by which this recommendation came about.</p> <p>Peterson-White: question to anyone with concerns about the process. "What is the problem with the result."</p>
6	Facility	<p><b>Resolution 2018-1</b> Recommending Acceptance of Bid and Award of Contract for Improvements to Fire Station Facility</p> <p>Castore motioned to approve, seconded by Liebenstein all present voted yes</p> <p><b>Discussion:</b> Medin, Project Architect, noted that we received seven bids and Joseph Co was lowest; contract will be awarded May 1, followed by pre-construction meeting. Next closest was MetCon which was \$15,000 higher, though there was a fairly equally spread throughout the bids. The numbers are in line with what is currently going on with construction.</p> <p>The breakdown on costs and contingencies will be more definite by the May meeting.</p>

		<p>Liebenstein asked what can be adjusted of costs go over the 8% contingency. Medin responded in that the \$20,000 monument sign could be eliminated and we will have to hold the line on any changes and live with the results.</p> <p>Switzer stated that he is comfortable with the project estimate, given the analysis that has been done to bring us to this point.</p> <p><b>Resolution 2018--2</b> Authorizing Amended and Restated Fire Station Lease Agreement</p> <p>Scherer motioned to approve, seconded by Peterson-White; all present voted yes</p> <p><b>Discussion:</b> Martig stated that Exhibit B is based on estimates and the dollar amounts will be finalized when the bond issue is completed. Martig will also correct the Northfield percentage that was incorrectly indicated to be 72.22%. These changes will come back to the Board for approval in May.</p> <p><b>ADDED to Agenda:</b>  <b>Motion 2018-10</b> Approve Interest Payment of \$86,987. 31 from NAFRS reserves for Facility construction period interest. The payment is due by January 15<sup>th</sup>, 2019.</p> <p>Scherer motioned, Castore seconded; all present voted yes</p> <p><b>Discussion:</b> None.</p>
7	Work Session- McGrath Report	Chair Haddad stated that we are awaiting the report from work session consultant, Sharon Klump, and we will determine next steps in the May meeting.
8	Taxing District	Castore provided a legislative update on the Taxing District bill. Both the House and the Senate Tax Committees heard the bill; the House approved the bill with one change and the Senate Tax Committee recommended that the bill, as approved by the House – be included in this years’ Omnibus Bill.
9	Accept NAFRS 2017 Financial Audit	<p><b>Motion 2018-11</b> Accepted 2017 NAFRS Financial Audit, by Abdo, Eick, and Meyers, as presented in the February meeting.</p> <p>Scherer motioned, Leibenstein seconded; all present voted yes</p> <p><b>Discussion:</b> None</p>
		Adjourned at 925am

**Batch #86**

Statement DATE:	PAYEE:	AMT:	ACCOUNT:	Invoice	APPV'd
4/10/2018	Anderson, Erik	\$214.26	EO: Educ. & Training, mileage, per diem (Roch. Fire School)	Reimb	Y
4/5/2018	Arrow Ace Hardware	\$27.89	EO: Equip., chain saw oil	640338/6	Y
4/1/2018	CenturyLink	\$111.32	EO: Communications, internet	Stmt	Y
4/1/2018	Culligan of Northfield	\$47.50	EO: Facility; drinking water system (Mar.)	10215988	Y
4/13/2018	Fire Safety USA	\$981.95	EO: Equip, Flashlight, clamp, brackets, battery	110364,	Y
4/12/2018	Gilomen Innovations	\$93.21	EO: Equip. maintenance - saw repair.	109356	Y
4/12/2018	Graue, Phil	\$153.00	EO: Educ. & Training, per diem (Roch. Fire School)	11451	Y
4/10/2018	Hodne, Mike	\$237.26	EO: Educ. & Training, mileage, per diem (Roch. Fire School)	Reimb	Y
4/6/2018	Lampe Law	\$1,776.00	Expense G&A: Professional Legal Svcs (Mar.)	Reimb	Y
4/9/2018	MN PEIP	\$685.59	EO: HR, insurance (May)	Mar.	Y
4/17/2018	NAFRS, Petty Cash	\$300.00	Exp. G&A: Petty Cash drawer	697294	Y
4/12/2018	Redfield, Hunter	\$153.00	EO: Educ. & Training, per diem (Roch. Fire School)	Reimb	Y
4/7/2018	Riverland CC; 2018 State Fire School	\$980.00	EO: Educ. & Training, fire school tuition	2006SFS-76	Y
4/12/2018	Sorem, Tom	\$153.00	EO: Educ. & Training, per diem (Roch. Fire School)	Reimb	Y
4/10/2018	Wiese, Bart	\$1,900.92	EO: Educ. & Training, mileage, per diem, hotel (Roch. Fire S	Reimb	Y
		<b>\$7,814.90</b>			

4/18/2018

NAFRS

UNAUDITED

**EXECUTIVE SUMMARY-FINANCIAL STATEMENT HIGHLIGHTS  
AS OF APRIL 30, 2018 AND FOR THE PERIOD THEN ENDED**

<b>BALANCE SHEET (FINANCIAL POSITION) ITEMS:</b>	
Cash in bank (operating funds)	\$245,600
Cash in bank (capital funds)	(\$9,200)
Total cash balance, month end	\$236,400
Deferred facility soft costs (prepaid expense on Balance Sheet)	\$14,000
Accounts payable, period end (operating)	\$11,800
Net working capital, period end	\$261,200
Fund Balance, Operating Fund, period end	\$261,200
Fund Balance, Capital Fund (Air Paks/Compressor, Pumper/Aerial Plat.), period end	\$965,000

**OPERATIONS ITEMS:**

Current Year Operating Budget (Annual)	\$525,000
Current Year Pro-rated Operating Budget through current period	\$175,000
Actual Operating Expenses, ytd, net of other income	\$181,900
YTD Actual Operating Expenses less than Budget [favorable variance]	<b>(\$6,900)</b>
% of budget-Actual Operating Expenses less than Budget	-3.9% YTD op expenses in excess of budget
<b>TOTAL REVENUES YTD: TRAINING &amp; EDUCATION</b>	\$0
All major budget categories have favorable (or zero) budget variances except:	
Small equipment purchases	(\$20,000) Turnout gear-replacement & for new crew (budgeted in 2017-new crew)
Ed & training	(\$4,000) Loaded in one month; some reimb. To come
General & Administrative	(\$1,600) All 2017 audit bill accrued/paid (Jan-Feb '18)
<b>ITD unfunded Depreciation provision</b>	<b>(\$25,600)</b>
	<b>\$199,100</b>

**NAFRS**  
**UNAUDITED**  
**BALANCE SHEET-OPERATING FUND**  
**As of APRIL 30, 2018, MARCH 31, 2018 & DECEMBER 31, 2017, 2016, 2015 & 2014**

	<u>4/30/2018</u>	<u>3/31/2018</u>	<u>12/31/2017</u>	<u>12/31/2016</u>	<u>12/31/2015</u>	<u>12/31/2014</u>
<b>ASSETS:</b>						
Current Assets-						
Cash (all accounts)	\$245,627.20	\$292,667.69	\$189,518.88	\$114,747.69	\$145,084.44	\$48,927.93
Prepaid Rent, insurance & facility soft costs	<u>\$41,883.09</u>	<u>\$47,740.04</u>	<u>\$23,286.61</u>	<u>\$30,927.30</u>	<u>\$16,368.41</u>	<u>\$27,394.70</u>
<b>TOTAL ASSETS</b>	<b>\$287,510.29</b>	<b>\$340,407.73</b>	<b>\$212,805.49</b>	<b>\$145,674.99</b>	<b>\$161,452.85</b>	<b>\$76,322.63</b>
<b>LIABILITIES &amp; FUND BALANCE:</b>						
<b>LIABILITIES:</b>						
Accrued payroll, taxes, benefits	\$14,509.41	\$8,693.69	\$18,556.13	\$15,459.21	\$10,659.22	\$7,911.41
Accounts payable-Operating Fund	<u>\$11,833.35</u>	<u>\$28,458.79</u>	<u>\$13,644.17</u>	<u>\$14,091.63</u>	<u>\$9,866.03</u>	<u>\$16,973.12</u>
<b>TOTAL LIABILITIES</b>	<b>\$26,342.76</b>	<b>\$37,152.48</b>	<b>\$32,200.30</b>	<b>\$29,550.84</b>	<b>\$20,525.25</b>	<b>\$24,884.53</b>
<b>FUND BALANCE:</b>						
Prior Year Fund Balance	\$180,605.19	\$180,605.19	\$116,124.15	\$140,927.60	\$51,438.10	\$0.00
Member Contributions	\$262,500.00	\$262,500.00	\$525,010.00	\$525,000.00	\$507,500.25	\$169,000.00
Transfer to Capital Fund from Op.-Truck Purchase	\$0.00	\$0.00	\$0.00	(\$34,999.00)	\$0.00	\$0.00
Less operating expenses, net	<u>(\$181,937.66)</u>	<u>(\$139,849.94)</u>	<u>(\$460,528.96)</u>	<u>(\$514,804.45)</u>	<u>(\$418,010.75)</u>	<u>(\$117,561.90)</u>
Excess of contributions over expenses	<u>\$80,562.34</u>	<u>\$122,650.06</u>	<u>\$64,481.04</u>	<u>(\$24,803.45)</u>	<u>\$89,489.50</u>	<u>\$51,438.10</u>
<b>TOTAL FUND BALANCE</b>	<b><u>\$261,167.53</u></b>	<b><u>\$303,255.25</u></b>	<b><u>\$180,605.19</u></b>	<b><u>\$116,124.15</u></b>	<b><u>\$140,927.60</u></b>	<b><u>\$51,438.10</u></b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>\$287,510.29</b>	<b>\$340,407.73</b>	<b>\$212,805.49</b>	<b>\$145,674.99</b>	<b>\$161,452.85</b>	<b>\$76,322.63</b>

	4/30/2018	3/31/2018	12/31/2017	12/31/2016	12/31/2015	12/31/2014
<b>NAFRS CAPITAL FUND:</b>						
<b>ASSETS:</b>						
Cash (due to Operating Fund)	(\$9,210)	(\$9,210)	\$232,114	\$232,114	\$232,114	\$232,114
Fixed asset-Air Pack Equipment	\$232,114	\$232,114				
Fixed asset-Scott Site sets (6) w/ comm	\$9,300	\$9,300				
Fixed asset-Electronic Fire Extinguisher Tr. System	\$12,910	\$12,910				
Fixed asset-Used Aerial Platform #8128	\$365,699	\$365,699	\$365,699	\$365,699	\$365,699	\$365,699
Fixed asset-New Pumper #8125	\$553,211	\$553,211	\$553,211	\$553,211	\$553,211	\$553,211
Less accumulated depreciation	<u>(\$199,063)</u>	<u>(\$190,328)</u>	<u>(\$165,233)</u>	<u>(\$73,218)</u>	<u>(\$64,853)</u>	<u>(\$5,802)</u>
Net fixed assets	<u>\$964,961</u>	<u>\$973,696</u>	<u>\$985,791</u>	<u>\$1,077,806</u>	<u>\$1,086,171</u>	<u>\$226,312</u>
<b>TOTAL ASSETS</b>	<b>\$964,961</b>	<b>\$973,696</b>	<b>\$985,791</b>	<b>\$1,077,806</b>	<b>\$1,086,171</b>	<b>\$226,312</b>
<b>FUND BALANCE</b>	<b>\$964,961</b>	<b>\$973,696</b>	<b>\$985,791</b>	<b>\$1,077,806</b>	<b>\$1,086,171</b>	<b>\$226,312</b>

**NAFRS**  
**STATEMENT OF OPERATIONS**  
**FOR THE MONTH ENDED APRIL 30, 2018**

UNAUDITED

	<u>ACTUAL</u>	<u>BUDGET</u>	VARIANCE <u>FAV. (UNFAV.)</u>
<b>REVENUES:</b>			
Total Revenues	\$178.46	\$0.00	\$178
<b>EXPENSES:</b>			
Human Resources	\$20,242.31	\$23,041.69	\$2,799
Facility	\$6,642.25	\$7,958.33	\$1,316
Small Equipment	\$1,544.45	\$1,333.33	(\$211)
Fleet	\$1,825.45	\$3,416.66	\$1,591
Education & Training	\$6,585.04	\$1,500.00	(\$5,085)
Communications/I.T.	\$498.76	\$500.00	\$1
General Insurance (liab/excess)	\$256.92	\$333.33	\$76
General & Administrative	<u>\$4,671.00</u>	<u>\$5,666.66</u>	<u>\$996</u>
<b>TOTAL EXPENSES-OPERATING</b>	<u>\$42,266.18</u>	<u>\$43,750.00</u>	<u>\$1,484</u>
<b>EXCESS OF REVENUES OVER EXPENSES-OPS</b>	(\$42,087.72)	(\$43,750.00)	\$1,662



UNAUDITED

**NAFRS  
STATEMENT OF OPERATIONS  
FOR THE YEAR-TO-DATE ENDED APRIL 30, 2018**

	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE FAV. (UNFAV.)</u>	<u>2017-4 MONS ACTUAL</u>
<b>REVENUES:</b>				
Total Revenues	\$262,741.15	\$262,500.00	\$241	\$262,516.35
<b>EXPENSES:</b>				
Human Resources	\$80,788.54	\$92,166.76	\$11,378	\$37,037.01
Facility	\$29,123.39	\$31,833.32	\$2,710	\$14,310.76
Small Equipment	\$25,560.12	\$5,333.32	(\$20,227)	\$71.44
Fleet	\$9,726.47	\$13,666.64	\$3,940	\$4,084.18
Education & Training	\$10,026.38	\$6,000.00	(\$4,026)	\$0.00
Communications/I.T.	\$1,646.08	\$2,000.00	\$354	\$1,582.54
General Insurance (liab/excess)	\$1,027.68	\$1,333.32	\$306	\$625.84
General & Administrative	<u>\$24,280.15</u>	<u>\$22,666.64</u>	<u>(\$1,614)</u>	<u>\$14,705.80</u>
<b>TOTAL EXPENSES-OPERATING</b>	<u>\$182,178.81</u>	<u>\$175,000.00</u>	<u>(\$7,179)</u>	<u>\$72,417.57</u>
<b>EXCESS OF REVENUES OVER EXPENSES-OPS</b>	\$80,562.34	\$87,500.00	(\$6,938)	\$190,098.78

NAFRS

OPERATING BUDGET

FOR THE YEAR ENDING DECEMBER 31, 2019

version #1

	ACTUAL 2017	BUDGET 2018	BUDGET 2019		
<b>REVENUES:</b>					
Misc. Revenues	\$977.23	\$0	\$0		
Member contributions-Operations	\$525,010.00	\$525,000	\$807,000		
Total Revenues	\$525,987.23	\$525,000	\$807,000		
<b>EXPENSES:</b>					
Human Resources-					
Gross payroll	\$166,932.92	\$190,000	\$190,000		
FICA	\$12,459.60	\$15,500	\$15,000		
PERA retirement contribution	\$2,657.12	\$5,000	\$4,000		
Fire Relief Pension	\$0.00	\$0	\$0		
Workers Compensation Insurance	\$42,675.28	\$46,000	\$44,000		
Group Disability/Medical Insurance	\$4,350.27	\$13,000	\$13,000		
Background checks	\$0.00	\$0	\$0		
Employee vaccinations/annual tests	\$6,504.00	\$4,000	\$7,000		
Recruiting	\$0.00	\$0	\$0		
Other, misc. including recruit/gear/testing	\$344.00	\$3,000	\$2,000		
<b>Total Human Resources</b>	<b>\$235,923.19</b>	<b>\$276,500</b>	<b>\$275,000</b>		

**2019 PARTY ALLOCATION-BUDGET**

RURAL	DUNDAS	TOTAL
\$184,641.60	\$44,788.50	\$807,000.00
<b>\$184,641.60</b>	<b>\$44,788.50</b>	<b>\$807,000.00</b>
22.88%	5.55%	100.00%

**NAFLD**  
\$375,742.50  
**\$375,742.50**  
71.57%

**EXPLANATORY COMMENTS**  
General reserve for additional administrative HR costs-NAFRS Board, over 2017 actu  
FICA commensurate with 2019 gross payroll budget

**FINANCE COMMITTEE DISCUSSION ITEM; CONSIDER A SPECIFIC OPERATING RESER**  
Estimated; new policy year premium not available  
Only partial year of medical insurance in 2017; new rates unknown at this time.

	ACTUAL 2017	BUDGET 2018	BUDGET 2019	EXPLANATORY COMMENTS
Facility-				
Utilities-electricity	\$14,208.71	\$18,000	\$18,000	
Utilities-natural gas	\$5,682.51	\$8,000	\$8,000	
Utilities-water/sewer/storm	\$1,397.13	\$2,000	\$2,000	
Outside services-refuse	\$1,888.24	\$3,000	\$2,000	
Outside services-lawn/snow removal	\$3,362.50	\$5,000	\$5,000	
Outside services-cleaning	\$4,152.00	\$4,000	\$3,000	
Building maintenance & repairs	\$4,031.00	\$7,500	\$4,000	
Security Monitoring	\$0.00	\$1,000	\$1,000	
Supplies	\$695.80	\$2,000	\$1,000	
Insurance	\$22,782.54	\$25,000	\$27,500	
Facility Rent	\$20,011.00	\$20,000	\$300,000	Estimated; new policy year premium not available <b>New lease with City of Northfield</b>
Other, misc.	\$0.00	\$0	\$0	
<b>Total Facility</b>	<b>\$78,211.43</b>	<b>\$95,500</b>	<b>\$371,500</b>	
Equipment-				
Small equipment purchases	\$44,076.82	\$10,000	\$35,000	
General supplies	\$900.87	\$1,000	\$1,000	
Repairs & maintenance-general	\$1,437.58	\$5,000	\$2,000	
Equipment rent	\$0.00	\$0	\$0	
Other, misc.	\$0.00	\$0	\$0	
<b>Total Equipment</b>	<b>\$46,415.27</b>	<b>\$16,000</b>	<b>\$38,000</b>	
Fleet-				
Fuel/oil/lubricants	\$4,848.69	\$6,000	\$6,000	

Decrease due to construction activities

Hose replacement-\$15,000; Thermal Imager replacement-\$10,000

Estimated; new policy year premium information not available

Repairs and maintenance	\$14,417.54	\$20,000	\$18,000
Insurance	\$11,892.68	\$13,000	\$14,000
Small equipment purchases	\$0.00	\$0	\$0
Supplies	\$119.25	\$2,000	\$1,500
Other, misc.	\$23.75	\$0	\$0
<b>Total Fleet</b>	<b>\$31,301.91</b>	<b>\$41,000</b>	<b>\$39,500 (\$1,500)</b>

Education & Training-  
School reimbursements  
Conference & Seminar/School Fees  
Lodging  
Per Diems, mileage, other travel  
Other education & training costs

Education & Training- School reimbursements			-\$3,000
Conference & Seminar/School Fees	(\$3,015.00)	\$10,000	\$8,000
Lodging	\$1,604.26	\$3,000	\$2,000
Per Diems, mileage, other travel	\$2,441.04	\$1,000	\$3,000
Other education & training costs	(\$798.05)	\$4,000	\$2,000
<b>Total Education &amp; Training</b>	<b>\$232.25</b>	<b>\$18,000</b>	<b>\$12,000 (\$6,000)</b>

Net of reimbursed training; difficult to predict amount of reimbursements

<b>Communications/I.T.-</b>	<b>\$5,018.96</b>	<b>\$6,000</b>	<b>\$5,000 (\$1,000)</b>
<b>General Insurance (liab/excess)-</b>	<b>\$3,364.31</b>	<b>\$4,000</b>	<b>\$4,000 \$0</b>

General & administrative-  
Professional Services-HR/Payroll  
Professional Services-Legal  
Professional Services-Accounting & Audit  
Professional Services-Other  
Memberships & Dues  
Office Supplies  
Small Equipment purchases  
Equipment leases  
Business software  
Postage/Delivery  
Subscriptions  
Board expenses  
Miscellaneous (advertising, promotion.)  
Contingency Reserve

General & administrative- Professional Services-HR/Payroll	\$29,815.57	\$30,000	\$28,000
Professional Services-Legal	\$10,111.25	\$12,000	\$10,000
Professional Services-Accounting & Audit	\$11,060.00	\$12,000	\$12,000
Professional Services-Other	\$703.81	\$3,000	\$2,000
Memberships & Dues	\$993.00	\$1,000	\$1,000
Office Supplies	\$3,714.84	\$4,000	\$4,000
Small Equipment purchases	\$0.00	\$0	\$0
Equipment leases	\$0.00	\$0	\$0
Business software	\$656.44	\$0	\$500
Postage/Delivery	\$215.30	\$500	\$500
Subscriptions	\$83.83	\$500	\$500
Board expenses	\$1,713.70	\$3,000	\$2,000
Miscellaneous (advertising, promotion.)	\$1,971.13	\$2,000	\$1,500
Contingency Reserve	\$0.00	\$0	\$0
<b>Total general &amp; administrative</b>	<b>\$61,038.87</b>	<b>\$68,000</b>	<b>\$62,000 (\$6,000)</b>
<b>TOTAL EXPENSES-OPERATING</b>	<b>\$461,506.19</b>	<b>\$525,000</b>	<b>\$807,000 \$282,000</b>

No specific consulting projects known/anticipated.

\$280,000 relates to new building lease commencement

EXCESS (DEF) OF REVENUES OVER EXPENSES-OPS	\$64,481.04	\$0.00	\$0
TOTAL	\$64,481.04	\$0.00	\$0

<b>2018 PARTY ALLOCATION-ACTUAL</b>		
<b>RURAL</b>	<b>DUNDAS</b>	<b>TOTAL</b>
\$120,120.00	\$29,137.50	\$525,000.00
<b>\$120,120.00</b>	<b>\$29,137.50</b>	<b>\$525,000.00</b>
22.88%	5.55%	100.00%

ial

**WE NEED INTO THE FUTURE**

**DRAFT**  
**Northfield Area Fire & Rescue Services**  
**2019 - 2028 Capital Equipment Plan**  
**Vehicles and Equipment**

Type	Year	Make	No.	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Aerial Ladder	2013	E-One	8118										
Pumper	1987	Peterbuilt	8115	\$ 600,000									
Elevating Platform	1996	Sutphen	8128										\$ 1,070,000
Heavy Rescue	2001	Pierce	8120										
Ambulance	2002	Ford	8110										
Grass Rig	2011	Chevy	8113		\$ 75,000								
Pumper	2007	Spartan	8125			\$ 620,000							
Tanker	2005	International	8126		\$ 350,000								
Tanker	2009	Peterbuilt	8116			\$ 350,000							
ATV	2013	Polaris				\$ 22,000							
ATV	2004	Polaris											
<b>Other</b>													
Compressor	2016	Scott											
Air Packs and Bottles	2016	Scott											
Scott Sights	2018												
Bullseye Simulator	2018												
ATV Trailer	2013	Aluma				\$ 3,000							
Boat													
Duck Trailer	1993												
Boat Trailer	1993												
Dive Trailer	2002	Roadmaster											
<b>TOTAL</b>				\$ 600,000	\$ 75,000	\$ 350,000	\$ -	\$ 645,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 1,070,000

**ESTIMATED RESIDUAL VALUES REALIZED**  
 (\$350,000)  
**ESTIMATED Party Contribution**  
 \$ 600,000 \$ 75,000 \$ 350,000 \$ - \$ 295,000 \$ 350,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ 820,000

**Northfield Area Fire and Rescue Service**  
**RESOLUTION 2018 –3**  
**Recommending an Amendment to the Joint Powers Agreement**  
**May 17, 2018**

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**WHEREAS** the City of Northfield (“Northfield”), the City of Dundas (“Dundas”), and the Northfield Rural Fire Protection District (“Rural Fire”), (collectively the “Parties”), pursuant to Minnesota Statutes, section 471.59, entered into a Joint Powers Agreement dated April 1, 2014 (the “JPA”), to operate and provide fire protection and rescue services to their respective residents through a joint fire department called the “Northfield Area Fire And Rescue Service” (“NAFRS”); and

**WHEREAS** NAFRS is operated and managed by a joint powers board (“NAFRS Board” or “Board”); and

**WHEREAS** the NAFRS Board believes it is in the best interests of NAFRS and the Parties to amend the JPA cost allocation procedure as described in Exhibits A and B; and

**WHEREAS** the Board wishes to recommend the changes contained in this Amendment to the Joint Powers Agreement attached hereto and incorporated herein by reference as Exhibits A and B; and

**WHEREAS** Section 27.e. of the JPA requires the Board to present any proposed JPA amendment to the Parties by resolution, and to issue a report explaining the amendment and the process for consideration and adoption, which report will be prepared forthwith; and

**WHEREAS** the JPA requires that the Parties must act to approve, modify or deny a proposed amendment within 90 days after the Board issues its report concerning the proposed amendment.

THEREFORE, BE IT RESOLVED by the NAFRS Board as follows:

1. The Board approves and recommends to the Parties the adoption of the Amendment to Joint Powers Agreement attached hereto as Exhibit A.
2. The Board approves and recommends to the Parties the adoption of the Amendment to Joint Powers Agreement attached hereto as Exhibit B.
3. The Parties are requested to pass a resolution approving the First Amendment to Joint Powers Agreement within 90 days of the date of issuance of the report on concerning the proposed amendment.

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Gerry Franek, Fire Chief

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Anne Haddad, Board Chair

	<b>Yes</b>	<b>No</b>	<b>Abstain</b>	<b>Absent</b>
Glen Castore				
Dana Graham				
Anne Haddad				
Paul Liebenstein				
Jessica Peterson-White				
Lee Runzheimer				
Bron Scherer				
Glenn Switzer				

## EXHIBIT A

The changes proposed to the language currently in the Joint Powers Agreement:

**7b. Adjustment Process.** The ~~above~~ Party Contributions shall be updated every two years starting with the year 2019 for the 2020 budget in accordance with the procedure described in Exhibit D, which is attached hereto and incorporated herein by reference. Annual Party Contributions will be determined by the process described in Exhibit D. The population numbers used to calculate annual Party Contributions will be those most recently certified by the Minnesota State Demographer. The Estimated Market Values of Improvements will be those most recently certified by the relevant County Auditors for the Members' respective jurisdictions. Fire Calls will be those reported to the National Fire Incident Reporting System by the Northfield Area Fire and Rescue Service (NAFRS) and occurring in the NAFRS service area.

The language as it would read if the proposal is adopted:

**7b. Adjustment Process.** The Party Contributions shall be updated every two years starting with the year 2019 for the 2020 budget in accordance with the procedure described in Exhibit D, which is attached hereto and incorporated herein by reference. Annual Party Contributions will be determined by the process described in Exhibit D. The population numbers used to calculate annual Party Contributions will be those most recently certified by the Minnesota State Demographer. The Estimated Market Values of Improvements will be those most recently certified by the relevant County Auditors for the Members' respective jurisdictions. Fire Calls will be those reported to the National Fire Incident Reporting System by the Northfield Area Fire and Rescue Service (NAFRS) and occurring in the NAFRS service area.



**EXHIBIT B**

The changes proposed to the language of Exhibit D currently in the Joint Powers Agreement (the current language would be deleted in its entirety):

**EXHIBIT D**

**Procedure for determining the allocation of costs among the Parties**

~~Step 1: Get Estimated Market Values (EMV) and Populations for each of the members. The Auditors for Rice County and Dakota County provide the EMVs. The EMVs for a given year are finalized in the first week of February of each year. The population figures are available from the State Demographer.~~

~~The values used for determining the cost allocation for 2014, 2015, 2016 and 2017 are shown below:~~

	<b>Estimated Market Value</b>	<b>EMV %</b>	<b>Population</b>	<b>Pop %</b>
Northfield	\$1,129,244,200	54.9%	20,373	76.5%
Dundas	\$117,547,100	5.7%	1,407	5.3%
Bridgewater	\$270,341,600	13.1%	1,791	6.7%
Forest	\$119,961,600	5.8%	680	2.6%
Greenvale	\$182,029,900	8.8%	811	3.0%
Northfield (twp)	\$192,709,000	9.4%	843	3.2%
Sciota	\$4,253,800	0.2%	111	0.4%
Waterford	\$7,295,500	0.4%	332	1.2%
Webster	\$33,579,200	1.6%	268	1.0%
<b>TOTAL</b>	<b>\$2,056,961,900</b>	<b>100.0%</b>	<b>26,616</b>	<b>100.0%</b>

~~Step 2: Consolidate the above data for the Rural Fire District members.~~

	<b>Estimated Market Value</b>	<b>EMV %</b>	<b>Population</b>	<b>Pop %</b>
Northfield	\$1,129,244,200	54.9%	20,373	76.5%
Dundas	\$117,547,100	5.7%	1,407	5.3%
Rural Fire District	\$810,170,600	39.4%	4,836	18.2%
<b>TOTAL</b>	<b>\$2,056,961,900</b>	<b>100.0%</b>	<b>26,616</b>	<b>100.0%</b>

**Step 3:** Apply the agreed upon weight factors to EMV and Population to determine each Party's percentage contribution:

Characteristic	Weights
EMV	20%
Population	80%
	100%

Party Contribution Percentage Formula = (EMV Weight x EMV %) + (Pop Weight x Pop %).

For example, the Party Contribution Percentage allocated to Northfield based on the above data is calculated as follows:

$$\text{Northfield percentage} = 20\% \times 54.9\% + 80\% \times 76.5\%$$

The respective Party Contribution allocation percentages for 2014, 2015, 2016 and 2017 based on the above formula and data are shown below:

Party Contribution Percentages	
Northfield	72.22%
Dundas	5.37%
Rural Fire District	22.41%
	<u>100.00%</u>

Therefore, if the total 2014 budget for NAFRS operations is \$475,000, the amount allocated to each party is:

	Party Contribution %	Party Contribution \$
Northfield	72.22%	\$343,022
Dundas	5.37%	\$25,517
Rural Fire District	<u>22.41%</u>	<u>\$106,462</u>

The language of Exhibit D of the JPA as it would read if the proposal is adopted:

**EXHIBIT D**

**Procedure for determining the allocation of costs among the Parties**

**Step 1:** Get the Estimated Market Value of Improvements (EMVI) and Populations for each of the members. Get the fire call history for the previous three years. The EMVI is to be obtained from the Rice and Dakota County Auditors. The Population is to be obtained from the State Demographer. The fire call history is to be obtained from NAFRS.

**Step 2:** Consolidate the EMVI, Population and Fire Call data for the townships in the Rural Fire District.

**Step 3:** Determine whether Rescue Squad related costs paid by NAFRS exceed \$75,000 for each year of a two year continuous period. If so then rescue calls will be added to fire calls.

**Step 4:** Calculate the three-year average of fire calls (or fire calls plus rescue calls if so determined in Step 3) for each of the Parties. A fire call is counted if:

- a. It occurs in the NAFRS service area. Consequently it occurs in either a township, Dundas or Northfield. All calls in townships will be attributed to the Rural Fire District.
- b. A report has been submitted to the National Fire Incident Reporting System.

**Step 5:** Apply the following weighting factors for EMVI, Population and Average Fire Calls to determine each Party's' obligation.

<u>EMVI</u>	<u>33%</u>
<u>Population</u>	<u>33%</u>
<u>Fire Calls</u>	<u>34%</u>

**EXAMPLE:**

**Step 1:** Current data for Estimated Market Value of Improvements and Population:

<u>Member</u>	<u>EMVI</u>	<u>Population</u>
<u>Northfield</u>	<u>\$1,035,768,030</u>	<u>20,355</u>
<u>Dundas</u>	<u>\$99,003,200</u>	<u>1,490</u>
<u>Bridgewater</u>	<u>128,172,500</u>	<u>1,837</u>
<u>Forest</u>	<u>60,085,700</u>	<u>682</u>
<u>Greenvale</u>	<u>76,394,800</u>	<u>823</u>
<u>Northfield</u>	<u>62,582,200</u>	<u>869</u>
<u>Sciota</u>	<u>11,894,400</u>	<u>114</u>

<u>Waterford</u>	<u>39,708,100</u>	<u>333</u>
<u>Webster</u>	<u>18,689,900</u>	<u>278</u>

**Step 2:** Consolidate the data for the townships in the Rural Fire District.

<u>Rural Fire District</u>	<u>EMVI</u>	<u>Population</u>
<u>Bridgewater</u>	<u>128,172,500</u>	<u>1,837</u>
<u>Forest</u>	<u>60,085,700</u>	<u>682</u>
<u>Greenvale</u>	<u>76,394,800</u>	<u>823</u>
<u>Northfield</u>	<u>62,582,200</u>	<u>869</u>
<u>Sciota</u>	<u>11,894,400</u>	<u>114</u>
<u>Waterford</u>	<u>39,708,100</u>	<u>333</u>
<u>Webster</u>	<u>18,689,900</u>	<u>278</u>
	<u>397,527,600</u>	<u>4,936</u>

**Step 3:** Calculate the rescue squad related costs paid by NAFRS and the percentage of these costs compared to NAFRS operating and capital budget for the year. These costs are determined as follows, using 2017 costs in the example:

<u>Capital equipment</u>	<u>\$0</u>	
<u>Small equipment</u>	<u>\$0</u>	
<u>Maintenance</u>	<u>\$10,000</u>	<u>equipment maintenance, fuel, insurance</u>
<u>Rent</u>	<u>\$1,600</u>	<u>use \$5.00 /sq ft for the upgraded facility</u>
<u>Operations</u>	<u>\$6,000</u>	<u>8% of NAFRS facility budget</u>
<u>Personnel</u>	<u>\$1,900</u>	<u>Captain's pay + employers contribution to FICA, Medicare</u>
<b><u>Total</u></b>	<b><u>\$19,500</u></b>	

The total NAFRS contribution to the Rescue Squad for this year was \$19,500.

**Step 4:** Calculate the average of fire calls for the previous 3 years:

<u>JPA Party</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Average</u>
<u>Northfield</u>	<u>208</u>	<u>221</u>	<u>211</u>	<u>213</u>
<u>Dundas</u>	<u>7</u>	<u>10</u>	<u>11</u>	<u>9</u>
<u>Rural Fire District</u>	<u>41</u>	<u>37</u>	<u>34</u>	<u>37</u>

**Step 5: Apply the weighting factors to determine the percentage contribution for each Party**

	<b>EMVI (payable 2018)</b>	<b>EMVI %</b>	<b>Population (2016)</b>	<b>Population %</b>	<b>Fire Calls Average</b>	<b>Call %</b>
<u>Northfield</u>	<u>\$1,035,768,030</u>	<u>67.6%</u>	<u>20,355</u>	<u>76.0%</u>	<u>213</u>	<u>82.2%</u>
<u>Dundas</u>	<u>\$99,003,200</u>	<u>6.5%</u>	<u>1,490</u>	<u>5.6%</u>	<u>9</u>	<u>3.5%</u>
<u>Rural Fire District</u>	<u>\$397,527,600</u>	<u>25.9%</u>	<u>4,936</u>	<u>18.4%</u>	<u>37</u>	<u>14.3%</u>
	<u>\$1,532,298,830</u>	<u>100.0%</u>	<u>26,781</u>	<u>100.0%</u>	<u>259</u>	<u>100.0%</u>

<b>Party</b>	<b>Formula</b>	<b>JPA Percentage</b>
<u>Northfield</u>	<u>67.6% x 33% + 76.0% x 33% + 82.2% x 34% =</u>	<u>75.29%</u>
<u>Dundas</u>	<u>6.5% x 33% + 5.6% x 33% + 3.5% x 34% =</u>	<u>5.17%</u>
<u>Rural Fire District</u>	<u>25.9% x 33% + 18.4% x 33% + 14.3% x 34% =</u>	<u>19.54%</u>

**Northfield Area Fire and Rescue Service**  
**RESOLUTION 2018 – 4**  
**Approving Rent Schedule (Exhibit B) to Amended and Restated Fire Station Lease Agreement**  
**May 17, 2018**

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**WHEREAS** the NAFRS Board approved an Amended and Restated Fire Station Lease Agreement between NAFRS and the City of Northfield (Northfield) by Resolution 2018-2 on April 19, 2018; and

**WHEREAS** the Rent Schedule shown in Exhibit B to the approved Amended and Restated Fire Station Lease Agreement was preliminary and was based on estimates, pending the issuance of General Obligation bonds by Northfield for the fire station project, and the Rent Schedule was to be finalized and returned to the NAFRS Board for review and approval after the bonds had been issued; and

**WHEREAS** the General Obligation bonds for the fire station project have now been issued and the Rent Schedule (Exhibit B to the Amended and Restated Fire Station Lease Agreement) has been finalized and submitted to the Board, and the same is attached hereto as Exhibit A; and

**WHEREAS** the Amended and Restated Fire Station Lease Agreement states in section 4.1 that the Tenant (NAFRS) paid rent in the amount of \$10,000 on January 31, 2018 for the portion of the Lease Term through July 31, 2018, but should have stated that NAFRS had paid rent in the amount of \$20,000 for the Lease Term through January 31, 2019; and

**WHEREAS** section 4.1 of the Amended and Restated Fire Station Lease Agreement erroneously states, in part, “any amount other than 72.22% for any 2-year period during the Lease Term, commencing in 2018” and that clause should state “any amount other than 71.57% for any 2-year period during the Lease Term, commencing in 2018”; and

**WHEREAS** the above-noted corrections to section 4.1 of the Amended and Restated Fire Station Lease Agreement shall also be incorporated in the Rent Schedule now being approved.

**THEREFORE, BE IT RESOLVED** that:

1. The NAFRS Board hereby approves the Rent Schedule attached hereto as Exhibit A, which shall be attached to and incorporated in the approved Amended and Restated Fire Station Lease Agreement as Exhibit B; and
2. Section 4.1 of the Amended and Restated Fire Station Lease Agreement shall be corrected as follows:
  - a. The first sentence of said section shall be corrected to read: “The Parties acknowledge that the Tenant has paid rent in the amount of \$20,000 on January 31, 2018 for the Lease Term through January 31, 2019.”

- b. The following clause in said section shall be corrected to read: "any amount other than ~~72.22%~~ 71.57% for any 2-year period during the Lease Term, commencing in 2018."

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Gerry Franek, Fire Chief

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Anne Haddad, Board Chair

	Yes	No	Abstain	Absent
Glen Castore				
Dana Graham				
Anne Haddad				
Paul Liebenstein				
Jessica Peterson-White				
Lee Runzheimer				
Bron Scherer				
Glenn Switzer				



## Final Report

Northfield Area Fire and Rescue Service, Northfield, Minnesota

April 17, 2018





Springsted | Waters  
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April 17, 2018

Ms. Anne Haddad, Chair  
Mr. Glen Castore, Vice Chair  
NAFRS  
301 5th Street West  
Northfield, MN 55057

Dear Ms. Haddad and Mr. Castore:

We are pleased to submit a report that documents the facilitate discussion conducted on April 6, 2018 and identifies the next steps for continuing this dialogue about NAFRS's future direction. The responsiveness of Board members and their strong commitment to ensuring that the communities served by the three parties receive quality fire services have been greatly appreciated. We hope that this document offers a foundation for future discussions and policy considerations.

It has been a distinct pleasure to work with your organization. We wish you success now and in the future.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Sharon G. Klumpp", written in a cursive style.

Sharon G. Klumpp, Senior Vice President  
Springsted|Waters

## Introduction and Methodology

Northfield Area Fire and Rescue Service (NAFRS) is a joint powers organization consisting of members representing the Cities of Northfield and Dundas and the rural fire district that serves Bridgewater, Northfield, Webster, Forest, Waterford, Sciota and Greenvale Townships. NAFRS retained McGrath Consulting Group in 2016 to conduct an administrative audit of current services. One of the report recommendations endorsed hiring a full-time fire chief. The NAFRS Board of Directors has been considering this question; however, differences of opinion exist.

NAFRS retained Springsted | Waters (S|W) to conduct a facilitated discussion to further explore this question. Objectives for the facilitated discussion were two-fold:

- Discuss the reasons for and against establishing a full-time Fire Chief position
- Determine criteria for deciding if a full-time Fire Chief is needed

S|W reviewed the McGrath Report and other documents pertaining to the establishment and operation of NAFRS. NAFRS scheduled April 6, 2018 as the date for the facilitated discussion. S|W contacted all of the voting and non-voting members of the Board of Directors and the Fire Chief to discuss the following questions:

1. What are the highest priorities for NAFRS in the next 1-5 years?
2. What do you see as two benefits of establishing a full-time Fire Chief and two disadvantages of creating this position?
3. What conditions would need to be present for you to support establishing a full-time Fire Chief?

Telephone conversations of 30-40 minutes in length were conducted with all but one NAFRS member. These conversations gave the consultant an opportunity to collect background information and to understand participant concerns prior to the actual facilitation discussion. Responses were compiled and organized into major themes. Following the consultant's presentation, Board members were asked to identify findings drawn from the information presented and discuss steps the Board could take to address the evolving roles and responsibilities of the Fire Chief position. Finally, Board members were asked to identify an action plan.

## Summary of Information Presentation to the NAFRS Board

S|W Consultant Sharon Klumpp thanked all of the Board members for their participation in this process. Through phone calls with the Board members, she understood that NAFRS is a good organization and that its work and the dedication of its firefighters are greatly appreciated. She also learned that Board members and staff are committed to NAFRS' success, noting that Board members candidly shared their perspectives on establishing a full-time fire chief position.

Ms. Klumpp asked Board members to bring a forward-looking perspective to the dialogue, recognizing that nation-wide fire services are going through a lot of change, especially in staffing models. Expectations for meaningful dialogue were identified:

- Important to hear from every Board member.
- Respect different opinions and disagree respectfully.
- Stay focused on the question. Anything not germane to the discussion will be placed on a list for future attention by the Board.

A summary of information obtained from Board member telephone conversations appears below. Responses to the first question were presented in the form of questions to promote dialogue among members.

## 1. What are the highest priorities for NAFRS in the next 1-5 years?

**Board governance model**—Should the NAFRS Board of Directors be a working board, a policy-making board with oversight of operations or a blend? How can the Board build trust among the three parties? How will the governance model respond to evolving needs? Should the Board consider forming a taxing district? Should the Board absorb other districts who are having a hard time recruiting people?

**Roles and responsibilities**—How can the Board establish clear roles and responsibilities for Board members, for the Fire Chief and for staff? What are respective responsibilities for developing and administering budgets; developing and implementing policies; determining training needs; evaluating performance, etc.? How does the Board ensure accountability? What kinds of data and analysis does the Board need to make informed decisions?

**Shared direction**—What is the strategic direction for fire and rescue services? What steps can be taken to address differing service philosophies among the parties?

**Level and quality of services to be provided**—What business are we in? We want outstanding, high quality fire services, but how can we define those services? Do they include pre-planning of schools, colleges, universities, senior living facilities, hospitals, daycare, etc.? Do they include emergency planning and preparedness and multi-disciplinary training with other regional public safety agencies? Do they include fire code inspections, plan reviews and public education? How do we measure and assess the level and quality of services provided? How does the rescue squad fit into the services provided?

**Staffing**—What are the potential trends that impact recruitment and retention? How can we ensure that staffing reflects the diversity of our community? Do we have the pulse of what new firefighters are thinking? Could this information help us with planning for succession and the development and retention of incoming firefighters? What are training needs?

**Facilities and equipment**—How can we ensure that the station renovation is completed in an efficient and timely basis? What are short-and long-range equipment needs? How do we address the rising cost of equipment?

**Community engagement**—What are the Board's expectations for NAFRS Board members and staff to engage with the community?

## 2. What do you see as two benefits of establishing a full-time Fire Chief and two disadvantages of creating this position?

### Benefits

- Stability, Board members will likely change. More stability is expected in the Fire Chief position.
- Capacity to utilize performance measurements to assess response time, number of days equipment are out of service, etc.
- Robust planning for the future
- Increased coordination with public safety agencies, especially with EMS and emergency management partners
- Increased communication of information with the Board and with all staff
- Fire Chief could be more visible and accessible to the community

- Daily management of fire department
- Increased professionalism
- Fire Chief could assist in creation of a stronger governance structure
  - Organizational guidance
  - Neutralize politics
  - Prepare Board agenda
  - Role of Board Chair and Board members would be more manageable
  - In the event of a crisis, there would be someone familiar with the role of the Board
- Could be some administrative benefits
- Improved training
- Improved record keeping
- Might be needed in the future

#### **Disadvantages**

- Instability with turnover of city administrators in Northfield; would there be similar turnover in a fire chief
- Cost (salary, office, vehicle, etc.)
- Loss of leadership; experienced staff might choose to leave the organization
- Loss of effective working relationships if staff leave the organization
- Ignores the current succession plan, which could cause current staff to leave
- Could impact morale, some firefighters might resist a full-time chief or decide to leave
- Don't need a full-time chief; may not be enough work to justify a full-time position
- May not have the votes to create a full-time position, could be more divisive for NAFRS or even destroy it

3. **What conditions would need to be present for you to support establishing a full-time Fire Chief?** (Note: In responding to this question, Board members sometimes noted that the condition currently exists. While S|W recognizes that not all members would agree that a current condition exists, the list below has been organized to indicate where some members see a condition as currently existing.)

#### **Existing Conditions**

- Question regarding preparedness for an emergency
- Perceived lack of communication among public safety agencies
- Representation among other public safety agencies, e.g. dispatch, hazard mitigation
- Availability to debrief on critical incidents

- Customer service improvements (relevant to the rescue squad)
- Improved safety for first responders and patients
- Provide level of first response needed by EMS
- Decision to anticipate future problems
- Improve communications to all three parties
- Consistent level of training among all department members
- Fiduciary commitment to the public justifies a full-time fire chief

#### **Future/Other Conditions**

- Substantial growth in the area as indicated by the need for a second fire station
- Problem recruiting firefighters
- Formation of a fire district might require a full-time chief
- Buy-in from firefighters
- Board support
- Clarify if NAFRS needs an administrator or a fire chief
- Financial commitments from partners
- Succession/transition plan developed with the involvement from the rank and file
- Clear description of the fire chief role, based on the governance structure

**Findings.** NAFRS Board members were asked what findings they could draw from the information presented. Findings identified by individual Board members included:

- Doing nothing is not an option.
- Sustainable approach to administration is needed.
- The Board needs to receive more information and data about department operations so it can exercise appropriate oversight. Board agendas and supporting materials are not currently provided in sufficient detail.
- Existing service levels need to be reviewed so the Board can determine the level and mix of services needed in all areas, including emergency management and representation at public safety functions including Explorer meetings.

**Items listed for future action.** These items included:

- Clarifying the governance model. Board members discussed the level of detail that went into developing the joint powers agreement. It was acknowledged that a substantial amount of good work had been done to get NAFRS to where it is today. However, with more experience operating as a joint powers organization, refinement to the original modes is to be expected.
- Identification of services and level of services provided. Board members recognized that this action cannot move forward without an understanding of the mix and level of services currently provided. The Board needs to capture what services are currently being provided as well as when they are not being provided. For example, the Board needs to determine if the inability of NAFRS to attend or

participate in public safety functions reflects the level of services desired. Determining the mix and level of services could have a potential impact on NAFRS' staffing model as well as the cost to provide services.

- Strategic direction. What does the future look like? Some Board members expressed interest in exploring establishing NAFRS as a fire services district.

**Action Plan.** Board members concluded that more information was needed to answer the question of establishing a full-time fire chief. The action plan listed below identifies information needed to continue the dialogue.

- Define what is happening now. The Board Chair and committee chairs will prepare a list of tasks they are currently performing. These lists will be submitted to the Board Chair.
- Define the NAFRS' public role and identify gaps, especially as it relates to government operations such as open meeting law and data practice requirements must be met as it relates to Board policy-making, conduct of meetings, release of information, finance and human resources
- Undertake a review of policies and update them as needed to ensure compliance with laws, regulations and agreements governing NAFRS' operations.
- Identify limitations of the joint powers agreement that may need to be examined or revised by the parties.
- Clarify the role, responsibilities, and expectations for the Fire Chief, understanding that these may change over time.
- Ask the Fire Chief to compile data for the NAFRS Board and to identify resources needed to identify and report data to the Board in a consistent manner.
- Find out from the Fire Chief and from department members how their work has changed since forming NAFRS

## Conclusion

Although the facilitated discussion did not identify an action to be taken with regard to the establishment of a full-time fire chief, it did provide a forum for acknowledging the hard work by Board members to create NAFRS and an opportunity for reflection on its forward direction. Nationally, a transition is underway in how services are being provided and funded. Many fire services have found it increasingly difficult to provide the level of services demanded with a volunteer or paid-on call staffing model. While NAFRS has not experienced difficulties recruiting paid-on call staff, that is not to say such difficulties will not occur in the future.

We live in a time of heightened public awareness about the safety of our communities. Providing fire services must be balanced with an understanding of services, costs and risks that are acceptable to the community.