



MEETING MINUTES OF A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT NOVEMBER 10, 2018



- 1) STRAP Session 3 of the 2018 Update process was called to order by FLFB Chairman John Nelson at 11:34 am in the main equipment bay of the fire station. Also in attendance were fire board members John Hennessey, Quentin Tolby and Tom Cummiskey; Chief Rodriquez; Admin Assistant Roxie Allen; newly elected fire board member Joe Ruet; Judy Nelson; and Auxiliary Chair Jan Cummiskey.
- 2) Approve STRAP Meeting Minutes from the 09-15-18 meeting. The draft meeting minutes of the September 15th STRAP Session 1 were previously distributed for review and comment. There being none, the meeting minutes were declared approved as presented.
- 3) Approve STRAP Meeting Minutes from the 10-20-18 meeting. The draft meeting minutes of the October 20th STRAP Session 2 were previously distributed for review and comment. There being none, the meeting minutes were declared approved as presented.
- 4) 5-year detailed financial plan, revenue model. Treasurer Cummiskey provided a summary review of the 5-year financial plan spreadsheet, which had been reviewed in great detail at yesterday's Finance Committee meeting. Our projected minimum year end cash balance in year 1 of the 5 year projection is \$306,000, increasing substantially thereafter. We are very healthy from a cash flow projection point of view. On the capital expenditure side, we moved the new engine out one year to better align with any potential grant opportunities. Adjustments were included to salaries, benefits and insurance costs. Other grant revenues and expenditures were addressed, including a FEMA microgrant and the Hazardous Fuels grant. Costs are included for repurposing the Annex. It was noted that our IT upgrades are funded for the current fiscal year, and will include migrating to a new eMail client with thin client architecture. Tom emphasized the end result is a balanced budget projection, including contingency and enterprise funds, for the FY19-20 and FY20-21 fiscal years, suitable for use as the beginning point for finalizing the FY19-20 budget and the FY20-21 estimate, both of which must be submitted to the County. There were some in meeting adjustments to the spreadsheet, which Tom has incorporated and are reflected in the attached spreadsheet.



2018 STRAP UPDATE
5 AND 10 YEAR FORECAST

- 5) Updated goals to include in 5-year plan. Chairman Nelson reviewed last year's goals as summarized in the 2017 STRAP Update document one-page summary:
 - a) Repurpose our old fire station (Annex) by July 2019 per Building Committee recommendations.
 - b) Upgrade our rolling stock as planned in our latest STRAP (Strategic Plan).
 - c) Improve non-tax revenues each year by identifying new revenue sources, and by leveraging community resources via the Auxiliary, grants, on-going donations and corporate/other.
 - d) Decrease our Mil rate by \$.25 by the 2020/2021 fiscal year to \$3.00.
 - e) Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the 2018 Board of Directors election.

Since these goals are, by definition, strategic in nature they are not expected to change much from year to year. The revised goals for the 2018 update are shown below.



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- a) Develop a Master Plan by June 30, 2019, for long term utilization of the entire FLFD property, including repurposing of the Annex building.
 - b) Upgrade our rolling stock as planned in our latest Strategic Plan.
 - c) Improve non-tax revenues each year by identifying new revenue sources, and by leveraging community resources via the Auxiliary, grants, on-going donations and corporate/other.
 - d) Decrease our Mil rate by the 2021/2022 fiscal year.
 - e) Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the Board of Directors.
- 2) One-page summary. The one-page summary, a very useful reference document, is the last item created in the update process. John Hennessey and Tom Cummiskey took the action to draft a new update.
- 3) Plan for STRAP completion and publication. Per prior agreement, John Hennessey has the overall responsibility for the preparation and publication of the 2018 STRAP Update document, with assistance from Tom Cummiskey. The target date for publication is 1Q2019. The proposed Table of Contents, with assignments, was introduced at STRAP Session #2. It is included here again for the record. Due dates for the various modules will be forthcoming.

Executive Summary JH, TC

Introduction JH

Facilities/Master Plan JH, JN

Equipment DR, RA

Services and Service Area DR

Guiding Operational Principles JH

Goals All

Appendix A, Organization Chart..... RA, JH

Appendix B, Five-Year Budget Projection TC

Appendix C, Definitions JH

- 4) Next Session. We do not anticipate any further meetings. Subsequent interaction and communication will be via email.
- 5) In closing, Chairman Nelson commented that we are in a good place. We have a new fire station, we have just won a grant for a new ambulance, we have a new mini-pumper, we have plans for a new engine to replace E1211, we live within our budgets and our financial future is solid.
- 6) There being no further business before the committee, the meeting was adjourned at 12:12 pm.