

Forest Lakes Fire District (FLFD)

Five-Year Strategic Plan (STRAP)

2019 Annual Update

Covering Fiscal Years

(FY)

2020/2021 thru 2024/2025

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2019 STRAP Update

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I. Executive Summary

The financial condition of the District is recovering from the construction of our new fire station and the monies spent to update our Annex building but it is improving and is expected to continue to improve throughout this 5 year cycle. We expect tax levies to increase in line with increases in property valuations. Of interest, there is a 1-2 year delay before the County could decrease our tax revenues since it takes that long to reassess property values, allowing us ample time to adjust our spending plan in the event of an economic downturn. Our EMS Receivables are up from historic levels and are expected to remain strong. Donations to the District from the Auxiliary and others have been generous and are expected to remain strong. Finally, we have enacted the mindset of looking for other ways to creatively increase revenues so that our ability to operate is not predicated totally on tax revenues. Perhaps the most obvious example of this is the construction of and the related lease payments for the new community cell tower located on FLD property.

Having spent significant effort looking for non-traditional ways to increase revenues, the District is looking at additional methods we haven't fully pursued in the past. A new approach we are undertaking is to work the legislative advocacy angle in an attempt remove some or all of the constraints imposed on fire districts across the state by our Legislature.

Forest Lakes Fire District, like most rural fire districts in Arizona, has unique requirements. We have no commercial base, yet we are responsible to cover over 300 square miles, along one of Arizona's busiest highways, leading to the second most visited recreation area in the state. In addition to the unique equipment we need to accommodate our locality, but are rarely able to afford, we are also constrained to bring adequate manpower to our location because our revenue constraints don't allow us to pay competitive wages. The impact is not having the equipment or manpower to service our coverage area with the potential result of not being able to reach those in need in a timely fashion, which can result in deterioration of their conditions, including possible death. We need home rule to set our MIL rates in accordance with our unique needs.

To that end, we are forming a new committee, the Governmental Advocacy Committee, which will be led by our new board member, Israel Torres, to work much more closely with AFDA and other fire districts across the state, to draft potential legislation to mitigate our financial constraints. Once drafted, we will lobby our legislators to enact it. We will work to provide all fire districts with the ability to set their own course in setting local MIL rates that are appropriate to provide funding for their unique circumstances.

Likewise, with our expenses, we continually look for ways to cut costs without cutting services or value. This is important so that we can afford to pursue the strategic initiatives outlined in this plan.

In 2019, we accomplished a great deal financially at the Forest Lakes Fire District. The single biggest activity for the year, as stated above was the final miscellaneous costs to put the new station into full operations. Along with that, we funded the complete update to the exterior of the Annex building including new fascia board, metal roof and paint color coordinated to the new station.

Now that these costs have been incurred, and as the District's management team looks to the new year, four new overarching priorities are on the horizon for us to address financially. They include: 1) ongoing support for the District's combination staffing model; 2) the rebuilding of our cash reserves; 3) our continuing effort to complete the master plan for the District's grounds and buildings, started last year, and; 4) addressing our debt service responsibilities.

The finance and operating plan is contained in Appendix B and will be used to develop the annual operating plan for the next fiscal year, FY2020-2021. Revenue and expense projections, and projected Mill rates, have been made for this five-year period based on assumptions regarding property assessed valuation changes, inflation rates, etc. Realistic capital and personnel expenditure plans have been incorporated. The bottom line assessment is that past and ongoing austerity plans put in place by your leadership team have positioned us to have the financial head room to pursue much need building and equipment upgrades.

There continues to be extreme legislative pressure on fire district revenues. In addition to AZ Senate Bill 1421 which limits the year over year levy increase for fire districts to a maximum of 8%, the voters passed Prop 117 that limits year over year increases in property valuation to 5%, regardless of actual property value appreciation. For districts like Forest Lakes, which is already operating under the statutory Mill rate limit of \$3.25, this essentially means we restricted to a 5% year-over-year tax levy increase. This presents an additional challenge to the leadership team, especially for addressing our future capital equipment needs. The good news is that we project that we will be able to achieve our goals. Furthermore, thanks to changes in the membership of the Board, we expect to expend more effort on working with AFDA and other fire districts to influence our legislators to provide more flexibility for fire districts like ours to mitigate the impact of the previous legislation limiting fire districts ability to fund their operations.

The strategic plan update period covers the next five fiscal years (July-June). The annual operating plan and budget is the most significant policy document that the leadership team creates each year. It sets the work plan for the district, the service levels to be provided and the details of the capital expenditures the district will make. This budget is balanced and typifies the district's ongoing commitment to contain expenditures to necessary and reasonable levels. Future annual operating budgets will derive from the five-year strategic plan. This requires that the strategic plan be a living document and be updated prior to the development of the annual operating plans.

The five-year strategic plan update has been developed in concert with the district's mission: "To provide comprehensive fire, emergency medical and search and rescue services to the Forest Lakes community and our surrounding Service Delivery Area."

Your leadership has developed a condensed set of goals for this update:

1. Complete our Master Plan by September 30, 2020, for long term utilization of the entire FLFD property, including repurposing of the Annex building.
2. Upgrade our rolling stock as planned in our latest STRAP (Strategic Plan).
3. 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.
4. Rebuild cash reserves to take advantage of unexpected opportunities and, ultimately, to purchase a new engine.
5. Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the Board of Directors.

As a matter of fiscal responsibility, we will continue to be realistic with department expenditures and follow our established policy that we will buy good, used and serviceable equipment versus new when using district funds. We recently made a significant upgrade to our equipment in late 2019 through a grant award from the Gila River Indian Community that allowed us to purchase a new ambulance,

which allowed us to replace our obsolete blue and white ambulance. The new ambulance will be put into service and the old ambulance disposed of in calendar Q1 2020.

The combination staffing model currently in place provides 24x7 paramedic and firefighter/EMT coverage. This model is viable for the foreseeable future. Chief Rodriguez is a key component in maintaining this staffing model, and we are pleased to report that he is under contract through October 31, 2020. He has expressed his intention to continue as our Chief. However, there are still concerns about our ability to continue with our combination staffing model approach for the coming years due to the decrease we are experiencing in POC participation.

II. Introduction

This document serves multiple purposes. The primary objective is to capture the results of the leadership team's annual strategic planning discussions, resulting in an updated 5-year financial plan and the underlying long-term strategies and goals. A secondary purpose is to capture in a single document a comprehensive overview of the Forest Lakes Fire District, including facilities, equipment, and personnel.

Leadership Team

The FLFD leadership team is comprised of the Fire Board and the Fire Chief. The Fire Board, which serves at the pleasure of the public, consists of Tom Cummiskey, Chairman; John Hennessey, Clerk; Joe Ruet, Treasurer; Israel Torres who replaced retiring member Quentin Tolby, Member; and Dennis Massion, Member. In addition to the above duties, Chairman Cummiskey is Chair of the Strategic Planning Committee; Clerk Hennessey is Chair of the Master Planning Committee; Treasurer Ruet is Chair of the Finance and Budget Committee; Member Massion is Chair of the Policies, Procedures and Bylaws Committee; and Member Torres is Chair of the new Governmental Advisory Committee. By statute, Clerk Hennessey is responsible for all Public Records Management.

The Fire Board is responsible for setting policy and managing the fiduciary interests of the district. The Board Chair serves as the Chief Executive Officer of the district. The Fire Chief, who serves at the pleasure of the board, is Dave Rodriguez, who is the Chief Operations and Administrative Officer of the district. The Chief is the only employee who reports directly to the board--all other employees report to the Chief. Chief Rodriguez is working under contract to the fire board through October 31, 2020. The board and Chief have developed this annual update to the Strategic Plan and are working together to accomplish the plan.

We also note for inclusion in this document the recent hire of our new Admin Assistant, Megan Rutherford. Megan is well experienced in fire district affairs and comes to us from the Heber/Overgaard Fire District. We welcome Megan to the District!

The Planning Process

The FLFD strategic planning (STRAP) process was initiated in October 2007. This effort led to the publication of the initial FLFD Five-Year Strategic Plan and its accompanying Five-Year Budget on December 27, 2010. The strategic planning process is on-going, with the Leadership Team developing an updated, stand-alone 5-Year Plan each year.

The process this year included several work sessions, with agendas and meeting minutes published per Open Meeting Law requirements. The public was encouraged to participate in these meetings, but public participation was minimal.

The planning process for 2019 was initiated with Chief Rodriguez's "State of the Department" briefing. The Chief reported that the District continues to operate in a fiscally responsible and professional manner. This translates into strong community support and confidence in the Leadership Team. Our goal is to remain supportive of the Mission, Vision and Values of the District and of each other. Adequate staffing remains a concern. We face near term budget constraints due to the lack of POC support. In the longer term, some form of shared services delivery, such as merger, consolidation, or joint powers authority (JPA) may be required.

Chief highlighted some of our many accomplishments for the past year.

- We have completed all activities to make our new fire station fully operational.
- We received an SCBA grant to purchase ten new packs and twenty new bottles.
- We received a \$250,00 grant from the Gila River Indian Community to purchase a new state of the art, 4-wheel drive ambulance.
- We received funds from the Auxiliary allowing us to purchase a Thermal Imaging Camera, a tool we have been looking to procure since 2010.
- We are highly integrated with all our cooperative partners such as TriStar, APS, Forest Service, and Coconino County bringing benefit to the District and the Forest Lakes community.
- We have negotiated an extension of our Hazardous Fuels Grant.
- We are enjoying increased community support, both operationally and financially.
- We are financially sound and improving.
- We operate with a high level of service delivery.

The Leadership Team used the Chief's comments to frame its discussions and set the subsequent meeting agendas. Topics for the planning discussions included:

- Budgets and the detailed expectations for both revenues and expenditures.
- Staffing, pay scales, and benefits.
- Service delivery model and service area.
- Master Planning activities to address the entire property (Annex, blue garage, back lot, ...).
- Vehicles and maintenance.
- Information technology issues and updates.
- Future capital investments.
- Mission and Vision statements.
- Goals (to be documented in the 5 Year Plan).

Budget Process

One of the key products of the Five-Year strategic plan update is the creation of the five-year financial plan and budget forecast. The primary drivers addressed by the team in order to arrive at viable five-year plans are revenue and expenditures, both operational and capital. On the revenue front, as discussed above, we will face significant revenue constraints. Operating expenditures continue to be scrutinized, while a realistic capital expenditure plan is presented that allows us to continue to significantly upgrade our facilities and equipment. These capital expenditures have been made possible by prudent fiscal decisions by prior boards, which enforced an austere operating environment.

The Leadership Team continues to be committed to a conservative long-range financial plan that includes balanced budgets every year. The financial plan and our strategic goals are both adjusted during the planning process so that all aspects of the plan are mutually compatible.

More details regarding the budgeting process are included in Appendix B. The Leadership Team realizes we continue to face significant challenges ahead. The STRAP annual update reconciles what we want or need to do with what we can afford. The result is a detailed 5-year financial plan that meets the emergency services needs of our community while minimizing the tax burden on our citizens.

District Issues

Space/Equipment. We have completed our new fire station. It provides much-needed equipment storage space and crew quarters, culminating many years of planning and saving. Funding was from cash reserves, community donations, and a lease-purchase agreement at a very attractive, generationally low interest rate. The old fire station has been designated the FLFD "Annex", and will continue to be repurposed for equipment storage, training/meeting space, and other secondary needs. The high priority for upgrading our rolling stock has been addressed with the \$250,000 grant award which procured a new ambulance.

Staffing Model/Sustainability/Demographics. Our combination staffing model continues to receive high marks from our community and customers. We plan to maintain the 24X7 Paramedic plus Firefighter service delivery model. We remain concerned about the declining participation of Paid-On-Call support from the local community. Our 5 Year Finance and Budget projections are based on maintaining the current level of Paid-On-Call support. Our community is changing, and with that comes changes in demographics. It will be a challenge to keep the community engaged in supporting the fire district as it has in the past. Our updated financial plan includes modest pay increases for both On-Duty-Staff and Paid-On-Call personnel. This is both well-deserved and important for our pay rates to remain competitive.

Revenue Constraints. There continues to be significant pressure on fire district revenues. Arizona fire districts are limited to a maximum of 8% year over year increases in tax levies; property valuations are limited to a 5% increase year over year; and Mill rates are capped at \$3.25 per \$100 assessed valuations. We are therefore effectively triple constrained. For districts like Forest Lakes, this essentially means we are restricted to a 5% year-over-year tax levy increases, presenting additional challenges to the leadership team for addressing our on-going needs and sustaining our staffing and service delivery models. Therefore, to accomplish our strategic goals over the coming 3-5 year time frame, we are committed to advocating for legislative relief and to finding new revenue sources outside of the traditional tax revenue structure. One major step forward this past year was to contract to have a

new community cell tower erected on our property. Those companies (the first being Verizon) will allow us to obtain additional lease revenues not previously available.

III. Facilities and Master Plan

Our facility picture has undergone a major transformation over the past several years. Phase 1, now complete, resulted in the construction of our new fire station. This phase also included upgrades to our computer infrastructure. Phase 2, envisioned for mid-2020/2021, will complete the transformation with the repurposing of the old fire station, hereafter referred to as the Annex, as well as the remainder of the property under the direction of our Master Planning Committee.

New Fire Station (Phase 1)

Groundbreaking for the new station occurred on July 8, 2017. The new fire station was dedicated on June 23, 2018. The new station has curb appeal, with split face masonry construction and a complementary bronze standing seam metal roof. The new station fits its intended purpose, and is suitable for the rural character of Forest Lakes. The new station is affordable, is modest in design, is durable, is functional, with low projected life cycle cost, and meets all requirements. The new station will meet our requirements far into the future (projected 50-year life span.) The new station is positioned on-site primarily based on winter snow operational considerations, including grading and drainage.



New Fire Station and Annex as Viewed from Merzville Road (October 30, 2018)

The station consists of a central main bay space, with four heated bays; an air-conditioned crew quarters wing to the north, with accommodations for up to six ODS (peak, holiday loading); and an air-conditioned administrative wing to the south, which houses the Chief's office, Admin Assistant office, a public reception area, ADA compliant rest rooms, a day/break room and a triage room.

The bay space has a shed roof design to facilitate winter operations (sheds snow to the rear, away from the bay doors and driveway apron) while the two wings have a traditional gable roof construction. A wide driveway provides bay door access for fire operations. Public access to the admin wing is from a driveway at the south side, with ADA compliant parking provided. Crew quarter access is from a driveway on the north side.

The overall building is 4,939 sq. ft., with the bay occupying the bulk of that space, 2,720 sq. ft. The crew quarters occupies 1,179 sq. ft., and the admin wing 1,040 sq. ft. The building width is 132 ft., the maximum building depth is 40 ft., the maximum building height is 26.8 ft., and the building setback is 58 ft. (from the property line.)

The new building occupies all or parts of lots 297, 298 and 299. Almost all of lot 299 is unencumbered, allowing space and noise separation from the neighbors to the south and for possible future expansion. A new alternative septic system services both the new station and the Annex. The existing back-up generator services both buildings. Grading and drainage, featuring a stone retaining wall between the new station and the Annex, and catch basins and underground piping along Merzville, will handle all surface water from the fire station property as well as the adjacent flow introduced by the county yard and some culvert flow from Old Rim Rd., just to the north of the county yard. The overall property is just shy of 3 acres (lots 298 and 299, 1 acre each; lot 207, ¾ acre; and the Annex, ~0.3 acres.)

In addition to the fire station and the annex, there are several ancillary buildings on the property: a two-car garage (aka blue garage) near the western edge of the property (NW corner of lot 298), and three large storage sheds just to the west of the fire station.

The benefits of the new facility are many. As documented in our strategic planning sessions, having crew quarters on-site improves operational efficiency and avoids the expense of crew quarter rentals. There is a private office for the chief, separate office space for the administrative staff, space for the copy machine and other office equipment and files, adequate work space for the ODS and POC, a private triage room for walk-in patients, a public reception area and ADA compliant public rest rooms, all of which enhance operations, public convenience and access, and ensure HIPAA compliance.

The new facility allows us to maintain our current high level of EMS and fire operations performance far into the future. The new bay space with 14 ft. high by 14 ft. wide bay doors handles current and future equipment needs. It allows us to upgrade to a new 4WD engine/pumper to enhance winter-time operations. Our equipment is housed year-round in conditioned air space.

Master Planning Committee (Phase 2)

Our Master Planning Committee is responsible for developing a comprehensive, coordinated plan for all FLFD buildings and property. The plan is broken down into two phases. Phase 1 was accomplished in the previous fiscal year. Phase 2 will be accomplished in the 2020-2021 fiscal year (Year 1 of the 5-year budget and financial plan).

Phase 1 Accomplishments:

- Annex Refurbishment. The annex exterior refurbishment is complete. It includes a new metal roof, new fascia and T111 plywood panels, as needed, and new paint with the color coordinated to the new fire station.

Phase 2 Plan.

ROM cost estimates were prepared and input to the recently completed STRAP update sessions, and accounted for contributions from donations from other sources, such as last year's Poker Run.

Areas to be addressed include:

- Back Half of the Property
 - Lining Natural Drainage Ditch with Boulders (Rip Rap)
 - Cleaning Up the Property (Removing Accumulated Surface Items)
 - Spreading Existing Rocky Soil to Level the Grade
 - Covering with 2 to 3 Inches of Good Soil

Note: A significant amount of work was accomplished on the back half of the property in 2019. The remaining work is expected to be accomplished at no additional cost to the district based on ODS availability to operate the FEL. Existing soil will be screened, with the screened soil used as cover for the affected area. Rocks from the screening process will be used to line the natural drainage ditch. Vegetation will be natural—no plans for grass and/or sprinklers.

- Fueling Station. Chief will develop a cost estimate for lease/purchase for a fueling station. The fueling station will be located just behind the fire station with easy drive up access. This is a high priority for the district.
- RV Hookups. This is a low priority and will be removed from the plan.
- Load-Bearing Wall on the Southwest Side of the Annex. All indications are that the wall has stabilized. The radio tower guy wires have been re-tensioned and will be monitored for any sign of movement in the wall.
- Need for a Multi-Purpose Conference Room, Including an Emergency Operations Center (EOC) as Well as Potential Alternative (FEMA Grant) Funding. The Multi-Purpose Conference Room remains a priority item. Some of the work will be self-performed. There is Wi-Fi, electric, kitchen and bathroom facilities. It can be used for board meetings, community meetings, as an EOC, ... We will consider a complete remodel, including removing the existing kitchen cabinetry. Rest room facilities will remain as is and will be non-ADA compliant. Note: meetings requiring ADA rest rooms will be held in the fire station. There is no indication FEMA

funding will be available for the effort as an EOC can be accomplished with a simple table and chair configuration.

- Signage. The cost for the signage will be paid for from the Poker Run proceeds. A mockup has been developed, and the new signage may be in place in the very near future.
- Electric to the Tuff Sheds. We will provide electric power to the storage sheds behind the station. This will greatly improve access to Auxiliary merchandise and work flow for future Ice Cream Socials. Estimate to include wall outlets (4-plex) in the back wall (for freezer power) as well as overhead lighting, with a wall switch.
- Blue Garage. Chief will identify the work required to accomplish cosmetic improvements to the blue garage and work needed to maintain the integrity of the structure, much of which will be self-performed. We will consider providing electric power to the garage.
- Ground Level Signage. We will consider adding some type of signage to the station, either ground level or soffit level, that will alert visitors as to where the main office is.
- FLOA Model. We will follow the model used by FLOA (use of community resources to accomplish the renovation work at the Community Center) for our renovation efforts for the Annex interior.
- Gravel for Parking Area South of Station. There may some cost associated with covering the parking area with gravel matching what is already in place.

Cell Phone Tower

Following several years of behind the scenes work by FLFD and FLOA, work has begun on the construction of a new “Monopine” cell phone tower, a permanent single stem 150-foot cell tower on FLFD property (just west of the Annex.) Construction is expected to be completed in the spring of 2020, with the tower operational soon thereafter. Improved public safety and 911 call response were the driving forces behind securing the new tower. Verizon will be the first cell service provider to use the tower, and will pay a monthly usage fee to the fire district.

Computer Infrastructure

A complete computer infrastructure modernization has been accomplished. Upgrades to the phone system have been delayed due to cost considerations. The current phone system has been deemed serviceable for the next several years.

We should not need to address additional upgrades to the computer system within the 5-year timing horizon of this plan. We will, however, continue to address these needs in our annual update process. We will use our STRAP Update approach and philosophy, which balances need with affordability, to guide us as to when to launch any additional upgrades.

IV. Equipment

The leadership team has made a strategic decision to buy good used serviceable equipment in lieu of buying new when using district funds. The results of this decision are reflected in the acquisition of a

new ambulance, attack truck and chief's vehicle. We will continue this strategy in the future. One downside is that equipment maintenance costs and the frequency of vehicle replacements may be negatively impacted. Chief Rodriguez will provide the information to the leadership team so these cost impacts can be accounted for in the budget process.

A. Fire Engine

Engine 1211 (Radio Call Sign)



Acquired: New 06-12-05.
Make: 05' Freight Liner M2 FT.
January 2020 Mileage: 19,235.7
VIN# 1FVACYDC15HU487128

Function. Structure Fire Emergency Response Apparatus.

Features. Enclosed Cab (safer for personnel) -- seats 5; 710 Gallon Water Tank; 1250 GPM Pump Capacity; 20 Gallon CAFS (Compressed Air Foam System) Capacity.

Narrative. This apparatus is an All Hazards Response unit with the purpose of structural fire attack and protection. This unit is National Fire Protection Association [NFPA] 1901 Compliant. It has 1.5 inch and 2.5 inch attack lines, 800 feet of supply line, a full complement of ground ladders, on-board hydraulic generator to power emergency scene lights, Self Contained Breathing Apparatus [SCBA], a deck monitor rated at 1000 gpm and is equipped with heavy extrication equipment and airbags for cutting, prying and lifting. This apparatus is not four wheel drive but has drop down chains for forward travel in snow and ice conditions. We are planning to replace this Engine with a four wheel drive unit.

B. Ambulances

Rescue 1211 (Radio Call Sign)



Acquired: New 11-11-2019.
Model: 2019 F-450 6.7L Power Stroke Medix Ambulance
January 2020 Mileage: 315.5
VIN# 1FDUF4HT0KDA12601
DHS UNIT# 1856

Function. Primary Patient Transport Vehicle.

Features. Capable of transporting one or more patients to the hospital or helicopter landing zone. DHS compliant. **This unit was procured by receiving a \$250,000 grant through the Gila River Indian Community.**

Narrative. This unit —Rear Patient compartment houses one power lift gurney along with multiple seating and all necessary medical equipment for Advanced & Basic Level care. This unit also includes a built-in child safety seat. Equipment includes a Heart Monitor, Battery operated Extrication Equipment spreaders and cutters for minor extrications. This unit is four-wheel drive, giving the Fire Department the ability to assist during the winter months on and off the highway effectively and safely.

Retired Rescue 1211 (Radio Call Sign)



Acquired: Used 10-01-2010.
Model: 02' Ford 350 Super Duty Diesel Wheeled Coach - Collins Box.
January 2020 Mileage: 167,102.7
VIN# 1FDWF37FX2EB02024
DHS UNIT#

Function. Primary Patient Transport Vehicle.

Features. Capable of transporting one or more patients to the hospital or helicopter landing zone. DHS compliant.

Narrative. This unit —Rear Patient compartment houses one power lift gurney along with multiple seating and all necessary medical equipment for Advanced & Basic Level care. Equipment includes a Heart Monitor, Battery operated Extrication Equipment spreaders and cutters for minor extrications. This unit is four wheel drive, giving the Fire Department the ability to assist during the winter months on and off the highway effectively and safely.

Rescue 1212 (Radio Call Sign)



Acquired: Used 01-25-18.
Model: 2006' Ford F350 Super. Duty Wheeled Coach III.
January 2020 Mileage: 189,485
VIN# 1FDWF37P76EA66743
DHS UNIT# 1857

Function. Secondary Patient Transport Vehicle.

Features. Capable of transporting one or more patients to the hospital or helicopter landing zone. DHS compliant.

Narrative. This unit —Rear Patient compartment houses one power lift gurney along with multiple seating and all necessary medical equipment for Advanced & Basic Level care. Equipment includes a Heart Monitor, Battery operated Extrication Equipment spreaders and cutters for minor extrications. This unit is four wheel drive, giving the Fire Department the ability to assist during the winter months on and off the highway effectively and safely.

C. Water Tender

Tender 1211 (Radio Call Sign)



Acquired: New 01-22-91.
Model: 91' GMC TopKick
January 2020 Mileage: 124,160
VIN# 1GDP7H1J8MJ506445

Function. Portable Hydrant / Water Supply. 1,800 Gallon Water Tank.

Features. This apparatus is an 1,800 gallon tanker primarily used for portable hydrant / water supply.

Narrative. Used to support E1211 & E1212 when hydrant distance is greater than 1000' and/or no hydrants are within close proximity such as when in the forest outside the boundaries of Forest Lakes. The pump capacity is 500 GPM and can be easily moved and filled in lieu of a moving E1211 / E1212 away from the emergency scene. It carries a fold out tank that has a capacity of 2,000 gallons. This apparatus is also used during mutual aid with the US Forest Service, in lieu of sending E1211 or E1212. This is a 2 wheel drive unit requiring chains for winter time travel.

D. Command Vehicle

Battalion 12 (Radio Call Sign)



Acquired: Used 12-01-2016.
Make: 2007 TOYOTA TUNDRA
January 2020 Mileage: 134,813
VIN# 5TFBV54177X009712

Function. Chief's response vehicle; Battalion Command Truck; Extra Safety Barrier during Highway Incidents; Set Up Landing Zone for Helicopter. Incident Command Vehicle.

Features. Four Wheel Drive.

Narrative. Used as additional Highway Safety tool during highway incidents. Also used for passenger transport in non-emergency incidents [stranded motorist e.g]. Used for additional assistance to surrounding jurisdictions when needed during mutual aid.

E. Attack Trucks

Attack 1211 (Radio Call Sign)



Acquired:	New Purchase (via Grant) February 2016.
Make:	2015 Ford 550.
January 2020 Mileage:	17,848.4
VIN#	1FDUF5HT7GEB08250

Function. Primary Response Apparatus to All Hazards for On-Duty Personnel.

Features. Ability to transport Fire and Medical Personnel and Equipment to Medical, Rescue, Fire Suppression, and other incidents on and off the highway.

Narrative. This unit was purchased for use by the On-Duty staff (shift personnel). The apparatus is a Mini-Pumper intended for rapid response. The vehicle will serve as replacement for Engine 1212 and the older of the two attack trucks. A short two-person cab reduces chassis weight and wheelbase allowing greater maneuverability. This unit is equipped with a one thousand gallon-per-minute pump, a two-hundred-seventy-gallon water tank along with a thirty-gallon foam cell. An extensive compliment of extrication equipment, firefighting tools, hose lines, ALS/BLS life support equipment, a generator and lights will also be carried in order to allow the vehicle to fulfill its mission of an all hazards response vehicle. This pump capacity effectively replaces the lost capacity of E1212 and will allow the unit to function as a primary pumper. The pump panel design allows easy water supply from a hydrant or from another apparatus such as E1211 or T1211. Four-wheel drive combined with the shortened wheelbase of the vehicle allows the unit to access locations in the subdivision and the surrounding wildland / urban interface that no other truck in the fleet can reach, as well as maintaining the ability to provide assistance to residents, motorists, and other agencies during the winter months both on and off the highway.

Attack 1212 (Radio Call Sign)



Acquired: Used 9-21-15.
Make: 2001 Ford 550.
January 2020 Mileage: 58,625
VIN# 1FDAW57F71EC81501

Function. Primary Response Apparatus for On-Duty Personnel.

Features. Ability to transport EMS / Fire Personnel and Equipment to Medical / Rescue incidents on and off the highway.

Narrative. This is a reserve unit that will be sold at a later date.

F. Front Loader

Loader 1211 (Radio Call Sign)



Acquired: New December 30, 2014.
Make: Caterpillar.
January 2020 Hours: 889.2
VIN# PWR04126

Function. Green Waste Site Management. Emergency Snow Removal. Station Grounds Management. This unit is a component of our Emergency Response Plan.

Features. Bucket attachment for snow removal, grapple attachment for tree moving & plow blade.

Narrative. This Loader is primarily used to maintain Forest Lakes Green Waste Site debris and to maintain the Green Waste Site grounds. This Loader is used for Rescue Operations during the winter months within the subdivision and/or surrounding areas when necessary. This Loader is used during the winter months to maintain station grounds with snow removal - ensuring safe passage of emergency vehicles. Assists Coconino County Public Works and Forest Lakes Domestic Water Improvement District when necessary. Loader 1211 acquired new thru a lease purchase agreement with CAT Financial.

V. Services and Service Area

The combination model staffing model currently in place was developed by Chief Rodriguez at the direction of the board and includes 24 X 7 firefighter coverage to supplement the 24 X 7 paramedic on duty. Often the firefighter is a paramedic, giving us double paramedic coverage. On holiday week-ends we provide additional coverage to handle the anticipated increase in call volume. This model has been in place since its inception in 2009. The benefit is that we have two people on duty every day supported by Paid-On-Call Resident members. Response time for emergencies within the subdivision averages 4 to 6 minutes.

Our overall response model is shown in the following table for various situations that can arise during normal business operations: one call (primary coverage), two simultaneous calls (secondary coverage) or three simultaneous calls (tertiary coverage) for EMS and fire in the subdivision, on the highway and in the forest area. The table shows the plan for personnel and equipment coverage for Forest Lakes. Heber-Overgaard / Christopher-Kohls provide Mutual Aid support.

Forest Lakes Fire District Operations Needs Assessment Matrix

	EMS (Subdivision)		Fire (Subdivision)	
	Personnel	Equipment	Personnel	Equipment
Primary Coverage	On-Duty/POC	A1211/R1211	On-Duty/POC	A1211/E1211/T1211
Secondary Coverage	HOFD / CKFD	HOFD / CKFD	Mutual Aid	Mutual Aid
Tertiary Coverage	Mutual Aid	Mutual Aid	Mutual Aid	Mutual Aid

	EMS (Highway)		Fire (Highway)	
	Personnel	Equipment	Personnel	Equipment
Primary Coverage	On-Duty/POC	A1211/R1211/R1212/E1211	On-Duty/POC	A1211/E1211/T1211
Secondary Coverage	HOFD / CKFD	HOFD/CKFD	Mutual Aid	Mutual Aid
Tertiary Coverage	Mutual Aid	Mutual Aid	Mutual Aid	Mutual Aid

	EMS (Forest)		Fire (Forest)	
	Personnel	Equipment	Personnel	Equipment
Primary Coverage	On-Duty/POC	A1211/R1211	On-Duty / POC	A1211/E1211/T1211
Secondary Coverage	HOFD / CKFD	HOFD / CKFD	Mutual Aid	Mutual Aid
Tertiary Coverage	Mutual Aid	Mutual Aid	Mutual Aid	Mutual Aid

01-23-2017

The availability of POC Personnel has diminished, which drives the need for additional On-Duty Staff and will increase the need for Mutual Aid. We are now at level where secondary coverage will be turned over to our Mutual Aid Partners. The District will be impacted with a loss of transport revenue.

A. Fire Suppression

Fire Suppression efforts provide for the extinguishment and control of fires, emergency rescue, control of environmental hazards, disaster management and search and rescue, along with mutual aid with surrounding local Fire Departments (Gila County Fire Agencies, Payson FD, Pine/Strawberry FD, Hells Gate FD, Houston Mesa FD, Christopher/Kohls FD, Whispering Pines FD, Gisela Valley FD, Beaver Valley FD, Globe FD, Tri-City FD, Canyon FD, Pleasant Valley FD, Tonto Basin FD, Blue Ridge FD and Heber-Overgaard Fire District).

Our current firefighter staffing model consists of off-duty firefighters from the towns of Gilbert, Apache Junction, Mesa, Queen Creek, Florence, Tempe, Payson, Hells Gate, Timber Mesa along with the Heber-Overgaard Fire District. All firefighters at a minimum are certified FF, are an all hazards mitigator, first responder, extrication certified – to include Basic Life Support (BLS) and EMT capability at a State/National Certification level.

ISO (Insurance Services Office) requirements for all firefighters includes a minimum of 60 hours of continued ongoing in-service fire training, per quarter, per employee. Other continued education/certification requirements include Vehicle Extrication and Stabilization, Hazardous Materials (40 hours) and Technician Level Certification, Engineer-Pump Operator/Emergency Vehicle Operator that meets NFPA 1901 Standards.

EMT Continued Education Requirements: The National Highway Traffic Safety Administration's National Standard Curriculum for Basic EMTs is approximately 120 hours of classroom instruction and 15-30 hours of supervised clinical training in Basic CPR, First Aid, Patient Assessment and Stabilization, Respiratory and Trauma Management and Cardiac Management. Required continuing education calls for 72 hours of training -- 24 hours DOT NS EMT Basic Refresher and 48 hours of additional continued EMS related education every two years.

All costs for certifications, medical exams and continuing education requirements are provided by the firefighters' home departments. The Forest Lakes Fire District does not incur any additional costs in this regard.

B. Emergency Medical Services

Emergency Medical Services provide lifesaving (ALS and BLS) emergency medical care to our residents and visitors alike within the Forest Lakes Fire District. They include mutual aid with our surrounding local Fire Departments (Gila County Fire Agencies, Payson FD, Pine/Strawberry FD, Hells Gate FD, Houston Mesa FD, Christopher/Kohls FD, Whispering Pines FD, Gisela Valley FD, Beaver Valley FD, Globe FD, Tri-City FD, Canyon FD, Pleasant Valley FD, Tonto Basin FD and Blue Ridge FD and Heber-Overgaard Fire District).

Our current ALS staffing model consists of off-duty Paramedics from the towns of Gilbert, Apache Junction, Queen Creek, Hells-Gate and Heber-Overgaard, Payson, Tempe, Mesa, Florence fire districts who are State/Nationally certified Paramedics.

The National Highway Traffic Safety Administrations National Standard Curriculum for Paramedics (NSC-P) requires 1000 to 1200 hours of instruction, which may be completed in about a year's time. This training includes 500-600 hours of Practical Laboratory and Classroom hours, 250-300 Clinical Hours, and 250-300 Field Internship hours.

Paramedic Required Continued Education hours range from 18 hours annually to 192 hours every two years.

All costs for certifications, medical exams and continuing education requirements are provided by the paramedics' home departments. The Forest Lakes Fire District does not incur any additional costs in this regard.

C. Administration

The Administration office is responsible for all fire district personnel and human resources, secretarial and clerical, record keeping of district records, patient medical records, processing financial statements, and management of the daily business aspects of the department to include accounts payable and receivables. The admin staff manages all incoming public traffic within the department (via phone and/or walk in), answers all questions for the public regarding the Green Fuel initiative (Grant) and manages the Green Waste Transfer Site receivables and traffic. The office is staffed year-round, 5 days a week from 8am– 4pm.

D. Support

Dispatch Services: 911 Communications was converted to the City of Flagstaff on Aug 01, 2017. The transition was as a result of the limited labor pool of resident members making it difficult to staff 24 X 7 365 days a year. The district's calls for service are now being handled by a National Fire Protection Association (NFPA) certified 911 Communications Center that is a Public Safety Answering Point (PSAP). All 911 calls are routed to this Dispatch Center.

Communications Specialist: this position was created by Chief Rodriquez to handle public and media relations and assume the duties of the Technical Unit Services Leader.

E. Green Waste Transfer Site (GWTS)

The responsibilities of the GWTS attendant is to ensure the dumping of the correct green waste, collect fees and insure the site is being maintained per Grant guidelines.

F. Grant Procurement/Administration

The responsibilities of the Grant Services manager are to manage grants, when they exist, per state of Arizona guidelines, accept and oversee the application process from residents, management of each application until fulfilled or completed, marking of trees to be removed etc. The Grant Services

manager conducts twice a year mailings to all residents within the Forest Lakes area regarding the Grant program.

G. Burn Permits

The Fire District is responsible for processing, managing acceptance of and maintenance of all Burn Permits within the District based on the Arizona Administrative Code, Title 18, Chapter 2 regarding any open burning permit issued in accordance with the State of Arizona Department of Environmental Quality open burning laws. Burn permit details can be obtained by contacting the office or via our website at flfdaz.com.

H. Blood Pressure Checks

Blood Pressure checks are provided free of charge to Forest Lakes' residents or anyone else who would like to have a blood pressure check at the station. We also provide house calls for Forest Lakes' residents who are unable to come to the station.

I. Wellness Checks

Wellness checks are done anytime someone calls into the station and asks for us to check on their loved one. This is done free of charge.

J. Mutual Aid Support

The purpose of an intergovernmental agreement, IGA, also known as mutual aid, is to provide a mechanism for the dispatch of personnel and equipment from the area serviced by one agency to the area serviced by any other agency. This assures additional fire, EMS or other emergency services are available to other agencies in the event of emergencies.

The FLFD has engaged in mutual aid agreements with the Northern Gila County Chiefs Association, the Heber/Overgaard Fire District and the Arizona Mutual Aid Plan. These agreements are intended to provide aid to members in emergency situations. The agreements do not provide equipment or operator compensation but do allow reimbursement for consumable supplies and non-emergency incident activities such as training.

As a small fire district, it is advantageous for the FLFD to continue participating in the Mutual Aid plans as they exist as the district is, more often than not, the beneficiary of additional resources.

Aid rendered to the Forest Service is generally billable.

It is the objective of the district to continue to participate in mutual aid programs when they benefit the district.

K. Service Area

The STRAP Team discussed reducing the service area as a means of reducing costs. In the past we made a conscious decision to exclude Knoll Lake from our response area--it is closer to Pine and Strawberry. No other reductions are foreseen at this time, and we will stay with our service area as currently defined. Our basic approach is, and always has been, if we get a call from anyone, and we are

in a position to respond, we will respond unless we are going to violate the safety or well-being of our residents.

The service area for the FLFD for structural fires is comprised basically of the community of Forest Lakes, with some extensions.

The FLFD ambulance service area is defined basically by the Certificate of Necessity (CON) issued to the department.

ARIZONA DEPARTMENT OF HEALTH SERVICES

STATE OF ARIZONA

CERTIFICATE NO. - 29 -

County of Maricopa

) ss

DOCKET NO. EMS 01305

THE ARIZONA DEPARTMENT OF HEALTH SERVICES has found, under the authority of A.R.S. § 36-2232 et seq and Pursuant to Department of Health Services rules, that public necessity requires the operation of

FOREST LAKES FIRE DISTRICT

as a ground ALS and BLS ambulance service in the State of Arizona for the transportation of individuals who are sick, injured, wounded or otherwise incapacitated or helpless within the following service area, with the following central operations station and response times:

1. Service Area:

The legal boundaries of the Forest Lakes Fire District as of March 25, 1993 and Arizona State Highway 260 east of Forest Lakes Estates to mile post 296.0, Arizona State Highway 260 west of Forest Lakes Estates to mile post 284.3.

2. Central Operating Station: Forest Lakes, Arizona (4 Merzville Road).

3. Response Times:

- a. Ten (10) minutes on eighty (80) percent of all ambulance calls.
b. Fifteen (15) minutes on ninety-two (92) percent of all ambulance calls.
c. Thirty (30) minutes on one hundred (100) percent of all ambulance calls.

Now, therefore, by virtue of the authority vested in the Arizona Department of Health Services, under the constitution and laws of the State of Arizona, does hereby grant this

RENEWAL

CERTIFICATE OF NECESSITY

authorizing the operation of the aforesaid ambulance service for a period ending February 28, 2023 unless for cause sooner amended, suspended, revoked or terminated subject to the decisions and orders, and rules of the Department.

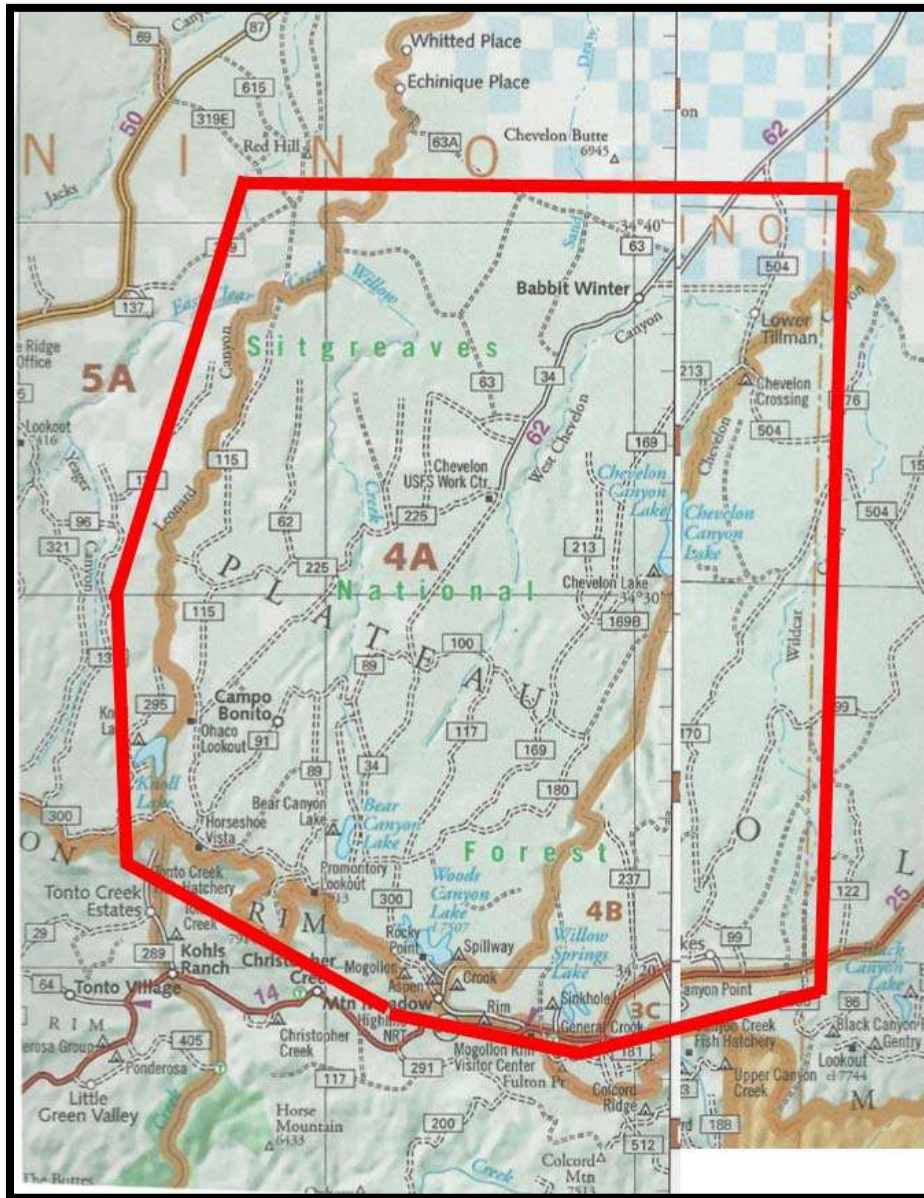
PROVIDED, that this certificate shall not be assigned nor transferred unless authorized by the Arizona Department of Health Services.



BY THE ORDER OF THE ARIZONA DEPARTMENT OF HEALTH SERVICES, IN WITNESS WHEREOF, I CARA M. CHRIST, MD. the Director of the Arizona Department of Health Services, have hereunto set my hand and caused the official seal of the Arizona Department of Health Services to be affixed at Phoenix, Arizona on December 18, 2019

Tony Mullion
DIRECTOR'S DESIGNEE

FLFD service area is extended to include the area shown in the following chart. This area comprises roughly 326 sq. mi.



VI. Guiding Operational Principles

In order for any organization to be successful it must have a clear set of guiding operational principles that help it define its mission and purpose, its vision and values. The FLFD leadership team has determined it will conduct its operations in accordance with the following operational principles:

- If you are going to hang out your shingle, you better be prepared do the best job you can.
- We will act with integrity in everything we do.
- We will do what is morally, legally and ethically responsible.
- We will comply with all legal and statutory requirements.
- We will operate in a way that makes the safety of our personnel and equipment paramount.

Mission (what we should be focused on accomplishing each and every day.)

“To provide comprehensive fire, emergency medical and search and rescue services to the Forest Lakes community and our surrounding Service Delivery Area.”

Vision Statement (what we aspire to evolve into over the long term):

“To provide comprehensive services to our communities via the use of up to date facilities, rolling stock, supplies and trained personnel funded, to the greatest extent possible, by new revenue sources.”

Values (the cornerstone of who we are and how we operate.)

Trust. *We rely on the integrity, strength and ability of every member of the Board and fire department. We are confident each one will do the right thing in dispatching his or her duties. We are entrusted with the responsibility and authority to run the fire district, and all our actions will reflect positively on the department and community.*

Respect. *We value and hold in high esteem the sense of the worth or excellence of all members of the Board, the department, as well as all people we deal with. All members of the Board and department are expected to demonstrate the personal qualities or abilities that reflect this attitude of holding others in high esteem.*

Attitude/Conduct. *Each member of the Board and department will strive to demonstrate, by their personal behavior, manner, disposition, feeling, bearing or deportment, a positive mental attitude with regard to people and equipment and will conduct themselves accordingly.*

Honesty. *All members of the Board and department will strive to be upright and fair, truthful, sincere, frank and free from deceit or fraudulent behavior.*

Loyalty. *All members of the Board and department will strive to act in ways that reflect faithfulness to the fire department and its commitments and obligations.*

Commitment. *Every member of the Board and department will strive to be engaged and involved in the discharge of fire district duties and responsibilities.*

Teamwork. *Each member of the Board and department will strive to be cooperative and participate in coordinated efforts on the part of the fire district, acting together as a team in the interests of a common cause.*

Openness to Change. *All members of the Board and department will strive to demonstrate a willingness to transform, convert or otherwise make the future course of the department different from what it is or from what it would be if left alone.*

Accountability. Each member of the Board and department shall be answerable to the members of the fire district, and shall be subject to the obligation to report, explain, or justify their actions.

VII. Goals

Our goals are strategic in nature and look out 3-5 years. They are the foundation for the tactical 1-2 year goals that Chief and the management team develop and are actively working on. These goals are aligned with our Mission and Vision.

1. Complete our Master Plan by June 30, 2020, for long term utilization of the entire FLFD property, including repurposing of the Annex building.
2. Upgrade our rolling stock as planned in our latest STRAP (Strategic Plan).
3. 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.
4. Rebuild cash reserves to take advantage of unexpected opportunities and, ultimately, to purchase a new engine
5. Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the Board of Directors.

Appendix A. Organization Chart

FOREST LAKES FIRE DEPARTMENT ORGANIZATION CHART (January 2020)

<u>CHIEF</u>
Rodriquez, Dave
<u>ASSISTANT CHIEF</u>
deMasi, Marty (ODS PM)
<u>COMMUNICATIONS SPECIALIST</u>
Vacant
<u>ADMINISTRATIVE ASSISTANT</u>
Rutherford, Megan (BEMT)
<u>PAID-ON-CALL STAFF</u>
Cary, Ted (CFR)
Cooper, Trina (BEMT)
St. Germain, Lou (CFR)
Waggoner, LJ (CFR)
Weigold, Jim (BEMT)
<u>GREEN WASTE SITE</u>
Skeldon, Debbie
St. Germain, Mary
Rottier, Sally
<u>SUPPORT</u>
Bragg, Susie
McKeever, Robert
Morehead, Bill
<u>VOLUNTEER MEMBERS</u>
Nelson, John (Radio Specialist)
Daniel, Jeannine (Admin Support)

ON DUTY STAFF

Amarillas, Enrique (BEMT, FF I & II)
Armitage, Jeremy (BEMT, FF I & II)
Ashton, Justin (BEMT, FF I & II)
Bidwell, Andrea (ALS)
Brooks, Amy (ALS, FF I & II)
Button, Holly (BEMT, FF I & II, Wildland)
Christensen, John (BEMT, FF I & II)
Christensen, Scott (ALS, FF I & II)
Corker, Chris (BEMT, FF I & II)
DeWitt, Garrett (BEMT, FF I & II)
Eggers, Kyle (ALS, FFI & II)
Elliot, Dan (ALS, FF I & II)
Ellis, Richard (ALS, FF I & II, Wildland)
Highstreet, Matt (ALS, FF I & II)
Hornung, Zach (BEMT, FF I & II)
Hyer, Bryan (ALS, FF I & II, Wildland)
Jackson, John (BEMT, FF I & II)
King, Kevin (ALS, FF I & II)
Lecher, Angie (BEMT)
Lecher, Cris (ALS, FF I & II)
Mahoney, Sean (BEMT, FF I & II)
McCollough, Mitch (ALS, FF I & II)
McDonald, Thom (ALS, FFI & II)
McHugh, Ryan (ALS, FF I & II)
Pine, Corey (ALS, FF I & II)
Prigge, Tom (ALS, FF I & II)
Purinton, Jeff (BEMT, FF I & II, Wildland)
Pursley, Casey (ALS, FF I & II)
Radney, Adam (BEMT, FF I & II)
Rocha, Jeremy (ALS, FF I & II)
Rodriguez, Adam (ALS, FF I & II)
Rodriquez, David "Mister" (ALS, FF I & II)
Rondeau, Dan (ALS, FF I & II)
Ruiz, Benny (BEMT, FFI & II)
Rutherford, Tyrell (BEMT, FF I & II, Wildland)
Saldana, Jessica (BEMT, FFI & II)
Silver, Anthony (ALS, FF I & II)
Skaggs, Danny (BEMT, FF I & II)
Skowron, Matt (ALS, FFI & II)
Stout, James (IEMT, FF I & II)
Sunderhaus, Jessica (ALS, FFI & II)
Tavares, Billy (ALS, FF I & II)
Tutay, Jason (ALS, FF I & II)
VanHorn, Cheryl (ALS, FF I & II, Wildland)
Vowell, Scott (ALS, FF I & II, Wildland, Hazmat)
White, Brian (BEMT, FFI & II)
Wiggins, Brian (ALS, FFI & II)
Yungkans, Jeffrey (ALS, FF I & II)

Appendix B. Five-Year Budget Projection

In 2019, we accomplished a great deal financially at the Forest Lakes Fire District. The single biggest activity for the year and, perhaps in the history of the District, was the completion of the new fire station, built just south of the original station. This building is projected to serve the community for at least 50 years. The new fire station was financed by a combination of accumulated District funds, a significant amount of donations from the community via the Auxiliary, and lease-purchase proceeds, this last category resulting in \$700,000 of debt that will be repaid over the coming 20 years. Now that the station has been completed, and as the District's management team looks to the new year, four priorities are on the horizon for us to address financially. They include: 1) ongoing support for the District's combination staffing model; 2) the continual effort to upgrade the District's rolling stock; 3) our desire to enact a master plan for the District's grounds and buildings, and 4) addressing our debt service responsibilities. Each of these will be addressed below in more detail. Note that financial consideration has been built into our new five-year plan to accommodate these initiatives.

Staffing Model: Our current plan is to maintain our existing level of service for all 5 years of the planning horizon: 24 x 7 x 365 Paramedic (PM) and Firefighter (FF) coverage. The Combination Model we have in place provides the designated coverage. The Combination Model is comprised of Paid-On-Call (POC) and On-Duty-Staff (ODS.) The POC staff is a function of a number of resident personnel who possess the required qualifications and training. Our POC personnel are qualified as EMTs, Firefighters and Support personnel. The ODS is comprised of personnel from the East Valley and neighboring Fire Departments who work 24 hour shifts at Forest Lakes to provide continuous Paramedic (PM) and Firefighter (FF) coverage.

Pay rates for PM and FF are competitive with the rates being offered at other fire districts. The FLFD provides housing, but no formal meals. The ODS receive no benefits from FLFD other than the required Medicare contribution of 1.45% of salary and a 1.5% contribution to the district's 457 alternative retirement program. The ODS are trained and certified by their home departments. Their home departments pay for their annual physicals. Therefore, the annual cost avoidance for Forest Lakes is estimated to be \$1,200 to \$1,500 per person per year. They are highly qualified, handpicked, professional fire fighters with sterling records. We often have 2 PMs on hand to provide the staffing required, especially on holiday weekends. Their training and regular call volume at their home departments far exceeds what they experience at Forest Lakes, keeping their skills honed to a very high level. As an example, Insurance Service Organization [ISO] requires each Firefighter to have 60 hours of pure fire training per employee to get 100% credit for insurance rate calculations. Gilbert, Apache Junction and Queen Creek follow this standard, which in turn benefits us in Forest Lakes.

Hazardous Materials training and certification, Extrication and Patient Stabilization and National Incident Management System (NIMS) training/certifications are some other examples that the ODS bring with them. The ODS willingly provides training to our POC personnel, thereby increasing the base skill levels of our personnel. Our POC staffing model is under constant challenge. POCs are the community members who assist the District. For a variety of reasons, there are times when we have no POC support. The current POC staff will continue to suffer attrition due to an ageing work force and conflicting time demands. We are also seeing a

generational issue whereby new residents to Forest Lakes don't want to participate at the District because of either the significant training commitments or simply the desire to focus solely on the more recreational aspects of being a Forest Lakes owner. Because of these factors, and with the attrition we are experiencing, we believe there will come a time when we will need to consider adding additional ODS to fully staff the needs of the community.

Rolling Stock: Over the last several years, we have made great inroads into improving our rolling stock. In 2019, we applied for and were awarded a \$250,000 grant from the Gila River Indian Tribe for the purchase a new ambulance. We will surplus our older blue and white ambulance in the near future. Last year we had the equipment independently assessed by a qualified fire mechanic. The conclusion was that our equipment is serviceable as is. This is important because our general approach is to purchase gently used equipment rather than new, to save our taxpayers from additional expense. Over the last couple of years, we added the mini-pumper to replace an old engine. We are in a lease-purchase arrangement with our front-end loader which is used extensively in the winter and at the Green Waste Transfer Station. We acquired a brush pumper to act as an attack vehicle. And we have acquired a used ambulance to replace a much older two-wheel drive model. Our next target will be to replace our older two-wheel drive engine with a four-wheel drive engine with comparable pumping capacity. Because we are a four-season operation it is important that the vehicles we acquire are capable of operating in all seasons with minimal maintenance down time.

Site Master Plan: In 2019 the department took occupancy of the new fire station. It is a great benefit to the department and the community. The pad in front is now fully paved and the drainage was moved to underground eliminating the potentially dangerous ditches that were adjacent to the roadway. Now that the new station is built, we must consider how we will use the remaining land around the new station. The old station, now referred to as the annex, will be refurbished, implementing new storage capacity, increased parking, beautification of the grounds so that community events can be held on the ground, etc. Maintenance and upgrades included a new roof and exterior woodwork. The south side concrete walls were starting to lose their integrity and have been repaired. When the new station was built, all the administrative activities previously performed at the annex were transitioned, leaving that area of the annex essentially vacant. We will develop a plan to redeploy the annex. While plans are not finalized, we assembled a committee including citizens to develop a plan to gut the current area to make room for meeting/training areas and perhaps some gym space. To do so, work will need to be performed to reconfigure the space while upgrading water and electrical lines to properly serve the new area. We will continue to house some of our rolling stock at the annex necessitating upgrades to the garage area of the building. We have \$25,000 in the 2019-2020 budget to continue this effort.

Debt Service: In 2018-2019, we negotiated a lease-purchase arrangement with the National Bank of Arizona at generationally low rates to finance a little more than half the cost of the new station. This arrangement is in essence a 20 year adjustable rate mortgage that reprices once at the end of 10 years. Our current rate is 3.07%. In 2028 it will reprice to whatever rates would be in effect at that time based on the indices our arrangement is based on. However, it is not anticipated that the rate would rise significantly. Of interest, our current annual debt service payment on the new station is \$45,000 or less than 5% of our annual budget. We have other

equipment also on lease purchase arrangements. One piece is the front-end loader. This arrangement ends in 2021. At that time, we will have to decide if we want to acquire the loader outright by making a balloon payment, if we want to refinance the remaining balance or if we want to turn this loader back in a get a new one with a new lease-purchase arrangement. Our five-year plan shows us making the balloon payment. We also have the Toyota Battalion Vehicle and some other miscellaneous equipment on lease-purchase arrangements. The final payments for these items occur in the upcoming fiscal year 2020, freeing up dollars for other priorities.

Summary: The financial condition of the District is strong and expected to be so throughout this 5-year cycle. We expect tax levies to increase in line with increases in property valuations. Of interest, there is a 1-2 year delay before the County would decrease our tax revenues since it takes that long to reassess property values down. Our EMS Receivables are up and are expected to remain strong. Donations to the District from the Auxiliary and other have been generous and are expected to remain strong. Finally, we have enacted the mindset of looking for other ways to creatively increase revenues so that our ability to operate is not predicated totally on tax revenues. FLOA and the fire district negotiated the addition of a new cell tower to increase the quality of cellular phone service. The tower generates about \$9,000 a year in new revenue. Likewise, with our expenses, we continually look for ways to cut costs without cutting services or value. This is important so that we can afford to pursue the initiatives listed above.

Five-Year Budget Projections

The details of the Five-Year budget projection follow. By its very nature, strategic planning is a high-level process, with only enough detail to assure we capture all the major elements. Budget line items are the same as those used for our monthly reporting and come directly from QuickBooks. The district has only one set of books for financial record keeping and reporting. An approved chart of accounts with detailed account descriptions is used by the office staff to assure we are accounting for cost and revenue elements on a consistent basis.

The Five-Year budget forecast and projection was constructed as part of the normal business planning for the fire district. It is the responsibility of the Finance and Budget Committee.

Forest Lakes Fire District
2019 Five Year STRAP Annual Update
Current Year is FY19-20. Year 1 is FY20-21.

		2020/21	2021/22	2022/23	2023/24	2024/25
		Year 1	Year 2	Year 3	Year 4	Year 5
EXPENDITURES						
5000	PERSONNEL SALARIES	586,636	586,716	619,057	637,569	656,636
5001	Chief District Salary	79,500	79,500	81,885	84,342	86,872
5002	Administrative Assistant Payroll	45,000	45,000	46,350	47,741	49,173
5003	Part Time Office Help Payroll	6,000	6,000	6,180	6,365	6,556
5004	Green Waste Site Attendant & Fuels Mgmt Payroll (Loader)	16,320	16,400	16,892	17,399	17,921
5005	On Duty Staff FF I&II Payroll	145,400	145,400	149,762	154,255	158,883
5006	POC Fire Response Payroll	7,500	7,500	7,725	7,957	8,195
5007	On Duty Staff Paramedic Payroll	266,556	266,556	289,353	298,033	306,974
5008	POC EMS Response Payroll	18,360	18,360	18,911	19,478	20,062
5010	Training In House (POC)	2,000	2,000	2,000	2,000	2,000
5050	EMPLOYEE BENEFITS	40,395	45,806	52,141	53,704	55,314
5051	FICA/Medicare Tax (7.65% of Payroll). FICA is 6.2%, Medicare is 1.45%.	9,270	9,548	9,835	10,130	10,433
5052	Unemployment Compensation	-	-	-	-	-
5053	Workmans Comp (experience mod of \$0.81 for FY2019/2020)	31,125	32,058	33,020	34,011	35,031
5055	FLFD pension Match Contributions					
5056	Health Care Benefits for FT Personnel	0	0	0	0	0

5057	FLFD Pension Transfers		4,200	9,286	9,564	9,850
5100	INSURANCE	30,953	31,881	32,838	33,823	34,837
5101	Accident & Sickness	3,768	3,881	3,997	4,117	4,241
5102	Automobile	7,121	7,335	7,555	7,782	8,015
5103	Commercial Package	10,032	10,333	10,643	10,962	11,291
5104	Umbrella	10,031	10,332	10,642	10,961	11,290
5200	FIRE DEPARTMENT ADMINISTRATION	179,282	132,768	135,323	137,930	140,588
5201	Uniforms - All Departments	4,393	4,480	4,570	4,661	4,755
5202	Benefits & Awards	798	814	830	846	863
5203	Office Staff Training (Chief and Megan)	3,641	3,714	3,789	3,864	3,942
5205	Outside Duplication and Publishing	1,061	1,082	1,104	1,126	1,149
5206	Dues and Fees	15,232	15,537	15,848	16,165	16,488
5208	Professional Services (AeroMed, Fire Recovery USA, Legal, Accounting, IT Support, Coco fees, Payroll)	55,141	56,244	57,369	58,516	59,687
5209	Notary					
5210	Elections	-	-	-	-	-
5211	Public Finance	-	-	-	-	-
5212	Postage & Shipping	1,061	1,082	1,104	1,126	1,149
5213	Board Expenses / Dues / Training	4,682	4,775	4,871	4,968	5,068
5215	Fire & EMS Public Education	1,040	1,061	1,082	1,104	1,126
5216	Office Supplies / Copier / Office Equipment R&M	8,490	8,659	8,833	9,009	9,189
5217	Furniture & Improvements	1,041	1,061	1,083	1,104	1,126
5218	Grant Reimbursement (Fuels mgmt \$ to homeowners)	72,500	23,950	24,429	24,918	25,416
5219	Misc. Receivables Expended	5,202	5,306	5,412	5,520	5,631

5220	Non Capital Equipment	5,000	5,000	5,000	5,000	5,000
5300	FUEL, OIL, LUBE, R&M	48,894	47,181	48,125	49,087	50,069
5301	Fuel-Oil	15,772	16,087	16,409	16,737	17,072
5302	Lube Repair & Maintenance	33,122	31,094	31,716	32,350	32,997
5400	FIRE & EMS OPERATIONS	36,847	37,583	38,335	39,102	39,884
5401	POC Tuition / Training- Outside Source	4,162	4,245	4,330	4,416	4,505
5403	Protective Clothing	5,202	5,306	5,412	5,520	5,631
5404	SCBA R & M	2,081	2,122	2,165	2,208	2,252
5405	POC Medical - Physicals & Immunizations	821	837	854	871	888
5407	EMS/Fire Small Tools- New/Replacement Equipment & Expenditures	5,131	5,233	5,338	5,445	5,554
5408	Expired Drugs	1,061	1,082	1,104	1,126	1,149
5409	Disposables	12,293	12,539	12,789	13,045	13,306
5410	Expendables - Oxygen	1,561	1,592	1,624	1,656	1,689
5411	Certification / Licenses / ADHS Registration	743	757	773	788	804
5413	GWS / Grant Mgmt Expense	1,061	1,082	1,104	1,126	1,149
5414	Radio Equipment & Equipment R & M	1,611	1,643	1,676	1,710	1,744
5416	Mileage Reimbursement	1,121	1,144	1,166	1,190	1,214
5600	BUILDING & GROUNDS R & M	6,602	6,734	6,868	7,006	7,146
5601	Building R & M	2,892	2,950	3,009	3,069	3,130
5602	Ground R & M	2,122	2,165	2,208	2,252	2,297
5603	Janitorial Supplies	1,380	1,407	1,435	1,464	1,493
5604	Back Flow Test	208	212	216	221	225
5700	UTILITIES	29,451	30,040	30,641	31,254	31,879
5701	Electric	9,904	10,102	10,304	10,510	10,721

5702	Telephone / Communications	11,546	11,777	12,013	12,253	12,498
5703	Propane	4,202	4,286	4,372	4,460	4,549
5704	Water	1,061	1,082	1,104	1,126	1,149
5705	Garbage Service	687	701	715	730	744
5706	Septic	800	816	832	849	866
5707	TV / Media	1,250	1,274	1,300	1,326	1,352
8000	CAPITAL EXPENDITURES	75,000	-	-	450,000	-
8001	Vehicles				450,000	
8002	Machinery & Equipment	50,000				
8003	Facilities Improvement Annex Refurbishment	25,000				
	Other Capital	-				
8004	Carryover Funds					
8200	CONTINGENCY	104,900	91,900			
9500	DEBT SERVICE	78,439	114,602	48,922	48,922	56,922
9501	EQUIPMENT					8,000
	CAT 924 Front Loader	16,978	65,680			
9502	LEASE PURCHASE					
	Tundra / Heart Monitor	12,539				
	Building Payment	48,922	48,922	48,922	48,922	48,922
	TOTAL EXPENSES	1,217,398	1,125,212	1,012,250	1,488,396	1,073,275
LEVIES/REVENUE/OFFSETS/TRANSFERS/DONATIONS						
4001	Real Property Tax	634,809	663,375	693,227	724,422	750,000
4002	FDAT	126,962	132,675	138,645	144,884	150,000
4011	EMS Receivables	160,320	163,526	166,797	170,133	173,536
4012	Fire Receivables	20,410	20,818	21,235	21,659	22,093
4013	GWTS Income (dump fee income)	16,320	16,647	16,980	17,319	17,666

4014	Investment Interest	4,677	4,770	4,866	4,963	5,062
4015	Misc Receivables/Contributions	24,000	31,500	31,500	31,500	24,000
4016	FLFD Pension Transfers					
4017	Projected Grant Income	125,000			405,000	
4018	District Funds	104,900	91,900			
4019	Lease Purchase Funds					
TOTAL AVAILABLE SPEND		1,217,398	1,125,212	1,073,249	1,519,881	1,142,356
NET INCOME		(0)	0	61,000	31,485	69,080
YEAR ENDING CASH BALANCE		198,098	198,098	320,097	322,068	428,744

Appendix C – Definitions

AFDA. Arizona Fire District Association. Assists fire districts with the complex task of managing a fire district. This association provides a year-round source of information and conducts training and educational conferences twice each year where members of FLFD have an opportunity to share information about the operation of a fire district.

AHCCCS. Arizona Health Care Cost Containment System. Arizona's Medicaid agency that offers health care programs to serve Arizona residents. Individuals must meet certain income and other requirements to obtain services.

ALS. Advanced Life Support. A set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

BLS. Basic Life Support. the level of medical care which is used for victims of life-threatening illnesses or injuries until they can be given full medical care at a hospital. It can be provided by trained medical personnel, including emergency medical technicians, paramedics, and by laypersons who have received BLS training. BLS is generally used in the pre-hospital setting, and can be provided without medical equipment.

BPMC. Banner Payson Medical Center. Banner Payson Medical Center is a 44-bed, acute care hospital providing services that include inpatient and outpatient care; diagnostic imaging; and emergency, medical and surgical care.

CON – Certificate of Necessity. A.R.S 36-2232 authorizes the Arizona Department of Health Services to certify ambulance service for specific areas. This certification is referred to as the Certificate of Necessity (CON). It stipulates the area that FLFD is responsible to provide Emergency Medical Service and allows for the appropriate billing for these services.

EMT-B. Emergency Medical Technician -Basic. EMT-Bs focus on rapid in-field treatment and transport to higher medical providers. EMT-Bs work in conjunction with other medical providers such as paramedics, nurses, and physicians, as well as with other EMT-Bs. When operating in the prehospital environment, their actions are governed by protocols and procedures set by their system's physician medical director.

FDAT – Fire District Assistance Tax. FDAT is allocated to each fire district within a county based on a formula determined by state statute. The funding is derived from a tax that is levied on all properties within Coconino County. FLFD allocation from this the FDAT fund is usually equal to 20% of the FLFD levies.

FLDWID. Forest Lakes Domestic Water Improvement District. Provides water for fire suppression with access to 77 fire hydrants.

FLOA. Forest Lakes Owners' Association. Partners with the FLFD and the Fire Auxiliary in fund raising events. Established the Green Waste site.

FY. Fiscal Year. The FLFD fiscal year runs from July 1 through June 30.

GIS. Geographic Information System. Computer based system for graphical representation of the areas geography.

GWTS. Green Waste Transfer Site. A community service provided by FLOA and the fire district. Enables convenient and cost effective disposal of green waste. Encourages residents to keep their lots clear of combustible materials.

HIPAA. Health Insurance Portability and Accountability Act of 1996 is United States legislation that provides data privacy and security provisions for safeguarding medical information.

IGA. Intergovernmental Agreement. Also known a mutual aid, it provides a mechanism for the dispatch of personnel and equipment from the area serviced by one governmental agency to the area serviced by any other governmental agency. This assures additional fire, EMS or other emergency services are available to other agencies in the event of emergencies.

ISO. Insurance Services Office. An independent organization with an expert staff that collects information about municipal fire-protection efforts in communities throughout the United States.

IT. Information Technology. Refers to the use of computers and telecommunications equipment to store, retrieve, transmit and manipulate data. The term is commonly used as a synonym for computers and computer networks.

JPA. Joint Powers of Authority. A joint powers authority (JPA) is an entity permitted under Arizona law whereby two or more fire districts, not necessarily located in the same county, may jointly exercise any power common to all of them. A JPA allows fire districts to combine their powers and resources to work on their common problems. JPAs offer another way for fire districts to deliver services.

LPA. Lease Purchase Agreement. A statutorily approved business arrangement in which fire districts can engage with commercial lenders for financing capital projects. This arrangement does not obligate future boards.

NAV. Net Assessed Valuation. The assessed values of property is based on the primary and the secondary values multiplied by an assessment ratio which currently is 10%.

NFPA. National Fire Protection Association. The world's leading advocate of fire prevention and an authoritative source on public safety.

ODS. On-Duty-Staff. A Forest Lakes fire district designation that denotes off-duty professional paramedics and firefighters from neighboring towns and districts who work 24 or 48 hour shifts at Forest Lakes to provide the 24 x 7 x 365 service level dictated by the fire board. They are paid at an hourly rate for the full shift.

OSHA. Occupational Safety and Health Administration. The main federal agency charged with the enforcement of safety and health legislation.

POC. Paid-On-Call. A Forest Lakes fire district designation that denotes Forest Lakes residents who provide on-call support for the ODS to help provide the 24 x 7 x 365 service level dictated by the fire board. They are paid at an hourly rate for the duration of their call support.

PPC. Public Protection Classification. Assigned by ISO. A numeric rating system, which ranges from 1 to 10. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.

SCBA. Self-Contained Breathing Apparatus. Sometimes referred to as a compressed air breathing apparatus, air pack, or simply breathing apparatus. A device worn by rescue workers, firefighters, and others to provide breathable air in an immediate danger to life and health atmosphere. The term "self-contained" means that the breathing set is not dependent on a remote supply. Typically has three main components: a high-pressure tank, a pressure regulator, and an inhalation connection (mouthpiece, mouth mask or face mask), connected together and mounted to a carrying frame.

SOG. Standard Operating Guidelines. Deal with daily operating issues requiring domain specific knowledge and training. SOGs are the responsibility of the Chief in his role as chief operations officer for the district. SOGs differ from policies, which are the responsibility of the fire board, in that they don't: apply equally to all facets of the business; don't address pay scale by category; don't address issues which potentially reflect on the image of the department; don't address issues which potentially impact the fiduciary interests of the district; don't address issues dealing with a legal or statutory requirement; don't address issues which deal with condition of employment; don't address issues which deal with good business practice; and don't address issues which require flexibility in execution.

STRAP. Strategic Plan. A comprehensive road map used to guide the development of an organization and to its progress. Typically a multi-year duration document, it requires a collaborative approach involving the stake holders in the organization, and includes a mission statement, a vision statement, a description of the organization and a listing of goals and objectives. Typically includes a finance and budget projection module to guide the organization as it prepares annual operating plans and budgets.

TS. Technical Services. TS deals with all cell phone and radio inventory along with their repair and maintenance. TS includes responsibility for emergency response mapping and their annual updates in conjunction with Coconino County Geographic Information Systems (GIS), the National Forest Service and Forest Lakes Domestic Water Improvement District (FLDWID). TS also addresses responsibility for all fit testing, air sampling, SCBA fill station and management of all SCBAs and programming, maintenance and management of all entry door locks and codes. Responsibility for TS is distributed among department personnel as determined by the Chief.