



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT SEPTEMBER 21, 2019



- 1) The meeting was called to order by STRAP Chairman Tom Cummiskey at 11:45 am in the main equipment bay of the fire station. Also in attendance were Board Members John Hennessey, Quentin Tolby, Joe Ruet and Dennis Massion; Chief Rodriguez; Admin Assistant Roxie Allen; and Auxiliary President Jan Cummiskey. The posted meeting agenda is available on the FLFD web site. By way of introduction, Chairman Cummiskey stated he anticipates 100% participation, there are no bad ideas and there are no dumb questions.
- 2) Approval of the STRAP meeting minutes from the November 10, 2018 meeting was tabled until the next meeting.
- 3) Chairman Cummiskey used the 2018 One Page Strategic Plan Update - Top Level Summary (attached) as a baseline document to lead the discussion of our foundational documents (mission, vision and guiding operational principles); strategic goals; and district issues. He clarified that our vision is who and what we aspire to be. It is a future state, not where we are today. Our mission is what we should be doing every day, in every way to achieve our vision. We have made good progress in both mission and vision, and will revisit these later in the process. We will set the bar higher. Our guiding operational principles are tailored to our small rural fire district and remain as stated, with possible updates. We have made good progress on our strategic goals as stated, and will formulate new goals as the output of this process. We will address leadership team issues, especially in the area of succession planning, by encouraging public participation in the finance committee and other subcommittees.



FLFD 2018 STRAP
UPDATE ONE PAGE SI

- 4) Chief's "State of the District".
We are doing well as a leadership team. We have consistently demonstrated the ability to be fiscally responsible and financially stable. We have concerns overall with our response model, especially as they relate to POC. We will continue to attack the process, not the people.
As we look forward to the challenges facing our small rural fire district, let's look back at the past year's significant accomplishments:
 - Managed while Roxie on medical leave for 8 weeks! This was a significant accomplishment, and speaks well for our flexibility.
 - 99Z Road Restoration. Worked with the Forest Service to get the road top coated.
 - SCBA Grant. We have 10 new packs and 20 bottles.
 - New Ambulance. Delivery expected in late October.
 - Open House. Once again, very successful.
 - Oktoberfest. Good time had by all. This is something we can build on next year.
 - Poker Ride. Many thanks to Steve and Jeannine Daniel. Net proceeds of \$9,400. Targeting \$10,000 next year.



Forest Lakes Fire District

where customer service is job one

2018 STRATEGIC PLAN UPDATE - TOP LEVEL SUMMARY

MISSION

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

VISION

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.

GUIDING OPERATIONAL PRINCIPLES

Excellence - If you are going to hang out your shingle, you better be prepared do the best job you can.

Integrity - We will act with integrity in everything we do.

Responsibility - We will do what is morally, legally and ethically responsible.

Compliance - We will comply with all legal and statutory requirements.

Safety - We will operate in a way that makes the safety of our personnel and equipment paramount.

STRATEGIC GOALS

Goal: Develop a Master Plan by June 30, 2019, for long term utilization of the entire FLFD property, including repurposing of the Annex building.

Goal: Upgrade our rolling stock as planned in our latest STRAP (Strategic Plan).

Goal: 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.

Goal: Look for the opportunity to decrease the Mil rate, when feasible, during the out years of the STRAP period.

Goal: Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the Board of Directors.

DISTRICT ISSUES

Facilities Master Plan/Equipment. With the completion of our new fire station, we can now address a master plan for the entire property. The old fire station will be retained as the FLFD "Annex", and will be repurposed for equipment storage, training/meeting space, and other secondary needs. A Master Planning Committee will address the entire property, including the Annex, the blue garage, the back lot, storage buildings, ... With the addition of a new ambulance, we can now address the replacement of E1211 with a more capable 4WD vehicle much more suited to our winter conditions. We will also explore our options for the end of the Lease Purchase Agreement of the Front Loader: extend the lease; pay off the balance; enter into a new lease arrangement on a new vehicle; or pursue a good, used, serviceable replacement.

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 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 building 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 finding new revenue sources outside of the traditional tax revenue structure. One major step forward this past year was to achieve an increase in our approved rates for emergency medical services.



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT SEPTEMBER 21, 2019



- Continued Partnering with Cooperators. APS, hazardous fuels remediation.
- GWTS agreement with TriStar for Chipping GWTS. Good news for all.
- Continued Support of Auxiliary. Outstanding effort by the Auxiliary. Very much appreciated.
- Thermal Imaging Camera. Check in hand to procure the new camera. This has been on the radar screen since 2010.
- Cell Tower. This time-consuming process is nearing the end. Expect to be operational by mid-March for Verizon customers.
- Annex Refurbished. Very pleased with the quality of workmanship on Annex exterior.
- Extended Hazardous Fuels Grant. Over 100 on the wait list. Pursuing about \$200K.
- Partnered with APS. APS handled tree removal/branch removal in proximity to power lines.
- Community support. Very positive.
- High level of service. We continue to be complimented on the quality of our EMS service.

We 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.

In summary, we note that Kay Green, our CPA auditor, who has a unique perspective on fire district operation as she supports fire districts across the state, is very complimentary on how we conduct our business. She views us a role model for other small fire districts, many of which are struggling. We have managed through tough times. We are in a good place.

Chairman Cummiskey stated his belief that we are one of the best fire districts in the state.

Roxie stated for the record that the credit belongs to Chief Rodriguez for the energy, spirit of cooperation and impact he brings to his role as Chief.

Challenges going forward:

- Diminishing POC. Grant Cooper has resigned from POC support. Trina Cooper had limited availability this past summer due to conflicting work schedules, and may have limited availability this coming school season due to family responsibilities. Jim Weigold is splitting EMT time between Forest Lakes and Payson. LJ Waggoner only spends the summers in Forest Lakes. Lou St. Germain remains the bright spot for POC response. Chief pointed out Heber-Overgaard has no POC support. This subject will be covered in depth at our October STRAP session.
- Decreased Call Volume. Resulting in lower revenues. Cause remains under investigation. Last year was the closure of the forest. Chief and Roxie took an action to provide summaries of call activity at our regular board meetings so we can better monitor the situation. Note: attached for reference is Chief's input to last year's STRAP Update.



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT SEPTEMBER 21, 2019



2018 STRAP Input
Chief Rodriguez.docx

- Maintaining a High Level of Service. Our staffing model assures we maintain a high level of service with our ODS. This remains a challenge for POC personnel with reduced call volume and opportunity to maintain skill sets.

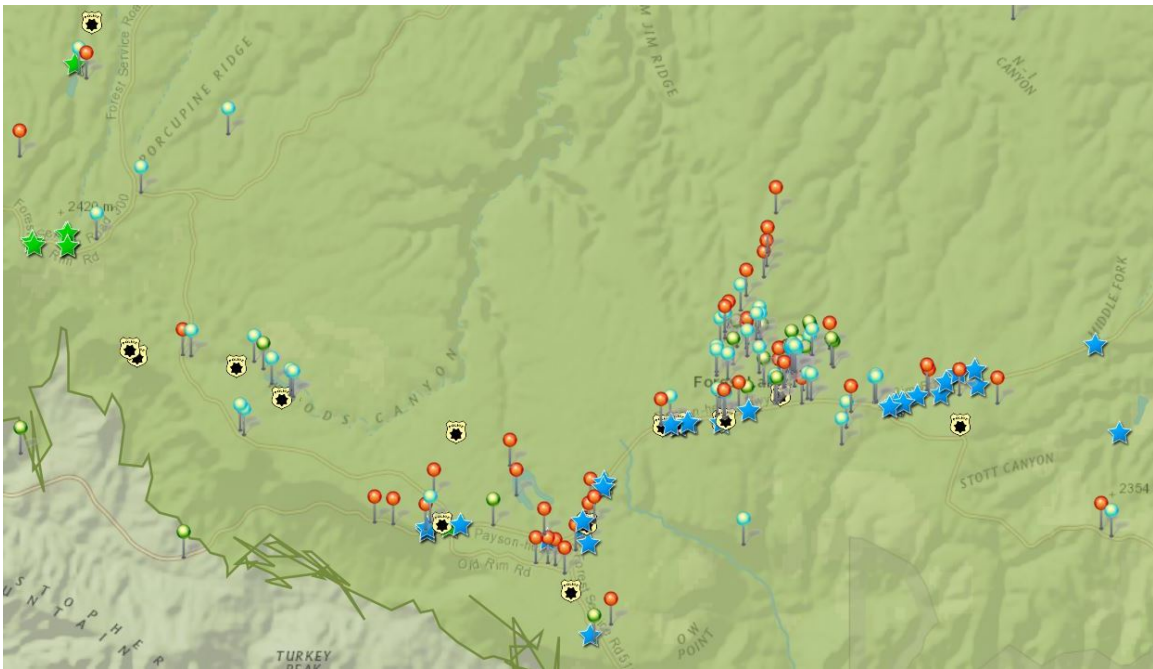
1 to 2 Yr Goals:

- Complete Landscaping. This will be accomplished to a large degree by ODS who are qualified to operate the FEL.
- Assist Auxiliary with Electrical installation in Shed. Will be addressed by the Master Plan Committee.
- Attract New Fire Board Membership. Encourage positive community participation via sub-committees, including the Finance Committee.

- 5) Top Priorities. These will evolve from the on-going discussions.
- 6) Potential goals. Chairman Cummiskey would like to end up with 3 to 5 actionable goals.
- 7) Master Planning Committee, revisit plans for overall property upgrades and refurbishment of Annex. Master Plan Committee Chairman Hennessey summarized the meeting held yesterday. Note: complete meeting minutes are available on the FLFD web site.
 - a) Annex refurbishment is essentially complete. Everyone is pleased with the quality and workmanship. It is essentially on budget. It appears the south wall has stabilized and reinforcement is not required.
 - b) The contract for the cell tower is in place. The base building and tower should be in place by mid-December, with the tower operational by mid-March.
 - c) A significant amount of work has already been accomplished on the back half of the property at no cost to the district. The remaining work will be accomplished by ODS, again at no additional cost to the district.
 - d) The public parking area will be covered with gravel to match that which is already in place by the station. There will be a cost associated with this material (\$TBD.)
 - e) A Fueling station is a high priority for the district. Chief took an action to investigate the cost for lease versus purchase for the fueling station.
 - f) The need still exists for a multi-purpose conference room in the old office area of the Annex, and it remains a priority item. Much of the work is expected to be self-performed, using a model patterned after that employed by FLOA on the Community Center. Treasurer Ruet took an action to include a \$30K budgetary estimate in FY2020-2021 for the STRAP 5 Year Financial Plan. Committee Chairman Hennessey will lead the effort.
 - g) Signage for the new station on the east wall will be paid for by proceeds from the Poker Run, which netted \$9,400. Prospective designs are in process, along with projected costs. Signage will include consideration for the admin office and public parking.
 - h) Electric power will be provided to the Tuff Sheds in the rear of the fire station. Chief took an action to provide a budgetary estimate for the work.

2018 STRAP Input Chief Rodriquez

Chief presented an incident summary map for YTD responses:



Note: there are several incidents outside area shown. They were omitted for clarity. The complete picture can be obtained from Roxie.

| | |
|---------------|------------------------|
| Blue Pushpin | Medical Calls |
| Red Pushpin | Fire Calls |
| Green Pushpin | Service Calls |
| Blue Star | MVAs |
| Green Star | ATVs/UTVs |
| Badge | Law Enforcement Assist |

a) Chief also presented a detailed YTD incident summary:

| | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | *SEP | OCT | NOV | DEC | 2018 TOTAL |
|-------------------------------|-----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|------------|
| Number of Calls | 15 | 6 | 8 | 23 | 47 | 42 | 45 | 34 | 29 | 0 | 0 | 0 | 249 |
| EMS/Medical/MVA/ATV= | 7 | 4 | 2 | 8 | 22 | 25 | 23 | 19 | 22 | | | | 132 |
| FIRE/ Ck Smoke / Forest Fire= | 3 | 0 | 2 | 10 | 12 | 11 | 16 | 6 | 2 | | | | 62 |
| OTHER= | 5 | 2 | 4 | 5 | 13 | 6 | 6 | 9 | 5 | | | | 55 |
| Refusals= | 3 | 0 | 1 | 1 | 8 | 14 | 14 | 4 | 8 | | | | 53 |
| Transports via Ground= | 5 | 1 | 0 | 5 | 11 | 9 | 9 | 8 | 9 | | | | 57 |
| Transports via Air= | 1 | 0 | 0 | 1 | 1 | 1 | 2 | 3 | 3 | | | | 12 |
| Deceased= | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | | | | 4 |



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT SEPTEMBER 21, 2019



- i) Chief Rodriguez took an action to review the integrity of the Blue Garage and develop a plan to accomplish any needed work, which is expected to be self-performed.
- 8) Plan for remaining meetings and finalization of new 5-Year Plan.
 - a) Items to be addressed
 - o Brief review of Foundational documents (Mission, Vision, Values, Guiding Operational Principles)
 - o Top priorities
 - o Goals
 - o Service delivery model
 - o Staffing model, succession planning (board and staff)
 - o Revenue sources, current and potential
 - o CAPEX plan, including rolling stock evaluation/replacement plans
 - o Master Planning Committee, including plans for refurb of FLFD annex
 - o Grant outlook and strategy
 - o HR related issues (including POC, health care benefits, ...)
 - o Five and ten year financial models
 - b) Planning session schedule
 - o September 21 after the Board Meeting (12-2, working lunch to be provided):
 - Brief review of Foundational documents (Mission, Vision, Values, Guiding Operational Principles)
 - Chief's "State of the District"
 - Top Priorities
 - Potential goals
 - Master Planning Committee, revisit plans for overall property upgrades and refurbishment of Annex
 - Plan for remaining meetings and finalization of new 5-Year Plan
 - o October 19 after the Board Meeting (12-2 with working lunch)
 - SWOT analysis update (Cummiskey)
 - Financial planning kickoff (Ruet)
 - HR issues: health care benefits, wages, (Chief)
 - Service delivery model, Succession planning. Assistant Chief discussion.
 - o November 9 after the Board Meeting (12-2 with working lunch)
 - Rolling stock discussion. Sell/Donate E1211?
 - Capital expenditure plan.
 - Grant outlook and strategy
 - IT updates
 - First pass 5 year financial model
 - Goals to include in 5-year plan
 - o December 14 after the Board Meeting (12-2 with working lunch)
 - Final 5-year financial plan, revenue model



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT SEPTEMBER 21, 2019



- 1-page summary
- Wrap up and publication plan

9) Other Discussion Topics

- a) Advertising/Promoting Department/Newsletter
 - i) Member Tolby suggested we can appeal to the public via a newsletter to advertise and promote the department.
 - ii) Tell our own story in a human interest format.
 - iii) Use the successes of the Sierra Vista fire district to build upon.
 - iv) Need better statistics on call volumes/call responses to help develop a compelling story.
 - v) Get involved with projects around the community.
 - vi) There has got to be a solution to the POC problem.
 - vii) Include the newsletter input into the Welcome Brochures routinely handed out by Realtors to new property owners. Include the One Page STRAP Summary in the handout.
 - viii) Quentin volunteered to write the newsletters. He has extensive background writing a weekly newspaper column in Glendale. Use this format to educate and build confidence in the department. One of the first actions would be to develop a mailing list.
 - ix) Chairman Cummiskey took an action to create a Marketing Committee, led by a Board member, to tell our story. This would be a spring 2020 action item.
- b) Quality of Service Versus Quantity of Service.
 - i) Clerk Hennessey related guidance we received in the past from our attorney, Bill Whittington, when we review our Service Delivery Model. As a fire district, you can be judged for the quality of service you provide, but not the quantity. The quantity of service is determined by many factors which are not under our control. It is a balancing act which the Leadership Team must constantly deal with.
- c) Decreased EMS Revenue
 - i) Call volumes are down. Last year it was influenced by the forest closure. But we are seeing reduced highway and ATV/Side-by-Side calls as well.
 - ii) Medicare and Medicaid payments are being reduced by the state.
 - iii) We will get some offsetting revenues from the cell tower.
 - iv) Chairman Cummiskey would like to gain consensus on one new non-tax revenue initiative.
 - v) Can we offer CPR training to the public?
- d) Heli-Pad South of 260 at Merzville
 - i) There was discussion about the utility of a Heli-Pad closer to the fire station.
 - ii) Chief's position is that we have adequate coverage now with our existing landing sites, which are pre-programmed into the GPS systems of all our air ambulance providers. It would therefore be a low priority item for him.
 - iii) Chief/Roxie took an action to email the approved landing sites to the board.



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT SEPTEMBER 21, 2019



- e) Succession Planning.
 - i) This will be addressed in more detail in subsequent sessions.
- f) Finance Committee Meeting
 - i) Treasurer Ruet took an action item to call a Finance Committee meeting.
- g) AFDA Initiative to Increase Mill Rate to \$3.50
 - i) Chief reported there is some traction for requesting an increase in the Mill Rate limit from \$3.25 to \$3.50. This will be addressed in subsequent sessions.
- h) CAPEX Plan
 - i) This is an agenda item for November.
 - ii) We need to include possible FEMA grant funding for this effort. One consideration may be new turnouts.
 - iii) In the longer term, we need to address a replacement for E1211.
- i) 5 Year Financial Plan Template
 - i) Treasurer Ruet took an action to develop the template for this year's update process.
- j) Blue and White Ambulance
 - i) Disposition will be addressed at the November session.
 - ii) Unit has a STRYKER system, which is worth much more than the ambulance itself.
- k) Health Care Benefits for Roxie.
 - i) Chief took an action to bring feasibility and cost information back to the team.
- 10) Upcoming Meetings
 - a) Finance Committee, October 14th, 10:00 am
 - b) Master Plan Committee, October 18th, 2:00 pm
 - c) STRAP Session 2, October 19th, Following the Regular Board Meeting
- 11) There being no further business before the committee, the meeting was adjourned at 1:25 pm.