

Forest Lakes Fire District (FLFD)

Five-Year Strategic Plan (STRAP)

2020 Annual Update

Covering Fiscal Years

(FY)

2021/2022 thru 2025/2026

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2020 STRAP Update

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I. Executive Summary

Unfortunately, 2020 was dominated by the COVID-19 pandemic. It affected the Forest Lakes Fire District significantly as it forced us to close the Fire Station and Annex to public traffic for much of the year, caused us to incur cleaning and disinfectant costs we might otherwise not have had to and changed the way the District operates related to meetings, social interactions and virus cleaning of the station. For most of 2020, your Fire Board and Management Team had to meet virtually as meeting in person was no longer feasible. Nonetheless, we continued to work on District business with positive results.

The financial condition of the District continues to recover from the construction of our new fire station and the monies spent to update our Annex building. In fact, we were able to increase our cash reserves somewhat at the end of the 19-20 fiscal year and expect we will continue to do so throughout this 5-year cycle. We expect tax levies to increase in line with increases in property valuations. Of interest, there would be a 1 to 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 continue to be up from historic levels due to increased forest usage and are expected to remain strong. Donations to the District from the Auxiliary and others throughout the community have been generous and are also 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 to us for the new community cell tower located on FLFD property. We also looked at potentially working with APS to install a microgrid system on District property. Unfortunately, APS decided to go down another path but that is a good example of the efforts we are making to generate the revenue the District needs to fulfill its mission. Prospectively we are also exploring renting space out at the Annex to other governmental entities, a move that could also generate additional revenues.

Having spent significant effort looking for non-traditional ways to increase revenues, the District is also looking at additional methods we have not fully pursued in the past. A new approach we are undertaking is to work the legislative advocacy angle in an attempt remove some of the various 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 rural locality, but are rarely able to afford, we are also often 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 optimal to servicing our coverage area to fully meet our Mission. We need home rule to set our MIL rates in accordance with our unique needs.

To that end, we formed a new committee, the Governmental Advocacy Committee, led by our board member, Israel Torres, a governmental law attorney, 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 2020,

we accomplished a great deal financially at the Forest Lakes Fire District. The single biggest activity for the year was taking delivery of our new ambulance, funded by a grant from the Gila River Indian Community. Along with that, we completed the last of the items needed at the new station such as signage. We also made final payments on some of our lease-purchases such as our heart monitors and battalion truck. Now that these costs have been incurred, and as the District's management team looks to the new year, there are four new overarching priorities 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, and; 4) addressing our remaining debt service responsibilities. The finance and operating plan we developed during this latest STRAP exercise is contained in Appendix B and will be used to develop the annual operating plan for the next fiscal year, FY2021-2022. Revenue and expense projections, and projected Mil 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. Overall, we feel 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 needed building and equipment upgrades.

As discussed above, and to provide the reader with a bit more background, there continues to be significant 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 Mil 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 despite our financial constraints 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.

This 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 team has developed a condensed set of goals for this update:

1. Continue to pursue our designated Master Facilities Plan projects including completion within this 5-year strategic timeframe.
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. Develop governmental relationships and influence with our local politicians at the Federal, State and County levels, coordinating with the Arizona Fire District Association or other representative groups as appropriate, to ultimately be able to call on those relationships for assistance with governmental matters that would benefit our District, especially related to increasing our tax revenues.
6. 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 will also pursue grants for new equipment wherever possible. 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, 2022. He has expressed his intention to continue as our Chief.

All in all, we consider the future to be bright and the ability to serve our community constant but only through constant attention to our financial picture and by maintaining the safety and job satisfaction of our personnel. Our hope is that the COVID-19 pandemic abates in 2021 and beyond as vaccinations take place and that things can move towards getting back to normal.

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; Pete Batschelet, Treasurer; Israel Torres, 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 Batschelet 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 Advocacy 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, 2022. The board and Chief have developed this annual update to the Strategic Plan and are working together to accomplish the plan.

Providing administrative support for the Chief and Board members is our Admin Assistant, Megan Rutherford.

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 2020 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.

- Continued Support of the Auxiliary
- Grant Writing
- New Ambulance
- Administrative Assistant vacancy filled in late December, 2019
- 6th Annual Poker Run
- 10th Annual 4th of July Charity Ride
- Continued Partnering with Cooperators
- GWTS operating successfully
- Lucas Chest Compression device procured
- Cell Tower completed and operational
- Annex Refurbished
- New Hazardous Fuels Grant
- Possible partnership with APS for Microgrid Project
- New Board Members – Israel Torres and Pete Batschelet
- Community support
- High level of service

Chief then discussed some of our challenges going forward.

- COVID-19
- Limited labor pool for POC
- Maintaining our current staffing model
- Maintaining the safety of our emergency response personnel

Chief then discussed his 1 to 2 Year Goals.

- Successfully execute Microgrid Project (no longer a goal since APS has decided to place the Microgrid on Forest Service property.)
- Succession Planning for Fire Board and Fire Chief
- Continue to upgrade our facilities and rolling stock

Additional discussion points associated with Chief's message.

- Chief has made the main fire station available as an operations' base for the Sheriff's Office, Forest Service, Game and Fish, DPS, ... This is a win-win for everyone involved. Fire District operations benefit from the improved coordination.
- We have adequate PPE and decontamination equipment.
- At this point in time we are optimistic that we will have little impact on property tax revenues this year due to COVID-19. We will know more in the next few months as we exit the tax trough season.
- Our combination staffing model (ODS plus POC) continues to work well. It is all about relationships.
- We would like to have more resident volunteers to supplement the POC community.
- Regarding forest fire vulnerability, Forest Lakes is in a good position with recent thinning by the Forest Service. We will soon be protected on all four sides of the subdivision. With controlled burning going forward, we should be good long into the future.

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 increase, 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 was to contract to

have a new community cell tower erected on our property. Community cell phone providers (Verizon being the first) will allow us to obtain additional lease revenues not previously available.

Standing Committees

As noted above, we have standing committees tasked with supporting the on-going activities of the leadership team. As board sponsored committees they operate as extensions of the board and may hold separate meetings in support of district objectives. Per statute, all meetings are conducted in accordance with Open Meeting Laws. Committee Chairmen routinely report their status at regular board meetings.

The four previously established committees and their respective chairs are: Board Chairman Cummiskey, Chair of the Strategic Planning Committee; Board Clerk Hennessey, Chair of the Master Planning Committee; Board Treasurer Batschelet, Chair of the Finance and Budget Committee; and Board Member Massion, Chair of the Policies, Procedures and Bylaws Committee. All operate under board approved charters.

The newest standing committee is the Governmental Advocacy Committee, with Board Member Torres as Chairman. It was created to foster relationships among our community members and elected officials at the local, county and federal level by inviting elected representatives to attend FLFD-sponsored community events. We support the Arizona Fire District Association as needed to track legislation and regulations that could affect the FLFD, and advocate for legislation that addresses fire safety, firefighter health issues, taxes/budgetary issues and other topics that arise that may affect our Strategic Plan and the Forest Lakes community. Nurturing relationships with our elected officials allows them to better understand FLFD's unique needs and FLFD's commitment to the health and safety of the community. Welcomed and informed elected officials are our best advocates.

III. Facilities and Master Plan

Our facility picture has undergone a major transformation over the past several years. Under the guidance of the Building Committee we achieved the construction of our new fire station. We also addressed upgrades to our computer infrastructure. The next phase 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

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, has 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 year round 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, $\frac{3}{4}$ 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

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 subsequent fiscal years. Timing of Phase 2 will be driven by affordability considerations.

Phase 1 Accomplishments:

- Annex Exterior Refurbishment. The annex exterior refurbishment is complete. It includes a new metal roof, new fascia and T111 plywood panels, as needed, and new paint color coordinated to the new fire station.
- Signage. Signage for main station has been completed using Poker Run proceeds.
- Flag Pole. A new flag pole has been installed courtesy of donations from two of our residents.
- Fueling Station. A diesel fueling station is in place at the rear of the fire station. Military grade storage tanks were procured at auction, transported to FLFD and installed by several of our POC and support personnel.
- Drainage Berm Along Southern Boundary. A dirt berm has been created along the south side of the property to divert surface water to the culvert on Merzville.

- Gravel for Parking Area South of Station. The parking area south of the station has been resurfaced to provide improved, year-round access.
- Exercise Equipment. We have added exercise equipment in the Annex to enable our ODS to maintain their high level of physical conditioning and preparedness using Poker Run proceeds.

Phase 2 Plan.

ROM cost estimates were prepared and input during the recently completed STRAP update sessions, accounting for contributions and donations from other sources, such as last year's Poker Run. Much of the work will be self-performed using labor donated by residents.

Areas to be addressed include the Annex Interior as well as the following:

- Perimeter Fencing. The exiting chain link perimeter fencing will be replaced with a much sturdier design that will add beauty and functionality.
- 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 has already been accomplished on the back half of the property. The remaining work is expected to be accomplished at little to 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.

- Winter Cover for Fueling Station. A winter cover will be added to the fueling station to provide year-round functionality.
- Annex Interior--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. Last minute update. An ad-hoc exploratory committee consisting of Chief Rodriquez, Chairman Cummiskey and Treasurer Batschelet has been formed in response to a call from Sergeant Bill Rackley of the Coconino County Sheriff's Office regarding the possibility of leasing office space at the Annex for Deputy McKeever and a second

deputy yet to be hired. Any such agreement would require board approval and would obviously impact FLFD plans for the Annex. Progress on this issue can be followed at future board meetings.

- 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 workflow 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.
- Annex Garage Doors. Replacement of the garage doors on the Annex, including door openers. Existing doors and openers are showing their age. When the need arises, reliability is of the utmost concern.
- 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.
- Drainage Berm Along Southern Boundary. Once the new perimeter fence is in place, we will address replacement of the dirt berm with a more substantial concrete/block design.

Cell Phone Tower

Following several years of behind the scenes work by FLFD and FLOA, work has been completed 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.) Improved public safety and 911 call response were the driving forces behind securing the new tower. Verizon is the first cell service provider to use the tower, and pays a monthly usage fee to the fire district. Additional service providers are expected.

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.

Fiber-Optic Access

In partnership with FLDWID, a new fiber-optic system is in the process of being installed for both the water company and FLFD. The new 50 Mbps DIA circuit w/5 IP's & 4 Unlimited FXS Lines is expected to be operational March 5, 2021. This will provide substantial improvements to our communications capability, both voice and Internet, further enhancing our 911 call support and emergency response.

Microgrid Project

By way of background, a Microgrid power generation system is a backup system consisting of multiple diesel fuel powered generators, which are stage 4, state of the art data systems compatible units, assuring 24x7x365 backup capability. Data systems backup generators and support systems have very stringent reliability requirements. There is a battery backup system to supplement the generators to assure uninterrupted power supply. Generators automatically run if power is interrupted or if the quality of the power does not meet standards. Power is typically restored in 20 seconds or less. Individual home or business backup generators would no longer be needed. Additional background material can be found in the June 20, 2020 Fire Board meeting minutes.

As reported at the December 19, 2020 Fire Board meeting, Chief Rodriguez stated he was notified by APS that they are going forward with the Microgrid system located on Forest Service property west of the subdivision, with an operational date in 2023. This is the original location identified by APS.

In a briefing to Chief Rodriguez in June 2020 by APS, Chief introduced the idea of having the equipment installed on fire district property. Subsequently, APS and FLFD partnered in a feasibility study to locate the new Microgrid system on fire district property. A team was identified, with Chief Rodriguez as the point of contact for FLFD and John Pinho the point of contact for APS.

The team identified advantages to having the APS Microgrid on fire district property. Close proximity of the Microgrid to the fire station and Cell Tower would mean almost zero down time for power interruptions to the station and our communication network, assuring the 911 call system remains completely operational. FLFD intent was to lease the property to APS to generate annual revenues, similar to the agreement for the Cell Tower, reducing the tax burden on the residents. APS offered to allow us use of the requisite underground diesel fuel storage system to service our vehicles. We could then surplus our diesel fuel storage tanks and pumps.

In parallel with the FLFD study, APS continued to study the site originally identified for the Microgrid – the site being on the Apache-Sitgreaves National Forest adjacent to their transmission line on FR 237. After extensive studies, APS determined increased operational efficiencies existed at that location when compared to the location at the fire department and notified FLFD they were moving ahead with the original Forest Service location.

There are significant benefits to the community, even with the Forest Service location of the Microgrid. Residents will still receive the benefit of almost uninterrupted electrical power. Residents will still no longer need to procure individual, on-site backup generators. FLFD can still surplus its backup generator.

We will continue to be proactive in our partnership with APS to help achieve the goal of getting the Microgrid Project online as quickly as possible.

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 Rodriquez 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 2021 Mileage: 19,695
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 2021 Mileage: 6,627
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.

Rescue 1212 (Radio Call Sign)



Acquired: Used 01-25-18.
Model: 2006' Ford F350 Super. Duty Wheeled Coach III.
January 2021 Mileage: 192,488
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 2021 Mileage: 13,346
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 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 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. 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 2021 Mileage: 140,650
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 2021 Mileage:	22,978
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 serves 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 complement 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 2021 Mileage: 59,935
VIN# 1FDAW57F71EC81501

Function. Secondary Response Apparatus for On-Duty Staff 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 2021 Hours: 1,119.6
VIN# PWR04126

Function. Green Waste Transfer 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 Transfer Site debris and to maintain the Green Waste Transfer 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 was acquired new through a lease purchase agreement (LPA) with CAT Financial. The LPA will be retired as of February 2022.

V. Services and Service Area

The combination model staffing model currently in place was developed by Chief Rodriquez 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 weekends 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

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 X 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 yearly 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.

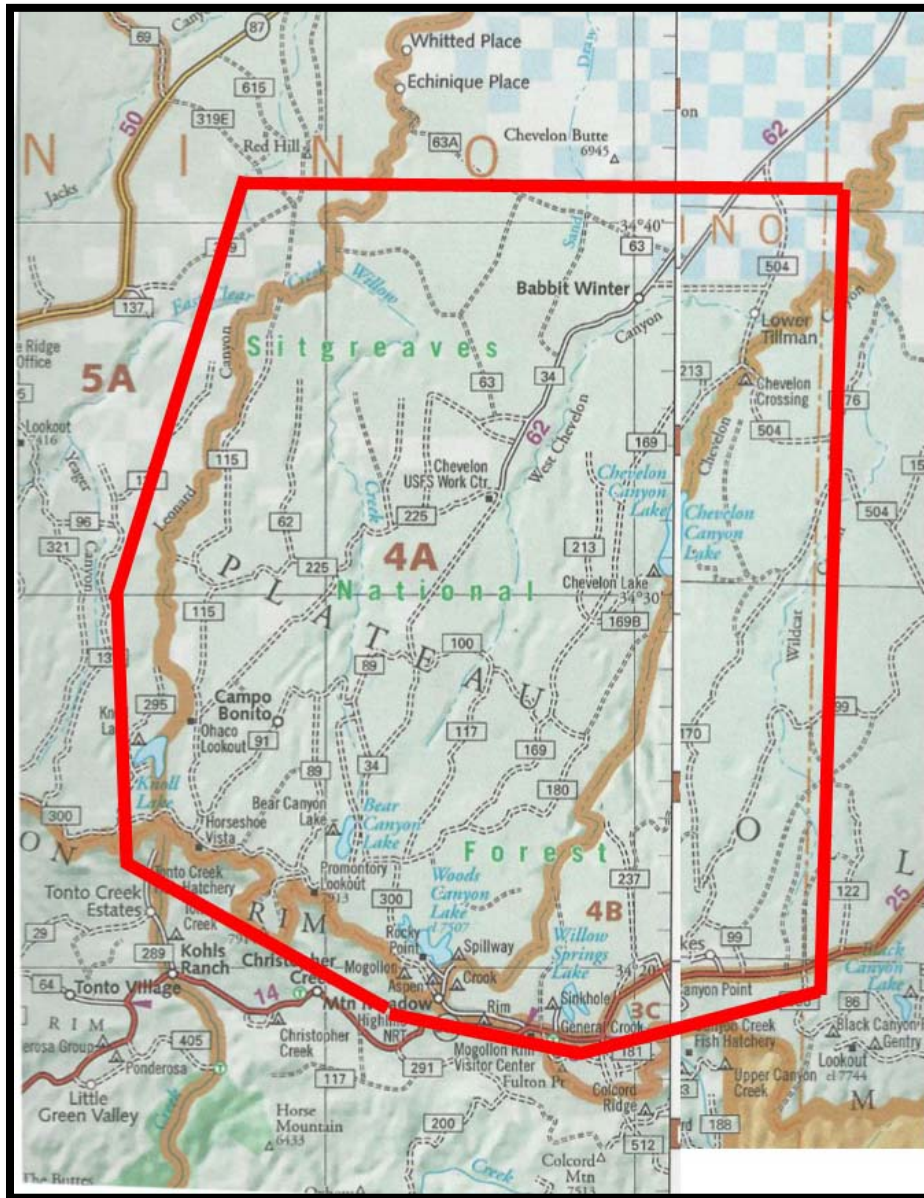
PROVIDED, that this certificate shall not be assigned nor transferred unless authorized by the Arizona Department of Health Services.



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

Trey Mullins
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.

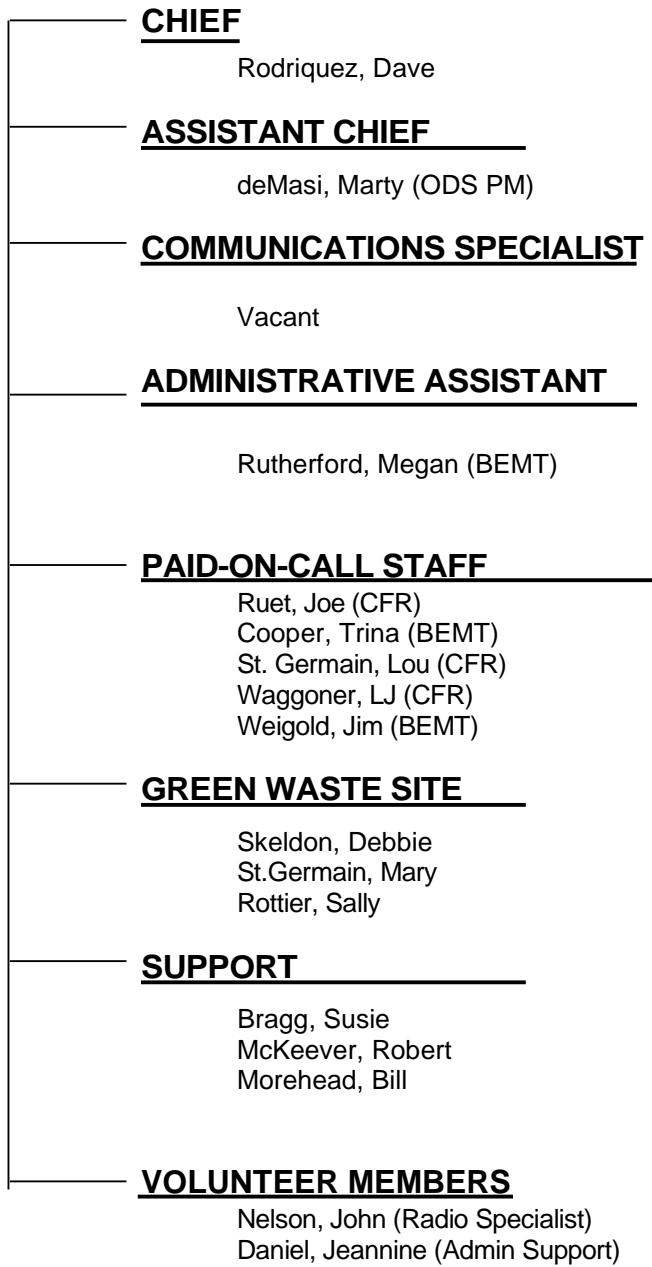
VII. Goals

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

1. Continue to pursue our designated Master Facilities Plan projects including completion within this 5-year strategic timeframe.
2. Upgrade our rolling stock as identified in our latest STRAP (Strategic Plan).
3. Improve non-tax revenues each year by identifying new revenue sources, and by leveraging community resources such as Auxiliary funding, grants, on-going donations and corporate/other.
4. Build cash reserves to take advantage of unexpected opportunities and, ultimately, to purchase a new engine.
5. Develop governmental relationships and influence with our local politicians at the Federal, State and County levels, coordinating with the Arizona Fire District Association or other representative groups as appropriate, to ultimately be able to call on those relationships for assistance with governments matters that would benefit our District, especially related to increasing our tax revenues.
6. 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 2021)



ON DUTY STAFF

Amarillas, Enrique (BEMT, FF I & II)
Armitage, Jeremy (BEMT, FF I & II)
Ashton, Justin (BEMT, FF I & II)
Bidwell, Andrea (ALS)
Christensen, John (BEMT, FF I & II)
Christensen, Scott (ALS, FF I & II)
Corker, Chris (BEMT, FF I & II)
Decker, Maxwell (ALS, FF I & II)
DeWitt, Garrett (BEMT, FF I & II, Wildland)
Eggers, Kyle (ALS, FFI & II)
Ellis, Richard (ALS, FF I & II, Wildland)
Fleger, Warner (ALS, FF I & II)
Highstreet, Matt (ALS, FF I & II)
Hyer, Bryan (ALS, FF I & II, Wildland)
King, Kevin (ALS, FF I & II)
Lecher, Angie (BEMT)
Lecher, Cris (ALS, FF I & II)
Mahoney, Sean (BEMT, FF I & II)
Martinez, Dan (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)
Radney, Adam (BEMT, FF I & II)
Rocha, Jeremy (ALS, FF I & II)
Rodriguez, Adam (ALS, FF I & II)
Rodriguez, 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)
Tavares, Billy (ALS, FF I & II)
Tutay, Jason (ALS, FF I & II)
Vowell, Scott (ALS, FF I & II, Wildland, Hazmat)
Wetherbee, Scott (BEMT, FF I & II)
Wiggins, Brian (ALS, FFI & II)
Yungkans, Jeffrey (ALS, FF I & II)

Appendix B. Five-Year Budget Projection

This 2020 year is one that we will all remember and are grateful for the health and continued support of not only the staff but of the community. The COVID-19 virus pushed many people, businesses, and families into financial turmoil and, for the most part, not a clear path of where this was all headed. Such is life, and we were all faced with moving forward in a positive manner and dealing with the swings as they presented themselves. Financially, we accomplished a great deal at the Forest Lakes Fire District by remaining steadfast, staying the course, and staying within the projected budget.

The easiest observation for anyone local, camping, or merely passing through was the sheer activity on the local roads and in the forest. Due to this large influx in vehicles and bodies, it was imperative that the community continue to receive above level service for the Fire District. In order to meet this standard, there was a higher need for personnel staffing for roughly a 6-month period. The staffing model has been presented before but it is a good reminder of how we continue to operate.

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. 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 exceed what they experience at Forest Lakes, keeping their skills honed to a very high level. 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.

Benefits: In addition to paying competitive salaries to our personnel, this year we have further addressed employee benefits. Chief Rodriguez stated his #1 priority is participation in ASRS, the Arizona State Retirement System. The board agreed, and funding is included in the 5 Year Budget as line item 5056. Besides being the right thing to do, this is needed to incentivize current personnel as well as to attract future personnel in the event of attrition or retirement. It demonstrates our commitment to people over equipment and facilities. ASRS, which applies only to our full-time employees, two in number, is supplemented by our existing 457 program, which applies to all personnel. It is an alternative to Social Security for EMS personnel, and both the member and the employer contribute equally. Our former Volunteer Pension Fund has been closed out to new contributions.

Cash Reserves: We began the year with \$448,098 dollars in cash reserve. The goal of the Board is to keep a minimum of \$175,000 in reserves which will allow the district to operate throughout the year as expenses come in on a monthly basis while we collect the majority of revenues

through property tax collection in a two-month period. The cash balance at the end of the fiscal year (fiscal year is July of any given year through the following June) was \$233,249. While this may seem like a significant drop, this was planned for accordingly due to the allocation of the new ambulance grant. The Gila River Indian Tribe graciously awarded the district a \$250,000 grant in 2019 which covered a large majority of the expense of the new unit. The new ambulance was fully paid off through the use of the cash reserves. This allows the district to not only have a new unit for use (and allowed the older, second unit to produce income) but also eliminated the interest that may have been accrued over time. Lastly, the Toyota Battalion Vehicle was fully paid off removing yet another future expense.

Equipment: The entire fleet of the district has held up well thus far. However, there are units which will need to be closely evaluated in the upcoming 3 – 5 years as the life expectancy of many of them are nearing their prime, or past their prime. These units are noted in the budget projection details with the notation “Replace” so they can be considered in the next annual update. We hope to see continued community support through donations, poker rides, Forest Lakes Fire Auxiliary, and other miscellaneous events. We truly do need the support of those within the State of Arizona via FDAT and will lean heavily towards applying for and hopefully obtaining grants of any amount to help support the community. Not all of the units are purchased new and we continually look for serviceable pieces of equipment at discounted pricing. Briefly looking forward, the front-end loader, which is used primarily at the Green Waste Transfer Station, has a balloon payment coming due in February 2022. Based on our financial outlook, the board has decided to pay off the \$65,000 note as opposed to extending it further. This was evaluated from a cash flow perspective in addition to what the additional interest payments would be over the balance of the new term. E1211 (Engine 1211), our structure fire emergency response apparatus, was procured new with grant funding in 2005. It is basically a city truck with 2WD and has limited functionality in Forest Lakes, especially for wintertime operations. It is scheduled to be replaced with grant funding in FY23/24. Expected cost is \$450K, with a 10% cost share, and an expected 10 to 15 year service life. Current market value of E1211 is \$20K to \$25K which will help offset our 10% cost share.

There are a few other noteworthy items which need to be mentioned. Due in large part to the Poker Run, the District was able to purchase new walk talkie systems for the station. This is not a small amount and should not go unnoticed, again, as to how much the community involvement means to the Fire District. We were also able to pay off the heart monitoring system which has been a tremendous piece of equipment. The goal is to add another system in the upcoming years. The technology continues to improve and the true life expectancy of these is only a few years. Therefore, we have budgeted for this \$30,000 in rolling stock the years 2022 – 2024.

A concern the Board has dealt with and will continue working on is the drainage of water. A temporary dirt berm has been created at the southern portion of the property to divert water to the east and into the county drainage system. Prior to this occurring, the water was flowing through our property and onto the neighboring properties which was creating water control issues not only for the immediate property owners but for those further down the ‘natural drainage’ of the water flow. A more permanent solution is in the works. Additionally, a new perimeter fence will be constructed on the property; this will enhance screening and should eliminate the visibility from neighbors.

Debt Service: In 2018-2019, we negotiated a lease-purchase arrangement with the National Bank of Arizona (NBA) 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 \$49,000, or less than 5% of our annual budget. The board approached multiple sources and even tried refinancing the current note through NBA. Unfortunately, NBA will not refinance their own lease-purchase arrangements. We did, however, find two credible sources that would provide a lower rate. This would require upfront loan origination fees of nearly a full percentage point in addition to regular closing costs. Since we have continued to pay down the note and with the fees being taken into consideration, the board has decided to continue with the NBA note into 2028 and will then evaluate it then.

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 to 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. The cell tower continues to generate 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.

Additional Note: Forest Lakes Fire Auxiliary is a 501(c)(3) non-profit. If there are any individuals or businesses that would like to make donations through the organization, please feel free to do so. As a disclaimer, please check with your accountant as to what qualifies as a taxable, charitable write-off.

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. As mandated by Arizona Revised Statute 48-253, the district adheres to an annual third party reviewing and approving of all ledgers. 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

2020 FIVE YEAR STRAP ANNUAL UPDATE

CURRENT YEAR IS FY20-21. YEAR 1 IS FY21-22.

		2021/22	2022/23	2023/24	2024/25	2025/26
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
EXPENDITURES						
5000	PERSONNEL SALARIES	578,431	623,603	623,683	642,333	661,543
5001	Chief District Salary	79,500	79,500	79,500	81,885	84,342
5002	Administrative Assistant Payroll	42,500	42,500	42,500	43,775	45,088
5003	Part Time Office Help Payroll	3,000	3,000	3,000	3,090	3,183
5004	Green Waste Site Attendant & Fuels Mgmt Payroll, FEL	16,400	16,640	16,720	17,222	17,738
5005	On Duty Staff FF I&II Payroll	140,000	149,400	149,400	153,882	158,498
5006	POC Fire Response Payroll	7,500	7,500	7,500	7,725	7,957
5007	On Duty Staff Paramedic Payroll	270,171	304,703	304,703	313,844	323,259
5008	POC EMS Response Payroll	18,360	18,360	18,360	18,911	19,478
5010	Training In House (POC)	1,000	2,000	2,000	2,000	2,000
5050	EMPLOYEE BENEFITS	55,518	56,851	56,853	57,404	57,970
5051	FICA/Medicare Tax (7.65% of Payroll).	8,387	9,042	9,043	9,314	9,592
5052	Unemployment Compensation	-	-	-	-	-
5053	Workers' Comp (experience mod of \$0.81 for FY2019/2020)	23,455	23,455	23,455	23,455	23,455
5055	FLFD Pension Match Contributions	8,676	9,354	9,355	9,635	9,923
5056	ASRS Benefits for Full Time Personnel	15,000	15,000	15,000	15,000	15,000

	5057	FLFD Pension Transfers (Pass Thru Account)					
5100		INSURANCE	30,880	30,851	31,776	32,729	33,711
	5101	Accident & Sickness	3,880	3,881	3,997	4,117	4,241
	5102	Automobile	7,335	7,335	7,555	7,781	8,015
	5103	Commercial Package	10,333	10,333	10,643	10,962	11,291
	5104	Umbrella	9,332	9,302	9,581	9,868	10,164
5200		FIRE DEPARTMENT ADMINISTRATION	151,515	178,153	181,465	184,994	188,594
	5201	Uniforms - All Departments	4,480	4,481	4,570	4,662	4,755
	5202	Benefits & Awards	1,013	1,018	1,038	1,059	1,080
	5203	Office Staff Training (Chief and Megan)	2,714	2,694	2,748	2,803	2,859
	5205	Outside Duplication and Publishing	582	572	584	595	607
	5206	Dues and Fees	10,537	11,000	11,220	11,444	11,673
	5208	Professional Services (AeroMed, Fire Recovery USA, Legal, Accounting, IT Support, Coco fees, Payroll)	56,244	56,244	57,369	58,516	59,686
	5209	Notary					
	5210	Elections	-	-	-	-	-
	5211	Public Finance	-	-	-	-	-
	5212	Postage & Shipping	582	572	584	595	607
	5213	Board Expenses / Dues / Training	6,775	7,836	7,992	8,152	8,315
	5215	Fire & EMS Public Education	1,061	1,061	1,082	1,104	1,126
	5216	Office Supplies / Copier / Office Equipment R&M	8,660	8,660	8,833	9,010	9,190

	5217	Furniture & Improvements	1,061	1,062	1,083	1,105	1,127
	5218	Grant Reimbursement (Fuels mgmt \$ to homeowners)	50,000	72,500	73,950	75,429	76,938
	5219	Misc. Receivables Expended	5,306	5,306	5,412	5,520	5,631
	5220	Non-Capital Equipment	2,500	5,148	5,000	5,000	5,000
5300		FUEL, OIL, LUBE, R&M	42,088	46,712	47,646	48,599	49,571
	5301	Fuel-Oil	12,088	12,007	12,248	12,493	12,742
	5302	Lube Repair & Maintenance	30,000	34,704	35,399	36,106	36,829
5400		FIRE & EMS OPERATIONS	45,579	42,503	43,353	44,220	45,104
	5401	POC Tuition / Training-Outside Source	4,244	3,123	3,186	3,249	3,314
	5403	Protective Clothing	5,306	5,306	5,412	5,520	5,631
	5404	SCBA R & M	2,122	2,123	2,165	2,208	2,253
	5405	POC Medical - Physicals & Immunizations	837	837	854	871	889
	5407	EMS/Fire Small Tools-	6,233	6,254	6,379	6,506	6,636
	5408	Expired Drugs	582	572	584	595	607
	5409	Disposables	14,539	14,579	14,870	15,168	15,471
	5410	Expendables - Oxygen	1,591	1,592	1,624	1,657	1,690
	5411	Certification / Licenses / ADHS Registration	757	758	773	788	804
	5413	GWS / Grant Mgmt Expense	7,082	5,082	5,184	5,287	5,393
	5414	Radio Equipment & Equipment R & M:	1,143	1,133	1,156	1,179	1,203
	5416	Mileage Reimbursement	1,143	1,143	1,166	1,190	1,213
5600		BUILDING & GROUNDS R & M	6,732	6,734	6,869	7,006	7,146

5601	Building R & M	2,949	2,950	3,009	3,069	3,130
5602	Ground R & M	2,164	2,164	2,208	2,252	2,297
5603	Janitorial Supplies	1,407	1,408	1,436	1,464	1,494
5604	Back Flow Test	212	212	216	221	225
5700	UTILITIES	31,039	31,043	31,664	32,297	32,943
5701	Electric	9,102	9,082	9,264	9,449	9,638
5702	Telephone / Communications	11,777	11,777	12,012	12,253	12,498
5703	Propane	6,286	6,326	6,453	6,582	6,713
5704	Water	1,082	1,082	1,104	1,126	1,148
5705	Garbage Service	701	701	715	729	744
5706	Septic	816	800	816	832	849
5707	TV / Media	1,275	1,275	1,301	1,327	1,353
8000	CAPITAL EXPENDITURES	85,000	55,000	30,000	480,000	-
8001	Vehicles	-			450,000	
8002	Machinery & Equipment	50,000	30,000	30,000	30,000	
8003	Facilities Improvement	-				
	Annex Refurbishment	25,000	25,000			
	Other Capital	10,000				
8004	Carryover Funds					
8200	CONTINGENCY	94,637	101,644			
9500	DEBT SERVICE	123,822	48,922	48,922	48,922	48,922
9501	EQUIPMENT	-				

	Engine 1211					
	Rescue 1211					
	Rescue 1212					
	Tender 1211					
	Battalion 12			Replace		
	Attack 1211				Replace	
	Attack 1212					Replace
	CAT 924 Front Loader	74,900				
9502	LEASE PURCHASE					
	Tundra / Heart Monitor					
	Building Payment; \$700K Lease/Purchase	48,922	48,922	48,922	48,922	48,922
	TOTAL EXPENDITURES	1,245,241	1,222,015	1,102,231	1,578,505	1,125,506

REVENUES

4001	Real Property Tax	675,647	706,051	737,823	771,025	805,722
4002	FDAT	134,486	141,210	147,565	154,205	161,144
4011	EMS Receivables	150,000	153,000	156,060	159,181	162,365
4012	Fire Receivables	15,818	15,718	16,033	16,353	16,680
4013	GWTS Income (dump fee income)	14,647	14,606	14,899	15,196	15,500
4014	Investment Interest	4,770	4,771	4,866	4,963	5,063
4015	Misc. Receivables/Contributions	28,000	24,000	24,000	24,000	24,000
4016	FLFD Pension Transfers					
4017	Projected Grant Income	106,000	105,000	80,000	405,000	

4018	District Funds	115,873	57,659			
4019	Lease Purchase Funds					
TOTAL AVAILABLE SPEND		1,245,241	1,222,015	1,181,245	1,549,925	1,190,474
NET INCOME		0	0	79,014	(28,580)	64,968
YEAR END CASH BALANCE		313,871	313,871	392,885	364,305	429,273

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).

ASRS. Arizona State Retirement System. The Arizona State Retirement System Defined Benefit Plan provides for lifelong monthly retirement income for qualified members. The plan is tax qualified under section 401(a) of the Internal Revenue Code. It is a “cost sharing” model, meaning both the member and the employer contribute equally. Members also participate and contribute to the ASRS Long Term Disability Income Plan, which provides benefits for actively contributing members.

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.

FEL. Front End Loader. This unit is used for maintenance at the Green Waste Transfer Station, for winter rescue operations and road and driveway maintenance at the fire station.

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 are 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.

POLICIES AND PROCEDURES. Policies and procedures are the responsibility of the Fire Board, and include issues which: apply equally to all facets of the business; address pay scale by category; potentially reflect on the image of the department; potentially impact the fiduciary interests of the district; address a legal or statutory requirement; deal with condition of employment; deal with good business practice; and require flexibility in execution.

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.

PPE. Personal Protective Equipment. Equipment used to protect personnel and patients from exposure to the COVID-19 virus.

R&M. Repair and Maintenance. This expense category relates to those expenditures required to keep our equipment in serviceable condition.

ROM. Rough Order of Magnitude. Budgetary estimates used to bracket program cost elements, usually for comparative purposes to other approaches.

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.

STRAP. Strategic Plan. A comprehensive road map used to guide the development of an organization and 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.

TRIAGE. A private triage room is provided for treatment of walk-in patients with non-life-threatening injuries or ailments. It is located adjacent to the public reception area in the fire station and is readily accessible by the Chief, ODS, POC and admin staff during normal business hours. Patient privacy is assured during any treatment by EMS personnel. There is ready access to the equipment bay in case hospital transport is needed. HIPAA compliance is assured throughout the process. Note: for serious or life-threatening injuries residents are strongly urged to call 911.

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.