



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT SEPTEMBER 19, 2020



- 1) Call to Order/Roll Call. The 2020 Strategic Plan (STRAP) Update meeting was called to order by STRAP Chairman Tom Cummiskey at 10:58 am in the main equipment bay of the fire station. Also in attendance were Board Members John Hennessey, Dennis Massion and Pete Batschelet; and Chief Rodriquez. Member Israel Torres was absent. By way of introduction, Chairman Cummiskey stated he anticipates 100% participation, there are no bad ideas and there are no dumb questions. He also noted this will be an abbreviated session due to time conflicts with several members of the Leadership Team.
- 2) Brief Review of the Foundational documents (Vision, Mission, Values, Guiding Operational Principles). Chairman Cummiskey used the 2019 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). 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.

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 superior 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.

The foundational documents were retained without changes.



2019 FLFD STRAP
Update One Page Sur

- 3) Chief's "State of the District". We continue to operate in a fiscally responsible and professional manner. Our service levels remain very high. 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.

As we look forward to the challenges facing our small rural fire district, let's look back at the past year's significant accomplishments:

- i) Continued Support of Auxiliary
- ii) Grant Writing
- iii) New Ambulance
- iv) Administrative Assistant vacancy filled in late December
- v) 6th Annual Poker Run



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- vi) 10th Annual 4th of July Charity Ride
- vii) Continued Partnering with Cooperators
- viii) GWTS operating successfully
- ix) Lucas Chest Compression device
- x) Cell Tower completed and operational
- xi) Annex Refurbished
- xii) New Hazardous Fuels Grant
- xiii) Possible partnership with APS for Microgrid Project
- xiv) New Board Members – Israel Torres and Pete Batschelet
- xv) Community support
- xvi) High level of service

Challenges going forward:

- i) COVID-19
- ii) Limited labor pool for POC
- iii) Maintaining our current staffing model
- iv) Maintaining the safety of our emergency response personnel

1 to 2 Yr Goals:

- i) Successfully execute Microgrid Project
- ii) Succession Planning for Fire Board and Fire Chief

Discussion points associated with Chief's message:

- Add the following goals: Continue to upgrade our facilities and rolling stock.
- The GWTS lease agreement with the Forest Service is with FLOA. Since the Fire District has operational responsibility for the site, does it make sense for the lease agreement to fall under the Fire District? Chief will explore with FLOA President Shane Williams.
- Should we advertise the new cell tower to non-Verizon residents? With each new carrier the Fire District will receive \$250.00 monthly lease payments. Our goal is to have an income stream of \$1,500.00 per month from the cell tower.
- The Annex refurb went well. We will need to replace the doors soon.
- JN Enterprises will administer the new Hazardous Fuel Grant, a 2-year grant to service 25 properties per year.
- Work is underway with APS on the new Microgrid Project with APS. Kudos to Chief Rodriguez for arranging this project, to be constructed on Fire District property under a lease agreement that will provide an additional long-term income stream.
- Forest Lakes will have a second deputy assigned to assist Deputy McKeever. There were exploratory discussions about allowing the new deputy to use bunk space at the fire station, but Chief Rodriguez said that arrangement might compromise ODS performance.
- 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.
- There are no COVID-19 concerns among residents and ODS.
- 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.



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- POC response continues to be a challenge due to the low number of POC personnel available. Dave took an action to submit an article to the Blast, talking about our need in this area and what it takes to volunteer as a POC.
 - Joe Ruet has recently been added to the POC roster. Megan's role was clarified. She essentially is available to handle triage patients during her normal working hours.
 - Board members can take First Responder training. They are typically not used during operations due to conflict of interest and associated legal concerns.
 - Our support levels have not been impacted by the West Coast fires.
 - 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.
 - Chief is working to address ODS staff requests for improved work out facilities and equipment. Space is being made available in the Annex for this purpose.
- 4) Chief's proposed top priorities. Tabled due to time constraints.
 - 5) Review of Prior Years Goals and discussion regarding 2020 potential goals. Tabled due to time constraints.
 - 6) Master Planning Committee, revisit plans for overall property upgrades and refurbishment of Annex. Master Plan Committee Chairman Hennessey provided a brief update on committee activities.

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

Phase 1 Accomplishments. Annex Refurbishment. The annex exterior refurbishment is complete. It includes a new metal roof, new fascia and T111 plywood panels, as needed, and new paint with the color coordinated to the new fire station.

Phase 2 Plan. \$25K has been set aside in the current budget for capital improvements to initiate Phase 2 plan improvements. Any tasks not completed will be carried over to the next fiscal year. Note: Due to uncertainty surrounding the financial impact of COVID-19 the Finance Team has recommended no funds be expended until the board makes a determination in December 2020 whether to release the capital funds necessary to initiate Phase 2 improvements.

A prioritized task list was published June 30, 2020 to guide Phase 2 project elements once funding is released. The list will be revisited once the full impact of the Microgrid Project is determined (see following section.)

Impact of Microgrid Project on Master Plan. The introduction of the Microgrid system on FLFD property will strongly influence the Master Plan Committee efforts to coordinate overall site development, including grading and drainage issues. Recent heavy rains have raised concerns about site runoff to the property immediately to the south of the station. Discussions have been initiated with



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APS and the county to develop remedial solutions. Note: Chief Rodriguez has constructed a dirt berm along the south side of the property to provide immediate relief to our neighbors to the south. Construction of a more permanent solution will be explored. APS will be installing fencing around the Microgrid station. There is a possibility some of this fencing may be extended to the west side of the property and will reduce the cost to the fire district accordingly, as one of our tasks is to replace fencing along our western and southern boundaries. Chief Rodriguez will coordinate all these considerations as part of his participation on the Master Plan Committee. Accordingly, our Phase 2 task priority list will be on hold until such time as some of these details are finalized.

- 7) Plan for remaining meetings and new Plan finalization. Chairman Cummiskey led a brief discussion of the plan for the remaining meetings. The next session will follow the October business meeting.
- 8) Adjournment. There being no further business before the committee, the meeting was adjourned at 12:14 pm.

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