

Forest Lakes Fire District (FLFD)

Five-Year Strategic Plan (STRAP)

2022 Annual Update

**Covering Fiscal Years
(FY)**

2023/2024 thru 2027/2028

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I. Executive Summary

With the Pandemic behind us, the Board continues to focus on District business with positive results. The financial condition of the district continues to improve. We are now leasing office space in the Annex to the Coconino County Sheriff's for our local deputy and any additional staff they wish to house here.

Despite these expenses, we were able to increase our cash reserves somewhat at the end of the 21-22 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 due to lower valuations since it takes that long to reassess property values. This allows 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, but there are signs of weakness for the first half of the fiscal year. 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. We will continue to be proactive in encouraging the new cell tower owner to add wireless carriers to the tower, thereby adding revenue to the district. As mentioned above, we are leasing space to the Coconino County Sheriff's office in the Annex. These actions help fill the gap left by the many constraints Arizona state law places on us in terms of tax related revenue generation.

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 325 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 do not 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. These efforts are even more important with the failure of Prop 310.

Under the leadership of the Governmental Advocacy Committee Chairman, board member Israel Torres, we will 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.

Of interest, these efforts locally and across the state have paid off. In 2021, the Legislature approved new rules that allowed fire districts like ours to adjust their mil rates. We have been allowed to change the rates from the current 3.25% to 3.375% in 2022 and 3.50% in 2023, with an additional increase to 3.75% thereafter. While this change will be of tremendous benefit to the district, it will have a very minimal impact on the Forest Lakes property owners. We continue to be aggressive with respect to ambulance transport fees and billing rates, which are dictated by Arizona Health Services, for which fee increases can be requested every two years.

Likewise, with our expenses, we continually look for ways to cut costs without cutting services or value, a significant challenge given our increasing inflation environment. This is important so that we can afford to pursue the strategic initiatives outlined in this plan. As the district's leadership 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) increased pay and benefits for employees, for which we are below average; 3) maintenance of aging rolling stock, and 4) the rebuilding of our cash reserves for future rolling stock replacement purchases. 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, FY2023-2024. 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, despite the financial constraints imposed by the Legislature, the good news is that we project that we will be able to achieve our goals. Furthermore, thanks to changes in the membership of the Board, we expect to expend more effort on working with AFDA and other fire districts to influence our legislators to provide more flexibility for fire districts like ours to mitigate the impact of the previous legislation limiting fire districts' ability to fund their operations.

This strategic plan update period covers the next five fiscal years (July-June). The annual operating plan and budget are the most significant policy documents 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, especially as they relate to succession planning for Chief Rodriquez's stated retirement plans.
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.
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 these 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. As an example of that, and in line with our mission to provide increasingly up to date capabilities, we have acquired a replacement for our 30-year-old water tender which will provide a higher capacity pumping capacity that, while not new, greatly improves our ability to perform the duties required of our community's water tender while still providing the district a great value for the money invested. This unit will be purchased for cash using existing 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 Rodriquez is a key component in maintaining this staffing model, and we are pleased to report that he is under contract through June 30, 2024. He has expressed his intention to continue as our Chief for the foreseeable future.

All in all, we consider the future to be bright and the ability to serve our community constant but only through consistent attention to our financial picture and by maintaining the safety and job satisfaction of our personnel.

We thank everyone in Forest Lakes for their support of the Fire District. Please know that we are doing everything in our power to provide you and all the visitors to our area with the best fire and rescue services available.

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 its 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 John Hennessey, Chairman; Julie Swanson, Clerk; Pete Batschelet, Treasurer; Israel Torres, Member; and Dennis Massion, Member. In addition to the above duties, Chairman Hennessey is Chair of the Strategic Planning (STRAP) Committee; Chairman Hennessey is Chair of the Master Plan Committee, since it is closely aligned with the STRAP 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 Governmental Advocacy Committee. By statute, Clerk Swanson is responsible for management of all Public Records.

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 Rodriquez, 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 June 30, 2024. The board and Chief have jointly 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 Administrative Assistant, Julie Mattila, who reports directly to the Chief.

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.

The planning process for 2022 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 introduced his State of the Department message with the following comment. The economic future will be interesting as signs and signals of a recession/downturn are being predicted to occur within the next year. Our community demographics are changing as long-time property owners are vacating and the next younger generation are moving into the community.

Are new property owners receptive to change as they do not have any historical experience with the district? I.e., past volunteers, negative history, ... Will the new generation of property owners be as giving and supportive of the district and its needs?

Property valuations will increase, but Prop 117 limits YOY tax revenue increases to 5%. How do we continue providing service that meets the needs of the district understanding the financial & personnel constraints we are facing? Due to lack of POC availability, we have to increase On-Duty staff when POC's are not available. What can our tax base support with the current and future needs of the district? The combination staffing model has been in place for twelve years and continues to serve the District adequately if resident POC are available for emergency response and transport.

It is important to note that First Responder Certification is required for driving and equipment retrieval. This level of certification is not part of the patient care module and does not replace the EMT or Paramedic role and responsibilities. Our On-Duty staff are certified Firefighters, Engineers, Captains and Battalion Chiefs. The recommendation, subject to affordability, is to increase to 3 (seasonal and Holidays increase to 4 or 5) On-Duty Staff due to reduction in POC availability.

In previous discussions, the Board has been made aware of the condition the district would be facing when our resident Paid On-Call group began to diminish/fade away. We are now experiencing a reduction in POC availability. This condition is natural and replacement of POCs is not always an easy one. The labor pool in communities like Forest Lakes is extremely limited. Paramedic, Emergency Medical Technician and Firefighter certifications have requirements much more demanding than our resident base is willing and able to commit to. A paramedic certification requires 2000 hours of training, EMT is one college semester and Firefighter can take as long as six months. Our residents, full-time and seasonal, have taken a different life path which does not include a commitment that would take them away from family and relaxation.

Studies have shown that volunteerism is at an all-time low in the United States. Look around the next time you are in the community and see if you identify any potential POC candidate. We are close to the natural transition of an extinct POC program.

Hourly wage increases are being driven by the fire chief in order to stay competitive with mountain top wages. If wage increase is affordable, this would place FLFD in the middle of the mountain top salary range.

Our current emergency response works well for this community!

Relevant team discussion points during and following Chief's preso.

Our staffing model continues to get high marks from the community. The community is very supportive of the fire district.

Succession planning is alive and well. Board readily adapted to changes in composition while maintaining its culture, which focuses on reaching consensus and common ground in discussions, avoiding personality issues, avoiding external distractions, ...

Inflation factors will have an outsized influence on our overall financial plan relative to last year's update. We have already experienced large increases in propane costs. Some costs are reduced but remain above pre-COVID levels.

We only have 5 POC members. May have to adjust by increasing ODS levels. The Forest Service is under increasing cost pressures.

The mood of the country is very divisive, influencing everything we do.

What can we do to make our Combination Staffing model even more attractive? Advertise the improved promotional aspect of working for FLFD. Be aware of commendations that enhance the ODS individual resumes.

Worker's Comp costs have increased dramatically.

ODS are hand-picked, at the top of their game. They do PM/EMT work at their home department as well as at FLFD, where they are exposed to different types of calls, with reduced levels of support versus their home departments.

POC availability needs to be improved.

We need to be sensitive to the HR issues for personnel and their individual circumstances to the greatest extent possible

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 Plan activities to address the needs indicated by succession planning issues (new chief's living quarters e.g.)
- 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 revenues 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

Succession Planning/Chief Rodriguez's Pending Retirement.

Chief has announced his intent to retire at age 65, March 8, 2027. Assistant Chief DeMasi is not interested in a full-time position at FLFD. Dave said there is no one on the ODS roster who has a desire to be Chief. Dave stated he is not aware of anyone at Heber-Overgaard who has expressed an interest in being Chief at FLFD. Options for Dave's replacement: 1) Hire a new chief, which would probably entail a new staffing model; 2) Hire a full time PM for each shift, and supplement them with ODS; and 3) Explore a merger/ consolidation.

Past Chairman Cummiskey noted that part of the succession plan needs to be an overlap, say two years or so, between Dave's departure and the arrival of a new Chief, to assure an orderly transition. For a

new hire, the Master Plan Committee has been tasked with exploring district-provided housing suitable for a Chief and his family.

In a question regarding Julie's plans, Dave stated they are roughly the same as his timewise.

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 although we have made some progress in this area. Our 5 Year Finance and Budget projections are based on maintaining the current level of Paid-On-Call support. Our community's demographics are changing, making it 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. We have continued to experience significant pressure on fire district revenues. Arizona fire districts are limited as to both tax levy and property valuation increases and Mill rates had been capped at \$3.25 per \$100 assessed valuations. However, recent changes in Arizona law now allow fire districts to adjust their Mill rates over two years to \$3.50, and \$3.75 hereafter. Our District has put this process in place to meet our needs that have been exacerbated by inflated costs. While this change is modest at best, it is also welcome as it provides some limited financial relief while having a minimal impact on our residents. Still, for districts like Forest Lakes, we will continue to be restricted to a 5% tax levy increases, presenting additional challenges to the leadership team for addressing our building and rolling stock needs as well as sustaining our staffing and service delivery models. Therefore, to accomplish our strategic goals over the coming 5-year time frame, we are committed to finding new revenue sources outside of the traditional tax revenue structure. An example of that we have put in place is leasing floorspace in the Annex to the Coconino County Sheriff's office. We will continue this focus along with ongoing efforts to decrease expenses to the greatest extent possible so that we can increase our cash levels to take advantage of future opportunities to improve the capabilities of the district. In addition, FLFD actively supports the efforts of the Arizona Fire District Association to work with the legislature to provide additional tax revenues to rural districts like ours.

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.

Strategic Planning (STRAP) Committee. The purpose of this committee is to gather all members of the FLFD Leadership Team for a series of meetings each late Fall and Winter to evaluate the condition of the fire district from effectively every angle. Public participation is encouraged. Typically, four meetings are held, following specific agendas, during which current status and all issues related to District operations and financials are discussed and evaluated with actions assigned to be completed during the 5-year period covered by that year's STRAP plan. The end result, which

can be seen in this document, is a written roadmap the Board and Leadership Team can follow to achieve the district's stated goals.

Finance and Budget Committee. The purpose of this committee is to provide the leadership team with recommendations and financial information regarding the budget, financial status and audit in accordance with the state statutes and FLFD Bylaws. The Finance Committee consists of the Treasurer, Fire Chief, Board Chairman and at least one other serving board member. This committee meets regularly throughout the year to address district goals. The committee develops an annual budget and financial plan for both short-term and long-term debt and creates internal controls to ensure the organization is protected and district assets are safeguarded. Additionally, the committee prepares timely, accurate, and user-friendly reports for the board, community and county based on required standards. The committee, in support of the STRAP process, helps establish long term financial goals which includes working capital, cash reserves, rolling stock, equipment replacement, and equipment maintenance. It maintains financial records and ensures adherence to the budget with an annual third-party audit. The committee reviews annually district insurance policies to ensure assets are appropriately protected and risk management plans are in place.

Master Plan Committee. The purpose of this committee is to develop a comprehensive, coordinated plan for all FLFD buildings and property. It is a natural extension of the previous Building Committee which was responsible for the design and construction of the new fire station. The plan addresses work previously completed and outlines work yet to be accomplished, which is driven by affordability considerations.

Policies, Procedures and Bylaws Committee. The purpose of this committee is to write and revise the FLFD Policies and Bylaws. All revisions are submitted to the Board for review and approval. The companion Standard Operation Guidelines (SOGs) are written by the Fire Chief and his staff and submitted to the Board for approval. The committee makes certain that all policies and guidelines are in accordance with the current state and county statutes including its Bylaws, which govern the action of the board, assuring they are in compliance with Title 48 of Chapter 5 of the Arizona Revised Statutes (A.R.S.). The ARS supersedes the FLFD bylaws and the committee is responsible for updating and amending its governing laws to reflect those of the state's statutes.

Governmental Advocacy Committee. Working together with community members, the Governmental Advocacy Committee builds relationships with elected officials that represent us at the federal, county and city levels. When our elected leaders attend community events sponsored by FLFD, they see FLFD members have a sincere investment in the area, in addition to a paramount commitment to residents' health and safety. The Governmental Advocacy Committee assists the Arizona Fire District Association by tracking legislation and identifying regulations that could impact fire districts. We also advocate for any legislation that pertains to fire safety, taxes, budgetary considerations, and other subjects that could impact our Strategic Plan and the Forest Lakes community in general. Elected officials who know us, see us participating beside them within the community, and understand the specific needs of our fire district are undoubtedly the best advocates for FLFD.

III. Facilities and Master Plan

Our facility picture has undergone a major transformation over the past several years. We achieved the construction of our new fire station, addressed upgrades to our computer infrastructure and

completed the repurposing of the old fire station (Annex). Our Master Planning Committee will address issues of a strategic nature, such as the possibility of providing a chief's residence in the southwestern portion of the property and a shelter for the Front End Loader so as to maximize its service life and improve its utility.

What follows is a shortened description of our facilities. A more complete description can be found by reviewing the 2020 STRAP Update, available on our web site.

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.

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 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 will allow 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, strategic, coordinated plan for all FLFD buildings and property. The plan addresses work previously completed and outlines work yet to be accomplished, which will be driven by affordability considerations. As previously stated in the introduction, we have entered into a leasing arrangement with the Coconino County Sheriff's Office for the Annex office space, providing the district with a modest amount of non-tax revenues and further reinforcing the key working relationships between the fire district and the Sheriff's Office, which provides Dispatch Support as well as law enforcement presence in Forest Lakes, which often supports the district by responding to EMS calls.

Previous Accomplishments:

- Annex Repurposing. The annex repurposing is complete, allowing Deputy McKeever and his assistant to establish their office in the Annex.
- Signage. Signage for main station has been completed using Poker Run proceeds.
- Flagpole. A new flagpole 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 temporarily divert surface water to the culvert on Merzville Rd.
- 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 using Poker Run proceeds to enable our ODS to maintain their high level of physical conditioning and preparedness.
- Upgrades have been completed for automatic openers and tracks for the main station bay doors.
- Perimeter Fence Replacement. The original chain link perimeter fencing has been replaced with a much sturdier design that adds beauty and functionality.
- Electrical pre-wiring has been accomplished for the Tuff Sheds and the Blue Garage.

Work To Be Accomplished.

- Chief's Residence. With Chief Rodriguez's announced retirement in 2027 it is prudent for us to plan for his replacement. The STRAP Committee is looking at all options for addressing this eventuality, including providing housing due to the high cost of property in Forest Lakes. We feel the position of Forest Lakes Fire Chief will be an attractive one due to the many improvements, culturally, organizationally plus facilities and rolling stock, put in place by Chief Rodriguez during his tenure.
- Cover for the Front Loader. We will complete the construction of a new all-weather cover for the Front Loader utilizing block left over from the fire station construction. This will assure a compatible look and feel with the existing fire station. We will develop plans suitable for application for a permit with the county. Construction completion is expected in FY 24-25. A winter cover for the fueling station will be incorporated into the FEL shelter to provide year-round functionality.

Cell Phone Tower

Our "Monopine" 150 foot cell phone tower, located at the rear of the Annex, has improved public safety and 911 call response. It is also a significant source of non-tax revenue to the district. Currently Verizon is the only cell service provider on the tower, and pays a monthly usage fee to the fire district. Additional service providers will be pursued.

Computer Infrastructure

A complete computer infrastructure modernization is planned in the next two to three years, about halfway through the 5-year update window. Upgrades to the phone system will be addressed as needed.

We will continue to address upgrades 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 has been installed for both the water company and FLFD. The new 50 Mbps DIA circuit w/5 IP's & 4 Unlimited FXS Lines has been operational since early 2021. This provides 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 2024. This is the original location identified by APS.

There are significant benefits to the community. Residents will 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 Rodriguez will provide the information to the leadership team so these cost impacts can be accounted for in the budget process.

A. Fire Engine

Engine 1211 (Radio Call Sign)



Acquired:	New 06-12-05.
Make:	05' Freight Liner M2 FT.
April 2023 Mileage:	20,358
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
April 2023 Mileage: 19,739
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.
April 2023 Mileage: 195,484 (Newly rebuilt motor.)
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: Purchased 7-6-22.
Model: International MODEL 4300
YEAR: 2005
April 2023 Mileage: 134,000
VIN# 1HTMMAAN55H140627

Function. Portable Hydrant / Water Supply. 2,000 Gallon Water Tank.

Features. This apparatus is a 2,000-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 wintertime travel.

D. Command Vehicle

Battalion 12 (Radio Call Sign)



Acquired: Used 12-01-2016.
Make: 2007 TOYOTA TUNDRA
April 2023 Mileage: 150,466
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 be 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.
April 2023 Mileage:	30,938
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.
April 2023 Mileage: 61,227
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.
November 2022 Hours: 1,332.5
Mileage: 4,002
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 was 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/ F1211
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/ F1211
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/ F1211
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 a level where secondary coverage will be turned over to our Mutual Aid Partners. The district will be negatively 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 FLFD service delivery area. 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, Heber-Overgaard, Payson, Tempe, Mesa and Florence fire districts who are State/Nationally certified Paramedics.

The National Highway Traffic Safety Administrations National Standard Curriculum for Paramedics (NSC-P) requires 1,000 to 1,200 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 accounts 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, 4 days a week from 7am– 3pm.

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 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/Public Information Officer: The Communications Specialist is responsible for FLFD radio inventory and maintenance, including software programming and updates. The role includes performing as the district liaison for any issue related to communications with the Flagstaff 911 center and associated vendors.

The Communications Specialist has also been designated as the FLFD Public Information Officer (PIO). The PIO is responsible for coordinating the flow of information to the public concerning emergency incidents, departmental policies and operations. This role includes the management of the district website and social media accounts and information content.

The Communications Specialist/PIO function is currently being filled by an experienced contractor.

E. Green Waste Transfer Site (GWTS)

The responsibilities of the GWTS attendant are to ensure the dumping of the correct green waste, collect fees and ensure 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, and it is in our service delivery area, 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.

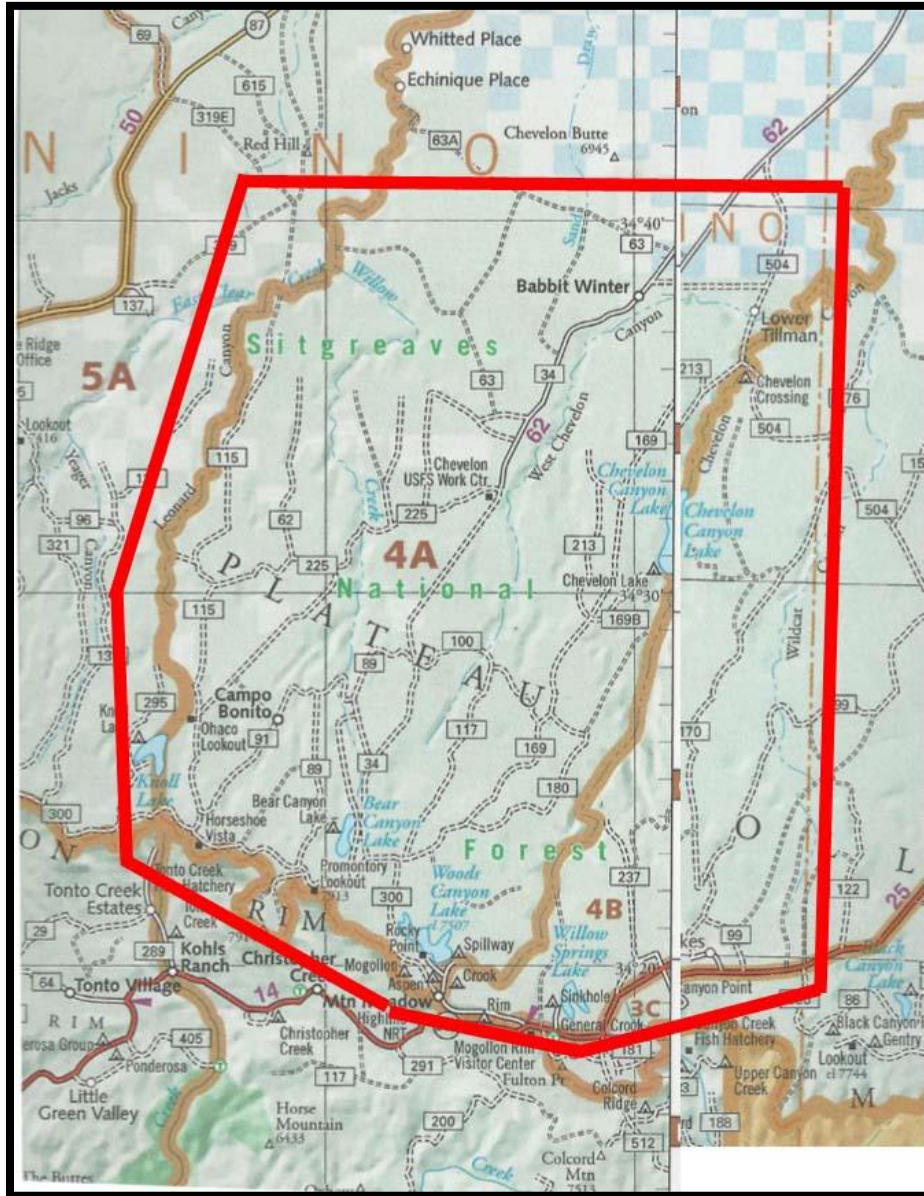
PROVIDED, that this certificate shall not be assigned nor transferred unless authorized by the Arizona Department of Health Services.



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 regarding 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 Leadership 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 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.
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 these 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.

Appendix A. Organization Chart

FOREST LAKES FIRE DEPARTMENT ORGANIZATION CHART (April 2023)

CHIEF

Rodriquez, Dave

ASSISTANT CHIEF

deMasi, Marty (ODS PM)

COMMUNICATIONS SPECIALIST

John Nelson

ADMINISTRATIVE ASSISTANT

Julie Mattila

PAID-ON-CALL STAFF

Ruet, Joe (CFR)
Cooper, Trina (BEMT)
St. Germain, Lou (CFR)
Waggoner, LJ (CFR)
Weigold, Jim (BEMT)

GREEN WASTE SITE

Skeldon, Debbie
St. Germain, Mary

SUPPORT

McKeever, Robert

VOLUNTEER MEMBERS

Nelson, John (Radio Specialist)
Daniel, Jeannine (Admin Support)

ON DUTY STAFF

Amarillas, Enrique (BEMT, FF I & II)
Armitage, Jeremy (BEMT, FF I & II)
Ashton, Justin (BEMT, FF I & II)
Bidwell, Andrea (ALS)
Christensen, John (BEMT, FF I & II)
Christensen, Scott (ALS, FF I & II)
Corker, Chris (BEMT, FF I & II)
Crowley, James (ALS, FFI & II)
Cuomo, Jeff (BEMT, FFI)
Dales, Anna (BEMT, FFI)
Decker, Maxwell (ALS, FF I & II)
DeGroot, Nicholas (ALS, FF I & II)
deMasi, Martin (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, FFI & II)
Holliday, John (BEMT, FFI & II)
Hvidsten, Troy (BEMT, FFI & II)
Hyer, Bryan (ALS, FF I & II, Wildland)
King, Kevin (ALS, FF I & II)
Looney, Doyle (ALS, FFI & II)
Lovejoy, Paul (ALS, FFI & II)
Mahoney, Sean (BEMT, FF I & II)
Martinez, Dan (ALS, FF I & II)
McDonald, Thom (ALS, FFI & II)
McHugh, Ryan (ALS, FF I & II)
Radney, Adam (ALS, FF I & II)
Rocha, Jeremy (ALS, FF I & II)
Rodriguez, Adam (ALS, FF I & II)
Rodriquez, David "Mister" (ALS, FF I & II)
Rutherford, Tyrell (BEMT, FF I & II, Wildland)
Saldana, Jessica (ALS, FFI & II)
Santos, Mario (ALS, FFI & II)
Silver, Anthony (ALS, FF I & II)
Skowron, Matt (ALS, FFI & II)
Smith, Thorry (ALS, FFI & II)
Stout, James (IEMT, FF I & II)
Tutay, Jason (ALS, FF I & II)
Vowell, Scott (ALS, FF I & II, Wildland, Hazmat)
Wetherbee, Scott (BEMT, FFI & II)
White, Brian (BEMT, FFI & II)
Wiggins, Brian (ALS, FFI & II)
Young, George (BEMT, FFI & II)

Appendix B. Five-Year Budget Projection

The days are long, and the years are short. The FLFD has had another successful year financially with much of this being owed to both the staff, local community, and board members. Not only is everyone still dealing with the aftermath and continual variations of Covid-19, but we as individuals, families, and board members have had to deal with the immediate effects of inflation. Historically, inflation has risen slowly, methodically, and can be seasonally or annually adjusted. This year, however, inflation was a runaway train and was at the forefront of a lot of decision making. Financially, we accomplished a great deal at the Forest Lakes Fire District by remaining steadfast, staying the course, and staying within the projected budget.

March 2023 update. The preceding summary reflected our status as of the completion of the update meetings, the last of which was in December. We have since been exposed to unplanned expenditures that will necessitate the district filing an amended budget. That process will play out over the next several months, with board approval to create an amended budget at the March 18th board meeting, and a public hearing at the April board meeting.

The Mogollon Rim remains a great destination for outdoor enthusiasts of all ages. Whether it be hunting, camping, fishing, or hiking, the Apache-Sitgreaves Forest remains one of the best and busiest in Arizona. Due to this large influx of vehicles and people, it is imperative that the community continue to receive outstanding service from 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 several 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 exceeds 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.

Cash Reserves: We began FY22-23 with \$426,238 dollars in cash reserve. The goal of the Board is to keep a minimum of \$175,000 in reserves which allows the district to operate through the first three months of the year as expenses come in monthly while we collect most revenues through property tax collection in October and November and a lesser amount in March and April.

Cash reserves ebb and flow as the district not only incurs unexpected expenses throughout the year but also for future equipment and fleet purchases. We began procurement of a gently used, remanufactured water tender in the fall of 2022 which will hopefully provide 10 plus years of service. Additionally, the reserve is slated to pay for two new heart monitor systems plus an IT upgrade to communication components in Years 2 - 4. Hard costs have increased drastically due to inflation and it's an avenue the Board takes seriously. We need to have good working equipment to best serve the community. The bigger item(s) forthcoming will be replacing R1212 (reserve ambulance) and B1211 (battalion truck) in Year 6. As in the past, we will aggressively pursue partial or full grants for these apparatuses. We also have to plan accordingly in the event we receive no assistance and have to create a loan payment or lease purchase agreements (LPAs). Grants usually require 10 – 20% match on each piece of equipment and the current replacement cost for R1212 is approaching \$300,000 while B1211 has a budget estimate of \$60,000 which is on the low side when needed equipment (lights, sirens, radios, ...) are added.

Chief Rodriquez has announced his intent to retire at age 65, Year 4 of our strategic planning window. We believe we are well positioned to attract a replacement chief who will join the leadership team and continue to deliver outstanding service to the Forest Lakes community. Pay and benefits are competitive, we have new fire station with good serviceable equipment and we have an excellent relationship with the community and surrounding fire districts and forest service personnel. We will be challenged however, due to the high cost of real estate, to attract some candidates. One option under consideration is to provide living quarters for chief and his/her family by positioning a manufactured home in the southwest corner of the property. A placeholder has been included in year 3 of the 5-year forecast for this purpose. There are other options being considered, such as cooperative service agreements with neighboring departments.

Mil Rate Adjustment: The board voted to increase the MIL Rate from 3.375% to 3.5% for the FY23-24 fiscal year. The MIL Rate is a direct reflection on our tax revenue. The board discussed this at great length and we feel that it is best to plan ahead of future expenses and to manage our cash position as best as possible. With the failure of Prop 310 in November, which would have provided much needed fiscal relief, we are planning on adjusting this to 3.75% in FY24-25, which is the maximum allowed through the county. These increases are designed to address inflationary costs along with future replacement on some rather large purchases.

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 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.

Other:

A concern the Board has dealt with and will continue working on is surface water drainage, much of which comes from the county yard to our north. A temporary berm has been created at the southern boundary of the property via railroad ties 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.

A common theme is that we are a strong community with good leadership at all levels, good equipment, and good staff. As fuel costs and inflation continued to take its toll across all arenas, the Board opted to provide a gas stipend for our ODS personnel. This was done out of necessity to ensure personnel felt they could make their shifts at Forest Lakes worthwhile in the sense that they wouldn’t lose money driving from various parts of Arizona, mostly the Phoenix area. This is the first time the Board has been faced with such a discussion and the ultimate decision to come up with an action plan. The stipend was put into effect in August and is based on the average cost of regular fuel per gallon in Maricopa County, which is assessed at every monthly board meeting (see tabulation):

Cost of Fuel \$4.00 and above: \$0.655/mile for on duty staff one way
Cost of Fuel \$3.50 - \$3.99: \$0.50/mile for on duty staff one way
Cost of Fuel \$3.00 - \$3.49: \$0.25/mile for on duty staff one way
Cost of Fuel \$3.00 and below: \$0

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 at that time would rise significantly. Of interest, our current annual debt service payment on the new station is just under \$49,000 or less than 5% of our annual budget. We will continue to pay down the note with interest. Since interest rates have risen, the board has decided to continue with the Zion Bank note into 2028 and will evaluate it then.

Summary: The financial condition of the district has been and will continue to be strong throughout this 5-year cycle. We expect tax levies to increase in line with increases in property valuations, subject to the limitation imposed by Prop 117 of a maximum of 5% YOY. For planning purposes, in the event of a downturn in the economy, there is a 1 to 2 year delay before the County could 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 sources have been generous and are expected to remain strong. The cell tower continues to generate about \$12,000 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 501c-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 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

2022 FIVE YEAR ANNUAL UPDATE

CURRENT YEAR IS FY22-23. YEAR 1 IS FY23-24.

		2023/24	2024/25	2025/26	2026/27	2027/28
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
EXPENDITURES						
5000	PERSONNEL SALARIES	677,634	701,579	688,824	706,583	727,632
5001	Chief District Salary	87,800	92,000	92,000	92,000	94,760
5002	Administrative Assistant Payroll	46,350	47,740	49,172	50,647	52,167
5003	Part Time Office Help Payroll	1,000	1,030	1,060	1,092	1,125
5004	Green Waste Site Attendant & Fuels Mgmt Payroll (Loader)	14,000	14,280	14,565	14,856	15,154
5005	On Duty Staff FF I&II Payroll	170,688	175,809	181,083	186,515	192,111
5006	POC Fire Response Payroll	3,000	3,090	3,182	3,278	3,376
5007	On Duty Staff Paramedic Payroll	306,766	315,968	325,448	335,211	345,267
5008	POC EMS Response Payroll	20,000	20,600	21,218	21,854	22,510
5010	Training In House (POC)	1,030	1,060	1,092	1,125	1,159
5020	ODS Mileage Reimbursement	27,000	30,000	-	-	-
5050	EMPLOYEE BENEFITS	115,425	118,804	122,699	127,230	132,378
5051	Medicare is 1.45% based off of total payroll	9,419	9,530	9,776	10,030	10,330
5053	Workman's Comp	49,194	51,407	53,721	56,138	58,664
5055	FLFD pension Match Contributions - 457 Plan	10,164	10,523	10,332	10,598	10,914
5056	ASRS Benefits for FT Personnel	16,648	17,341	17,519	17,702	18,233

5058	HEALTH BENEFITS	30,000	30,000	31,350	32,760	34,234
5100	INSURANCE	33,958	35,995	37,795	39,685	41,074
5101	Accident & Sickness	4,134	4,382	4,601	4,831	5,000
5102	Automobile	7,813	8,282	8,696	9,130	9,450
5103	Commercial Package	11,005	11,666	12,249	12,862	13,312
5104	Umbrella	11,004	11,665	12,248	12,860	13,311
5200	FIRE DEPARTMENT ADMINISTRATION	212,721	189,984	198,608	207,663	214,319
5201	Uniforms - All Departments	9,000	9,540	10,017	10,517	10,885
5202	Benefits & Awards	1,060	1,123	1,179	1,238	1,282
5203	Office Staff Training (Chief and Julie)	250	265	278	292	302
5205	Outside Duplication and Publishing	250	265	278	292	302
5206	Dues and Fees	11,660	12,359	12,977	13,626	14,103
5208	Professional Services	70,000	74,200	77,910	81,805	84,668
5212	Postage & Shipping	636	674	707	743	769
5213	Board Expenses / Dues / Training	6,000	6,360	6,678	7,011	7,257
5216	Office Supplies / Copier / Office Equipment R&M	11,975	12,693	13,328	13,994	14,484
5217	Furniture & Improvements	1,060	1,123	1,179	1,238	1,282
5218	Grant Reimbursement (Fuels mgmt \$ to homeowners)	90,000	47,700	50,085	52,589	54,429
5219	Misc. Receivables Expended	5,830	6,179	6,488	6,813	7,051
5220	Non Capital Equipment	5,000	17,500	17,500	17,500	17,500
5300	FUEL, OIL, LUBE, R&M	65,000	68,900	72,345	75,962	78,620
5301	Fuel-Oil	20,000	21,200	22,260	23,373	24,191

5302	Lube Repair & Maintenance	45,000	47,700	50,085	52,589	54,429
5400	FIRE & EMS OPERATIONS	56,270	59,646	62,628	65,759	68,061
5401	POC Tuition / Training- Outside Source	1,060	1,123	1,179	1,238	1,282
5403	Protective Clothing	8,480	8,988	9,438	9,910	10,257
5404	SCBA R & M	1,000	1,060	1,113	1,168	1,209
5405	POC Medical - Physicals & Immunizations	530	561	589	619	641
5407	EMS/Fire Small Tools- New/Replacement Equipment	6,360	6,741	7,078	7,432	7,692
5409	Disposables	25,000	26,500	27,825	29,216	30,238
5410	Expendables - Oxygen	2,120	2,247	2,359	2,477	2,564
5411	Certification / Licenses / ADHS Registration	1,060	1,123	1,179	1,238	1,282
5413	GWS / Grant Mgmt Expense	7,480	7,928	8,325	8,741	9,047
5414	Radio Equipment & Equipment R & M:	1,060	1,123	1,179	1,238	1,282
5416	Mileage Reimbursement	2,120	2,247	2,359	2,477	2,564
5600	BUILDING & GROUNDS R & M	8,957	9,494	9,969	10,467	10,833
5601	Building R & M	3,180	3,370	3,539	3,716	3,846
5602	Ground R & M	2,332	2,471	2,595	2,725	2,820
5603	Janitorial Supplies	3,180	3,370	3,539	3,716	3,846
5604	Back Flow Test	265	280	294	309	320
5700	UTILITIES	46,961	49,778	52,267	54,880	56,801
5701	Electric	9,752	10,337	10,853	11,396	11,795
5702	Telephone / Communications	18,020	19,101	20,056	21,059	21,796
5703	Propane	15,000	15,900	16,695	17,529	18,143

5704	Water	1,060	1,123	1,179	1,238	1,282
5705	Garbage Service	850	901	946	993	1,028
5706	Septic	901	955	1,002	1,052	1,089
5707	TV / Media	1,378	1,460	1,533	1,610	1,666
8000	CAPITAL EXPENDITURES	45,000	30,000	220,000	90,000	-
8001	Vehicles	-	-	-	60,000	-
8003	Facilities Improvement	-	-	-	-	-
	Annex Refurbishment	5,000	-	-	-	-
	Loader Shelter	40,000	-	-	-	-
	Other Capital	-	30,000	220,000	30,000	-
8004	Carryover Funds	-	-	-	-	-
8200	CONTINGENCY	121,692	123,418	124,513	128,823	132,972
9500	DEBT SERVICE	48,922	48,922	48,922	48,922	48,922
9501	EQUIPMENT	-	-	-	-	-
9502	LEASE PURCHASE	-	-	-	-	-
	Building Payment LPA Zion Bank	48,922	48,922	48,922	48,922	48,922
	TOTAL EXPENSES	1,432,542	1,436,523	1,638,573	1,555,979	1,511,617
REVENUES		-	-	-	-	-
4001	Real Property Tax	795,559	890,741	930,825	972,712	1,016,484
4002	FDAT	143,200	160,333	167,548	175,088	182,967
4011	EMS Receivables	215,000	219,300	223,686	228,159	232,722
4012	Fire Receivables	7,500	7,650	7,803	45,631	46,544
4013	GWTS Income (dump fee income)	15,000	15,300	15,606	9,126	9,308

4014	Investment Interest	2,550	2,601	2,653	2,706	2,760
4015	Misc Receivables/ Contributions	32,000	32,130	32,000	32,640	32,772
4017	Projected Grant Income	100,000	53,000	-	54,000	-
4018	District Funds - enterprise transfers	121,732	123,418	124,513	128,823	132,972
	TOTAL AVAILABLE SPEND	1,432,542	1,504,474	1,504,635	1,648,888	1,656,533
	NET INCOME	-	67,951	(133,938)	92,909	144,915
	YEAR END CASH BALANCE	389,479	457,431	323,493	416,402	561,318

Appendix C

ADHS. Arizona Department of Health Services. Emergency Medical Services & Trauma System. Ground Ambulance Programs. The Bureau of Emergency Medical Services & Trauma System, issues Certificates of Necessity for ground ambulance services. The Ambulance Services Section oversees the regulatory process for ambulance providers in Arizona. Regulation includes all matters affecting services to the public, service areas, response times, and rates and charges to ensure providers are charging appropriately.

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 equal to 18% 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.

PIO. Public Information Officer. The PIO is responsible for coordinating the flow of information to the public concerning emergency incidents, departmental policies and operations. This role includes the management of the district website and social media accounts and information content.

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.

Appendix D. SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

SWOT analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project (as described in prior parts of this document)

and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- Strengths: *internal* characteristics of the business or team that give it a strategic advantage over others in the industry.
- Weaknesses: *internal* characteristics that place the project or business venture at a strategic disadvantage relative to others.
- Opportunities: *external* chances to improve customer service, increase productivity or make greater sales or profits in the environment.
- Threats: *external* elements in the environment that could cause trouble for the business.

As a result of a wide-ranging discussion in STRAP Update Session 2 to address FLFD's strengths, weaknesses, opportunities and threats, the following were developed:

STRENGTHS

- Strong, trained ODS staff
- Current financial skill base
- Strong leadership team
- Communication
- Community support
- Attractive to ODS (decompress)
- Excellent EMS capability
- Strong Mutual Aid capability
- New Social Media outreach
- Auxiliary
- Vision
- Grant writing
- STRAP process

WEAKNESSES

- Fire chief replacement
 - Availability
 - Housing
 - ODS network maintenance
 - Total compensation
- Weakened Forest Service abilities
- Lack of County support
 - On going water damage issues
- Replacement grant writers

OPPORTUNITIES

- Prop 310
- Non-Tax revenues
- Corporate donations
- New business opportunities
 - Increased tax revenues
- New grants

THREATS

- Rolling stock replacements
- Staffing model
- POC participation
- Inflation
- Non 310 revenue maintenance
- Younger demographics
 - Less participation
- Increased forest usage
- Unfunded mandates
 - Auditor General

With a consensus on the strengths, weaknesses, opportunities and threats the STRAP Team outlined approaches to leverage our strengths, eliminate or minimize our weaknesses, take advantage of our opportunities and eliminate or mitigate our threats. These will be followed up with action items assigned to various members of the Leadership Team.

- i) Strengths
 - Continue to address and improve community support.
 - Continue to foster our relationship with the Auxiliary.
 - Continue to aggressively pursue grant opportunities.
- ii) Weaknesses
 - As part of succession planning, need to develop/nurture new grant writers.
- iii) Opportunities
 - Make a concerted effort to pursue corporate donations, especially from those residents who own businesses, who may be able to donate \$500 to \$1000 as taxable deductions.
 - Renew our association with Armando Ruiz, County Assessor, to see if our tax base is up to date.
 - (a) Request county staff visit Forest Lakes to see first-hand potential issues.
- iv) Threats
 - No actionable comments.