



# MEETING MINUTES OF A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT OCTOBER 15, 2022



- 1 Call to Order. The meeting was called to order by STRAP Committee Chairman Tom Cummiskey at 12:30 pm.
- 2 Roll Call of Committee Members. In addition to Tom, in attendance at the fire station were committee members John Hennessey, Pete Batschelet and Dennis Massion. Chief Rodriquez attended telephonically. Member Israel Torres was absent. Also in attendance was new board member Julie Swanson. For the record, there was a quorum of the board.
- 3 Background Remarks. In the interest of time, this agenda item was deleted.
- 4 SWOT analysis update. Chairman Cummiskey led a brain storming discussion to address FLFD’s strengths, weaknesses, opportunities and threats. The results, shown below, will be addressed in follow-on sessions, where we will develop plans for how to leverage our strengths, eliminate or minimize our weaknesses, take advantage of our opportunities and eliminate or mitigate our threats.

### 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
  - 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 buisness 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

- 5 Financial planning kickoff. Treasurer Batschelet led an initial discussion for the financial plan portion of the STRAP Update using two files he had sent to members prior to the meeting:



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5a\_Financial      5b\_FLFD 10 Year  
Committee Write Up.cSTRAP - October Mee

Several budget line items were highlighted, including inflation adjustments, where we are being hit hard across the board. It was noted that Chart of Accounts budget line item, 5220, Non-Capital Equipment, is limited to items whose cost is less than \$5K whereas Chart of Accounts budget line item 8000, Capital, is for items above \$5K. Pete will add a column for next year's budget and the following year forecast in preparation for the next Finance Committee meeting. Chairman Cummiskey asked that the spreadsheet also include a column for the run rate projection at year end based on expenses to date for the current year. Pete will call a Finance Committee meeting October 31<sup>st</sup>, start time 10:00 am, at Pete's residence, and will include Julie Swanson.

## 6 HR Issues: Health Care Benefits, Wages, Total Compensation.

In order to provide context to the discussion, John Hennessey collected ten years of salary and benefits history for the admin position, all based on data from the year-end monthly financial packets approved by the board at that point in time. Chief took exception to the presentation, stating it was backward looking, not forward looking, and not helpful for establishing an appropriate compensation level for Julie, an opinion not shared by other members of the leadership team. Tom reminded Dave he is the only member of the department that reports directly to the board, and the board has been very flexible in adjusting his compensation package. Dave has HR responsibility for all other department members. As evidenced by the data below, the board has been very receptive to pay and benefit adjustments for the admin position, especially in the area of health care coverage. Per the data, the admin position offered over 8 years of FLFD continuous paid health care coverage for the admin position. That ended with Roxie's departure, but only because Megan did not need such coverage since she was covered by her spouse's plan, and her offer of employment, negotiated by Dave, reflected that. Julie's employment offer, negotiated by Dave, did not include health care coverage.

Chief took the action to report at the STRAP Session #3 November 19<sup>th</sup> with what he considers an appropriate level of total compensation for Julie, including health care coverage, along with the supporting rationale and data to support it, and the various options explored. Regarding health care coverage, the plan should be for Julie only. This decision process must be preceded by detailed, in depth discussions between Dave and Julie. If approved, this would involve an obvious budget adjustment, for which the data in the table shows precedent (note especially July 2016 thru June 2017.) Per usual practice, the subject presentation should be sent to all team members in advance to allow them adequate time to review.

Admin Assistant Total Payroll Data Extracted From Monthly Board Packets									
Chart of Accounts Code / Description									
Date Range	Budget		Actuals				Total Compensation	Full Time Assistant	Full Time Assistant Work Days Per Week
	5002 Full Time Admin Asst Payroll	5056 Health Care FLFD Contribution	5002 Full Time Admin Asst Payroll	5055 FLFD 457 Plan Match Contribution at 1.5%	5056 Health Care FLFD Contribution	5056 FLFD ASRS Contribution FY 22 Rate is 12.17%			
07/01/2013 thru 06/30/2014	\$ 35,000	\$ 15,500	\$ 39,073	\$ -	\$ 16,008		\$ 55,080	Roxie	5
07/01/2014 thru 06/30/2015	\$ 45,000	\$ 15,655	\$ 47,414	\$ 593	\$ 13,797		\$ 61,803	Roxie	5
07/01/2015 thru 06/30/2016	\$ 45,000	\$ 15,000	\$ 45,363	\$ 680	\$ 9,896		\$ 55,939	Roxie	5
07/01/2016 thru 06/30/2017	\$ 45,000	\$ 11,000	\$ 45,000	\$ 675	\$ 19,287		\$ 64,962	Roxie	5
07/01/2017 thru 06/30/2018	\$ 45,000	\$ 13,500	\$ 45,000	\$ 675	\$ 15,280		\$ 60,956	Roxie	5
07/01/2018 thru 06/30/2019	\$ 45,000	\$ 15,822	\$ 44,950	\$ 674	\$ 16,552		\$ 62,177	Roxie	5
07/01/2019 thru 06/30/2020	\$ 45,000	\$ 20,004	\$ 44,364	\$ 665	\$ 6,897		\$ 51,926	Roxie	5
07/01/2020 thru 06/30/2021	\$ 42,500	\$ -	\$ 41,923		\$ -	\$ -	\$ 41,923	Megan	4
07/01/2021 thru 06/30/2022	\$ 42,500	\$ -	\$ 42,435	\$ 637	\$ -	\$ 5,164	\$ 48,236	Julie	4



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Note: the highlighted cell in the table reflects an adjustment based on the discussion surrounding the agenda topic. Tom pointed out that the original data showed a payroll number of \$54,435.21, which had an overlap between Julie and Megan. He suggested we adjust this number downward by \$12,000 to reflect a payroll number for Julie alone, to \$42,435.21.

- 7 Service Delivery Model. Chief stated the service delivery model continues to work well. He is constantly recruiting new ODS personnel as he is experiencing reduce participation due to personal and family issues with existing staff. Trina Cooper does the scheduling and Chief handles recruiting and retention. For the short-term, Chief DeMasi continues to be our back-up to Dave for Chief duties, with assistance from by other experienced ODS members. For the long term, see agenda item 8.
- 8 Succession Planning, Chief's Retirement Discussion. Chief has announced his intent to retire at age 65. He turns 61 on March 7, 2023. Chief DeMasi has stated he will be retiring next year and is not interested in a full-time position at FLFD. Options for Dave's replacement include hiring a new chief, which would probably entail a new staffing model. One option, depending on the outcome of Prop 310, would be to hire a full time PM for each shift, and supplement them with ODS. Another option would be to explore a merger/consolidation. Dave said there is no one on the ODS roster who has a desire to be Chief—he asks all the time. Tom 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. Dave stated he is not aware of anyone at Heber-Overgaard who has expressed an interest in being Chief at FLFD. 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.
- 9 Adjournment. There being no further business before the committee, the meeting was adjourned at 2:00 pm.