



MEETING MINUTES OF A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT NOVEMBER 19, 2022



- 1 Call to Order. The 2022 STRAP Update Session 3 was called to order in the main equipment bay of the fire station by STRAP Committee Chairman Tom Cummiskey at 12:50 pm.
- 2 Roll Call of Committee Members. In addition to Tom, in attendance at the fire station were committee members John Hennessey, Pete Batschelet, Dennis Massion, Israel Torres, Chief Rodriguez and new board member Julie Swanson, reflecting 100% participation. Also in attendance were Jan Cummiskey and Susie Bragg. For the record, there was a quorum of the board.
- 3 Background Remarks. Tom reflected this will be his last STRAP meeting. Traditionally, the new Board Chair takes on the role of STRAP Committee Chairman.
- 4 Rolling Stock Discussion. Chief presented his rolling stock assessment (see file.) Note: A1211 mileage needs to be corrected.



4a Apparatus Replacement Schedule

Relevant discussion points:

- The NFPA recommended replacement schedule is for reference only. It is difficult for small rural districts to adhere to.
- E1211
 - Foam system no longer operational
 - Used for structural fires (6 in the last 10 years.)
 - Pump rating of 1250 GPM critical for maintaining our ISO rating of 4, which is outstanding for a district our size. Note: FLDWID has upgraded over 65% of its hydrants to 500 gpm or better.
 - New replacement cost: \$850K (bare, no-frills unit) to > \$1M (typically equipped.)
 - Can look for a gently used replacement, but availability is an issue. Fire departments are holding on to them longer due to economic pressures.
 - Will continue to look for grant opportunities.
 - If we did an LPA, we would need \$100K in district funds, with a debt payment approaching what we pay for the new station (about \$49K annual.).
 - Realistically, look to replace in 7 years, with grant funding, which is just outside our 5-year horizon for the 2022 update.
- T1211 Replacement
 - Want one equipped as an attack unit to fight certain types of fires (highway car fires, some forest fires, e.g.).
 - Use DB Trucks unit, with about \$5K of self-performed essential upgrades.
 - Continue to pursue grant opportunities in the outyears.
- R1211
 - 3 years old, it is golden, used as primary unit for patient transport.
 - Has had recent maintenance and warranty work
- R1212
 - Reserve unit for patient transport
 - Some recent maintenance
 - High mileage, acquired used, at favorable price
 - Replace in 3 to 4 years with grant funding
- B12
 - High mileage, but in good condition
 - Just spent \$8K on maintenance
 - Replace in 6 years, using LPA funding
- A1211
 - 1000 GPM capability, supports our favorable ISO rating
 - Front line unit, acquired with grant funding
 - Make a reserve unit when A1212 is replaced



MEETING MINUTES OF A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT NOVEMBER 19, 2022



- A1212
 - Aka Brush Truck, 250 GPM
 - Look to replace in 6 years
 - L1211
 - At least 8 years out for replacement
 - Priority List
 - R1212, 3 years, acquire new, with grant funding
 - E1211, 7 years out, acquire new, with grant funding, with gently used an option
 - B12, 6 years out, gently used, acquire with LPA funding
 - Pursue grant opportunities every 3 months. Grant process for rolling stock replacement has a 2 to 3 year lead time.
- 5 Capital Expenditure Plan Other, Including IT Updates.
- a) IT Refresh
- i) We are 2.5 years into a 5-year replacement cycle
 - ii) Cost of update, \$20K, at year 2 to 3
- b) Heart Monitors
- i) One brand new, no action needed
 - ii) Need new one in year 2, \$30K
 - iii) Need another new one in year 4, \$30K
- 6 HR Issues Update. See attached preso by Dave.



Chief Presentation for
November 2022.pptx

- a) Chief recommends board provide for health, dental and vision coverage for Admin position and Chief position beginning July 1, 2023
- i) Cost exposure for both on the order of \$30K annually.
 - ii) This will position us for succession planning when Dave retires (current thinking is Julie will retire about the same point in time.)
- b) Chief recommends we continue the mileage reimbursement for the ODS
- i) Cost exposure is on the order of \$30K annually based on experience to date
 - ii) Reimbursement viewed very favorably by the ODS
 - iii) This might defer consideration of an hourly pay adjustment

Note: Total added cost for a) and b) is \$60K annually. \$20K of that may be offset by expected approval of increase in ambulance transport rates, recently submitted. CAPEX/Debt Service summarized below.

2022 STRAP UPDATE CAPEX/DEBT SERVICE PLAN								
		-----STRAP 5-Year Window----->						
Item	Comments	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29	FY28-29
E1211	Replace in year 7. Assume 90/10 grant. Show revenue of \$765K. Pursue a gently used unit as an option.							\$ 850,000
R1211	Move to reserve status in year 3.							
R1212	Pursue grant funding. Assume 90/10 grant. Show revenue of \$200K.			\$ 250,000				
Replace T1211	Under evaluation. No capital expense anticipated within the 5-year STRAP window.							
B12	In good shape. Just spent \$8K on maintenance. Replace with gently used unit in year 6. Show as debt service.						\$ 60,000	
A1211	Good for 3 to 5 years. Move to reserve status once A1212 is updated.							
A1212	Pursue grant funding. Assume 90/10 grant. Show revenue of \$200K.						\$ 250,000	
L1211	No action required in the 5-year STRAP window. Re-evaluate in year 8.							
HM Unit 1	New in 2022. Replace in year 6.						\$ 20,000	
HM Unit 2	Replace in year 2		\$ 20,000					
HM Unit 3	Replace in year 4				\$ 20,000			
IT REFRESH	We are 2.5 years into a 5 year refresh cycle.			\$ 20,000				



MEETING MINUTES OF A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT NOVEMBER 19, 2022



- 7 Grant Outlook and Strategy. Chief and grant writers John Nelson and Dick Zimmerman to continue to review new grant opportunities every 3 months.
- 8 First Pass 5-Year Financial Plan. Treasurer Baschelet went into detail for the spreadsheet approved by the Finance Committee at their October 31st meeting, which resulted in a balanced budget at that point in time. At this session, Pete made changes based on the discussion and agreements made above. The end result was a projected deficit of \$60K, which the Finance Committee will need to address prior to STRAP Session 4. Pete took the action to call a Finance Committee meeting.
- 9 SWOT Review and Associated Strategies. Chairman Cummiskey) continued the discussion of our SWOT analysis from STRAP Session 2. (See attached.)



9a_2022 STRAP
UPDATE SWOT ANAL

- a) Relevant discussion points.
 - i) Strengths
 - (1) Continue to address and improve community support
 - (2) Continue to foster our relationship with the Auxiliary
 - (3) Continue to aggressively pursue grant opportunities
 - ii) Weaknesses
 - (1) As part of succession planning, need to develop/nurture new grant writers
 - iii) Opportunities
 - (1) 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.
 - (2) 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
 - (1) No actionable comments
- 10 Goals to Include in 5-Year Plan. Reviewed last year's goals. Except for some fine tuning they were deemed acceptable as is.
 - a) Continue to pursue our designated Master Facilities Plan projects including completion within this 5-year strategic timeframe.
 - b) Upgrade our rolling stock as planned in our latest STRAP (Strategic Plan).
 - c) Improve non-tax revenues each year by identifying new revenue sources, and by leveraging community resources via the Auxiliary, membership in the NSDC, grants, on-going donations and corporate/other.
 - d) Rebuild cash reserves to take advantage of unexpected opportunities.
 - e) 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.
 - f) Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the Board of Directors.
- 11 Adjournment. There being no further business before the committee, the meeting was adjourned at 2:25 pm.