



MEETING MINUTES A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT OCTOBER 19, 2024



- 1 Call to Order. The meeting was called to order by Board Chair Julie Swanson at 11:26 am at the Forest Lakes Fire Station. The meeting was also held via Microsoft Teams.
- 2 Roll Call of Committee Members. In addition to Julie, in attendance were committee members Pete Batschelet, Israel Torres, Dennis Massion, Chief Rodriquez and Wanda Burnett. Board member Sue Conrad was absent. Also in attendance was John Nelson, who helped facilitate the Teams portion of the meeting, and John Hennessey, immediate Past Board Chairman, who is acting as a consultant for the update. John Nelson did not actively participate in the discussion. For the record, there was a quorum of the board. For the record, Israel Torres, John Nelson and John Hennessey attended via Teams. There were no other members of the public in attendance.
- 3 Board Chair Swanson turned the meeting over to Past Chairman Hennessey for purposes of continuity of the discussion to the posted agenda, part of which covered his tenure as Board Chair. He noted that:
 - a) This is a planning session only, with no board actions allowed.
 - b) The overview of process, plan for remaining meetings, was introduced in the August 17, 2024 board meeting, and was covered in abbreviated fashion at that time.
 - c) The Finance Committee, under the leadership of Treasurer Batschelet, works the financial plan in parallel.
- 4 Service Delivery Model. John Hennessey stated the subject model is included in the 2023 STRAP Update document. Team members were asked to review the narrative surrounding the topic, and to advise of any changes.

The following were reviewed in detail.

Forest Lakes Fire District Operations Needs Assessment Matrix

	EMS (Subdivision)		Fire (Subdivision)	
	Personnel	Equipment	Personnel	Equipment
Primary Coverage	On-Duty/POC	A1211/R1211	On-Duty/POC	A1211/E1211/T1211
Secondary Coverage	HOFD / CKFD	HOFD / CKFD	Mutual Aid	Mutual Aid
Tertiary Coverage	Mutual Aid	Mutual Aid	Mutual Aid	Mutual Aid

	EMS (Highway)		Fire (Highway)	
	Personnel	Equipment	Personnel	Equipment
Primary Coverage	On-Duty/POC	A1211/R1211/R1212/ E1211	On-Duty/POC	A1211/E1211/T1211
Secondary Coverage	HOFD / CKFD	HOFD/CKFD	Mutual Aid	Mutual Aid
Tertiary Coverage	Mutual Aid	Mutual Aid	Mutual Aid	Mutual Aid

	EMS (Forest)		Fire (Forest)	
	Personnel	Equipment	Personnel	Equipment
Primary Coverage	On-Duty/POC	A1211/R1211	On-Duty / POC	A1211/E1211/T1211
Secondary Coverage	HOFD / CKFD	HOFD / CKFD	Mutual Aid	Mutual Aid
Tertiary Coverage	Mutual Aid	Mutual Aid	Mutual Aid	Mutual Aid



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ARIZONA DEPARTMENT OF HEALTH SERVICES

STATE OF ARIZONA

CERTIFICATE NO. - 29 -

County of Maricopa

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:

- Ten (10) minutes on eighty (80) percent of all ambulance calls.*
- Fifteen (15) minutes on ninety-two (92) percent of all ambulance calls.*
- 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.

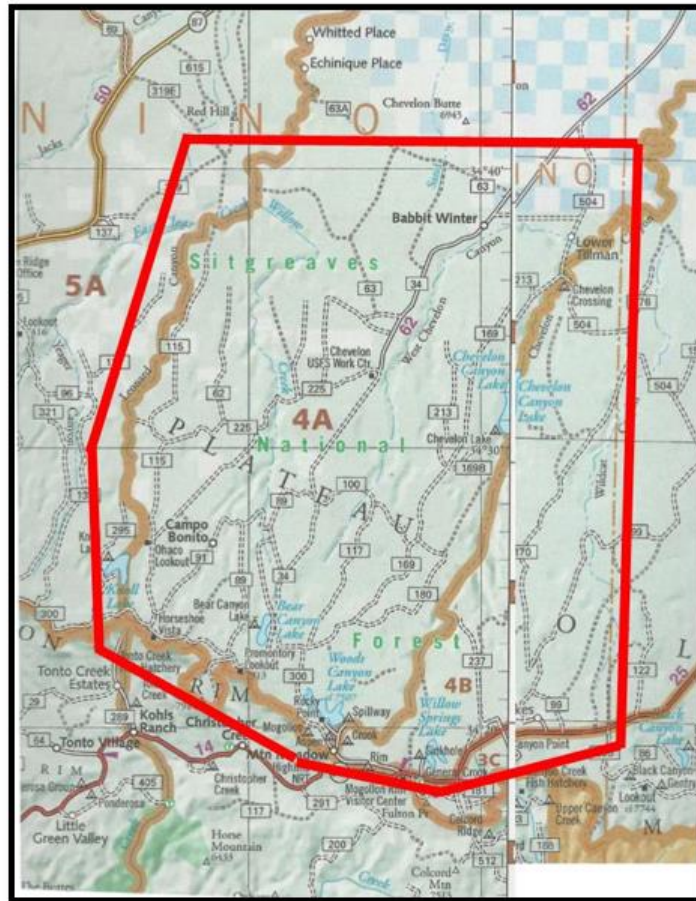
PROVIDED, that this certificate shall not be assigned nor transferred unless authorized by the Arizona Department of Health Services.



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

Terry 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.



- 5 SWOT Analysis. The strengths, weaknesses, opportunities and threats for FLFD were reviewed and updated. They are summarized as follows:



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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

- Eventual Fire Chief replacement (Not within STRAP planning window)
 - Availability
 - Housing
 - ODS network maintenance
 - Total compensation
- Lack of County support
 - On going water damage issues
- Replacement grant writers
- FEL shelter, CAPEX spend limitations

OPPORTUNITIES

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

THREATS

- Rolling stock replacements
- Staffing model
- POC participation
- Inflation
- On-going maintenance
- Younger demographics
 - Less participation
- Increased forest usage
- Unfunded mandates



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- 6 CAPEX Profile Update. The 2023 update profile was reviewed. Pete took an action to bring the numbers up to date for STRAP Session 3. Chief too the action to review the Comments column.

2023 STRAP UPDATE CAPEX PROFILE		2023 STRAP UPDATE 5-YEAR WINDOW						COMMENTS AS OF STRAP 22 UPDATE
		CURRENT YEAR BUDGET	BUDGET 2024/25 Year 1	FORECAST 2025/26 Year 2	2026/27 Year 3	2027/28 Year 4	2028/29 Year 5	
8000	CAPITAL EXPENDITURES	\$ 20,000	\$ 70,000	\$ 35,000	\$ 55,000	\$ 60,000	\$ 30,000	
8001	Vehicles							
	Engine 1211 (E1211)							Replace in 2-3 years. Est. cost \$450K. Trade in value \$20K. Possible grant
	Rescue 1211 (R1211)							Life expectancy through 2030, then evaluate.
	Rescue 1212 (R1212)							Back up. Budget for another \$20K in five years.
	Tender 1211 (T1211)							Lease to Forest Service.
	Battalion 1211 (B1211)					\$ 60,000		Possible grant. LPA?
	Attack 1211 (A1211)							5 years left until reserve.
	Attack (A1212)							5-6 years until reserve.
	Loader 1211 (L1211)							
8002	Machinery & Equipment							
	Heart Monitor 1		\$ 35,000					Stagger updates/refresh every two years.
	Heart Monitor 2				\$ 35,000			Stagger updates/refresh every two years.
	Heart Monitor 3						\$ 30,000	Stagger updates/refresh every two years.
8003	Facilities Improvement							
	IT Refresh				\$ 20,000			Check with Smart Systems to see when refresh is needed.
	Annex Refurbishment	\$ 5,000						
	Loader Shelter	\$ 15,000	\$ 25,000	\$ 35,000				
	Other Capital							
	Future Lease Purchase Down Payment		\$ 10,000					
8004	Carryover Funds							

- 7 Repriced LPA, Zion Bank. Our current LPA must be renegotiated/repriced in 2027, which falls in the middle of the 5 Year STRAP window. Pete's preliminary assessment is that our annual payment will drop from its current level to about \$42K. Pete will take a closer look and include the new debt schedule in the out years.
- 8 HR Issues: Health Care Benefits, Wages, Total Compensation. Dave reported there are no issues to be addressed at this time.
- 9 5-Year Budget Forecast Update. Pete presented an update to the 5-Year Budget and Forecast based on the Session 1 discussion. Preliminary estimates show we have about a \$30K imbalance from a balanced budget. This will be addressed over the next two sessions, with a final balanced budget expected to be in place by the December meeting. The Excel file is included for the record.



Working STRAP
Document.xlsx

- 10 General Comments, Not in Any Specific Order
- ODS is strengthening
 - We don't keep score for Mutual Aid support
 - Call volumes remain 1/3 subdivision, 1/3 highway and 1/3 forest
 - We are on track for transport revenues
 - We look forward to working with Scott Keele and Alexis Long
 - If revenues don't pick up we may need to decrease winter staffing
 - Insurance costs have gone up dramatically
 - Admin costs have decreased
 - Noncapital equipment costs have been reduced



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- j) Call volume has been decreasing, reducing need for fuel
 - k) We have reduced inflation factors to 3% to 4 % from the 5% to 6% level for the last few years
 - l) Propane costs remain high
 - m) Our new IT system is being managed with monthly payments
 - n) We have a new B12 vehicle
 - o) Water Tender receivables continue to be favorable, running at a \$51K level over the last 2 years
 - p) FLOA is considering helping with the cost of new heart monitors
- 11 Adjournment. There being no further business before the committee, the meeting was adjourned at 12:40 pm.