



**MEETING MINUTES
SEPTEMBER 16, 2017
STRATEGIC PLANNING MEETING
FOREST LAKES FIRE DISTRICT BOARD**



1. The meeting was called to order in the main equipment bay of the fire station by Chairman John Nelson at 11:00 am.
2. In addition to Chairman Nelson, Clerk Hennessey, Treasurer Cummiskey, Member Massion, Member Tolby, Chief Rodriquez and Administrative Assistant Roxie Allen were in attendance.
3. The topics for discussion were guided by the following Powerpoint presentation:



FLFD Strategic
Planning Session 9-16

4. SWOT analysis update. Chairman Nelson led a discussion of Strengths, Weaknesses, Opportunities, and Threats. The following items were added to those topics already addressed in the presentation:
 - a. Strengths: affordability, no requirement to pay into the Public Safety Retirement Program, we have multiple capable grant writers
 - b. Opportunities: work environment and new station are potential attractions for staff recruitment and retention. Some form of training scholarships may aid recruitment. Need to consider pay increases. Revenue could be enhanced by charging at some level ("copay"?) for resident medical transports.
 - c. Threats: FEMA focus on recent natural disasters may delay or replace grant opportunities.
 - d. Rolling Stock: Chief Rodriquez agreed to provide a more detailed vision of the ideal vehicle mix for the future. This will include a description of current vehicles with photos.
5. Financial planning kickoff. Treasurer Cummiskey presented an overview of the current 5-year financial plan. He laid out the timeline for updating the plan, and then using it as the basis for the coming year budget. No Capital Fund is planned after the current fiscal year.
6. HR issues: health care benefits, minimum wage, sick time as related to our staffing model. Health care benefits for Roxie were discussed. It was agreed that Chief and Roxie would bring specific alternatives, with costs versus benefits, to the next planning meeting.
7. Future Topics
 - a. Service delivery model, service area
 - b. Staffing challenges and pay scales
 - c. Potential revised role/position for Assistant Chief
 - d. Goals to be documented in 5-Year Plan
 - e. Revenue models, phase-out of Legacy fund raising
 - f. CAPEX plan, including rolling stock evaluation/update and rolling stock footprint
 - g. IT issues and updates
 - h. Revenue enhancements
 - i. Grant outlook and strategy
 - j. Policies, SOGs, and Bylaws
 - k. Records management
 - l. Other ...
8. Chairman Nelson adjourned the meeting at 1:29 pm.