



**MEETING MINUTES
OCTOBER 21, 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 1:00 pm.
2. In addition to Chairman Nelson, Clerk Hennessey, Treasurer Cummiskey, Member Massion, Member Tolby, and Chief Rodriquez were in attendance. Coconino County Supervisor Jim Parks and his wife Vicky were also present.
3. The topics for discussion were guided by the following Powerpoint presentation:



FLFD Strategic
Planning Session 10-2

4. Service delivery model, service area and staffing challenges. Chief Rodriquez stated that our service delivery model is still accurate as previously published. An updated service area map is still being developed, and will show our response areas in adjacent counties. Chief Rodriquez will look into ways to quantify risks of inadequate staffing, including the advisability of adding a new log item to track incidents when we needed a secondary response, and what was the resulting outcome.
5. Assistant Chief discussion. Chief Rodriquez reported that Assistant Chief Barnes has been fulfilling a valuable service, but his role has no development potential for him or FLFD. It may be time to reevaluate the assistant chief role and if/how we should continue to fill it. Chief commented that it may be more valuable to augment our limited staff with some kind of administrative assistance. A part time assistant administrator could provide a backup capability as well as business continuity in case Roxie should become unavailable for any reason. Chief Rodriquez agreed to obtain some example job descriptions for both an assistant chief and an assistant administrator. He also agreed to remain alert for potential candidates that may fit our needs in either role. Chief was asked if the recent ODS pay increase has helping with filling our scheduled shifts, and he replied in the affirmative. Chief commented further that our ongoing staffing challenges may eventually force us into some form of merger or consolidation.
6. Financial Planning. Tom Cummiskey reported that about 300 more Legacy fund raising letters would soon go out to the community. We still need about \$20k more to cover the cost of finishing out the admin wing of the new station. Various enhancements to our revenue are being investigated, and the recent increase in our medical rates along with some increases in our standard rate sheet are already projected to improve revenue in the coming years.
7. Radio repeater plans. John Nelson reported that the technical path forward is now clear. Chief Rodriquez and Rick Crabbs are working with Niles Radio on next steps, licensing, and cost estimates.
8. IT issues and updates. Scott Moody and Smart Systems had provided some recommended upgrades a few months ago. He is currently in the process of updating his recommendations for us.
9. CAPEX plan. There was a detailed discussion on potential updates to our vehicle mix. One appealing strategy would be to sell Engine 1211, and use the proceeds to purchase a good used ambulance to replace Rescue 1212. Christopher Kohls Fire District may have a suitable ambulance for sale in the near future. The next step would be to submit grant proposals for the purchase of a new Class A, Type 3, 4WD engine that would be more suitable for our service area than our current Engine 1211. If we could procure such an engine, we would then be able to divest the Attack 1212 brush truck. John Nelson and Dick Zimmerman will continue to seek appropriate grant opportunities. Chief Rodriquez will continue to discussions with CKFD, and keep watching for other suitable used ambulances.
10. Future topics
 - HR Issues - minimum wage and sick time impacts on our staffing model
 - Policies, SOGs, and Bylaws
 - Specific goals to be documented in the 5 Year Plan update
 - Plans for finalizing and releasing the annual update to the Strategic Plan
11. Future meetings. It was agreed that we would strive not to require a strategic planning meeting in December.
12. Chairman Nelson adjourned the meeting at approximately 3:00 pm.



**MEETING MINUTES
OCTOBER 21, 2017
STRATEGIC PLANNING MEETING
FOREST LAKES FIRE DISTRICT BOARD**

