



**MEETING MINUTES  
NOVEMBER 11, 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 11:42 am.
2. In addition to Chairman Nelson, Clerk Hennessey, Treasurer Cummiskey, Member Tolby, Executive Administrator Roxie Allen, and Chief Rodriquez were in attendance. On Duty Staff members Cris and Angela Lecher were also present.
3. The topics for discussion were guided by the following Powerpoint presentation:



FLFD Strategic  
Planning Session 11-1

4. HR Issues - minimum wage and sick time impacts on our staffing model and budget: Guidance is still being pursued from our attorney, as well as from our financial auditor and other fire districts. Impacts have yet to be determined.
5. Finalization of 5-year financial plan and 10-year financial outlook: Treasurer Cummiskey presented a detailed worksheet showing a proposed financial plan for the next two fiscal years. The group discussed every line item, and made several updates to the proposed plan. The resulting worksheet is provided below. Treasurer Cummiskey plans to use this worksheet as the basis for development of the detailed 5 year financial plan and 10 year financial outlook for inclusion in the updated Strategic Plan. Chief Rodriquez agreed to provide an updated outlook for capital equipment costs for inclusion in the worksheet. There was discussion regarding the advisability of increasing the National Bank of Arizona (NBA) line of credit (lease purchase agreement) to \$700k in order to protect cash reserves for the next couple of years. It was noted that our self-imposed minimum reserve of \$175k at fiscal year end is necessary to ensure that funds are available from the beginning of the fiscal year in July until tax revenues are realized in October and November. It was also noted that we have a line of credit with the county that could allow a short term loan in case our cash reserves should be depleted. Chief Rodriquez agreed to approach Lee Davis of NBA to express our interest in the increase to \$700k, with all other terms and conditions to remain unchanged. This issue is to be addressed by the Board in the regular December meeting. Cris and Angela Lecher both made positive comments regarding the FLFD financial planning process. Chief Rodriquez commented about the number of accomplishments included in our financial plan, concluding that "there are good things going on."



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2018-2019 Budget Te

6. Policies, SOGs, and Bylaws: Chairman Nelson plans to meet with Member Massion (Chairman of the Policies, Procedures and Bylaws Committee) and Chief Rodriquez to kick off a review of current status and to plan for appropriate updates. Additional policies may be needed to address medical marijuana and controlled substance use by FLFD personnel.
7. Specific goals to be documented in the 5 Year Plan update: The goals in the current strategic plan were reviewed. The goal to begin construction of the new fire station has been completed. A suggested new goal is to establish an approach for board member succession planning. Chairman Nelson agreed to draft an updated list of goals for review by the Leadership Team.



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8. Plans for finalizing and releasing the annual update to the Strategic Plan, and associated one page summary: Chairman Nelson will draft updated sections for review and comment by all members of the Leadership Team. Some sections will be assigned to other Leadership Team members. An additional strategic planning work session may not be required, but one is tentatively scheduled for Saturday, December 9, following the regular board meeting and a community potluck event.
9. Review Action Items: Chairman Nelson reviewed an updated Excel worksheet with open action items for the Leadership Team. He will incorporate the latest comments and status, then distribute the updated action item list to the team.
10. Chairman Nelson adjourned the meeting at 12:57 pm.