



## MEETING MINUTES OF A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT OCTOBER 20, 2018



- 1) STRAP Session 2 of the 2018 Update process was called to order by FLFB Chairman John Nelson at 12 noon in the main equipment bay of the fire station. Also in attendance were fire board members John Hennessey, Quentin Tolby and Tom Cummiskey; Chief Rodriguez; Admin Assistant Roxie Allen; future fire board member Joe Ruet; and Auxiliary board members Dick Zimmerman and Jan Cummiskey.
- 2) The draft meeting minutes of the September 15th STRAP Session 1 were previously distributed for review and comment. There being none, the meeting minutes were considered approved as presented.
- 3) Financial Planning Kickoff. Treasurer Cummiskey presented an overview of the 2018 STRAP Update 5 and 10 Year Forecast Baseline. The overview covered the spreadsheet structure and basic assumptions. This baseline contains Tom's best estimate of the cost and revenue details at this point in time. The Finance Committee (Tom, Chief, Roxie and John Hennessey) will meet on Friday November 9th at 1 pm to scrub the cost and revenue input prior to STRAP Session 3 on November 10th. Future board member Joe Ruet will also participate. The resulting spreadsheet will form the basis of the annual budget preparation process, which begins in February. Key points of discussion:
  - a) We do a ten year projection to make sure there aren't any problems lurking in the outyears.
  - b) All line item account numbers are the same as in our monthly financial reports.
  - c) Inflation factors are established for key cost and revenue inputs.
  - d) Cells highlighted in yellow are those Tom feels need additional attention by the Finance Committee.
  - e) The updated spreadsheet will be the foundation for the FY2019-FY2020 budget and FY2020-2021 forecast which will be approved by the board at the June 2019 board meeting for delivery to the County Board of Supervisors by June 30<sup>th</sup>.
  - f) The spreadsheet includes a section for projected capital expenditures (CAPEX).
  - g) Our budgets are not-to-exceed levels and include a contingency line item (10% of all non-capital expenditures.)
  - h) The enterprise transfer line item is equal to contingency.
  - i) A 4.5% YOY increase in property tax revenue is included (an historically based number.)
  - j) FDAT is based on property tax revenues (up to 20%.)
  - k) Note that the year end cash balance (line 147) increases throughout the duration of the financial projection. This may give us the latitude to decrease mill rates in the out years, or to adjust other planning assumptions.
- 4) Staffing Levels and Wages; Succession Planning.

On the subject of staffing levels, Chief reported he had to increase On Duty Staff (ODS) levels this summer due to lack of Paid on Call (POC) availability. We currently have only Trina Cooper and Lou St Germain available (Jim Weigold is temporarily sidelined with a bad back.) Dave is projecting a call volume increase based on our recent history. Wages are OK at this time, we are competitive with the other fire districts on the mountain top [we pay a Paramedic (PM) at an hourly rate of \$18.50, and a Firefighter (FF) at \$15.00.] Tom took an action to revisit our previous staffing cost analysis that was used to adjust wages to their current levels. He will forward the spreadsheet to Dave. Chief reminded everyone that we just experienced a severe fire season, approaching conditions last seen in the Rodeo-Chedeski time frame. We were able to control fires in the forest area due the added ODS and the cooperative efforts of the Forest Service. Dave commented he continues to hear comments that he drove POC members away. It is simply not true. The additional ODS is to



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compensate for reduced POC participation. Tom suggested we try to target young adults, who will be future homeowners, to establish a base for the future. Roxie commented that, in her experience, new property owners are not interested in being POC support personnel. On the subject of succession planning, John Nelson stated we need to keep succession planning at a conscious level and develop a mindset related to interest and development in filling positions at all levels: POC, ODS, board, chief and admin assistant. Chief reported that Chief deMasi has agreed to be a temporary fill in for Chief Barnes, who was recently promoted in his home department and can no longer support Forest Lakes. Chief pointed out that FLFD is unique for succession planning. We have no established labor pool, and we pay a labor wage only (no benefits, no training, no certifications, ...). We may need to consider hiring a full time fire fighter in the future, and consider other options such as merger, consolidation, joint powers of authority, ... Tom stated we need to anticipate a change in the chief position by at least two years to allow time for finding a suitable replacement. Chief noted Heber-Overgaard has just gone through this process with Chief Upham, who will retire December 31<sup>st</sup>. He will be succeeded by Dee McCluskey, a former ODS member. As a side note, future Chief McCluskey is committed to continuing the excellent relationship with FLFD.

- 5) Rolling Stock Assessment. Sell E1211 (with or without replacement?) Chief gave a full rundown of our current equipment.
  - a) E1211. Although not optimal for our needs, he recommends keeping the unit. While it does not get regular use, it is deployed as a safety blockade to protect our Emergency Medical Services (EMS) and FF for highway calls. If we were to pursue a new engine (already in the 5 year plan), it would have a trade-in value of about \$50K, which can be applied to the cost of a new engine (~\$450K.) Dave's assessment is that it has limited appeal for the used market despite its low mileage. Water damage and corrosion are time dependent.
  - b) R1211 (B&W). Dave recommends keeping this vehicle when we get our new ambulance. It is a 4WD vehicle, and it is our first out responder. If we keep it, it would be our 3<sup>rd</sup> rescue, and could be used to generate revenue as a loaner. It has a STRYKER Power Load System, can be housed in the Annex, and would just need bodies to staff it.
  - c) R1212 (R&W). Currently our second out unit. It is 4WD and is in great shape. It was an outstanding buy at \$3K. It would remain our second out unit when we get our new ambulance.
  - d) T1211. Remains a serviceable unit. Has limited appeal for deployment to the forest service due to its age and capacity. Recommend we plan for future replacement.
  - e) B12. Keep. Very solid unit, in great shape.
  - f) AT1211 (aka Mini-Pumper). Keep. In good shape. General, all-purpose response. Leverages our ODS capability and reduces response times.
  - g) AT1212 (aka Brush Truck). Keep. In good shape. Wildland response vehicle.
  - h) L1211. Keep. Gently used. Re-evaluate when balloon payment comes up.
  - i) G&W Ambulance. Has been declared surplus. Unit is being advertised for sale (\$3K) on Craig's List with a sealed bid closing date of November 5<sup>th</sup>. If we don't get a satisfactory response, it was suggested we explore eBay or an equipment trader. We are in no hurry.
  - j) Snowmobiles. These were a donation. They are not very useful in support of fire district operations. Recommends we use as trade-in for a side-by-side utility type vehicle.

Dave is open to further discussion re: AT1212 and the B&W ambulance.



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We anticipate grant approval for the new ambulance on October 25<sup>th</sup>. We would have 6 months to have the unit in service.

Our 5 year CAPEX plan looks solid.

- 6) IT Updates. A meeting was held yesterday with Smart Systems representatives, Chief Rodriquez, Roxie and John Nelson re: IT updates. Key discussion points:
  - a) We have \$20K allocated in the budget for update. This appears to be more than adequate.
  - b) Our current system is 8 years old.
  - c) We need to move ahead with the update with some sense of urgency.
  - d) Our current system is based on a Small Business Server model, which is no longer supported.
  - e) Our email model will not work in the future.
  - f) A thin client model looks attractive. All computing is handled on a central server, with dumb terminals used for access. We would still have our full wireless capability.
  - g) Scott Moody will prepare a Pros and Cons document of all our options.
  - h) On the software front, we can achieve significant cost savings by leveraging the Auxiliary's 501.c.3 status.
  - i) We will migrate to Office 365.
- 7) Grant Outlook and Strategy. John Nelson stated there is not much new to add. Dick Zimmerman said he will monitor Firehouse Subs and the Governor's Office of Highway Safety for grant opportunities. Chief stated Coconino County is updating its Emergency Response Plan, and Forest Lakes needs to be included so as to enhance our grant award position. Dick also mentioned Walmart and Home Depot have added EMS categories to their grant applications. We will include Thermal Imaging Camera (TIC) capability to our list of needs for grant pursuits.
- 8) Capital Expenditure Plan. As previously reported, Chief says our CAPEX plan looks solid. We will consider his "Wish List" items when we get into detailed discussions in the Finance Committee.
- 9) Revenue Enhancement. We will continue to pursue grant opportunities, DHS rate increases and, perhaps, cell tower revenues.
- 10) Selling Unneeded Vehicles to Eliminate Related Costs. Covered previously. This is an open issue for Finance Committee consideration.
- 11) Including the Blue Garage in Our Renovation Efforts. This will be addressed by the Master Plan Committee.
- 12) Grading and Drainage Plans for the Back Lot. This will be addressed by the Master Plan Committee.
- 13) Review of the Proposed Table of Contents for the Updated STRAP Document, With Assignments. John Hennessey reviewed the proposed table of contents, with assignments. It is included here for the record.

Executive Summary..... JH, TC

Introduction .....JH

Facilities/Master Plan.....JH, JN

Equipment ..... DR, RA



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Services and Service Area ..... DR

Guiding Operational Principles ..... JH

Goals ..... All

Appendix A, Organization Chart..... RA, JH

Appendix B, Five-Year Budget Projection..... TC

Appendix C, Definitions ..... JH

- 14) Next Session. STRAP Session 3 will take place following the November 10<sup>th</sup> board meeting. We do not anticipate any further meetings. Subsequent interaction and communication will be via email.
- 15) In closing, Dave commented on the excellent relationships he and the fire district have with the Auxiliary (Jan et.al., as discussed in our earlier meeting—see separate meeting minutes) and FLOA (Wayne Rothwell et. al.) and how important they are to our on-going success. The GWTS could have gone away without the effort put in by Wayne and company.
- 16) There being no further business before the committee, the meeting was adjourned at 1:14 pm.

DRAFT