



## MEETING MINUTES OF A SPECIAL MEETING OF THE FOREST LAKES FIRE DISTRICT NOVEMBER 10, 2018



- 1) STRAP Session 3 of the 2018 Update process was called to order by FLFB Chairman John Nelson at 11:34 am in the main equipment bay of the fire station. Also in attendance were fire board members John Hennessey, Quentin Tolby and Tom Cummiskey; Chief Rodriquez; Admin Assistant Roxie Allen; newly elected fire board member Joe Ruet; Judy Nelson; and Auxiliary Chair Jan Cummiskey.
- 2) Approve STRAP Meeting Minutes from the 09-15-18 meeting. The draft meeting minutes of the September 15<sup>th</sup> STRAP Session 1 were previously distributed for review and comment. There being none, the meeting minutes were declared approved as presented.
- 3) Approve STRAP Meeting Minutes from the 10-20-18 meeting. The draft meeting minutes of the October 20<sup>th</sup> STRAP Session 2 were previously distributed for review and comment. There being none, the meeting minutes were declared approved as presented.
- 4) 5-year detailed financial plan, revenue model. Treasurer Cummiskey provided a summary review of the 5-year financial plan spreadsheet, which had been reviewed in great detail at yesterday's Finance Committee meeting. Our projected minimum year end cash balance in year 1 of the 5 year projection is \$306,000, increasing substantially thereafter. We are very healthy from a cash flow projection point of view. On the capital expenditure side, we moved the new engine out one year to better align with any potential grant opportunities. Adjustments were included to salaries, benefits and insurance costs. Other grant revenues and expenditures were addressed, including a FEMA microgrant and the Hazardous Fuels grant. Costs are included for repurposing the Annex. It was noted that our IT upgrades are funded for the current fiscal year, and will include migrating to a new eMail client with thin client architecture. Tom emphasized the end result is a balanced budget projection, including contingency and enterprise funds, for the FY19-20 and FY20-21 fiscal years, suitable for use as the beginning point for finalizing the FY19-20 budget and the FY20-21 estimate, both of which must be submitted to the County. There were some in meeting adjustments to the spreadsheet, which Tom has incorporated and are reflected in the attached spreadsheet.



2018 STRAP UPDATE  
5 AND 10 YEAR FORE

- 5) Updated goals to include in 5-year plan. Chairman Nelson reviewed last year's goals as summarized in the 2017 STRAP Update document one-page summary:
  - a) Repurpose our old fire station (Annex) by July 2019 per Building Committee recommendations.
  - b) Upgrade our rolling stock as planned in our latest STRAP (Strategic Plan).
  - c) Improve non-tax revenues each year by identifying new revenue sources, and by leveraging community resources via the Auxiliary, grants, on-going donations and corporate/other.
  - d) Decrease our Mil rate by \$.25 by the 2020/2021 fiscal year to \$3.00.
  - e) Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the 2018 Board of Directors election.

Since these goals are, by definition, strategic in nature they are not expected to change much from year to year. The revised goals for the 2018 update are shown below.



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- a) Develop a Master Plan by June 30, 2019, for long term utilization of the entire FLFD property, including repurposing of the Annex building.
  - b) Upgrade our rolling stock as planned in our latest Strategic Plan.
  - c) Improve non-tax revenues each year by identifying new revenue sources, and by leveraging community resources via the Auxiliary, grants, on-going donations and corporate/other.
  - d) Decrease our Mil rate by the 2021/2022 fiscal year.
  - e) Identify and develop the FLFD Leadership Team for the future, including qualified candidates for the Board of Directors.
- 2) One-page summary. The one-page summary, a very useful reference document, is the last item created in the update process. John Hennessey and Tom Cummiskey took the action to draft a new update.
- 3) Plan for STRAP completion and publication. Per prior agreement, John Hennessey has the overall responsibility for the preparation and publication of the 2018 STRAP Update document, with assistance from Tom Cummiskey. The target date for publication is 1Q2019. The proposed Table of Contents, with assignments, was introduced at STRAP Session #2. It is included here again for the record. Due dates for the various modules will be forthcoming.

Executive Summary..... JH, TC

Introduction .....JH

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

Equipment ..... DR, RA

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

- 4) Next Session. We do not anticipate any further meetings. Subsequent interaction and communication will be via email.
- 5) In closing, Chairman Nelson commented that we are in a good place. We have a new fire station, we have just won a grant for a new ambulance, we have a new mini-pumper, we have plans for a new engine to replace E1211, we live within our budgets and our financial future is solid.
- 6) There being no further business before the committee, the meeting was adjourned at 12:12 pm.

**Forest Lakes Fire District**  
**2018 Five and Ten Year STRAP Annual Update--DRAFT**  
**Current Year is FY18-19. Year 1 is FY19-20.**

Account #											
	FY2017-2018	FY2018-2019	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	Actuals	Approved Budget	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
<b>Expenditures</b>											
<b>5000</b>	<b>PERSONNEL SALARIES</b>	\$ 521,637	\$ 473,560	\$ 520,980	\$ 521,980	\$ 521,980	\$ 537,578	\$ 553,647	\$ 570,196	\$ 587,242	\$ 604,799
5001	Chief District Salary	\$ 79,542	\$ 79,500	\$ 79,500	\$ 79,500	\$ 79,500	\$ 81,885	\$ 84,342	\$ 86,872	\$ 89,478	\$ 92,182
5002	Administrative Assistant Payroll	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 46,350	\$ 47,741	\$ 49,173	\$ 50,648	\$ 52,167
5003	Part Time Office Help Payroll	\$ 11	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159
5004	Green Waste Site Attendant & Fuels Mgmt Payroll (Loader)	\$ 11,030	\$ 6,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,480	\$ 16,974	\$ 17,484	\$ 18,008	\$ 18,548
5005	On Duty Staff FF I&II Payroll	\$ 114,526	\$ 140,000	\$ 149,400	\$ 149,400	\$ 149,400	\$ 153,882	\$ 158,498	\$ 163,253	\$ 168,151	\$ 173,196
5006	POC Fire Response Payroll	\$ 12,250	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,600	\$ 10,927	\$ 11,255	\$ 11,593
5007	On Duty Staff Paramedic Payroll	\$ 233,733	\$ 172,700	\$ 200,720	\$ 200,720	\$ 200,720	\$ 206,742	\$ 212,844	\$ 219,332	\$ 225,912	\$ 232,889
5008	POC EMS Response Payroll	\$ 19,880	\$ 18,300	\$ 18,300	\$ 18,300	\$ 18,300	\$ 18,611	\$ 18,928	\$ 19,250	\$ 19,577	\$ 19,904
5009	Dispatcher	\$ 5,866	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5010	Training In House (POC)	\$ -	\$ 2,000	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
5011	Grant Fuels Mgmt Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>5050</b>	<b>EMPLOYEE BENEFITS</b>	\$ 38,381	\$ 43,922	\$ 50,222	\$ 51,729	\$ 53,281	\$ 54,879	\$ 56,525	\$ 58,221	\$ 59,968	\$ 61,767
5051	FICA/Medicare Tax (7.65% of Payroll). FICA is 6.2%, Medicare is 1.45%.	\$ 7,872	\$ 7,500	\$ 9,000	\$ 9,270	\$ 9,548	\$ 9,835	\$ 10,130	\$ 10,433	\$ 10,746	\$ 11,069
5052	Unemployment Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5053	Workmans Comp (experience mod of \$1.04 for FY2014/2015)	\$ 15,229	\$ 20,900	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881	\$ 24,597	\$ 25,335	\$ 26,095
5055	FLFD pension Match Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5056	Health Care Benefits for FT Personnel	\$ 15,280	\$ 15,822	\$ 20,004	\$ 20,804	\$ 21,222	\$ 21,859	\$ 22,515	\$ 23,190	\$ 23,886	\$ 24,602
5057	FLFD Pension Transfers (Pass Thru Account)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5058	Accrued Benefit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>5100</b>	<b>INSURANCE</b>	\$ 26,676	\$ 25,210	\$ 29,966	\$ 30,865	\$ 31,791	\$ 32,745	\$ 33,727	\$ 34,739	\$ 35,781	\$ 36,855
5101	Accident & Sickness	\$ 3,440	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,778	\$ 4,919	\$ 5,077	\$ 5,219
5102	Automobile	\$ 7,455	\$ 7,725	\$ 7,957	\$ 8,195	\$ 8,441	\$ 8,695	\$ 8,955	\$ 9,224	\$ 9,501	\$ 9,788
5103	Commercial Package	\$ 8,779	\$ 7,700	\$ 7,831	\$ 8,169	\$ 8,414	\$ 8,666	\$ 8,926	\$ 9,194	\$ 9,470	\$ 9,754
5104	Umbrella	\$ 7,092	\$ 5,695	\$ 9,935	\$ 10,130	\$ 10,434	\$ 10,747	\$ 11,069	\$ 11,401	\$ 11,743	\$ 12,096
<b>5200</b>	<b>FIRE DEPARTMENT ADMINISTRATION</b>	\$ 114,078	\$ 103,708	\$ 129,285	\$ 149,134	\$ 113,498	\$ 115,668	\$ 117,861	\$ 120,139	\$ 122,442	\$ 124,790
5201	Uniforms - All Departments	\$ 3,095	\$ 4,222	\$ 4,308	\$ 4,393	\$ 4,480	\$ 4,570	\$ 4,661	\$ 4,755	\$ 4,850	\$ 4,947
5202	Benefits & Awards	\$ -	\$ 785	\$ 780	\$ 796	\$ 812	\$ 828	\$ 845	\$ 862	\$ 879	\$ 896
5203	Office Staff Training (Chief and Roxie)	\$ 3,439	\$ 3,500	\$ 3,570	\$ 3,641	\$ 3,714	\$ 3,789	\$ 3,864	\$ 3,942	\$ 4,020	\$ 4,101
5204	Office Staff Per Diem	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5205	Outside Duplication and Publishing	\$ 0	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
5206	Dues and Fees	\$ 13,152	\$ 14,841	\$ 14,934	\$ 15,232	\$ 15,537	\$ 15,848	\$ 16,165	\$ 16,488	\$ 16,818	\$ 17,154
5207	Grant Writing Mgmt Service Fee's	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5208	Professional Services (AeroMed, Fire Recovery USA, Legal, Accounting, IT Support, Coco fees, Payroll)	\$ 44,343	\$ 53,000	\$ 54,080	\$ 55,141	\$ 56,244	\$ 57,389	\$ 58,516	\$ 59,687	\$ 60,880	\$ 62,098
5209	Notary	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5210	Elections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5211	Public Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5212	Postage & Shipping	\$ 511	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
5213	Board Expenses / Dues / Training	\$ 3,559	\$ 4,500	\$ 4,590	\$ 4,682	\$ 4,775	\$ 4,871	\$ 4,968	\$ 5,068	\$ 5,169	\$ 5,272
5214	Board Per Diem	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5215	Fire & EMS Public Education	\$ 908	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172
5216	Office Supplies / Copier / Office Equipment R&M	\$ 6,463	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
5217	Furniture & Improvements	\$ 472	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
5218	Grant Reimbursement (Fuels mgmt \$ to homeowners)	\$ 20,250	\$ -	\$ 6,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743
5219	Misc. Receivables Expended	\$ 1,577	\$ 11,120	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858
5220	Non Capital Equipment	\$ 16,700	\$ -	\$ 25,000	\$ 42,764	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>5300</b>	<b>FUEL, OIL, LUBE, R&amp;M</b>	\$ 48,759	\$ 44,054	\$ 47,935	\$ 48,894	\$ 49,872	\$ 50,869	\$ 51,887	\$ 52,924	\$ 53,983	\$ 55,063
5301	Fuel-Oil	\$ 9,576	\$ 12,218	\$ 15,462	\$ 16,772	\$ 18,087	\$ 19,409	\$ 20,737	\$ 22,072	\$ 23,413	\$ 24,761
5302	Lube Repair & Maintenance	\$ 39,183	\$ 31,836	\$ 32,473	\$ 33,122	\$ 33,785	\$ 34,461	\$ 35,150	\$ 35,853	\$ 36,570	\$ 37,301
<b>5400</b>	<b>FIRE &amp; EMS OPERATIONS</b>	\$ 44,812	\$ 44,504	\$ 51,087	\$ 52,109	\$ 53,151	\$ 54,214	\$ 55,298	\$ 56,404	\$ 57,532	\$ 58,683
5401	POC Tuition / Training-Outside Source	\$ 4,965	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687
5402	POC Training Per Diem	\$ 3,877	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5403	Protective Clothing	\$ -	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858
5404	SCBA R & M	\$ -	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343
5405	POC Medical - Physicals & Immunizations	\$ 1,411	\$ 1,750	\$ 1,785	\$ 1,821	\$ 1,857	\$ 1,894	\$ 1,932	\$ 1,971	\$ 2,010	\$ 2,050
5406	Hydrant Replacement per IGA with FLDWID, R & M, supplies, flow testing, disposables	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5407	EMS/Fire Small Tools- New/Replacement Equipment & Expenditures	\$ 2,935	\$ 6,500	\$ 6,630	\$ 6,763	\$ 6,898	\$ 7,036	\$ 7,177	\$ 7,320	\$ 7,466	\$ 7,616
5408	Expired Drugs	\$ -	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
5409	Disposables	\$ 12,188	\$ 15,000	\$ 20,993	\$ 21,413	\$ 21,841	\$ 22,278	\$ 22,723	\$ 23,178	\$ 23,642	\$ 24,114
5410	Expendables - Oxygen	\$ 782	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757
5411	Certification / Licenses / ADHS Registration	\$ 500	\$ 714	\$ 728	\$ 743	\$ 758	\$ 773	\$ 788	\$ 804	\$ 820	\$ 837



2027/28	2028/2029
Year 9	Year 10

Comments

\$ 622,884	\$ 641,571
\$ 94,927	\$ 97,775
\$ 53,732	\$ 55,344
\$ 1,194	\$ 1,230
\$ 19,105	\$ 19,878
\$ 178,391	\$ 183,743
\$ 11,941	\$ 12,299
\$ 239,870	\$ 246,880
\$ 21,923	\$ 22,580
\$ -	\$ -
\$ 2,001	\$ 2,081
\$ -	\$ -
\$ 63,621	\$ 65,528

Increase at 2% YOY. This is a zero net sum situation since costs are offset by revenues.  
 One FF full time for a year at \$10/hr is \$87,600.  
 One PM full time for a year at \$15/hr is \$131,400

\$ 11,401	\$ 11,743
\$ -	\$ -
\$ 26,878	\$ 27,885
\$ -	\$ -
\$ 25,340	\$ 26,101

\$ 37,960	\$ 39,099
\$ 5,378	\$ 5,537
\$ 10,079	\$ 10,382
\$ 10,047	\$ 10,348
\$ 12,459	\$ 12,832
\$ 127,186	\$ 129,630
\$ 5,048	\$ 5,147
\$ 914	\$ 933
\$ 4,183	\$ 4,288

\$ -	\$ -
\$ 1,219	\$ 1,243
\$ 17,497	\$ 17,847
\$ -	\$ -
\$ 63,340	\$ 64,607

\$ -	\$ -	Roxie is a notary
\$ -	\$ -	
\$ -	\$ -	
\$ 1,219	\$ 1,243	
\$ 5,378	\$ 5,485	
\$ -	\$ -	
\$ 1,195	\$ 1,219	
\$ 9,752	\$ 9,947	
\$ 809	\$ 822	
\$ 5,858	\$ 5,975	
\$ 5,975	\$ 6,095	
\$ 5,000	\$ 5,000	No inflation

\$ 56,164	\$ 57,287
\$ 18,117	\$ 18,479
\$ 38,047	\$ 38,808
\$ 59,857	\$ 61,054
\$ 4,780	\$ 4,876
\$ -	\$ -
\$ 5,975	\$ 6,095
\$ 2,380	\$ 2,438
\$ 2,091	\$ 2,133
\$ -	\$ -
\$ 7,768	\$ 7,923
\$ 1,219	\$ 1,243
\$ 24,597	\$ 25,089
\$ 1,793	\$ 1,828
\$ 853	\$ 870

\$	-	\$	-
\$	1,219	\$	1,243
\$	3,585	\$	3,857
\$	3,585	\$	3,857
\$	9,341	\$	9,528
\$	5,079	\$	5,181
\$	2,438	\$	2,487
\$	1,585	\$	1,616
\$	239	\$	244
\$	43,205	\$	44,068
\$	12,548	\$	12,799
\$	19,121	\$	19,504
\$	7,171	\$	7,314
\$	1,219	\$	1,243
\$	792	\$	808
\$	919	\$	937
\$	1,434	\$	1,463
\$	-	\$	-

\$	53,000	\$	53,000
\$	8,000	\$	8,000

Balloon payment in September 2021

\$45,000      \$45,000      Based on Zion Bank, 20 year loan for \$700K at 3.08% fixed. Lee Davis.

\$	1,073,218	\$	1,100,766

\$	690,000	\$	690,000	Tax levies increasing at 4.5% YOY for years 1 thru 4, and are held flat at flat at \$690,000 for years 5 thru 10. This does not account for the reduction in FDAT, that was assumed to be constant when the implied promise was made to FL residents.
\$	138,000	\$	138,000	FDAT at 20% of Tax levies years 2 thru 10
\$	241,362	\$	246,189	
\$	48,272	\$	49,238	
\$	9,654	\$	9,848	
\$	5,019	\$	5,120	
\$	10,000	\$	10,000	Flat

\$	1,142,308	\$	1,148,394
\$	69,090	\$	47,628

\$ 1,026,666      \$ 1,095,756

\$ 1,095,756      \$ 1,143,385