

FLFD Strategic Planning Session

9/01/2017

Purpose and Process

- “The FLFD five year strategic plan update is intended to be used by the leadership team and the community in general.”
- “This document was developed to serve as the financial and operational plan required to accomplish the goals and objectives for the ensuing five year period.”
- The plan provides a framework for day-to-day decision making, and a roadmap for attaining our long term objectives.
- It is a valuable tool that can be updated by the Leadership Team any time circumstances change. A planned update is conducted annually.
- The Strategic Planning Committee is now composed of the entire Leadership Team

Plan for the Plan

- Mini-Update of Document
 - Executive Summary
 - Updated Goals and Objectives
 - One-page summary for publication
- 5-Year Financial Plan
 - Basis for 2018-2019 Budget
- Publish by end of February, 2018

Plan for the Plan - Schedule

- **Sept. 15** (2pm to 4pm) – Friday before board meeting
 - OR – Sept 16 after board meeting?
- **October 21st** (same day as board meeting, 12 pm to 3pm, with lunch break)
- **November 11th** (same day as board meeting, 12 pm to 3pm, with lunch break)
- **December 9th** (same day as board meeting, 12 pm to 3pm, with lunch break)

2016 STRAP Goals

- Begin construction on a new fire station no later than July 2017.
- Repurpose our existing fire station by July 2018 per Building Committee recommendations.
- Upgrade our rolling stock as planned in our latest STRAP Plan.
- Leverage community resources to improve non-tax revenues via the Auxiliary, grants, on-going donations and corporate/other benefactors by showing increases year over year.
- Decrease our Mil rate by \$.25 by the 2019/2020 fiscal year to \$3.00.

Guiding Operational Principles

- If you are going to hang out your shingle, you better be prepared do the best job you can.
- We will act with integrity in everything we do.
- We will do what is morally, legally and ethically responsible.
- We will comply with all legal and statutory requirements.
- We will operate in a way that makes the safety of our personnel and equipment paramount.

Mission and Vision

- **Mission**: *“To provide comprehensive fire, emergency medical and search and rescue services to the Forest Lakes community and our surrounding Service Delivery Area.”*
- **Vision**: *“To provide comprehensive services to our communities via the use of up to date facilities, rolling stock, supplies and trained personnel funded, to the greatest extent possible, by new revenue sources.”*

What is in the best interest of the residents of Forest Lakes and the customers we serve?

Values

- TRUST
- RESPECT
- ATTITUDE/CONDUCT
- HONESTY
- LOYALTY
- COMMITMENT
- TEAMWORK
- OPENNESS TO CHANGE
- ACCOUNTABILITY

THIS IS HOW THE LEADERSHIP TEAM OPERATES

Chief's Overview

- State of the District (Overview)
- Significant accomplishments
- Significant challenges
- Top priorities for next year, next 5 years

Building Program

- Overview
- Strategic Outlook
- New Station
- Refurb/repurpose of existing station
 - Next steps, planning, timing

Rolling Stock

- Operational Needs Assessment
- Development of CAPEX plan

Finance Committee Report

- Review Baseline 5 Year Financial Plan
- Identify primary drivers, milestones to completion of updated plan
- Primary focus of next meeting (Sept. 15)?

Future Topics

- SWOT analysis
- Goals to be documented in 5-Year Plan
- Service delivery model
- Service area
- Staffing model
- Revenue models, phase-out of Legacy fund raising
- CAPEX plan, including rolling stock evaluation/update and rolling stock footprint
- IT issues and updates
- Revenue enhancements
- Grant outlook and strategy
- Policies, SOGs, and Bylaws
- Records management
- HR related issues (including POC, health care benefits, minimum wage and sick time, ...)
- Other ...

Action Items

- Chairman to revive the Action Item spreadsheet

2016 Background

Top 5 Issues – 2016 STRAP

- New Facility for Staff and Equipment. (A-1211, R-1211, E-1211, L-1211 & B-12) Office and living space for On-Duty personnel.
- Staffing model has been changed and modified this past year (documented in finance and budget meetings for FY2015-2016. Challenge is how to further adapt to on-going POC support issues.
- Attract & Retain POC Resident Members.
- Maintenance & Up-keep of Current Facility, Apparatus and Equipment.
- Dealing with on-going changes in ownership (over forty properties for sale) and changing attitudes for fire department support. Demographics are changing at an accelerating speed.

Major Variables and Drivers

- Same Top 5 Issues are still the drivers, and sources of uncertainty
- From the 8/27 STRAP Session minutes:
- “Chief raised the red flag regarding decreasing POC participation and the ability to keep fully staffed using ODS personnel. We currently have a pool of 32 ODS, 4 POC and 4 Dispatchers.
- How do we plan for the likely scenario within 2 years of 0 to 2 POC much of the time? Should this be our STRAP baseline?

2015 SWOT - Threats

- Some of the *external* elements in the environment that we identified as risks:
 - On-Duty-Staff tied to Dave
 - **Cost model dependent on the existence of adequate POC support**
- We need to build a realistic staffing plan/costs into our plan before we know how to budget for other areas.

Open Issue: Staffing

- Quentin asked for:
 - the criteria you use on staffing beyond one fire fighter and one paramedic
 - the dates and names the district paid to staff over and above one FF and one Paramedic in 2016
 - the number and time of day of any "Serious" medical or fire calls the district had on the days we called extra staff.
 - How many times did we ask Heber/Overgaard to roll a truck in 2016?
- The underlying issue: How much staff is enough? What will we need to fulfill our mission, versus what can we afford as staffing sources dwindle?