

FLFD Strategic Planning Session

9/16/2017

Agenda

- Call to Order (Nelson)
- SWOT analysis update (Nelson)
- Financial planning kickoff (Cummiskey)
- HR issues: health care benefits, minimum wage, sick time as related to our staffing model (Chief)
- Service delivery model, service area and staffing challenges. (Chief)
- Assistant Chief discussion. (Nelson, Chief)
- Adjournment

SWOT Analysis

- Strengths: **internal** characteristics of the business or team that give it a strategic advantage over others in the industry.
- Weaknesses: **internal** characteristics that place the project or business venture at a strategic disadvantage relative to others.
- Opportunities: **external** chances to improve customer service, increase productivity or make greater sales or profits in the environment.
- Threats: **external** elements in the environment that could cause trouble for the business.
- Apply SWOT analysis to ISSUES:
 - Staffing
 - Finances
 - Facilities and Equipment
 - Other?

Staffing SWOT

- Strengths
 - Combination staffing model is flexible, effective, and efficient
 - Entire staff is performing at a high level
 -
- Weaknesses
 - POC participation has diminished
 - ODS participation tied to Chief's relationships
 - No real succession plan or "bench" (See Asst. Chief discussion)
 -
- Opportunities
 - More robust recruiting may improve staffing pool
 - Merger, consolidation, JPA may be long term solution
 -
- Threats
 - Increasing regulatory concerns
 - Competing work opportunities for ODS
 -

Finances SWOT

- Strengths
 - New revenue sources: e.g., DHS rate increase
 - Assessed values in community trending upward
 - Outstanding community response on Legacy fund
 - Auxiliary continues to be a significant funding source
 - Grants have enabled major purchases, e.g. Minipumper
- Weaknesses
 - Reliance on FDAT
 - No commercial tax base
- Opportunities
 - Pursue USFS participation in funding campground responses
 - Additional grant funds
- Threats
 - Economic downturn
 - More burdensome State legislation
 - Cost model dependent on the existence of adequate POC support

Facilities and Equip. SWOT

- Strengths
 - New fire station under construction
 - Rolling stock adequate for 10-year planning horizon
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- Weaknesses
 - Vehicles get “beat up” by responses to remote areas
 -
- Opportunities
 - Continue to watch for “targets of opportunity” for used equipment upgrades
 - Replace E1211?
 -
- Threats
 - ?

Financial Planning Kickoff

- Review Baseline 5 Year Financial Plan
- Identify primary drivers, milestones to completion of updated plan

HR Issues

- Health care benefits
- Minimum wage
- Sick time
- Performance Reviews

Service Delivery

- Service delivery model
- Service area
- Any updates needed for Strategic Plan?

Staffing

- Challenges and strategies
- How do we decide how much staff is enough?
 - OR ... do we staff at a level we can afford, and adjust responses as circumstances require?
 - This goes back to the question Quentin asked a year ago. Is there a staffing plan/algorithm?
- Time for an updated Assistant Chief position?

Future Topics

- Goals to be documented in 5-Year Plan
- 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
- Other ...

Action Items

- Chairman to revive the Action Item spreadsheet

2016 Background

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.

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.

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?