

ISLAND COUNTY FIRE DISTRICT #1
Camano Island Fire & Rescue (CIFR)
SPECIAL COMMISSIONERS RETREAT MEETING
Administration Office
September 6 & 8, 2019

Chairman Williams called the regular Commissioners meeting to order at 1:00 p.m. on Friday, September 6th. Those in attendance were: Paul Williams, Jan Trembl, Steve Lich, Erik Krieg, Jerry Evans, Levon Yengoyan, Craig Helgeland, Jason Allen, Linda Layton, Tony Smith, Jay Jacks, Alejandra Morin and Darla Tiner. Dean Speerbrecher arrived at 2:45 p.m.

The flag salute was led by Chairman Williams.

Chairman Williams welcomed everyone and explained the expectations of this Retreat.

CONSENT AGENDA –

1. Minutes of August 26, 2019, Regular Meeting
2. Approval of Vouchers: 3 EFT's for \$11,326.23, Payroll EFT for \$22,072.11, Expense Vouchers #191726 - #191759 for \$36,281.94, all totaling \$69,680.28.

Commissioner Krieg moved to approve the Consent Agenda items 1 and 2 as presented.
Commissioner Evans seconded; motion carried by unanimous vote.

Role of the Board – Chairman Williams gave a power point presentation on the duties and expectations of the Board and its members towards the District and Staff.

- Included was Governance vs. Management, Communications & Culture/Values.
- It was decided that communication should go through the Chair, unless it is Operations, then would go through the Chief. Concerns should be brought to the Board, not an individual Commissioner.
- Commissioner Trembl stated she felt the Board has been reactive during the past year and not giving clear direction to the Fire Chief. Need to be more proactive.
- Also, need to show the Board's strong culture to the public in the way they speak and dress; be more professional. Discussion held regarding these things. Commissioner Trembl will draw up a dress code proposal for the Board.
- Board needs to take larger role in Community organizations/Events; would help the Chief.
- Commissioner Krieg would like a Community Calendar on the Agenda and have Board members sign up for things.

Division Goals –The Chief gave a power point presentation of his vision of the District's goals for 2020.

- A/C Allen spoke on Operational Goals -
 - Phase 1 – Fire responses - Working on changes to response plans and Dispatch Run Cards to be more efficient in handling calls. Some will be significant long-term changes with Dispatch, not a quick fix. Chief Yengoyan states will try to have response plan changes in place by January 1, 2020.
 - Looking at how to use Volunteers and B100 Unit for calls.
 - Phase 2 – Medical responses - Starting in 2020 will look at staffing/response for medical calls. Increased training & responsibility of BLS providers will begin in 2020.
 - Discussion on continued incorrect call data from ESO. May possibly switch to another Program in 2020. Board wants plans in place so to have correct data by 1/1/2020. Chief Yengoyan will have a response by 1st of October as to which direction the District will go to obtain correct data by 2020.

- Training – Updating training programs and Rookie books. Make sure all adhere to the rules, or move on. More field training. Chief Yengoyan states the new structure of the Training program will be completed by 1/1/2020.
- Commissioner Trembl feels all our programs need to be re-evaluated and rebuilt. But feels the Board is “down in the weeds” too far. Feels that 1/1/2020 is an unrealistic goal for so many projects. She feels that Staff is already exceeding expectations.
- Training Priorities –
 - Get Crews out into field training more and away from the computer
 - Clean up Target Solutions and do more training with Crews on how to use it.
 - Establish daily training routines.
- EMS Operations – MSO Smith – MSO Smith talked about plans to staff the medic/bls Units more efficiently.
 - Feels we do not need to staff additional Paramedics.
 - Believes EMT’s would keep their skills more current and do more critical thinking if didn’t have Paramedics to rely on so much.
 - Believes we should move to Criteria-Based Dispatching – Dr. Zaveruha agrees.
 - Board voiced concern of having more Medics on the Island because of long travel times to hospitals. MSO states the EMT’s can be trained to be a stronger support until the PM arrives.
 - ICOM does have a criteria-based dispatching system that could be used, but all agencies in Island County would need to agree.
 - Announced that Dr. Zaveruha will be retiring soon. He has been a fantastic MPD for the District. CIFR should have a voice in selecting the new MPD. There are rules that will not allow us to use Snohomish County’s MPD.
 - Plans are in place to send one person to Paramedic school next Oct., 2020.
 - Chief Yengoyan listed three phases:
 - How our current Operations and Response plans are functioning
 - How we can change our Operations and Response plans for the better
 - How we can have the system of Criteria-based Dispatching implemented
- Volunteer Program – Chief Yengoyan
 - Lts. Mark Norman and Mike Kirkman working on revamping the program.
 - May have Volunteers respond differently, have different levels of training based on their duties.
 - Work on getting them “hooked” when they first start. Then work on Retention.
 - Sta. 1-5 Volunteers – may have them staff the Station on some weekends, etc.
 - Wants to try some of these things before talking about a threshold to end the program.
- Chief Yengoyan had the Board members list “What I Notice” and “What I Wonder” regarding the District’s Operations Division:

What I Notice:

We seem to be aware of our needs for improvement	– Paul
No mention of Risk Management	– Jan
I notice more unity on shift and better appearance	– Jerry
Pressure on ICOM seems to be constant theme	– Steve
We tolerate failure for too long (training, vendors, chiefs)	– Erik

What I Wonder:

When are we going to start annual review/progress reports?	- Jerry
When do we set realistic timelines and stick to them?	- Paul

What about Sta. 1-3 Volunteers?	- Steve
Can we maintain this momentum? (burnout/fatigue)	- Jerry
Are we expecting too much too soon?	- Jan
Are there ICOM alternatives?	- Erik
Are we going to be able to afford this?	- Paul
As a Board, how are we able to eliminate barriers?	- Jerry
When do we start talking about changing the staffing model?	- Paul
NCRFA/Mutual Aid – will they start billing us?	- Steve

The Board recessed at 3:10 p.m. for a Break.

The Board reconvened at 3:30 p.m.

- Support Services – A/C Helgeland
 - Facilities – Handed out a comprehensive report of all the District's facility needs/plans.
 - Looking at hiring someone, in-house or outside, to handle day-to-day facility needs.
 - Chief Yengoyan stated that we:
 - Need to get caught up on things
 - Need to maintain things and not get behind
 - Make monetary decisions on what can and what cannot be done
 - Communications – Handed out a sheet on the Pro's and Con's of moving from ICOM Dispatching to Snohomish 911.
 - Discussion held regarding the cost, and the potential benefits.
 - The Board wishes a study done to see the feasibility/cost of moving to Snohomish 911.
 - Commissioner Lich is opposed to the move because of the cost.
 - Chief Yengoyan will look into what, if any portion of this would be covered by taxes.
 - A/C Helgeland still plans to write a Grant for the purchase of new radios.
 - Fire Marshall Duties – Handed out a sheet showing the Pro's and Con's of his becoming an official Fire Marshall for Camano Island.
 - We should be doing this since we already do business fire inspections.
 - Going to training to become certified.
 - Chief Yengoyan may meet with Island County leaders regarding helping with this.
 - Emergency Management – Was not discussed.
- Apparatus Maintenance – Lead Mechanic - Jay Jacks – Presentation on the current status of the department and goals for 2020.
 - Chief Yengoyan stated that the Board should be proud of our Fleet Division, that Jay has done an amazing job.
 - Talk of possibility of hiring a 3rd mechanic.
 - Chief Yengoyan does not think the time is right to increase the Shop into an enterprise.
- Community Resource Paramedic – CRP Speerbrecher – Want to thank the Staff for all their help. Gave an update of things accomplished so far:
 - Joined several health agencies that work with Community Paramedics.
 - Attended several events promoting his services.
 - Has received referrals from several agencies/individuals/Crew members regarding people who need his services.
 - Has 15 new Patients.
 - Started teach the ACT Class on the Island.

- Nurses have told him that they see his services as a help, not a hindrance.
- Partnering with local law enforcement on Opium Outreach.
- Chief Yengoyan reported that the program is going very well. Can't always quantify if it actually decreases call volume, but a lot of help is being provided.

Reported on his 2020 Goals:

- Training a team among the Crews to give continuity of care if he is away.
- Purchasing a program that will help in tracking his work, and also help with data collection. It will interact with ESO.
- Discussed several other services he is interested in getting involved with, to expand his knowledge and abilities. Some ideas are tele-medicine and transporting to non-emergent facilities.

Chairman Williams would like to see if this program can be reimbursed by agencies/government.

- Administration – Chief Yengoyan –
 - Chief presented his Organizational Chart.
 - He plans on having an evaluation process in place by 1/1/2020.

Chairman Williams recessed the meeting at 5:30 p.m. The meeting will resume on Sunday, September 8, 2019, at 10:00 a.m.

Chairman resumed the meeting on Sunday, September 8, 2019, at 10:00 a.m. Those in attendance were: Paul Williams, Jan Trembl, Steve Lich, Erik Krieg, Jerry Evans, Levon Yengoyan, Craig Helgeland, Jason Allen, Tony Smith, Linda Layton, Alejandra Morin and Darla Tiner.

The Board and Staff were asked for their comments regarding Friday's workshop session:

- Down "in the weeds" too much. Staff has ID'd the issues. Be patient.
- Need to rebuild, not patch.
- Too much of moving things down the road, need to act quicker.
- Board should be more proactive, prioritize.
- Work together as a team. Be careful not to extend ourselves financially.
- Board works well together, not afraid to make changes.
- Excited for all the changes. Appreciate the Board listening.

Existing Plan Review – Commissioner Lich presented the Board with the current Strategic Plan document. It was reviewed to determine what we have accomplished, what is left to do, what is still relevant, and set timeframes for those that are. A new Strategic Plan will be developed at a later date.

- Commissioner Trembl thinks this plan is "in the weed." Many parts of it are individual responsibilities, not a Strategic Plan.
- Jason Allen – Fire Training – Need something close, other facilities too far away.
- Tony Smith – Will need to move from EMS Online to Target Solutions for all EMS training. Feels EMT's should attend RR, lots of good information there. Requested budget to send people to medical training conferences. Discussion of setting up SIM training Lab at Station. Concern of Public also using the training rooms. Go to outside training. SVH has a SIM Lab. Will check to see if we can use it.
- Training and Education – Main thing is that we need a training facility for Fire and EMS.

- Discussion of possibly moving Admin. to a Fire Station.
- Community Relations – Citizen Advisory Group – Hard to keep year-round interest. Good for Levy times.
- Volunteer Program – Discussion of possible different roles Volunteers could fill. Will take time to adapt to these changes. Hard to pick timelines for this, but the Board will be given progress reports. Need to maintain current program for current Volunteers. Start new program for new Volunteers. Need to be more focused on people, as opposed to the systems.
- The rest of the document will be covered at a later time.

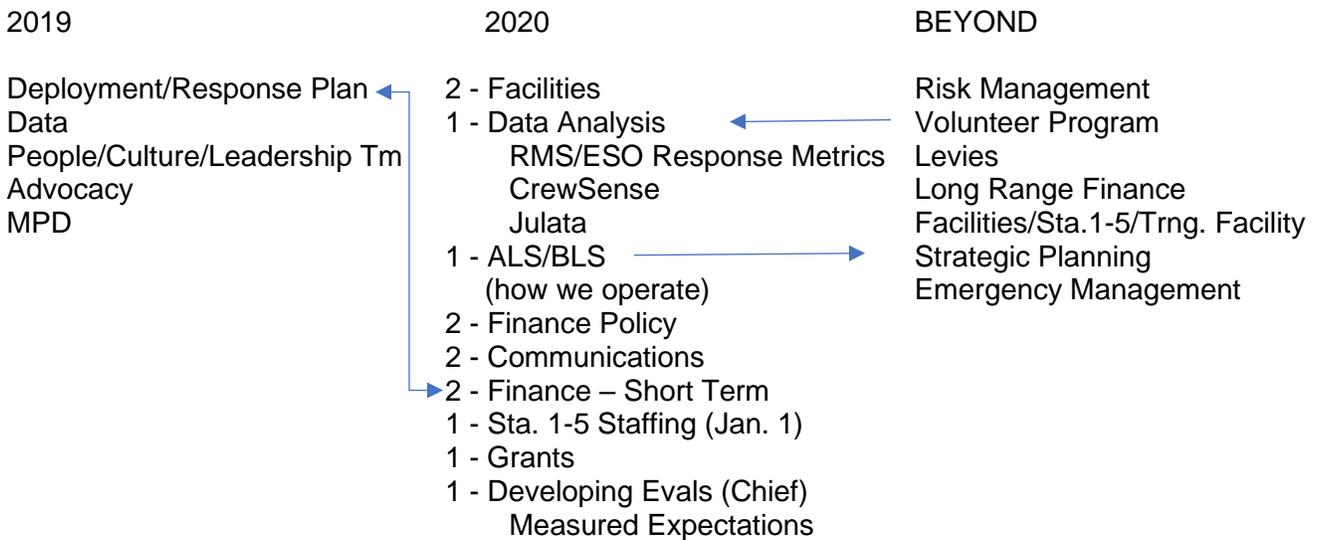
Chief spoke on the effort and time it takes for the daily operations and culture of the District vs. the time and effort that goes into our growth and development. How does the Board wish to measure success – organizational changes or body of work?

2019 Priorities –

- Response Plans and Deployment Analysis
- Data – How we are doing
- Leadership/Culture – Focus on this and the rest will come

2020 – Board wants timelines but not always possible. Some things take time.

Board Priorities – Chairman Williams expressed concern about all members not being on the same page, hearing a lot of “I’s” in the discussions.



The Board put a Priority number of #1 on all of the items under 2020, except Facilities, which received #2.

- Community →
- Build Trust (Coaching) →
- Culture (Ceremonies, Tradition, Pride) →

Suggestion that the Board may need a Coach to help be more proactive instead of reactive.

*Chairman Williams recessed the meeting at 11:38 a.m. for a Break.
Chairman Williams resumed the meeting at 11:47 a.m.*

Level of Service Objectives –

- Chief Yengoyan discussed Levels of Service objectives and performances.
- Discussion on the Island's classification of Rural or Suburban. It was the consensus of the Board to have one level of service objective for the entire Island and stay with our current classification use of Rural standards.
- Response Times – Discussion on the District's response standards. Past standards were very aggressive. Need to be re-evaluated going forward. Discussion of current inaccurate data. Chief recommended staying with current high standards for now and focus on obtaining accurate data.
- Staffing Sta. 1-5 – Proposed staffing:
 - Hire one Fulltime employee and utilize one staffed Part Paid employee to man Sta. 1-5 during the day, Monday – Friday, 8am – 5pm. This will be an added cost.
 - Start 1/1/2020
- Will help response times, but not much overall. Public needs to understand that the move needs to benefit the whole Island, not just Sta. 1-5 area.
- Concern expressed that the program is sustainable long-term. Do not want to lay off people.
- Public needs to understand this is a 5-10 year plan. Unclear of the response time advantages.

The Board recessed at 12:50 p.m. and went into Executive Session to consider the Acquisition of Real Estate per RCW 42.30.110(1)(b). It was expected to last until 1:05 p.m. At 1:05 p.m. the Chair emerged from Executive Session to extend the Session until 1:15 p.m. At 1:15 p.m. the Board emerged from Executive Session and immediately returned to regular session.

Commissioner Krieg made a motion to make an offer on the 3579 South Camano Drive property and to authorize the Fire Chief to sign any appropriate documentation. Commissioner Trembl seconded; motion carried by unanimous vote.

*Chairman Williams recessed the meeting at 1:15 p.m. for Lunch.
Chairman Williams resumed the meeting at 1:40 p.m.*

Finance – Linda Layton –

- Comprehensive Financial Policy
 - District should have a good overall financial policy; we currently have just parts of one. Showed a policy example. District is following proper procedures, just need a policy to show this.
 - It was the consensus of the Board to have the Finance Committee review and make recommendation for a complete financial policy.
- Reserve Fund – Discussion held on what the reserve amount should be; currently at 15%. If we do not pass an EMS Levy, the Reserve Funds will cover us for three months.
- Discussion on Bond/AAA Rating – Discussion on bond ratings and how to better ours.
 - Funds should be defined.
 - Higher rating will get the District better interest rates.
 - Chairman Williams would like to look at other ways to raise funds.
 - Reimbursement Resolution option.

- Long Range Planning – Commissioner Evans spoke on housing costs and the status of the housing market.
 - Revenues are back on track and should hold for the next five years.
 - Recession expected but should have minimal impact on the District.
 - Discussion on debt management and whether Capital purchases should be financed, or purchased with available cash. Need to establish a loan limit.
- Levy Strategy – Discussion held on benefits of asking for an increase each year vs. every six years.
 - The Board felt it would be better to spread out the Levies every 2-3 years, not every year.
 - Do the Fire and EMS Levies back to back, not in the same year.
 - It was the consensus of the Board to go out for an EMS Levy in 2022, to be effective in 2023. A Fire Levy will be needed to cover staffing at the Mabana Fire Station.
- GEMT Funds Usage – Linda Layton gave an update on the status of these funds.
 - All payments for past years have been received except one, which will come later in September.
 - Discussion on how to use these funds.
 - Do not use for hiring
 - Pay off loans – (will not affect the interest owed)
 - Purchase apparatus
 - Put in Capital Fund – can be more flexible on how it is used
 - Chief Yengoyan suggested:
 - Apparatus Replacement Fund
 - Capital Facilities
 - Capital Replacement
- Ambulance Transport Rates – Discussion held regarding the possibility of raising the rates. Chairman Williams suggested re-establishing the rates yearly and have them match the CPI index.
- Transparency – Discussion regarding financial transparency. Working on having the District's website revamped, and to include District's financials on it. Wants the website to be more user-friendly.

Visioning/Long Term Planning – Commissioner Trembl felt it is too early to look at this now; have lots of other things to look at first. Need census data; it will drive these things. Some ideas expressed:

- Transporting to other facilities
- Reimbursement for Community Resource Paramedic services
- Discussion of 3rd party entities taking over CRP duties
- Look at age of District structures
- Accreditation:
 - Would receive a Best Practice manual-would be very helpful even if do not pursue Accreditation.
 - Accreditation process is time consuming and costly.
 - Would assist in review of current response time strategy.
 - Would aid in discussion of what would be the best response time plan for the District.

Communications – Public Relations Specialist Alejandra Morin – Gave a presentation on strategy for improving the District's communication "bank account." Showed what she has accomplished with the District's various media, and her plans going forward. Discussion held. Four main goals presented that the Board agreed with:

- People
- Service
- Community
- Governance

The Committees will work on these.

Wrap-up/2020 District Goals –

Commissioner Committees

- Key Messages - Paul Williams & Erik Krieg
- Finance Committee Policies - Jan Trembl & Jerry Evans
- Medical Program Director - Paul Williams & Jan Trembl
- Outside Influences/Local, State, Federal, Healthcare = Advocacy Committee – Jerry Evans & Paul Williams
- ICOM
- Suggested use of ad hoc community assistance
- Expand on these

ANNOUNCEMENTS

- ✓ Next Commissioner Meeting Monday, September 23, 2019, 4:30 p.m., at the Administration Office
- ✓ Board Secretary Tiner will be absent from the September 23rd meeting. Secretary Pro Tem Lich will handle her duties. Commissioner Trembl will be absent from the September 23rd meeting due to personal travel.
- ✓ Retirement Ceremony for Captain Kerry Willmasher, Friday, September 27, 2019, 7 p.m., at Sta. 1-4

There being no further business, Commissioner Trembl moved to adjourn the meeting at 4:44 p.m. on Sunday, September 8, 2019.

Respectfully submitted,

Darla Tiner
Board Secretary