

ISLAND COUNTY FIRE DISTRICT #1

Camano Island Fire & Rescue (CIFR)

SPECIAL COMMISSIONERS MEETING

Administration Office

May 12, 2021

MEETING MINUTES

Chairman Trembl called the Special Commissioners meeting to order at 6:40 p.m. on Wednesday, May 12th. Those in attendance were: Paul Williams, Jan Trembl, Steve Lich, Erik Krieg, Jerry Evans, Levon Yengoyan, Amy Martin, Brian Murphy, Sam Mazza

The flag salute was led by Chairman Trembl

Chairman Trembl welcomed everyone and explained the expectations of the meeting.

Chief Yengoyan initiated introductions.

Guest attendees include:

- Brian Murphy, Berke Consulting, clients are in WA state does strategic planning and work with Fire Agencies.
- Sam Mazza—Citigate Associates. Senior Fire Emergency Services Director. Works with public sector clients. Fire and EMS Service deployment. Personal 40+ career in fire service, operational and admin assignments. Fire Chief to City of Monterey.

Chief Yengoyan discussed the questionnaire and past work with the Strategic Plan and went over the items that were covered.

Brian- Do you have a plan now?

Chief- We have a plan that the board is using but it is more of a to-do list.

Comm Trembl- The first year with the Chief was getting our department back on track and running as smoothly and as positively as we could after a former Chief.

Brian presented from handouts included in Commissioner packet:

- Plan provides action and straightforward strategic plan
- To get to strategy you need some analytic inputs
 - Looking at deployment and staffing and changing Island demographics
- Wants to hear what kinds of questions everyone has to assist in developing a plan
- Menu of options
 - Agenda for next 5 years
 - Risk in the community
 - Capital facilities
 - Long term financial plan
- Key questions are most useful piece to see what resonates with you all.

Comm Williams- Demographics are changing, and we need to know something about growth and should have county level data from census. Aging population drives EMS services, so we need to have a feel for if there where be a medical facility on the island how that might change things. Transportation and roads are a factor. Impact on water systems and relationship with fire dept and those water systems. We are in good shape now, but will that continue? Funding—we're having to do levies more often and questioning if that is the best way to finance a fire dept. Technology is changing and that's a key issue for cost. We need to gather some data.

Comm Krieg—Similarities with many other Fire Departments, but we have unique geography.

Comm Evans-We have two board positions that will be vacated soon. We are a fiscally conservative fire department. A recement fire board candidate challenged us about opportunity to staff things differently. Interested in digging in to the why's. Want to ensure we are on track and have the buy-in from the community. Working through a training facility.

Mark-That's planning from a position of strength.

Chief—Community expectations and demographics are changing.

Comm Williams—We hear from Mabana Flames but we don't know exactly what our island looks like politically. Would like to know how we are performing.

Comm Lich—We once had someone campaign against our Levy successfully.

Chief—We always feel that Islanders feel forgotten. Certain things are unique for us. We are an underserved community when it comes to medical resources. There are things we can control and things we can have influence over where other fire departments may not.

Mark—There are interesting options for roles. If there is a fire or emergency issue you show up. But here you are raising a lot of potential roles you could play based on the absence of other entities here.

Chief—We advocated for vaccination resources on the island. We opened a vaccination clinic that had done more for the fire department of our image. We stepped out of our traditional role to serve islanders. 300 volunteers came to help.

Comm Evans—We have a preparedness group that meets on Camano Island as well. Would like to find an avenue to support more people. We have a part-time model on the South end. But, there are still some scars from past decisions. Wants to see commitment for next 7-10 years.

Comm TremI—We have high functioning volunteers in our community.

Comm Evans- We have highly educated people who volunteer in our community.

Chief—How do we get a good cross section of people surveyed?

Mark—Put together an advisory body. But might recommend scrappy community engagement. Reach out to volunteers, reach out to different groups and try to get input from all over and bring it back and try to get community input you need. Give people the ability to give their input crisply and simply. Might favor a varied series of community engagement events. Later put out a draft plan for feedback. That way you get feedback from people who have an expressed interest.

Chief—As community members where would we go to get some of that grassroots feedback?

- *Comm Williams-Community Center*
- *Comm Lich-Golf Course*
- *Comm Evans—Library, you can attend some of these HOA meetings via Zoom who can provide us with some surveys. IGA, Terry's Corner, Camano Commons, Elger Bay store,*
- *Mark—social media, look at whether we're hitting some of the target demographic, school districts and get kids to engage their parents.*
- *Comm Evans—some of our residents don't live here full-time and wondering how much of that has shifted with folks who have 2nd homes here.*

Sam—Community Risk assessment Concept-briefed and info included in handout

- Community service area divided into geographic risk zones. Look at risk from that perspective. Identify and quantify risk that needs to be protected. Fire and non-fire hazards. Probability of hazard occurrence over 3-5 years of data. Number of factors that help quantify by hazard zone and planning types. Standards of Cover that consider the needs of the community. Level of fire service provided is a local policy decision. Look at it from a risk perspective based on fiscal ability.

Jan—how would your assessment be impacted by the fact that we have one way on and one way off the island and when we have an accident it can hold up things for hours?

Sam—that certainly can impact response times and we use an algorithm to evaluate that. Certain medical emergencies like fires require response within a certain period of time to mitigate the impact. We look at performance to recommend.

Chief—we are 30-40 sq miles predominantly rural. 2 small commercial centers. But quite homogenous. Have you done that type of risk assessment? Is there value in that type of assessment for us?

Sam—the risk across those planning zones might be homogenous amongst those zones. Looking at risk on a granular level. Might show that your fire risk is uniform. You might discover that your medical risk is not homogenous to population density. Age of population, health insurance, renting, etc. can have impact. When it comes to fires it's more chaos theory.

Mark—we can identify where you have risk and if we need to focus on the station in the South. We can start the study by figuring out what is likely to stay the same and what is likely to change. In terms of stations, we are not looking at doing major station changes.

Comm Evans—if we need to make changes with staffing. Need to determine if we have can assess staffing and determine how it impacts us when we get multiple stacked calls.

Mark—focus on fire response, emergency medical response. Keep it simple.

Comm Evans—During our last strategic planning session, we tried to quantify what a good response time was and we were about at the middle ground of where it should be. But how do we set goals and measure them and quantify them and hold accountability to measuring us getting there.

Comm Lich—we base off of NFPA requirements. They set the standard and we can be sued if we don't meet the standards.

Comm Evans—we are in the middle of rural and urban. We put attention to getting out the door and we improved that.

Comm Williams—Solution of getting from the station to the call. So we improved what we could control but the only other thing we can do is move the station. We have medic at one and Fire truck at another.

Comm Evans---We used to just roll everything out. Now we try to send the right response to the call.

Comm Trembl—we looked at numbers and educated surrounding those numbers.

Chief—we looked at our call numbers and made some changes. City of Vancouver was looking at metrics differently and looking at outcomes. Are there other things that we can look at outside of just response times?

Comm Krieg—What is the return—outcome and service delivery. What has been done elsewhere?

Comm Williams—we often don't know the outcome.

Chief—I have talked to some fire chiefs who've stopped looking at numbers and started looking at complaints and surveys.

Sam—A lot of what you provide has no direct ROI. You are an insurance policy for the community. Yet without having the fire department you are vulnerable. On a day-to-day basis there are a lot of data blocks that prevent us from tracking meaningful info to report to our customers. After we deliver the patient we won't know the outcome of the patient. Similarly with building fires the insurance company will not share the info. The loss on NFIRS report is meaningless because it's based on whomever filled out the form. You can't put meaningful data to that. It's difficult to measure. If you have good communication with your community and they aren't showing up angry to board meetings you are doing a good job. Community just wants to know that you will show up if they dial 911.

Comm Krieg—what percent of your clientele doesn't have any organized or adversarial relationship? We have zero public participation so are we doing great? Is that a Net Promoter score?

Mark—With similar group a recent survey showed 90% satisfied and 3% were very dissatisfied over management of funds. For the most part, what you want to demonstrate that you are a well-managed organization that is using the finances responsibly. You should be able to tell the story of your good stewardship to the community.

Comm Krieg—we now have a strong communicator with the Chief.

Mark—you want to do that strong communication surrounding dollars to the community.

Chief—Finances will come but the planning is aspirational.

Comm Tremi—there needs to be a balance of aspirational vs. financial plan. We need to make sure we are aware. Not only are we setting up a strategic planning process so that if in the future if we every have an issue we can rely on it.

Comm Evans—We built a beautiful facilities plan. Sometimes we get into the weeds on operations, and we haven't yet gotten past all the obstacles.

Comm Tremi—We are meeting a lot of those objectives.

Comm Williams—Another way to approach it is to allocate the money at the beginning of the year. Comm Evans- would like to see more of a Commissioner driven approach and less reliance on the Chief.

Mark—For strategic Planning Process—how will you use it on a regular basis?

A lot lives with the board, that you will be directive and ask questions of the Chief and check that you are doing it. That is the expectation. You could point to goals like service in the south and show where you are on that.

The board should be asking the Chief about progress—holding the executive officer accountable. It's a way of evaluating the Chief's performance. We help build a plan that breaks it out by year-to-year commitments. You can ask for clear accountability that moves you toward stated goals. Sometimes we create products that help us gauge our progress and allocate our resources of dollars and time.

Eric—we have a Chief evaluation process, and we want to have something we can use to help us evaluate the executive officer.

Mark you would have something that would help you communicate to the public.

Chief Summary

- Excited for census data and how that would roll into Sam's work and get a demographic understanding
- Community outreach goals so we can understand that better
- Capital facilities plan so we can tackle the south end
- We want to be aspirational
- We want to think about metrics and baselines and set goals but look for other opportunities for gauging performance
- Plan will drive the annual workplan to assess us and drive accountability for the board and commissioners.

Chief requested Mark to come back to the board with a proposal and timeframes.

Comm Krieg—Can you bring some understanding to help us understanding what we might be missing as far as what we can offer our community and bring some of those outside perspective to the table?

Comm Williams- Interested in looking at outcomes and would like to meet with MSO Smith and Dr. Baciak to look at outcomes.

After Departure of Brian Murphy and Sam Mazza discussion continued:

Chief was unsure if we'll see a lot of value added and we may be able to get what we need from our in-house data. One possibility discussed is to pick and choose what we want them to provide us so that we can have value added. We could dive into risk assessment. Possibly have a conversation with North County and see what their experience has been with ESCI.

Comm Trembl—would like whomever we hire to be really creative about the future.

Comm Williams-There is a risk from it being too simple.

Chief—Brian at Burke does all kinds of things where as ESCI just does Fire service which might help us get out of the box.

Comm Trembl—we need to define our role on Camano island in healthcare.

Comm Williams—Thinks we might not get the value when we already know what our hazards are. ESCI would do what burke is doing.

Board Consensus to get some estimates from Burke and further evaluate. No later than the 1st of the year.

Discussion surrounding potential board members and inviting them to the board.

Discussion surrounding staffing and workloads.

Discussion surrounding positive aspects of developing a strategic plan.

Discussion surrounding Commissioner alignment on vision.

There being no further business, Commissioner Trembl moved to adjourn the meeting at 8:21 p.m. on May 12th, 2021.

Respectfully submitted,


Amy Martin
Board Secretary