



**CAMANO ISLAND FIRE & RESCUE
ISLAND COUNTY FIRE DISTRICT #1
SPECIAL COMMISSIONER'S MEETING**

Board of Fire Commissioners Special Meeting: Planning Workshop
Wednesday, August 26th, 2026
8:30 AM – 5:00 PM
Admin Building | In-person only

MINUTES

Chair K. Williams called the **Board of Fire Commissioners Special Meeting: Planning Workshop** to order at 8:30 a.m.

Those in attendance were:

Commissioners

Name	Attendance
Jerry Evans	In person
Paul Williams	In person
Maria Carlstrom	In person
Kim Williams	In person
Paul Foster	Absent

Absent / Excused: Paul Foster was absent and excused due to personal reasons.

MSO Brandi Mauck	In person
Amy Martin, Board Secretary	In person
Lisa Beckt, Finance Manager	In person
Darci Runnels, HR Generalist	In person
Jay Jacks, Maint Manager	In person
Bronlea Mishler, PIO	In person

Presenters

Liz Loomis, Public Affairs	In person
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Fire Department Staff

Name / Role	Attendance
Chief Jason Allen	In person
AC Aaron Fields	In person

Public

___0___ Members of the public in person

I. Levy Strategy and Finance:

Finance Report – Lisa: reserve funds and budget.

Discussion Summary: The Board reviewed the District's current financial position, reserve fund structure, levy strategy, and facility funding needs. Lisa Beckt summarized fund balances and proposed reallocating \$1 million from the planned expense fund to payroll liabilities, bringing that fund to approximately \$1.3 million. Discussion emphasized the importance of clearly explaining reserves and their intended uses if the District proceeds with a levy proposal.

Chief Allen reviewed funding options and the Board's preference for a multi-year fire levy rather than a bond. The Board discussed using reserves for facility work, including at Station 5, while preserving flexibility for future needs at Station 2. Members also discussed reserve targets,

recession considerations, and the need to wait for Berk report data and Station 5 construction costs before finalizing levy recommendations.

Liz Loomis presented considerations for the levy strategy, including economic conditions, public messaging, ballot timing, and potential levy structures. The discussion focused on a possible 2027 fire levy lid lift to support personnel, station improvements without debt, and equipment replacement. Liz recommended a six-year levy with a CPI-based adjustment rather than a longer-term measure, with the option to bank unused capacity.

The Board discussed communicating the purpose of a levy by linking funding needs to direct community benefits, including operational staffing, facility improvements, and replacement of critical equipment. Initial committee communication is expected to begin on September 14 with Liz Loomis, and the final levy amount will not be needed until around January.

The Board also discussed committee coverage following Comm Paul Foster's absence, including support for the finance committee and whether a Vice Chair backup should be appointed later.

Action Items: Form a levy committee with Liz Loomis, Bronlea Mishler, and Chief Allen to explore a possible 2027 fire levy lid lift; review Berk report findings and Station 5 construction costs before final levy recommendations; continue refining reserve allocations and future capital facility needs; revisit Vice Chair backup needs in October.

II. CARES:

CARES discussion – MSO Mauck; next steps and funding.

Discussion Summary: MSO Mauck reviewed the CARES program status, staffing challenges, referrals, and future program direction. The program has been operating for approximately 18 months, but the CARES position has become vacant recently due to Leah Palau's departure. The Board discussed the need for stronger data, clearer referral tracking, and improved charting to better measure impact and outcomes.

Discussion centered on defining the CARES program's role within the fire department, including first contact after a 911 interaction, connecting residents with resources, reducing EMS dependency, improving home safety, and supporting frequent users. The Board noted that the position does not necessarily need to be filled by a nurse and could be filled by an EMT, social worker, or other qualified person who can connect residents with services.

The Board discussed using the funded \$190,000 grant to help restart and stabilize the program while also planning for program costs beyond 2027. Members emphasized the need to define the program's function, goals, metrics, job description, policy framework, and reporting structure through the Quality Committee.

Action Items: Define the CARES program's function, roles, goals, measures, job description, and policy; improve referral tracking and charting; determine how CARES outcomes will be reported through the Quality Committee; evaluate the use of the grant to restart and sustain the program beyond 2027.

III. Succession Planning: 12:30 PM – 1:30 PM

Assistant Chief Fields and Darci Runnels; draft succession plan outline for positions from Fire Chief to firefighter; paramedic school needs and recruitment; Board terms, recruitment process RCW, and Board succession planning.

Discussion Summary: Asst Chief Fields and Darci Runnels reviewed succession planning work underway across the organization, including the need to improve processes, define roles, build trust, and connect employee growth plans with the evaluation process. The Board discussed using succession planning as both a top-down and bottom-up tool to identify strengths and development goals within the workforce.

Discussion also covered paramedic recruitment and training needs. Staff identified opportunities to increase CIFR's visibility with paramedic programs through station tours, ride-alongs, career panels, guest instruction, and outreach to self-funded paramedic students. Members noted the importance of marketing CIFR as a place where employees can build a full career.

The Board reviewed Commissioner succession planning, including upcoming 2027 terms, possible candidate recruitment, desired attributes for Board members, and the importance of staying focused on governance rather than operations. Comm Maria Carlstrom will attend the January Communications Committee meeting, and the Board will revisit the question of appointing an interim Vice Chair in October.

Action Items: Continue developing succession planning processes, role definitions, and growth plans tied to evaluations; expand outreach to paramedic training programs and self-funded paramedic candidates; identify potential Commissioner candidates by November; Maria Carlstrom will attend the January Communications Committee meeting; revisit the need for an interim Vice Chair in October; build a stroke assessment discussion around outcome feedback for a future Quality Committee meeting.

IV. Board and Chief Goals

Discuss and establish Board goals, including priorities for 2026 and 2027; Board committee review and committee goals; establish top three Board goals; Board performance evaluations; Fire Chief goals review.

Discussion Summary: The Board reviewed the Fire Chief's goals, established Board Goals and Board Committee Goals for 2026-2027, and closed out the 2025 Board Goals.

A typo related to Board actions in October/November/January in the Board Commissioners Policy was identified for correction.

Action Items: Amy Martin to correct the Board policy date typo and continue review of Board and Fire Chief goals for 2026/2027.

V. Strategic Plan:

Strategic Plan 2026 update; metrics and targets; CIFR dashboard; plan updates; process for next update beyond 2027; stakeholders.

Discussion Summary: The Board discussed the current strategic plan, remaining 2026 work, future outcome measurements, dashboard use, and how to approach the next strategic plan update. Members considered whether to refresh the existing plan or start from first principles, and generally supported a combined approach that uses existing data while identifying several broader goals to guide future decision-making.

Discussion included creating a three- to five-year plan with annual measurements, a six-month check-in with the Chief, and a more focused process that still includes community and stakeholder feedback. The Board discussed involving the full Board, select staff, line staff, partner organizations, community members, business leaders, and other external customers. Standards of cover should be included as a strategic plan goal or update item.

The Board discussed holding a strategic planning workshop in the first quarter of 2027, potentially over two days, and back-planning the work needed for adoption by September 1, 2027. Identify stakeholder input within the next 60–90 days.

Action Items: Identify strategic planning stakeholders within 60–90 days; schedule first-quarter 2027 strategic planning workshop dates; back-plan tasks needed for adoption by September 1, 2027; include standards of cover as a strategic plan goal or update item; determine what staff analysis should be prepared before the planning process begins.

Action Items/Decisions:

VI. Workshop Action Items Summary: 4:30 PM – 5:00 PM**Summary of Action Items:****Follow-Up Tasks from Workshop Minutes**

Chair Kim Williams: Finish the Board member attributes list to support Commissioner recruitment and Board succession planning.

Chief Jason Allen: Identify January dates for the culture survey and coordinate next steps for implementation.

Board and Chief Allen: Schedule first-quarter 2027 strategic planning workshop dates if four to five participants can attend, and back-plan work needed for adoption by September 1, 2027.

Levy Committee / Chief Allen / Liz Loomis / Bronlea Mishler: Form the levy committee to explore a possible 2027 fire levy lid lift and begin committee communication with Liz Loomis on September 14.

Finance Committee / Lisa Beckt: Continue refining reserve allocations and capital facility planning, including planned expense funds, payroll liabilities, Station 5 construction costs, and future Station 2 needs.

Chief Allen / Staff: Review Berk report findings and Station 5 construction costs before bringing levy and financial recommendations back to the Board.

Board: Revisit in October whether an interim Vice Chair should be named and identify potential Commissioner candidates by November.

Comm Maria Carlstrom: Attend the January Communications Committee meeting.

Quality Committee / CARES Team: Determine how CARES outcomes will be reported through the Quality Committee.

MSO Mauck/CARES Team: Define CARES program function, roles, goals, measures, job description, and policy; proceed with community outreach; improve referral tracking and charting; and evaluate use of grant funds to restart and sustain the CARES program beyond 2027.

MSO Mauck: Consider discussing stroke assessment and outcome feedback at an upcoming Quality Committee meeting.

Chief Fields / Darci Runnels: Continue developing succession planning processes, role definitions, and growth plans tied to evaluations, and expand visibility with paramedic training programs and self-funded paramedic candidates.

Strategic Planning Group: Identify stakeholders within 60–90 days, including partner groups, community members, line staff, business leaders, and other external customers; include standards of cover as a strategic plan goal or update item; determine needed staff analysis before planning begins.

VII. Announcements

Commissioner Regular Meeting Wednesday, September 9th, 2026, 4:30 PM, in-person/virtual, Admin Building.

VIII. Adjournment

There being no further business, Chair K. Williams moved to adjourn the meeting at 2:47 PM.

Respectfully submitted,

Amy Martin

Amy Martin, Board Secretary

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