

Island County Fire District #3
SPECIAL MEETING

Strategic Planning Retreat
Saratoga Inn
201 Cascade Ave., Langley, WA
January 22, 2011

MINUTES

In Attendance: Chairman Mike Helland
Commissioner Kenon Simmons
Commissioner Bob Elliot
Chief Rusty Palmer

- I. Call to Order – The Strategic Planning Retreat for Island County Fire District #3 was called to order by Board Chair Mike Helland at 08:30.
- II. Approval of the Agenda – Commissioner Elliot moved to approve the agenda, second by Commissioner Simmons. Approved.
- III. James Wrightson was presented for membership. Moved to approve by Commissioner Simmons, second by Commissioner Elliot. Approved.
- IV. A medical claim to the Board of Volunteer Fire Fighters that was apparently lost in the mail was re-signed and will be submitted again. Chief Palmer will investigate length of coverage terms for volunteers injured while in our service.
- V. The Board discussed its expectations of how we manage and maintain the District Capital and Reserve funds.
- VI. The Board discussed the Strategic Plan Timeline. We are at the end of the timeline as developed originally. The Chief will adjust the timeline forward as appropriate for on-going items. The Chief will also note all items completed. New items will be added, with a suggested timeline, and will be presented to the Board in the near future for approval. The Chief stated his desire to include members in the overall discussion about our future.
- VII. The Board discussed the current state of the District and the goals and objectives as follows:

Goal #1: Provide facilities, apparatus, and equipment necessary to meet current and future District needs.

- a. The current progress on the Bayview Fire Station was discussed. It is clear to the Board and the Chief that we must revisit the scale of our project. The Chief will meet with the architects to discuss next steps to revisions.
- b. The Chief will develop information for membership in order to facilitate internal discussions to help establish our direction.
- c. The Board desires a general meeting with members to discuss the Bayview project. The Chief will suggest dates once members are informed of the current status of the project.
- d. Apparatus and equipment replacement was discussed. The Chief will develop a Comprehensive 20-Year Apparatus Replacement Plan and present to the Board in the future.

Goal #2: Deliver effective and efficient services to the community.

- a. Response times and volunteer response were discussed.

Goal #3: Provide the staffing needed to meet the needs of the organization and community.

- a. Short term and long term staffing was discussed.

Goal #4: Maintain close and effective communications with the public.

- a. The soon to be mailed Citizen Survey was reviewed and discussed. The goal of the survey is to gather information from our citizens about current and future services and our success in meeting their needs.

Goal #5: Manage the financial resources needed to meet current and future service levels and organizational needs.

- a. Funding strategies were discussed for the Capital and Reserve Fund accounts.
- b. An Apparatus Replacement Fund was discussed.

Goal #6: Provide management services, programs and oversight that ensures the organization is responsible to the needs of it's members ad the community it serves.

- a. Review of and future amendment to the Strategic Plan was discussed.
- b. Policies and Procedures were discussed. Chief Palmer recommends that both Policies and Standard Operating Procedures be rewritten this year in order to streamline them and make them more useable at the member level.
- c. The effectiveness of internal and external communications was discussed.
- d. Chief Palmer will forward the Officer's Meeting Schedule to the Board for their information.

Goal #7: Provide an ongoing comprehensive training program that the membership is prepared to maintain a state of readiness and to perform the functions and tasks necessary to be successful as an organization and as individuals.

- a. The switching of roles by Chiefs Cotton and Beck was discussed.
- b. Changes to the current Island County Fire Academy, as approved by the Island County Fire Chiefs, was discussed.
- c. On-going internal training was discussed.

Goal #8: Develop a safe community through pro-active fire prevention, public safety education and hazard mitigation.

- a. The department's future prevention needs were discussed.

It is the desire of the Board that the Bayview project move forward in a measured way this year. Progress will be discussed at the Chelan conference this summer.

There being no further business, the meeting was adjourned at 12:11.

Respectfully submitted,

H.L. "Rusty" Palmer
Chief