

***Island County Fire District #3***  
**SPECIAL MEETING**

**Strategic Planning Retreat**  
**Saratoga Inn**  
**201 Cascade Ave., Langley, WA**  
**January 21, 2012**

**MINUTES**

In Attendance: Chairman Kenon Simmons  
Commissioner Mike Helland  
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 Kenon Simmons at 08:42.
- II. Approval of the Agenda – Commissioner Elliot moved to approve the agenda, second by Commissioner Helland. Approved.
- III. The Board discussed the current Strategic Plan. We are nearing the end of the current plan and it is time to develop a plan for the next 5 year period.
- IV. 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 updated facilities replacement plan was discussed.
- b. 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.
- c. The apparatus and equipment replacement was discussed. The comprehensive 20-Year apparatus replacement plan identifies age, mileage, and repair cost targets by which to identify the need to replace apparatus. It is the intent of the organization to keep apparatus as long as reasonable to keep citizen costs down.
- d. The Board asked the Chief to include an annual review of insurance for facilities and apparatus in the next plan.

- e. The current condition of the District radio system was discussed. The Chief reported that the radio grant that we applied for appeared to be successful, however, we had not been officially notified of that yet. The grant will allow us to simulcast all of our equipment.
- f. The Chief asked if the Board would support him attending ICOM Board meetings. Commissioners stated that they believed that could help resolve on going issues.
- g. The equipment replacement needs of the District were discussed.

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

- a. How the organization fits into the overall island EMS system was discussed.
- b. Response times and volunteer response were discussed.
- c. The use of a broad citizen survey was discussed to identify issue and services important to our community. The Chief discussed the benefit, and limitation, of information gathered from the last survey. The Chief will discuss this with Ms. Loomis.
- d. The Chief discussed work being done to update the District's disaster response plan.

**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. Communications with our citizens was discussed. The District is working on a broader communications plan with Ms. Loomis, and Ms. Wyatt who are working on different projects for the District. The Chief will be engaging a number of community service organizations in the future to discuss District challenges and needs.
- b. The importance of a Fire Commissioner attending the pancake breakfasts that the District host was discussed. Commissioners agreed that it was important that one of them attend each breakfast to be able to answer questions from the public.
- c. The establishment of a citizen's advisory committee, identified as goal 4b, was discussed. It was agreed that this goal would be deleted from the future plan, as its function was not easily identifiable.

**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. The most recent audit was discussed. Previous issues identified were adequately addressed and the Auditors stated that the District finances were being appropriately managed.
- c. Future funding, and the reduction of revenues, were discussed. The increasing need to ask the citizens for an increase in the levy to fund operations was discussed at length. The Chief noted that an increase of 15¢/1000, would provide needed funds to help maintain the District's rolling stock through a preventative maintenance program, boost training to volunteers, and assist the District in responding to emergencies.

**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. Policies and Procedures were discussed. Chief Palmer continues to work on re-writing Policies and Standard Operating Procedures in order to streamline them and make them more useable and relevant at the member level.
- b. The effectiveness of internal and external communications was discussed.

**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 process in which we train our members was discussed. The need to bring outside instructors here, thereby increasing the number of members receiving the training, was discussed.
- b. Changes to the 2012 Island County Fire Academy, as approved by the Island County Fire Chiefs, 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.

There being no further business, the meeting was adjourned at 14:38.

Respectfully submitted,

H.L. "Rusty" Palmer  
Fire Chief