

**SAN JUAN COUNTY FIRE DISTRICT #3
BOARD OF FIRE COMMISSIONERS
WORKSHOP
January 21, 2021**

Chair Jarman called the meeting to order at 1:00 p.m.

COMMISSIONERS PRESENT:

Albert Olson, Frank Cardinale and Bob Jarman.

OTHERS PRESENT:

- Fire Chief Norvin Collins, Assistant Chief Noel Monin, Capt. Tad Lean, Administrative Officer Carolyn Hudson, and others via call-in.

Review of 2020 Goals

ETHOS – Chief Collins started by reviewing the District Ethos and the Officers' Ethos.

2020 Goals

Chief Collins said in spite of the challenging year dealing with COVID-19, the District was able to meet most of its goals for 2020.

A couple of goals that were put on hold included the training facility and the relocation of maintenance from Station 31 to Station 33.

Training Facility - Regarding the training facility, operational priorities took precedence due to a focus on the new shifting model to deal with COVID-19. The shifting model proved to be so successful that it has been implemented into the District's regular deployment model.

Fleet Maintenance Facility at Station 33 - Station 33 is the only place where a cab can be raised inside the building. The maintenance move started in 2021 and in addition Capt. Lean has been developing a maintenance mobile unit with the utility vehicle.

Fleet Replacement/Facilities – A long-range plan has been started for apparatus replacement and the District's stations. Possibilities include surplus two Type 1 engines and in turn purchasing a combined attack tender. All facilities will be reviewed for their needs.

Discussion for a Facility, Fleet and Personnel Deployment Plan – This plan was completed and it was based on historic, current, and projected data.

IT Workflow – This was completed for tracking staff, training delivery, and support service with plans for 2021 to give all members access to Target Solutions and MSOffice suite.

Define or Refine all Applicable Job Descriptions – This was completed with continued refinement and development of success profiles for members.

Integration Timeline – The Commissioners reviewed the Fire District Integration Action Timeline starting in 2017 with the White Paper group and including the Citizen Advisory Group (CAG), the annexation of Outer Islands and the proposed annexation of Town.

Other – Assist. Chief Monin reiterated some highlights in the last year in adapting to Covid, while working on 2020 goals. That included the addition of shifting coverage, BLS licensing, responding to all calls, sound finances, improved response times, improved reaction times, and an enthusiastic membership.

Commissioner Cardinale said that he was pleased that the District was able to complete many of the goals in spite of the challenges of COVID and also follow much of the CAG recommendations.

Org Chart – The Commissioners reviewed the org chart showing growth in the District over time and even using existing positions to fill other roles, such as a volunteer coordinator. Due to the limited call volume (including all calls) on the island, the most reasonable model continues to be that of a

combination department supported by about 30 to 35 volunteer firefighters. Chief Collins described the overall chart, while discussing some of the positions in more detail. He talked about the community risk reduction section, which includes community paramedicine and code enforcement. Regarding code enforcement, Chief Collins said that the District would like to in the future work with the Town and the County to provide more guidance and input regarding life safety issues.

2021 Goals

Chief Collins read the 2021 goals, which were divided into Administration, Logistics and Operations. The administrative goals include:

1. Conducting a needs assessment and gap analysis of the District's service area, including specifics for the Town of Friday Harbor, Outer Island, and contract island (Waldron Island).
2. Refining scope of partnerships with existing mutual aid partner organizations including emerging educational institutions. Chief Collins said the District would like to refine the relationships with those organizations such as law enforcement, Orcas Fire, Lopez Fire, Shaw Fire, Anacortes Fire, Bellingham Fire, the U.S. Coast Guard, and the emerging educational institution is Skagit Community College.
3. Developing a comprehensive community interaction that supports Community Risk Reduction strategies and education, i.e., web presence, social media, etc.

The logistic goals include:

1. Refining long-range plans for facilities and fleet to include a station relocation study for Cape and Roche.
2. Developing a proposal for vehicle replacements or additions consistent with the long-range plan for inclusion into the CY2022 budget process or sooner.

The operations goals include:

1. Validating and refining a deployment plan for response staffing.
2. Developing a comprehensive training and education plan to include specific nuances of the Town of Friday Harbor, close proximity outer islands, and Waldron Island.
3. Researching alternative funding sources for current and future deployment and staffing models.
4. Developing and presenting a Community Risk Reduction plan to meet identified gaps in the first administrative goal.

Current and Future Status of Fire District Levy

Chief Collins said the information provided is focusing on basic and essential services of what the District does today and does not include any ambulance provisions.

Chief Collins began by providing some statistics, such as the County Population was 15,768 in 2010. Compared to 17,580 in 2019, a 11.5 percent increase. There are 14,381 housing units in the County. The median house price in the County is \$488,800 compared to \$339,000 in the state. The median income in the County is \$63,622 compared \$73,775 in state.

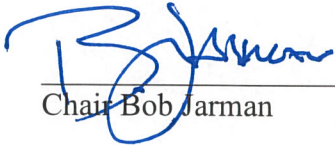
Assistant Chief Monin provided some statistics and graphs regarding the District's levy over the past 16 years. Since 2002, the District has been limited to a 1 percent revenue increase per year plus new construction and has not pursued any adjustments to this collection rate. The analysis shows that the District's lack of revenue growth is a standout compared to most other County agencies. As a result, the District is experiencing a very slight compression, which is out of line with the actual growth of the economy and the community. Assist. Chief Monin said even with that the District has increased the value of services to the community. However, the District's tax structure is not designed to withstand long-term inflation in a growing economy. With this report, the Commissioners directed the staff to do

further research and propose a levy rate correction in meeting current and projected basic and essential services. They will discuss this further in an upcoming workshop.

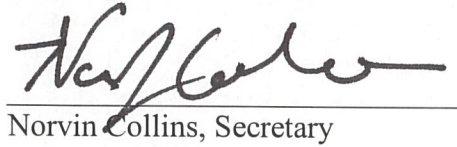
ANNOUNCEMENTS:

The next regular meeting will be at 3 p.m. on Tuesday, February 9, 2021.

At 3:50 p.m., Vice-Chair Olson **MOVED** to adjourn the meeting. Commissioner Cardinale **SECONDED** the motion. The motion was **APPROVED UNANIMOUSLY**.



Chair Bob Jarman



Norvin Collins, Secretary