

# **BAINBRIDGE ISLAND FIRE DEPARTMENT BOARD OF COMMISSIONERS**

## **Special Meeting Minutes**

October 15, 2025

Chair Fritz von Ibsch called the Board of Commissioners Special Meeting to order at 4:30 PM. Present were Commissioners Bruce Alward, Tim Carey (remote), John De Lanoy; and Scott Isenman; Fire Chief Jared Moravec; Deputy Chief Jeremy Mendola; Human Resources Manager Shannon Webber; and Finance Manager Ed Kaufman.

### **AGENDA ADDITIONS & DELETIONS**

None

### **BUSINESS AGENDA**

#### **1. Strategic Planning Workshop**

Chief Moravec presented an outline of the Strategic Planning process to date, including a strategic planning process review, the Fire Chief's vision for the Department, a review of the draft strategic initiatives and objectives and the next steps for completion of the Strategic Plan. Overall, the presentation included 10 strategic initiatives supported by 17 objectives. Please see the attached presentation for details.

Fire Chief Moravec responded to questions from the Board regarding the strategic initiatives and received feedback that will be incorporated into the final plan draft. The Chief will bring revisions and timelines to the next Board meeting.

### **ADJOURNMENT**

The meeting was adjourned at 5:43 PM.


Submitted by:



Jared Moravec, Board Secretary


Approved

October 22nd, 2025



## WORKSHOP TOPICS

- Process Review
- Fire Chief's Vision
- Review Draft Strategic Initiatives & Objectives
- Next Steps



**STRATEGIC PLAN  
2026-202X**  
BAINBRIDGE ISLAND FIRE DEPARTMENT  
A COMMITMENT TO EXCELLENCE

BIFD | October 15th Workshop | 2025 **2**



## PROCESS REVIEW

- Kickoff & Brainstorm Sessions - May
- Staff Areas of Focus Discussion - June - July
- Progress Workshop with Board & Public - June
- Staff Focus Groups - September - October



## FIRE CHIEF'S VISION

Provide outstanding service through a Department that is:



Well Staffed



Well Trained



Well Equipped



Well Supported



## MATCH RESPONSE CAPABILITY TO ADDRESS IDENTIFIED RISKS AND DEMAND

- **Well-Staffed** – Establish staffing and deployment model that matches current and projected service demands and ensures member safety. (Level of Service, Technology)  
Effort: High      Duration: 12-18
- **Well-Equipped** – Conduct an analysis of specialty apparatus needed to support response commensurate with identified risk, and determine acquisition, replacement, and/or surplus needs. (Level of service)  
Effort: Medium      Duration: 6-12



## MATCH RESPONSE CAPABILITY TO ADDRESS IDENTIFIED RISKS AND DEMAND (CONT.)

- **Well-Supported** – Restructure volunteer program to focus on increased community involvement through support services and integration of Bainbridge Prepares as a force multiplier in disaster/major event scenarios. (Level of Service)  
Effort: High      Duration: 12-24





## FACILITATE EMPLOYEE DEVELOPMENT TO IMPROVE PERFORMANCE & JOB SATISFACTION

- **Well-Supported/Trained** – Update and expand the succession plan so that it identifies all positions and includes traits plus skills, targeted training, and career development plans. (Training)

Effort: High      Duration: 12-24



## STRENGTHEN HEALTH, WELLNESS, AND WELL-BEING OF OUR MEMBERS THROUGH A MIND, BODY, FAMILY APPROACH

- **Well-Supported/Trained** – Increase access to mental health resources and programs, including options for shared County resources. (Safety, Training)

Effort: Medium      Duration: 12-24

- **Well-Supported/Trained** – Enhance Department approaches to physical fitness, cancer prevention, sleep, and fitness for duty. (Safety, Training)

Effort: Medium      Duration: 12-24



## STRENGTHEN HEALTH, WELLNESS, AND WELL-BEING OF OUR MEMBERS THROUGH A MIND, BODY, ... (CONT.)

- **Well-Supported/Trained** – Implement programs to train, engage, and support family members. (Safety, Training)

Effort: Medium    Duration: 12-24



## REDUCE COMMUNITY RISK THROUGH REGULATORY ADVOCACY

- **Well-Supported** – Broaden advocacy in regulatory and policy changes addressing items such as roadway standards, Firewise, safety through accessibility, resilience of critical infrastructure, and firefighter safety. (CRR)

Effort: Low    Duration: OG

- **Well-Supported/Equipped** – Complete study of fire protection water supply infrastructure, make recommendations, and seek improvement in fire hydrant coverage across the island. (CCR)

Effort: Medium    Duration: 18-24



## IMPROVE ENGAGEMENT WITH THE COMMUNITY.

- **Well-Supported** – Develop and implement a formal community engagement plan. (Community Engagement, Technology)

Effort: Low

Duration: 6-9



## IMPROVE COMMUNITY QUALITY OF LIFE AND RESILIENCY

- **Well-Supported/Staffed** – Engage community partners, including Poulsbo CARES, to identify and fill gaps in the care continuum. (CRR, Community Engagement)

Effort: Medium

Duration: 12-18




## IMPROVE FLEET RELIABILITY AND REDUCE DOWNTIME THROUGH IMPROVED SUPPORT AND DETAILED PLANNING

- **Well-Equipped** – Reenvision the Department's Fleet Replacement Plan to include repair, refit, and replace options as well as all assumptions, timelines, and projected future costs. (Fleet, Level of Service)

Effort: Medium    Duration: 12-18

- **Well-Equipped/Supported** – Evaluate and recommend changes to fleet maintenance systems and facilities to ensure maximum efficiency. (Fleet, Facilities, Technology)

Effort: Low    Duration: 12-18



## SUPPORT DEPARTMENT OPERATIONS THROUGH IMPROVED FACILITIES PLANNING

- **Well-Equipped/Supported** – Develop a comprehensive capital facilities plan that includes recurring and new items and projects 20 years+ into the future. (Facilities, Technology, Level of Service)

Effort: High    Duration: 18-24

- **Well-Equipped/Trained** – Develop a Training Facilities Master Plan that includes recommendations for improvements. (Facilities, Training)

Effort: Medium    Duration: 12-18





## INTEGRATE & UTILIZE TECHNOLOGIES THAT IMPROVE EFFICIENCY, RELIABILITY, SAFETY, AND PRODUCTIVITY



## TRANSFORM BUSINESS PRACTICES TO MAXIMIZE SUSTAINABILITY OF SERVICES

- **All Areas** – Develop long-term funding strategies/mechanisms that align current and projected service demands with the resources needed to support them. (Finance/HR)

Effort: Medium Duration: 9-12

- **Well-Equipped/Supported** – Modernize and integrate finance and human resources systems. (Finance/HR, Technology)

Effort: Medium/High

Duration: 12-18



## NEXT STEPS

- Establish Priorities
- Establish Duration: 3, 4, or 5 years
- Draft Report for BOC review
- Report Completion