

# **BAINBRIDGE ISLAND FIRE DEPARTMENT**

## **BOARD OF COMMISSIONERS**

### Special Meeting Minutes

May 13, 2025

Chair Scott Isenman called the Board of Commissioners Special Meeting to order at 6:30 PM. Present were Commissioners Bruce Alward, Tim Carey, John De Lanoy (remote); and Fritz von Ibsch; Fire Chief Jared Moravec; Deputy Chief Jeremy Mendola; Finance Manager Ed Kaufman; other BIFD staff; and members of the public.

### AGENDA ADDITIONS & DELETIONS

None

### BUSINESS AGENDA

#### 1. Strategic Planning Workshop

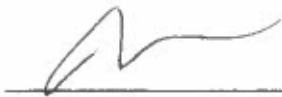
Chief Moravec welcomed members of the public and Commissioners to the 2025 Strategic Planning Workshop. The workshop was designed to allow feedback from the public, the Board and other members of the Department as to the strategic goals of the Department over the next three to five years. Chief Moravec first provided an overview of the Department's past Strategic Plans and factors affecting the next plan, see attached. At the end of the formal presentation, workshop participants took part in a brainstorming session to provide ideas for the next plan. These comments will be collated by staff and will serve as building blocks for the new strategic plan.

Chief Moravec intends to have the new strategic Plan substantively completed by the end of the summer. There will be additional opportunities for these participants to provide additional input as the process moves forward.

### ADJOURNMENT

The meeting was adjourned at 8:40 PM.

Submitted by:



Jared Moravec, Board Secretary

Approved

May 28th, 2025





- Review Past Planning Period 2019-2024
- Review Profile, Statistics & Financials
- Review Mission & Values
- Review Fire Chief's Vision
- Discuss Plan Format & Duration
- Brainstorm Potential Inputs





## 2019-2024 STRATEGIC PLAN REVIEW



## 2019-2024 NOTABLE ACCOMPLISHMENTS

- 2019
  - Station 22 Reopens
  - EMS Levy Approved by Voters at \$0.40
- 2020
  - WSRB Rating Improved from Class 5 to Class 4
  - Information Technology Plan adopted
  - Administrative Battalion Chief Position Created
  - Facilities Interlocal Agreement Approved
- 2021
  - Succession Plan Adopted
  - Kitsap County Fire Training Consortium Created
  - IT Administrator Position Created
- 2022
  - Board authorizes increased staffing from 12 per shift to 13 per shift
- 2023
  - Chief Teran Retires, Chief Moravec Appointed as new Fire Chief
  - New Hires Begin Attending Consortium Academy
- 2024
  - Board authorizes increased staffing from 13 per shift to 15 per shift
  - Medical Services Officer position created and filled
  - Report on Administrative Staffing adopted





## 2019-2024 STRATEGIC GOALS

### Level of Service

- Add a Medical Services Officer (MSO) to staff as identified in the previous Strategic Plan.
- Establish thresholds and make recommendations for adjustments to staffing levels for BLS transports during the term of this plan.
- Adjust minimum staffing to two FF/PMs per shift.
- Develop the Department's succession plan.
- Evaluate administrative workload for staffing recommendations.
- Develop a *Standard of Cover* guideline to define future response performance objectives.
- Evaluate volunteer program structure.

### Community Risk Reduction

- Conduct a formal risk analysis of Bainbridge Island.
- Develop and implement programs to mitigate identified risks.
- Evaluate CRR reporting relationships.

### Safety

- Develop a program to address mental health for Department members.

### Training

- Implement a career development program.
- Develop a training facility master plan.
- Continue to utilize Tri-District training partnerships.
- Evaluate the current volunteer training program.

### Facilities & Equipment

- Evaluate and update the current apparatus replacement schedule as needed.
- Evaluate options for fleet maintenance.
- Develop and implement a comprehensive, preventative maintenance program for all facilities.
- Prioritize and budget for additional facility options.

### Information Technology

- Develop a comprehensive Department IT plan.
- Establish an IT equipment replacement schedule.
- Maintain cyber security with all electronic communications.

### Finance

- Provide sustainable funding and responsible spending for all Department operations.
- Renew the EMS levy in 2019 at \$0.40.
- Fund future capital purchases with funds saved from operational levies.

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## PROFILE, STATISTICS & FINANCIALS

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graph TD
    BOB[BOARD OF COMMISSIONERS] --> FC[FIRE CHIEF  
Waterbury School Fire Department]
    FC --> FM[FINANCE MANAGER  
Administration]
    FC --> TFC[TRAINING FIRE CHIEF  
Coaches]
    FC --> FM2[FIRE MARSHAL  
Fire Marshal's Office]
    FC --> COO[COO  
COORDINATOR]
    FM --> FA[FINANCE ADMINISTRATOR]
    FA --> IA[IN  
ADMINISTRATION]
    IA --> AA[ADMINISTRATIVE  
ASSISTANT]
    AA --> HRM[HUMAN RESOURCES  
MANAGER]
    TFC --> AS[A SHIFT]
    TFC --> BS[B SHIFT]
    TFC --> CS[C SHIFT]
    AS --> ASBC[A SHIFTS BATTALION CHIEF]
    AS --> ASLT[A SHIFTS LEUTENANT]
    AS --> ASVPC[A SHIFTS VOLUNTEER PROGRAM COORD]
    AS --> ASPT[A SHIFTS PARAMEDIC TECHNICIAN]
    BS --> BSBC[B SHIFTS BATTALION CHIEF]
    BS --> BSLE[B SHIFTS LEUTENANT]
    BS --> BSFP[B SHIFTS FIRE FIGHTER PARAMEDIC]
    BS --> BSFE[B SHIFTS FIRE FIGHTER EMT]
    BS --> BSVR[B SHIFTS VOLUNTEER RESPONDERS]
    CS --> CSBC[C SHIFTS BATTALION CHIEF]
    CS --> CSLE[C SHIFTS LEUTENANT]
    CS --> CSFP[C SHIFTS FIRE FIGHTER PARAMEDIC]
    CS --> CSFE[C SHIFTS FIRE FIGHTER EMT]
    CS --> CSVR[C SHIFTS VOLUNTEER RESPONDERS]
    CS --> MSO[MEDICAL SERVICES OFFICER]
    MSO --> FM3[FLEET MANAGER]
  
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Contract position. \*Includes Lieutenant/Paramedics.



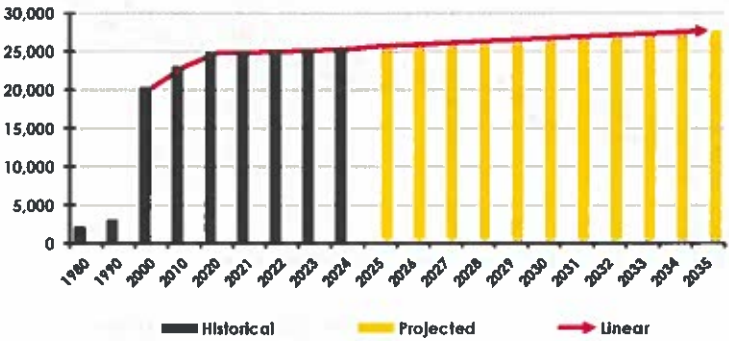
## EMERGENCY RESPONSE OPERATIONS

- Total Calls:
- Transport Destination:

- BIFD | May 13th Strat Plan Kickoff | 2025 8



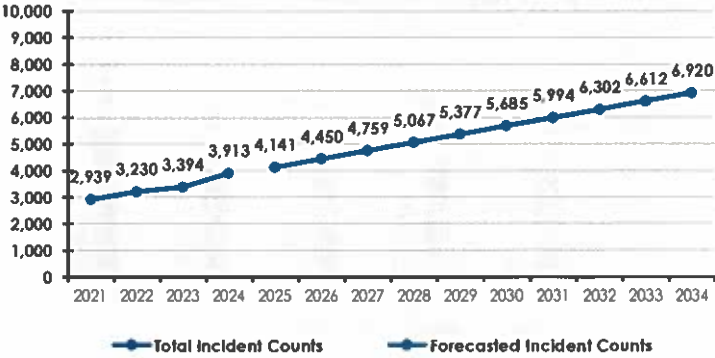
BIFD Population Projections (2024-2034)



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Total Incident Volume Forecast (2021-2034)



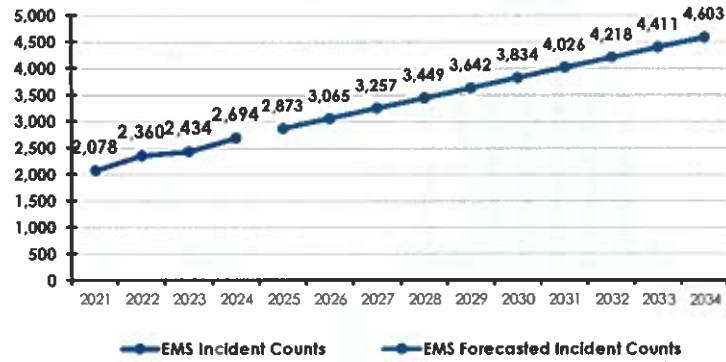
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## EMERGENCY RESPONSE OPERATIONS

Figure 133: EMS Volume Forecast (2021-2034)

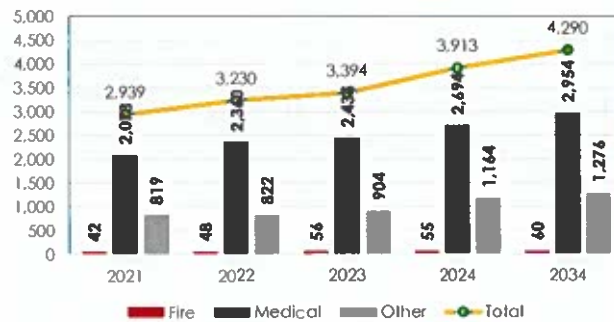


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## EMERGENCY RESPONSE OPERATIONS

Active Forecast by Incident Type (2021-2034)



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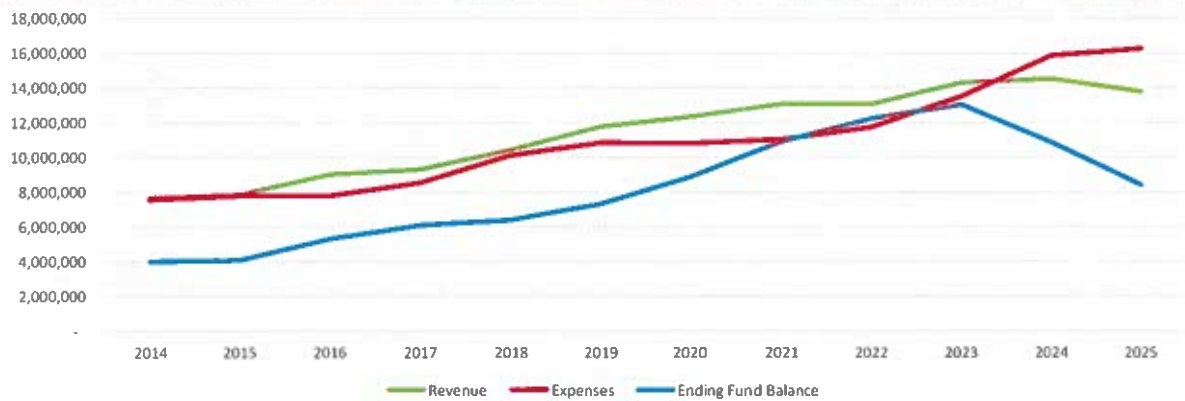
## ADDITIONAL METRICS

- Fire Marshal Office:**
  - Plans Reviewed: 444 (+13.7%)
  - Construction Inspections: 279 (-3.8%)
- Volunteers:**
  - Responding Volunteers: 8 (-6)
  - Special Services Volunteers: 1 (-4)
  - Total Responses: 398 (2023: 229)
  - Extended Standby Hours: 1,310 (2023: 2,800)

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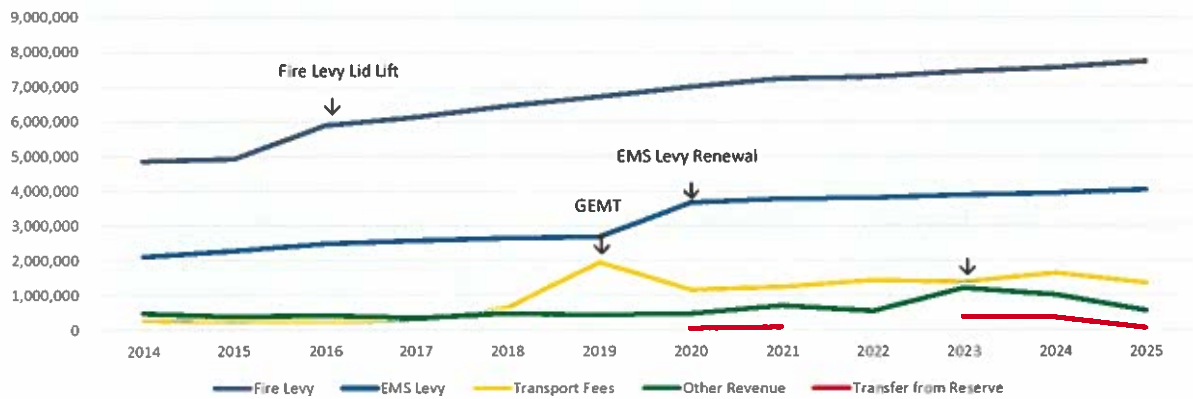
## REVENUE VS EXPENSES



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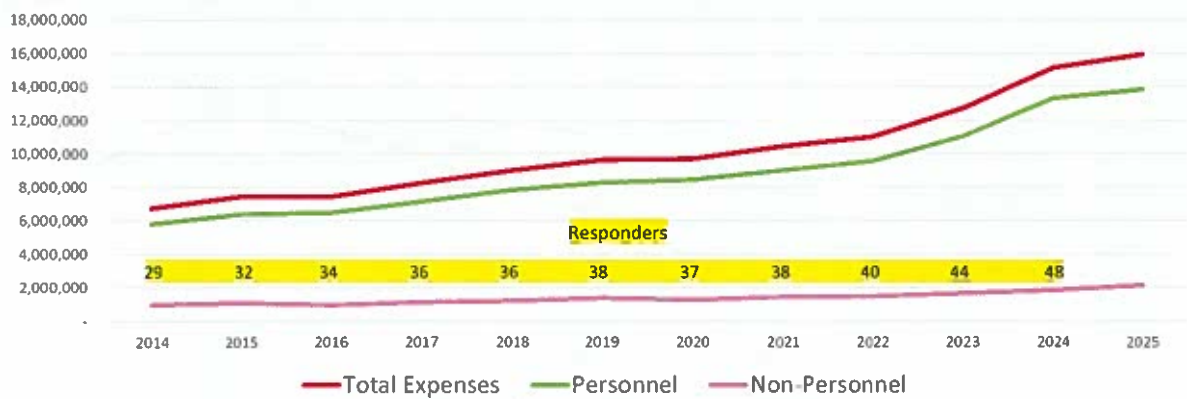
## REVENUE COMPARISON



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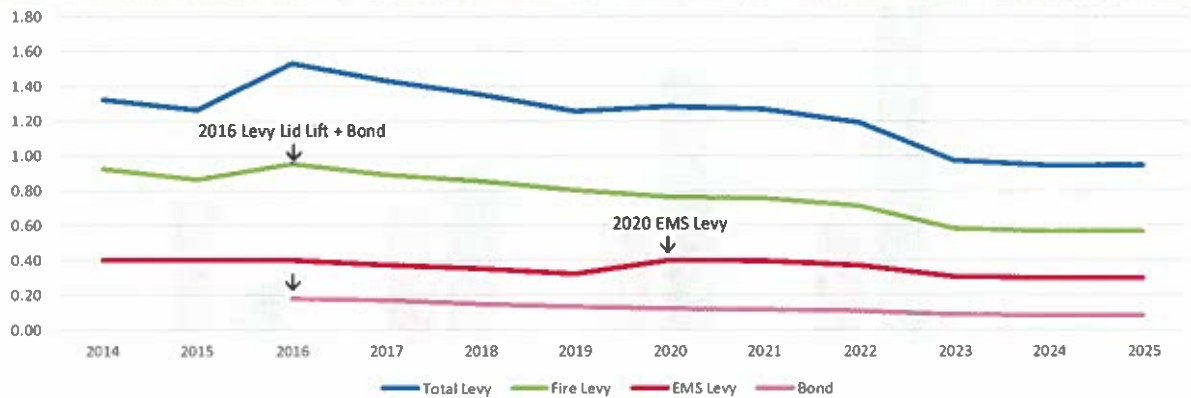


## PERSONNEL VS NON-PERSONNEL EXPENSES



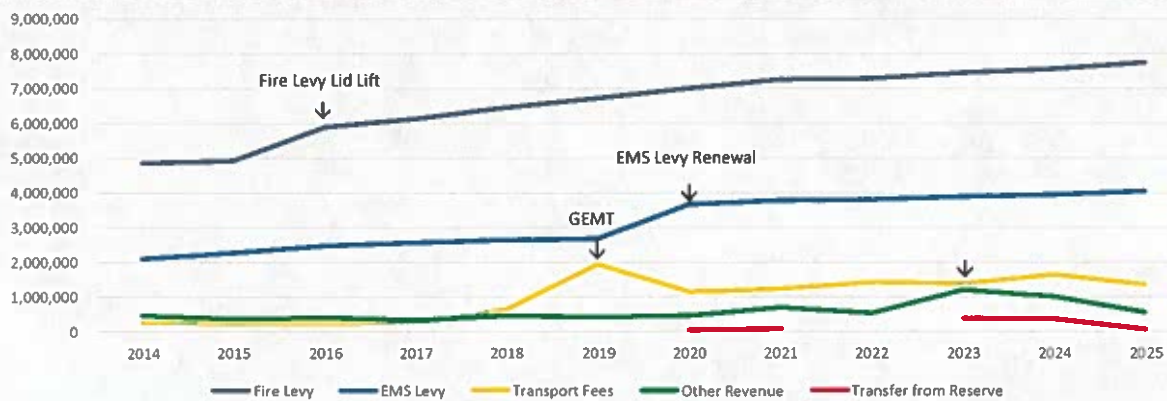
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## LEVY RATES 2014-2025



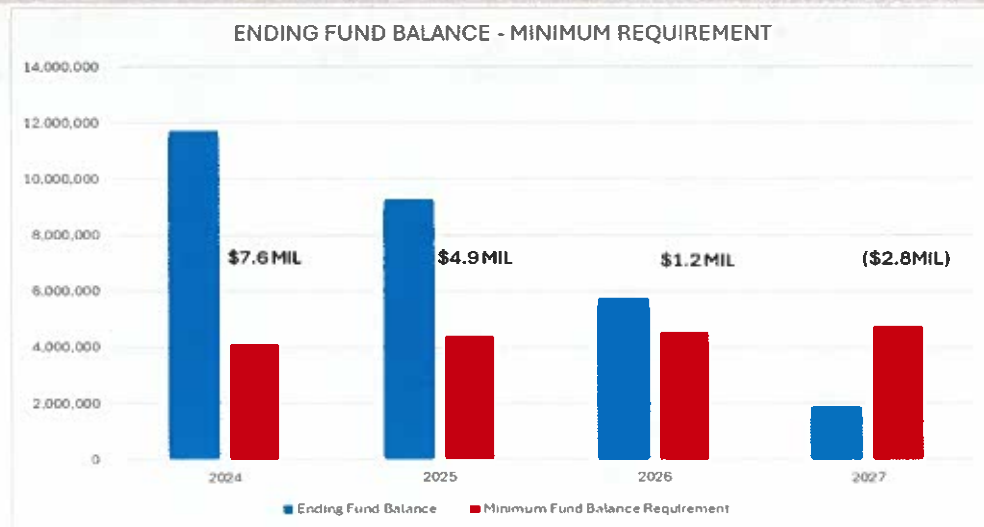
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## REVENUE COMPARISON



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**Mission: Safeguarding lives, property, and the environment through prevention, education, and emergency response.**



#### COMPASSION

We care for each other and those we serve with respect and empathy, remaining humble and courteous.



#### TRUST

We continually strive to earn and maintain the public's and each other's trust by using our best judgment and upholding a character of honest and ethical conduct in every situation we encounter.



#### STEWARDSHIP

We are dedicated to being accountable stewards of the resources entrusted to us, taking deliberate action to establish and maintain our readiness to serve the public.



#### INNOVATION

We embrace change and empower our members to be innovative, adaptive, and forward-thinking, seeking ways to improve themselves, the Department, and the community.



#### COURAGE

We exercise the moral and mental strength to do what is right, with fortitude and determination, even with faced with adversity.

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**FIRE CHIEF'S VISION**





Provide outstanding service through a Department that is:



Well Staffed



Well Trained



Well Equipped



Well Supported

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## PREVIOUS PLAN 'AREAS OF FOCUS'

- Level of Service
- Safety
- Training
- Community Risk Reduction
- Facilities & Equipment
- Information Technology
- Finance
- Community Engagement

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## PLAN DURATION

Original Strategic Plan: 2010-2019 (10 yrs)  
 • Update: 2013-2022

Most Recent Plan: 2019-2024 (6 yrs)

### Factors:

- Technological Change
- Internal Change
- Industry Dynamics
- Organizational Complexity
- Long-term Vision

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**Ideas**

**Thoughts**

**Concerns**

**Questions**



- STAFF WORK - Immediate
- REGULAR STAFF UPDATES – BOC Meetings
- PROGRESS WORKSHOP w/ BOC – Mid-June & Mid-July
- TARGET FOR SUBSTANTIAL COMPLETION - August



