



Grant County Fire District No. 8

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Board of Commissioner Special Meeting Minutes

The special meeting of the Board of Fire Commissioners of Grant County Fire Protection District No. 8 was held on March 12, 2022 for the purpose of holding a Strategic Planning Workshop. Gubernatorial Proclamation 20-28 regarding open public meetings act and public records act prohibited 100% in person meetings. This meeting was virtual, telephonic, and in person in compliance with the proclamation. The meeting was held via Zoom and information for the public to participate was posted on our website and on the door of the main station on March 7, 2022. The meeting was not recorded.

The meeting was called to order by Commission Chair Scott Nesbit at 10:02 hours.

The Pledge of Allegiance was spoken.

Commissioners present: Scott Nesbitt, Debra Crain, Paul Parker, Richard Kummer, and Russell Brixey. A quorum was established.

Others present: Chief Joe Noonchester and District Secretary Barbara Davis

There were no members of the public to be welcomed and invited to comment.

The agenda was reviewed. A motion was made to approve the agenda as presented. **Motion: Parker. Second: Brixey. Motion approved unanimously.**

Chief Noonchester reviewed the history of the 2015 Strategic Plan and stated the objectives of the planning session. A TED Talk video about volunteer firefighters was shown. The District Mission Statement, Vision Statement, and Values were reviewed and found to be still accurate.

Attorney Brian Snure joined the meeting via Zoom at 10:30. The multi-year levy lid lift was reviewed and Snure explained the RCWs and WACs associated. He said the first year of the levy, the rate would go back to \$1/\$1,000 assessed valuation and the following five years, the levy rate would go up based on a percentage stated in the resolution. Snure said most fire districts use 6% or CPI. He suggested the Board approve and submit a provisional resolution for a single year lid lift for the general election if the multi-year resolution fails during the primary election.

The Board asked Snure to explain the laws surrounding annexation of an incorporated city into the District. History was given regarding the City of Mattawa. Snure said the City would need to put a measure to its voters for them to approve the annexation of the City into the District. He discussed the taxing impacts for the City. Chief spoke about the Mattawa Urban Growth Area (UGA) and how it continues to be annexed into the City and he asked Snure about fire impact fees. Snure stated the City would need to approve ordinances for impact fees as well as inspections and code enforcements. Snure told the Board that he thought annexation of the City would be a good idea because the tax levies would be a wash and accountability would be better for the District. There was discussion on the topic, then Snure left the meeting.

Chief went on to review the organizational chart. He discussed operations and said that more support services were need.

SWOT Analysis:

- Strengths – volunteers, including the residents, reserve funds, more paid staff, a 5-acre training grounds area, the new station, good relations with other districts, and community support.

- Weaknesses – low number of volunteers, training, low response levels, communication, experience (or lack of), older apparatus and equipment, two outdated facilities, accountability and uniformity.
 - There was discussion on volunteerism and different positions. Davis mentioned that there were four “non-BVFF responders” in support rolls: rehab specialist, driver/operator, traffic control, and translator. There was discussion on a cadet program, auxiliary, and fire science program.
- Opportunities – reserve funds, new apparatus, area growth and the Mattawa UGA, increase paid admin staff, develop training facilities, levy increase, better relationships with ILA partners, alternative funding sources, streamline financial info (fewer reports)
- Threats – volunteer recruitment and retention, RCWs, WACs, NFPA standards, increased call volume, area growth (unorganized), closed mindedness and resistance to change.

Long term strategic objectives were reviewed. They were finance/administration, personnel, emergency medical services, fire suppression services, fire prevention and inspection services, and a capital expenditures plan that included apparatus, equipment, and facilities.


Short term goals, priorities, and initiatives were discussed. See attached PowerPoint presentation.

Action item priorities were identified as follows:

1. Training and communication
2. Levy lid lift
3. City of Mattawa annexation
4. Personnel and staffing plan
5. Facilities improvements

There was discussion on the next steps and contingency planning. It was decided to have another strategic planning meeting, but a date was not set.

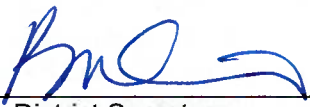
There being no further business before the Board, the meeting was adjourned at 15:36 hours.



 Chairman

 4/12/2022

 Date



 District Secretary

 4/12/2022

 Date

STRATEGIC PLAN

Grant County Fire District 8
2022

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Mission Statement

- To protect life, property, and the environment

The District faces unique challenges in keeping pace with the changing world in which we live and work. We must not forget the traditions and people who brought us to this point. However, we must adapt, be flexible, and be progressive in order to be successful. We believe the following statements will provide with a vision that will enable us to continue to be an exceptional organization.

Vision Statement

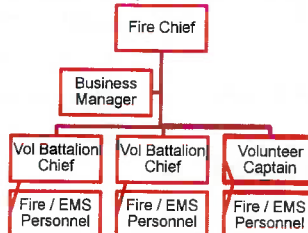
- Strive to be leaders and role models in the community we serve
- Be accountable to those we serve, each other, and any fire service organization with whom we interact
- Be committed to providing the best public safety services through innovative training, education, and equipment
- Be willing to take the District into the future through productive teamwork, open and honest communication, and participative decision making throughout the organization
- Are committed to our mission and values, and be dedicated to the fire service

Values

- **Respectful:** to those we serve and to each other
- **Teamwork:** we all have our own skills and experience, yet we recognize that we are better together
- **Diversity:** we respect different identities, experience, and perspective of those that we work with and the community we serve
- **Compassion:** caring is part of our job, we could not do what we do without a deep and motivating empathy for those we serve
- **Courage:** show fortitude and determination in a crisis
- **Safety:** strive to protect the lives and well-being of our community and members safely
- **Professionalism:** be dedicated, compassionate, trustworthy, and act with honesty and integrity

Organizational Chart

- Grant County Fire District 8 is a combination fire district that provides fire suppression, emergency medical services, and fire prevention and education services to a population of approximately 8,000 year-round residents residing in an area of 248 square miles.
- These services are provided primarily from Station 81 and from satellite stations in the community of Desert Aire on the west side of the district and on J Road SW on the east side of the district.
- The district consists of one Fire Chief, one Business Manager, two volunteer Battalion Chiefs, one volunteer Captain, six FTE FF/EMTs and 16 volunteers.



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SWOT Analysis (summarized view of current position)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Volunteers/residents • Reserve funds • Paid Staff • 5-acre training ground • New station • Good relationships with other districts • Community support 	<ul style="list-style-type: none"> • Low # of Volunteers • Training • Low response levels • Communication • Experience (or lack of) • Older apparatus & equipment • 2 Outdated facilities • Accountability/uniformity

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SWOT Analysis, continued

<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Reserve funds • New apparatus • Area growth/Mattawa UGA • Increase admin paid staff • Develop training facility • Levy increase • Better relationship with ILA partners • Alternative funding sources 	<ul style="list-style-type: none"> • Volunteer recruitment & retention • RCWs, WACs, NFPA • Increasing call volume • Area growth (unorganized) • Closed mindedness/resistance to change

Long-term Strategic Objectives

These long-term strategic focus areas span a 3-year (or more) time horizon. They answer the question of what we must focus on to achieve our vision.

To make an effective fire agency, you must be able to say, "This is the direction we wish to go; this is the speed I wish to go; follow me."

1. Finance / Administration
2. Personnel
3. Emergency Medical Services
4. Fire Suppression Services
5. Fire Prevention / Inspection Services
6. Capital Expenditure Plan: Apparatus / Equipment / Facilities

Short-term Goals/Priorities/Initiatives, continued

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

1. Administration
 - Reduce WSRB *Washington Survey and Rating Bureau* grade
 - Develop rules and regulations to establish a baseline document detailing the requisite efficient and orderly operation of the district *Best Practices Document*
 - Examine all district functions for efficiency and cost effectiveness *Standards of Cover Document*
 - Continually explore revenue enhancement opportunities
 - Explore and implement regional partnerships with other agencies
 - Establish WAC required safety committee

SMART Goals

- S pecific
- M easurable
- A ttainable
- R ealistic
- T imely

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Short-term Goals/Priorities/Initiatives, continued

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

- Administration, continued
 - Enhance the district's involvement in the County Emergency Management Services Department *Hazard Mitigation Plan Document*
 - Review and revise standard operating procedures for effectiveness, efficiency, and correspondence with fire and EMS operational mandates *Best Practices Document*
 - Review and revise district involvement in community outreach activities based on effectiveness and cost efficiency
 - Create and deliver a communication program for internal and external parties that is efficient and expedient

SMART Goals

S	pecific
M	easurable
A	ttainable
R	ealistic
T	imely

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Short-term Goals/Priorities/Initiatives

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

- Personnel (Career / Volunteer)
 - Conduct workplace environment training
 - Establish department policies (job descriptions, workplace legal etc..)
 - Establish employee evaluation program to comply with NFPA, OEMS competency standards
 - Develop an organizational environment that promotes member commitment, loyalty, respect, and cooperation
 - Improve organizational communication
 - Redundancy/succession planning
 - Create a program designed to support continuous professional development of staff and volunteers
 - Develop a health/wellness/fitness program

SMART Goals

S	pecific
M	easurable
A	ttainable
R	ealistic
T	imely

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Short-term Goals/Priorities/Initiatives, *continued*

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

2. Personnel - Staffing Levels

- Recruit and train volunteer personnel-volunteer support positions
- Establish a system to provide continual evaluation of district response capabilities and the resources required to ensure an effective delivery of services *Standards of Cover Document*
- Develop a staffing/response program designed to meet national standards and community needs

SMART Goals
Specific
Measurable
Attainable
Realistic
Timely

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Short-term Goals/Priorities/Initiatives, *continued*

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

2. Personnel - Training

- Create an internal system that enhances and supports the use of computer-based training programs
- Develop a district-wide training/certification program comprised of national and state certification standards
- Establish a daily training curriculum for career *staff-QTRLY Objectives*
- Maximize the use of external fire and EMS instructors to deliver training programs
- Increase attendance at training sessions

SMART Goals
Specific
Measurable
Attainable
Realistic
Timely

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Short-term Goals/Priorities/Initiatives, continued

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

3. Emergency Medical Services

- Reevaluate zone response times and establish target response times that meet or exceed NFPA standards 1710 & 1720
- Establish an apparatus replacement program-**4x4 ambulances**
- Investigate EMS technology and equipment-based innovations and advancements Image Trend, Slate
- Transition from paper MIRs to electronic patient care reports **CAD integration EPCRs**

SMART Goals

Specific
Measurable
Attainable
Realistic
Timely

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Short-term Goals/Priorities/Initiatives, continued

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

4. Fire Suppression Services

- Investigate and deploy state-of-the-art fire suppression-based equipment, technology, and safety related **innovations-Quint-4X4 Ambulances**
- Design and implement a program to assist the district in meeting NFPA response and staffing standards-**Standards of Cover**
- Improve fire suppression incident and building pre-plan capabilities-**City of Mattawa discussions**
- Review, reorganize, and revise the current Standard Operating Procedures and add new as needed-**Best Practices**
- Research fire suppression-based grant opportunities and apply for identified funding

SMART Goals

Specific
Measurable
Attainable
Realistic
Timely

Short-term Goals/Priorities/Initiatives, *continued*

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

5. Fire Prevention / Inspection Services

- Establish and implement a fire and life safety education program
- Establish and implement a fire prevention and fire inspection system that utilizes a mobile computer-based program *ILA with the city*
- Improve the collection of building fire pre-plan information and integrate it into mobile based computers *Image Trend*

SMART Goals
Specific
Measurable
Attainable
Realistic
Timely

Short-term Goals/Priorities/Initiatives, *continued*

These items convert the strategic objectives into specific performance targets that fall within the 1- to 2-year time horizon. They state what, when, and who and are measurable.

6. Capital Expenditure Plan (Apparatus / Equipment / Facilities)

- Facilitate the construction of a new Fire training facility
- Ensure the district has adequate resources, equipment, and apparatus to maintain and enhance service delivery levels as required
- Facilitate design/upgrades to Station 82

SMART Goals
Specific
Measurable
Attainable
Realistic
Timely

Action Items/Plans

These specific statements explain how a goal will be accomplished. They are the areas that move the strategy to operations and are generally executed by teams or individuals within 1 to 2 years.

- Identify specific goal to be worked on
- Assemble team or individual and meeting schedule
- Establish attainable timeline for goal to be accomplished/benchmarks
- Make individual assignments
- Report progress to commission
- Beta testing/training *if required*
- Implementation

Scorecard

A scorecard is used to report data from our key performance indicators and track our performance against monthly (or other measurement) targets.

- Evaluate progress based on benchmarks
- Make adjustments in methods *if needed*

Financial Assessment

Based on historical record and future projections, this assessment helps plan and predict the future, allowing us to gain much better control over our financial performance.

- Levies
- Fire benefit charge
- Fee for services-MVAs on 243
- ILAs
- Impact fees
- Inspection services