

**Joint Integration Steering Committee for EMS and Fire (ISC)**  
San Juan County Public Hospital District No. 1 / San Juan Island EMS  
San Juan County Fire Protection District No. 3  
The Town of Friday Harbor

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**Integration Steering Committee (ISC)**

**Meeting Summary**

**Monday February 24, 2020 – 1:00 p.m. to 2:30 p.m.**

**Members Present:** Norvin Collins, Karl Kuetzing, Anna Lisa Lindstrum, Duncan Wilson, and Frank Cardinale (by phone)

**Members Absent:** None

**Support:** Nathan Butler

Group discuss meeting length and agreed on an hour going forward, with exceptions as needed. Lindstrum requested that the group talk about the budgets. Collins asked if there needed to be any subcommittee assignment changes, but the group agreed that none were needed.

The first action item for discussion was how to bring the Boards into the project and form collective agreement. The group agreed to have the Chiefs meet with commissioners individually to get input and then have a joint meeting.

Chuck Dalldorf distributed a two-page FAQ regarding annexation of the Town of Friday Harbor which was discussed section by section. A chart will be added.

Several members had to leave. Those who remained discussed combined budgets. Collins suggested that they could do a one-year budget based on where they were now, but how and when to do things needed to be discussed in a joint Board meeting. Lindstrum suggested hiring a consultant to analyze the combined budgets and assist in the project.

**Integration Steering Committee (ISC)**

**Meeting Summary**

**Monday February 10, 2020 – 1:00 p.m. to 2:30 p.m.**

**Members Present:** Norvin Collins, Karl Kuetzing, Anna Lisa Lindstrum, Duncan Wilson, and Frank Cardinale (by phone)

**Members Absent:** None

**Support:** Nathan Butler

Hospital District Commissioner Anna Lisa Lindstrum was appointed to all of Rebecca Smith's former committees. The Fire District indicated that it was willing to have Commissioner Everett Clary fill those roles as desired, although he is not an official member of the Steering Committee. (Clary serves as an alternate for the hospital district).

Chief Norvin Collins reported that the Fire District is about halfway to the 60% threshold for annexation of the outer islands on both the land area petition and the voter petition. The goal is to have this completed by the end of summer, and if it can be done by late May or early June, then the Fire District could begin deploying resources for the 2020 summer.

The bulk of the time was spent discussing Town Annexation. The Town of Friday Harbor has passed an ordinance that includes the ballot measure to be sent to voters. Town Administrator Duncan Wilson indicated four key reasons for annexation, to be used in outreach: (1) the existing contract between the Fire District and the Town commits them to work towards annexation (2) It will significantly help facilitate an eventual merger (3) the Town's tax rate relative to other towns is not high, but it has very significant needs for infrastructure, (4) this will allow Town residents to vote for representation on the Fire District Board. Duncan Wilson (Town) and Chuck Dalldorf (Fire District) agreed to work together on messaging.

Budgeting was discussed briefly, and Nathan Butler filed a brief report on steering committee expenditures. The ISC has \$5,656.02 remaining in its budgeted funds. Lindstrum asked if a budget for a joint service was being worked on. Collins indicated that although work is being done, it needs to be done in the context of a broader discussion of service levels. Wilson and others indicated that they did not want the annexation of Town to be more confusing than it already is, and it was agreed to wait until after April.

The next ISC meeting is scheduled for February 24, 2020, at 1:00 p.m., but will be held at the hospital district offices rather than the Fire District.

### **Integration Steering Committee (ISC)**

#### **Meeting Summary**

**Friday November 22, 2019 – 9:00 a.m. – 10:40 a.m.**

**Members Present:** Frank Cardinale (phone), Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson (as well as Chuck Dalldorf and Anna Lisa Lindstrum)

**Members Absent:** None

**Support:** Nathan Butler

Chief Collins began the session with a review of the Integration Steering Committee's activities since its inception, noting that "process isn't as important as the why." He reiterated that the scope of the ISC is "administrative not operational," and that the group's goal is to bring decision points to the Boards for determination. He reviewed some of the early notes from ISC meetings.

Chief Collins asked Butler to go over the timeline and GANTT as last constituted, from the Interlocal Agreement between EMS and Fire (ILA) to annexation votes for the outer islands and the Town of Friday Harbor and an eventual funding mechanism. Licensing for the Fire District to provide some EMS services was discussed, beginning with the BLS-Aid licenses that was awarded recently to an eventual ALS transport license once a funding source is secured. The process of outreach over the course of the project is widened as decision points are approached involving more people. Operational details are being worked on by the chiefs.

Discussion ranged widely but no decisions were made during this meeting. Butler's general impression was that areas for future work include decision making on timing for any Interlocal Agreements, timing for the funding mechanism vote, whether to lid lift or start a new EMS levy, getting agreement between affected agencies on timing going forward, and when to turn in the petitions for annexation by the Outer Islands. Butler needs to work with Carolyn Hudson on the ISC Budget and determine splitting of expenses and remaining budget.

Discussion of progress highlighted many significant accomplishments for 2019, especially with progress on the annexation of the Outer Islands. This included multiple trips to Stuart as well as trips to Johns and Henry; the creation of multiple databases for voters and landowners, the dispatching of a major mailer, and the creation of petitions or the public which were signed by many. Additionally, the registry and licensure of San Juan Island Fire and Rescue with the Department of Health for BLS-Aid was successful, and significant public and staff outreach occurred – including polling of all staff and volunteers. Meetings clarified and illuminated many tricky aspects of integration.

This was the last steering committee meeting for Rebecca Smith. All other members are ongoing. Smith's work on the Outer Islands subcommittees and the Board Configuration subcommittees represented a significant amount of time and effort on her part and contributed significantly to the Steering Committee.

The next Steering Committee meeting is anticipated for January 2020 unless something urgent comes up. After the meeting adjourned, Chief Collins permitted several members of the public to address the steering committee at their request.

### **Integration Steering Committee (ISC)**

#### **Meeting Summary**

**Tuesday Sept 3, 2019 – 10:00 a.m. – 12:00 p.m.**

**Members Present:** Frank Cardinale, Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Members Absent:** None

**Support:** Nathan Butler

Chief Collins began the session by comparing the Integration Steering Committee to the Citizen’s Advisory Group (CAG): we are not a decision-making body. We will recommend a path and the Boards will make a decision. On that basis, the group moved onward to discussing the “Path Forward.” Butler introduced a series of different scenarios similar to the draft action plan from August 26, 2019.

Based on input, a few steps are somewhat less clear in this “Path Forward” than they were before. For one, the decision was made to defer decision making on the funding mechanism, whether an EMS levy or a lid lift, and instead refer to it as the “funding vote” on the chart. The timing whether 2020 or 2021 is still being considered.

Likewise, the method by which the outer islands (Henry, Johns, Stuart, etc.) are annexed may shift. There are two methods being considered, (a) the original method which requires a petition of voters and (b) a petition based on landowners by mass, requiring 60% of all land mass. We will need some key people to promote the petition(s) on these islands. The group agreed to expend funds to mail out the trifold to outer island residents.

Other Issues Discussed:

- In September the goal is to get Board agreement on the general “Path Forward.” A joint meeting may be necessary.
- ISC members are to send opinions on the “Path forward to Butler
- Both Chiefs are meeting with the paramedics and EMT / Fire Associations
- Internal surveys of EMT and Fire Associations are coming back, got 37 of 60 back from the Firefighters Association. We are getting excellent and useful feedback.

Plan to meet next on September 16 at 9:00 a.m., at the Fire Station. Adjourned at 11:15 a.m. No comments from the public present.

**Integration Steering Committee (ISC)**

**Meeting Summary**

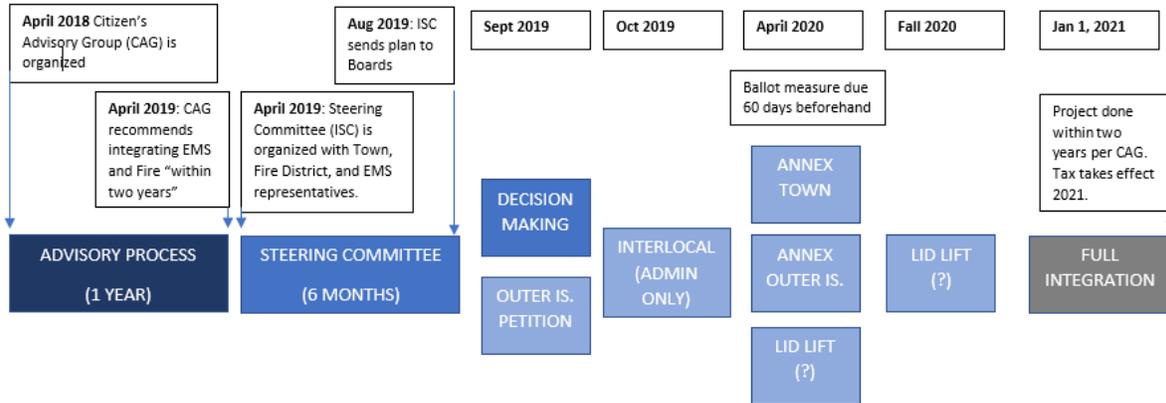
**Monday August 26, 2019 – 9:00 a.m. – 10:55 a.m.**

**Members Present:** Frank Cardinale (phone), Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Members Absent:** None

**Support:** Nathan Butler

A draft “Path Forward” was discussed:



The need to keep to the timetable of two years set by the Citizen’s Advisory Group (CAG) was discussed several times, and the value of an administrative integration (via Intergovernmental Agreement) was discussed. Those not on the steering committee who were present were given the chance to comment. A combined levy rate of \$1.00 was discussed through a lid lift, which equals the combined EMS and Fire rate in 2018. The process of annexing the Outer Islands was discussed, and how to coordinate the different electoral votes.

### Integration Steering Committee (ISC)

#### Meeting Summary

**Monday August 19, 2019 – 1:00 p.m. – 2:30 p.m.**

**Members Present:** Frank Cardinale (phone), Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Members Absent:** None

**Support:** Nathan Butler

The most important item discussed today was whether the Fire District should lid lift or start its own EMS levy to cover the cost of providing EMS service. Each member weighed in, with the balance of the arguments being for a lid lift. This would require only a simple majority vote and it matches the CAG recommendation. The amount the levy should be set at was determined to be \$1.00, which equals the rate of EMS and Fire levies combined at 2018 rates and matches the original levy rate for the Fire District.

The outer islands (main population at Stuart, Johns, and Henry) will need to start a petition, and our legal counsel has advised us that we may help with that process. Chief Kuetzing walked the group through the legal boundary delineation. The petition is signed by voters, and there are 50-55 in the outer islands. Contact has been made and outreach will begin at the end of August.

Other reports were made:

- *Town Annexation*: Nothing has been determined yet, but the Town does want to go forward. They plan to pass a resolution of intent that the Town will put money into capital and facilities improvement, especially roads.
- *Licensing*: EMS renewal is on track for the September 4<sup>th</sup> regional EMS and Trauma Care Council, Fire District licensing application is on track.
- *Organization Integration*: Kuetzing and Collins have been working on budgets and org charts. They are attending each other's staff meetings and working together.
- *Outreach*: The chiefs have met with the Fire and EMS association leaderships, who will be conducting a poll to determine what is felt about this process. Association leadership seemed to feel positive. Butler and Dalldorf discussed plans for bringing steering committee plans to decision makers and the public.

Members of the public who were present were invited to participate at the end, with several of them expressing appreciation for the steering committee and its work.

### **Integration Steering Committee (ISC)**

#### **Meeting Summary**

**Monday July 29, 2019 – 9:00 a.m. – 10:30 a.m.**

**Members Present:** Frank Cardinale, Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Members Absent:** None

**Support:** Nathan Butler

Much of this meeting was dedicated towards discussion of the Outer Islands:

- The current plan is to annex the outer islands in order to mirror the EMS levy boundaries. Chief Collins reported that the Fire District is currently reviewing options for funding and costing of response, whether annexed or as an out-of-district response.
- Any response will be more costly than on SJI, and will take more time. Chiefs Kuetzing and Collins are working on defining service levels, which will be discussed with stakeholders. Prevention will need to be an important component both from a medical and a fire risk standpoint, which will require tax funding.
- Collins directed the Outer Islands subcommittee to define boundaries, number of parcels, and work with the communications subcommittee to determine how to get it done, including dates and timeline.
- Wilson will start talking with the county council as they will have to approve this annexation.

Other brief reports were made:

- *Licensing subcommittee*: Kuetzing reported that the current EMS renewal application is ready, and that they are working to get the fire EMS certification submission in.

- *Organization Integration subcommittee*: Collins reported that job descriptions are being reworked. Policies and procedures, as well as budgets for 2020 are being prepared in collaboration between the agencies
- *Outreach / Messaging subcommittee*: Databases and literature are prepared, but delay is required until a few decisions on the integration are made: (a) How the Town will handle their tax issue (b) what the levy will look like – new EMS levy or a Fire lid lift (c) which outer islands if any are to be annexed. It is important to provide consistent messaging to avoid confusion from the beginning.
- *Budgeting*: Butler reported that a ballot measure will cost between \$10,000 and \$30,000 depending on who is sharing the cost of printing ballots. Usually, a general election will be much cheaper than a special election.
- *Town Annexation*: Town to meet on August 1<sup>st</sup> to discuss tax rate again.

Chief Collins directed the group to review the Citizen’s Advisory Group recommendation regarding whether to lid lift or start a new EMS levy. This will be discussed next time. The outreach committee will meet with the two chiefs to discuss the “why’s” for the project to go in literature.

### **Integration Steering Committee (ISC)**

#### **Meeting Summary**

**Monday July 15, 2019 – 8:30 a.m. – 10:00 a.m.**

**Members Present:** Frank Cardinale, Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Members Absent:** None

**Support:** Nathan Butler

Each subcommittee, listed on the GANTT chart and posted to the website, gave a progress report and engaged with the group in consultation. There were no action items.

- *Boundaries (Town) and Annexation (Town)* – Duncan Wilson briefed the group on his upcoming Town Council meeting on July 18<sup>th</sup> at 5:30 p.m. The Town is putting together a capital investment plan as it prepares for budgeting.
- *Boundaries (Outer Islands)* – Cardinale and Smith discussed their ongoing efforts to determine exactly which islands are in the EMS levy and which are not. A discussion about service levels will be needed. They hope to report back at the next meeting.
- *Board Configuration* – Cardinale and Smith filed an updated version of their report, which has been posted to the website. They do not recommend expansion.
- *Licensing* – Kuetzing filed a written report, posted on the website. He reported that licensing for needs filing to be done by September 1<sup>st</sup> in order to pass approvals in a timely manner. Work is being done on a renewal of EMS’ ALS license, and an initial application for Fire District No. 3 EMS-Basic license.

- *Organization Integration* – Collins noted that the chiefs are attending staff meetings and training together for both agencies, working with dispatch to improve terminology, and on the CODAN radio upgrade project.
- *Communications* – Butler and Dalldorf reported that a brochure, flier, and mailer databases are pretty much ready to go. A few details are needed from the group before it can be sent out, primarily timing and details about the levies.
- *Project Management* – Butler reported that little budgeting data has yet been developed; subcommittee milestones and project timing likewise need to be submitted

Collins asked that the Outer Islands subcommittee do some work defining the DOH service areas, that communications continue to work on scheduling outreach, and that Butler get election cost data. Members of the public who were present were given the chance to comment.

### **Integration Steering Committee (ISC)**

#### **Meeting Summary**

**Monday July 1, 2019 – 9:00 a.m. – 11:00 a.m.**

**Members Present:** Frank Cardinale, Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Members Absent:** None

**Support:** Nathan Butler

The meeting was for each subcommittee to report on where it was at. Subcommittees are listed on the GANTT chart, which is on the website. The following updates were given:

- *Boundaries (Outer Islands)* – Cardinale and Smith reported that they were working to determine which islands were in which district, how many voters there are, and other related data.
- *Elections (Board Configuration)* – Cardinale and Smith reported that they recommend no expansion of the Fire District Board and submitted a written report, to be posted to the website following some revisions.
- *Communications* – Butler and Dalldorf filled a written report, available on the website. Discussed plans for a letter to HOAs as well as people on a “need to know” list, service organizations, and media outreach. Recommended not creating a new website. Agreed to meet with Wilson, then with the two chiefs.
- *Licensing* – Kuetzing reported that this is moving forward with assistance from Kati English.
- *Organization Integration* – Kuetzing and Collins reported that the chiefs are working to build a common culture, nomenclature, and procedures so that when the time comes for legal integration the transition will be seamless. Also working with dispatch on some wording choices and on budgets to ensure compatibility. The chiefs are attending each others staff meetings and training.
- *Project Management* – Collins requested that those who have time frame information send it to Butler as well as progress reports. Discussed some administrative details.

Also discussed how to handle recommendations from the steering committee to the Boards. The committee agreed to submit them to the Boards for comment and review as they come.

### **Integration Steering Committee (ISC)**

#### **Meeting Summary**

**Monday June 17, 2019 – 11:00 a.m. – 1:00 p.m.**

**Members Present:** Frank Cardinale, Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Members Absent:** None

**Support:** Nathan Butler

The main task of this day was to review the project management tool, or GANTT, created by Kuetzing and Collins, and available on the ISC website (<https://sjcphd.org/integration>). This chart broke assignments down into manageable sections and assigned leads for the different sections that will serve as subcommittees. Each subcommittee will be working on determining a timetable. Some subcommittees have smaller components which report back to their respective subcommittees:

- 1) The “Boundaries” Subcommittee will be led by Kuetzing, with two component committees namely:
  - a) “Town Annexation Boundaries” led by Cardinale and Wilson
  - b) “Outer Islands Boundaries” led by Cardinale and Smith.
- 2) The Elections/Levies/Taxes subcommittee will be led by Collins, with four component committees:
  - a) “Board Configuration” led by Cardinale and Smith,
  - b) “Town Annexation Elections” with Cardinale and Wilson
  - c) “Outer Islands Annexation Elections” with Cardinale and Smith
  - d) “Levies: Decision Points” which the entire ISC will participate in
- 3) Messaging and Outreach subcommittee will be led by Chuck Dalldorf (fire PIO) and Nathan Butler (PHD PIO).
- 4) The licensing subcommittee will be led by Kuetzing.
- 5) Organization Integration subcommittee will be led by Kuetzing and Collins.
- 6) Butler will track the budget for the ISC.

Town Administrator Duncan Wilson indicated that an April 2020 special election for town annexation was more practical than a February 2020 special election. The committee agreed.

The Outreach subcommittee discussed plans for a website and other outreach. They will take the committees concerns and questions into consideration and work together to come up with a comprehensive plan.

## **Integration Steering Committee (ISC)**

### **Meeting Summary**

**Monday May 13, 2019 – 8:30 a.m. – 10:30 a.m.**

**Members Present:** Frank Cardinale, Norvin Collins, Karl Kuetzing, Rebecca Smith

**Members Absent:** Duncan Wilson

**Support:** Nathan Butler

Chief Kuetzing reported on discussions between EMS, Fire, and Jason Norris who oversees EMS licensing at the WA State Department of Health. The current plan is to move forward with a BLS Aid license (non-transport) which can be converted to an ALS license later.

A few process issues were discussed:

- *Attorney use:* Chief Collins and Chief Kuetzing will handle requests of legal counsel. Current plan is to use Richard Davis but keep Fire District legal counsel in the loop.
- *Meeting scheduling:* A full day retreat is being planned as it is likely easier to schedule than many smaller meetings.
- *Reports, Collaboration Tools:* Information will be shared via Groups and reports made to the committee beforehand.

*Project Management:* the bulk of the time was spent discussing how to organize this project into smaller tracks that can be addressed by subcommittees. Chief Kuetzing started a GANTT chart, which will be expanded, and filling it out will be a primary subject for the planned June retreat. A subcommittee to deal with licensing was organized including (to begin with) Dr. Michael Sullivan, Chief Karl Kuetzing, Chief Norvin Collins, and Rick Frazer.

The potential for an administrative consolidation was discussed but were it to take place it would only be a part of a larger plan approved by the involved governing bodies.

Those present not on the steering committee were given multiple opportunities to offer input. Rick Frazer, Chuck Dalldorf, and Anna Lisa Lindstrum all commented when asked.

## **Integration Steering Committee (ISC)**

### **Meeting Summary**

**Monday April 29, 2019 – 3:00 p.m. – 4:30 p.m.**

**Members Present:** Frank Cardinale, Norvin Collins, Karl Kuetzing, Rebecca Smith, Duncan Wilson

**Absent:** None

**Support:** Nathan Butler

Ground rules:

- *Leadership:* Karl Kuetzing nominated Norvin Collins as Chair; Duncan Wilson seconded. The vote was unanimous in support.
- *Meeting Procedure:* The committee agreed to act by consensus until such time as Robert's Rules of Order may be necessary.

- *Audience Participation:* Public comment will be accepted in writing. The committee may invite outside participation at their option. Public comment is more suitably directed towards the full Hospital District, Fire District, or Town Council.
- *Confidential topics:* the group reviewed the document passed by the Boards regarding topics which may be discussed privately. They agreed that tax rates should probably be discussed publicly.

*Committee Mission* is to “establish a critical path identifying the goals and timeline to effectuate integration of Fire and EMS to deliver the best services for the community’s needs.”

*Committee Scope* is primarily administrative not operational: (1) levies both current and future (2) Town Annexation (3) service areas (4) licensing issues (5) Integrate workforce. The group will need to break these issues down and address each one systematically.

*Timeframe:* Jan 1, 2022 this project must be completed, meaning that the last parts of this process must pass in 2021. Two primary parts (1) Town annexation to be potentially voted on in Feb 2020, and (2) Fire District Lid lift would occur November 2020.

- If the process fails, the failsafe is to renew the EMS levy in 2021 before its expiration in 2022. Annexation is the primary goal right now.
- Once on ballot for annexation, neither Town nor the District can advocate for the measure, so strong supporters will be necessary.

*EMS Licensing:* Another immediate need is that licensing for providing EMS services by the Fire District must be addressed. Kuetzing and Collins will address that with the Department of Health.

*Upcoming meetings:* May 13, 2019, at 8:30 a.m. was selected for the next meeting, and will be held at the Fire District No. 3 front conference room.

- Butler was directed to send out meeting invites, and agendas will be filtered through Butler
- Butler will also use the hospital district website to post notices; other involved agencies will post a link to that page. [www.sjcphd.org/integration](http://www.sjcphd.org/integration)
- Butler will summarize internal communications before each meeting

“One organization, One Levy, One Community”