

BAINBRIDGE ISLAND FIRE DEPARTMENT BOARD OF COMMISSIONERS

Meeting Minutes July 11, 2024

Chair Scott Isenman called the Board of Commissioners meeting to order at 4:30 PM. Present were Commissioners Bruce Alward (remote), Tim Carey and Fritz von Ibsch; Fire Chief Jared Moravec; Deputy Chief Jeremy Mendola; and Finance Manager Ed Kaufman. Commissioner Andrea Chymiy was excused.

AGENDA ADDITIONS & DELETIONS

None

PUBLIC COMMENT

None

FIRE CHIEF'S REPORT

- July 4th Weekend Recap: DC Mendola briefed the Board on response events over the July 4th weekend. Overall, the weekend was very uneventful. An Incident Command Post was established for July 4th with BN Josh Foley as Incident Commander. Coordinated effort with BIPD and Bainbridge Prepares, including the Drone Team for aerial mapping if needed. There were no issues during the Rotary Auction, other than heavy traffic. Very few response issues countywide.

GOOD OF THE ORDER

Commissioner Carey noted an article in a local Bainbridge magazine that featured Commissioner Chymiy. Commissioner Carey also noted that he successfully went skydiving for the first time.

CONSENT AGENDA

(Voucher numbers 36029 through 36082 totaling \$150,172.17, electronic payments for 6/27/24 through 6/28/24 totaling \$872,612.95, June payroll totaling \$920,348.04, Meeting Minutes 6/27/24). Commissioner Carey moved to approve the Consent Agenda as presented. Commissioner Alward seconded the motion and the motion passed unanimously.

BUSINESS AGENDA

1. P&P #131: Electronic Funds Transfers

Finance Manager Kaufman requested approval of P&P #131: Electronic Funds Transfers. This P&P provides guidelines for the use of electronic fund transfers by the Department to safeguard electronic payments from fraud and misappropriation. Commissioner Carey moved to approve P&P #131 as presented. Commissioner von Ibsch seconded the motion and the motion passed unanimously.

2. Human Resources Presentation

Chief Moravec presented the findings of the Human Resources Assessment compiled by Human Resources Manager Julie Dunn. Dunn explained the scope and methodology of

the assessment as well as the current HR workload distribution and the Gap Analysis by HR function. Chief Moravec made five recommendations to the Board for future direction of HR functions within the Department. Those recommendations include:

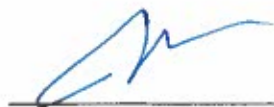
1. Increase authorized time for current HR Manager from 20 hours per week to up to 40 hours per week for the remainder of 2024.
2. Direct Staff to begin planning for full-time HR Manager position in 2025.
3. Implement HR and Employee Modules in MIP as an immediate stop gap measure to create and improve access and efficiencies for staff until exhaustive process for suitable replacement is completed.
4. Authorize the expansion of NKFR facilities contract for Maintenance Technician services at 0.5 FTE for remainder of 2024, in order to free Admin BN time to assist immediately in addressing gaps.
5. Direct Staff to bring back further analysis and a plan for creation of a second Training LT position in 2025 at the BOC meeting in August for Board consideration.

Please see attached slides for additional detail. Commissioner Carey moved to approve recommendations #1, 2, 4, & 5 as presented. Commissioner Alward seconded the motion, and the motion passed unanimously. Commissioner von Ibsch moved to conditionally approve recommendation #3 pending a review of security questions regarding the program with MIP staff and as long as resolution of those questions does not result in additional cost. Commissioner Carey seconded the motion, and the motion passed unanimously.

ADJOURNMENT

The meeting was adjourned at 6:10 PM.

Submitted by:



Jared Moravec, Board Secretary

Approved

August 22, 2024

Human Resources Evaluation & Recommendations

Presented by: Jared Moravec, Fire Chief
Ed Kaufman, Finance Manager
Julie Dunn, Contract HR Manager

July 11, 2024



1

Background

- Current Strategic Plan identified the 'evaluation of administrative workload to determine if additional administrative staffing is justified'.
- Evaluation of administrative positions and needs began in 2022 and was completed in January 2024.
- Numerous needs were identified and the Board approved a part-time, contract Human Resources Manager in the 2024 budget.
- Contractor selection process was completed and Julie Dunn started April 22, 2024
- Primary focus has been to evaluate HR needs and submit a report with findings and recommendations. She has also been providing other HR support as time allows.



2

2

Scope & Methodology

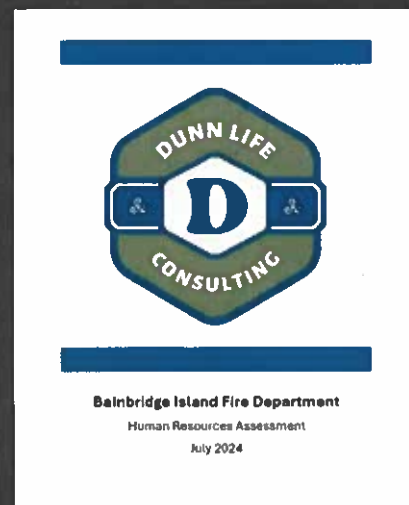


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Current HR Workload Distribution

- HR functions are currently spread out amongst at least six different positions totaling 1.5 FTE in cumulative work.
- Position most impacted:
 - Finance Manager – 60% (not including payroll)
 - Finance Administrator – 60% (range of 50-80%)
 - Administrative Assistant – 17%
 - Battalion Chief for Hiring Process – 366 hrs

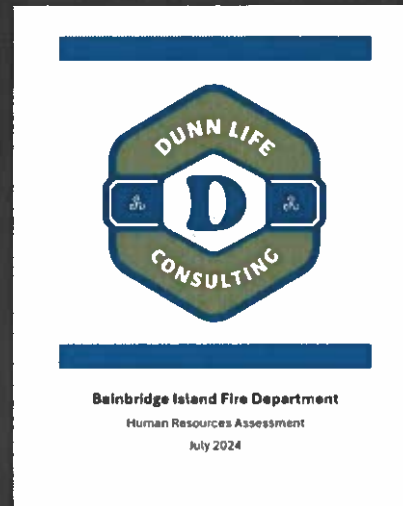


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Gap Analysis

- HR Planning & Management
- Recruitment & Selection
- Training & Development
- Performance Management
- Career/Succession Planning
- Compensation & Benefits
- Rewards & Recognition
- Policy Formulation
- Employee Engagement
- Health & Safety
- Compliance & Labor Laws



5

Prioritization & Resources

- **Immediate:**
 - HR & Other Policy Formulation/Updates
 - Training & Development
 - Performance Management
 - HR Planning & Management
 - Recruitment & Selection
- **Priority:**
 - Benefits & Leave
 - Health & Safety
 - Employee Engagement
 - Career/Succession Planning
- **Delayed:**
 - Compensation
 - Rewards & Recognition



6

Prioritization & Resources

• Immediate:

- HR & Other Policy Formulation/Updates -> Ops, Training, Finance, HR
- Training & Development -> Ops, Training, HR
- Performance Management -> Ops, Training, Finance, HR
- HR Planning & Management -> Ops, Finance, HR
- Recruitment & Selection -> Ops, Training, Finance, HR

• Priority:

- Benefits & Leave -> Ops, Finance, HR
- Health & Safety -> Ops, Training, HR
- Employee Engagement -> Ops, HR
- Career/Succession Planning -> Ops, Training, HR

• Disposed:

- Compensation -> Finance, HR
- Rewards & Recognition -> Ops, HR



7

7

Recommendations – HR Management

- Recommendation #1: Increase authorized time in current HR Manager contract from 20 hrs/wk to up to 40 hrs/wk for remainder of 2024.
 - Financial Analysis:
 - 2024 Budgeted Amount: \$75,000
 - Projected Budget Increase to Implement: \$33,700
- Recommendation #2: Direct Staff to begin planning for full-time HR Manager position in 2025.
 - Requires job duties adjustments & transition planning & analysis
 - Financial Analysis:
 - ~\$175k – 200k salary + benefits beginning in 2025
 - Note: \$75k was used in 10 yr projections from 2024 forward.



8

8

Recommendations – HR Information Management

- Recommendation #3: Implement HR and Employee Modules in MIP as an immediate stop gap measure to create and improve access and efficiencies for staff until exhaustive process for suitable replacement is completed.
 - Financial Analysis:
 - HR Module: \$3,000 one-time startup/training
 - Employee Module: \$3,500 one-time startup/training
 - \$845 maintenance for each module for remainder of 2024
 - Total 2024 Costs: \$8,190
 - Expected 2025 Maintenance Costs: ~\$4,000
 - Long Term Solution:
 - Integrated accounting, payroll, HR systems
 - RFP, Evaluation, & Implementation expected to take 12+ months



9

9

Recommendations – Gap Analysis Policy & Program Development

- Recommendation #4: Authorize the expansion NKFR facilities contract for Maintenance Technician services at 0.5 FTE for remainder of 2024 in order to free Admin BN time to assist immediately in addressing gaps.
 - ~0.25 FTE of Admin BN time is spent on Facilities management & tasks
 - BIFD currently contracts for 0.5 FTE for Maintenance Supervisor with NKFR
 - Additional Benefits:
 - Completion of backlog of pending items
 - Evaluate full-time arrangement while under NKFR contract
 - Will review 2025 and beyond as part of upcoming budget process
 - Financial Analysis:
 - 2024 Approved Budget for NKFR Contract (0.5 FTE, Maintenance Supervisor): \$85,000
 - 0.5 FTE Maintenance Technician for remainder of 2024: \$29,753



10

10

Recommendations – Gap Analysis Policy & Program Development

- Recommendation #5: Direct staff to bring back further analysis and a plan for creation of a second Training LT position in 2025 at the BOC meeting in August for Board consideration.
 - Current Training LT - 0.25 BIFD, 0.75 KCFTC
 - 1.0 FTE BIFD
 - Officer Development
 - Probationary Testing & Evaluation
 - BIFD-specific Needs
 - Volunteer Program Support
 - 1.0 FTE KCFTC
 - WAC Compliance
 - Fire Academy Support
 - Financial Analysis:
 - 2024: No impact
 - 2025 and beyond: TBD



11

11

2024 Budget & 10-Year Financial Plan Implications

- 2024 Budget
 - Proposed Recommendations (1, 3, & 4) = \$71,643
 - Mid-Year Budget Adjustment - August
 - CBA Ratification Impacts
 - Staffing Impacts
 - Minimum Staffing Qualified
 - Paramedic Shortage Measures
- 10-Year Financial Plan
 - Projected 2027 Levy Lid Lift
 - Above mid-year adjustments + recommendations do not change 2027 projected levy lid lift



12

12



Jared Moravec, Fire Chief
Bainbridge Island Fire Department
Email: jmorav@bainbridge.org