

Lake Stevens Fire
1825 South Lake Stevens Road
Lake Stevens, WA 98258
(425) 334-3034
www.LSfire.org



Snohomish County Fire District 7
163 Village Court
Monroe, WA 98272
(360) 794-7666
www.Snofire7.org

BOARD OF FIRE COMMISSIONERS JOINT MEETING MINUTES LAKE STEVENS FIRE / FIRE DISTRICT 7

Lake Stevens Fire Conference Center
10518 – 18th Street SE, Lake Stevens, WA 98258

September 26, 2019

1700 hours

CALL TO ORDER

Chairman Elmore and Chairman Waugh both called the meeting to order at 1700 hours.

PLEDGE OF ALLEGIANCE

ATTENDANCE

LSF: Chairman Elmore, Commissioner Gagnon, Vice Chair Steinruck,

Fire District 7: Commissioner Fay, Commissioner Schaub, Vice Chair Snyder, Chairman Waugh, Commissioner Wells, Commissioner Woolery.

LAKE STEVENS FIRE REGULAR BUSINESS

ADDITIONAL AGENDA ITEMS

- Entrance Conference with Auditor
- Moving the topic of Teamsters to New Business Action, rather than Discussion

ENTRANCE CONFERENCE

The auditors explained this audit will be a little different with the merger, with the purpose to go over the audit plan for Lake Stevens Fire.

The audit scope will include an Accountability Audit for 2017, 2018 and 2019. This will include review of the use of public resources and evaluate the district keeping with state laws and internal policies and procedures. There will also be a follow up from the last Accountability Audit. We will be reviewing accounts payable; credit card usage, travel, etc; and payroll. There will be a focus on the merger and the listing of all your assets; we will review your financial condition; as well as review meeting minutes and proper documentation.

The auditors reviewed their auditing process and requested that they be notified of any information that needs to be protected. They commented they are excited to be here and welcome any questions throughout the process.

MINUTES

Minutes 19-09-05

Motion to approve the September 5, 2019 Commissioner Meeting minutes as submitted correcting the "1952 hours" to "1852 hours" under the notes for Executive Session.
Motion by Vice Chair Steinruck and 2nd by Chairman Elmore.
Vote Passed, Commissioner Gagnon abstained as he was not present at the September 5 meeting.

FINANCIAL REPORT **Investment Report**

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Vouchers

Motion to approve Expense Vouchers dated September 12, 2019 in the total amount of \$102,628.73 as submitted.
Motion by Chairman Elmore and 2nd by Commissioner Gagnon.
Vote Unanimous.

Motion to approve Capital Replacement Voucher dated September 12, 2019 in the total amount of \$9,384.25 as submitted.
Motion by Commissioner Gagnon and 2nd by Vice Chair Steinruck.
Vote Unanimous.

Payroll

Motion to approve the September 2019 Payroll in the total amount of \$655,517.59 as submitted.
Motion by Vice Chair Steinruck and 2nd by Commissioner Gagnon.
Vote Unanimous.

Expense Line Item Review Summary & Reports

CORRESPONDENCE

Thank You for Service

OLD BUSINESS

Discussion

Merger with Fire District 7

Chief O'Brien commented we are excited about our future, and under New Business Action we have our resolution for the concurrent merger. As a team we are working hard to bring everything together; and in the Joint Meeting portion this evening we will have a lot more information about the merger including an updated org chart. We have an exciting future ahead of us.

Fire Station 84

Chief O'Brien commented the property on 20th has been cleared, and we are working on a couple things to move forward.

Deputy Chief/Fire Marshal Messer commented we have a lot coming up, and we are currently working on completing the administrative process for moving forward. We are consolidating the 4 parcels into one boundary line consolidation; and we have yet to perform a traffic study. The City of Lake Stevens would like to know how we will affect the flow of traffic; and we will go through the RFQ process to bring in a traffic consultant. Additionally PUD will be moving power poles at the southeast end of 20th Street, and they will pay for an easement.

Chief O'Brien commented we are about done prepping the property for Station 84. Once the Commissioners have finished their tours we will have recommendations for the Board on priorities with our Capital Facilities plan.

Temporary Lake Stevens Fire Office

Chief O'Brien commented we looked at the cost of relocating a temporary structure across from Station 82 and it looks like it is not going to be the best use of taxpayer dollars. We are currently considering a couple offices at Station 82.

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Action

Resolution 2019-08 Concurrent Merger

Motion to adopt Resolution 2019-08 Concurrent Merger as submitted.
Motion by Vice Chair Steinruck and 2nd by Commissioner Gagnon.
Vote Unanimous.

NEW BUSINESS

Discussion

Honorary Member

Chief O'Brien commented we have an opportunity to honor a citizen as an Honorary Member of Lake Stevens Fire and we would like to nominate Gary O'Rielly. He has stepped up and helped us in many ways contributing to our mission including assisting with our interview process, assisting with the Fire Chief selection process, assisting with promotional exams; helping us get our information out there in the community with the merger and levy processes; and he even joined us for one of our firefighter graduation ceremonies. He is a great friend of Lake Stevens Fire and we would like to nominate him as our Honorary Member.

Motion to make Gary O'Rielly an Honorary Member of Lake Stevens Fire.
Motion by Chairman Elmore and 2nd by Vice Chair Steinruck.
Vote Unanimous.

Teamsters

This topic has been moved to New Business Action.

Action

Teamsters

Chief O'Brien commented we have received a letter from the Teamsters asking to be a part of Teamsters with Fire District 7, and we have consulted with Legal Counsel Rich Davis.

Director of Finance & Administration Leah Schoof commented the Lake Stevens Fire Admin Group is currently not represented, and as we move forward with the merge they would be requesting to be represented. This is essentially a two-part process and the first part is the formality where the Commissioners make a motion to approve and then the 2nd part would see where everyone lands and how that all works out. Once the motion is made we will notify Legal Counsel Rich Davis and he will prepare a letter to send to PERC, which will finalize the process.

Motion to recognize Teamsters Union Local 38 as the sole and exclusive bargaining representative for all full-time administrative staff and facilities maintenance staff of Lake Stevens Fire, excluding supervisory and confidential employees.
Motion by Commissioner Gagnon and 2nd by Chairman Elmore.
Vote Unanimous.

Resolution 2019-09 Changing Regular Meeting Schedule

Chief O'Brien commented this resolution sets us in the direction of having Joint Commissioner Meetings for the remainder of the year. The goal is that every meeting from now on would be a Joint Commissioner Meeting.

Chairman Elmore commented he is working October 10 and will be unable to attend the next meeting.

Motion to adopt Resolution 2019-09 Changing Regular Meeting Schedule as submitted.
Motion by Vice Chair Steinruck and 2nd by Commissioner Gagnon.

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Vote Unanimous.

CHIEF'S REPORT

Chief O'Brien reviewed the following highlights:

- We now have a Daytime Aid Car 24/7 as of September 16. Thank you to everyone who helped make this happen.
- We attended the first day of school for paramedics at Harborview.
- We had a great September 11 Remembrance Service at Station 81.
- We have an upcoming Lake Stevens Chamber EXPO scheduled for September 28 at Cavelero Mid High from 10am - 2pm.
- We have an upcoming Community Open House scheduled for 6pm Tuesday October 29. We want to thank the community for their support as well as recognize promotions and new hires.
- We have our upcoming Annual Banquet scheduled for November 2.
- We had a Coffee with the Chiefs on September 24. Thank you Deputy Chief/Fire Marshal Messer for attending.
- We enjoyed attending the Kiwanis and Chamber Meetings in Monroe, as well as the grange in the Bothell area with Fire District 7.

GOOD OF THE ORDER

Vice Chair Steinruck thanked everyone with Lake Stevens Fire for all they do, and also thanked the members of Fire District 7.

Commissioner Gagnon thanked everyone as well.

Chairman Elmore thanked everyone for coming out for this evening's Joint Commissioner Meeting and commented he is looking forward to the Commissioner Retreat.

EXECUTIVE SESSION

None

FIRE DISTRICT 7 REGULAR BUSINESS

AGENDA CHANGES

Additional Action Item: Award Bid for Asphalt Work

Addition of an Executive Session regarding a personnel contract under RCW 42.30.110(1)(g)

Correction to Agenda: The location of the Leadership Meeting is changed back to Station 71

UNION COMMENT:

Union 2781: Union Secretary Sayah announced that the academy has begun with 6 new recruits and 1 company officer. He noted that the union held a coin toss to dovetail seniority as well as the District celebrated retiree Sjon LaSalle and his 32 years of service in fire, EMS & Army.

FIRE CHIEF REPORT

As presented.

CONSENT AGENDA

Approve Vouchers

Benefit Vouchers: #19-02389 through 19-02403; \$423,111.61

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Benefit Vouchers: #19-02404 through 19-02405; \$4,059.63
AP Vouchers: #19-02302 through #19-02388; \$115,986.98

Approve Payroll

Payroll: Sept 30, 2019; \$805,227.61

Approval of Minutes

Approve Regular Board Meeting Minutes – September 12, 2019

Correction that the location for the Sno-Isle meeting is at North County not Getchell.

Secretary's Report on Correspondence

Motion to approve the Consent Agenda as presented.

Motion by Woolery and 2nd by Snyder.

Vote passed 6/0.

DISCUSSION ITEMS: None

ACTION ITEM

Resolution 2019-18: Combining all Commissioner Meetings & Locations

Motion to approve Resolution 2019-18: Combining all Commissioner Meetings & Locations.

Motion by Snyder and 2nd by Wells.

Vote passed 6/0.

Resolution 2019-16: Concurrent Resolution declaring merger completed

Motion to approve Resolution 2019-16: Concurrent Resolution declaring merger completed.

Motion by Snyder and 2nd by Woolery.

Vote passed 6/0.

Policy 71: Financial Assistance

Motion to approve Policy 71 Financial Assistance.

Motion by Woolery and 2nd by Snyder.

Vote passed 6/0.

Award Bid for Asphalt Work

Chief Meek recommended to award the Asphalt paving project at Station 31 to HB Hansen for \$233,000 where the estimate was \$310,000. There were 11 bids and the recommended bid came out much less than expected. A handout of the bid results was given at the meeting. AC Guptill noted there are several elements to the project with multiple repairs.

Motion to award the bid to HB Hansen for the asphalt paving project at Station 31 for \$233,000.

Motion by Woolery and 2nd by Wells.

Vote passed 6/0.

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COMMISSIONER COMMITTEE REPORTS:

Joint Fire Board with Mill Creek (Fay / Woolery / Waugh): Meets next on October 2, 2019 1630 at Mill Creek City Hall

Finance Committee (Waugh / Wells / Snyder): Dates are pending

Policy Committee (Wells / Woolery / Schaub): TBD / Admin Bldg.

Risk Management (Schaub): November 5, 2019 – 19:00 / Snohomish Co. FD 22

Labor/Management (Waugh / Wells / Fay): TBD

Impact Bargaining – IAFF Local 2781 (Waugh, Wells, Fay): Thursday, October 3 – 1300 - Admin

OTHER MEETINGS ATTENDED:

Snohomish County 911 (Waugh): None to report

Regional Coordination: None

Leadership Meeting (Fay / Schaub / Wells): Wednesday October 2, 2019 – 09:00 / Station 71 – Training Room

Sno-Isle Commissioner Meeting: Thursday, October 3, 2019 – 19:30 / North County Fire in Stanwood.

DEM Meeting: Commissioner Fay commented on the meeting where the state posted critical routes in the event of an emergency. He noted the BC Toyce attended the recent meeting and would like to see the District in attendance for these. There was no projected next date available. Commissioner Waugh asked if there was a contact that we could send in for notification and Commissioner Fay noted he would find out.

OLD BUSINESS:

Commissioner Waugh reminded the District that they'd like the division heads to give a similar presentation of the prior year and future plans that was presented at last year's year-end Leadership meeting to be presented to the Board at the October 15 board meeting prior to the budget being approved in November.

Commissioner Waugh noted he went to a service today for a fire service member and wanted to remind our staff to be sure we're doing everything we can to make sure the first responders are covered for any problems they might have so that lives are not ended tragically. He recognized that we are getting better but could do more as supervisors and policy influencers.

CALL ON COMMISSIONERS: None

ATTENDANCE CHECK:

Thursday, October 10, 2019 at Station 31 Training Room 1730.

EXECUTIVE SESSION

To occur after the joint meeting.

JOINT MEETING BUSINESS

JOINT COMMISSIONER MEETING SCHEDULE CONFLICTS

Joint Commissioner Meeting schedule for the remainder of the year:

- Oct 30 at 5:30pm, in place of Oct 24 (Annual WFCA Conference)
- Nov 14 at 5:30pm
- Nov 25 at 5:30pm, in place of Nov 28 (Thanksgiving)
- Dec 12 at 5:30pm
- Dec 30 at 5:30pm, in place of Dec 26 (the day after Christmas)

The location for these meetings will be the Fire District 7 Station 31 Training Room in Monroe.

DRAFT BOARD RULES AND POLICIES



Chief O'Brien noted it is still a working document that the Commissioners will address at the upcoming retreat.

MERGER MANAGEMENT PLAN

Executive Team Structure (Action)

Chief O'Brien presented a new Leadership Team Structure with two handouts out as well. He briefly explained how the Chiefs came to the new Team Structure with the ultimate goal of improving service to the people we serve. This is the opportunity right now to reorganize the team to create the best organization in the world. This plan will remain a draft where it will always be evaluated. He noted if the levy doesn't pass, changes would also need to be made and of course would need Board approval. There will be competitive interview processes for the positions listed on the Team Structure that will be evaluating the knowledge, skills and abilities for each position. All positions on this Team Structure will be open to all Battalion Chiefs and above.

Two significant changes to the Team Structure from the original org chart is: 1) Deputy Chief of Operations is now presented as a Day Staff position that directly supervises the 12 Battalion Chiefs 2) Additional Assistant Chief of Technical Services.

Chief O'Brien reviewed the leadership team structure. He also pointed out how all the positions are connected and *team* based with no more silo's. Chief Meek commented we are focused on improving service and how the citizen would see this improving service. If we are under continuous improvement, our service will improve as well. The chiefs were very deliberate with the organizational structure and want the team to work together and communicate with each other before making the big decisions.

Commissioner Waugh commented on the adding of two FTEs to our plan and asked how you measure the difference between a Battalion Chief, Deputy Chief and Assistant Chief. Chief O'Brien noted that Assistant Chiefs are team leaders, with high skills, and adaptable. They also need to be able to move within the positions. Each of them should be able to step into the Fire Chief role if needed. The Business Administrator is also a leader who communicates clearly, inspires, and bring solutions and plans to the team. This level helps push the organization forward.

Deputy Chiefs are also leaders motivated to move onto the next level and good managers of their skill. Battalion Chiefs are emerging leaders, who think about the big picture and the community, are more tactically oriented making sure incidents run smoothly, and documenting performance and are the coaches and the leaders of the Captains/Lieutenants and their shift, they make sure the message of the upper management is communicated appropriately with the boots on the ground.

Chairman Waugh asked if a current chief has their role changed, will we be able to maintain their salaries so that no one is impacted negatively with the merge. Chief O'Brien noted that the plan is not to demote people.

Commissioner Fay commented on his opinion of commissioner involvement in the District and the feeling that the lower ranks will not speak freely if Commissioners are present. He would like the Chiefs to find opportunities for the commissioners to be present that breaks down that barrier and to no longer be an intimidating presence but be more of a collaborating and building presence.

Commissioner Waugh inquired Chief O'Brien if he ever foresees a point where to blend the Battalion Chiefs in the future to put more boots on the street? Chief O'Brien commented the growth planned for Snohomish County is intense and we need to be responsive to the growth.

Brief conversation was had regarding the Deputy Chief of Operations managing 12 Battalion Chiefs and whether it was too much to manage. It was believed that while not all would be on duty at the same time that it would be manageable.

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Motion to approve the Executive Team Structure as presented.
Motion by Fay and 2nd by Gagnon.
Vote passed 9/0.

New District Naming Process and Scopes of Work for Dr. Pat Sikora (Action)

Chief O'Brien noted that the District wants to do the naming process right, analytically and deliberately and will start out with establishing a working group. Dr. Sikora has direct experience in assisting with organizational naming and put together a scope of work that incorporates a team approach to help guide a new district name. The initial idea survey casts a wide net that involves the community and the organization. Chief O'Brien briefly discussed the remaining process within the scope of work.

The Scope of Work for Dr. Pat Sikora regarding the 2019 Merger Support for Action was also noted.

Motion to approve the Scopes of Work for a New District Name Selection and a 2019 Fall/Winter Merger Support with Dr. Pat Sikora as submitted.
Motion by Woolery and 2nd by Gagnon.
Vote passed 9/0.

CULTURAL INTEGRATION TEAM

Ryan Lundquist updated the commissioners on the work of the CIT.

JOINT COMMISSIONER RETREAT

Chief O'Brien was excited for the upcoming weekend and working with Dr. Sikora. There will be team building exercises and it was asked that they bring their favorite hat. The retreat starts at noon on Saturday, September 28 and ends about noon on Monday, September 30.

NEXT JOINT COMMISSIONER MEETING – OCTOBER 10, 1730- AT FIRE DISTRICT 7 STATION 31 TRAINING ROOM

SNOHOMISH COUNTY FIRE DISTRICT 7 EXECUTIVE SESSION

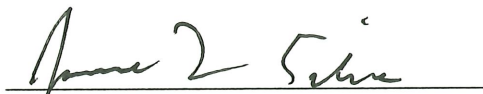
The Fire District 7 Commissioners went into Executive Session at 1850 for five (5) minutes to discuss an employment process per RCW 42.30.110 (1)(g).

Regular session resumed at 1855 with no action as a result.

ADJOURNMENT

Both Chairman Elmore and Chairman Waugh adjourned the meeting at 1855 hours.

Snohomish County Fire District #7



Jamie Silva
Secretary of the Board