

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 Special Joint Meeting Agenda

Snohomish County Fire District 7 Station 31 Training Room
163 Village Court, Monroe, WA 98272

February 6, 2019

1800 hours

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ATTENDANCE

BENEFITS OF A POTENTIAL MERGER OF LAKE STEVENS FIRE & FIRE DISTRICT 7

LAKE STEVENS FIRE & FIRE DISTRICT 7 MERGER MANAGEMENT PLAN


FINANCIAL FORECAST

PETITION FOR LAKE STEVENS FIRE TO MERGE INTO FIRE DISTRICT 7

MONTHLY JOINT MEETING SCHEDULE

MERGING EXECUTIVE STAFFS

ADJOURNMENT



Lake Stevens Fire
Snohomish County Fire District 7

Merger Management Plan and Finance Model 2019

MERGING DISTRICTS

D7 -LSF Team

Slide 2

Two Districts - Same Service



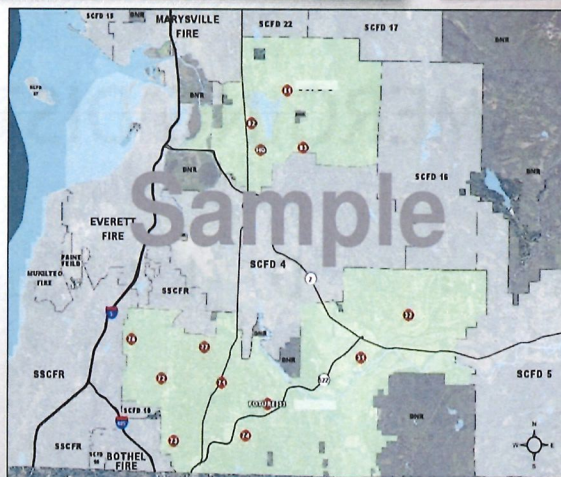
EMS
Firefighting
Rescue
Community Risk Reduction
Helping People



Slide 3

The "Model" Regional Emergency Response Organization

- 11 Fire Stations
- 234 Career Personnel
- 40 Part-Paid Personnel
- 140 Square Miles
- 162,000 Residents
- 17,670 Calls
- \$27,393,329,265 A/V



Slide 4

Merging Goals

- Improve service
- Regional planning
- Fiscal accountability
- Charting the course

Slide 5

Improving Service

The goal of consolidating is to be more efficient, improve staffing and training opportunities, and to provide improved service to the citizen.

We have had success in partnering in fire marshal services, training programs, shop projects, and our Community Resource Paramedic.

A merger will improve our emergency response capabilities for the people we serve.

Slide 6

Regional Planning

Regional planning helps both districts provide a high level of service.

- Stations can be located strategically to maximize response time and area
- Emergency units can be placed to better meet response time goals
- Standardized training and operations

Coordination and planning with our regional partners is critical

Slide 7

Fiscal Accountability

Fire districts strive to be fiscally responsible with the funds entrusted to us by our citizens.

Duplication is not efficient.

Regionalization streamlines services, reduces duplication and is fiscally accountable.

Slide 8

Financial Philosophy

Responsible Stewardship

We take pride in being responsible stewards of public funding.

Effective Communication

We recognize that public trust is built on our ability to operate efficiently, plan for the future, and communicate effectively with our partners and the public.

Meeting the Demand for Emergency Response

We recognize the challenges and opportunities presented by financial constraints, and pursue both balance and growth to meet the demand for emergency services for the citizens and communities we have the privilege to serve.

Slide 9

Building the Model

Finance Team:

- Chief Silva
- Chief Meek
- Chief O'Brien
- Camille Tabor
- Leah Schoof
- Jennifer Pardee

Finance Model Developer:

- Bill Cushman

Slide 10

Building the Financial Model

- Developed a reasonable plan
- Opportunities: flexibility to plan for growth
- Challenges: flexibility to react to a recession

“Down-Turn” Contingency Planning

- Use designated reserve funding
- Bonds go from councilmanic to voted
- Capital replacement timelines extended
- Staffing plans amended
- Maintenance and Operations Levy
- Other as needed

Slide 11

Financial Model Assumptions

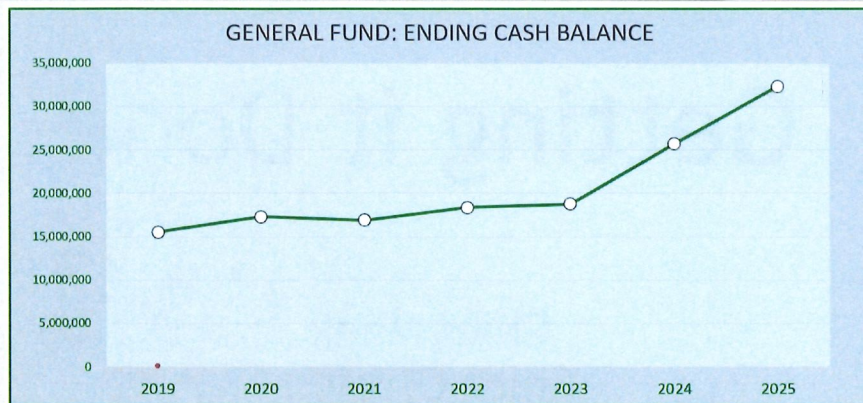
The financial model currently includes:

- Proposed Management Plan is Adopted - Merge LSF into D7
- Current operations model - 3 Battalions
- Proposed organizational chart efficiencies (2 less Chief Officers)
- Capital replacement plans intact - Councilmanic Bonds
- Staffing plans to meet demands for service
- Maintaining the every other year lid-lift plan (As Needed)
- Year-End Cash Balance at or above the 25% threshold
- Assessed value growth based on 15 year average
- Inflation

Slide 12

Michael
McConnell

Financial Model Analysis



Slide 13

Fiscally Responsible Merging

Both Districts are guided by comprehensive financial plans.

The current financial plans for D7 and LSF are similar in nature.

The blending of financial plans for a merged District support the current capital and staffing plans for D7 and LSF.

The financial forecasting model of a new merged District provides time and the flexibility to develop a long-term, sustainable, staffing and capital planning.

The forecasting model for a new merged District works and reflects a financially resilient regional emergency response organization.

Slide 14

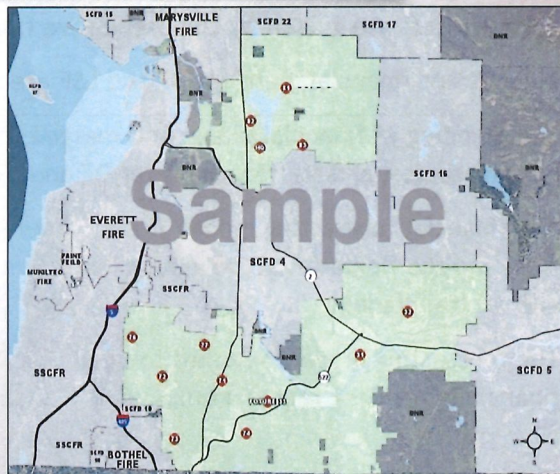
Getting it Done

Chief Meek
Chief O'Brien

Slide 15

The "Model" Regional Emergency Response Organization

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Slide 16

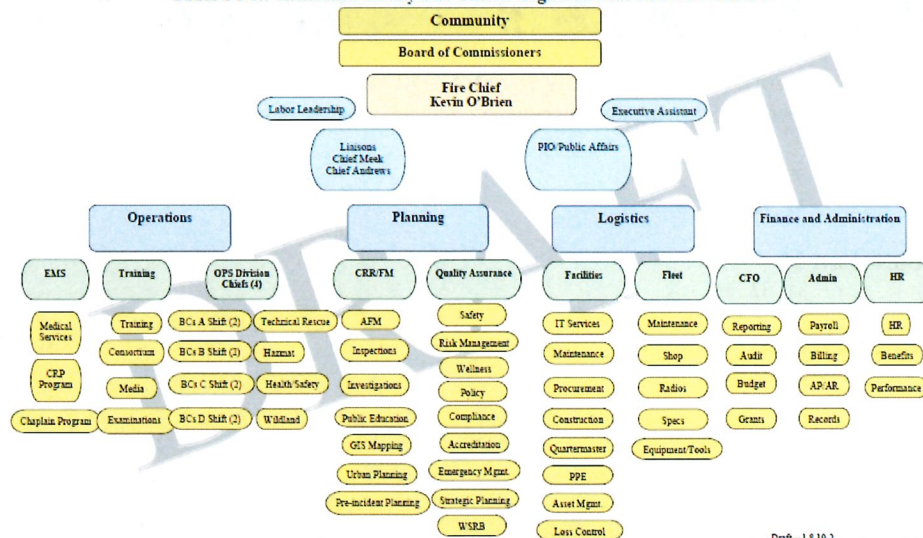
Merger Management Plan

- Improve Services in our Communities
- Create a New Organization
- Begin Strategic Planning Now
- Focus on Culture – Cultural Integration Team ASAP
- Sound Financial Forecasting Model Developed
- Consider New District Name
- Boards to Select Governance Model
- Chief O'Brien Serves as Chief – Chief Meek is Liaison
- Executive Staff- Structured Selection Process

Slide 17

Management Plan

DRAFT New Snohomish County Fire District Organizational Structure DRAFT



Management Plan Efficiencies

- Efficiencies in Emergency Response Operational Services
- Improved Staff Utilization
- Efficiencies in Admin. Services, Community Risk Reduction
- Fiscal Responsibility
- Professional Development Opportunities
- Enhanced Fleet and Facility Maintenance
- General Quality Improvement
- Preparing for the Future

Slide 19

Resource Allocation

A regional work force will allow for strategic placement of personnel and allow for better emergency response capabilities to the citizens.

Battalion 71

- 71, 72, 73, 76, 77

Battalion 31

- 31, 32, 33

Battalion 81

- 81, 82, 83

Operational deployment models will be continually evaluated.

Slide 20

Capital Facility Planning

- Station 84 (New)
 - Station 72 (Remodel)
 - Station 81 (Remodel)
 - Station 32 (Remodel)
 - Station 76 (Remodel)
 - Station 83 (Remodel)
- Create Updated Capital Plan for New District

Slide 21

Charting the Course

- Combining our people will create a stronger team.
- Developing leaders within the organization to take us to the future.
- Mentorship at all levels of the organization.
- Reaching out to our regional partners.
- Serving our communities is at the heart of what we do.

Slide 22

August 2019 Timeline

- February 6 - D7-LSF Joint Board Approval of Management Plan and Forecasting Model
- February 2019 - LSF Submits Petition
- March 14th - D7 Accepts Petition
- March 15th, 2019 - SEPA adoption, Legal description to Boundary Review Board
- May 10th, 2019 -LSF submits resolution for August ballot.

Slide 23

Thank you!

- Improve service
- Regional planning
- Fiscal accountability
- Charting the course

“The Model” Regional Emergency Response Organization

Slide 24

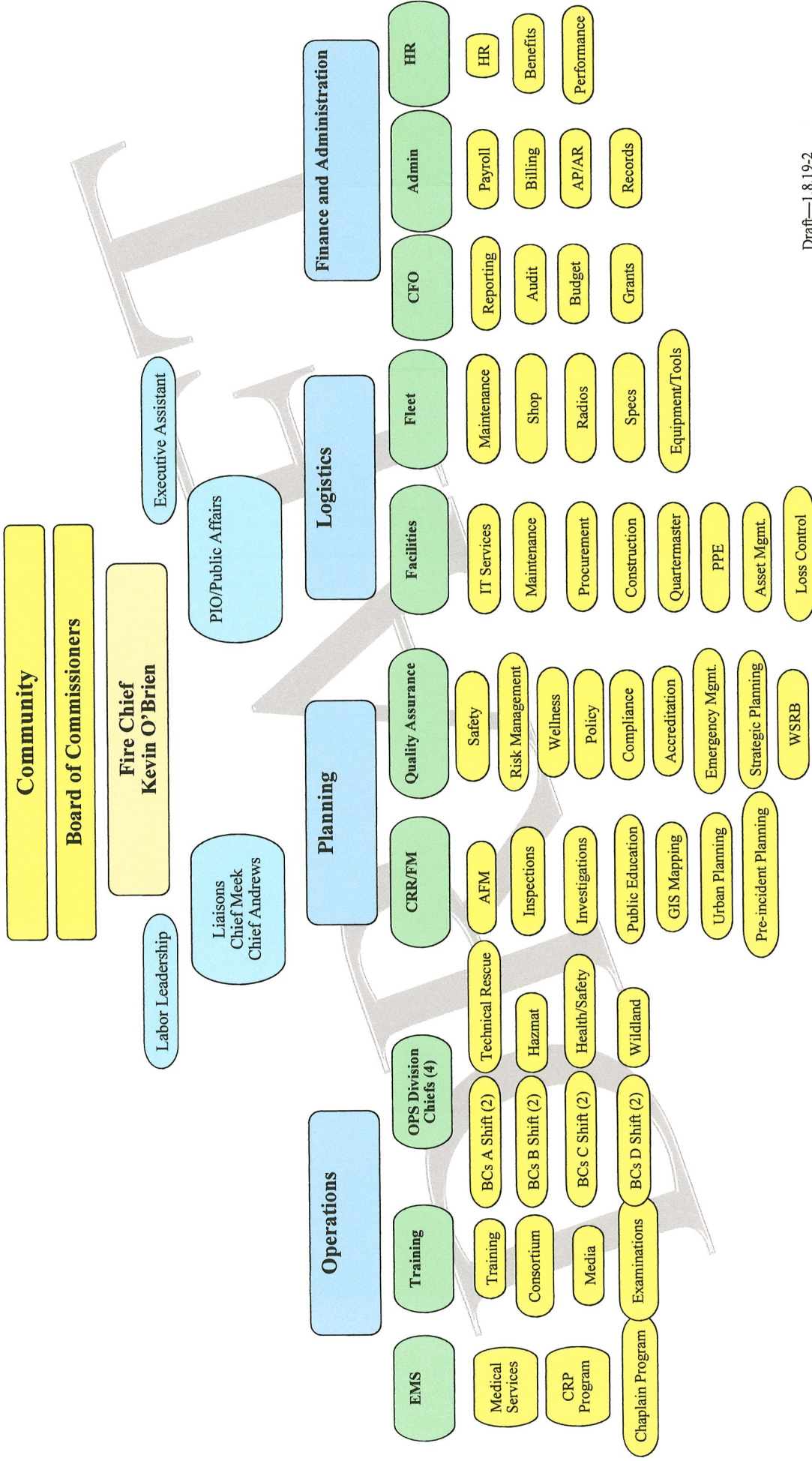
Questions?

Snohomish County Fire District 7
Fire Chief Gary Meek
360-794-7666
gmeek@snofire7.org

Lake Stevens Fire
Fire Chief Kevin O'Brien
425-334-3034
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DRAFT New Snohomish County Fire District Organizational Structure DRAFT



Snohomish County Fire District 7- Lake Stevens Fire Merger

Draft Management Plan

January 7, 2019



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Regional Planning for Optimal Service

Background

Leadership from Fire District 7 (D7) and Lake Stevens Fire (LSF) believe that proactive planning for the future growth and development of the Snohomish County Region includes a regional approach to provide fire, EMS, rescue, and community risk reduction services. By combining organizations, we are better able to respond to the current and future needs of the community in fulfilling our mission of serving people, saving lives, protecting property and safeguarding the environment.

This document serves as a draft Merger Management Plan for the consideration of the Boards of Fire Commissioners for LSF and D7.

Goal

The goal of consolidating is to be more efficient, improve staffing and training opportunities, and to provide improved service to the communities we serve today and into the future.

Objective

Consolidate the services of (D7) and (LSF) through a voter approved merger.

LSF merges into D7.

Management Plan

The purpose of this Management Plan is to provide a clear organizational structure and operational standards for the merger of D7 and LSF. The Plan also includes timelines for merger execution. This plan is a guide that provides a framework for the development of a new Fire District. It may be modified at any time to meet the present or future operational needs of the District. It is important to note that some operations and/or activities of the District may not be addressed in this document.

Philosophy

FD7 and LSF leadership believe that a merger will create a new organization that improves upon the qualities of both organizations. The new organization would improve service and support efficient and fiscally responsible fire, rescue, and EMS operations for the region. Neither organization is "taking over the other."

Strategic Planning

In February 2019, D7 and LSF will begin a combined strategic planning process for the new organization.

Internal Organizational Cultural Initiative

September, 2018: To assure a healthy and highly functional internal culture of the new organization, Dr. Pat Sikora of Sikora Associates was retained to perform internal cultural health assessments and follow-up. Dr. Sikora's work will assist the organizations understanding of the cultural impacts of a merger. Additionally, Dr. Sikora is able to assist the new organization with cultural assimilation and stabilization.

Cultural Integration Team

Establish a Cultural Integration Team (CIT) in March, 2019 comprised of members from all levels of the organizations. The team should be tasked with working to (a) identify and evaluate the cultural impacts of the merger process, (b) identify solutions to potential negative impacts of the merger process, (c) communicate and facilitate solutions.

Financial Planning

Lake Stevens Fire and Fire District 7 performed a financial forecasting model in February of 2018 that provided successful results regarding a potential merger. The Districts will update the financial forecasting model for review in February of 2019.

Emergency Response Operations

January 2019, Operations personnel will begin "Job Shadowing" and providing emergency overtime callback if needed.

Battalion Chiefs will coordinate daily operations.

Following the Legal Merger, all personnel shall be integrated and assigned as appropriate.

New District Name

Leadership recommends renaming the new organization with a new title that reflects the communities we serve.

Fire Commissioners

Prior to the Legal Merger, D7 and LSF will be governed by their respective boards.

Following the Legal Merger, the new organization will be governed by the combined Boards of D7 and LSF. The structure of the new Board of Fire Commissioners will be decided by the Boards of LSF and D7. The Commissioners may decide to increase the Board to 7 Commissioners or have Commissioner positions "term out" until the commissioner roster is at five.

February 2019, Regular Board meetings for D7 and LSF should be held at the same time and day of the week. Fire Commissioners will begin to hold joint board meetings once per month.

January 2019, Attorney Brian Snure will be retained to attend all joint board meetings.

April 2019, all Commissioner Meetings will be held as a joint board.

Fire District 7 Elected Commissioners and Current Term

Roy Waugh, Chair, Position 5 (12/31/19)
Bill Snyder, Vice Chair, Position 2 (12/31/21)
Jeff Schaub, Position 2, (12/31/21)
Randy Fay, Position 3, (12/31/23)
Leslie Jo Wells, Position 4, (12/31/19)
Randy Woolery, Position 5, (12/31/21)

Lake Stevens Fire Elected Commissioners and Current Term

Jim Steinruck, Chair, Position 2, (12/31/21)
Paul Gagnon, Vice Chair, Position 1, (12/31/19)
Troy Elmore, Position 3, (12/31/23)

The Board of Fire Commissioners provides legislative governance of the Fire District in accordance with Federal, State and local requirements, codes and ordinances.

The Board of Fire Commissioners approves the scope and mission of the District and ensures the highest level of service to the Community within its financial means.

Responsibilities:

- Adopt reasonable rules to govern the District and to perform its functions in a safe and efficient manner.
- Conduct board meetings in accordance with RCW 42.30 Open Public Meetings Act.
- Select and supervise the Fire Chief.
- Establish the level of risk that is acceptable within the Community.

- Establish and maintain service delivery levels considering response performance, Federal, State and local requirements, employee safety and available funding sources.
- Approve levies, budgets, and financial practices.
- Employ necessary staffing as determined by service type and levels.
- Serve, without prejudice or favoritism, all of the District's citizens.
- Serve the Community with established levels of service delivery.
- Hold expenditures at an acceptable level.
- Other responsibilities as established by law.

Fire Chief

Prior to the Legal Merger, Chief Meek will continue serving as Chief for D7 and Chief O'Brien will continue serving as Chief for LSF. The two Chiefs will work together to lead both organizations.

Following the legal merger, Senior Leadership recommends Chief O'Brien serve as the Fire Chief for the new organization. Chief Meek will serve as a liaison to Chief O'Brien.

The Fire Chief plans, directs and evaluates all fire District operations, programs and their activities. The Fire Chief is responsible for executing the mission of the District and the following:

Board of Commissioners - Reports directly to the Board of Commissioners and ensures the policies and directions of the board are carried out and communicated.

Leadership – Under the supervision of the Board of Commissioners, and working with the community and all members of the organization, the Fire Chief provides the leadership and vision of the organization.

Labor Relations – Responsible for establishing and maintaining productive working relationships with District members. Acts as liaison between labor groups and the Board of Commissioners.

Strategic Planning – Responsible for developing, organizing, and implementing District goals and objectives including staffing, service levels, program delivery, financing, facilities, and equipment.

Risk Management – Responsible for managing the District's risk management process that minimizes the organization's exposure to circumstances that may result in litigation.

Service Contracts – Responsible for representing the District in establishing and maintaining positive working relationships regarding service contracts. This includes contracts in which the District provides services for other organizations and agencies as well as agreements for which the District contracts for service.

Public Information – Responsible for supporting incident management personnel in media relations including press releases and follow up information. Also responsible for providing multi-media messaging in a proactive manner through public appearances, newsletters, and social media.

Community – Provides District representation within the Community and at community civic organizations and public organizations as necessary.

Collaborator – Works as a team member to lead and manage District operations.

Leadership-Succession Planning

With the assistance of Chief Meek, and based on the needs of the new organization, Chief O'Brien will select all Executive Leadership positions through a structured interview process.

Organization Structure

April 1, 2019, D7 and LSF will begin a transition to the following organization structure which will be utilized for the formal merger. (See "New Snohomish County Fire District Organizational Structure")

Operations Section-Assistant Chief

Leadership and supervision of the Operations Section. The Assistant Chief of Operations reports to the Fire Chief and is responsible for leading and supervising the deployment of all emergency response functions of the organization including firefighting, EMS, technical rescue, water rescue, and hazardous materials responses.

Planning – Plans, organizes, directs, coordinates, and evaluates the operations division of the Fire District.

Operations Procedures – Responsible for developing operations level procedures.

Post Incident Analysis – Responsible for reviewing incident performance levels and overseeing the post-incident analysis process to improve future performance.

Post Incident Correspondence – Responsible for requesting and collecting post incident customer comments for improved customer service levels.

Staffing & Deployment - Responsible for managing approved staffing deployment levels and special skill or equipment deployment.

Operational Readiness – Works with the Logistics Section to ensure apparatus and equipment readiness.

Chiefs' Company Evaluations – Responsible for conducting Chiefs' Company Evaluations as coordinated by Training Division.

Suppression Equipment and Supplies – Responsible for maintaining suppression equipment and supplies including inventory, purchasing, research and development and maintenance.

Target Hazard Planning – Responsible for working in concert with fire prevention in developing detailed operational plans for predetermined high-risk occupancies.

Readiness and Deployment – Oversees the deployment of resources in the organization.

Collaborator – Works as a team member to lead and manage District operations.

Emergency Response Operations Division – Shift Division Chiefs

The new district will have three battalions:

East Battalion (Monroe Area)
West Battalion (Clearview Area)
North Battalion (Lake Stevens Area)

Considering the span of control engaged with 12 Battalion Chiefs and to provide succession planning, each operational shift shall be supervised by a Division Chief or Senior Battalion Chief who reports to the Assistant Chief of Operations. Division Chiefs shall be responsible for the leadership and supervision of Battalion Chiefs and the overall leadership of their assigned operational shift.

Division Chiefs will be assigned a battalion to respond within.

Division Chiefs will work the same schedule as their assigned operational shift.

Potential shift assignments include:

- A Shift - Technical Rescue
- B Shift - Hazardous Materials
- C Shift - Wildland
- D Shift – Water Rescue

Collaborator – Works as a team member to lead and manage District operations.

EMS Division Deputy Chief

The Medical Services Division's main focus is to improve the patient experience of care through quality and satisfaction; improve the health of populations; and reduce the per capita cost of healthcare. The EMS Division Chief reports to the Assistant Chief of Operations and is responsible for the following:

Planning - Organizes, directs, coordinates and evaluates the EMS Division in support of the overall operational goals and objectives of the Fire District.

ALS Delivery Services – Coordinates the delivery of Advanced Life Support Services for the District including all necessary procedures, training, supplies and equipment.

BLS Delivery Services – Responsible for coordinating the delivery of Basic Life Support Services for the District including all necessary procedures, training, supplies and equipment.

Community Resource Paramedic – Responsible for ensuring patient centered care by following the Institute for Healthcare Improvement's Triple Aim as a guideline for service delivery.

EMS Quality Assurance – Responsible for establishing and maintaining a process for reviewing the delivery of EMS delivery services provided by the District in-district as well as to automatic aid agencies. Establishes a process for adjustment of system and/or personnel performance when feedback indicates the need. Establishes a program for receiving feedback from customers on the quality of service delivered by the District post incident.

EMS Transport Services Billing – Responsible for establishing policies and procedures for the billing of EMS transport services provided by the District to patients. Includes quality assurance of PCR billing information provided by field units, collection and distribution of billing forms, follow up and periodic audit of billing service contractor performance.

HIPPA Compliance – Responsible for the establishing policies and practices that ensure District compliance with Federal HIPAA (Health Insurance Portability and Accountability Act of 1996) requirements.

Exposure Control – Responsible for the coordination and documentation of District's Exposure Control Program. Serves as District's designated "Exposure Control Officer".

Chaplain Program – Responsible for management of the District's Chaplain Program.

EMS Budget – The Deputy Chief of EMS has overall management responsibility of the EMS budget section and other associated budget line items.

Collaborator – Works as a team member to lead and manage District operations.

Training Division Deputy Chief

To develop the maximum potential of all District personnel to achieve positive results through education, professional development, and training. Ensure that the necessary federal, state, and local training be completed to meet all applicable laws and requirements. The Deputy Chief of Training reports to the Assistant Chief of Operations and will work with other Division Managers to implement necessary training requirements from all aspects of operations, and is responsible for the following:

Planning – Plans, organizes, directs, coordinates and evaluates training programs of the Fire District.

Training Records Management – Responsible for maintaining training records for all employees. Responsible for creation and maintenance of training records' database that provides for secure documentation and easy access of training performance and certification information.

Officer Development – Responsible for producing company and command level officer development training for members who wish to advance and for ongoing skill enhancement for existing officers.

Training Budget – The Training Officer has overall management responsibility of the Training budget section and other associated budget line items.

Skills Evaluations – Responsible for creation of skills evaluation process to ensure ongoing training competency (evaluated drills etc.)

Hiring/Promotional Process – Responsible for assisting Human Resources in coordinating hiring and promotional procedures and processes.

Explorer Program – Responsible for coordinating with the assigned Program Coordinator the coordination and administration of the Fire Cadet Explorer Program. Works in conjunction with the school district to recruit a diverse and motivated cadre of explorer candidates.

Part-time Firefighter Program Coordinator – Responsible for establishing policies and procedures relating to the management of the part-time firefighter program. Responsible for the recruitment, ongoing management and quality assurance of the program, supervision, training, scheduling, and program sustenance.

Training Consortium – Liaison to the Snohomish County Training Consortium.

Collaborator – Works as a team member to coordinate District operations.

Planning Section – Assistant Chief

Leadership and supervision of the Planning Section. The Planning Section Chief reports to the Fire Chief and is responsible for developing and leading sustainable programs and operations that support optimal safety and wellness for the community today and into the future. Ensures the District is operating at an optimal level and prepared to meet the needs of the Community.

The Planning Section Chief supervises the Quality Assurance Deputy Chief and the Fire Marshal.

Policy – Develops and manages policy for the District.

Strategic Planning – Manages the strategic planning process for the District.

Effectiveness and Innovation – Monitors and evaluates all operations to assure effectiveness and facilitates the development of operational solutions.

Customer Service – Monitors and evaluates external and internal customer service.

Budget Management – The AC of Planning has overall management responsibility of the Planning budget section and other associated budget line items.

Collaborator – Works as a team member to coordinate District operations.

Contracts – Manages the contracts the District has with other entities.

City Liaison – Represents the District at a city within the District.

Partnerships – Manages the process for partnerships and mergers.

Community Risk Reduction Division – Deputy Chief/Fire Marshal

The Deputy Chief Fire Marshal supervises the Community Risk Reduction Division and reports to the Assistant Chief of Planning.

Planning – Plans, organizes, directs, coordinates, and evaluates the fire prevention division of the Fire District. Develops division procedures and administrative policies.

Occupancy Data Management – Responsible for the collection and maintenance of business occupancy records, subscriber contact information, and special hazard classifications and notices.

Company Level Inspections – Responsible for the creation, implementation and supervision of fire-company level occupancy inspections. Responsible for defining the scope and authority of company level inspections and ongoing company competency training.

Community Relations – Responsible for ensuring the District participates as a positive and healthy member of our growing community. Supervises community outreach and education programs.

Plan Review – Responsible for coordinating, conducting, and documenting fire plan review of new construction and land use projects.

Mapping/G.I.S. – Responsible for the development and maintenance of the District's navigational tools, and coordinating with our partners in geospatial data.

Acceptance Testing – Responsible for coordinating and conducting new occupancy inspections at all stages up to fire District acceptance as necessary to ensure code compliance within the City limits of Monroe.

Permit Coordination – Responsible for coordinating and implementing District construction and operational permit inspections and permitting.

Pre-Incident Planning – Responsible for supervising the creation of pre-incident response plans to aid responding personnel in emergency operations.

Fire Code Adoption/Enforcement – Responsible for recommending fire and/or building code amendments as necessary for community and firefighter safety. Responsible for working in a collaborative fashion with customers to enforce code.

Public Education – Responsible for the planning, organizing, and implementation of all public safety education programs.

Outcome Analysis – Responsible for conducting community risk assessments and utilizing reporting and analytics to recommend strategies to reduce community risks and improve upon desired outcomes.

Outdoor Burning Program – Responsible for oversight of the District's outdoor burning program, liaising with air pollution control authorities, resolving conflicts, and developing strategies for conducting outdoor burning in a growing community.

Investigations – Coordinating with the Snohomish County Fire Marshal to investigate the origin and cause of fires.

CRRD Budget – The Deputy Chief/Fire Marshal has overall management responsibility of the Training budget section and other associated budget line items.

Collaborator – Works as a team member to coordinate District operations.

Quality Assurance Division-Deputy Chief

The Deputy Chief of Quality Assurance reports to the Assistant Chief of Planning and is responsible for the safety, quality service delivery, and overall compliance standards for the District.

Emergency Management/Disaster Preparedness – Program Manager is responsible for management of District's internal disaster preparedness. Represents the District in State, County, and member cities' emergency management planning.

Compliance – Assure compliance of all applicable laws, standards, and policies.

Research and Development – Coordination and collaboration with other officers in the organization to research and develop programs, apparatus, and equipment that best serve the mission of the District.

Washington Survey and Rating Bureau – Manage the rating process with the Washington Survey and Rating Bureau.

Data Analysis – Manage and coordinate data management, research, and analysis.

Safety Data Sheet Collection – Responsible for the collection, maintenance and distribution of Safety Data Sheets (SDS) for substances contained within or utilized by the District. Responsible for ensuring compliance with requirements for proper posting and adherence to SDS requirements.

District Health, Wellness, and Safety – Serves as District's Health and Safety Officer. Responsible for the development of pro-active education and prevention program to improve the overall health and safety of District Members.

Facility Safety Assurance – Responsible for the periodic safety inspection of all District Facilities and properties as required by law. Responsible for the documentation of inspections, reporting of deficiencies and the post correction follow up of any identified facility safety deficiency. Works with the District's Facilities Coordinator to resolve facility related safety problems.

Accident Investigations – Responsible for determining the necessity and/or the extent and type of investigation required for all accident(s) involving District personnel, equipment and/or facilities. Responsible for the coordination and documentation of all accident investigations as required by law.

Safety Standard Compliance (W.A.C. / N.F.P.A.) – Responsible for District compliance with applicable Federal, State and Local safety standards. Responsible for implementation of compliance priorities and procedures, documentation, and follow up of standard requirements. Responsible for scheduling safety committee meetings as necessary/required. Maintain OSHA accident reports. Maintain records, reports, and logs pertaining to safety.

Employee Health Screening – Responsible for coordinating the Employee Health Screening program. Responsible for determining the scope of required elements, scheduling, and documentation of services provided. Responsible for follow up with employees and/or administration as indicated.

Employee Wellness Program – Responsible for the coordination and development of the Employee Wellness Program.

Accreditation – Manage and coordinate the District's accreditation process.

Quality Assurance Budget – The Deputy Chief of Quality Assurance has overall management responsibility of the Quality Assurance budget section and other associated budget line items.

Collaborator – Works as a team member to coordinate District operations.

Logistics Section-Assistant Chief

The Assistant Chief of Logistics reports to the Fire Chief and is responsible for the leadership and supervision of the Logistics Section.

The Logistics Section will provide overall support in providing materials, supplies, facilities, tools and equipment to the District. The Assistant Chief is responsible for the following:

Planning – Organizes, directs, coordinates, and evaluates the supporting systems of the Fire District.

Communications – Responsible for managing the District communications systems.

Apparatus – Responsible for coordinating the purchase and maintenance of District apparatus.

Purchasing – Responsible for coordinating the purchase process for capital purchases in accordance with District policy and RCW.

Logistics – Serves as District's Logistics Officer to provide coordination of resources and supplies for all Divisions of the organization.

Information Technology – Responsible for the maintenance and development of the District's computer system including servers, workstations, mobile devices, software, databases and all other information technology systems. Provides video media services for the District.

Inventory Control – Responsible for management of the District's Asset and Inventory Control Program.

Logistics Budget – The AC of Logistics has overall management responsibility of the Logistics Budget section and other associated budget line items.

Mechanical/Shop Services – Responsible for the supervision of the Shop Mechanical Services Division and its staff.

Records Management System (RMS) – Responsible for overseeing District records management system.

Facilities – Responsible for the ongoing maintenance and construction of Fire District facilities and fixed equipment.

Uniforms – Responsible for supervision of purchasing and maintenance of station uniforms.

Personal Protective Clothing – Responsible for supervision of purchasing, maintenance, and inventory of protective firefighting clothing and supplies.

Collaborator – Works as a team member to lead and manage District operations.

Finance and Administration Section-Director

Leadership and supervision of the Finance and Administration Section.

The Director of Finance and Administration is a civilian position and reports to the Fire Chief and plans, directs and evaluates the administrative functions of the Fire District programs, its activities, and is responsible for the following:

Planning - Plans, organizes, directs, coordinates and evaluates the finance and administrative programs and personnel assigned.

Risk Management – Review and develop policy and training programs to manage risk. Act as liaison with the District's risk management program and the District Attorney to review and facilitate claims against the District.

Personnel – Responsible for oversight of the administrative division. The administrative division includes the following: Human Resources, Finance, and Administrative Staff.

Administrative Policies and Procedures – Responsible for the development, maintenance and enforcement of all administrative regulations, policies, and procedures.

Public Records – Responsible for oversight of public records management of public records disclosures per Revised Code of Washington requirements.

Grant Management – Responsible for oversight of Fire District grants.

District Secretary – Shall keep a record of the proceedings of the board, shall perform other duties as prescribed by the board or by law, and shall take and subscribe an official oath, which shall be filed in the office of the county auditor per RCW 52.14.080.

Collaborator – Works as a team member to coordinate District operations.

Human Resources Director

The Human Resources Director reports to the Director of Finance and Administration and plans, directs, and evaluates the human resources functions of District programs and its activities, and is accountable for the following:

Human Resources – Responsible for employee assistance programs, employee hiring, terminations, human resources training, and assisting with labor negotiations.

Internal Investigations – Responsible for supervising internal investigations involving employees or customer service issues.

Employee Benefits – Oversees all aspects of employee benefits and payment programs.

HR Policies – Develop, recommend, implement and administer HR related policies and procedures.

Internal Surveys – Conduct District surveys, questionnaires, wage verifications, and union comparables.

Collaborator – Works as a team member to coordinate District operations.

Chief Financial Officer

The Chief Finance Officer reports to the Director of Finance and Administration and plans, directs, and evaluates the financial functions of the District and is accountable for the following:

Planning – Plans, organizes, directs, coordinates, and evaluates the finances of the Fire District.

Budget Management – Responsible for overall purchasing and cost relationship to individual budget sections. Responsible to prepare, submit and administer the District's annual budget, and collecting bargaining agreement impacts.

Auditing – Acts as liaison to, and responsible for, the annual financial audit with the Washington State Auditor.

Reporting – Responsible to certify the Comprehensive Annual Financial Report (CAFR) for audit by the Washington State Auditor's Office, and to balance the district financial program to the monthly treasurer report.

Financial Management - Responsible for bank transfers and investments, disclosure reporting for bond issues, and to prepare and present financial forecasting data.

Collaborator – Works as a team member to coordinate District operations.

Administrative Services Manager

The Administrative Services Manager reports to the Director of Finance and Administration and directs the day-to-day work of administration personnel, coordinates support with other divisions, and is responsible for the following:

Payroll – Manage the payroll system, procedures, and verification/audit of data entry, program changes, and collective bargaining impacts.

Cost Recovery – Manage the emergency aid cost recovery program. Ensures claims are complete, verified, and in compliance with all policy and regulatory requirements.

Accounts Payable – Ensures proper procedures are followed in accordance with District policies regarding the expenditures of District Funds.

Accounts Receivable – Ensures proper procedures are followed in accordance with District policies regarding the receipt of District Funds.

Customer Service – Ensures a high level of customer service for our community in contact with citizens, as well as a high level of internal customer service between the sections and personnel support.

Collaborator – Works as a team member to coordinate District operations.

DRAFT

Merger Process Timeline

July 1, 2018	Functional "Umbrella" Interlocal Agreement Approved <ul style="list-style-type: none"> • Initiate consolidation of services (phased approach)
September 1, 2018	Internal Organizational Culture Initiative (Dr. Sikora)
January, 2019	Joint Board Meetings
January, 2019	Operational "Job Shadowing," Orientation, Training
February, 2019	Financial Model Finalized
February, 2019	Initiate Community Meetings
February, 2019	Strategic Plan Development
February, 2019	LSF Petitions D7 to Merge-Formal Process Begins
March, 2019	Cultural Integration Team Established
March 14, 2019	D7 Approves Petition
April, 2019	Notice of Intention to Boundary Review Board
May 10, 2019	Filing deadline for August, 6 election
August 6, 2019	Lake Stevens Community votes to approve merger
January 1, 2020	Legal Merger of FD7 and LSF

Potential Improvements to Service

1. Efficiencies in Emergency Response Operational Services

- Operations Section
 - One Training Division
 - One Technical Rescue Team
 - One Hazmat Team
 - One Rescue Swimmer Team
 - One EMS Program
 - One Boat Operator Program
 - One Wildland Firefighting Program
- Service Level Improvements
 - Larger pool of response personnel to prevent station brown outs
 - Larger pool of response personnel to up-staff for large events (fair, festivals)
 - Supplement daily staffing during projected "high alarm volume" events such as festivals, severe weather, localized emergencies, and outages.
 - Utilizing extra staff to create a shared BLS transport unit. (Keeping primary units available in their response area.)
 - Sharing Part-time Firefighters.
 - Combined EMS program can be supervised by D7 MSA
 - MSO program partnership.
 - The ILA will facilitate discovery of additional service level improvements.
- Planning Section
 - Improved operational response capabilities
 - Reduction of travel time by an improved street network through urban planning
 - Enhanced pre-incident planning functionality
- Logistics Section
 - Standardized field reporting
 - Improved field data transmission and utilization of technology
 - Safer apparatus fleet through combined best practices and utilization of technology
 - Achieved efficiencies through combined expertise
 - Efficiencies gained in joint purchasing
- Administration
 - More efficient deployment of resources
 - Staff who can focus on their areas of expertise

2. Improved utilization of staff will result in improved service potential.

- Improved “regional” coordination, training, and policy will standardize and enhance regional service.
 - “Back-filling/Move-Ups” for units that are dispatched on alarms or in training
 - Large Incidents, Fires, Disasters
 - More personnel available to call back
 - Increased supervisory support
 - Overall enhancement to supervision- Battalion Chiefs, Executive Officers, Medical Services Officers
 - Improved EMS service
 - Coordinated regional deployment of personnel
 - Improved supervision
 - Deputy Chief of EMS/MSA
 -
 - Medical Service Officers
 - Enhanced utilization of Community Resource Paramedic Program
 - Integrated staffing will improve our specialized response activities
 - Technical Rescue
 - Hazardous Materials
 - Water Rescue
 - Disasters
 - Multiple Casualty Incidents
 - Wildland Fires
3. Efficiencies in Administrative Services
- One Chief
 - One Executive Staff
 - One Administrative Staff
 - Finance
 - HR
 - Administrative support
 - Specialized responsibilities elevate effectiveness
 - Improved ability to plan and prepare for future growth and development.
 - One budget
 - One suite of audits by the SAO

- One WSRB report
 - One Accreditation process
 - One Strategic Plan
 - One grant writing process
4. Efficiencies in Community Risk Reduction Services
- Coordination and specialization of staff
 - Integration of staff improves service capability
 - Improved regional school education programs throughout merged District
 - Objectives include the following:
 - Support data-driven activities and programs
 - Reduce preventable injuries
 - Reduce preventable deaths
 - Reduce the incidence of fire
 - Develop Safer Communities
 - Demonstrate benchmarked reductions in death, injury, fires, economic loss
 - Identify opportunities to improve community health
 - Broadened distribution of pre-incident planning services
5. Fiscal Responsibility
- Potential cost saving opportunities in combined purchasing
 - Apparatus, small tools and equipment
 - Uniforms/PPE
 - Medical equipment
 - Supplies
 - Information Technology
 - Potential cost saving opportunities in streamlining service contracts
 - Architectural
 - PPE cleaning/servicing
 - Facility maintenance services
 - Legal counsel
 - Insurance
 - Information Technology
 - Improved supervision will enhance inventory control and asset management
 - Reduce / eliminate waste of disposables through resource management
 - Eliminate duplication of purchases through regional purchasing

- Reduce number of reserve apparatus / equipment
 - Streamlined funding initiatives
 - Levies
 - Bonds
 - Cost recovery programs
 - Level of service contributions/Impact mitigation
 - Financial forecast modeling
 - Risk Management activities reduce fiscal expenses to merged agency and the greater community
 - HR team to identify and minimize internal risks
 - Performance evaluations
 - Enhanced training division better prepares personnel; reduces injuries and time-loss events
 - Integrated Safety and Wellness programs reduce time-loss events
 - Community Risk Reduction Division reduces community economic loss
 - Cost control through combined activities and organizational strength
 - Group purchasing
 - Leverage of contracts through organizational strength
 - Heightened technical knowledge
 - Contracts specialist opportunity
 - Stronger participation in insurance pool
 - Payment disbursement
 - SERS
 - Snohomish County 911
 - Increased revenue through utilization of staff experts and programs
 - GEMT
 - Ambulance billing
 - MVC billing
 - Grant program management
6. Professional Development Opportunities
- Increased career opportunities and specialization for employees
 - Special Operations
 - Driver-Operator
 - Paramedics
 - Training Division
 - Safety/Wellness
 - Medical Services Officer
 - Community Resource Paramedic
 - Administrative functions
 - Community Risk Reduction

- Greater potential for promotional opportunities in a merged organization
 - Greater training and professional development opportunities for all staff
7. Improvement to fleet maintenance services
- Regional shop in Monroe
 - Integrated staff of mechanics able to assist with maintenance issues
 - Opportunity for development of knowledge, skills, and specialization
 - Broadens the potential for accreditation of shop
 - Broadens the potential for increased utilization of shop services by outside agencies
 - Helps control costs to merged agency
8. Improved facility maintenance program
- Enhanced supervision
 - Allocation of personnel to specialize and coordinate services
9. General quality improvement
- More efficient utilization of risk reduction activities
 - Enhanced training division
 - Improved supervision and development of recruit firefighters
 - Stronger utilization of insurance pool
 - Stronger insurance rating
 - Stronger WSRB rating
 - Pathway to accreditation
 - One Strategic Plan
 - One Standard of Cover
 - Enhanced pre-incident planning resources
10. Preparing for the future

- The strength of a merged LSF and D7 can better adapt to regional growth in population and development.
- Improved regional planning for fire stations and resource deployment.
- Adhering to responsible financial practices, a merged LSF and D7 has improved potential to adapt to fluctuations in the economy.
- Mergers and consolidations have been historically imminent in regions experiencing growth. With the present opportunity to merge, LSF and D7 are able to better prepare our communities for the future.
- Succession planning can identify, train, and prepare tomorrow's leaders

LAKE STEVENS FIRE PETITION

A PETITION of the Board of Commissioners of Lake Stevens Fire to the Board of Commissioners of Snohomish County Fire Protection District No. 7 to approve the merger of Lake Stevens Fire into Snohomish County Fire Protection District No. 7.

WHEREAS, the Board of Commissioners of Lake Stevens Fire recognizes that the communities of both fire districts will continue to grow and that it must diligently plan for this growth so that it may continue to provide excellent fire and medical emergency services; and

WHEREAS, the Board of Lake Stevens Fire has determined that Snohomish County Fire Protection District No. 7 is geographically located in such a manner that the governance, management and services of the merged Districts could be delivered effectively; and

WHEREAS, the Board of Lake Stevens Fire believes that by merging Lake Stevens Fire into Fire District No. 7, the new fire district will be able to provide the organizational structure, legislative control, administrative organization, funding, and operation necessary to better manage the impending growth of the communities in which both fire districts serve while increasing the fire and emergency medical services thereto; and

NOW THEREFORE, PURSUANT TO ITS AUTHORITY IN RCW 52.06.020, THE BOARD OF COMMISSIONERS OF LAKE STEVENS FIRE HEREBY DECLARES THAT DISTRICT No. 7 IS WITHIN REASONABLE PROXIMITY OF LAKE STEVENS FIRE AND HEREBY PETITIONS THE BOARD OF COMMISSIONERS OF SNOHOMISH COUNTY FIRE PROTECTION DISTRICT NO. 7 TO APPROVE THE PETITION OF LAKE STEVENS FIRE TO MERGE INTO SNOHOMISH COUNTY FIRE PROTECTION DISTRICT NO. 7 SUBJECT TO THE CONDITIONS STIPULATED IN ADDENDUM "A" ATTACHED HERETO.

ADOPTED by the Commission of Lake Stevens Fire, this _____ day of February, 2019, and duly authenticated in open session by signatures of the Commissioners voting in favor thereof and the seal of the Commission duly affixed.

Lake Stevens Fire

By: _____
Chairman Troy Elmore

By: _____
Vice Chair Jim Steinruck

By: _____
Commissioner Paul Gagnon

Attest:

Board Secretary Laana Larson

ADDENDUM A

1. To the best extent possible, all employees of Lake Stevens Fire will be integrated into the combined workforce of the new merged District considering their current position and working conditions.
2. The new merged District shall endeavor to maintain or improve staffing levels in all geographic areas of the new merged District.