



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

Lake Stevens Fire Conference Center  
10518 – 18<sup>th</sup> Street SE, Lake Stevens, WA 98258

September 26, 2019

1700 hours

### **CALL TO ORDER**

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

### **PLEDGE OF ALLEGIANCE**

### **ATTENDANCE**

Present for LSF: Chairman Elmore, Vice Chair Steinruck, Commissioner Gagnon, Chief O'Brien, Deputy Chief Huff, Deputy Chief/Fire Marshal Messer, Director of Finance & Administration Leah Schoof, State Auditors Vincent Shiel & Amanda Robinson, various members of the District, & Communications Director/District Secretary Laana Larson.

Present for Fire District 7: Chairman Waugh, Vice Chair Snyder, Commissioner Schaub, Commissioner Woolery, Commissioner Fay, Commissioner Wells, Chief Meek, District Administrative Coordinator Denise Mattern, and various members from the District.

## **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 January 1, 2017 through December 31, 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. They 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 Lake Stevens Fire assets. They will review the financial condition; as well as review meeting minutes and proper documentation.

This audit will also include a Financial Statement Audit for January 1, 2018 through December 31, 2018. They will provide an opinion on whether financial statements are presented fairly, in all material respects, in accordance with the applicable reporting framework.

The auditors reviewed their levels of reporting including findings, management letters, and exit items; 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 2<sup>nd</sup> by Chairman Elmore.

Vote Passed, Commissioner Gagnon abstained as he was not present at the September 5 meeting.

## FINANCIAL REPORT

### Investment Report

#### 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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 20<sup>th</sup> 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 20<sup>th</sup> Street.

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 now considering a couple offices at Station 82.

### **Action**

#### **Resolution 2019-08 Concurrent Merger**

Motion to adopt Resolution 2019-08 Concurrent Merger as submitted.  
Motion by Vice Chair Steinruck and 2<sup>nd</sup> 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 2<sup>nd</sup> 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 Lake Stevens Fire, 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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 2<sup>nd</sup> by Commissioner Gagnon.  
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

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 2<sup>nd</sup> by Snyder.  
Vote passed 6/0.

**DISCUSSION ITEM**

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 2<sup>nd</sup> 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 2<sup>nd</sup> by Woolery.  
Vote passed 6/0.

Policy 71: Financial Assistance

Motion to approve Policy 71 Financial Assistance.  
Motion by Woolery and 2<sup>nd</sup> 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 2<sup>nd</sup> by Wells.  
Vote passed 6/0.

#### **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 at 1730 hours.

#### **EXECUTIVE SESSION**

To occur after the joint meeting.



## JOINT MEETING BUSINESS

### JOINT COMMISSIONER MEETING SCHEDULE

Joint Commissioner Meeting schedule for the remainder of the year:

- October 30 at 5:30pm, in place of October 24 (Annual WFCFA Conference)
- November 14 at 5:30pm
- November 25 at 5:30pm, in place of November 28 (Thanksgiving)
- December 12 at 5:30pm
- December 30 at 5:30pm, in place of December 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 commented we are still working through this document and we will spend some more time working on it during the Commissioner Retreat.

### MERGER MANAGEMENT PLAN

- **Executive Team Structure (Action)**

Chief O'Brien distributed an updated org chart, the team organizational structure. We have been coming together as a team, we are a new district with 300 members, including 11 stations and 140 square miles. We have an opportunity to reorganize and place the best people in the best positions. Our vision is to create the best fire department, and we see the draft plan can use some improvements. Everything hinges on passing the levy and approval from the Board of Commissioners. There will be competitive interview processes and we will evaluate the knowledge, skills and abilities for each position. All positions on this Team Structure will be open to all Battalion Chiefs and above.

There are two significant changes:

Establishment of Deputy Chief of Operations

Establishment of Assistant Chief of Technical Services

Chief O'Brien reviewed the leadership team structure. He also pointed out how all the positions are connected and we are 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. We were very deliberate with the organizational structure and want the team to work together and communicate with each other before making the big decisions.

Chairman Waugh commented we are adding two FTEs to our plan. How do we measure the difference between Battalion Chief, Deputy Chief and Assistant Chief? This would be a huge step and we can't go backwards once the positions are in place.

Chief O'Brien commented that Assistant Chiefs are team leaders and are highly skilled, both administratively and operationally. We look at their leadership skills, humility, analytical thinking skills, commitment to mission and community; and ability to see the big picture. They could step into the Fire Chief position if needed. They need to be able to inspire others. They work at a high level and they bring solutions to the team. They can work well with the Commissioners and elective officials, attend events, and they have a high degree of executive level skills.



Deputy Chiefs are also leaders, motivated to go the next level, good managers of their programs, solution oriented and think analytically as well.

Battalion Chiefs are emerging leaders who think big picture; think about the organization as a whole and the community; more tactically oriented; and coach their people. They are the leaders on their shifts; and we hope they are motivated to move up.

Our plan is to first interview and place the Assistant Chiefs; then we would work together on the placement of Deputy Chiefs.

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 commented our goal is not to demote anyone.

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.

Chairman Waugh asked if we should consider consolidating or remodeling our battalions and increasing the 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.

Vice Chair Steinruck asked how many Battalion Chiefs there will there be with the merge.

Chief O'Brien confirmed 12 Battalion Chiefs.

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.

Motion to accept the leadership team structure as presented.  
Motion by Commissioner Fay and 2<sup>nd</sup> by Commissioner Gagnon.  
Vote Unanimous.

- **New District Naming Process**
- **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.

Chairman Elmore commented he looks forward to working through this process and offered to participate if needed.





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

Motion to approve both Scopes of Works for Dr. Pat Sikora regarding the new district naming process and merger support as submitted.

Motion by Commissioner Woolery and 2<sup>nd</sup> by Commissioner Gagnon.

Vote Unanimous.

### CULTURAL INTEGRATION TEAM

Battalion Chief Ryan Lundquist commented the Cultural Integration Team is moving forward. They've met a few times since summer ended; and he looks forward to meeting with the Commissioners at their retreat on Sunday afternoon.

### JOINT COMMISSIONER RETREAT

Chief O'Brien commented we are looking forward to the retreat with our Commissioners and Dr. Pat Sikora. We have one assignment for the Commissioners, please bring your favorite hat to the retreat. The retreat starts at noon on Saturday, September 28 and ends about noon on Monday, September 30. We appreciate the Commissioners taking the time to participate this weekend.

### NEXT JOINT COMMISSIONER MEETING – THURSDAY OCTOBER 10, AT 1730 HOURS 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 hours for five (5) minutes to discuss an employment process per RCW 42.30.110 (1)(g) with no expected action to follow. Executive session included Fire District 7 Chairman Waugh, Vice Chair Snyder, Commissioner Schaub, Commissioner Woolery, Commissioner Fay, Commissioner Wells, Chief Meek, CFO Camille Tabor, Lake Stevens Fire Chairman Elmore, Vice Chair Steinruck, Commissioner Gagnon, Chief O'Brien, and Director of Finance & Administration Leah Schoof.

Chairman Waugh reconvened the open public meeting at 1855 hours with no action as a result, and the meeting moved forward with Adjournment.

### ADJOURNMENT

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


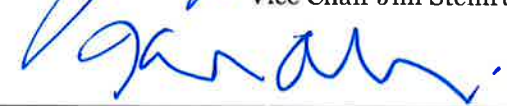
Motion to adjourn the meeting at 1855 hours.

Motion by Chairman Elmore and 2<sup>nd</sup> by Vice Chair Steinruck.

Vote Unanimous.

Minutes respectfully submitted by Laana Larson, Communications Director/District Secretary.

  
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Chairman Troy Elmore  
  
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Commissioner Gagnon

  
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Vice Chair Jim Steinruck  
  
  
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Fire Chief Kevin K. O'Brien

