



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

Hotel Bellwether
1 Bellwether Way, Bellingham, WA 98225

September 28-30, 2019

1300 hours

ATTENDANCE

Lake Stevens Fire Present: Chairman Elmore, Vice Chair Steinruck, Commissioner Gagnon, Chief O'Brien, Director of Finance & Administration Leah Schoof, Captain Brian Kees (Sunday), and Dr. Pat Sikora.

Fire District 7 Present: Chairman Waugh, Vice Chair Snyder, Commissioner Schaub, Commissioner Wells, Commissioner Woolery, Commissioner Fay, Chief Meek and Battalion Chief Ryan Lundquist (Sunday).

The following agenda items were discussed by the Board with no final actions taken.

CALL TO ORDER ON SATURDAY, SEPTEMBER 28, 2019

Vice Chair Steinruck and Chairman Waugh called the meeting to order at 1300 hours.

Focus: Lay the Foundation – Basic Concepts / Info

1300 hours: Intro/Kickoff to Retreat/Hats - Call Signs
1330 hours: What is Culture?
1430 hours: 30 Minute Break
1500 hours: What is Culture? Finish off background info/activities
1600 hours: Intro to Role of Leadership in Culture Creation
1630 hours: Baseball
1700 hours: Adjourn to Hospitality/Dinner out

ADJOURNMENT ON SATURDAY, SEPTEMBER 28, 2019

Vice Chair Steinruck and Chairman Waugh adjourned the meeting at 1700 hours.

CALL TO ORDER ON SUNDAY, SEPTEMBER 29, 2019

Chairman Elmore and Chairman Waugh called the meeting to order at 0900 hours.

Focus: Culture Today and Tomorrow

0900 hours: Convene/Kick-off the day/Team Activity
0915 hours: Overview of Culture Findings from LSF and D7
1000 hours: 15 Minute Break
1015 hours: Fears, Challenges, Hurdles/Opportunities
1100 hours: Today's Culture Discussion/Activity (Animals)
1200 hours: 1 Hour Break for Lunch Onsite
1300 hours: Convene - Team Activity
1330 hours: A Shared Vision for the New Culture/Desired attributes
1400 hours: The Why and More on Role of Leadership in Achieving Vision
1500 hours: 30 Minute Break
1530 hours: CIT Presentation/Discussion CIT
1630 hours: Team Activity



1700 hours: Wrap-up
1730 hours: Adjourn to Hospitality/Dinner out

ADJOURNMENT ON SUNDAY, SEPTEMBER 29, 2019

Chairman Elmore and Chairman Waugh adjourned the meeting at 1730 hours.

CALL TO ORDER ON MONDAY, SEPTEMBER 30, 2019

Chairman Elmore and Chairman Waugh called the meeting to order at 0900 hours.

Focus: Moving the New "WE" Forward, Priorities for Next Steps

0900 hours: Convene/Kick-off the day/Team Activity/Review
0930 hours: Commissioners of the Future: Who are we? Why are we here?
1030 hours: 15 Minute Break
1045 hours: Moving Forward: Initial Priorities/Action Items

In summary, the Commissioners discussed the following:

- Accepting the meeting rules of engagement with some edits
- Moving forward with a seven-person Board

1200 hours: WHEW!! Great Work!!!! Adjourn for Departure

ADJOURNMENT ON MONDAY, SEPTEMBER 30, 2019

Chairman Elmore and Chairman Waugh adjourned the meeting at 1200 hours.

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

Chairman Troy Elmore



Vice Chair Jim Steinruck



Commissioner Paul Gagnon



Chief Kevin K. O'Brien