



COMMISSIONER WORKSHOP AGENDA

January 8, 2019

6:00 PM

Lake Stevens Fire Conference Center

**LAKE STEVENS FIRE AND
SNOHOMISH COUNTY FIRE DISTRICT #7
WASHINGTON**

AGENDA



**JOINT LAKE STEVENS FIRE / FIRE DISTRICT 7
COMMISSIONER WORKSHOP AGENDA
6:00 PM
January 8, 2019
Lake Stevens Fire Conference Center**

1. Open the Workshop of January 8, 2019

2. Pledge of Allegiance

3. Chief's Update

Review of Interlocal Agreement and ongoing partnership with D7 and LSF

- Community Resource Paramedic
- Combined Training Division
- Regional Fire Academy (D7 Company Officers helped provide supervision to LSF)
- CRRD – Working Together
- Job Shadowing – In the works
- Potential Benefits of Merging Fire District 7 and Lake Stevens Fire – Review
- D7 – LSF Draft Management Plan- Review

4. Attorney Brian Snure

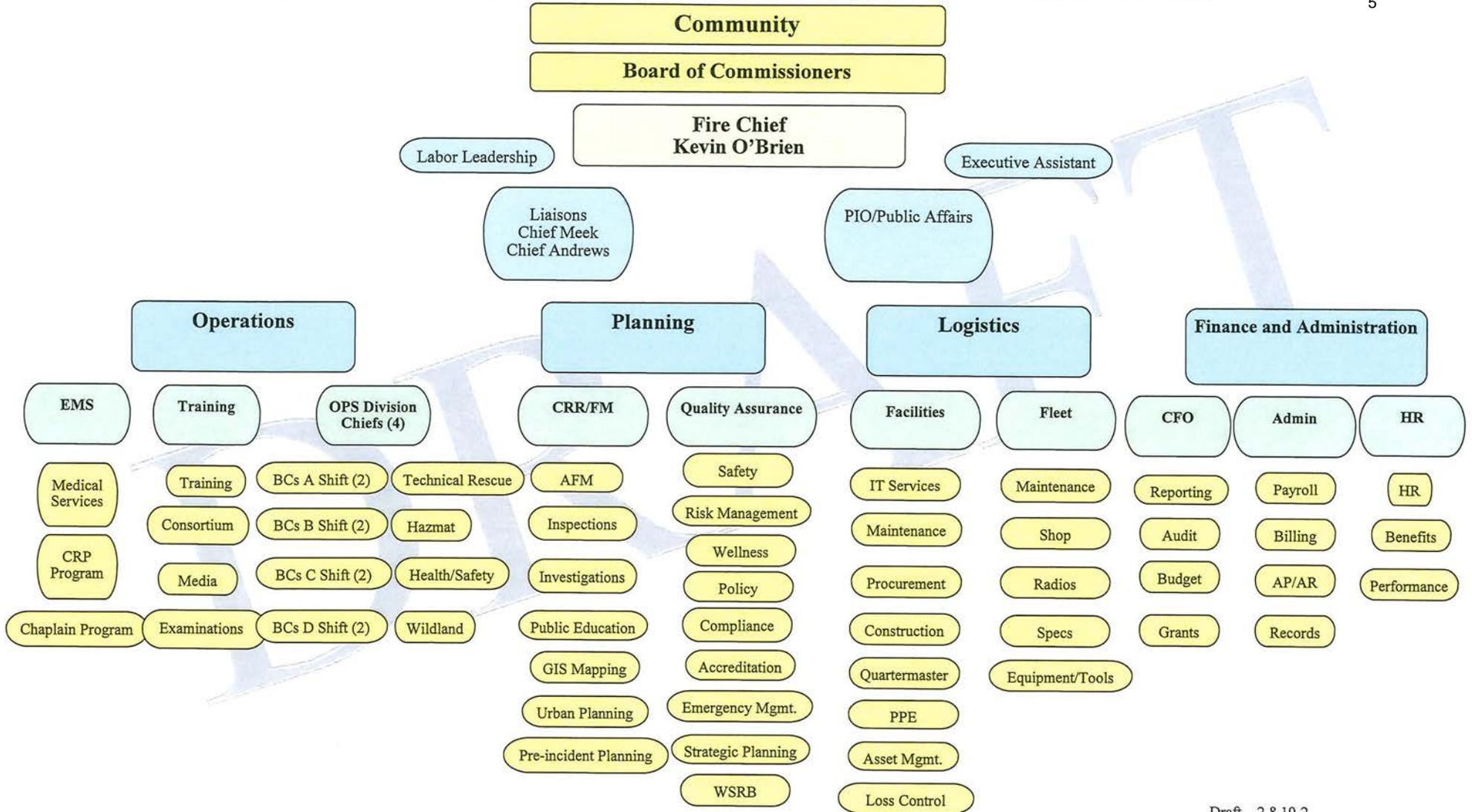
- The Merger Process
- Board of Fire Commissioner Responsibilities

5. Executive Session:

- RCW 42.30.110(1)(g) to evaluate the qualifications of current employees who are considered as applicants for the fire chief position of a merged fire district including the review of the performance of current employees of Lake Stevens Fire and District 7 as such performance relates to identifying the appropriate person to serve as Chief of the merged districts.

FIRE CHIEF UPDATE

DRAFT New Snohomish County Fire District Organizational Structure DRAFT



Snohomish County Fire District 7- Lake Stevens Fire Merger

Draft Management Plan

January 4, 2019



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DRAFT

Regional Planning for Optimal Service

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 Fire District 7 (D7) and Lake Stevens Fire (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.

Background

Leadership from FD7 and 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.

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 Plan

In 2019, D7 and LSF will begin a 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.

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.

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
February, 2019	Financial Model Finalized
February, 2019	Initiate Community Meetings
February 2019	Strategic Plan Development
August, 2019	Lake Stevens Community votes to approve merger
January, 2020	Legal Merger of FD7 and LSF

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.

District Name

Leadership recommends renaming the new organization with a new title that reflects the communities it serves.

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 provide 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.
- To set the level of risk that is acceptable within the Community.

- To 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.
- To serve, without prejudice or favoritism, to all of the District's citizens.
- To serve the Community with established levels of service delivery.
- Hold expenditures at an acceptable level within tax revenues.
- 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, Chief O'Brien will be appointed the Fire Chief of 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 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 support services division 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)

Given the span of control given 12 Battalion Chiefs.

Given 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 process for adjustment of system and/or personnel performance when feedback indicates the need. Establishes 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 – Program Manager is 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 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. Assures 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 –

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 assure 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 the 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 EMS 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 Districts 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.

Facilities Division

IT Services
 Maintenance
 Procurement
 Construction
 Quartermaster
 Personal Protective Equipment
 Asset Management
 Loss Control

Fleet Division

Maintenance
 Shop Services
 Radios
 Specifications
 Tools
 Equipment

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.

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. Reduced liability through merged organization

- 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

DRAFT

ATTORNEY BRIAN SNURE

Legislative 125
BOARD OF FIRE COMMISSIONERS
Governing Rules and Ethics

The legislative body of the Fire Protection District is the Board of Commissioners authorized and created under title 52 RCW. The Board of Commissioners has the statutory obligation to manage the affairs of the District and is responsible to establish all District policies.

1. **Statutory Power and Authority.** The Board of Commissioners possesses the powers and authority as set forth in Title 52 RCW and other applicable provisions of the Revised Code of Washington.
2. **Organization.** The Board of Commissioners, at its first regular meeting in January of each year, shall elect a chair and a vice-chair. The vice-chair shall perform the duties of the chair in the absence of the chair.
3. **Participation of Commissioners.** Each Commissioner is an elected representative of the residents of the Fire Protection District. Commissioners are entitled to vote on all matters coming before the Board of Commissioners and to make and second motions regardless of whether the Commissioner is serving as chair. Commissioners shall, however, be governed by the provisions of chapter 42.23 RCW in respect to any matter in which the Commissioner may have a conflict of interest. With a goal of presenting a unified voice to the community, commissioners shall direct citizens concerns and questions to the Chief of the District whenever possible.
4. **Actions of the Board.** RCW 52.14.010 provides that the Board of Commissioners of the Fire Protection District is the legislative body of the District. Chapter 42.30 RCW, the Open Public Meetings Act, and RCW 52.14.100 provide that actions of the Board of Commissioners may only take place at meetings authorized by statute. Individual Commissioners do not have authority to manage or direct the affairs of the District and individual commissioners shall respect the chain of command, by limiting contact and communication with District personnel, other than as specifically authorized by the Chief or the Board, to non operational matters. Administrative and managerial powers may only be exercised by those persons to whom such powers are delegated by action of the Board. The principal executive and administrative officer of the District is the Chief who has the responsibility for the management of the daily affairs of the District, for the supervision of District personnel and for the establishment of a chain of command to carry out such supervision. Commissioners are encouraged to become familiar with the District operations and to meet the paid and volunteer personnel of the District. It is a policy of the District, however, that individual Commissioners shall not supervise, direct or discipline District personnel. In the event a Commissioner shall be dissatisfied with the operation or any action of the District or its personnel, the Commissioner shall bring such dissatisfaction to the attention of the Board at a meeting of the Board.

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5. **Authority of Chair.** The Chair of the Board shall have the authority specifically granted by statute and such further authority as may be granted from time to time by action of the Board of Commissioners.
6. **Commissioner Compensation.** RCW 52.14.010 currently authorizes the payment to each Commissioner of \$104.00 for each day or portion of a day in actual attendance at official Board meetings or when performing other services or duties for the District subject to an annual maximum of \$9984.00 per year (The specified per diem and annual maximum shall be adjusted every five years in the manner specified in RCW 52.14.010 beginning July 1, 2013). It is the function of the Board to approve the services that any Commissioner is authorized to perform for the District. Commissioners of the District shall be entitled to receive the full amount of per diem compensation authorized by statute for the following activities:
- 6.1. Actual attendance at all regular and special meetings of the Board.
 - 6.2. Attendance at regular Fire Commissioners Association meetings and at meetings of the Board of Directors of the Association if the Commissioner is a member of the Board.
 - 6.3. Attendance at Washington Fire Commissioners Association meetings, conferences and seminars.
 - 6.4. Attendance at Fire District related seminars and educational classes.
 - 6.5. Attendance at Fire District open house functions.
 - 6.6. Attendance at other Fire District related activities approved by the Board of Commissioners.
 - 6.7. Travel time when a separate day of travel is required because of the location and scheduling of the activity.
7. **Commissioner Expense Reimbursement.** In addition to the allowance provided above, Commissioners shall receive reimbursement of reasonable expenses incurred in attending activities, meetings and events held outside of the District including the following:
- 7.1. Mileage reimbursement for use of personal automobiles at the District approved rate together with parking fees, ferry fees, etc.
 - 7.2. Registration fees.
 - 7.3. Overnight accommodations when required by the nature of the activity attended.
 - 7.4. Meal expense including gratuity when meals are not provided in the registration fee at an event attended.

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8. Schedule of Meetings.

8.1.Regular meetings. Regular meetings of the Board of Commissioners shall be held each month, pursuant to a schedule established by resolution of the Board. Meetings of the Board will be held at the Fire District Headquarters Station, or at such other place as the Board may direct from time to time. All regular meetings shall be conducted in conformance with the laws of the state of Washington governing meetings.

8.2.Special meeting. The chair, or any two members of the Board may call a special meeting at any time. Not less than twenty-four hours before any special meeting, the secretary shall notify each member of the board by written notice of the time, place, and the business to be transacted at the meeting. The notice shall be distributed and posted in accordance with the laws of the state governing such meetings. The presence of a Commissioner at the meeting or the Commissioner's written waiver of notice filed with the secretary shall constitute a waiver of receiving written notice of the meeting. When the meeting is called to address an emergency involving injury or damage, or the likelihood of injury or damage, to persons or property, and the time requirements for notice provided for above would be impractical and increase the likelihood of the injury or damage, the required notice may be dispensed with and the secretary shall notify each member of the Board by the best means possible under the circumstances.

8.3.Notice of agenda for regular meeting. Not less than four days before any regular meeting, the secretary shall mail to each member of the Board a reminder of the regular meeting and a preliminary agenda setting forth the matters which are to be considered at the meeting.

8.4.Addenda to the agenda at regular or special meetings. Addenda to the agenda of either a regular or a special meeting may be permitted at the commencement of or during the meeting, except that final action shall not be taken on items added to the agenda of a special meeting unless notice, as required by applicable law, has been given.

8.5.Quorum. A majority of the entire Board shall be necessary to constitute a quorum at all regular meetings and special meetings.

9. Excused Absence. The Board of Commissioners may grant permission for a Commissioner to be absent from a scheduled meeting of the Board.

10. Access to District Records. Each Commissioner shall have access to District records during regular business hours of the District; provided, that the review or examination of the records shall not interfere with the normal operation of the District office personnel. Commissioners shall not remove original District records from the District station. The administration shall provide copies of records requested by Commissioners subject to the following limitations:

10.1. No copies of confidential records will be provided without prior approval of the Board.

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Governing Rules and Ethics

- 10.2.** Copies will be provided promptly, provided the copying shall not unduly interfere with normal operations of the administrative personnel.
- 10.3.** District records and information obtained from District records may not be used by Commissioners for non-District business nor disclosed to unauthorized persons.
- 11. District Information.** Commissioners may not use District information, particularly confidential information, for individual gain or to promote the interest of any individual, group of individuals or entity. Commissioners have the duty to protect the confidentiality of privileged and private District records and information. The unauthorized disclosure of confidential records or information is a violation of this responsibility. The Board, not an individual Commissioner, has the authority to disclose information or records of the District. This restriction also applies when the District is involved in any type of contract negotiations, disciplinary procedures or other District business transactions.
- 12. Personal Liability Protection.** The Commissioners shall be included as named insureds on all applicable District insurance policies. In the event a Commissioner shall be individually named as a defendant in any litigation arising out of the performance by the Commissioner of District business and the District's insurance carrier shall deny coverage and refuse to provide defense to the action, the District shall provide the Commissioner with defense coverage and liability protection subject to the following conditions:
- 12.1.** The cause of action must have arisen as a result of the action or non-action of the Commissioner while acting within the scope and authority of the office of Commissioner.
- 12.2.** The cause of action must not have arisen as a result of intentional, willful, or criminal conduct of the Commissioner.
- 13. Liability Protection Procedure.** The following procedure shall be used to determine if the District shall provide the defense and liability coverage for a Commissioner under the District policy.
- 13.1.** The matter shall be referred to the District's attorney for investigation and review.
- 13.2.** The District's attorney shall fully investigate the facts and circumstances of the litigation and the actions of the defendant Commissioner.
- 13.3.** The District's attorney shall report to the Board of Commissioners in writing the results of the investigation and research. A copy of the report shall be furnished to each Commissioner under the attorney-client communication privilege.

The Board of Commissioners shall make the final determination based on the report and investigation of the attorney.

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14. Ethics:

14.1. Purpose. The District and its Board of Commissioners find that the proper operation of a fire district, as a taxpayer-supported public entity, requires that public officers, and particularly elected officials primarily responsible for the lawful management of the municipal corporation, be ethical, independent, impartial and responsible to the people, as fiduciaries. This policy is limited in scope; it only applies to the elected Board of Commissioners of this fire department.

14.2. Policy. The policy of the District is that this Ethics Policy shall be strictly adhered to, and that it shall be interpreted liberally so as to accomplish its purpose. The goal of the District is to establish and maintain the highest ethical standards for its leaders, so that they may establish an example for all district employees and members to emulate. The expectations of the Board and the District shall be that the prohibitions contained in paragraph 4 will always be honored and that the recommendations contained in paragraph 5 will be aspired to, and achieved whenever feasible.

14.3. Prohibited Conduct- A Commissioner Shall Not:

- 14.3.1.** Have an interest, financial or otherwise, direct or indirect, or engage in a business or transaction or professional activity, or incur an obligation of any nature that is in conflict with the proper discharge of the commissioner's duties.
- 14.3.2.** Be beneficially interested, directly or indirectly, in a contract, sale, lease, purchase, or grant that may be made by, through, or under the supervision of the commissioner, in whole or in part, and shall not accept, directly or indirectly, any compensation, gratuity, or reward from any other person beneficially interested in any such contract, sale, lease, purchase, or grant, except as set forth below.
- 14.3.3.** Use his or her position to secure special privileges or exemptions for himself, herself, or others.
- 14.3.4.** Give or receive or agree to receive any compensation, gift, reward, or gratuity from a source other than the fire district, for a matter connected with or related to the commissioner's services unless provided for by law.
- 14.3.5.** Receive, accept, take, seek, or solicit, directly or indirectly, any thing of economic value as a gift, gratuity, or favor from a person if it could be reasonably expected that the gift, gratuity, or favor would influence the vote, action, or judgment of the commissioner, or be considered as part of a reward for action or inaction.

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- 14.3.6.** Accept employment or engage in business or professional activity that the commissioner might reasonably expect would require or induce him or her by reason of his or her official position to disclose confidential information acquired by reason of his or her official position.
- 14.3.7.** Neither disclose confidential information gained by reason of the commissioner's position, nor may the commissioner otherwise use such information for his or her personal gain or benefit.
- 14.3.8.** Except in the course of official duties or incident to official duties, assist any person, directly or indirectly, in a transaction involving the district, where such commissioner's assistance is, or to a reasonable person would appear to be, enhanced or affected by the commissioner's position.
- 14.3.9.** Employ or use any district employee or other person, district funds or money, or district property under the commissioner's official control or direction, or in his or her official custody, for the private benefit or gain of the commissioner, an employee of the district, or another person, except as allowed by law. This section does not prohibit use of public resources to benefit citizens or others when such is part of district functions or official duties, or otherwise allowed by law.
- 14.3.10.** Use the facilities, personnel or resources of the district to assist or oppose a campaign for election or for the promotion or opposition to a ballot proposition, except pursuant to one of the recognized exceptions to RCW 42.17.130.
- 14.3.11.** Participate, by voting or otherwise, in any issue that comes before the Board of Commissioners, when the commissioner has any direct or indirect personal or financial stake in the outcome of the matter.
- 14.3.12.** Campaign for, or accept appointment or election to, any public office that would be incompatible with the office of fire commissioner, if concurrently serving as a fire commissioner.
- 14.4. Recommended Conduct - At All times a Commissioner Should:**
- 14.4.1.** Respect and comply with the law.
- 14.4.2.** Act at all times in a manner that promotes public confidence in the office of fire commissioner.
- 14.4.3.** Participate in establishing, maintaining, and enforcing high standards of conduct and personally observe those standards.

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- 14.4.4. Exhibit unquestionable integrity and have an uprightness of character and soundness of moral principle.
- 14.4.5. Show respect for others through temperance, fairness and civility in the execution of their duties and conduct of their personal life.
- 14.4.6. Have the courage to do what is right and stand up for those without power or authority.
- 14.4.7. Have compassion that is inherent to understanding another's problems while controlling and understanding personal feelings.
- 14.4.8. Conduct political campaigns in an honest and forthright manner, without attacking others in a negative way.
- 14.4.9. Lead by example.
- 14.4.10. Never forget that public office requires public trust and confidence.

14.5. Exceptions.

- 14.5.1. A commissioner is allowed by state statute to be financially involved in a contract with the fire district, so long as payment to the commissioner or his/her business does not exceed \$1,500.00 in any calendar month, provided that such commissioner shall not vote on any such contract in which he/she is beneficially interested. Moreover, such interest shall be disclosed to the governing body and noted in the minutes before formation of the contract.
- 14.5.2. A commissioner may accept a gift in the form of food or beverage on infrequent occasions in the ordinary course of performance of duties, but no such gift shall exceed a value of fifty dollars (\$50.00).
- 14.5.3. A commissioner is not deemed to have an interest in a contract, as those terms are used herein, if the commissioner has only a remote interest in the contract, so long as disclosure is made. A remote interest means, for example, the interest of a nonsalaried officer of a nonprofit corporation, the interest of a mere employee of a contracting party, where the compensation of that employee (commissioner) consists entirely of fixed wages or salary, the interest of only a landlord or tenant of the contracting party, or the interest of a less than 1% shareholder of a contracting corporation or cooperative; provided that this exception does not apply to a commissioner who attempts to influence, or does influence other district officers with respect to entering into the contract.

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14.6. Complaints. All complaints or requests for investigation of an alleged violation of this policy shall be in writing and signed by the complainant.



SNOHOMISH COUNTY FIRE DISTRICT NO. 7 POLICY

POLICY NUMBER:	<i>30</i>
SECTION:	<i>ADMINISTRATIVE POLICIES</i>
TITLE:	<i>THE BOARD OF FIRE COMMISSIONERS</i>
EFFECTIVE DATE:	<i>7/6/17</i>
REVISION DATE(S):	<i>2/22/07, 12/8/2011</i>

REFERENCE:

RCW 52.14

POLICY STATEMENT:

The purpose of this policy is to establish the operating policy for the Board of Fire Commissioners of Snohomish County Fire District 7.

The Board of Fire Commissioners of Snohomish County Fire District 7 is the corporate entity established by law in the state of Washington to provide fire prevention services, fire suppression services, emergency medical services, and for the protection of life and property in the district. The fire protection district, a municipal corporation within the laws of the state, possesses all the usual powers of a corporation for public purposes.

The policies of the board define the organization of the board and the manner of conducting its official business. The board's operating policies are those that the board adopts from time to time to facilitate the performance of its responsibilities.

The Board of Commissioners shall consist of five members elected by ballot by the registered voters of the fire district, except as otherwise provided by law, Commissioners shall hold office for terms of six years and until their successors are elected. Terms of Commissioners shall be staggered as provided by law.

Elected Commissioners shall take office at the first meeting in January following an election, provided election results have been certified by the county auditor and the elected Commissioner has taken and subscribed to an oath of affirmation that he/she will faithfully and impartially discharge the duties of the office to the best of his/her ability.

Elected Commissioners may take the oath of office up to ten days prior to the scheduled date of assuming office.

A Commissioner elected to less than a full term shall assume office as soon as the election results have been certified and he/she has taken and subscribed to the oath of office.

A person may become a candidate for office of Fire Commissioner by filing a declaration of candidacy with the county auditor during the filing period as prescribed by law. In the event that there are more than two candidates for any position on the board, a primary election shall be held in the manner prescribed by law. The two candidates receiving the greatest number of votes will appear on the general election ballot.

A person is legally qualified to become a Fire Commissioner if he/she is a United States citizen, a registered voter, and a resident of the fire district.

If a Commissioner's permanent residence ceases to be in the Fire District, the Commissioner shall no longer be qualified to serve as commissioner and shall resign immediately. In case of a board vacancy, the remaining commissioners shall fill such vacancy by appointment. The vacancy shall, within ninety (90) days, be filled by appointment by a vote of the remaining Fire Commissioners. The person appointed shall serve until a successor has been elected as provided by law. If the Board of Fire Commissioners fails to fill the vacancy within the ninety (90) day period, the county legislative authority shall make the appointment. If the number of vacancies is such that there are not a majority of the full number of Commissioners in office, the county council shall within thirty (30) days of the vacancies appoint the required number to create a majority to fill the vacancies on an interim basis through the next general election.



SNOHOMISH COUNTY FIRE DISTRICT NO. 7 POLICY

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In an effort to allow all interested persons the opportunity to request consideration to fill an interim vacancy on the board, an advertisement shall be placed in the local newspaper indicating that a position is open and available. The board may require a letter of interest and a brief resume' from each prospective candidate and establish an interview process.

Once the board has interviewed all prospective candidates, a vote of the board shall occur and a majority vote shall determine the selected candidate.

Each Fire Commissioner and the secretary shall take an oath to support the Constitutions of the United States and the state of Washington and to faithfully discharge the duties of his/her office to the best of his/her ability. A notary public, Board Secretary or any other method described by law will be authorized to administer oaths and must certify to this oath and the signature of the member and must file the signed oath of office in the county auditor's office.

At the first regular meeting in January of every other year, the Board of Fire Commissioners shall elect among its members, a chair and a vice chair to serve a two year term. If a Commissioner is unable to continue to serve as chair, a replacement shall be elected immediately.

The normal order of business shall be modified for the biannual organization meeting by considering the following matters after the approval of the minutes of the previous meeting:

1. Welcome and introduction of the newly elected commissioner by the chair.
2. Call for nominations for chair to serve during the ensuing year.
3. Election of a chair.
4. Assumption of office by the new chair.
5. Call for nominations for vice chair to serve during the ensuing year.
6. Election of a vice chair.

Policies shall continue from year to year and board to board until and unless the board changes them.

The chair shall appoint board members to represent the board on such committees where district representation is appropriate. Committee representation shall be limited to less than a quorum of the Board of Commissioners.

The chair shall preside at all the board meetings and sign all papers and documents as required by law and as authorized by the action of the board. The chair shall conduct the meeting in the manner prescribed by the board's policies, provided that the chair shall have the full right to participate in debate without relinquishing the chair and shall have the right to vote on all matters put to a vote. The chair shall conduct the meeting so that deliberation is clear, concise, and directed to the issue at hand; discussion and/or action is summarized before moving on to the next agenda item; and the meeting is managed so that the agenda is treated in an expeditious manner.

The vice chair shall preside at board meetings in the absence of the chair and shall perform all of the duties of the chair in case of his/her absence or disability.

The Fire Commissioners shall appoint a Secretary of the District for such term, as they shall determine. The Secretary of the District 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 to an official oath similar to that of the Fire Commissioners which shall be filed in the same manner as that of the Commissioners.

The authority of Commissioners is limited to participating in actions taken by the board, as a whole, when legally in session. Commissioners shall not assume responsibilities of the Chief or other staff members. Except to the extent that the Board expressly delegates authority to the Chair (e.g. to interface with staff) or pursuant to other official action by the board member, neither the board nor staff shall be bound in any way by any action taken, instruction given or statement made by any individual Commissioner.



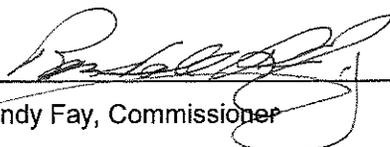
SNOHOMISH COUNTY FIRE DISTRICT NO. 7 POLICY

POLICY NUMBER:	30
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TITLE:	THE BOARD OF FIRE COMMISSIONERS
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Each Commissioner is obligated to attend board meetings regularly. Whenever possible, each Commissioner shall give advance notice to the chair or the Chief of his/her inability to attend a board meeting. Notification of absence prior to the next regular board meeting will constitute an excused absence. Failure to notify the chair or the Chief will constitute an unexcused absence. After two consecutive unexcused absences, a Commissioner will be sent notification to appear at the next regularly scheduled meeting or be subject to loss of his/her position. The board may declare a Commissioner's position vacant after three consecutive unexcused absences from regularly scheduled board meetings.

Board members shall be provided advance notice of board meeting agenda action items, before action items are taken to a vote of the board. Advance notice may include but is not limited to electronic notification, telephone calls, written notification, or discussion at a prior board meeting. In the event of an emergency, the advance notice may be waived by the board.

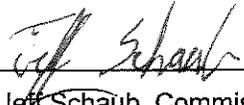
ADOPTED AND MODIFIED AT A MEETING OF THE BOARD OF FIRE COMMISSIONERS,
SNOHOMISH COUNTY FIRE DISTRICT 7 THIS 6th DAY OF JULY, 2017.



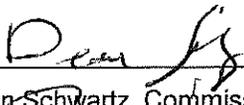
Randy Fay, Commissioner



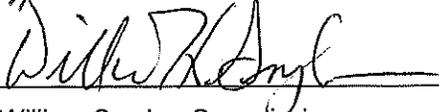
Marc Inman, Commissioner



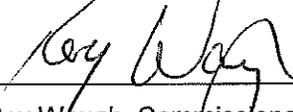
Jeff Schaub, Commissioner



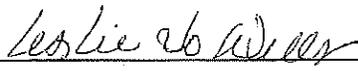
Dean Schwartz, Commissioner



William Snyder, Commissioner



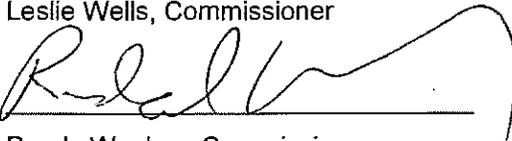
Roy Waugh, Commissioner



Leslie Wells, Commissioner



Shauna Willner, Commissioner



Randy Woolery, Commissioner

EXECUTIVE SESSION