SOUTH KING FIRE & RESCUE

SPECIAL COMMISSIONERS MEETING
Retreat
Marriott
June 18, 2018

Commissioner Gates announced at 0830 hours that the meeting will be called to order once we have a quorum of the Board.

Commissioner Gates called the meeting to order at 0837 hours with Commissioners Thompson and Rickert in attendance, Commissioners Fuller and Fossos are hopefully on their way. Board Secretary Lauri Perry recording.

Pledge of Allegiance was led by Commissioner Rickert.

COMMISSIONER COMMENTS

Commissioner Rickert, apologized for being a little late, he went to Station 68. He is glad to be here today, likes the forum and is looking forward to the discussion.

Commissioner Thompson noted that he is interested to see some networking today with the Administrative Team and the Board.

Commissioner Gates stated that it is good to have another Retreat.

At 0840 ours Commissioner Fuller arrived.

PUBLIC COMMENTS

There were no public comments.

STRATEGIC GOVERNANCE ASSESSMENT

D. Bob McKenzie talked about strategic alignment within the Board and passed out the Strategic Governance Assessment and how everything works together beginning with Access (Board) – Unified Purpose – Agreement – Unified Leadership to Action (Fire Chief) – Unified Strategies – Accountability – Unified Assessment and back to Access. Dr. McKenzie added that it is the Board's responsibility to make sure the Chief has all of the resources needed to lead the organization and the Chiefs responsibility to lead the organization.

Chief Church reviewed a presentation on "Who Makes Policies and Who Runs Our Fire Department?"

- What is the role of the elected official?
- What is the role of the fire chief and staff?

Commissioner Fossos arrived at 0857 hours.

Objectives

- Define the roles and responsibilities of the Elected Officials and the Fire Chief
- Identify areas that overlay (gray) and develop strategies for clarification and/or collaboration
- Provide information on communicating between the Fire Chief, staff and the Board members

Roles & Responsibilities; Elected Officials

- Determine organization mission and purpose
    - A statement of mission and purpose should articulate the organization's goals, means and primary constituents served. It is the Board's responsibility to create/validate the mission and review it periodically for accuracy and currency. Each individual Board member should fully understand and support it.
- Ensure effective organizational planning
    - As stewards of the public's trust the Board must actively participate with the Fire Chief and staff in the overall planning process. The Board plays a key role in providing resources and oversight in implementing the goals and objectives of the organizations strategic plan.
- Determine (and monitor) programs and services
    - The Board's role in this area is to determine which programs and services are most consistent with the organization's mission. This will include starting, maintaining and potentially ending programs and services. In addition it is incumbent on the Board to monitor, through the Fire Chief, the effectiveness of its programs and services.
- Select the Fire Chief
    - The Board must reach consensus on the Fire Chief's job description and undertake a careful search process to find the most qualified individual for the position. The qualifications should support the mission of the organization and should be in line with the job description. The selected Fire Chief should have the unanimous public support of the Board.
- Support the Fire Chief and review his/her performance
    - The Board should ensure that the Fire chief has the moral and professional support needed to further the mission and goals of the organization. This support should be well evidenced at public meetings and within the organization and the community. The Board, in partnership with the Fire Chief should conduct a periodic evaluation of the Fire Chiefs performance.
- Provide adequate resources to accomplish mission
    - One of the Boards foremost responsibilities is to provide adequate resources ($$$) for the organization to fulfill its mission. The Board should work in partnership with the Fire Chief and staff to identify and acquire sufficient funding to accomplish its mission. Resource needs should be forecasted many years in to the future, based on a sound strategic and financial plan.

- Oversee resources effectively (fiscal accountability)
    - The Board, in order to remain accountable to the public and to comply with applicable laws, must adopt annual budgets and assure that proper financial controls are in place. The Board's budget focus should be on the "big picture" (strategic), assuring that resource allocations and expenditures ae in line with stated goals and objectives. The adopted budget is the board's contract with the Fire Chief to provide the resources necessary to carry out the mission, goals and objectives for the next year.
- Adopt personnel and business policies
    - The Board is responsible for adopting personnel and business practice policies. It is prudent to utilize the Fire Chief and legal counsel in the development of these policies. The Board is also responsible for negotiating and binding themselves to labor and employment agreements, as well as other business contracts. This responsibility (and authority) may be delegated to the Fire Chief and/or other qualified person.
- Enhance the organizations public image
    - An important link to the community, including all of its constituents (property owners, renters, businesses, churches, visitors, other public entities, etc.) and the media is the Board. Clearly articulating the organization's mission and goals to the public, as well as garnering support from the members of the community, is an important role and responsibility for the Board.
- Assess the Boards performance
    - Board members have no individual authority to take action except as a quorum at a regular or special meeting. Evaluating its performance in fulfilling its roles and responsibilities, the Board and recognize its achievements and reach consensus on which areas need to be improved. Discussing the results of a self-assessment at a retreat can assist in developing a long range plan.

Roles & Responsibilities; Fire Chief

- Implement Organization Mission and Purpose
    - A statement of mission and purpose should articulate the organization's goals, means and primary constituent's served. It is the Fire Chief's responsibility to implement the mission and facilitate a review of it periodically, with the Board and staff, for accuracy and currency. The Fire Chief will assure that all members fully understand and support it.
- Ensure Effective Organizational Planning
    - As the Chief Executive Officer of the organization the Fire Chief must actively participate with the Board and staff in the overall planning process. The Fire Chief is responsible for implementing the goals and objectives of the organizations strategic plan.
- Implement (and monitor) Programs and Services
    - The Fire Chief's role in this area, in conjunction with the Board, is to determine which programs and services are most consistent with the organization's mission. This will include starting, maintaining and potentially ending programs and

services. In addition it is incumbent on the Fire Chief to monitor the effectiveness of programs and services and oversee the daily operations supporting the programs and services through the oversight of staff.

- Select, Fire and Promote the Members
    - The Fire Chief is responsible for creating job descriptions, recruiting, hiring and promoting the most qualified persons for all approved positions. In addition the Fire Chief has the authority and responsibility to discipline and terminate members according to applicable laws and agreements.
- Support the Members & Review their Performance
    - The Fire Chief should ensure that the members have the moral and professional support needed to further the mission and goals of the organization. The Fire Chief should conduct periodic evaluations of the member's performance.
- Ensure Adequate Resources to accomplish mission
    - Once of the Fire Chief's foremost responsibilities is to identify the resources (human, physical and financial) needed for the organization to fulfil its mission. The Fire Chief should work in partnership with the Board and staff to identify and acquire sufficient funding to accomplish its mission. Resource needs should be forecasted many years in to the future, based on a sound strategic and financial plan.
- Manage Resources Effectively (fiscal Responsibility)
    - The Fire Chief, in order to remain accountable to the Board and to comply with applicable laws, must administer the adopted annual budget and assure that proper financial controls are in place. The Fire Chief's budget focus should be on both the "big picture" and the "little picture" (tactical), assuring that resource allocations and expenditures are in line with stated goals and objectives. The adopted budget is the Fire Chief's contract with staff to provide the resources necessary to carry out the mission, goals and objectives for the next year.
- Administer Personnel and Business Policies; Adopt and Administer Operational Policies
    - The Fire Chief is responsible for administering personnel and business policies. In addition they are responsible for adopting and administering operational policies. The Fire Chief is responsible for recommending changes to Board approved policies. The Fire Chief may be delegated the responsibility (and authority) to negotiate labor and employment agreements.
- Enhance the Organizations Pubic Image
    - An organizations primary link to the community including all of its constituents (property owners, renters, business', churches, visitors, other public entities, etc.) and the media is the Fire Chief and members. Clearly articulating the organization's mission and goals to the public, as well as garnering support from members of the community, is an important role and responsibility for the Fire Chief.
- Serve as a Court of Appeals
    - Except in the direct circumstances (in which case the Board would take on this responsibility), the Fire Chief must serve as the court of appeal in personnel

matters. Solid personnel policies, grievance procedures and the effective hiring, supervision, appraisal and discipline of member will reduce the risk.

Board	Fire Chief
Determine Mission/Purpose	Implement Mission/Purpose
Ensure organizational planning	Ensure organizational planning
Determine/Monitor programs & services	Implement/Monitor programs and services
Select Chief	Select Members
Support Chief/review performance	Support members/review performance
Provide adequate resources	Manage the resources
Fiscal accountability	Administer budget
Adopt personnel/business policies	Administer personnel, business and operations policies
Enhance public image	Enhance public image
Assess Board's performance	Court of Appeal

Commissioner Guidelines

- The Board has adopts Commissioners Guidelines
- Key items include
    - Board requests come through the Fire Chief for projects or input
    - Fire appropriate paperwork for pay on time (as requested by the Auditor)
    - Understand and support the delineation between "policy" and "operations"

At 0950 hours the meeting recessed for a 10 minute break

At 1000 hours the break was extended for an additional 10 minutes.

The meeting reconvened at 1010 hours.

Chief Church continued discussing regarding the overview of the current 2018 "Projects and Challenges".

- Our personnel are definitely doing more with less
- We are seeing a cultural shift
- We have a small Admin Team and are seeing some divisional challenges in Prevention and Finance
    - D/C Goodsell gave a presentation on some of the upcoming challenges that Prevention could face with some upcoming retirements and he is looking at succession planning and the possibility of working with the King County Fire Marshal's Office or form a group in Zone 3 to conduct Fire investigation Cause and Origin Reports.
    - EDBO Ganem discussed some of the changes that were recently made in Biz Ops and that the team is looking forward to some new challenges and projects. The team would like to initiate monthly pre-audit reviews instead of doing these once a year. The team has also expressed interest in seeking out grant opportunities,

so we will be looking at some new responsibilities and opportunities for staff and the department.

Chief Church mentioned that we are always open to listening to and working with other departments on potential mergers but right now, it doesn't look like there are many opportunities for that to happy in the near future. We will continue to stay the course and take care of SKF&R.

At 1145 hours the meeting recessed for a 30 minute lunch break.

At 1215 hours the lunch break was extended for 15 additional minutes.

At 1230 hours the meeting reconvened.

The group broke out into two (2) groups Commissioners and Administration, the Board was tasked with addressing "start, stop and continue" relative to the organization overall and specifically the current Fire Chief and Administrative Team. The Administrative Team was tasked with addressing "start, stop and continue" relative to the organization overall and specifically the Board of Commissioners.

Start/Stop/Continue exercise (the team that developed the issue in parentheses)

START

- Planning for a future benefit charge election (Commissioners)
- Updating the Commissioners on the status of our current lid lift election (Commissioners)
- Create a Citizens Advisory Group with nine (9) members chosen by the Commissioners (Commissioners)
- Planning for a future excess (M and O) levy if the benefit charge does not pan out (Commissioners)
- Development of an LTGO (limited term general obligation bond/council-matic or commission issued bond) for a new Haz Mat rig, Technical Rescue rig, and a new Fire Boat (Commissioners)
- Work with local Police agencies to determine if we can cooperatively find funding for a new Fire Boat that PD can also utilize (Commissioners)
- Fund the staffing of Aid 63 (Commissioners)
- Planning for the eventually building and staffing of Fire Station 60 (Commissioners)
- The planning process to hire a new Fire Chief, either internally/externally/or a search which combines both (Administration)
- Identifying future positions for existing Administrative personnel to plan for succession (Administration)
- Researching a new deployment model (Administration)
- Recognizing community changes and future needs (Administration)

- Providing "job shadowing" opportunities throughout the organization (Administration)
- Working to improve partnerships in areas such as fire investigation, operations, and training (Administration)
- Providing a consistent organizational message, especially when related to elections such as the current lid lift (Administration)
- Realigning our Labor/Management relationship to enhance accountability with many changes coming administratively within the next few years (Administration)
- Empowering personnel to learn and manage programs including their related budgets (Administration)
- Accepting generational differences within our organization (Administration)
- Focusing our efforts on our SLP objectives while integrating new ideas as there is time/funding available (Administration)
- Developing a plan to pursue the benefit charge in the future (Administration)
- Improved levels of collaboration between all the organizations divisions with a shared vision (i.e. do not move forward with projects without considering the impact on other divisions…which will improve overall project planning) (Administration)
- Preparing all divisions for the retirement of Chef Church through mentoring, training, and succession planning (Administration)
- Assuming good intent!!! (Administration)

STOP

- Land banking (i.e. do we need to keep current properties at 356th and PHS, 47th and Dash Point Road, and 288th and 30th South if we are not going to build on them) (Commissioners)
- Increasing workloads across all divisions-all are currently maxed out!!! (Administration)
- Eating our own (i.e. support and educate when needed/don't criticize) (Administration)
- Making unilateral decisions-consider all stakeholders (Administration)
- Distracting objectives (i.e. the flavor of the moment) from taking the organization's eye off the ball as everyone is far too busy (Administration)

CONTINUE

- Determining a process to hire a new Fire Chief (editor's note…the current Fire Chief will provide at least 6 months' notice before his retirement) (Commissioners)
- Maintaining our Class 2 status as a prime directive (as well as obtaining it in Des Moines) (Commissioners)
- Reviewing and updating our Strategic Leadership Plan, with more frequent updates for the Board and community (Commissioners)
- The Commissioners Reports, as all really enjoy them and the wealth of information being provided (Commissioners)
- Our cooperative participation in Emergency Management, including the joint hiring of an Emergency Manager with VRFA (Commissioners)
- The CMT (Community Medical Technician) response vehicle with a social worker (Commissioners)

- The 320th street property discussions with a goal of a future Training Center on the site (Commissioners)
- Applying for grant funding in key areas (Commissioners)
- Turning in receipts and payroll entries on time to lessen the impact on staff-this is extremely important for Commissioners via their paper receipts and payroll forms, and the Administration in Telestaff (Administration)
- Following the Commissioner's Guidelines-including the Commissioners going through Chief Church relative to organizational projects/issues (Administration)
- Our proactive hiring processes (Administration)
- Our regional engagement in Special Operations (Administration)
- Supporting all our members to better themselves and their abilities (Administration)
- Building strong community ties (Administration)
- Believing in our people (Administration)
- Following public record guidelines (remembering that personal emails, text messages, and photos are all public records and need to be made available to Lauri Perry for record maintenance) (Administration)
- Using the SLP as a road map for our future (Administration)
- Enhancing officer/leadership development (Administration)
- Building positive relationships at the individual/divisional level (Administration)
- Being a very influential voice in local, regional, and statewide issues (Administration)
- Being a regional player with a local focus (Administration)
- To demonstrate constraint from injecting oneself into emergency operations (Administration)

At 1340 hours the meeting recessed for a five minute break

At 1345 hours the meeting reconvened.

The group reviewed and discussed the above "start, stop and continue" list.

The Commissioners came up with the below "Top 5 Gals for 2018-2109

- Staff Aid 63 when funding is available
- Upgrade Station 60, build Fire Station 60, and staff emergency apparatus at Station 60 when funds are available
- Refine community involvement (Community Team hand-picked by Board)
- Establish a plan for future Fire Marshal's Office and Community Affairs staffing
- Continue with enhanced succession planning/mentoring with numerous Administrative Team retirements occurring over the next year or two
- Cross-train and mentor the Business Operations Team for upcoming Administrative changes

There was some general open discussion about today's retreat.

At 1421 hours the meeting recessed.

_____	_____
CHAIR/COMMISSIONER	VICE CHAIR/COMMISSIONER
_____	_____
COMMISSIONER	COMMISSIONER
_____	
COMMISSIONER	
_____	
BOARD SECRETARY	

SOUTH KING FIRE & RESCUE IS AN EQUAL OPPORTUNITY EMPLOYER