



SNOHOMISH REGIONAL FIRE & RESCUE

BOARD OF FIRE COMMISSIONERS MEETING MINUTES

SNOHOMISH REGIONAL FIRE & RESCUE

SRFR Station 31 Training Room / Via Zoom

163 Village Court, Monroe, WA 98272

March 27, 2025, 1730 hours

CALL TO ORDER

Chairman Elmore called the meeting to order at 1730 hours. In attendance were Commissioner Alsin, Commissioner Edwards, Chairman Elmore, Vice Chairman Fay, Commissioner Schaub, Commissioner Steinruck, and Commissioner Waugh; and via Zoom was District Secretary Snure.

PUBLIC COMMENT

N/A

UNION COMMENT

Deputy Fire Marshal Schwartz thanked Chief O'Brien for his service, on behalf of the Firefighters' Union. They have appreciated Chief O'Brien and he reiterated that they are willing to support whichever direction the Board chooses to go.

CHIEF'S REPORT

As presented. Chief O'Brien commented that Battalion Chief Welch is retiring effective April 1, and his flag ceremony will be 9am Saturday, March 29 at Fire Station 81. Thank you BC Welch for your 35 years of service!

Chief O'Brien also congratulated our newly promoted Assistant Fire Marshal Jason Bowen! After an extensive assessment center and Chief's interview, his promotion will be effective April 1.

Chief O'Brien also thanked Deputy Fire Marshal Schwartz for his kind words and he announced his plans for retirement effective July 16, 2025.

COMMISSIONER REPORTS

Meeting	Chair	Last Mtg.	Next Mtg.	Reporting
Capital Facilities	Steinruck	3/25/25	4/22/25	Yes
Finance Committee	Elmore	3/27/25	4/24/25	Yes
Sno911	Waugh	3/20/25	4/17/25	Yes
Sno-Isle Commissioners	Fay	3/6/25	4/3/25	No
Leadership Meeting	Schaub	3/27/25	5/15/25	Yes
Policy Committee	Schaub	3/13/25	4/10/25	No
Community Advisory Committee	TBD	1/6/25	6/25/25	No



Capital Facilities – Commissioner Steinruck mentioned they had a meeting on March 25 and discussed Stations 32 & 81 with GMP negotiations ongoing, and Station 72 is awaiting approval from Alderwood Water District. They also discussed the Ground Maintenance Contract and the next set of priorities for Capital Facilities. Additionally the Station Design Conference in Arizona is coming up in May.

Finance Committee – Chairman Elmore mentioned they met earlier this afternoon and discussed negotiation processes, discussed Dark Horse opportunities, discussed the Ground Maintenance Contract, and discussed the surplus resolution.

Sno911 – Commissioner Waugh mentioned that he was at ComEx during this last meeting. He also mentioned that we are doing great with getting our radios reprogrammed. Thanks to the crews and Tim with Logistics!

Leadership Meeting – Commissioner Waugh commented it was a good meeting with our membership. Chief O'Brien gave a good report, then we had division reports, and then we had a debrief/post-incident training session. There were only a couple of questions for the Commissioners.

COMMITTEE MEETING MINUTES

Policy Committee – March 13, 2025

CONSENT AGENDA

Approval of Vouchers

Benefits Vouchers: 25-00441 to 25-00451; (\$773,772.76)

AP Vouchers: 25-00453 to 25-00560; (\$371,374.86)

Approval of Payroll

March 15, 2025 Payroll (\$1,432,970.33)

Approval of Minutes

Approve Special Board Meeting Minutes March 10, 2025

Approve Regular Board Meeting Minutes March 13, 2025

Motion to approve the Consent Agenda as submitted.

Motion by Vice Chairman Fay and 2nd by Commissioner Schaub.

On vote 7/0.



OLD BUSINESS

Discussion

District Highlights: Leadership Discussion

Commissioner Steinruck shared a brief presentation on leadership, referencing the following book by Simon Sinek.

- *Why the Best Leaders Know When to Keep Their Mouths Shut*
 - Creating Space for Better Ideas
 - Putting It into Practice

Commissioner Steinruck explained that this approach empowers team members to contribute meaningful solutions. It builds collective ownership of decisions and outcomes, and it prevents the team from becoming dependent on a single leader. Our organization has got some really strong leaders throughout the organization, and we want to be sure that we get input from everybody in the organization as we move forward. This book explains that ultimately leadership isn't about having all the answers. It's about creating the conditions where the best answers can emerge regardless of who they come from.

Action

Budget Amendment

Motion to approve Budget Amendment #1 as submitted.

Motion by Commissioner Schaub and 2nd by Commissioner Steinruck.

On vote 7/0.

NEW BUSINESS

Discussion

Policy Review

- Policy 611 Discriminatory Harassment Training

Deputy Chief McConnell commented that this is our first touch on this policy. There were no questions at this time.

Ground Maintenance Contract

Deputy Chief Rasmussen suggested that we accept the lowest bid, and asked the Commissioners to please let him know if there are any questions. He confirmed that the references for Totallandscape were all positive. The current Ground Maintenance Contract expires March 31, 2025.

Motion to move Ground Maintenance Contract to an action item.

Motion by Commissioner Waugh and 2nd by Vice Chairman Fay.

On vote 7/0.

Commissioner Schaub noted a concern that the Totallandscape bid sounds almost too good to be true.



Motion to accept Totallandscape's bid of \$62,327 for ground maintenance as submitted.

Motion by Commissioner Waugh and 2nd by Commissioner Edwards.

On vote 7/0.

Action

Fire Chief Selection Process

Chairman Elmore commented that they discussed this topic at ComEx, including input from labor. The Commissioners are looking at an inclusive process that engages the department and people from outside the organization as well. It will be run by a third party, an outside individual; and we have a quote included in the packet. The Board is in agreement that they want input with the process and this process will be as transparent as it can be.

It is awesome that we have internal candidates who will apply, additionally we want it to be a competitive process, and we would like to go with a regional approach. It is ultimately a Board decision on who ends up getting the position. However, the input from all different levels of the organization and from outside with people's perspective of this organization is completely invaluable. It's going to be an aggressive timeline because we have a deadline date. We would like to have someone hired by July 15, 2025.

Vice Chairman Fay asked if there was discussion about having an overlap with Chief O'Brien and the new chief; and Commissioner Waugh commented that they did consider an earlier start date.

Chairman Elmore commented we need to determine which regions we want, and he suggested Washington and Oregon. We also need to review the job description in case we want to make any changes. Vice Chairman Fay agreed to the suggested region and noted that we don't want this change to cause us to lose momentum with the good things that are happening.

Chief O'Brien commented that the organization is doing well, and we are moving forward. We have high level leaders in this organization, and they would do a great job as Fire Chief. This is a great place to work because of the team.

Commissioner Waugh thanked Commissioner Steinruck for his presentation on leadership. We have to start with the "why". Just to have somebody come in that knows how to run a department, that's one thing, but the key is to know why you're doing that.

Penny Coyne requested that she be considered a stakeholder with the fire chief selection process.

Motion to approve the proposal from GMP Consultants for the Fire Chief selection process as submitted.

Motion by Chairman Elmore and 2nd by Commissioner Steinruck.

On vote 7/0.



GOOD OF THE ORDER

Chairman Elmore commented that there will be a summary provided from Administration on the ComEx subject matter that was reviewed so the greater department can know what kind of work was going on. This work will help guide things for the future.

ATTENDANCE CHECK

Regular Commissioner Meeting April 10, 2025, at 1730 - Station 31 Training Room/Zoom

EXECUTIVE SESSION

N/A

ADJOURNMENT

Chairman Elmore adjourned the meeting at 1813 hours.

Commissioner Davin Alsin

Commissioner Jeff Schaub

Commissioner Rick Edwards

Commissioner Jim Steinruck

Chairman Troy Elmore

Commissioner Roy Waugh

vice Chairman Randy Fay