



BOARD OF FIRE COMMISSIONERS MEETING MINUTES

SNOHOMISH REGIONAL FIRE & RESCUE

SRFR Station 31 Training Room / Via Zoom

163 Village Court, Monroe, WA 98272

May 28, 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 District Secretary Snure was an excused absence.

Chairman Elmore commented that on this Memorial Day and beyond, we honor the brave men and women who made the ultimate sacrifice in the service of our nation. Their courage, dedication, and selflessness have secured the freedom we cherish every day.

PUBLIC COMMENT

Public comment from Justyn Shevlin as both a resident and employee, regarding the topic of Snohomish County Fire District #4, it is agreed we need to do something with SCFD#4. We encourage the Board to move forward with joint discussions with SCFD#4. The general consensus is that we are rushing the chief search, and it would be okay to pivot or pause. We have great people internally, and the benefit of consolidating would support 200,000 people in this region. We support a collaborative approach.

UNION COMMENT

Union comment from Ray Sayah, we appreciate the open communications. The mergers that have happened over the past took place during key moments with the districts involved, and we encourage you to have the discussion. The haste of moving forward with the chief search is with sound reasoning. We also respect the job Chief O'Brien has done with the building up of his staff. We ask you to consider the opportunity and have the conversations. Our members want to see the deliberation and thought go into consolidation conversations.

DISTRICT HIGHLIGHTS

Fire Chief Recruitment Process

Chairman Elmore commented that we had 17 applicants and pared that down to 11. The Commissioners will go into an executive session this evening, and then after the executive session they will more than likely bring that number down even further.

CHIEF'S REPORT

As presented. Chief O'Brien thanked everyone for their hard work in the field, and he thanked all the staff and commissioners for their hard work.



COMMISSIONER REPORTS

Meeting	Chair	Last Mtg.	Next Mtg.	Reporting
Capital Facilities	Steinruck	5/27/25	6/24/25	Yes
Finance Committee	Elmore	5/22/25	6/26/25	Yes
Sno911	Waugh	5/15/25	6/19/25	Yes
Sno-Isle Commissioners	Fay	5/1/25	6/5/25	No
Leadership Meeting	Schaub	5/15/25	9/18/25	No
Policy Committee	Schaub	5/8/25	6/12/25	No
Community Advisory Committee	TBD	1/6/25	6/25/25	No

Capital Facilities Committee – Commissioner Steinruck commented that we had a group of SRFR team members attend the Station Design Conference in Glendale, Arizona including Commissioner Steinruck, Commissioner Schaub and Commissioner Edwards. The progressive design build we are doing is heading us in the right direction.

Finance Committee – Chairman Elmore commented that they met earlier today and they discussed the 2025 First Quarter Financial Report and reviewed the committee processes with Commissioner Alsin.

Sno-Isle Commissioners – Vice Chairman Fay reminded everyone there will be no June Sno-Isle Commissioner Meeting.

Sno911 Committee – Commissioner Waugh commented that he attended the SRFR Leadership Meeting instead of the Sno911 Committee meeting this time. He encouraged members to visit the new facility.

COMMITTEE MEETING MINUTES

N/A

CONSENT AGENDA

Approval of Vouchers

Benefits Vouchers: 25-00942 to 25-00952 (\$777,802.08)

AP Vouchers: 25-00953 to 25-01108 (\$1,227,175.54)

Approval of Payroll

May 15, 2025 Payroll (\$1,491,812.90)

Approval of Minutes

Approve Regular Board Meeting Minutes May 8, 2025



Motion to approve the Consent Agenda as submitted.

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

On vote 7/0.

OLD BUSINESS

Discussion

Fire Chief Recruitment Process

- *GMP Consultants' Finalist Recommendations*

Chairman Elmore commented that they will have further discussion in executive session.

Proposal from Snohomish County Fire District #4

Chairman Elmore commented that we've tentatively agreed to a Joint Board Meeting, next Tuesday at 1730 hours to discuss the opportunities that we have. It will be very positive to have both groups in the room together and meet jointly as boards.

Commissioner Waugh suggested the following thoughts for discussion:

- We suspend the Chief search for at least two months.
- Request a joint meeting with Snohomish County Fire District #4.
- Discuss their board intentions, do they want to merge or do they want an RFA?
- What would a contract with Chief Waller look like?
- If we decide to move forward, suggest a merger committee that could meet every other week to formulate a merger outline plan that both boards would be able to act on.
- The committee would be made up of the following members and divisions:
finance, budgets, revenue, debit and assets, administration, HR, payroll, logistics, IT, PIOs and education, union contract, labor relations, planning, capital plans, equipment replacement plans, strategic plans, standards of cover, accreditation, EMS division, suppression, staffing, battalions, fire marshals, training, shop, and operations.
- An org chart would be developed from these meetings with suggested staffing recommendations. These meetings could be held as open public meetings; and these meetings would give the commissioners an opportunity to see what a merged district would look like, how it would function, and what culture it would work under. This will create an enormous workload on our staff.

Vice Chairman Fay commented that he appreciated everyone who called and shared their perspectives. There seemed to be two themes. The first issue was we haven't been as active in merging with District #4 and we need to work on that. The second issue was a concern with rushing the chief's search. Back in 2012 we were talking with District #4 about a merger and at that time it was clear District #4 did not want to merge. There have been changes with both boards over time and we haven't been able to move the issue forward. The Board is very interested in merging. Regarding the recruitment process, we had the same conversation with the consultant who confirmed that yes, we can have a quality search in this amount of time. We chose to move forward with the process, and we are satisfied with the results so far.



Chief Olson has done a great job. Vice Chairman Fay commented that he would support getting committees together, however he is not in favor of stopping the recruitment process.

Chairman Elmore commented that many of our commissioners have been in constant contact with District #4 commissioners and we have talked about a lot of concepts. The key is getting in the same room with each other and discussing what we can do together and how to go about it. Most mergers take a couple of years; it's an extensive process.

Commissioner Schaub commented that he doesn't feel that we are rushing the process. We hired a professional firm that is well respected, and he supports that we proceed with the process. Everyone on the Board believes we need to merge; however we need a good leader in place. We are listening to everyone.

Chairman Elmore commented that at the last meeting it was clear that the Board wants to move forward with the recruitment process. The question is if our Board is amicable to meeting with District #4 jointly.

Commissioner Alsin commented that he appreciates this opportunity, and it seems that everyone wants the merger. Should we consider pausing the recruitment process and exploring the option for a couple of months.

Commissioner Steinruck commented that he is very excited about these serious discussions and talking merger with District #4, and he is looking forward to those discussions as soon as possible. Chief Olson has done a great job sourcing some really strong candidates and we have some good internal candidates as well. Commissioner Steinruck commented that he is not in favor of pausing the recruitment process. There are two different issues, serious merger discussions and finding our next leader.

Commissioner Edwards commented that we are on the right track and should continue the recruitment process. He also looks forward to future discussions with District #4 regarding a merger.

Chairman Elmore commented that he is in favor of moving forward with both issues, continue with the recruitment process and meet jointly with District #4. If there is traction with the Boards, we could increase the frequency of these joint meetings.

Vice Chairman Fay asked what the benefit of pausing the process would be.

Commissioner Alsin commented that it would be a big learning curve for an outside leader to be Fire Chief and then step into a merger process. If we pause, we could continue with the status quo and really vet out the opportunity. And then decide which direction we want to go.

Vice Chairman Fay commented it is an 18-month process to prepare for the merge, and he is concerned about the impact on morale if working through this with an interim. We are about to launch into strategic planning and labor negotiations; it would be great to have our new chief as an active participant with



these important aspects.

Commissioner Alsin commented he would like to pause for a couple months and take time to explore all the options available to us.

Chairman Elmore commented we are looking at the larger picture, the potential for a merge. We need to sit down as a group and have the conversations as a group, and consider the shared opportunities. He appreciates that they sent their letter as requested, so we could have the discussion.

Commissioner Steinruck reminded everyone that the concept of a merger will have to go to the public for a vote.

Chairman Elmore commented that it would be the public of District #4 who would be voting on a possible merge. He suggested we get both commissions together next week for a Special Joint Commissioner Meeting.

Commissioner Waugh commented that this is a complex issue, and the meeting next Tuesday can be a great beginning point with open discussion. This entire Board is in favor of a merger. He thanked the Board for taking time to discuss this topic, and he is confident that we are moving forward in a good positive direction.

Chairman Elmore commented in summary; we have two thoughts. We have two Board members in favor of a two month pause and the remainder of the Board is in favor of moving forward with both tracks at the same time.

Action

Strategic Plan Contract Review

Motion to approve the Strategic Plan Contract with ESCI as submitted.

Motion by Commissioner Steinruck and 2nd by Chairman Elmore.

On vote 7/0.

NEW BUSINESS

Discussion

N/A

Action

N/A



GOOD OF THE ORDER

Vice Chairman Fay thanked all the members, Admin staff and leadership who called to share their perspectives. He appreciated everyone's perspectives.

Chairman Elmore thanked the members for their calls; it was greatly appreciated. He reminded the Commissioners not to use "reply all" with District communications. He also mentioned that Mukilteo Fire had a support dog, and it was very well received. He requested that staff might research a support dog service for SRFR.

Commissioner Schaub mentioned there was a lot of great information at the Station Design Conference for us to consider.

ATTENDANCE CHECK

Regular Commissioner Meeting June 12, 2025, at 1730 - Station 31 Training Room/Zoom
Commissioner Waugh mentioned he will be unable to attend in person and will try to attend via Zoom.

EXECUTIVE SESSION

RCW 42.30.110(1)(g): To Evaluate the Qualifications of an Applicant for Public Employment

Chairman Elmore called for an Executive Session to begin at 1835 hours for 30 minutes, with expected action to follow. Chairman Elmore extended the Executive Session for an additional 1 hour and 15 minutes. Chairman Elmore resumed the regular Board of Commissioners Meeting at 1950 hours and the Board moved forward with the following motion.

Motion to pare down the 11 candidates who applied for the Fire Chief position with Snohomish Regional Fire & Rescue from 11 to 6.

Motion by Chairman Elmore and 2nd by Commissioner Schaub.
On vote 7/0.

Chairman Elmore commented, in no particular order, the final candidates will be:
Robert Horton, Aaron Hummel, Ryan Lundquist, Brian Park, Michael Messer, and Colby Titland

Chairman Elmore thanked Chief Olson and the team for their work with the process.

ADJOURNMENT

Chairman Elmore adjourned the meeting at 1954 hours.



Commissioner Davin Alsin

Commissioner Rick Edwards

Chairman Troy Elmore

Vice Chairman Randy Fay

Commissioner Jeff Schaub

Commissioner Jim Steinruck

Commissioner Roy Waugh