

KLICKITAT COUNTY FIRE DISTRICT 3

200 Husum Street, Husum, WA 98623

Commissioner's Meeting

June 18 2015

Minutes

Called to order: 18:32

In Attendance: Commissioner Zoller, Commissioner Riggleman, Commissioner Connor, Secretary Plumb, Lloyd Olson, Debbie Olson, Tom Montag, Sandy Montag, Bob Merritt (MHC).

Agenda Approval: Commissioners requested executive session to be added after new business pursuant to RCW 42.30.110(1)(g).

Motion to accept the agenda for June 18 made by Commissioner Riggleman, Seconded by Commissioner Connor, (3 yay).

Public discussion: none noted

Minutes: *Motion to approve the minutes of May 14 made by Commissioner Riggleman, seconded Commissioner Connor (3 yay),*

Motion to approve minutes of June 11 made by Commissioner Connor, (3 yay) minutes signed.

Secretaries report:

1. **County Treasurer's Report for May2015**

Beginning balance	323,725.41	Ending Balance	256,662.01
Deposits	46,512.40	Disbursements	113,575.80

2015 District expenditure shows a year to date (June 18) total of **\$170,595.15**

2. **Bills and items to be signed:** *Motion to pay the bills made by Commissioner Riggleman. Seconded by Commissioner Connor, (3yay).*

a. Vouchers:

b).5/22 - \$2,022.62 b).5/28 - \$2,909.81 c). 6/04 - \$4764.03

d). 6/11 - \$ 3,443.70 e). 06/18- \$ 2,753.54

f). Commissioner's voucher signed for May 15-June 18 2015.

3. **Budget:** 2015 noted the office expenditure is already at 89% and the office printer needs to be replaced.

4. **Investment of funds:** \$100,000 invested on 05/18/2015 earned \$5.48 to 06/31/2015 (net earnings rate 0.1430%) - Approval by Commissioners to invest more funds. Roz will write up a letter to invest \$100,000.00, after the meeting.

5. **Correspondence:**

a) Public records request: All documents relating to financial transactions between KCFD3 and Attorney Tom Burke, were sent out. This included all e-mails to the commissioners with attached AP Scripts (vouchers) submitted to the county Auditor's Office, all signed AP

scripts, and minutes of all meetings where the AP scripts were signed as approved by the commissioners, along with the digital recordings of the meetings from January 2014 through April 2015.

- b) Brian Snure Attorney: Public records request policy (see later in the meeting).
- c) Enduris: Approved our Confidentiality and ride-along agreements. Roz submitted the employee contracts for review also. They came back as ok but indicated legal council should be sought for clarification of hourly vs salaried for certain positions. They also recommend 'at will' employment, as indicated in their template for an employee handbook. This is an area the Commission will need to address for hiring and personnel management policies.
- d) Enduris: Liability coverage increased to \$20million, per member, per occurrence. 2016 rate increases (1.9% for general liability, 2.07% for structures, 2.11% for contents, mobile equipment).
- e) Enduris: Board of directors Election ballot. The Commissioners had no input on voting for Enduris board members.

6. May Incident Report:

20 EMS, 2 MVA, 5 brush fires, 1 unauthorized burn, 4 cancelled en route, 3 Other.

7. Ongoing Projects: Human Resources/Employee Handbook, Purchasing /small works protocols.

Chief's report: Chief Virts was absent but submitted a written report;

- 1. Lawsuit update: The Anti-Slap law has been struck down by Washington's Supreme Court. This has brought efforts to collect the attorney fees and the associated \$10,000 "Slap" to a halt. Perhaps permanently. Our case was decided prior to the law being struck down so we may yet receive payment. At question is whether cases decided prior to the law being struck down must still be paid. Our attorney is keeping tabs on this.
- 2. Brush Truck chassis: Awaiting word on the requested grant funding from BNSF before moving on this. Either way we have the funds. It boils down to using the BNSF funding to help with the chassis and completing the project before the end of this fire season versus spending all our own money and being unable to complete the project in the Fall.
- 3. Fire Prevention Inter Local Agreement: This is still in the works. We are trying to sort out final wording before moving to the next level. The next level is taking it to the County Commissioners for review and (hopefully) approval.
- 4. Fire Season update: The front page article in The Enterprise pretty well sums up where we are in terms of the fire season. KCFD3 is currently at 7 wildland incidents this season versus 3 at the same time last year. DNR is at 50% of their total responses for last year and we are just entering the traditional busy season.
- 5. Automatic Aid Agreement with Skamania FD3: You (the commissioners) signed the updated and revised agreement at the last meeting and a copy has been forwarded to the WSRB. They received the copy and advised that it will become effective 1 July 2015. The commissioners at Skamania FD3 have been advised.

6. Paging problems: The on-going problems are being dealt with. Problems include no page tones heard, no voice transmission heard, sometimes simply nothing heard, etc. The problem seems to be specific to the Husum area and is rooted in the pagers ability to handle the frequency. The Swissphone pagers are in process of being reprogrammed and returned to service. The process was started but ended abruptly due to a computer connection issue. There is a work-around and it will be employed ASAP. Commissioner Riggelman commented it is unfortunate that issues with paging always appear in the Husum/White Salmon corridor.
7. Tender Credit: The required paperwork is in process for the District to receive "Tender Credit" for the areas without hydrants. My understanding is this would improve our protection class rating from an 8 to an 8a. The area served by Sta. 33 would remain a protection class 9 due to the lack of an adequate number of fire fighters within 5 road miles of the station. WSRB will not recognize the station as anything more than an auxiliary storage facility without sufficient personnel (5-6) to operate the equipment to their standards. Comment from Bob Merritt revealed the credit will apply across the district as it essentially gives all residents a hydrant outside their house (1000 gals for 30 minutes). This is something the district should publicize widely when it is approved, as it will lower insurance rates.
8. Unification effort: My thoughts, covered in Bob's (Merritt) 12 June email to you, still stand. His remarks also seem to be on target. Mayor Poucher seemed eager to share some thoughts/information with me at Spring Fest, but the event got in the way of that. I am still waiting for any kind of a report on progress, or lack thereof from Chief Hunsaker. Commissioner Connor commented we should focus on a new chief and not the unification. (See item 4 under old business).

Training report – Captain Renault was the stand-in training officer for the last 2 weeks. He reported there was a good turnout for these drills. The drills involved 3 to 4 different scenarios each night. Commissioner Riggelman said the drills had everyone thinking on their feet.

Old business:

1. Interlocal agreement: Covered in Chiefs report.
2. Law suit: covered in Chiefs report.
3. 2010 annexation and associated outstanding debt: There has been no information.
4. Fire department unification: Bob Merritt had drafted a letter to the city, (the Commissioners received the draft letter before the meeting). They discussed the letter and saw no problem with submitting the letter to the city. The letter gives a brief history, an outline of the course of action needed to move forward and the Commissioner's sense of urgency in that regard. They agreed to send the letter as soon as possible. Roz will print up a copy and Commissioner Zoller will sign it. Bob Merritt handed the Commissioners a diagram/flow chart showing the steps needed from both parties. The Commissioners reviewed the flow chart and agreed it helps visualize the process, and thought it might help if it was included in the letter. The Commissioners noted the letter is asking the city to look at the discovery phase and is not trying to force a merger, just look at the possibility.
5. Payroll /Herman and Associates. – Roz has talked to them about the set up. The Commissioners agreed that it's a good idea to have professionals take care of the pay roll so we do not miss anything. Commissioners approved Roz can go ahead and get the payroll set up with Herman and Associates. Was there a motion on this??

6. Chief hiring: Bob Merritt offered some considerations and talked about an executive search (see attached). He highlighted the importance of an executive search, and the task force opinion on succession. He suggested the commissioners consider putting a package together for the applicants, to include a profile of the District, a job description, match the profile with the skills, performance expectations, and leadership style. After the package is put together the Commissioners will need to make a policy decision on where to advertise.
7. Brush chassis- Covered in Chief's report.

New business

1. Annexation in to district: Roz gave an update on the properties that are eligible for annexation. There are several properties that appear on the County map as being in District 3 but the tax code for those properties does not reflect the same information. The properties in question have been identified and the list was given to the County Assessor's office. We have not heard back from them yet. Roz will follow up on this. There are also several properties that are eligible to annex into the district as they are adjacent to the district boundary. Roz sent out a few letters (there are more to be addressed still), and has had some positive response. The Commissioners received petitions for three properties to be annexed on Thunderbird Road (all properties owned by Todd Collins). The next step is a public hearing. The hearing will be scheduled for July 9, 2015 at 18:30 directly before the Commissioner's regular business meeting. A legal notice will be placed in the paper. Once the hearing is over the Commissioners can make a decision in the regular business meeting, and sign a resolution to be submitted to the County Commissioners.
2. Public records policy –While reviewing the policies, Roz discovered the district does not have a policy in place addressing requests for public records. Roz had a draft policy reviewed by Brian Snure (attorney) and he recommended a much more detailed policy. Roz adapted that policy to fit with the specific hours and staff challenges of the district. The Commissioners received a copy via e-mail. It has since been changed into the district policy format (wording has not changed). Roz will send the new format to the Commissioners before the next meeting. It was noted that the district has complied with the state rules on public records disclosure in the past. The policy manual is a work in progress and it always will be as we review and update the policies.
3. Lodging at the fire station- Roz explained that having been to the employment law training earlier in the year she has been looking into the districts policies and reading the regulations. One item she has identified as a possible issue is that since moving out of the district, Assistant Chief Jerry Nelson has a camper parked behind the station where he stays when he is scheduled to work. There is an agreement between Jerry Nelson and the Chief, whereby Jerry gave the District a large flat screen TV as compensation for hooking up to the district's electricity and water. The information Roz found indicates that resident firefighters need to be addressed by policy as the cost of residence can be seen as taxable income. Discussion ensued – because he is staying here it could be seen that he is getting an added benefit that others are not getting. Bob Merritt commented that you need to handle it very carefully as it could be seen that anytime Jerry stays there he is on the clock (subject to overtime?). He also noted there are ways to address it where you show shared benefit. Bob Merritt stated that some resident programs charge the residents \$140 per month (cost depends on local comparative accommodations). The Firefighters would have to write a check each month, however, if they worked shifts they could earn that money back in shift pay. This made a clear

demarcation between rent and pay. Bob Merritt commented it is "dicey" when you get into resident situations. The Commissioners need time to process this information before making decisions and requested it be on next month's agenda.

Executive session – Chairman Zoller called executive session pursuant to RCW 42.30.110(1)(g) to evaluate the qualifications of an applicant for public employment. The executive session will be for 5 minutes reconvening at 19:47.

19:47- Reconvened meeting. Not all members of the public returned

Good of the order: Commissioner Riggleman thanked Bob Merit for coming and helping out. Commissioner Connor commented on the volunteer recognition budget line item. He said he has no problem with it being over the budgeted amount, and wants to keep it higher, so as to maintain volunteers.

Next meeting; July 9 2015.

Motion to adjourn meeting of June 18, 2015 made by Commissioner Riggleman, seconded by Commissioner Connor. (3 yea.

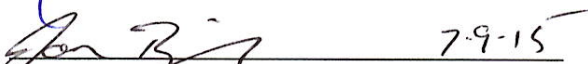
Meeting adjourned 19:33


APPROVED BY:

Attest:


Chairman - Commissioner Zoller. (date) 7-9-15

District Secretary Rozalind Plumb


Commissioner Riggleman. (date) 7-9-15


Commissioner Connor (date) 7-9-15

BVFF- Local Trustees Meeting: 19:33, adjourned 19:58

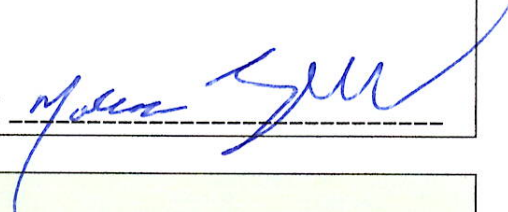
Workshop – To discuss plans for succession - hiring of a new Chief. Commenced at **19:58 hours.**



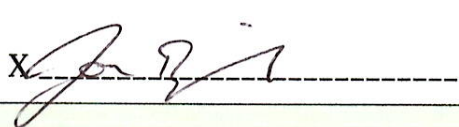
COMMISSIONER VOUCHER

May 15-June 18 2015

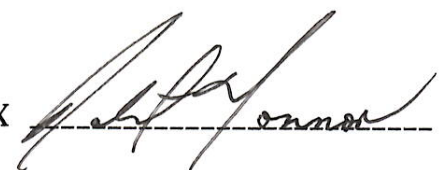
MARK ZOLLER

Meeting	Date	Signature
Regular Board Meeting (recessed)	06/11/2015	<div style="font-size: 2em; font-family: cursive;">  </div>
Regular Board Meeting (continued)	06/18/2015	

JONATHAN RIGGLEMAN

Meeting	Date	Signature
Regular Board Meeting (continued)	06/18/2015	<div style="font-size: 2em; font-family: cursive;">  </div>

ROBERT CONNOR

Meeting	Date	Signature
Regular Board Meeting (continued)	06/18/2015	<div style="font-size: 2em; font-family: cursive;">  </div>



Klickitat County Fire District 3

200 Husum Street – P.O. Box 151 Husum, WA 98623

Phone: (509) 493-2996 Fax: (509) 493-1296

NOTICE OF MEETING CONTINUANCE

The Fire Commissioner's Regular meeting for Thursday June 11th was recessed due to lack of a quorum.

The meeting will be continued on

DATE: Thursday June 18th 2015

TIME: 18:30

**PLACE: Station 31 (Husum Fire Hall), 200 Husum Street
Husum, WA 98623**

Rozalind Plumb
KCFD3 District Secretary
secretary@kcf3.com

Klickitat County Fire District 3 Commissioners Meeting

June 18th, 2015 @ 6:30 pm

AGENDA

Regular Board meeting continued from June 11, 2015.

- **Open Meeting:** Call to order. (A) = Action (I) = Information (D)= Discussion
 - **Approval of agenda (A)**
 - **Attendance:**
 - **Public Discussion:**
 - **Minutes of last meeting(s): (A)** review, approve, and sign.
 - **Secretary's report:**
 - 1. Financial Report (I) 2. Bills and items to be signed (A) 3. Budget (I),
 - 4. Investments(I) 5. Correspondence (I) 6. Incident Report (I)
 - **Chief's Report: (I)**
 - **Training Report: (I)**
 - **Old Business:**
 - 1. Inter-local Agreement for Fire Inspection Service.
 - 2. 2013 Levy Law Suit.
 - 3. 2010 annexation and associated outstanding debt.
 - 4. Fire Department Unification (D)
 - 5. Herman and Associates- proposal to outsource payroll (A)
 - 6. Personnel- hiring a Chief- brief summary of progress to date.(I)
 - 7. Chassis purchase.
 - **New Business:**
 - 1. 2015 Annexation INTO District 3. (Board accepts petitions. Request notice for hearing before the July meeting to run 2 weeks before hearing. Draft resolution review).
 - 2. Public Records request Policy.(I/D)
 - 3. Lodging at the fire station (D).
- Added - Executive Session.*
- **Good of the order:**
 - **Next meeting:** Regular meeting July 9, 2015.
 - **Motion to adjourn: (A)**

BVFF local trustees meeting – As it is not part of the Commissioner's meeting it can be held after the meeting. TIME: _____

Workshop- To discuss plans for Chief Succession.



**KLICKITAT COUNTY TREASURER
FINANCIAL REPORT
MAY 2015**

667.1 FIRE DIST. 3	
Beginning Cash Balance	\$ 323,725.41
Cash Increases	
Tax Collections	\$ 24,056.30
District Deposits	\$ 1,341.00
State Apportionment	\$ -
State Forest/PILT/Timber Excise	\$ 21,115.10
Federal PILT	\$ -
Leasehold Excise	\$ -
Reimbursements	\$ -
Investment Interest	\$ -
Matured Investments	\$ -
Interfund Transfers In 397	\$ -
G/L Entries & Journal Entries	\$ -
Subtotal	\$ 46,512.40
Total Cash Balance	\$ 370,237.81
Cash Disbursements	
A/P Vouchers & G/L Journal Entries	\$ 12,010.00
Interfund Transfers Out 597	\$ -
New Investments	\$ 100,000.00
Accounts Payable	\$ -
Payroll/Salary Clearing	\$ -
Misc. Remittances/EFTPS/ACH	\$ 1,565.80
Misc County Fees	\$ -
Bonds Paid: Principle/Interest	\$ -
Loans: Principle/Interest	\$ -
Other:	\$ -
Total Disbursements	\$ 113,575.80
Ending Cash Balance	\$ 256,662.01
Warrant Activity	
Previous Month Outstanding	\$ -
Warrants Issued (+)	\$ -
Warrants Paid (-)	\$ -
Warrants Canceled (-)	\$ -
Warrants Outstanding (O/S)	\$ -
<i>Cash Balance-Less O/S Warrants</i>	\$ 256,662.01
Investment Activity	
Beginning Investment Balance	\$ -
Matured Investments	\$ -
New Investments	\$ 100,000.00
Ending Investment Balance	\$ 100,000.00
Bond Activity	
Beginning Bond Principle Balance	\$ -
Bond Principle Payments	\$ -
Bond Interest Payments	\$ -
Ending Bond Principle Balance	\$ -

Prepared By: Paul Dunn


 _____, Chief Deputy Treasurer

To 6-18-15.

This budget sheet is connected to the expenditure spreadsheet.

2015 BUDGET

Bars #	Category	Original Budget	grant/other	expenditure YTD	Balance	% Used
	Salaries & Wages + employee paid benefits	76,378.00		32,866.26	43,511.74	43%
	Benefits	19,886.00		9,734.64	10,151.36	49%
	Volunteer Stipend	13,000.00		577.50	12,422.50	4%
	Volunteer Disability/Pension	3,000.00		2,370.00	630.00	79%
	Office Expense/Supplies	3,500.00		3,113.97	386.03	89%
	Fuel	12,000.00		2,758.62	9,241.38	23%
	Professional Services	5,000.00		12,412.75	(7,412.75)	248%
	Taxes (for previous year)	1,500.00		1,082.65	417.35	72%
	Travel & Meals	4,000.00		2,351.37	1,648.63	59%
	Advertising	500.00		56.00	444.00	11%
	Insurance	14,000.00		-	14,000.00	0%
	Utilities Services	12,000.00		5,215.54	6,784.46	43%
	Communications	7,000.00		4,823.65	2,176.35	69%
	Dues & Fees	2,500.00		761.45	1,738.55	30%
	Vehicle Parts/Repairs	14,100.00		5,261.12	8,838.88	37%
	Fire Training - Supplies	20,000.00		3,052.99	16,947.01	15%
	EMS Training - Supplies	23,000.00	350.00	4,584.70	18,765.30	20%
	Rescue - Apparatus Supplies	20,000.00		-	20,000.00	0%
	Volunteer Recognition	1,500.00	420.00	2,287.60	(367.60)	153%
	Station Repairs - Supplies	25,000.00		4,006.60	20,993.40	16%
	Long Term Loans	75,000.00		73,277.74	1,722.26	98%
	Municipal Pool Reserve	27,000.00			27,000.00	0%
	Capital Pool	21,906.00			21,906.00	0.00%
	Total	401,770.00		170,595.15	231,174.85	42%

Chief's Report - 18 June 2015

Lawsuit update: The Anti-Slap law has been struck down by Washington's Supreme Court. This has brought efforts to collect the attorney fees and the associated \$10,000 "Slap" to a halt. Perhaps permanently. Our case was decided prior to the law being struck down so we may yet receive payment. At question is whether cases decided prior to the law being struck down must still be paid. Our attorney is keeping tabs on this.

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Fire Prevention Inter Local Agreement: This is still in the works. We are trying to sort out final wording before moving to the next level. The next level is taking it to the County Commissioners for review and (hopefully) approval.

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Rozalind Plumb

Follow Up

Bob Merritt <bob.merritt@yvn.com>

Fri, Jun 12, 2015 at 9:51 AM

To: Charles Virts <chief@kcf3.com>, Bob Connor <sheserafarms@gorge.net>, Chuck V <chuck@kcf3.com>, Jon Riggleman <johnnyrx10@gmail.com>, KCFD3 Commissioner Montag <tcmontag@hotmail.com>, Mark Zoller <markz@zooraft.com>
Cc: Rozalind Plumb <secretary@kcf3.com>

Attached please find the Mayor Poucher letter with the latest changes. We found the problem with sending attachments and so I can blast you the other materials as well. I am hoping that we are on target with the content and timetable that this letter represents.

I know that five pages of material sent to the Mayor seems a bit wordy, HOWEVER, I am of the opinion that any communication we send them should include a clear, historical foundation so that the reader [and there will be many] can observe a broader understanding of the history and on-going conversations that have occurred. In other words, this is a history lesson with some conditions attached.

Along the same lines, I have re-read Chief Virts email where he stated:

“As I mentioned to you there was a meeting of the WSFD officers. Bill brought in the mayor of Ellensburg who I am told is also an assistant chief with the fire dept. I understand too that Mayor Poucher was in attendance and shared some thoughts with the group. I am patiently waiting for Bill to fill me in on the meeting.”

This action is troublesome to me, having been involved with so many other attempts by organizations to unify. At this point, I would humbly advise the Board of Fire Commissioners to be cautious and walk warily though any future efforts with your neighbor. Here are a few of my observations:

- What we were told and assured in the last “mayor meeting” eventually did not occur NOR did the mayor advise his “potential partner” (you) that they had made subsequent [different] decisions and moved in another direction.
- The White Salmon Chief was given specific instructions by the mayor in our presence – which he did not comply with. If there was a change in those instructions, their “potential partner” was not brought into the conversation.
- It is very unlikely that the conversation and discussion with WSVFD Officers related to the conversations that occurred with the KCFD#3 group. Two different consultants with two different views asking two different sets of questions and getting two different accumulations of response/information. Having that placed before the Board only adds confusion and does not make the conversation any clearer. I do not believe that the Discovery process has moved forward.
- The White Salmon Chief did not immediately meet with Chief Virts to share their findings.

Again, these are just my outside observations. It is apparent that the White Salmon leadership is not singularly focused and synergetic as the Husum leadership is. One must be cautious of being unequally yoked . . .

R.A. Merritt

Senior Associate



mHc Associates

" . . . professtional Emergency Services Consulting Services "

121 Tanglewood Lane Suite 2A

Selah, WA 98942

(425) 760.5766

bob.merritt@yvn.com



MAYOR POUCHER.docx

42K

MAYOR POUCHER:

The Board desires to initiate this communique expressing our sincere appreciation for the vision and efforts that you and your staff have rendered in this effort that has grown from the leadership of our respective fire chief's. Without the shared vision of a regional approach to emergency services, we would all struggle independently to bridge the gaps in service and shortfalls of our small communities' life and property safety programs.

The purpose of this letter is to express the thoughts, conclusions and considerations of the Board of Fire Commissioners after several months of deliberations concerning the 'regionalization' of services and efforts by White Salmon Volunteer Fire Department and KCFD#3.

A familiar 'song' that we have sung as a Fire District centers on the time, interest and effort that our citizens Community Task Force expended in studying and analyzing the current services and levels of service of the Fire District; surveying a broad spectrum of both city and fire district residents and then developing findings and recommendations for the Board regarding the community's desire for emergency service provisions. As you are aware, this was a highly motivated and informed group of our neighbors and citizens that have formed the grass-roots of a standing Community Task Force assisting the Board in major considerations, policies and future direction of the fire district. This is a well-informed group and their 'work' is at the center of our considerations.

At the heart of the Community Task Force's efforts was the acknowledgement that our surrounding "neighbors" such as White Salmon, Trout Lake, Lyle and Bingen, probably have the same challenges, threats and gaps in service as we do. Therefore, embodied in the text of their recommendations, the Task Force cited that many of the recommendations which they rendered should be addressed "REGIONALLY" -- in that these neighboring communities probably struggle with the same issues. It is for this reason and for the continued efforts to compliment the KCFD#3 and WSVFD energies to work together that we come to the table with the City for discussions regarding "cooperative service opportunities".

You are aware also, that the Fire District has made a significant investment in outside professional services to facilitate these efforts and provide information and recommendations to enhance the on-going work of the Fire Chief's. We believe that having a 'third-party' influence in this effort is vital to insuring that our collective energies in working together are realistic, legal and reflect the trend of many other communities which have successfully accomplished that which we seek.

Of most prominent notation is the fact that our current Fire Chief and CEO has announced his desire to retire in less than one year. This fact, in-and-of-itself, somewhat complicates and places timing requirements on renewed amalgamation discussions. Having said that, the Board

must now manage several challenging issues regarding the future of the Fire District and these may occur with or without the cooperation of our neighboring agencies.

Having expressed these preliminary thoughts, we would like to organize and express the current thoughts and position of the Board of Fire Commissioners of Klickitat County Fire District #3 so that we may enter into further dialogue and efforts with the City of White Salmon, OR to move along on a set path to continue our leadership changes in 2016.

Before we drill down on the two outstanding issues, the Board believes that it is important that as “partners” in the discussion of leadership and amalgamation, there should be an agreement between both parties on some “guiding principles” which we state/embrace together and also use to measure our efforts and outcomes. We, as a Board, believe that at a minimum our efforts should be guided by the following:

1. **MISSION:** The mission of our combined efforts should be to concentrate, without prejudice, on developing a regional provision of emergency services utilizing primarily community volunteers and talents that is not bound by boundaries or political barriers. This effort may be accomplished in combining efforts in ‘bits and pieces’ or ultimately by asking the electorate to support a regional agency that provides said services
2. **MOTIVE:** The Board believes that the motive for accomplishing said efforts should be reflective of the desires of our citizens and electorate. Inside factors such as annexations, growth, finances and fraternities may become barriers or distractions from what our citizens have asked us to accomplish. They cannot be a part of our work.
3. **MATH:** Mathematically, it makes more sense for challenges and shortfalls to be addressed regionally:
 - “No ONE of us is as smart as ALL of us”
 - The challenges and shortfalls of the current independent delivery models of the fire district/fire department can be best addressed by the combined minds, talents and revenue available through a regional partnership.
4. **RECONNAISSANCE:** As stated before, the Fire District has done ‘due-diligence’ in seeking the assistance of their citizens in developing a future path for the Fire District to follow. This required a great deal of “discovery” effort in order to be acquainted with our strengths, weaknesses and threats. The Board of Fire Commissioners believes that this effort must be equaled with its considered partners in order to be able to disclose each other’s capabilities and weaknesses as well as to be able to build upon the acquired strengths of each entity as well.
5. **MONEY:**
 - The ‘fuel’ for these efforts are best borne by the partners so the impact and benefit is spread among the participants
 - The only way to effectively deliver consistent, sustainable, “level-of-service driven” emergency services is with a dedicated funding source. Without such an

instrument, the level of service becomes simply whatever the entity can afford to put in the budget for the year.

6. **DUE PROCESS**: The Board prides itself in developing and propagating “due process” for its projects and efforts which it engages. Any cooperative effort with our regional partners simply must be based upon an agreed upon a balance of guiding principles and due process.

ISSUES

Cooperative efforts

Though there have been no formal instruments or efforts executed to discover the benefits and challenges of cooperative service opportunities between the City and Fire District, it is clear to our citizens, clear to most of our assigned fire/EMS personal and clear to a group of political leaders in the neighborhood that there is much to be gained by developing cooperative delivery models for emergency services. These models can range from simple shared services all the way to a formal amalgamation which includes dedicated funding. What is clear to the Board is that there is **not** a need for ‘re-inventing’ the fire/rescue/ems service in the Western part of the County – but simply an enhancement by cooperatively addressing the needs and gaps in service.

Though there have been a number of informal discussions with groups in both jurisdictions, the Fire District finds itself waiting for the leadership of WSVFD to accomplish its commitment to discussing independently and collectively the opportunities, challenges and barriers to moving forward with any effort to seek cooperative services.

Secondly, there remains a significant ‘gap’ in reconnaissance information for both leadership groups at the political level regarding the services, data, work load, response performance and training/administrative capabilities of WSVFD. Any effort certainly cannot be successfully vetted without that information to analyze.

Considerations

- ☑ The Board desires again to express their interest, willingness and belief that addressing the needs, gaps and opportunities of emergency services in the West end of the county are best addressed collectively.
- ☑ The Board is willing to continue aggressive discussions and efforts for cooperative service opportunities up to a future, formal amalgamation of jurisdictions.

- ☑ The Board desires to better sense that the leadership of WSVFD is engaged and committed to this effort and willingness to bring its “community” along with this effort while still protecting its culture and history

Leadership

As stated earlier, the Board has received notice that the Fire District’s current Fire Chief will be retiring in the spring of 2016. The tentative ‘calendar’ for this event includes a transition time for the Board to bring another Chief Fire Officer on board to work alongside Chief Virts as he quietly slips away. Therefore, with this issue comes the tension of a timetable. Having stated that, here are some thoughts and issues which the Board has addressed and wish to express:

- 📄 There may be some latitude, if efforts move forward, to make a temporary appointment for an interim Fire Chief in order to either move cooperative efforts to fruition or to exhaust efforts and move forward independently.
- 📄 The Board is considering, if budget permits, expanding the Fire Chief’s position to that of a FULL-TIME Chief Fire Officer as workload and demands have mandated more dedicated time on the job.
- 📄 The Board is taking the input and recommendations of the Community Task Force very seriously in seeking the next leadership figure at the Fire District whom they felt should have professional fire officer background and experience. We are in concert in our beliefs that the success of KCFD#3 has been borne on the efforts and experience of a retired, professional Chief Officer from Sacramento – that being Chief Virts. With the mission, vision, values and culture of the Fire District well defined and running well, the Board is seeking a professional Fire Officer who has the leadership skills to “carry-on” with the strengths of the Fire District. We do not need to be re-invented.
- 📄 The Board believes that there may be an opportunity, as seen in other communities, whereby neighboring jurisdictions warm up their relationships with the pending vacancy of the CFO by asking the question “is now the time to consider a broader cooperative effort with our neighbors?” The potential is there though culturally there may yet be challenges.
- 📄 Again, there is a limit as to how long the Board can leave this issue open

Considerations

- ☑ The Board is willing to consider interim opportunities for filling the leadership vacancy
- ☑ Depending on the outcome of efforts for the two Volunteer Officer groups to develop synergy in this effort, the Board will look at any number of ‘leadership options’ that we have discussed with our consultant.
- ☑ The Board believes that because of the gravity of the Fire Chief’s leadership position, a formal executive search should be conducted to insure the best ‘fit’ for our communities is accomplished.

- ☑ The Board has established that our “decision point” for filling the CFO position cannot exceed 60 days from the date of this letter. That may be a stretch for talks amongst your fire department leadership however the Board must act responsively and decisively as our deadline approaches.

CONCLUSION

In closing, the Fire Commissioners anticipate continued discussion and progress on both of these issues. Our hopes are that perhaps the efforts to improve, enhance and grow our emergency services can be accomplished with our neighbors.

- Assembling of data
- White Salmon Community T/F
- Data comparative analysis
- Stakeholders meetings
- 'Fleet 'n Facilities
- Organizational documents

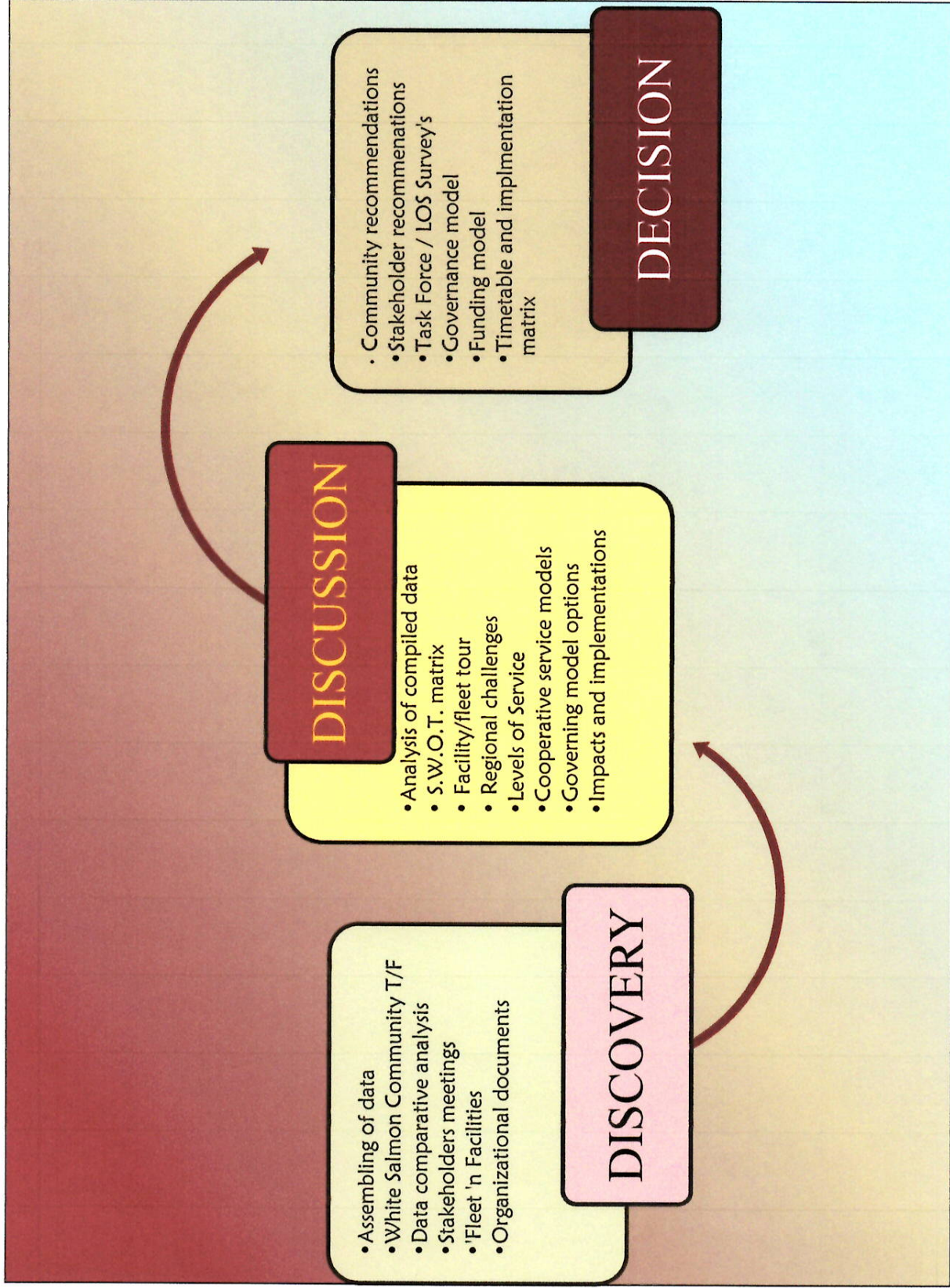
DISCOVERY

- Analysis of compiled data
- S.W.O.T. matrix
- Facility/fleet tour
- Regional challenges
- Levels of Service
- Cooperative service models
- Governing model options
- Impacts and implementations

DISCUSSION

- Community recommendations
- Stakeholder recommendations
- Task Force / LOS Survey's
- Governance model
- Funding model
- Timetable and implementation matrix

DECISION





2015-16 “EXECUTIVE SEARCH”

Klickitat County Fire District 3

200 Hussum Street
P.O. Box 151
Hussum, WA 98963
(509) 493-2996



Executive search (informally headhunting) is a specialized recruitment process used to source candidates for senior, executive or other highly specialized positions in organizations. The method sometimes involves commissioning a third-party organization, typically an executive search firm but possibly a standalone consultant, to develop criteria and research the availability of suitable candidates in the field of work which the organization specializes in.

Leadership requirements for any size or type of organization continue to evolve, but the need for relational, high-performing LEADERS remains constant. Identifying and attracting this talent requires a careful approach and a thorough understanding and appreciation for the organization, its culture and its leadership needs. Klickitat County Fire District #3 is unique in its location, demographics, geography and culture. Searching and attracting the right Fire Chief is a critical element to maintaining the excellence which KCFD#3 is fortunate to have as a result of the current leadership team.

This ‘summary’ by mHc is simply a tool to help organize the Boards thoughts and considerations how to insure that the efforts to recruit a new Fire Chief are fruitful and meet their expectations

Your community Task Force, after a thorough review of the organization cited the following findings:

Overall, Klickitat County Fire District #3 provides an excellent rural fire and EMS protection service. Based on the findings above and considering the challenges of providing emergency services to a widespread and diverse rural district, KCFD #3 provides effective and efficient service to citizens and to surrounding communities. The Fire District is encouraged to continue its strong tradition as a community-supported volunteer force. The Fire District is also encouraged to work with surrounding agencies to establish a regional baseline of clear expectations for emergency response levels. The Fire District must also continue its focus on improving emergency medical services, providing strong training and development opportunities, and developing a sustainable long-term funding model. While the report leaves specific implementation measures to the discretion of the Fire District, the District will likely need to pursue all of the recommendations to continue to provide current levels of service.

The Fire District and its regional partner agencies are strongly encouraged to pursue opportunities for community partnership and shared responsibility. Looking ahead, emergency service providers in the Gorge are likely to face significant increases in the demand for service. Resources available to meet those demands, however, are likely to become scarcer. In the face of those fundamental challenges and in the interests of building a stronger regional community, recommendations for partnership and regional cooperation are offered to KCFD #3 and to potential partner agencies throughout the greater Columbia River Gorge region.

“While the report leaves specific implementation measures to the discretion of the Fire District, the District will likely need to pursue all of the recommendations to continue to provide current levels of service”

The KCFD #3 Level of Service Community Task Force applauds the proactive steps taken by KCFD #3 Commissioners and staff to initiate a citizen review of Fire District operations, performance and financial condition. Opening the Fire District to the scrutiny of thirteen citizens is evidence of the organization’s conscientious leadership; leadership that will help the District, the region and its citizen’s work together to better protect our community.

A key principle to the success or decline of any organization – *big or small* – is its **leadership**. Often-quoted-but never-diminished is the axiom that



SUCCESSION OPTIONS (Door #1 / Door #2)

As the Board approaches the vacancy of the Fire Chief and addresses the process which it will employ, it is important that the Board recognize the SUCCESSION OPTIONS which they face in light of selecting a new leader. Those options are:



DOOR #1: Recognizing and embracing the current culture, fraternity and structure of the organization and select a Fire Chief that will preserve and perpetuate the treasure that it current has . . .



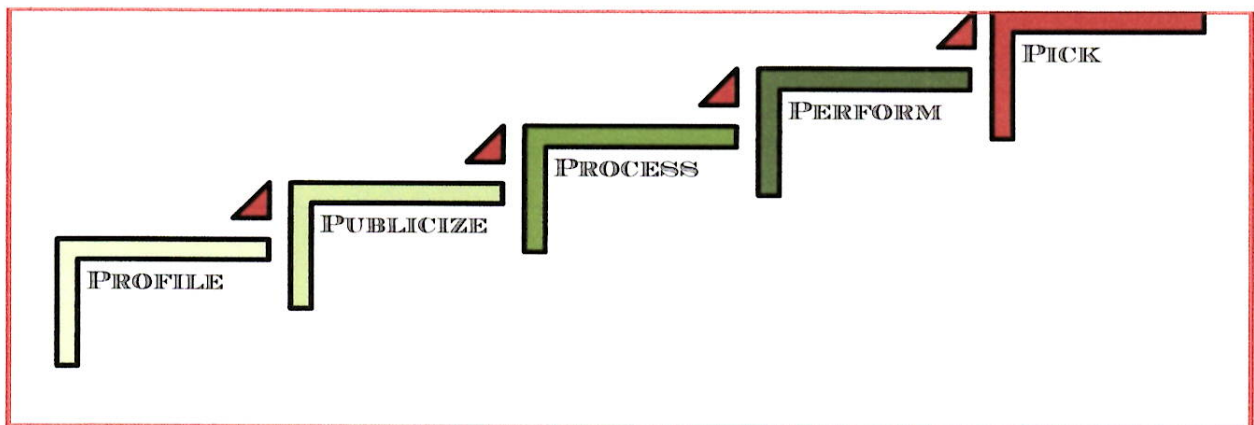
DOOR #2: Recognizing the challenges, weaknesses or shortfalls that the organization displays and select a Fire Chief that will lead the organization out of the quagmire.



The Fire District has been blessed beyond measure by the capable abilities, energy, vision, skill and organizational excellence of Chief Virts. The Board of Commissioners AND the Community Task Force have recognized and seized on the principle that having a background as a professional Fire Officer is an essential trait to maintaining the professionalism of the organization. Additionally, the ability to motive, relate, lead and care for a group of community volunteers has been the flagship of KCFD#3's success. These are all key 'search elements' which will help build the profile of the next Fire Chief. Therefore, Door #1 should be your choice

SELECTION STEPS



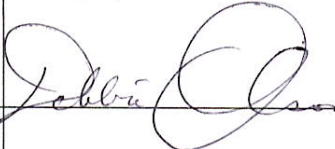

In brief, the roadmap to successfully continuing the excellence of the organization will lie in the process in which you employ. Below is a brief overview of "things to consider" as you develop the necessary steps to fill the Fire Chief vacancy"



KCFD3 Commissioner's Meeting

Attendance Sign-in Sheet.

Date: 6-18-2015

Print Name	Signature	Contact Information
m. he [unclear]		
Lloyd Olson		
Debbie Olson		
R Merritt		
Tom Montag	Tom Montag	
Sandy Montag	S H Montag	