

East County Fire and Rescue

600 NE 267th Avenue Camas, WA 98607 (360) 834-4908 (phone) (360) 835-89

(360) 835-8920 (fax)



www.ecfr.us

Regular Board of Fire Commissioners Meeting June 06, 2023

Station 91 6:30 PM Agenda



This meeting will be held in hybrid format, in-person and using Zoom video conferencing. The link and telephone dial-in number are provided below:

Video Conferencing Link: <u>https://us02web.zoom.us/j/86584231887</u>

Dial-In Telephone Number: (253) 215-8782

Meeting ID 865 8423 1887 and Passcode 155291

This meeting is being recorded, please silence or turn off your personal cell phones, pagers, etc.

Call to Order

Flag Salute

Agenda Adjustments

Consent Agenda

- Approval of May 16, 2023 Regular Board Meeting Minutes
- Approval of May 16, 2023 Local BVFF&RO Meeting Minutes
- Approval of Financial Transactions
- Excuse Absent Commissioner(s)

Public Input

Correspondence

Staff Reports

- 1. Chief Hartin
- 2. Assistant Chief Jacobs
- 3. Volunteer Firefighters Association
- 4. Safety Committee

Fire District Business

- 1. Staffing assessment and proposal.
- 2. SOG 1.1.1 Standard Operating Guidelines Approve Purpose, Scope and Policy.
- 3. SOG TBD Fire Chief Evaluation-Information Only.
- 4. Resolution #320-06062023 Dissolution of the Plans Copier Fund.
- 5. Resolution #321-06062023 Surplus Equipment ISI Thermal Imager (See attachment A).
- 6. Purchase request Hose and Nozzle testing with National Hose Testing \$4250.00.

Committee Meetings:

- 1. Communication with Neighboring Elected Officials
 - City of Camas, held on May 23, 2023 next meeting is July 25, 2023 2:00 PM City Hall
 - City of Washougal, TBA
- 2. Risk Group, July 12, 2023 at 8:00 AM via Zoom
- 3. Revenue Exploratory Committee, TBA
- 4. East County Ambulance Advisory Board (ECAAB), TBA
- 5. Safety Meeting held on May 23, 2023.

Commissioner Comments

Public Comment

Local Board for Volunteer Firefighters and Reserve Officers

Upcoming Meetings

- Review of the district's monthly event calendar
- Regular Board Meeting will be held June 20, 2023 Station 91 at 6:30 pm hybrid format.
- Strategic Planning Workshop June 07, 2023 Station 91 at 3:00 pm hybrid format.

Executive Session

Adjournment



East County Fire and Rescue

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Board of Fire Commissioners Consent Agenda June 06, 2023

- 1. Approval of minutes:
 - May 16, 2023 Regular Board Meeting
 - May 16, 2023 Local BVFF Meeting
- 2. Invoices for \$40,128.14, check numbers 14687-14710 dated May 18 and May 24 2023.
- 3. Approved commissioner stipends for the period of May 16 through May 31 with a June 10th pay date.

Name	Regular Meeting	Committee Meeting	Special Meeting	Education	Other	Total
Hofmaster	1	1	0	0	0	2
Martin	1	1	0	0	1	3
Petty	1	0	0	0	0	1
Seeds	1	0	0	0	0	1
Taggart	1	1	0	0	1	3

- 4. Voided/Destroyed Claims/Payroll Warrants
- 5. Payroll/Benefits/EFT's in the amount of \$62,755.61 (Payroll)

Martha Martin, Chairperson

Michael Taggart, Vice Chair

Sherry Petty, Commissioner

Steve Hofmaster, Commissioner

Joshua Seeds, Commissioner



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Regular Board of Fire Commissioners Meeting May 16, 2023

Station 91 6:30 PM **Draft Minutes**

Attendance

Martha Martin Sherry Petty **Robert Jacobs** Station 94 Duty Crew Mike Taggart Steve Hofmaster Debbie Macias John Prasch

Joshua Seeds Ed Hartin Station 91 Duty Crew KC Prasch

www.ecfr.us

Call to Order

This meeting was conducted in hybrid in-person/video conference format.

Chairperson Martha Martin called the meeting to order at 18:32 via Hybrid Meeting. Commissioner Taggart led the flag salute.

Agenda Adjustments

None

Consent Agenda

- Approval of May 02, 2023 Regular Board Meeting Minutes.
- Approval of May 02, 2023 Local BVFF&RO Meeting Minutes.
- Approval of May 03, 2023 Strategic Planning Meeting Minutes. •
- Approval of Financial Transactions.
- Excuse Absent Commissioner(s)

Motion by Commissioner Taggart to approve the consent agenda, seconded by Commissioner Seeds. Motion passed unanimously.

Public Input

None

Correspondence

Staff Reports

- 1. Chief Hartin read his report; a copy is in the meeting packet.
- 2. Assistant Chief Jacobs gave his report; a copy is in the meeting packet.
- 3. Assistant Chief Jacobs reported that the Volunteer Firefighter's Association had nothing new to report.
- Assistant Chief Jacobs reported that the safety committee reported that there were no accidents/incidents since the last board meeting. The next safety committee meeting will be on May 23, 2023 at 7:30 pm at Station 91.

Fire District Business

- 1. Swearing in of Captain John Prasch and Firefighter Jacob Dobbins.
- 2. Chief Hartin shared a document he would like to implement for SOG/Policy format. Discussion ensued.
- Resolution #319-05162023 Establishment of minimum set aside for general fund beginning balance and contingency. Motion by Commissioner Petty to approve Resolution #319-05162023 to the establishment of minimum set aside for general fund beginning balance and contingency. Seconded by Commissioner Taggart. Motion passed unanimously.
- 4. Chief Hartin went over a staffing assessment and proposal with the Commissioners. Discussion ensued.
- 5. Chief Hartin asked for the board's approval to have inducer motor for the apparatus bay heater to be replaced based on the quote provided by the vendor. **Motion by Commissioner Taggart** to approve the replacement of the inducer motor for the apparatus bay heater based on the quote of \$1,421.00 seconded by Commissioner Hofmaster. Motion passed unanimously.

Committee Meetings

- 1. Communication with neighboring elected officials
 - City of Camas, May 23, 2023 3:30 PM at City Hall.
 - City of Washougal, TBA
- 2. Risk Group July 12, 2023 at 8:00 AM via Zoom.
- 3. Safety Meeting, May 23, 2023 at 7:30 PM at Station 91.
- 4. Revenue Exploratory Committee, TBA.
- 5. East County Ambulance Advisory Board (ECAAB), TBA.

Commissioners Comments

Commissioner Petty mentioned she might not be at the Strategic Planning Meeting.

Commissioner Taggart wanted confirmation on the SW Commissioners Meeting on 5/17/2023.

Commissioner Seeds complimented Chief Hartin on the staffing assessment he created. He enjoyed reading it. He also congratulated Captain Prasch and Firefighter Dobbins on their promotions. Discussion ensued.

Commissioner Martin reminded everyone that the Chief will have his evaluation coming up in the next month. Discussion ensued.

Public Input

None

Local Board for Volunteer Firefighters and Reserve Officers

No new business

Upcoming Meetings

- Review of the district's monthly event calendar
- Regular board meeting will be held June 06, 2023 Station 91 at 6:30 pm.
- Strategic planning workshop June 07, 2023 Station 91 at 3:00 pm.

Both the regular board meeting and strategic planning workshop will be in hybrid format permitting inperson or video conference participation. The link for video conference participation is provided on the district's website (<u>www.ecfr.us</u>).

Adjournment

Motion by Commissioner Taggart to adjourn at 20:29, seconded by Commissioner Hofmaster. Motion passed unanimously.

Martha Martin, Chairperson

Michael Taggart, Vice Chair

Sherry Petty, Commissioner

Steve Hofmaster, Commissioner

Joshua Seeds, Commissioner

Attest

Debbie Macias, District Secretary



East County Fire and Rescue

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Local Board for Volunteer Fire Fighters & Reserve Officers Meeting May 16, 2023

Station 91 Draft Minutes

Attendance

Martha Martin Sherry Petty Robert Jacobs Station 94 Duty Crew Mike Taggart Steve Hofmaster Debbie Macias John Prasch Joshua Seeds Ed Hartin Station 91 Duty Crew KC Prasch

www.ecfr.us

Call to Order

This meeting was conducted in hybrid in-person/video conference format.

Chairperson Martha Martin called the meeting to order at 20:29 via Hybrid Meeting.

Business

No new business

Adjournment

The local board adjourned at 20:29.

Martha Martin, Chairperson Commissioner Joshua Seeds, Alternate

Robert Jacobs, Assistant Chief Ed Hartin, Chief (Alternate)

Attest

Tad Crum, Firefighters Association Liaison

Michael Taggart, Commissioner Sherry Petty, Commissioner (Alternate)

Debbie Macias, District Secretary

CHECK REGISTER

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East	County Fire	& Rescue		05	5/16/2023 To: 05/31/	2023	Time: 09:	32:27 Date: Page:	06/06/2023 1
Trans	Date	Туре	Acct #	Chk #	Claimant		Amount	Memo	
511	05/18/2023	Claims	6291	14687	CITY OF CAMAS (Water)	129.51	Account # 016111 service for station 3/1/2023-4/30/20	91. Service period
		001 - 522 5	0 46 091 -	Water & S	Sewer (St 91)	129.51	Water service 3/1/2023-4/30	for station 91. 5 0/2023.	ervice period
512	05/18/2023	Claims	6291	14688	CLARK CO. FIRE RESCUE MGMT GROUP	RISK	1,784.00	Invoice # 2023-06 sickness policy. P 6/7/2023-6/7/202	eriod
		001 - 522 2	0 46 000 -	Bldgs/Lial	pility/Equip Insuranc	1,784.00	Accident and 6/7/2023-6/7/	sickness policy. /2024.	Period
513	05/18/2023	Claims	6291	14689	CLARK COUNTY TREASU	JRER	247.68	Invoice # Cl05121 support up to 4 lie	
		001 - 522 2	0 40 000 -	Radio Dis	patch	247.68	Q1 Netmotion	n support up to	4 licenses.
514	05/18/2023	Claims	6291	14690	CLARK PUBLIC UTILITIE	S	441.56	Invoice # 5.11.202 Electrical/Heating 91. Service period 4/7/2023-5/5/202	service at station
		001 - 522 5	0 43 091 -	Electrical	Service (St 91)	441.56		ting service at s 4/7/2023-5/5/	
515	05/18/2023	Claims	6291	14691	COUNTY WIDE CHAPLA	INCY		Invoice # 134 - Ch Annual.	
		001 - 522 1	0 44 000 -	Profession	nal Services	981.00	Chaplain Serv	vice - Annual.	
516	05/18/2023	Claims	6291	14692	ENVIROMET		156.31	Invoice # 38793 - 1 (absorbent) profes (5). Station 91.	
1		001 - 522 2	0 32 000 -	Expendab	le Equipment	156.31	Throw and Go Qty (5). Statio) (absorbent) pro n 91.	ofessional bags.
517	05/18/2023	Claims	6291	14693	C/o M&T BANK GLATFE SPECIALTY BENEFITS	LTER	920.00	Invoice # 3681212 Policy #9908-1727 5/25/2023-5/25/2	-23. Service period
		001 - 522 2	0 46 000 -	Bldgs/Lial	pility/Equip Insuranc	920.00		olicy #9908-172 023-5/25/2024.	
518	05/18/2023	Claims	6291	14694	KONICA MINOLTA BUSI SOLUTIONS USA IN	NESS		Invoice # 2867402 maintenance. Stat	33 - Copier
		001 - 522 1	0 40 002 -	Copier M	tce	43.48	Copier mainte	nance. Station 9	91.
519	05/18/2023	Claims	6291	14695	NAPA AUTO PARTS			Account #1731240 Statement	
		001 - 522 6 001 - 522 6		and the second				Vindshield wash urn signal bulb	
		001 - 522 6	0 48 914 -	T94 (914)		39.05		Support struts fo	r rear door
		001 - 522 6	0 48 915 -	U94 (915)		17.21		Vindshield wipe	rs for apparatus
520	05/18/2023	Claims	6291	14696	NI GOVERNMENT SERV	ICES,	34.24	Invioce # 2304295 phone. Service per 4/1/2023-4/30/20	riod

001 - 522 20 41 001 - Satellite Phone

34.24 Satellite phone service. Service period 4/1/2023-4/30/2023.

CHECK REGISTER

	Data	Turne	A - 1 //		5/16/2023 To: 05/31		Page:
rans	Date	Туре	Acct #	Chk #	Claimant		Amount Memo
21	05/18/2023	Claims	6291	14697	PACIFIC TRUCK & TRAI SERVICE, INC	LER	95.48 Invoice # 2023-34538 - Replaced deck gun pressure gauge. Adjust pump packing. Apparatus # 1014.
		001 - 522	60 48 014 -	E94 (1014)	95.48	Replaced deck gun pressure gauge. Adjust fire pump packing. Apparatus # 1014.
22	05/18/2023	Claims	6291	14698	SECURITAS TECHNOLO CORPORATION	GΥ	108.63 Invoice # 30102773 - Monitoring station 93. Service period 6/1/2023-8/31/2023. Previously Stanley Convergent.
		001 533	F0 41 000	Manifeste		100.63	
		001-522	50 41 093 -	wonitorin	ig (St 93)	108.63	Monitoring for station 93. Service period 6/1/2023-8/31/2023. Previously Stanley Convergent.
23	05/18/2023	Claims	6291	14699	Stryker		4,600.08 Invoice # 4144311M - (2) Lifepak 1000s. To replace aging lifepaks o E91 and E94.
		001 - 522	20 32 002 -	Equipmer	nt	4,600.08	(2) Lifepak 1000s. To replace aging lifepak on E91 and E94.
24	05/18/2023	Claims	6291	14700	U.S. BANK (One Card)		7,730.78 Account ending in 3017. April Statement.
			10 30 000 -			5.43	Dollar Tree - Dry erase markers 4 qty.
		001 - 522	10 30 000 -	Office Sup	oplies		Amazon - Restock color toner cartirdges for Phaser 6510.
		001 - 522	10 30 000 -	Office Sup	oplies	253.66	Minuteman Press - Posters with mission, vision and values 6 qty.
		001 - 522	10 30 000 -	Office Sup	oplies	18.52	Washougal Hardware - Poster hanging stri 3 qty.
		001 - 522	10 30 001 -	Postage		2.94	USPS - Mail public records request.
		001 - 522	10 32 000 -	Cleaning a	and Sanitation	28.00	(Meacham) Amazon - Drying towels for station 91 and 94 for all apparatus 2 qty.
		001 - 522	10 32 000 -	Cleaning a	and Sanitation	173.18	Costco- Cleaning Supplies for Station 91 at 94.
		001 - 522	10 32 000 -	Cleaning a	and Sanitation	221.73	Costco - Cleaning supplies for station 91 a 94.
		001 - 522	10 33 000 -	Computer	r/Software/Supplies	28.50	MX Guardian - Monthly fee for spam filter.
		001 - 522	10 33 000 -	Computer	r/Software/Supplies		Zoom - Video streaming service for board meetings.
				a second parameters and the second second	r/Website Mtce & Rep		Streamline - Website Maintenance.
					nal Services		NW Pest Control - Pest Maintenance at station 93.
		001 - 522	10 48 003 -	Commissi	oner Lodging	189.27	Tulalip Resort - Deposit for room for WFCA Conference 2023. (Martin)
		001 - 522	10 48 003 -	Commissi	oner Lodging	189.27	Tulalip Resort - Deposit for room for WFCA Conference 2023. (Taggart)
		001 - 522	10 48 003 -	Commissi	oner Lodging	189.27	Tulalip Resort - Deposit for room for WFCA Conference 2023. (Hofmaster)
		001 - 522	10 49 003 -	Admin Tra	aining Lodging	189.27	Tulalip Resort - Deposit for room for WFCA Conference 2023. (Macias)
•		001 - 522	10 49 003 -	Admin Tra	aining Lodging	189.27	Tulalip Resort - Deposit for room for WFCA Conference 2023. (Jensen)
		001 - 522	20 31 000 -	Food and	Water	30.51	Champs Pizza - Lunch provided to staff

East County Fire & Rescue

CHECK REGISTER

Time: 09:32:27 Date: 06/06/2023 05/16/2023 To: 05/31/2023

Trans	Date	Туре	Acct #	Chk #	Claimant		Amount Memo	
		001 - 5	522 20 31 000	- Food and	d Water	62.85	Champs Pizza - Lunch provided to staff	
							assessors during FT FF Assessment Cent	
							(Sorensen, Grable, Wyman, Allen, Smith, Burch, Dobbins)	
		001 - 5	522 20 32 000 ·	- Expenda	ble Equipment	35.82	Costco - Batteries AA & AAA for Station and 94.	91
		001 - 5	22 20 34 000	- Bldg Sup	plies/Facility Misc	323.38	Amazon - WA State Flag stock (1qty) and Station 94 (1qty).	d
		001 - 5	22 20 41 002 -	- Verizon M	MDC Cards	160.04	Verizon - MDC's	
		001 - 5	22 20 41 003	- Cell Phor	nes E91 & E94		Verizon - Cell phones for E91 and E94.	
		001 - 5	22 45 30 000 -	- Books/Pe	eriodicals (Training)		IFSTA- Essentials of Fire Fighting, 7th Edi (7qty)	ition
		001 - 5	22 50 42 091 -	- Comcast	Tel/Internet (St 91)	354.25	Comcast - Telephone/Internet service at station 91. Service period 3/19/2023-4/18/2023.	
		001 - 5	22 50 42 091 -	- Comcast	Tel/Internet (St 91)	353.94	Comcast - Telephone/Internet service at station 91. Service period 4/19/2023-5/18/2023.	
		001 - 5	22 50 42 093 -	- Comcast	Tel/Internet (St 93)	327.29	Comcast - Telephone/Internet service at station 93. Service period	
		001 - 5	22 50 42 094 -	- Comcast	Tel/Internet (St 94)	360.91	4/10/2023-5/9/2023. Comcast - Telephone/Internet service at station 94. Service period	
		001 - 5	22 50 43 093 -	- Electrical	& Htg (St 93)	652.74	4/14/2023-5/13/2023. Clark Public Utilities - Electrical/Htg servi	
		001 - 5	22 50 43 094 -	- Electric 8	e Heating (St 94)	755.54	station 93. Service period 3/7/2023-4/7/2 Clark Public Utilities - Electrical/Htg servi station 94. Service period 3/7/2023-4/7/2	ice at
		001 - 5	22 50 44 091 -	- Garbage	(St 91)	154.48	Waste Connections - Trash service at star 91. Service period 3/1/2023-3/31/2023.	
		001 - 5	22 50 44 094 -	- Garbage	(St 94)	69.29	Waste Connections - Trash service at star 94. Service period 3/1/2023-3/31/2023.	tion
		001 - 5	22 50 45 091 -	- Gas (St 9	1)		NW Natural - Gas service at station 91. Service period 2/20/2023-3/21/2023.	
		001 - 5	22 60 48 020 -	- E91 (102)	0)		Amazon - 5 gallon bucket 1qty for Appra #1020.	atus
525	05/18/2023	Claims	6291	14701	WASHOUGAL HAR	DWARE	95.98 Account # 500331 - April Stater	ment.
		001 - 5	22 20 32 000 -		ole Equipment		Inv# A549594 Utility equipment for tone	
		001 - 5	22 50 40 000 -	- Bldg Rep	air & Maint	47.03	speakers. Inv# B131353 Nuts and Bolts, and Propa torch	ne
		001 - 5	22 50 40 000 -	- Bldg Rep	air & Maint	19.68	Inv# A547388 Putty knife, spackling, elec tape, shrink wrap, snap link.	trical
526	05/18/2023	Claims	6291	14702	WESTLIE FORD		1,289.52 Invoice # 86038388/1 - Apparat 1013/S93 - In for no start. after testing found needs 8 new injec and ficm. No more repair. Will b surplused.	ctors
		001 - 5	22 60 48 013 -	- S93 (101	3)	1,289.52	Apparatus 1013/S93 - In for no start. after testing found needs 8 new injectors and No more repair. Will be surplused.	
527	05/18/202:	Claims	6291	14703	WEX BANK	5	1,458.74 Invice # 89076741 - April fuel cl	harge.
			22 20 36 000 -			1 159 71		
		001-5			Jas	1,458.74	April fuel charge.	

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CHECK REGISTER

East	County Fire	& Rescue	29	05	5/16/2023 To: 05/31	/2023	Time: 09:3	32:27 Da Pa		2023 4
Trans	Date	Туре	Acct #	Chk #	Claimant		Amount	Memo		
558	05/24/2023	Claims	1	14704	DIANE RICHARDSON		57.00	volunteer (Se (4) three for	700 - Hem pants (2 acat). Nametapes ((Smith) and one for m pants (1) for (Sm	Qty r
•	×	001 - 522	20 25 001 -	FF Unifor	ns	27.00	Hem pants (1) (Smith) and (1		Nametapes (3) an)	for
		001 - 522	20 33 000 -	Volunteer	Uniforms	30.00	Hem pants (2)	for volunte	eer (Seacat)	
559	05/24/2023	Claims	1	14705	PRAIRIE ELECTRIC, INC		425.81	pack light. In wallpack ligh sealed all wa	169 - Replaced wal stalled water dama t with new. Caulked lipack lights on bric ose jumper wires fo g lot lights	aged d and ck.
		001 - 522	50 40 000 -	Bldg Repa	air & Maint	425.81	new. Caulked	and sealed nected loose	wallpack light w all wallpack ligh e jumper wires f Staiton 91.	nts
560	05/24/202:	Claims	1	14706	TRI-TECH HEATING, IN	c	34.72	handler unit	30 - Replaced air belt. Preventative (re: invoice 46905)	1-
		001 - 522	50 40 000 -	Bldg Repa	air & Maint	34.72			belt. Preventati 46905). Station 9	
561	05/24/202:	Claims	1	14707	URGENT MEDICAL CEN SALMON CREEK	ITER		Invoice # 200	50 - t/Volunteer FF. Dru	
		001 - 522	10 43 000 -	Medical/I	Drug Screen/Vaccinati	150.00	Preplacement (Holm)	/Volunteer I	FF. Drug Screen.	2
562	05/24/2023	Payroll	1		OPEIU Local 11		60.90	Pay Cycle(s) (05/25/2023 -	05/25/2023 To OPEIU Dues	
			99 99 000 - 99 99 000 -			30.45 30.45				
563	05/24/202:	Payroll	1	14709	TRUSTEED PLANS SERV	/ICE	995.45		05/10/2023 To Disability - FF	
		001 500	20.26.001			00.05			-	
25			20 26 001 - 20 26 001 -			90.05 103.20				
			20 26 001 -			65.63				
			20 26 001 -			85.66				
	алан Собъектина (Ал		20 26 001 -		•	94.44				
			20 26 001 - 20 26 001 -			83.15 111.96				
			20 26 001 -			94.44				
	*		20 26 001 -			86.58				
			20 26 001 - 20 26 001 -		•		Dobbins, Jaco Dobbins, Jaco (Case#37014)		y - FF (Case#37) ustment - FF	014)
564	05/24/2023	Payroll	1	14710	TRUSTEED PLANS SERV	VICE	18,216.60	05/25/2023 - (Case#69106) 05/10/2023 1 (Case#69106)	05/10/2023 To PPO-100); Pay Cycle(s) To 05/25/2023 - Kai); Pay Cycle(s) To 05/25/2023 - Der	
		001 - 522	10 22 001 -	Admin M	edical Insurance	1,397.85				
		001 - 522	10 22 001 -	- Admin M	edical Insurance edical Insurance	1,512.18				

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East County Fire & Rescue

CHECK REGISTER

Time: 09:32:27 Date: 06/06/2023 Page: 5

05/16/2023 To: 05/31/2023

Trans Date	Type Acct # Chk # Claimant		Amount Memo
	001 - 522 10 22 001 - Admin Medical Insurance	92.83	
	001 - 522 10 22 001 - Admin Medical Insurance	92.83	
	001 - 522 10 22 001 - Admin Medical Insurance	53.54	а та
	001 - 522 20 22 001 - FF Medical Insurance	639.27	
	001 - 522 20 22 001 - FF Medical Insurance	1,736.28	
	001 - 522 20 22 001 - FF Medical Insurance	1,069.69	
	001 - 522 20 22 001 - FF Medical Insurance	1,736.28	
	001 - 522 20 22 001 - FF Medical Insurance	1,736.28	
	001 - 522 20 22 001 - FF Medical Insurance	688.93	
	001 - 522 20 22 001 - FF Medical Insurance	1,736.28	
	001 - 522 20 22 001 - FF Medical Insurance	1,736.28	
	001 - 522 20 22 001 - FF Medical Insurance	688.93	
	001 - 522 20 22 001 - FF Medical Insurance	147.40	
	001 - 522 20 22 001 - FF Medical Insurance	147.40	
	001 - 522 20 22 001 - FF Medical Insurance	147.40	
	001 - 522 20 22 001 - FF Medical Insurance	147.40	
	001 - 522 20 22 001 - FF Medical Insurance	53.54	
	001 - 522 20 22 001 - FF Medical Insurance	147.40	
	001 - 522 20 22 001 - FF Medical Insurance	147.40	
	001 - 522 20 22 001 - FF Medical Insurance	53.54	
	001 - 522 20 22 001 - FF Medical Insurance	53.54	
	001 - 589 99 99 000 - Payroll Clearing	10.00	
	001 - 589 99 99 000 - Payroll Clearing	261.85	
	001 - 589 99 99 000 - Payroll Clearing	95.19	
	001 - 589 99 99 000 - Payroll Clearing	261.85	
	001 - 589 99 99 000 - Payroll Clearing	261.85	
	001 - 589 99 99 000 - Payroll Clearing	10.00	
	001 - 589 99 99 000 - Payroll Clearing	261.85	
	001 - 589 99 99 000 - Payroll Clearing	261.85	
	001 - 589 99 99 000 - Payroll Clearing	23.46	
	001 - 589 99 99 000 - Payroll Clearing	23.46	
	001 - 589 99 99 000 - Payroll Clearing	23.46	×
	001 - 589 99 99 000 - Payroll Clearing	23.46	
	001 - 589 99 99 000 - Payroll Clearing	23.46	
	001 - 589 99 99 000 - Payroll Clearing	23.46	

001 General Fund

40,128.14

40,128.14 Payroll:

20,855.19 19,272.95

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East County Fire & Rescue

CHECK REGISTER

Time: 15:55:21 Date: 05/30/2023 1

Last	county the	a nescue		05	5/16/2023 To: 05/31/2023	Page:
Trans	Date	Туре	Acct #	Chk #	Claimant	Amount Memo
528	05/25/2023	Payroll	6291	EFT		495.12
529	05/25/2023	Payroll	6291	EFT		2,456.14
530	05/25/2023	Payroll	6291	EFT		2,804.38
531	05/25/2023	Payroll	6291	EFT		3,106.97
532	05/25/2023	Payroll	6291	EFT		1,189.62
533	05/25/2023	Payroll	6291	EFT		2,774.98
534	05/25/2023	Payroll	6291	EFT		2,970.64
535	05/25/2023	Payroll	6291	EFT		234.93
536	05/25/2023	Payroll	6291	EFT		2,007.22
537	05/25/2023	Payroll	6291	EFT		1,255.73
538	05/25/2023	Payroll	6291	EFT		234.93
539	05/25/2023	Payroll	6291	EFT		846.24
540	05/25/2023	Payroll	6291	EFT		234.93
541	05/25/2023	Payroll	6291	EFT		3,089.56
542	05/25/2023	Payroll	6291	EFT		234.93
543	05/25/2023	Payroll	6291	EFT		881.97
544	05/25/2023	Payroll	6291	EFT		1,501.55
545	05/25/2023	Payroll	6291	EFT		231.20
546	05/25/2023	Payroll	6291	EFT		6,778.57
547	05/25/2023	Payroll	6291	EFT		2,735.02
548	05/25/2023	Payroll	6291	EFT		2,417.09
549	05/25/2023	Payroll	6291	EFT	IAFF2444	735.59 Pay Cycle(s) 05/25/2023 To 05/25/2023 - IAFF Dues
550	05/25/2023	Payroll	6291	EFT	DEPT OF RETIREMENT SYSTEMS	6,897.49 Pay Cycle(s) 05/25/2023 To 05/25/2023 - LEOFF2
551	05/25/2023	Payroll	6291	EFT	DEPT OF RETIREMENT SYSTEMS	1,383.60 Pay Cycle(s) 05/25/2023 To 05/25/2023 - PERS2
552	05/25/2023	Payroll	6291	EFT	DEPT OF RETIREMENT SYSTEMS	3,713.85 Pay Cycle(s) 05/25/2023 To 05/25/2023 - DComp
553	05/25/2023	Payroll	6291	EFT	DEPT OF RETIREMENT SYSTEMS	1,737.63 Pay Cycle(s) 05/25/2023 To 05/25/2023 - DComp Match
554	05/25/2023	Payroll	6291	EFT	IRS	8,714.73 941 Deposit for Pay Cycle(s) 05/25/2023 - 05/25/2023
555	05/25/2023	Payroll	6291	EFT	OR Department of Revenue	391.00 Pay Cycle(s) for OR Tax: 05/25/2023 - 05/25/2023
556	05/25/2023	Payroll	6291	EFT	WASHINGTON STATE SUPPORT REGISTRY	700.00 Pay Cycle(s) 05/25/2023 To 05/25/2023 - WA Child Support

001 General Fund

62,755.61

62,755.61 Payroll:

62,755.61



East County Fire and Rescue

600 NE 267th Avenue Camas, WA 98607

(360) 835-8920 (fax)



www.ecfr.us

(360) 834-4908 (phone)

To: **Board of Fire Commissioners**

From: Chief Ed Hartin

Date: June 6, 2023

Subject: Chief's Report

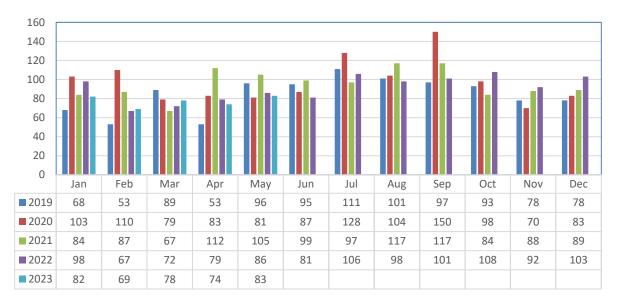
Response Activity

In May, the district responded to 83 calls for service. Table 1 outlines the distribution of incidents by incident type series.

Table 1. May Response Activity

Incident Type Series	Number
1 - Fire	10
3 - Rescue & Emergency Medical Service Incident	53
4 - Hazardous Condition (No Fire)	3
5 - Service Call	3
6 - Good Intent Call	11
7 - False Alarm & False Call	3
Total Responses	83

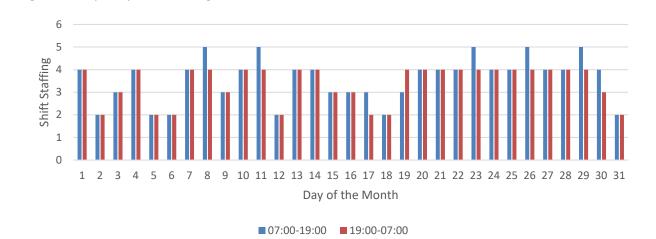
Figure 1. Incident Responses by Month 2019-2023



Staffing and Deployment

Figure 2. May Daily Shift Staffing

During the month of May maintained a 90th percentile¹ shift staffing level of 2 personnel during the day (07:00-19:00) and 2 personnel at night (19:00-07:00). Station 94 was unstaffed four times for a full shift (07:00-07:00) and twice during the day (07:00-19:00) during the month and as such, its availability of response from this station was 65.63% (in comparison with 100% availability from Station 91). Daily shift staffing is illustrated in Figure 2.



Both 90th percentile shift staffing and availability of response from Station 94 have trended down since January 2023 as illustrated in Figure 3.

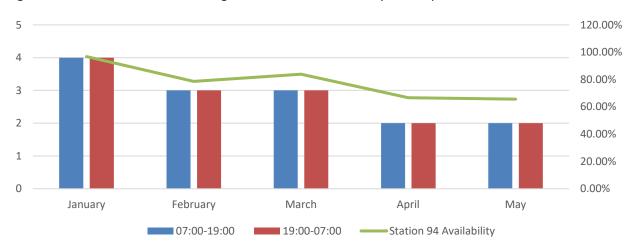


Figure 3. 90th Percentile Shift Staffing and Station 94 Availability for Response

¹ Calculation of the 90th percentile has been adjusted to accurately reflect the staffing that is available 90% of the time.

Lack of staffing impacted six incidents as illustrated in Table 2. In three of these incidents, Camas Washougal Fire Department resources were first due and in the other three Engine or Squad 91 was first due. Incidents occurring within fire management zone (FMZ) 95 would normally see a CWFD first due on priority 1 and 2 calls due to the location of this FMZ and the proximity of Station 43.

Date & Time	FMZ	Priority	Event Type	First Due
5/2/2023 11:24	95	5	PUBLIC ASSIST/Service Call	C91
5/2/2023 20:27	96	1	STRUCTURE FIRE	E91
5/3/2023 19:23	94	5	ABDOMINAL PAIN	SQ91
5/5/2023 8:47	95	2	SEIZURE	E41
5/6/2023 7:01	94	3	FALLS	SQ91
5/6/2023 20:54	94	2	UNCONSCIOUS / FAINTING EPISODE	SQ91
5/9/2023 12:40	95	5	UNKNOWN PROBLEM	SQ91
5/9/2023 14:23	95	5	TRAUMATIC INJURY	SQ91
5/9/2023 17:00	94	2	HEMORRHAGE/LACERATIONS	E43
5/12/2023 12:47	94	3	TRAFFIC/TRANSPORTATION ACCIDENTS	E91
5/30/2023 9:47	95	3	FALLS	SQ91

 Table 2. Incidents Impacted by Lack of Staffing at Station 94

Incidents are assigned priority based on acuity (e.g., a structure fire is priority one and a service call is priority five). Figure 4 illustrates the distribution of incidents by priority. 63.64% of incidents impacted by Station 94 closure were high acuity (requiring lights and siren response due to high acuity).

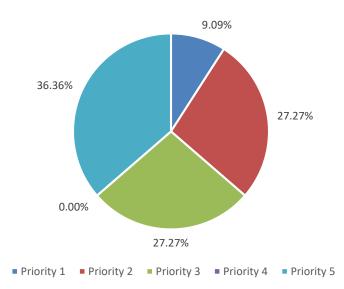


Figure 4. Percentage of Calls Impacted by Station 94 Closure by Priority

Lack of staffing and resulting closure of Station 94 has resulted from reduced part-time staffing (two vacancies and one part-time member in training and not available for shift coverage until later this month). Promotion of Part-Time Firefighter Jacob Dobbins to fill the full-time vacancy on May 1, 2023

will positively impact full-time staffing, but creates another part-time vacancy. This leaves the district with three part-time firefighters. It is unlikely that the shift vacancies created by lack of part-time staff can be completely filled with overtime, but will result in increased expense for the shifts that can be filled.

Significant Incident Activity

On May 30, 2023 the district responded to two structure fires. The first of these incidents involved a residential fire on Alder Street in Washougal. Engine 91 and Chief 91 responded automatic aid and was second arriving. Engine 94 responded on a special call for two additional engines (one from ECFR and one from VFD). The second fire was in the district in an adult family care home on NE Ireland Road. Due to the occupancy and reported conditions, two additional engines and an additional water tender were requested while enroute due to the occupancy and life hazard. A fourth water tender was requested from Skamania County Fire District #4 after arrival. Fortunately, all occupants were out of the building on arrival. This incident illustrated the seamless nature of the Clark County fire response system. An engine, two water tenders, and fire chief from ECFR, four engines, water tender and battalion chief from Vancouver Fire Department, a medic unit from Camas Washougal Fire Department, an engine from Clark County Fire District #3, and Water Tender from Skamania County Fire District #3, and Water Tender from Skamania County Fire District 4 all operate seamlessly in response to this significant incident.

On May 31, Engine 91 and Chief 91 responded to a fifth wheel fire at an RV park on 3rd E Street in Washougal. This incident required additional effort due to downed power lines obstructing access.

The district and surrounding agencies have seen an early start to wildland fire season with a significant increase in the number of vegetation fires over the last week.

Shift Reports

The captains will provide shift reports to the board at the second regular board meeting in June.

Programs and Projects

Personnel Changes: Full-Time Firefighter Alex Harrington has provided notice that he received a conditional offer of employment with Clark County Fire District 6. His lateral academy is anticipated to start in August and he will provide the district with notice as soon as he completes the background investigation and medical physical for District 6.

Promotional Process: Captain Prasch was promoted and sworn in at the second ECFR Board of Fire Commissioners meeting in May. As the district does not have a promotional list for Captain, another assessment center will be conducted late in the first quarter of 2024.

Part-Time Firefighter Recruitment: Recruitment to fill the remaining part-time firefighter vacancies is ongoing. We have connected with the Fire Science Program Chair at Portland Community College to develop a connection with that program as a recruiting mechanism for part-time staffing.

Volunteer Recruitment and Training: Six volunteers started training to become certified at the Firefighter I and Hazardous Materials First Responder. Since the start of the volunteer recruit academy,

the district has added five additional volunteers (four aspiring firefighters and one aspiring water tender operator). In addition, we will be interviewing two additional candidates for volunteer service (one aspiring firefighter and one aspiring water tender operator). If these additional candidates are successful, that will bring our volunteer ranks to 18 members.

Standard Operating Guidelines and Policy Format: The first standard operating guideline (the "SOG SOG") outlining the process for developing and adopting standard operating guidelines and related topics is being presented to the board as an example at their first regular meeting in June.

Fire Chief Evaluation Process: As requested by the board, I have developed policy recommendations for board approval and evaluation process modeled on materials developed by the International City/County Management Association and Oregon League of Cities for city councils to evaluate their city manager. The process outlined in these materials was adapted to be fire district specific but does not specify the process, but simply provides the board with a series of options that they may choose as appropriate. In addition, I have adapted a 360-degree feedback instrument developed by the Society of Human Resource Management to align with the district's values. This instrument could be used by district staff to provide feedback to the fire chief and could also be used by the board if they so choose. This information is presented as a standard operating guideline to maintain consistent format.

Swift Water Rescue Training: Last week, district members participated with Camas Washougal Fire Department in swift water rescue training on the Washougal River in anticipation of peak water rescue season.



East County Fire and Rescue

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www.ecfr.us

To: Board of Fire Commissioners

From: Assistant Chief Robert Jacobs

Date: May 16, 2023

Subject: Assistant Chief's Report

Training

May DOC training was 5-9-23

June DOC training will be 6-13-2023 Sta. 91 at 7 PM.

May EST/Tender training was 5-24-2023.

June EST/Tender training will be 6-26-2023 at Sta. 93 at 7 PM.

Apparatus Maintenance

T93 is in for its annual and water leak repair now parts have finally arrived. E95 will be next.

Worked with the new volunteers on May 25th while Chief was on vacation, we did tender and water supply training. They are a great group.

Safety

Last safety committee meeting was 5-23-2023.

Next safety committee meeting will be 07-20-2023 Sta. 91 7:30 PM.

No reported accidents/incidents since your last board meeting.



East County Fire and Rescue Standard Operating Guidelines

Title	SOG #
Standard Operating Guidelines	1.1.1
Policy Adoption	Date
INSERT BOARD CHAIR SIGNATURE	DRAFT
Standard Operating Guideline Adoption	Date
INSERT FIRE CHIEF SIGNATURE	DRAFT

Purpose

East County Fire and Rescue (ECFR) standard operating guidelines (SOGs) define district administrative and operational policy and procedure. SOGs will serve as a readily accessible and user-friendly resource to provide a clear understanding of board policies, operational guidance and facilitate compliance with current laws, regulations, and standards related to emergency services. SOGs cannot be developed to address every contingency but provide guidance for thinking individuals! It is expected that in dealing with circumstances and situations not addressed by a specific guideline that members will act consistently with the mission, vision, and values of the district.

Scope

ECFR SOGs apply to all members (volunteers, paid staff, and elected officials as applicable).

Policies

The ECFR Board of Fire Commissioners have adopted the following policies related to SOGs:

- Members are expected to be familiar with the content of the district's SOGs and be able to use the SOGs as a reference. Many SOGs do not require an immediate, on-demand recall of knowledge (e.g., administrative procedures, training procedures). Others such as those related to safety and emergency operations require immediate recall and the ability to apply the SOG under stressful conditions.
- While titled as guidelines, the use of the words must, shall, and will indicate that compliance is not optional while use of the words may, or should indicate good practice and expected performance.
- The SOG development process shall solicit input from affected members. The district board will approve the purpose, scope, and policy elements of SOGs. The district leadership team will approve the procedural elements of SOGs.

Title	SOG #
Standard Operating Guidelines	1.1.1

Standard operating guidelines (SOGs) will be reviewed on a biennial basis to ensure that they
remain current with federal and state regulations, the collective bargaining agreement,
consensus standards, fire and emergency services best practice, and district operations. In the
event of conflict between SOGs and regulations or the collective bargaining agreement, the
regulations or collective bargaining agreement will prevail.

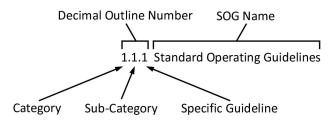
Procedure

The following procedural guidance is used in development and maintenance of SOGs.

Decimal Outline Format

SOGs are organized using decimal outline format with the first digit identifying the SOG category, the second digit (or digits) identifying the sub-category, and the third digit identifying the specific standard operating guideline as illustrated in Figure 1.

Figure 1. SOG Decimal Outline Format



SOG Organization

East County Fire and Rescue's (ECFRs) standard operating guidelines are divided into seven general categories with sub-categories used to provide clarity of organization and navigation

- 1. Administration
 - 1.1 General Administration
 - 1.2 Human Resources
 - 1.3 Finance
 - 1.4 Organizational Planning
 - 1.5 Public Communications
- 2. Community Risk Reduction
 - 2.1 General Community Risk Reduction
 - 2.2 Public Education
 - 2.3 Safety in the Home
 - 2.4 Pre-Incident Planning

Title	SOG #
Standard Operating Guidelines	1.1.1

3. Occupational Safety and Health

- 3.1 General Occupational Safety and Health
- 3.2 Wellness/Fitness
- 3.3 Vehicle Driving and Operation
- 3.4 Personal Protective Equipment
- 3.5 Operational Safety
- 4. Emergency Operations
 - 4.1 General Emergency Operations
 - 4.2 Incident Management
 - 4.3 Fire Suppression
 - 4.4 Emergency Medical Services
 - 4.5 Technical Rescue
 - 4.6 Hazardous Materials
- 5. Training
 - 5.1 General Training
 - 5.2 Recruit/Probationary Training
 - 5.3 Apparatus Operator Training
 - 5.4 Special Operations Training
 - 5.5 In-Service Training
 - 5.6 Professional Development/Officer Training
- 6. Facilities
 - 6.1 General Facilities
 - 6.2 Facilities Maintenance
- 7. Apparatus and Equipment
 - 7.1 General Apparatus
 - 7.2 Fleet Maintenance
 - 7.3 Equipment Maintenance

Title	SOG #
Standard Operating Guidelines	1.1.1

Access to Standard Operating Guidelines

Standard Operating Guidelines (SOGs) are maintained as an on-line manual in portable document format (PDF) accessible on the district network O Drive or via the Members page on the East County Fire and Rescue (ECFR) website. Portable document format (PDF) files to ensure consistent format between on-line and printed copies of the documents. This on-line format ensures that all members have ready access to the most current version of district guidelines.

As illustrated in Figure 2, master copies of current SOGs (in MS Word format) an archive copies of prior versions of SOGs (in PDF format) are maintained on the district server in the Admin.Net Drive. SOGs under development (in MS Word format) and current SOGs (in PDF format) are maintained on the district server on the O Drive. As SOGs are revised, the prior version (in PDF format) will be moved to the SOG archive folder to provide a historical record of updates and revisions.

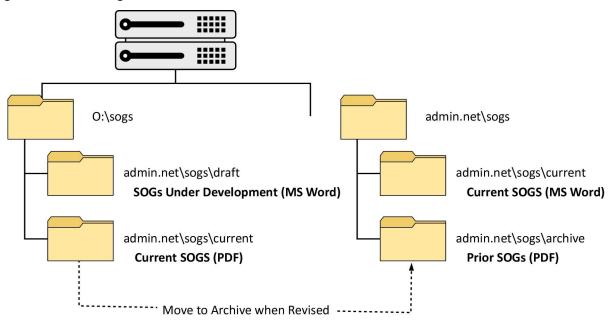
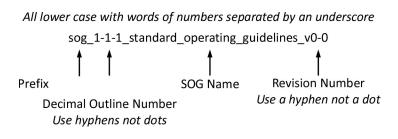


Figure 2. SOG File Organization

File Naming Conventions

The file naming convention illustrated in Figure 3 will be used for standard operating guidelines

Figure 3. File Naming Conventions



Title	SOG #
Standard Operating Guidelines	1.1.1

File names will be all lower case with words or numbers separated by an underscore. The decimal outline number and revision number are separated by hyphens rather than dots (that are used in document text). Underscores are used to improve performance when files are hyperlinked (such as on a web page). Hyphens are used rather than dots as the windows operating system uses dots to separate file names and file format (such as .docx or .pdf).

SOG Format and Content

Format and content of SOGs must support their intended purpose; to clearly define district policy and procedure and serve as a readily accessible, user friendly reference for members.

In most cases, SOGs will be comprised of the following five sections:

- 1. *Purpose:* Specify why the guideline is needed and what it is intended to accomplish.
- 2. Scope: Identify under what circumstances and to whom the guideline applies.
- 3. *Policies:* Define broad procedural guidance adopted by the board of fire commissioners.
- 4. **Procedure:** Identify specific procedures as necessary to provide clarity on how the specified policies are implemented.
- 5. *References:* Specify reference material used in creating the SOG in American Psychological Association (APA) format.

Subheadings should be used within the procedure section to organize the content of the SOG and make it easier for members to locate needed information. A template is provided in the SOG Development folder to simplify maintaining consistency in page layout, margins, font, paragraph format, etc.

Immediate Recall and Reference

There are two types of SOGs used by the district. Some SOGs require members to have complete mastery of the content of the SOG and be able to immediately recall and apply this knowledge during emergency operations (e.g., Emergency Communications). Other SOGs serve as a reference that can be consulted when faced with a task that is unfamiliar or infrequently performed.

Immediate Recall SOGs are identified by a red vertical rule (6-point line width) in the right margin.

SOG Approval & Adoption

The following general sequence will be used for SOG approval.

- 1. Draft SOG purpose, scope, & policy.
- 2. Review of purpose, scope, & policy by the district board.
- 3. Revision if necessary.
- 4. Adoption of purpose, scope, & policy by the district board.
- 5. Development of SOG procedure.

Title	SOG #
Standard Operating Guidelines	1.1.1

- 6. Review by the district leadership team (chief, assistant chief, captains, union steward).
- 7. Revision as necessary.
- 8. Approval of the SOG by the leadership team.
- 9. Legal review if needed.
- 10. Authorization of the SOG by the fire chief.

If it is necessary to implement a procedure immediately, the Fire Chief will publish a General Order (same format as an SOG) temporarily implementing the procedure. If an SOG is implemented by GO, it will remain in force for 60 days, providing time for formal review, revision if necessary, and adoption.

SOG Implementation

All members will be advised of new and updated SOGs via individual e-mail. In addition, new or revised SOG will be reviewed at department wide training and as part of the shift change briefing for full and part-time career staff.

Bi-Annual Review and Revision

SOGs shall be reviewed no later than 24 months after their effective date to ensure that the guideline remains relevant and consistent with district operations. If district operations deviate from existing SOG, it will be necessary to revise the SOG to reflect current practice or to bring organizational performance in line with the current guideline (as appropriate).

Each SOG revision will be identified by the revision number (left side of the document footer). Draft SOGs will have 0.0 as the revision number and the first adopted version of the SOG will have 1.0 as the revision number. For minor revisions, the revision number will be incremented to the right of the decimal point (e.g., 1.1, 1.2). Major revisions will be incremented to the left of the decimal point (e.g., 2.0, 3.0).

References

ECFR District Board. (2023). Board minutes INSERT DATE. Camas, WA: Author. [Adoption of Purpose, Policy, and Scope of SOG 1.1.1 Standard Operating Guidelines]

United States Fire Administration (USFA). (1999). *Developing effective standard operating procedures for fire and EMS departments.* Emmitsburg, MD: Author.



Title	SOG #
Fire Chief Performance Evaluation	TBD
Policy Adoption	Date DRAFT
Standard Operating Guideline Adoption	Date DRAFT

Purpose

This standard operating guideline has been developed for use by the board of fire commissioners to help establish and conduct an evaluation process for the district's fire chief.

Performance evaluation need not be painful for either the board or the fire chief. It should be constructive, providing not only an examination of past performance but guidance for future efforts by the fire chief.

The needs of the district often change over time and priorities are likely to shift with each board election. As with any employer/employee relationship, an employer has a responsibility to clearly communicate to its employee exactly what it expects and wants. The board has an obligation to provide clear policy direction related to district needs, projects, or priorities.

Examination of the fire chief's performance is not only required by the fire chief's employment agreement but also because it is important and healthy for an effective board-fire chief relationship. Ultimately, the fire chief's performance evaluation is an essential tool for promoting more effective decision-making throughout the fire district as an organization.

If conducted properly, a performance evaluation process will be positive and useful for both the board and fire chief. It will:

- Allow board members to become better acquainted with each other and the fire chief; improve communication between the board and fire chief.
- Provide important feedback to the fire chief.
- Acknowledge the fire chief's strengths and identify areas of performance that can be improved.
- Bring problems into focus and reduce future misunderstanding and conflict; and help clarify roles and responsibilities of both the board and fire chief.

There is another purpose for completing the fire chief performance evaluation process. An effective evaluation process can help the board examine and improve upon its own performance. A board's success in achieving its goals is tied to the performance of its district fire chief.

Title	SOG #
Fire Chief Performance Evaluation	TBD

The fire chief can provide useful feedback and observations to the board about such things as:

- Is the board providing clear direction about its needs, goals, and priorities? Is the board fulfilling its role as a policy-making body?
- Is the board becoming too involved in day-to-day administration?

Scope

This standard operating guideline first discusses the purpose for completing an evaluation of the fire chief's performance and defines the context within which a performance evaluation takes place. It then outlines a series of steps for an effective performance evaluation process and concludes with other reference materials and a generic evaluation form.

Policies

The East County Fire and Rescue (ECFR) Board of Fire Commissioners have adopted the following policies related to evaluation of the fire chief's performance:

- As with all other ECFR members, the fire chief shall receive regular, documented feedback based on the district's mission, vision, and values.
- The board of fire commissioners will provide the fire chief with two performance evaluations annually, one in June and the other in January concurrent with the anniversary date of employment with the district.

Procedure

There are numerous methods and techniques that a board of fire commissioners may choose to follow in evaluating their fire chief. The process outlined in this standard operating guideline is general in nature and can be adapted to accommodate various needs or circumstances that may arise from time to time. The board of fire commissioner's evaluation of the fire chief must be approached as part of an ongoing process which strives to allow for a more thoughtful and effective decision-making body and more effective district management.

Context for Performance Evaluation

The board and its fire chief depend on each other. The board depends on its fire chief for a considerable amount of information, and the fire chief depends on the board to make the best decisions it can after receiving and evaluating that information. Given this dependency, the importance of respect, forthrightness and confidence in the board-fire chief relationship is essential.

The concept behind the board-fire chief relationship is to separate the policy-making functions, the domain of the elected board, from the administrative and operational functions to be directed by the fire chief. Separation of administrative and policy-making functions is not always clear cut. Defining the difference between policy and administration or operations may be the greatest source of confusion and conflict between the board of fire commissioners and a fire chief.

Title	SOG #
Fire Chief Performance Evaluation	TBD

Before any performance evaluation takes place, a board and its fire chief should define their respective roles and reach agreement about them. Without a clear understanding of functions and roles, performance evaluation is of little value.

Title 52 Revised Code of Washington (RCW) Fire Protection Districts, the Washington Fire Commissioners Association (WFCA) *Fire Commissioners Handbook* (2023), the fire chief's employment contract, and *East County Fire and Rescue Fire Chief's Classification Specification* (Appendix A) provide guidance on the function and roles of the board and the fire chief:

- The board runs the district through the chief, individual commissioners do not, and should not, attempt to run the district (WFCA, 2023, p. 4)
- The chief is the CEO of the district and should be responsible for the day-to-day operations of the district (WFCA, 2023, p. 4)
- Policymaking is one of the primary roles of the board of commissioners. Policymaking is simply the development of high-level broad plans that embrace the board's general level of service and operational goals (WFCA, 2023, p. 16)
- Responsibility for adopting operational procedures addressing the day-to-day operations of the services provided may be delegated to the chief (WFCA, 2023, p. 16).
- The fire chief shall perform such services for the district as directed from time to time by the board of fire commissioners in the manner and extent permitted by the laws of the State of Washington in accordance with the policies of the district (ECFR, 2022).
- Perform all duties established by the classification specification for the position of fire chief which is incorporated into the chief's employment agreement by reference (ECFR, 2022)

District Goals and Priorities: Goals are a necessary ingredient for success in an organization. To be effective, any organization must have a clear picture of its purpose and what it hopes to achieve, an understanding of what it must do to achieve its purpose, specific goals, and objectives, and a valid method for evaluating its effectiveness in reaching them.

Goals established as part of the district's integrated comprehensive planning process and adopted by the board provide the fire chief with clear strategic level guidance on board priorities. The components of the integrated strategic planning process include:

- Community Risk Assessment
- Strategic Plan
- Standard of Coverage and Community Risk Reduction Plan
- Fire and Emergency Services Self-Assessment Model
- Long-Term Financial Plan

Title	SOG #
Fire Chief Performance Evaluation	TBD

• Capital Project Plan

In addition, the district's annual budget connects budgeted expenditures to specific performance outcomes.

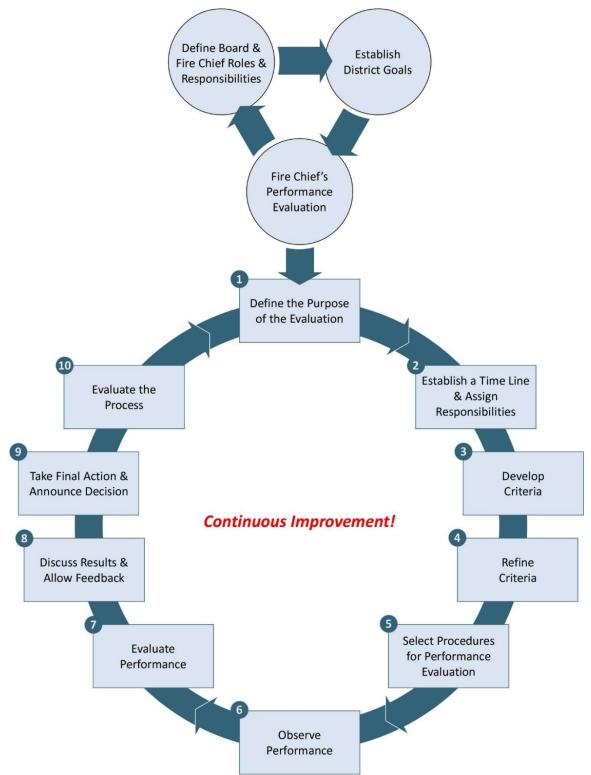
Open Public Meetings Act: In Washington State, evaluation of the fire chief in a meeting of the board of fire commissioners must comply with Chapter 42.30 Revised Code of Washington (RCW) Open Public Meetings Act. It is the intent of the Open Public Meetings Act requires that the board deliberate and take actions openly in a public meeting. However, there are limited exceptions to this requirement. One such limitation is to review the performance of a public employee. However, if any final action such as setting the salary, disciplinary action, or discharge, this action must be taken in an open public meeting (RCW 42.30.110 (g)). Additional detail and explanation is provided in *The Open Public Meetings Act: How it Applies to Washington Cities, Counties, and Special Purpose Districts* (MRSC, 2016).

The Performance Evaluation Process

The fire chief's performance evaluation process is closely aligned with the district's mission, vision, and values. This process is focused on continuous improvement of the fire chief's performance and the board-fire chief relationship. Performance evaluation is not a one and done event, it is an ongoing, cyclical process focused on improvement of both performance and process as illustrated in Figure 1.

Title	SOG #
Fire Chief Performance Evaluation	TBD

Figure 1. Performance Evaluation Process



Note: Adapted from City of Dover, New Hampshire (n.d.). Handbook for evaluating the city manager. <u>https://bit.ly/3pqXeJq</u>.

Title	SOG #
Fire Chief Performance Evaluation	TBD

Define the Purpose of the Evaluation: There are many reasons for a board to evaluate the performance of its fire chief. Frequently, the board wants to measure performance and determine salary, or define or improve, the working relationship between the fire chief and the board. Whatever the reasons, they should be honest, clear, and understood by the board, the fire chief, and the public before launching a performance evaluation process. Following are examples of objectives that can be established prior to completing the appraisal process:

- Establish and maintain effective board and fire chief relationships.
- Allow the fire chief and board to identify and understand their respective roles, relationships, expectations of, and responsibilities, to each other.
- Discuss the fire chief's strengths and weaknesses as demonstrated by past performance, away from the decision-making table, and the methods where performance may be improved, and crisis confrontations avoided.

Develop a Timeline and Establish Responsibilities: A board which is committed to a good evaluation process will also commit the time necessary to perform each task involved in the process. The board as a body employs the fire chief and is needed to provide guidance to the fire chief and as such the entire board should be involved in every step of the process.

The board should select a leader who will take responsibility for facilitating the evaluation process. This leader could be the board chairperson or a designated board member.

Develop Criteria: Once the board and fire chief are comfortable with their respective roles and responsibilities, have adopted goals which are supported by the board, and are clear about why you're conducting an evaluation, you're ready to move to the next step, selecting criteria that establish standard dimensions to measure progress. Without clearly defined criteria, evaluations can be unproductive.

The district's mission, vision, and values provide a high-level framework for organizing the criteria used to evaluate the fire chief. Criteria defining necessary professional competencies and skills should be in alignment with the district's organizational values, support forward progress towards the district's vision, and achievement of the district's mission.

Examples of competencies that can be incorporated into an evaluation of the fire chief may be found in the 18 practice areas recognized by International City/County Management Association as essential for every local government manager. The professional competencies for effective local government management are listed in Appendix A.

In developing the criteria to be used for evaluating the fire chief's performance, both the board and fire chief should discuss and agree upon the competencies, skills and expected outcomes necessary for being an effective fire chief. *The evaluation process will be enhanced if both the entire board and the fire chief are involved from the start in developing the criteria and agreeing on them.*

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Refine Criteria: You are now ready to refine the criteria and develop specific questions you want to ask and have answered during the evaluation. It is important to be specific about what you really mean in each category. Again, it is best to refine the criteria with the entire board and the fire chief to ensure categories are not misinterpreted or new performance goals inadvertently added which were not previously defined.

After developing evaluation criteria, refining, and expanding upon each is one of the most critical steps in an effective performance appraisal system, and one of the most involved. For each competency and/or responsibility you list, you must be able to answer two questions:

- 1. What is the purpose, effect, or desired outcome of this competency/responsibility?
- 2. How will I know if, and when, this purpose, effect, or desired outcome is being achieved?

Answers to these questions achieve two important goals:

- 1. A clear statement of purpose helps assure that individual board members understand one another's values, ideas, and concerns about the role and functions of the fire chief.
- 2. Knowing the data and performances that tell you that responsibility is, in fact, being achieved requires that you look for tangible criteria to use in evaluating the fire chief's performance.

Ultimately, performance appraisal addresses the actions taken by the fire chief to meet the expectations of the board and the requirements of the position. Performance is action. Appraisal focuses on the effects of that action.

Focusing each criterion by addressing the two questions above will help you in objectively identifying the actions and effects of the fire chief's performance while avoiding the traps of trying to assess subjective characteristics that may not truly be bona fide job requirements.

Select Procedures to Evaluate Performance: A combined written and oral evaluation is probably the most effective method for the board to evaluate the fire chief. This method allows each individual board member to evaluate the performance of the fire chief in writing and follow up with face-to-face discussion individually and/or preferably collectively as a group.

There are several methods used for written evaluations. A simple and effective way to perform the written evaluation is to develop a rating scale and leave room for additional comments under each criterion. This allows for individuals to use specific examples of what the employee has done. It also helps the fire chief understand what the board thinks more specifically about his or her performance.

Another form of appraisal process is the 360-degree assessment. In most cases, 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the fire chief completes a self-evaluation as well, with other members (volunteers and employees) providing the subordinate feedback.

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Once the written evaluation and 360-degree feedback have been completed, openly discuss the appraisal with the fire chief. As with written evaluations, conversation should center on the criteria you developed and should be conducted by the board as a group. An advantage of verbal evaluation is that it presents an opportunity to clear up any misunderstanding about performance in face-to-face settings.

Observe Performance: The board of fire commissioners should observe the fire chief's performance during the rating period and consider 360-degree feedback data from the chief and other members of the district.

Collecting accurate information according to the criteria you have developed is more difficult for a board than in an ordinary supervisor-subordinate situation because board members are not able to observe the fire chief on a day-to-day basis.

One of the benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, district staff will see behaviors that the commissioners do not see and vice versa. Thus, the fire chief's performance may be improved because it is evaluated from several different perspectives. However, when the 360-degree assessment is used as part of the appraisal process, use caution so that the evaluation doesn't become a measure of the fire chief's popularity with staff. The fire chief works for the elected officials and should be evaluated by them based on their stated expectations.

The board should allow enough time to collect information about the fire chief's performance. An extended information-collection period will make the entire process a little longer; however, it is well worth spending the additional time to have an effective and productive evaluation. Board members cannot base their judgments on the employee's performance in only 2 or 3 months. Allowing six months after you have developed the criteria may be more appropriate.

Review minutes of past meetings to identify projects that the fire chief has been responsible for and the outcome of those projects. Individual board members may also want to make appointments with the fire chief to discuss his or her performance. These meetings are not intended to make judgments about his or her performance. Its purpose is to seek information.

Remember, the primary responsibility for commissioners during this phase of the evaluation cycle is to be alert and responsive to data about the fire chief's performance over the entire rating period. It is important for commissioners to document incidents and information throughout the performance cycle that reflects the performance of the fire chief. It is as important to document outstanding performances as it is to document performances that don't meet with your expectations.

Perform the Evaluation: The system for performing the evaluation you have just designed is now in place and ready to use. Make sure you have a definitive schedule set up and a target date for completing the evaluation.

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For written evaluation, the evaluation forms should be distributed to individual board members, requesting that the forms be completed and returned according to the established schedule.

It will be extremely helpful to both the fire chief and the board to use specific examples of performance in the evaluation. Vague generalizations will not help the fire chief understand how he or she can improve performance. Specific examples help to illustrate positive and negative comments and to ensure common understanding.

In preparing for discussion of the evaluation results with the fire chief, the facilitator of the review session should compile the information from each board member into one document which reflects all the input. The facilitator should then share the results with the entire board before it is presented to the fire chief. The purpose of sharing the results of the evaluation with the board is to provide each member with an understanding of the total results. The board should strive to reach consensus on the report so that each person can feel a part of the result and be comfortable with it. This does not mean that any individual should try to push others into changing their minds about how they filled out the evaluation. But this group discussion will allow each board member to understand how the others feel and what differences need to be resolved. There may be differences in the perceptions of individuals which need further discussion and clarification.

Having one document from the whole board is very important. The entire performance evaluation process has been a group process. It is not appropriate for each board member to independently pass judgment on the fire chief without consensus of the entire board.

Discuss Results with the Fire Chief and Allow for Feedback: It is important to discuss the results of the evaluation with the fire chief before the board make a final decision about any action as a result of the evaluation or make any final statement as a board about the fire chief's performance.

Several things should happen during this discussion. First, the board may wish to let the fire chief evaluate him or herself. You can give the same rating form or set of questions to the fire chief and ask him or her to fill it out according to their own perception of how he or she has performed in the position.

Discuss the areas where there are differences between the fire chief and the board about strengths and weaknesses. There may be misunderstanding among board members about the fire chief's actual performance. Likewise, the fire chief may not have understood or may have misinterpreted the board directives. Try to reach agreement on the areas that need improvement and what types of changes the board would find acceptable.

A board that is serious about evaluation should understand that its performance often affects the fire chief's performance. The board should ask the fire chief about how the board's performance has enhanced or hindered the fire chief's performance.

Agree on Follow-Up Steps: One of the most important reasons for evaluating the performance of an employee is to acknowledge the employee's strengths and point out areas that need to be improved.

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Any recommendations or actions the board takes should be tied to this reason and any others the board listed in Step 1 of this process.

Nobody is perfect! Even the best evaluation will likely show a few things that need improvement and attention. Also, change may be necessary on the part of the board as well as the fire chief. Remember that the evaluation process is intended to bring out positive change. Focus on future improvement, not on past performance. Agree on the areas that need improvement and the best course of action.

Effective performance should be acknowledged. Everyone needs positive reinforcement for good work. The board should decide how they would like to acknowledge strong performance. But, at the very least, a public statement by the board should be made supporting and acknowledging the fire chief's performance.

Evaluate the Process: No process is ever complete without an evaluation of what it is you have done. Whether you develop a questionnaire to evaluate the process or have a debriefing session, every individual involved in the process should participate and make recommendations for future use. Consider the following questions as a starting point:

- What were the positive outcomes? What were the negative outcomes?
- Could negative outcomes have been avoided? How could you improve the process next time?
- What areas of the process do you and the fire chief need to work on? Were the criteria fair and objective?
- What have you learned about yourself as an elected or appointed official? How did the public react?

Involve the fire chief in this review. He or she may have some valuable insights for the next time.

As a group, try to develop a list of ways you could improve the evaluation process.

Review and Revision

Once the board completes this process, they will have done more than evaluate the performance of the fire chief. The commissioners will have defined the board's and fire chief's roles and responsibilities, set goals, opened lines of communication, and made significant strides toward increasing their own effectiveness as an elected body.

At the end of the cycle, review and revise the process to ensure continuous improvement!

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Appendix A-Fire Chief Classification Specification

INSERT CLASSIFICATION SPECIFICATION AFTER DISCUSSION WITH THE BOARD

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Appendix B-ICMA Recognized Practices for Effective Local Government Management

Staff Effectiveness

Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

- **Coaching and Mentoring:** Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs).
- **Team Leadership:** Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques).
- **Empowerment:** Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity).
- **Delegating:** Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results).

Policy Facilitation

Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes). Practices that contribute to this core content area are:

- **Facilitative Leadership:** Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community actors and their interrelationships).
- **Facilitating Board Effectiveness:** Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations).
- *Mediation/Negotiation:* Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques).

Functional and Operational Expertise and Planning (a component of Service Delivery Management) Practices that contribute to this core content area are:

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Functional/Operational Expertise: Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options).

Operational Planning: Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions).

Citizen Service (a component of Service Delivery Management)

Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques).

Quality Assurance (a component of Service Delivery Management)

Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/productivity standards and objectives and measure results).

Initiative, Risk Taking, Vision, Creativity, and Innovation (a component of Strategic Leadership)

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

- Initiative and Risk Taking: Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives.
- *Vision:* Conceptualizing an ideal future state and communicating it to the organization and the community.
- **Creativity and Innovation:** Developing new ideas or practices; applying existing ideas and practices to new situations.

Technological Literacy (a component of Strategic Leadership)

Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application).

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Democratic Advocacy and Citizen Participation

Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles, political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

- **Democratic Advocacy:** Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations).
- *Citizen Participation:* Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance.

Diversity

Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

Budgeting

Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information).

Financial Analysis

Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them).

Human Resources Management

Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs).

Strategic Planning

Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run).

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Advocacy and Interpersonal Communication

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:

- *Advocacy:* Communicating personal support for policies, programs, or ideals that serve the best interests of the community.
- Interpersonal Communication: Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange).

Presentation Skills

Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience).

Media Relations

Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press (requires knowledge of media operations and objectives).

Integrity

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

- **Personal Integrity:** Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly.
- **Professional Integrity:** Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the Commission on Professional Credentialling (CPS) Code of Professional Conduct as adapted for East County Fire and Rescue (ECFR) (see Appendix C)¹.
- **Organizational Integrity:** Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others).

¹ The Commission on Professional Credentialling (CPS) Code of Professional Conduct as adapted for East County Fire and Rescue (ECFR) is used rather than the ICMA Code of Ethics to provide specific applicability to the position of East County Fire and Rescue fire chief as a credentialed chief fire officer.

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Personal Development

Demonstrating a commitment to a balanced life through ongoing self-renewal and development to increase personal capacity (includes maintaining personal health, living by core values; continuous learning and improvement; and creating interdependent relationships and respect for differences).

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Appendix C-Commission on Professional Credentialling Code of Professional Conduct

As a chief fire officer credentialled by the Commission on Professional Credentialing, the fire chief is obligated to follow the commission's code of professional conduct. This code of conduct has been adapted to reflect the needs of the district as well as the requirements of the commission.

The fire chief serves as a moral and ethical agent. The chief's actions affect the health and well-being of individuals, organizations, and communities; therefore, the fire chief must assess the consequences of their decisions and actions and accept responsibility for them. The fire chief must speak out and strive for the most moral and ethical course of action for themselves and for the district.

Responsibilities to Individuals:

The fire chief shall:

- Set an exemplary standard for subordinates and peers to follow, modeling behavior consistent with the district's organizational values of integrity, compassion, professionalism, and excellence.
- Be courteous and tactful in all interactions.
- Ensure the communication of rights, responsibilities and information are upheld to foster informed decision making.
- Respect the customs and beliefs of others consistent with the mission of the organization.
- Respect the confidentiality of information, except where it is in the public interest or where there is a legal obligation to divulge such information.
- Promote competence and integrity among individuals associated with the fire and emergency services.

Responsibilities to the Profession:

The fire chief shall take a leadership role to ensure the district:

- Serves the public interest in a moral, ethical, and efficient manner.
- Strives to provide quality services as defined by the community and based upon accepted industry standards.
- Communicates truthfully and avoids misleading representation, raising unreasonable expectations in other persons, or in the community.
- Uses sound management practices and makes efficient, effective, economical, and ethical use of resources.
- Promotes understanding of public protection and safety services and issues.
- Conducts inter and intra organizational activities in a cooperative way that improves community well-being and safety.

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- Develops and maintains the required level of physical and mental health to enhance and promote individual quality of life which allows for the proper discharge of duties.
- Reports to the Commission on Professional Credentialing when there are reasonable grounds to believe a member has violated this code of professional conduct.

Responsibility to the Community and Society:

The Chief Fire Officer shall:

- Abide by the laws of all levels of government but may seek changes by lawful means if deemed appropriate.
- Contribute to improving the well-being and safety of the general population, including participation in educational programs, dialogue, and recommendations to enhance the quality of life and to improve fire and emergency services.
- Strive to identify and meet the needs of the community within the resources available and within the mission of the organization.
- Consider the effects of management policy decisions on the community and society and make recommendations based on these considerations.

Conflict of Interest:

The fire chief will comply with the requirement of Revised Code of Washington (RCW) 42.23 Code of Ethics for Municipal Officers-Contract Interests.

A conflict of interest exists when the Chief Fire Officer uses their position, authority, or privileged information to:

- Obtain an improper benefit, tangible or otherwise, either directly or indirectly.
- Obtain an improper benefit for another.
- Make decisions that attempt to, or do, negate the effectiveness of the fire officer designation program or the operations of the district.

The Chief Fire Officer shall:

- Conduct all relationships in a way that assures management decisions are not compromised by a perceived or real conflict of interest.
- Disclose to the appropriate authority all direct or indirect personal or financial interests, appointment, or elections which might create a conflict of interest whether real or perceived.
- Neither accept nor offer personal gifts or benefits with the expectation or appearance of influencing decisions.

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- Refrain from using the position of fire chief with East County Fire and Rescue (ECFR) or Commission on Professional Credentialing chief fire officer designation or credentials to promote or endorse commercial products or services without the express written permission of the ECFR Board of Fire Commissioners or Commission on Professional Credentialing (as applicable).
- Value ethics within the fire and emergency services and model the district's values of integrity and equity.

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Appendix D-360-Degree Fire Chief Effectiveness Performance Evaluation

Introduction

In keeping with East County Fire and Rescue's vision of continuous improvement and values of integrity, compassion, professionalism, and equity, we are asking for your candid feedback on the performance of the fire chief over the last six months. A summary of all feedback received will be prepared for the fire chief to provide a foundation for ongoing professional development and performance improvement. Your individual feedback will be averaged into all the responses received to protect your anonymity and ensure that the results the fire chief receives are completely confidential.

Thank you for your contribution to this very important process.

Instructions

Check the box on the rating scale that corresponds most closely with the frequency with which the chief displays this behavior. If a particular item was not applicable during the last month, circle N/O. This feedback instrument is intended to be confidential. Seal your feedback in the envelope provided and return it to Administrative Specialist Pam Jensen who will tabulate the results for the chief and the board of fire commissioners.

Rating Scale: As illustrated below, the 10-point rating scale identifies the frequency with which the fire chief demonstrates specific behaviors.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rarely		Some	times	Of	ten	Alw	ays

Integrity

1. Ensures transparency but protects appropriate confidentiality.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	Rarely		times	Of	ten	Alw	ays

2. Has my trust.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rarely		Some	times	Of	ten	Alw	rays

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3. Does the right thing, at the right time, and for the right reasons.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ever Rarely		rely	Some	times	Oft	en	Alw	vays

4. Uses actions and behaviors that are consistent with the district's values of integrity, compassion, professionalism, and equity (walks the walk).

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	rays

Compassion

5. Shows genuine concern for East County Fire and Rescue members.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rarely		Some	times	Of	ten	Alw	vays

6. Cares about me as an individual.

N/O	1	2	3		4	5	6	7	8	9	10
Not Observed	Ne	ver		Rai	rely	Some	times	Of	ten	Alw	ays

7. Treats everyone with respect and fairness.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	vays

8. Has empathy and provides help and support to others.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rarely		Some	times	Of	ten	Alw	ays

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Professionalism

Image: N/O 1 2 3 4 5 6 7 8 9 10	Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	/ays
	N/O	1			4	5	6	7	8	9	10

9. Maintains high standards and performs with confidence and humility.

10. Measures results instead of individual styles.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

11. Is a good steward of district resources.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	vays

12. Supports a team environment by recognizing and rewarding collaboration, cooperation and activities contributing to others' success.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	vays

13. Recognizes and rewards team-supportive actions and behaviors.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

14. Gives open and constructive feedback.

N/O	1	2	3	4	5	6	7	8	9	10	
Not Observed	Ne	ver	Rai	Rarely		Sometimes		ten	Always		

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15. Maintains a balance between "people" issues and "technical" issues.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

16. Encourages and embraces change by challenging the status quo.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

17. Provides cross-functional development opportunities for team members.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	Rarely		Sometimes		ten	Alw	ays

18. Sets a clear direction for our district.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

19. Is a role model for engaging in deliberate practice and continuous improvement.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	Rarely		times	Of	ten	Alw	ays

20. Is open to negative and/or constructive feedback.

N/O	1	2	3	4	5	6	7	8	9	10	
Not Observed	Ne	ver	Rai	Rarely		Sometimes		ten	Always		

21. Keeps the focus on fixing problems rather than finding someone to blame.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Never		Rarely		Sometimes		Often		Always	

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22. Effectively deals with conflict.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	Never		Rarely		Sometimes		ten	Alw	ays

23. Keeps me informed on the status of my work and updates in the organization.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	Never		Rarely		Sometimes		ten	Alw	rays

24. Encourages and supports my involvement in training and development activities and events.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

25. Recognizes and supports the work of other departments.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Never		Rarely		Sometimes		Often		Always	

26. Uses a coaching management style, rather than an authoritarian boss management style.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Never		Rarely		Sometimes		Of	ten	Alw	ays

27. Recognizes and rewards my individual contributions in a manner meaningful to me

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Never		Rarely		Sometimes		Of	ten	Alw	/ays

28. Lets me know how I am doing.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	Never		Rarely		Sometimes		Often		rays

Title	SOG #
Fire Chief Performance Evaluation	TBD

29. Doesn't criticize those who are not present.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Never		Rarely		Sometimes		Of	ten	Alw	ays

30. Supports me and helps me achieve results.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	Never		Rarely		Sometimes		ten	Alw	vays

31. Supports a customer service approach for both internal and external customers.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	rays

32. Deals with issues that need to be addressed.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

33. Provides a clear sense of purpose and direction, roles, and responsibilities, for me individually and for our group team members.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

Equity

34. Ensures that department activities are inclusive by verifying scheduling needs.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	served Never		Rai	rely	Some	times	Of	ten	Alw	vays

35. Treats people fairly.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

36. Encourages others to express different ideas and perspectives.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	vays

37. Involves me in decision-making when appropriate.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

38. Encourages and supports my involvement in community activities and events.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

39. Seeks input from all team members.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	ays

40. Seeks input/feedback from diverse individuals and groups, including internal and external customers.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	rays

41. Is open to other perspectives and is willing to change his or her position when presented with compelling information.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Ne	ver	Rai	rely	Some	times	Of	ten	Alw	rays

Title	SOG #
Fire Chief Performance Evaluation	TBD

42. Provides members with opportunity based on their individual capabilities and needs.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Not Observed Never		Rarely		Sometimes		Of	ten	Always	

43. Considers the impact of actions and decisions on others before implementing.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	Never		Rarely		Sometimes		Of	ten	Always	

44. Is consistently and systematically fair, just, and impartial.

N/O	1	2	3	4	5	6	7	8	9	10
Not Observed	erved Never		Rarely		Sometimes		Of	ten	Always	

General Feedback

Please provide the following feedback. Be as specific as possible by including examples.

What activities, behavior, feedback, or coaching would you like the fire chief to stop doing? Please explain.

List and briefly describe examples of the fire chief's behavior, activities, feedback or coaching that makes your job and work environment more enjoyable and meaningful to you.

Please provide comments that you feel will be meaningful for your manager to sustain or improve the fire chief's effectiveness.



East County Fire and Rescue

600 NE 267th Avenue Camas, WA 98607

(360) 834-4908 (phone)

(360) 835-8920 (fax)



www.ecfr.us

Resolution 320-06062023

A resolution providing for transfer of the balance of funds in the plans trailer copier fund to the general fund and dissolution of the plans trailer copier fund.

WHEREAS, each of the district's funds is a separate fiscal entity and is established to conduct specific activities and attain objectives in accordance with statutes, laws, regulations, and restrictions or for specific purposes; and

WHEREAS, the plans trailer copier fund was established to accumulate funds for replacement of the copier in the district's plans trailer; and

WHEREAS, the district's plans trailer and related copier were declared surplus in 2015 by resolution #187-04072015 of the board of fire commissioners and disposed of by intergovernmental transfer in accordance with RCW 39.33.010; and

WHEREAS, the plans trailer fund no longer has a useful fiscal purpose;

NOW, THEREFORE, BE IT RESOLVED that the East County Fire & Rescue Board of Commissioners:

- 1. Transfer the balance of \$2,223.94 plus any interest received in the current period from the plans trailer copier fund to the general fund; and
- 2. Dissolve the plans trailer copier fund.
- 3. The fire chief is authorized dispose of this equipment in a manner that will be to the best advantage of East County Fire and Rescue.

ADOPTED at a Regular Meeting of the Board of Commissioners for East County Fire and Rescue June 06, 2023, with the following Commissioners being present and voting:

Martha Martin, Chairperson

Michael Taggart, Vice Chair

Sherry Petty, Commissioner

Steve Hofmaster, Commissioner

Joshua Seeds, Commissioner



Attest

Debbie Macias, District Secretary



East County Fire and Rescue

600 NE 267th Avenue Camas, WA 98607

(360) 834-4908 (phone)

(360) 835-8920 (fax)



Resolution #321-06062023

A resolution providing for disposal of equipment deemed to be surplus to the reasonably foreseeable needs of East County Fire and Rescue.

WHEREAS, the equipment shown in Attachment A, (ISI Thermal Imaging) belonging to East County Fire & Rescue is obsolete and no longer needed by the district.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of East County Fire & Rescue as follows:

- 1. Based upon the findings and recommendations of the Fire Chief, this equipment is surplus to the foreseeable needs of the district.
- 2. Disposal of this equipment will benefit the district.
- 3. The fire chief is authorized dispose of this equipment in a manner that will be to the best advantage of East County Fire and Rescue.

ADOPTED at a Regular Meeting of the Board of Commissioners for East County Fire and Rescue June 06, 2023, with the following Commissioners being present and voting:

Martha Martin, Chairperson

Michael Taggart, Vice Chair

Sherry Petty, Commissioner

Steve Hofmaster, Commissioner

Joshua Seeds, Commissioner

Attest

Debbie Macias, District Secretary



East County Fire and Rescue 600 NE 267th Avenue Camas, WA 98607 (360) 834-4908 (phone) (360) 83

(360) 835-8920 (fax)



Property Salvage Report

	- Comments	Obsolete Tech.									
	Recycle/Scrap										
Status of Asset-Chose One	Sell										
Status of As	Stolen										
	Lost										
	Serial Number	90471031589									
	et	iger									
	Description of Asset	ISI Thermal Imager									
	Tag Number	0111									

EAST COUNTY Fire and Rescue
PURCHASING REQUEST FORM
REQUESTED ITEM(S): Hose and vozzle festing
BRAND/MODEL/VENDOR/PART NUMBER: National Hose Testing Speed Kier
APPARATUS / STATION NUMBER: 5491 , 5493 , 5444
ESTIMATED COST OF REQUESTED ITEM: 14,250
EXPLAIN THE NEED FOR REQUESTED ITEM: TEsting of all Starfing and
EXPLAIN THE NEED FOR REQUESTED ITEM: Testing of all shacking and wild love, as well as testing of all TFT midmidie pozzila.
PERSON REQUESTING THE PURCHASE: Actin Lyna
DATE: 6/1/23
Direct Gy (7 2)
BUDGET CODING: SUB 522 ELE 60 OBJ 41 ID 000
DATE NEEDED BY: $6/16/23$
DO NOT WRITE BELOW THIS LINE
AUTHORIZATION FOR PURCHASE:
DATE ORDERED:
VENDOR:
TOTAL COST:
PAYMENT METHOD: VISA M/C NET 30 P/C
COMMENTS:
O:\Forms Revised\Admin Forms\Purchasing Request.doc 11/14/2022
page 1 of 1

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Jun 2023 - East County Fire & Rescue

Jun 2025 Last Oblinky The & Resource												
Sun	Mon	Tue	Wed	Thur	Fri	Sat						
				Jun 1 ^{A SH}	2 B SHIFT	3 CSHIFT <u>Events</u> hazmat recycling at w 07:00 - 07:00						
4 A SHIFT	5 B SHIFT	6 C SHIFT	7 A SHIFT	8 B SHIFT	9 C SHIFT	10 A SHIFT						
Events Sunnyside Road HOA 15:30 - 17:00 Station 93		Events Commissioner Meetir 18:30 - 21:00 Station 91	Events Strategic Planning M∉ 15:00 - 16:30 Station 91 AMS - Homeowners 18:00 - 20:00 Station 91									
11 B SHIFT	12 C SHIFT	13 A SHIFT	14 B SHIFT	15 C SHIFT	16 A SHIFT	17 B SHIFT						
18 CSHIFT	19 A SHIFT	20 B SHIFT Events Commissioner Meetir 18:30 - 21:00 Station 91	21 C SHIFT	22 A SHIFT	23 B SHIFT Events Bloomquist Septic Ins 07:00 - 17:00 Station 93	24 C SHIFT						
25 A SHIFT	26 B SHIFT	27 C SHIFT	28 A SHIFT	29 B SHIFT	30 C SHIFT							

Indicates time starts on following calendar day
 Events and Time Off follow default Split Time of Day of 07:00