



NORTH COUNTY REGIONAL FIRE AUTHORITY BOARD OF COMMISSIONERS

Mid-Year Retreat / Work Session

June 27, 2024 | 12:00PM – 5:00PM

NCRFA Training Center | 29814 Old HWY 99 N. | Stanwood, WA 98292

**COMMISSIONERS PRESENT:**

Ric Cade  
Marilyn Oertle  
Rob Johnson  
Leonard Kelley  
Greg Oakes  
Al Schreiber  
~~Holly Sloan-Buchanan~~, Absent (excused)

**NCRFA STAFF PRESENT:**

John Cermak, Fire Chief  
Dave Kraski, Deputy Fire Chief of Operations  
Doug ten Hoopen, AC Support Services  
Randy Krumm, Finance Director  
Allison Jubb, Human Resource Director  
Kari Wheeler, Commission Secretary

Commissioner Oertle called the meeting to order at 12:00pm.

---

Human Resource Director, Allison Jubb shared considerations around a Total Rewards Philosophy (Benefits and Pay). Key topics included identified Opportunities and Challenges; Total Rewards Vision (pay philosophy, benefits philosophy); Systemic Approach to an Employee Wellbeing and Health Program; and Risk Awareness and Mitigation Considerations.

Organizational opportunities and recommended approaches were presented in the areas of Administrative Support Staff/Business Service, Technology and Business Processes, and, Total Rewards / Continuous Improvement Culture.

Recommendations included – new or modified job descriptions; centralized reporting of administrative support staff; hiring temporary administrative project support using unspent funds from HR FTE.

Other items presented included new job descriptions for Assistant Chief – Medical Services Administration as well as a new job description for a Director-level MSA, which future promotion to AC when requirements met (initial placement is DOQ).

Director Jubb spoke on employee wellbeing and mental health individual program initiatives; vision for integrated program (existing and/or new components); risks and mitigations to explore; promising practices – chaplaincy, EAP, etc.; creating in a collaborative way – with employees not for employees. Board would like to explore what other area agencies are doing. Affirmed that a strong peer support program is a good first-line defense. Action on this topic, sooner rather than later, is a priority.

Updates and recommendations on the above items will be brought to the board for possible action at the first meeting in July.

[See attachment](#)

---

Chief Cermak shared historical background with the Board around the RFA's Annexation with the COA and the work done with the annexation Advisory Committee. [See attachment](#)

Chief Cermak presented brief explanation and options for a 1yr vs 6yr 2025 levy lid lift.

Finance Director Krumm showed finance modeling without a levy lid lift.

The Board would like to invite Liz Loomis of Liz Loomis Public Affairs to attend an upcoming meeting a discuss options for a 2025 levy lid lift.

---

AC Doug ten Hoopen presented a Capital Facilities and Equipment Plan update – progress, needs and outcome expectations. He shared that the recent station design conference he attended was the best yet and good information was gathered.

[See attachment](#)

AC ten Hoopen will bring a staff report and recommendation to the Board in July to enter into contract for 2025 for a new Capital Facilities Plan.

Commissioner Oakes asked if we reached out to other agencies regarding feedback on the consulting firms they've used for a CFP. AC ten Hoopen will reach out to other agencies for feedback.

There is a large volume of fire agencies requesting CFPs due to the TIFF and the need to include potential impact fees.

---

Chief Cermak brought an update on accomplishments met in our current 2019-2024 Strategic Plan.

[See attachment](#)

Chief Cermak shared options for the 2025+ Strategic Plan. The RFA used CPSE previously, but there may be lower cost options. WHA is a zero-cost option that was discovered at the NW Leadership Conference. Chief Cermak will present the board with options and recommendations at an upcoming meeting.

---

Chief Cermak shared supporting documents and explanation for the RFA's Deployment Model. Resources are deployed throughout the authority's service area based on meeting response times.

The below resources were shared.

[ILA for Automatic First Response and Mutual Assistance and Authority to Purchase on other Fire Agency Contracts](#)

[Staffing Agreement between NCRFA and Local IAFF 3438](#)

[Historical Data – Response Times, COA](#)

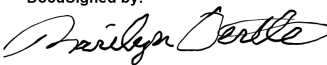
---

The board had a discussion regarding regular board meeting locations. Hosting meetings at 2 separate locations has created technical difficulties due to internet instability at Station 48, as well as challenges for staff to relocate and reset outside of their regular workspace.

At this time, all regular board meetings will be held at NCRFA Headquarters, Station 99 in Stanwood. Regular Board Meetings will be live-streamed on NCRFA's YouTube channel for public access. The Zoom link will be reserved for elected Commissioners only, who are unable to attend in person. Preference is to make effort to attend meetings in person when possible.

Secretary Wheeler will update NCRFA's website to communicate this change to the public and NCRFA employees.

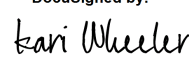
The work session concluded at 5:00pm with no action taken.

DocuSigned by:  
  
FT22408747394E9...

Marilyn Oertle, Commission Chair

7/17/2024

Date Signed

DocuSigned by:  
  
86BD432E5EE5466...

Kari Wheeler, Commission Secretary

7/17/2024

Date Signed