



Lake Wenatchee Fire & Rescue
21696 Lake Wenatchee Highway
Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

**Lake Wenatchee Fire & Rescue, Chelan County Fire District #9
Special Meeting Agenda
Station 91, 21696 Lake Wenatchee Hwy, Leavenworth, WA 98826
July 7th, 2026 6:00 PM to 8:00 PM**

Video call link: <https://meet.google.com/jhk-mbho-kos>
Or dial: (US) +1 470-735-3236 PIN: 443 354 979#

STATUTORY PURPOSE STATEMENT (RCW 42.30.080)

NOTICE IS HEREBY GIVEN that the Board of Commissioners of Chelan County Fire Protection District No. 9 will hold a Special Meeting on Tuesday, July 7, 2026, at 6:00 PM. The purpose of this meeting is limited to the following actions: Addressing organizational logistics and business needs, interviewing candidates for the commissioner candidate pool, voting to select a candidate to fill the vacancy generated by Commissioner Lamar's resignation, and swearing in the new commissioner to bring the board to a full 3-person board.

No formal board actions or vote regarding a second commissioner shall occur until the regularly scheduled board meeting on July 16, 2026, following the effective time of Commissioner Payne's resignation.

1. PLEDGE OF ALLEGIANCE

2. MOMENT OF SILENCE

Have a moment of silence to honor the wildland firefighters killed in the Utah/Colorado wildfires.

3. CALL TO ORDER & ROLL CALL

Designate Presiding Officer Pro-Tem to call the meeting to order, followed by official recording of attending board members and staff to establish physical quorum parameters.

4. APPROVAL OF SPECIAL MEETING AGENDA

Board review and formal motion to lock the evening's order of business.

Statutory Compliance Note: Pursuant to the Washington State Open Public Meetings Act (RCW 42.30.080), final board discussions and actions are strictly confined to items explicitly set forth on this published notice.

5. PUBLIC COMMENT PERIOD

An open forum for district taxpayers and residents to provide verbal input regarding the proposed joint board vacancy procurement guidelines, criteria, and recruitment timelines. Comments are strictly limited to three (3) minutes per speaker.

6. STAFF AND FINANCIAL RESOLUTION DISCUSSION

In an open public meeting, the commissioners intend to address organizational needs regarding the following topics:

- a. Official acceptance of new wildland urban interface engines with reimbursement request for sales tax. Includes Resolution 26-06 re self-reimbursement addressing Treasury Regulations Section 1.150-2.
- b. Resolution 26-07 re Appointment of Auditing Officers per RCW 42.24.180
- c. Access for the Chief, Assistant Chief, and Administrative Director to have access to the district petty cash account and credit cards.

7. INTERVIEWS

To preserve evaluation integrity, all candidates shall be interviewed individually and sequentially, with other applicants required to remain completely outside the physical meeting room until their designated examination block concludes. All candidates shall be asked identical core baseline questions from the evaluation matrix as listed in the vacancy notice at www.lwfr.org/vacancy.

8. EXECUTIVE SESSION

Pursuant to RCW 42.30.110(1)(h), the board may recess into an executive session during the July 7th and July 16th meetings to evaluate the qualifications of candidates. However, all final assessments, debates, nominations, motions, and votes must occur exclusively in open, public sessions.

9. APPOINTMENT OF NEW COMMISSIONER

To execute an appointment, a sitting commissioner possessing active voting rights must introduce a formal motion in open session to appoint a specific candidate, followed by a second. The presiding officer shall order a mandatory verbal roll-call vote. The new commissioner must be appointed by a unanimous vote of Commissioners Payne and Gibbs.

10. SWEARING IN OF NEW COMMISSIONER

Immediately upon a successful vote, a formal Certificate of Appointment shall be executed. The selected candidate must execute the Oath of Office with the District Secretary pursuant to RCW 52.14.070. In strict accordance with RCW 42.30.205 and RCW 42.56.150, all new commissioners must fully complete mandatory open government and public records training within ninety (90) days of taking office.



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11. ADJOURNMENT

Following the special meeting, the board will send courtesy notice transmittals to the Chelan County Auditor's Elections Division and the Chelan County Board of Commissioners.

This official notice and agenda have been delivered and physically posted a minimum of twenty-four (24) hours preceding the commencement of the meeting to all members of the Board of Fire Commissioners, media entities requesting notification, the LWFR official website (LWFR.org), and the main public entryway of Station 91, in strict conformity with the Open Public Meetings Act (RCW 42.30.080).



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Lake Wenatchee Fire & Rescue

Resolution #2026-07

A RESOLUTION of the Board of Commissioners of the Lake Wenatchee Fire & Rescue, Chelan County Fire Protection District #9, Chelan County, Washington, appointing of Auditing Officer(s) for the purpose of authorizing the issuance of warrants and electronic transactions prior to Board of Commissioners' approval.

Background: RCW 42.24.180 permits the governing body of Lake Wenatchee Fire & Rescue, Chelan Fire Protection District #9 to authorize the issuance of warrants or checks in payment of claims against the entity; and

WHEREAS there may be circumstances when the Board of Commissioners does not meet prior to a day in which they would need to approve vouchers for the District's warrants and claims;

WHEREAS there is a need by the District to process warrants and electronic payments in a timely and consistent manner,

WHEREAS it would be of financial benefit to appoint Auditing Officer(s) to certify the voucher approval document for the correct and certified submission of vouchers to the Chelan County Accounting Office without awaiting a Commissioners meeting to authorize specific payments.

WHEREAS RCW 42.24.180 authorizes the issuance of warrants before approval of the vouchers by the Board of Commissioners in order to expedite the payment of claims;

WHEREAS Lake Wenatchee Fire & Rescue shall enact the following policies and procedures to RCW 42.24.180:

1. All routine operating claims against Lake Wenatchee Fire & Rescue, Chelan County Fire Protection District #9, will be pre-audited and signed by the Auditing Officer.
2. The Auditing Officer shall be bonded for no less than \$50,000 to assure the faithful discharge of their duties.
3. Accounts Payable/Voucher Policy establishes the necessary purchasing and disbursing procedures that implement effective internal control for issuance of warrants and claims.
4. The Board of Commissioners shall review and approve the claims paid at its next regularly scheduled public meeting; and
5. If the Board of Commissioners disapproves some claims, the Auditing Officer will recognize these claims as receivables of the District and will pursue collection diligently until the amounts are either collected or the Board of Commissioners approves the claims.

Resolution: NOW, THEREFORE BE IT RESOLVED that the Board of Commissioners of Lake Wenatchee Fire & Rescue, Chelan County Fire Protection District #9, does hereby authorize the Administrative Director, Assistant Fire Chief and Fire Chief, to submit vouchers for payment and disbursement in accordance with Accounts Payable/Voucher Policy prior to the Board taking action to approve said claims;



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Adoption: ADOPTED by the Board of Commissioners of Lake Wenatchee Fire & Rescue at an open public meeting of the Board on this _____ day of _____, 2026 the following Commissioners being present and voting.

Protem Commissioner, Mike Payne

Commissioner, Bill Gibbs

Fire Chief, Steve Foley

Interim Board Secretary, Lee Miller



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EXHIBIT D

ACCEPTANCE CERTIFICATE

Community First National Bank
215 S. Seth Child Road
Manhattan, KS 66502

Ladies and Gentlemen,

RE: Schedule of Equipment No. 01, dated 6/27/2022, to Master Equipment Lease Purchase Agreement, dated as of 6/27/2022, between Community First National Bank, as Lessor, and Chelan County Fire District No. 9, as Lessee.

In accordance with the Master Equipment Lease Purchase Agreement (the "Agreement"), the undersigned Lessee hereby certifies and represents to, and agrees with Lessor as follows:

- (1) All of the Equipment (as such term is defined in the Agreement) listed in the above referenced Schedule of Equipment (the "Schedule") has been delivered, installed and accepted on the date hereof.
- (2) Lessee has conducted such inspection and/or testing of the Equipment listed in the Schedule as it deems necessary and appropriate and hereby acknowledges that it accepts the Equipment for all purposes.
- (3) Lessee is currently maintaining the insurance coverage required by **Section 6.05** of the Agreement.
- (4) No event or condition that constitutes, or with notice or lapse of time, or both, would constitute, an Event of Default (as defined in the Agreement) exists at the date hereof.
- (5) Lessee has appropriated and/or taken other lawful actions necessary to provide moneys sufficient to pay all Rental Payments required to be paid under the Agreement during the current Budget Year of Lessee, and such moneys will be applied in payment of all Rental Payments due and payable during such current Budget Year.
- (6) The governing body of Lessee has approved the authorization, execution and delivery of this Agreement on its behalf by the authorized representative of Lessee who signed the Agreement.
- (7) The Lessee will in a timely fashion submit the appropriate paperwork to the State to have a title to the Equipment issued in their name as owner and Lessor listed as first lienholder. Such verification of perfected ownership and security interest will be provided to Lessor no later than 90 days from delivery of the Equipment.

LESSEE:

Chelan County Fire District No. 9

Mike Payne, Protem Commissioner

Date



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TITLE REGISTRATION & SECURITY INTEREST CERTIFICATION

RE: Schedule of Equipment No. 01, dated 6/27/2022, to Master Equipment Lease Purchase Agreement, dated as of 6/27/2022, between Community First National Bank, as Lessor, and Chelan County Fire District No. 9, as Lessee.

Lease Number: CHEWA2022-06PBE

Two (2) New KME Fire Apparatus
VIN# 3HAEETAR7SL545247
VIN# 3HAEETAR6SL545255

In accordance with the Agreement, the undersigned Lessee hereby certifies and represents to, and agrees with Lessor as follows:

1. The Agreement requires the completion of the ownership transfer and perfection of the lienholder process. This process is completed through submission of the documents to the State for a title to be issued in the name of the Lessee.
2. The Lessee will in a timely fashion submit the appropriate paperwork to the State to have a title to the Equipment issued in their name as owner and Lessor listed as first lienholder. Such verification of perfected ownership and security interest will be provided to Lessor no later than 90 days from delivery of the Equipment.

LESSEE:

Chelan County Fire District No. 9

Mike Payne, Protem Commissioner

Date



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EXHIBIT A PAYMENT REQUEST FORM

Community First National Bank, Escrow Agent under an Escrow Agreement dated as of 6/27/2022, by and among the said Escrow Agent, Community First National Bank (Lessor), and the Chelan County Fire District No. 9, (Lessee) is hereby requested to pay, from the Equipment Acquisition Fund held under said Escrow Agreement, to the persons, firms or corporation designated below as payee, the amount set forth opposite each such person's firm's or corporation's name, in payment of the Acquisition Costs (as defined in said Escrow Agreement) of the Equipment described on the attached page(s) designated opposite such Payee's name and account.

<u>Payee</u>	<u>Amount</u>	<u>Equipment</u>
Chelan County	\$81,912.74	Sales Tax, VIN#5247, VIN#5255
Lessor	\$11,854.35	Apply to next payment

By executing this Payment Request Form the Lessee hereby represents that the Payee or Payees listed above who are requesting payment have delivered the Equipment or a portion of the Equipment or performed the services to the satisfaction of the Lessee and that the amounts requested above by the Payee or Payees are proportionate with the value of the Equipment delivered or services rendered by the Payee or Payees.

Partial Disbursement. The undersigned certifies that the following documents are attached to this Payment Request Form when there is a request for a partial release of funds from the Escrow Account to pay for a portion of the Equipment: (1) Invoice from the Vendor, (2) copy of the agreement between Lessee and Vendor (if requested by the Lessor or Escrow Agent), (3) front and back copy of the original MSO/Title (if payment from Escrow Account is for a chassis) listing Community First National Bank and/or its assigns as the first lien holder. By executing this Payment Request Form and attaching the documents as required above, the Lessee shall be deemed to have accepted this portion of the Equipment for all purposes under the Lease, including, without limitation, the obligation of Lessee to make the Rental Payments with respect thereto in a proportionate amount of the total Rental Payment. By executing this Payment Request Form Lessee agrees that Lessee is the title owner to this portion of the Equipment and that in the event that any third party makes a claim to such title that Lessee will take all measures necessary to secure title including, without limitation, the appropriation of additional funds to secure title to this portion of the Equipment and keep the Lease in full force and effect.

Final Disbursement. The undersigned certifies that the following documents are attached to this Payment Request Form when there is a final release of funds from the Escrow Account: (1) Final Vendor Invoice, (2) Signed Acceptance Certificate, (3) Insurance Certificate, (4) front and back copy of the original MSO/Title listing Community First National Bank and/or its assigns as first lien holder (if not already received). By executing this Payment Request Form and attaching the documents as required above, the Lessee shall be deemed to have accepted the Equipment for all purposes under the Lease, including, without limitation, the obligation of Lessee to make the Rental Payments with respect thereto. By executing this Payment Request Form Lessee certifies that Lessee is the title owner to the Equipment and that in the event that any third party makes a claim to such title that Lessee will take all measures necessary to secure title including, without limitation, the appropriation of additional funds to secure title to the Equipment and keep the Lease in full force and effect.

LESSEE:
Chelan County Fire District No. 9

Mike Payne, Protem Commissioner

Date



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INCUMBENCY CERTIFICATE

RE: Lease Purchase Agreement, dated as of 6/27/2022 (the "Agreement") between Community First National Bank ("Lessor") and Chelan County Fire Protection District No. 9 ("Lessee").

I, the undersigned Protem Commissioner, DO HEREBY CERTIFY, I am a duly qualified and acting officer of Chelan County Fire Protection District No. 9 and currently hold the position noted next to my signature. I have all authority necessary to execute the Payment Request Form, Acceptance Certificate, and any other documents related to the above mentioned lease agreement on behalf of Chelan County Fire Protection District No. 9.

Mike Payne, Protem Commissioner

Marisha Robinson, Administrative Director

I, the undersigned Interim Board Secretary, for Chelan County Fire Protection District No. 9, further certify the person who signed directly above is a qualified and acting officer of the Lessee, a body corporate and politic duly organized and existing under the laws of the State of Washington. This person is now serving in the official capacity as set forth above and their signature is genuine.

Chelan County Fire Protection District No. 9

Lee Miller, Interim Board Secretary

Date



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REIMBURSEMENT RESOLUTION

Resolution #2026-06

RE: Lease Purchase Agreement, dated as of 6/27/2022 (the "Agreement") between Community First National Bank ("Lessor") and Chelan County Fire Protection District No. 9 ("Lessee").

I, the undersigned, the duly appointed, qualified and acting **Clerk or Secretary** of the above captioned Lessee do hereby certify this date _____, at a duly called meeting of the Governing Body of the Lessee (as defined in the Agreement) held on _____ the following resolution was introduced and adopted:

BE IT RESOLVED by the Governing Body of Lessee as follows:

Intent to Reimburse. Lessee reasonably intended to reimburse itself for the expenditure(s) made by Lessee as listed on Exhibit 1 attached hereto from the proceeds of the tax-exempt financing which is in the form of the above referenced Agreement.

Lessee hereby officially resolves it intended at the outset to finance the Project and/or Equipment purchased by Lessee and listed on Exhibit 1 with the proceeds from the above referenced Agreement. This Reimbursement Resolution is officially made by the Lessee with the intent of satisfying the requirements set forth in Treasury Regulations Section 1.150-2.

Adoption of Resolution. The signatures below from the designated individuals from the Governing Body of the Lessee evidence the adoption by the Governing Body of this resolution.

Chelan County Fire Protection District No. 9

Authorized By: Mike Payne, Protem Commissioner

Certified By: Lee Miller, Interim Board Secretary



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EXHIBIT 1

TO REIMBURSEMENT RESOLUTION

RE: Lease Purchase Agreement, dated as of 6/27/2022 (the "Agreement") between Community First National Bank ("Lessor") and Chelan County Fire Protection District No. 9 ("Lessee").

Description of Project and/or Equipment Purchased by Lessee:

Two (2) 2025 KME Fire Apparatus

VIN# 3HAEETAR7SL545247

VIN# 3HAEETAR6SL545255

List of Expenditures and amount:

<u>Expenditure</u>	<u>Vendor Paid</u>	<u>Amount Paid</u>	<u>Date Paid</u>
Sales tax Vin#5247, Vin#5255	MES/SeaWestern	\$81,912.74	10/31/2025



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LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 1: CANDIDATE PROFILE & STATUTORY ATTESTATION

FULL LEGAL NAME: Jannita (Jan) K Hanson
PHYSICAL RESIDENCE: [REDACTED] Leavenworth WA 98826
MAILING ADDRESS: [REDACTED] Leavenworth WA 98826
PRIMARY PHONE: [REDACTED]
EMAIL ADDRESS: [REDACTED]

TARGET POSITION DESIGNATION

Instruction: You must explicitly check at least one box below to dictate how your dossier is categorized within the procurement pipeline.

- ☐ POSITION A: Immediate Vacancy (Lamar). Appointed July 7, 2026. Term expires November 2027.
- ☐ POSITION B: Impending Vacancy (Payne). Interviewed July 7, appointed July 16, 2026. Term expires November 2027.
- ☒ BOTH POSITIONS: Enters candidate pool for both seats. If not appointed to Position A on July 7, remains active for Position B on July 16.

MANDATORY STATUTORY ATTESTATIONS

Instruction: Initial each line below to certify absolute legal compliance with Washington State codes.

X **U.S. Citizenship:** I certify that I am a citizen of the United States of America (WA Const. Art. III, § 25).

X **Voter Registration Status:** I certify that I am an actively registered voter within Chelan County, WA (RCW 52.14.010).

X **District Residency Boundaries:** I certify that I maintain continuous, uninterrupted physical residency within the geographic service boundaries of CCFD9 for a minimum of thirty (30) days preceding appointment (RCW 52.14.010).

X **Fiduciary Integrity & Ethics:** I possess no prohibited corporate, beneficial, financial, or employment contract conflicts of interest with Chelan County Fire District 9 under RCW 42.23 (Code of Ethics for Municipal Officers).


FORMAL SIGNATURE OF APPLICANT

June 23, 2026
DATE SIGNED (MM/DD/YYYY)

LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 2: CODE OF ETHICAL CONDUCT & PORTFOLIO AFFIRMATION**1. CORE STANDARDS OF GOVERNANCE POSTURE**

An appointed Fire Commissioner serves as a trustee of public funds and is legally responsible for establishing high-level policies. Upon appointment, the candidate must strictly align with the following mandates:

- **Open Public Meetings Act (RCW 42.30):** Absolute prohibition against participating in unauthorized, non-noticed multi-member communications regarding district business outside official sessions.
- **Public Records Retention (RCW 42.56):** Commitment to route and retain all written and electronic correspondence regarding operations through official district server channels. Open-session interviews will be actively video and audio recorded and archived as permanent public records.
- **Command Structure Boundaries:** Acknowledgment that the Board holds exclusive authority over legislative and fiscal structures, while day-to-day tactical command and operational deployments vest strictly in the Office of the Fire Chief.

2. APPLICATION PORTFOLIO FINAL CHECKLIST

- ☒ **Form 1 Fully Executed:** Contact entries completed, target positions checked, and statutory lines initialed.
- ☒ **Form 2 Signed:** Governance ethics reviewed and final authorization executed below.
- ☒ **Letter of Interest Attached:** Typed document confined strictly to a maximum length of two (2) pages.
- ☒ **Professional Resume Attached:** Accurate chronological layout detailing managerial or executive records.

3. FINAL AUTHORIZATION & CREDENTIALS VERIFICATION CONSENT

"I hereby authorize the administrative command staff and legal counsel of Chelan County Fire Protection District No. 9 to verify my active voter registration status and physical residency credentials directly with the records division of the Chelan County Auditor. I explicitly acknowledge the public record status of this portfolio in accordance with RCW 42.56 and consent to the digital redaction and publication rules established within the official recruitment guidelines. I certify under penalty of perjury under the laws of the State of Washington that all answers, attachments, and declarations provided within this dossier are completely true, accurate, and correct."


LEGAL SIGNATURE OF APPLICANT

June 23, 2026
DATE SIGNED (MM/DD/YYYY)

APPROVED AND ADOPTED JUNE 18, 2026 BY UNANIMOUS BOARD APPROVAL.

JAN HANSON



June 23, 2026

Lake Wenatchee Fire & Rescue
Lake Wenatchee Highway
Leavenworth WA 98826

Letter of Interest: **Fire Commissioner, Chelan County Fire District 9**

Dear Community and Commissioners:

I am a native of the valley (born in Leavenworth, with Leavenworth roots since 1902). I attended Camp Zanika Lache as a child and was on staff as a young adult. I served on the NCW Camp Fire Board of Directors and was a founding member of Friends of Zanika. I have owned property on the south shore since 2004 and have resided at the lake regularly since 2019 and permanently since 2024. I look forward to combining my local roots with global business experience for the benefit of our community.

My interest in serving as a Commissioner stems from two roots. First is the visible and active part LWFR plays in the Lake Wenatchee, Fish Lake and Plain communities. From chipping to fire readiness assessments to life-saving-response to all manner of emergencies to community events like the Labor Day sale and distributing Covid meals, I have always seen LWFR as a positive contributor. Only after recently hearing of LWFR's internal challenges did the second stem of my interest arise. I have over 30 years' experience in business globally, having served as both COO and CFO in highly regulated industries. I believe my skills and knowledge may be useful to the community as LWFR once again becomes known only for its positive contributions.

I hold a bachelor's degree in math from WSU and a master's in industrial engineering from the University of Illinois which led to a career in manufacturing, distribution, facility design and ultimately executive roles. My experiences in finance, operations, IT and general management are detailed in my resume so I will not repeat them here. However, I will note the following governmental and regulatory elements:

- Early in my career, I developed the scheduling logic for and then designed, coded and implemented software to schedule all training of US Army and NATO forces in the European Theater (Germany) to ensure troop readiness (full combat training every 18 months). The software was rolled out Army-wide and used for over 20 years.
- As head of operations and/or finance at two different toy companies and one pet products company, I was responsible for ensuring our products were safe on every level, particularly relating to:
 - Choking hazards
 - Material contents (free from lead, other heavy metals, and dangerous chemical compounds), including laboratory testing and certification

- Having started a business in a foreign country and partnering with both private and state-owned companies in others, I experienced significant levels of government scrutiny and observed corruption first-hand. I learned how to say “yes” when appropriate and ethical and to say “no” while maintaining good working relationships.
- I serve on the Board of Directors for a fresh, delivered-hot school lunch company serving the metropolitan areas of Dallas, Houston, Chicago and New York. I performed operational due diligence for all acquired companies as the organization has grown. Reviews included not only operational efficiency but also adherence to regulations in the areas of food quality, driving safety and childhood nutrition and maintenance of a fleet of over 50 delivery vehicles.

With business skills in operations, IT, and finance, as well as governmental coordination in multiple global environments, I will be able to serve our community and its fire district in all necessary capacities. As a resident and lifelong lover of Lake Wenatchee and the beauty that surrounds it, I will do so with the utmost sincerity and commitment.

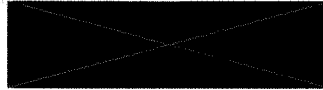
I look forward to serving.

Jan Hanson



<https://www.linkedin.com/in/janwatsonhanson/>

JAN HANSON



An analytical and multi-functional executive with COO and CFO experience from start-ups to private equity portfolio companies to non-profits, to government and the Fortune 500

With over 25 years' business experience - as a Partner in a premier consulting firm and in Director, VP, and COO and CFO corporate executive roles, I have established financial and business operations for startups like Cranium and The Body Shop; designed complex software logic for Polo Ralph Lauren, Nike and the US Army; and improved supply chain and production processes and performance visibility for Microsoft's Xbox and Walmart among many other strategic financial and operations activities.

HIGHLIGHTS

FINANCE and ACCOUNTING

- ◆ Issued and evaluated over **\$100m in RFPs** for material handling equipment (conveyors, racking, forklift trucks, etc.) and other **capital assets**
- ◆ Performed **cost-benefit analyses** to select from among equipment options based on **ROI**
- ◆ **Negotiated lines of credit, senior debt and capital lease** deals and contracts
- ◆ Produced monthly, quarterly and annual **Financial Reports** and quarterly **Board Meeting presentations**
- ◆ Created all financial **budgets** and performance to budget, trailing twelve-month performance trends, and both short and long-term **forecasts** relative to budget

IMPACT PERFORMANCE

- ◆ Optimized **labor costs** relative to workload and industry benchmarks across multiple companies and industries
- ◆ Built a supply chain that earned **Vendor of the Year** honors two years in a row in a highly competitive \$22B industry
- ◆ **Reduced average inventory by \$6m** for a multi-billion-dollar mass merchandise retailer by identifying products to be distributed from regional rather than local distribution centers
- ◆ **Reduced ex-factory costs** in double digit percentages three years in a row and transportation costs by 12% over multiple years

TECHNOLOGY

- ◆ Led **software package selection** efforts and/or **implementation** teams for ERPs, pick-up and delivery routing, menu management and costing, warehouse management, facility and maintenance tracking and management, and many other point-solutions across multiple industries
- ◆ Designed, coded, and implemented scheduling software used by the US Army to **schedule training of all US and NATO forces** worldwide
- ◆ Drove implementation of **Oracle ERP in 12 weeks** (PO, OM, GL, AP, AR) with improved customer service, business efficiency, and 75% reduction in annual IT costs
- ◆ Designed and implemented the turn-key **Warehouse Management Systems (WMS)** to support flow-through distribution based on Advanced Shipment Notification, barcoding, standard carton marking, best-paper receiving and pre-allocation

MANAGEMENT

- ◆ Direct responsibility for in-house teams up to 50 people and extended teams up to 600 people
- ◆ Expense budget oversight up to \$50m annually
- ◆ Capital asset management of up to \$20m on the balance sheet and \$50m replacement value

ROLES

BOARD MEMBER, Healthy Bites Collective, ([LinkedIn](#)) 2021-present

INDEPENDENT CONSULTANT, Nationwide, 2019 – present

Providing financial, operations and supply chain services to mid-market growth companies, including those highly regulated by governmental agencies.

CHIEF FINANCIAL OFFICER, Mission Pets, Inc., San Francisco CA, 2016-2019 (www.mission-pets.com, acquired by SportPet Design)
Driving financial and operational leadership for pet products manufacturer distributor.

CHIEF OPERATING AND FINANCIAL OFFICER, GoldieBlox, Inc., Oakland CA, 2013-2016 (www.goldieblox.com)
Building a multi-platform toy and media brand from the ground up.

PARTNER and COO/CFO, Burro, Inc., Seattle, WA and **Burro Brand Ghana Ltd.**, Koforidua, Ghana, 2008-2012
Starting a consumer products distribution company.

DIRECTOR, Solution Management, **Microsoft Corporation**, Redmond WA, 2006-2008
Implement 5-year supply chain strategy incorporating lean value stream mapping and ongoing continuous improvement processes to deliver world class distribution capabilities.

VICE PRESIDENT, Operations, **Cranium, Inc**, Seattle WA, 2002-2005
Implement 5-year supply chain strategy incorporating lean value stream mapping and ongoing continuous improvement processes to deliver world class distribution capabilities.

Additional previous experience includes 10-years' finance and operations consulting to Fortune 500 clients and software development for Washington State University, University of Illinois, and the US Army Corp of Engineers.

CONTINUOUS EDUCATION

Master of Science, Mechanical and Industrial Engineering, University of Illinois – *focus: Operations Research and Transportation*
Bachelor of Science, Mathematics, Washington State University, with honors

Fundamentals of Financial Analysis, American Management Association

Managing Organizational Change, *Certified Instructor*

Developing Personal Resilience, *Certified Instructor*

Lean Value Stream Mapping Facilitation

Future of Finance – Business Forecasting & Analytics

BUSINESS AND INDUSTRY LEADERSHIP

"Developing the Next Generation of Leaders" speech, Manufacturer's Alliance for Productivity and Innovation (MAPI) Leadership Forum

"Every Child is Our Future" – speech, Camp Fire USA annual luncheon

Washington State Governor's Trade Mission to China – delegation of business executives to enhance trade.

"Supply Chain Management Best Practices" panel interview, Operations & Fulfillment Magazine

"How to Make Picking as Efficient as Packing" article author, Operations & Fulfillment Magazine

"Direct to Consumer: Where is it Today? / Where will it be Tomorrow?" speech, National Retail Federation

Patent holder – Owner or co-inventor on four US patents

COMMUNITY ROLES AND INVOLVEMENT

The Beyond Earth Institute (www.beyondearth.org) – Volunteer CFO and Board Member (current)

The WayPaver Foundation (www.waypaverfoundation.org) – Board of Directors, Treasurer (current)

Camp Fire USA, North Central Washington Council – Board of Directors; Finance Committee Chair; John Collier Award for outstanding contribution in Business and Finance (past)

Friends of Zanika (capital improvement and support organization for a Camp Fire USA summer camp facility) – Founding member; President; Board of Directors (past)

Julia Morgan School for Girls - Board of Trustees, Finance Committee (past)

East Bay Rowing Club – Volunteer payroll manager; Women's 8+ Rowing Team (past)

Upstart – Business presentation evaluation panel for Angel Investor Network of Southern Oregon (past)

Aspire – Mentor for high school students preparing for first-generation college entrance (past)



Lake Wenatchee Fire & Rescue
21696 Lake Wenatchee Highway
Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

OFFICIAL CANDIDATE PACKET

Dual-Vacancy Appointment Framework & Interview Criteria

1. OPERATIONAL & STATUTORY CONTEXT

Due to the immediate resignation of Commissioner Mick Lamar (Position A) on June 3, 2026, and the upcoming prospective resignation of Commissioner Mike Payne (Position B) effective July 16, 2026, vacancies exist or are impending on the Board of Fire Commissioners. In compliance with RCW 42.12.070, the remaining board is executing a single, coordinated, and transparent public procurement process to construct an Active Candidate Pool and fill both positions.

To ensure stability and protect local control under RCW 42.12.070(4), the district implements a strict sequential appointment process. The candidate appointed to Position A will be sworn in during the Special Session on July 7, 2026, preserving a legal board quorum. The candidate selected for Position B will be formally appointed during the Regular Meeting on July 16, 2026, matching the effective hour of vacancy.

2. SUBMISSION INSTRUCTIONS & REQUIREMENTS

To enter the Active Candidate Pool, applicants must submit a single application portfolio consisting of:

- ☐ **Form 1: Candidate Profile & Statutory Attestation** (Must be fully completed and signed).
- ☐ **Form 2: Code of Ethical Conduct & Public Disclosure Acknowledgement** (Must be signed).
- ☐ **Letter of Interest (Maximum 2 Pages):** Outlining your professional background, corporate or municipal fiscal literacy, leadership competencies, and your core governance posture regarding a hybrid career/volunteer fire district ecosystem.
- ☐ **Professional Resume:** An accurate chronological summary of your career, executive, military, or community leadership records.

SUBMISSION WINDOW

Opens: June 16, 2026
Closes: June 30, 2026
at 5:00 PM PST

DELIVERY TARGET

Upload to digital portal:
LWFR.org/vacancy
-OR-
Sealed Pack to Station 91

PUBLIC INTERVIEWS

Tuesday, July 7, 2026
at 6:00 PM
Open Special Session
LWFR Station 91



Lake Wenatchee Fire & Rescue
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Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

FORM 1: CANDIDATE PROFILE & STATUTORY ATTESTATION

FULL LEGAL NAME: MATTHEW SHON OAKS
PHYSICAL RESIDENCE: [REDACTED] LEAVEN WORTH, WA 98826
MAILING ADDRESS: SAME AS PHYSICAL
PRIMARY PHONE: [REDACTED]
EMAIL ADDRESS: [REDACTED]

TARGET POSITION DESIGNATION

Instruction: You must explicitly check at least one box below to dictate how your dossier is categorized within the procurement pipeline.

- ☐ **POSITION A:** Immediate Vacancy (Lamar). Appointed July 7, 2026. Term expires November 2027.
- ☐ **POSITION B:** Impending Vacancy (Payne). Interviewed July 7, appointed July 16, 2026. Term expires November 2027.
- ☒ **BOTH POSITIONS:** Enters candidate pool for both seats. If not appointed to Position A on July 7, remains active for Position B on July 16.

MANDATORY STATUTORY ATTESTATIONS

Instruction: Initial each line below to certify absolute legal compliance with Washington State codes.

MSD U.S. Citizenship: I certify that I am a citizen of the United States of America (WA Const. Art. III, § 25).

MSD Voter Registration Status: I certify that I am an actively registered voter within Chelan County, WA (RCW 52.14.010).

MSD District Residency Boundaries: I certify that I maintain continuous, uninterrupted physical residency within the geographic service boundaries of CCFD9 for a minimum of thirty (30) days preceding appointment (RCW 52.14.010).

MSD Fiduciary Integrity & Ethics: I possess no prohibited corporate, beneficial, financial, or employment contract conflicts of interest with Chelan County Fire District 9 under RCW 42.23 (Code of Ethics for Municipal Officers).

FORMAL SIGNATURE OF APPLICANT

06/21/2026

DATE SIGNED (MM/DD/YYYY)

FORM 2: CODE OF ETHICAL CONDUCT & PORTFOLIO AFFIRMATION

1. CORE STANDARDS OF GOVERNANCE POSTURE

An appointed Fire Commissioner serves as a trustee of public funds and is legally responsible for establishing high-level policies. Upon appointment, the candidate must strictly align with the following mandates:

- ☐ **Open Public Meetings Act (RCW 42.30):** Absolute prohibition against participating in unauthorized, non-noticed multi-member communications regarding district business outside official sessions.
- ☐ **Public Records Retention (RCW 42.56):** Commitment to route and retain all written and electronic correspondence regarding operations through official district server channels.
- ☐ **Command Structure Boundaries:** Acknowledgment that the Board holds exclusive authority over legislative and fiscal structures, while day-to-day tactical command and operational deployments vest strictly in the Office of the Fire Chief.

2. APPLICATION PORTFOLIO FINAL CHECKLIST

- ☒ Form 1 Fully Executed: Contact entries completed, target positions checked, and statutory lines initialed.
- ☒ Form 2 Signed: Governance ethics reviewed and final authorization executed below.
- ☒ Letter of Interest Attached: Typed document confined strictly to a maximum length of two (2) pages.
- ☒ Professional Resume Attached: Accurate chronological layout detailing managerial or executive records.

3. FINAL AUTHORIZATION & CREDENTIALS VERIFICATION CONSENT

"I hereby authorize the administrative command staff and legal counsel of Chelan County Fire Protection District No. 9 to verify my active voter registration status and physical residency credentials directly with the records division of the Chelan County Auditor. I explicitly acknowledge the public record status of this portfolio in accordance with RCW 42.56 and consent to the digital redaction and publication rules established within the official recruitment guidelines. I certify under penalty of perjury under the laws of the State of Washington that all answers, attachments, and declarations provided within this dossier are completely true, accurate, and correct."


LEGAL SIGNATURE OF APPLICANT

06/21/2026
DATE SIGNED (MM/DD/YYYY)

MATTHEW OAKS



Leavenworth, WA |



Commissioners
Lake Wenatchee Fire and Rescue

I am pleased to submit my interest in the Fire Commissioner role. I have a strong appreciation for the essential work our fire district performs and a genuine desire to contribute to its continued success through thoughtful leadership and community engagement.

My professional experiences in public administration, emergency services, non-profit and municipal governance, financial oversight, and civic leadership have prepared me to approach this role with both strategic insight and practical understanding. I am committed to ensuring that district resources are managed wisely, that our personnel are supported, and that our community remains informed and involved in the district's initiatives.

I have seen firsthand the dedication of our firefighters and the trust our residents place in them. I believe in fostering collaboration, promoting transparency, and planning proactively to meet the evolving needs of our district.

I would be honored to bring my skills, perspective, and dedication to the Board of Fire Commissioners. Thank you for your consideration, and I look forward to discussing how I can serve our community in this capacity.

Sincerely,

Matthew Oaks

MATTHEW OAKS

Leavenworth, WA |
www.linkedin.com/in/matthewoaks1

Lake Wenatchee Fire and Rescue Commissioner

Seasoned leader with a keen ability to gain buy-in and build relationships to ensure organizational goals are met.

Core Competencies

Business Planning and Analysis
Organizational Change

Business Operations
Conflict Resolution

Process Improvement
Strategic Communication

Education

Bachelor of General Studies, *magna cum laude* Columbia College, Columbia, MO 2019

Professional Summary

Small Business Owner – M.S. Oaks LLC
Leavenworth, WA

May 2022 – Present

President – Chiwawa Communities Association
Leavenworth, WA

2023 – 2026

Veterans Local Government Management Fellow – ICMA
City of Marysville – Marysville, WA

March 2019 – July 2019

Executive Manager – Operations, Maintenance, & Training
U.S. Navy - Everett, WA

2012 – 2019

Fire Chief; Program Manager -Maintenance
USS Nimitz (CVN 68) - San Diego, California

2007 – 2011

Relevant Experience

President Chiwawa Communities Association – Leavenworth, WA

- Lead a non-profit corporation operating a Group A water system (quasi-public utility) and Common Interest Community (Home Owners Association; HOA) serving 300 homes.
- Responsible for a \$400K annual budget; Tripled Reserve Savings balance.
- Drafted and received grants exceeding \$20,000.
- Increased community engagement, communication, and transparency by three-fold through social media and, virtual meeting implementation.
- Directed a multi-year project to update Governance Document's (CCR's and Bylaws) bringing the organization in alignment with State law (RCW's).

Relevant Experience cont.

Veterans Local Government Management Fellow (VLGMF), – City of Marysville, WA

- Coordinated efforts between Information Systems department and the Risk Emergency Manager, building and implementing a liability claims, property, and vehicle tracking database.
- Coordinated efforts between Public Works and Finance departments to update historical data in the implementation of a financial forecasting model.
- Collaborated with the Chief of Police in reviewing current policies and establishing milestones and a clear path to Washington State Sheriffs and Police Chiefs Association (WASPC) re-accreditation.
- Reviewed and compared the Biennial budget to the Government Finance Officers Association (GFOA) recognized standards and provided recommendations for format and content updates to allow for seamless implementation of strategic goals.

Executive Manager – U.S. Navy

- Directly responsible for ensuring the organizations objectives were aligned with the Navy's strategies while maintaining a customer satisfaction focus, overseeing multi divisional administrative, health care, legal, and human resource services projects ensuring adherence to Department of Defense, Federal, State, Local laws, policies, and procedures.
- Managed annual operating and travel budgets exceeding \$500K
- Project principle for Maintenance and Repair. Directed 57 managers and supervisors of a multibillion-dollar guided missile destroyer overseeing a staff of 300 technicians and professionals.

Fire Chief; Fire Marshal - USS Nimitz (CVN 68) - San Diego, California

- Directed all fiscal, administrative, operational, and planning functions through 60 direct reports, to oversee 300 assigned and volunteer fire fighters serving a population of 5,000 Sailors.
- Managed all incident responses, resulting in zero loss of life, and ensured property damages resulting from fire, flooding, or hazardous material spills were minimized.
- Directed 300 staff in the successful, multi-year planning, six-month execution, with an on-time; in-budget completion of repairs, preservation, and overhaul of heating, ventilation, air conditioning, waste water collection, holding, and transfer systems, nuclear reactor support systems, living and work spaces onboard an Aircraft Carrier.



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LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 1: CANDIDATE PROFILE & STATUTORY ATTESTATION

FULL LEGAL NAME: MICHEL C. COWELL
PHYSICAL RESIDENCE: [REDACTED] LEAVENWORTH, WA 98826
MAILING ADDRESS: SAME
PRIMARY PHONE: [REDACTED]
EMAIL ADDRESS: [REDACTED]

TARGET POSITION DESIGNATION

Instruction: You must explicitly check at least one box below to dictate how your dossier is categorized within the procurement pipeline.

- ☐ POSITION A: Immediate Vacancy (Lamar). Appointed July 7, 2026. Term expires November 2027.
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MANDATORY STATUTORY ATTESTATIONS

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MW **Fiduciary Integrity & Ethics:** I possess no prohibited corporate, beneficial, financial, or employment contract conflicts of interest with Chelan County Fire District 9 under RCW 42.23 (Code of Ethics for Municipal Officers).

[Signature]
FORMAL SIGNATURE OF APPLICANT

06/24/2026
DATE SIGNED (MM/DD/YYYY)



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Leavenworth, WA 98826

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lwfr.org

LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 2: CODE OF ETHICAL CONDUCT & PORTFOLIO AFFIRMATION

1. CORE STANDARDS OF GOVERNANCE POSTURE

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- **Command Structure Boundaries:** Acknowledgment that the Board holds exclusive authority over legislative and fiscal structures, while day-to-day tactical command and operational deployments vest strictly in the Office of the Fire Chief.

2. APPLICATION PORTFOLIO FINAL CHECKLIST

- ☒ **Form 1 Fully Executed:** Contact entries completed, target positions checked, and statutory lines initialed.
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LEGAL SIGNATURE OF APPLICANT

06/24/2026
DATE SIGNED (MM/DD/YYYY)

APPROVED AND ADOPTED JUNE 18, 2026 BY UNANIMOUS BOARD APPROVAL.

June 12, 2026

Michel C. Colwell

Leavenworth, WA 98826

Board of Commissioners
Chelan County Fire Protection District No. 9
21696 Lake Wenatchee Hwy
Leavenworth, WA 98826

RE: Expression of Interest - Vacant Fire Commissioner Position

Dear Board of Commissioners,

Please accept this letter as formal notification of my interest in serving as a Fire Commissioner for Chelan County Fire Protection District No. 9 (Lake Wenatchee Fire & Rescue). As a resident, registered voter, and active volunteer within the district, I am eager to leverage my extensive 35 year career in public safety, enterprise executive administration, and local community service to support the fiscal health and strategic direction of our emergency services.

My professional background uniquely bridges large-scale public governance, ground-level operational understanding and an active investment in our local community.

- * **Active District Involvement:** I am a current member of the LWFR Auxiliary, directly supporting our department thorough fundraising and community outreach initiatives. This role keeps me connected to our local stations, personnel, and the community members we serve.
- * **Washington State Executive Leadership:** As the Assistant Director of Correctional Industries for the Washington Department of Corrections, I directed complex manufacturing and service enterprises. I maintained direct accountability for operational budgets exceeding \$100 million, while managing a workforce of over 200 civilian staff and 1800 inmates. This role demanded rigorous fiscal responsibility, strategic resource allocation, and strict adherence too Washington public sector regulations and state audit standards.

- * California Department of Corrections and Rehabilitation: Prior to my executive leadership in Washington, I spent 20 years rising through the ranks of California's Prison Industry Authority. My tenure spanned every tier of operations: from ground level floor supervisor to facility administrator managing all industrial and service enterprises at large correctional facilities. Ultimately, I joined executive headquarters staff to design, build, and deploy a first-of-its-kind inmate reentry program. This innovative model achieved national recognition and was selected for presentation before the National Correctional Industries Association (NCIA).
- * Volunteer Firefighter: Before entering state service, I served my community directly as a volunteer firefighter in Calaveras County, California. This experience gave me a firsthand understanding of the unique dynamics, trying demands, and community-driven culture of a volunteer-reliant fire department.

The responsibilities of a Fire Commissioner require sophisticated oversight of tax-funded budgets, long range equipment planning, and a strong partnership with the Fire Chief. Because I have spent decades navigating multi-million dollar public frameworks and developing nationally recognized programming while maintaining a deep respect for front-line personnel, I am fully prepared to ensure structural accountability, and the efficient distribution of our community's resources.

I deeply value the vital role LWFR plays in protecting the Lake Wenatchee and Plain areas. I welcome the opportunity to meet with you to discuss how my administrative experience and public safety background can serve District 9.

Thank you for your time, consideration, and continued service.

Sincerely,

Michel Colwell

MICHEL C. COLWELL



EXECUTIVE PROFILE

Senior executive with more than 40 years of leadership experience in public-sector administration, manufacturing operations, workforce development, strategic planning, financial management, and organizational leadership. Extensive experience overseeing large-scale enterprises, multimillion-dollar budgets, policy development, risk management, and stakeholder relations.

CORE COMPETENCIES

Strategic Planning • Budget & Financial Oversight • Governance & Policy Development • Operational Leadership • Risk Management • Workforce Development • Manufacturing & Logistics • Public Administration • Stakeholder Relations

PROFESSIONAL EXPERIENCE

Assistant Director, Washington Correctional Industries | 2006–2016

Senior executive responsible for statewide correctional industry operations generating approximately \$70–80 million annually. Oversaw budgeting, forecasting, strategic planning, policy development, operational performance, workforce development, and stakeholder relations.

Administrator, California Prison Industry Authority | 1998–2006

Directed manufacturing and vocational training operations within California correctional institutions. Managed production, procurement, logistics, budgets, personnel, and safety compliance while serving on executive leadership teams.

Progressive Leadership Positions | 1985–1998

Prison Industry Manager, Factory Superintendent, Vocational Instructor, and Factory Floor Supervisor with increasing responsibility for operations, budgeting, supervision, and training.

Owner & President, Colwell and Sons, Inc. | 1975–1985

Owned and operated a private business responsible for financial management, staffing, customer relations, and business development.



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LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

OFFICIAL CANDIDATE PACKET

Dual-Vacancy Appointment Framework & Interview Criteria

1. OPERATIONAL & STATUTORY CONTEXT

Due to the immediate resignation of Commissioner Mick Lamar (Position A) on June 3, 2026, and the upcoming prospective resignation of Commissioner Mike Payne (Position B) effective July 16, 2026, vacancies exist or are impending on the Board of Fire Commissioners. In compliance with RCW 42.12.070, the remaining board is executing a single, coordinated, and transparent public procurement process to construct an Active Candidate Pool and fill both positions. To ensure stability and protect local control under RCW 42.12.070(4), the district implements a strict sequential appointment process. The candidate appointed to Position A will be sworn in during the Special Session on July 7, 2026, preserving a legal board quorum. The candidate selected for Position B will be formally appointed during the Regular Meeting on July 16, 2026, matching the effective hour of vacancy.

2. SUBMISSION INSTRUCTIONS & REQUIREMENTS

To enter the Active Candidate Pool, applicants must submit a single application portfolio consisting of:

- **Form 1: Candidate Profile & Statutory Attestation** (Must be fully completed and signed).
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- **Letter of Interest (Maximum 2 Pages):** Outlining your professional background, corporate or municipal fiscal literacy, leadership competencies, and your core governance posture regarding a hybrid career/volunteer fire district ecosystem.
- **Professional Resume:** An accurate chronological summary of your career, executive, military, or community leadership records.

SUBMISSION WINDOW

Opens: June 16, 2026
Closes: June 30, 2026 at 5:00 PM PST

DELIVERY TARGET

Upload to digital portal: [LWFR.org/vacancy](https://lwfr.org/vacancy)
-OR- Sealed Pack to Station 91

PUBLIC INTERVIEWS

Tuesday, July 7, 2026 at 6:00 PM
Open Special Session | LWFR Station 91
Note: Interviews will be conducted individually and sequentially under strict isolation and decorum controls.

LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

MANDATORY PUBLIC TRANSPARENCY DISCLOSURE (RCW 42.56)

All elements of your submitted application portfolio instantly become public records subject to full inspection upon receipt. Redactions will be strictly confined to personal cellular numbers, home email addresses, and residential street numbers under RCW 42.56.250. Full candidate profiles, resumes, and letters of interest will be uploaded to the public portal exactly seventy-two (72) hours prior to the July 7th interview session.

3. FORMALLY ADOPTED INTERVIEW SCRIPTS & CORE QUESTIONS

Pursuant to the district's commitment to objective and insulated governance transitions, all candidates in the Active Candidate Pool will be evaluated during open session using identical, pre-approved scripted questions. In accordance with operational rules approved and adopted June 18, 2026 by unanimous board approval, candidates will be interviewed completely individually and sequentially, with other applicants required to remain completely outside the physical meeting room until their designated examination block concludes to prevent peer-response mirroring. Open-session interviews will be actively recorded utilizing digital audio and video equipment. In accordance with the Public Records Act, these recordings shall be indexed as permanent electronic archives of Chelan County Fire Protection District No. 9 and uploaded to the Transparency Portal on LWFR.org. To maintain absolute administrative decorum and prevent procedural interference under RCW 42.30.050, members of the public will not ask candidates questions nor participate directly in the interviews; public attendance is strictly limited to passive observation, and disruptions from the gallery will result in immediate removal. Candidates are encouraged to review these prompts ahead of the July 7, 2026 examination:

QUESTION 1: MOTIVATION & BOARD ALIGNMENT

"Why do you want to be on this Board?"

QUESTION 2: QUALIFICATIONS, ASSETS & WEAKNESSES

"Describe any previous experience you have that might make you the ideal person for the Board openings? In that regard, what is your greatest asset that would help the Board and your greatest weakness that might hinder the Boards performance?"

QUESTION 3: STRATEGIC OUTLOOK (3-5 YEAR HORIZON)

"What do you see as the biggest challenges and opportunities that the Fire District faces over the next 3 to 5 years and how would you recommend we solve them?"

QUESTION 4: GOVERNANCE & MANAGERIAL BOUNDARIES

"What do you see as the Boards role in managing the district?"

QUESTION 5: FISCAL OVERSIGHT & CAPITAL BALANCING

"What do you think are the major budget issues the district faces and how would you balance future capital expenditures with operational needs?"

QUESTION 6: HOLISTIC FIT & ADDITIONAL DISCLOSURES

"What else do you think we should know about you that would influence our decision on selecting a new Board member?"



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LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 1: CANDIDATE PROFILE & STATUTORY ATTESTATION

FULL LEGAL NAME: Michael Brenton STANFORD
PHYSICAL RESIDENCE: [REDACTED] Leavenworth WA 98826
MAILING ADDRESS: [REDACTED] Leavenworth WA 98826
PRIMARY PHONE: [REDACTED]
EMAIL ADDRESS: [REDACTED]

TARGET POSITION DESIGNATION

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[Signature]
FORMAL SIGNATURE OF APPLICANT

6/26/26
DATE SIGNED (MM/DD/YYYY)



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LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 2: CODE OF ETHICAL CONDUCT & PORTFOLIO AFFIRMATION

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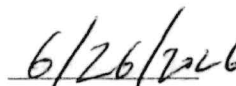
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LEGAL SIGNATURE OF APPLICANT


DATE SIGNED (MM/DD/YYYY)

APPROVED AND ADOPTED JUNE 18, 2026 BY UNANIMOUS BOARD APPROVAL.

Letter of Interest

Dear Commissioners Payne and Gibbs,

I am submitting my letter of interest for the Lake Wenatchee Fire & Rescue Commissioner Vacancy. I bring over 20 years of fire and EMS service experience with extensive involvement in governance, finance, regional coordination and long-term planning. I would be honored to serve this community as a fire commissioner and build upon the many years of dedicated service you have given to our fire district.

My skills and experience are outlined in my attached resume for your review. I have extensive experience with LWFR and its operations and administration having been involved in multiple strategic planning sessions, major capital projects, major federal grant applications/management. I have served on several executive boards over the last 20 years such as North Central Regional EMS, Greater Wenatchee EMS, LWFR Firefighters Association, IAFF Local 5134 Executive Board. I have represented LWFR at multiple regional groups over the years such as Rivercom Operations and Region 6 Fire Training Council.

As a commissioner my strategic vision will be:

- Further Develop LWFR strategic Plans, including enhanced firefighter and public participation.
- Develop strategy to further develop and improve fire district facilities and capital needs, including apparatus replacement and modernization.
- Improve financial stability and transparency with the public
- Promote and support Volunteer Firefighter Recruitment & Retention strategies
- Evaluate and determine funding mechanisms for future Career Firefighter and EMS staffing models
- Develop strategy and support efforts to enhance district wildfire risk reduction efforts

In closing, I believe my experience with LWFR, and my career at Cascade Medical have prepared me to effectively be a LWFR fire commissioner I have a great understanding of fire district operations, financial and legal frameworks that guide the fire district administration.

Thank you for your time and service to this district

Michael Stanford

Bretz Road

Michael B. Stanford



QUALIFICATIONS

21+ Years Washington State EMT-B, IV Technician, EMS Evaluator
22+ Years in Volunteer/Part Paid Fire Service, in multiple leadership positions
12+ Years Incident Command Experience, Battalion Chief Level
10+ Years Grant Writer, grant management experience
15+ Years serving on various administrative boards including leadership positions

SKILLS AND RELEVANT INFORMATION

- Effective verbal, written and visual communication skills
- Proficient with Microsoft Word, Excel, PowerPoint, Teams & Google workspace products
- IFSAC Accredited Firefighter 1, Instructor 1, Hazardous Materials Operations
- Trained to Advanced ICS 300 & 400 Level
- Grant writing- Federal, State and Local grants
- FEMA Incident Safety Officer
- Extensive knowledge of fire district operations and administration
- Extensive knowledge of Chelan County local government, Washington State mobilization procedures, delegation of authority process to federal and state partners.
- Experience in developing Interlocal agreements, Memorandums of Understanding
- Experience with board meeting procedures, common rules of order, and decorum

EXPERIENCE

North Central Emergency Care Council

Executive Board Member Pre-Hospital Representative, developed strategic plans for regional Emergency Medical Services, served multiple years on Training & Education Sub-Committee providing strategic direction for regional fire and EMS service training needs, reviewed regional protocols and major EMS key performance indicators for success.

Greater Wenatchee Emergency Medical Services Council

Board Member, served as Treasurer managing funds and accounts for 20+ Fire and EMS agencies across two County region, performed agency accounts receivable and accounts payable, developed quarterly financial reports, annual financial reports and successfully obtained IRS Non-profit 501c(3) status.

Lake Wenatchee Firefighters Association

Served two terms as President and one as Vice President, worked closely with LWFR auxiliary to raise funds for firefighter association, fire district and community benefit. Directed board meetings and association membership meetings.

International Association of Firefighters Local 5134

Current IAFF member for 8 years, Served previously as Treasurer, Vice President and Acting President for Local 5134. Successfully obtained non-profit status through IRS, performed accounts receivable and payable, experience in Collective Bargaining, Contract review, Labor issues, worked through several major labor issues including employee discipline, grievance processes, employee severance agreements, and employer policy review.

Cascade Medical Ambulance, Leavenworth Washington

February 2004 - Present

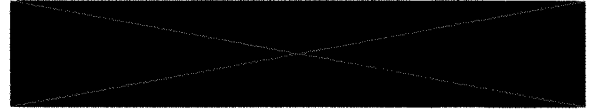
EMT for over 20 years. Staffed Lake Wenatchee BLS Unit for 10 years, often responding from home or work, developed interagency relationships which led to enhanced EMS services in a rural community. Hired in 2017 as a Full-time EMT on a 24-hour ALS Unit out of Leavenworth, WA. Experience implementing new equipment, designing new ambulances, Instructing EMT Courses & Community CPR Classes. Held multiple IAFF leadership positions and gained experience with collective bargaining. Experience working from and transporting patients to a Critical Access Hospital.

Lake Wenatchee Fire & Rescue, Leavenworth, Washington

September 2002 - March 2025

Served in multiple roles: MSO, Station Lieutenant, EMS Captain, Fire Mechanic, Support & Assistance Manager. Helped develop and implement an interagency partnership in 2016 to staff a BLS unit within the fire district, successfully obtained over \$3 Million Dollars in grant funding for variety of vehicles, equipment, staffing, programs, PPE. Managed and implemented grants, drafted MOU's, performed administrative duties, managed portions of department budget, capital project management, policy development, Incident command duties. Conducted training for personnel, helped develop programs and programmed fire service radios. Served as COVID pandemic Logistics lead, oversaw community wide testing and District PPE distribution during pandemic. Completed agency EMS licensure, initial EMT licensure for department personnel.

Michael B. Stanford



Chelan County Fire District #3, Leavenworth, Washington

July 2003 - May 2006

Resident Firefighter, EMT (lived in the station) Seasonal Firefighter, responded to variety of emergencies, fires and vehicle extrications, staffed BLS second out ambulance, performed a wide variety of tasks from Wildland Fire Prevention, Risk Reduction, Hydrant inspections, Building inspections, and wildfire deployments.

RELATED TRAINING & EDUCATION

Open Public Meetings Act Training (RCW 42.30) NCECC, WA Office of Attorney General, 2016
Wenatchee Valley Community College, Wenatchee, Washington

Studied Fire Science 2002-2003, English and Computers 2005-2006

Chief Officer High Performance Leadership & Coaching Academy, 2020

AIARE Level 1 Avalanche Hazard management, Stevens Pass, Washington

Washington State Emergency Vehicle Incident Prevention Instructor, WA State Chiefs

Highway Avalanche Search & Rescue, Washington State DOT

NFA Strategies & Tactics for Initial Company Operations

National Fire Academy Leadership & Administration, Emmitsburg MD

National Fire Academy Wildland Urban Interface: Fire Adapted Communities, Emmitsburg MD

National Fire Academy Command & Control of Incident Operations, Emmitsburg MD

National Fire Academy Emergency Medical Services Incident Operations, Emmitsburg MD

State of Wyoming Firefighter 1 & 2 NFPA 1001, Online 2012

Awards & Achievements

FEMA Certificate of Achievement AFG Peer Review Process 2021

NCW Technical Skills Center Fire Science Most Employable 2003

Chelan County Fire District #3 Chief's Award 2006

Grant Writing Recognition LWFR Board of Commissioners 2021

Greater Wenatchee EMS Volunteer EMT of the Year 2017

Certificate of Appreciation International Association of Arson Investigators 2004

Greater Wenatchee EMS Volunteer EMT of the Year 2016

Lake Wenatchee Fire & Rescue Fire Officer of the Year 2015

Chelan County Fire District #9 EMS Provider of the Year 2014

Chelan County Fire District #9 EMS Provider of the Year 2013

Chelan County Fire District #9 Firefighter of the Year 2006



Lake Wenatchee Fire & Rescue
21696 Lake Wenatchee Highway
Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

FORM 1: CANDIDATE PROFILE & STATUTORY ATTESTATION

FULL LEGAL NAME:

Rebecca McMillan

PHYSICAL RESIDENCE:

MAILING ADDRESS:

PRIMARY PHONE:

EMAIL ADDRESS:

Leavenworth, WA 98826
Leavenworth, WA 98826

TARGET POSITION DESIGNATION

Instruction: You must explicitly check at least one box below to dictate how your dossier is categorized within the procurement pipeline.

☐ **POSITION A:** Immediate Vacancy (Lamar). Appointed July 7, 2026. Term expires November 2027.

☐ **POSITION B:** Impending Vacancy (Payne). Interviewed July 7, appointed July 16, 2026. Term expires November 2027.

☒ **BOTH POSITIONS:** Enters candidate pool for both seats. If not appointed to Position A on July 7, remains active for Position B on July 16.

MANDATORY STATUTORY ATTESTATIONS

Instruction: Initial each line below to certify absolute legal compliance with Washington State codes.

Re U.S. Citizenship: I certify that I am a citizen of the United States of America (WA Const. Art. III, § 25).

Re Voter Registration Status: I certify that I am an actively registered voter within Chelan County, WA (RCW 52.14.010).

Re District Residency Boundaries: I certify that I maintain continuous, uninterrupted physical residency within the geographic service boundaries of CCFD9 for a minimum of thirty (30) days preceding appointment (RCW 52.14.010).

Re Fiduciary Integrity & Ethics: I possess no prohibited corporate, beneficial, financial, or employment contract conflicts of interest with Chelan County Fire District 9 under RCW 42.23 (Code of Ethics for Municipal Officers).

Rebecca McMillan
FORMAL SIGNATURE OF APPLICANT

06/29/2026
DATE SIGNED (MM/DD/YYYY)



Lake Wenatchee Fire & Rescue
21696 Lake Wenatchee Highway
Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

FORM 2: CODE OF ETHICAL CONDUCT & PORTFOLIO AFFIRMATION

1. CORE STANDARDS OF GOVERNANCE POSTURE

An appointed Fire Commissioner serves as a trustee of public funds and is legally responsible for establishing high-level policies. Upon appointment, the candidate must strictly align with the following mandates:

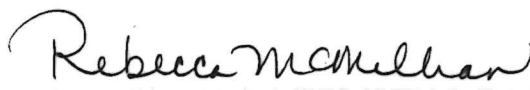
- **Open Public Meetings Act (RCW 42.30):** Absolute prohibition against participating in unauthorized, non-noticed multi-member communications regarding district business outside official sessions.
- **Public Records Retention (RCW 42.56):** Commitment to route and retain all written and electronic correspondence regarding operations through official district server channels.
- **Command Structure Boundaries:** Acknowledgment that the Board holds exclusive authority over legislative and fiscal structures, while day-to-day tactical command and operational deployments vest strictly in the Office of the Fire Chief.

2. APPLICATION PORTFOLIO FINAL CHECKLIST

- ☒ Form 1 Fully Executed: Contact entries completed, target positions checked, and statutory lines initialed.
- ☒ Form 2 Signed: Governance ethics reviewed and final authorization executed below.
- ☒ Letter of Interest Attached: Typed document confined strictly to a maximum length of two (2) pages.
- ☒ Professional Resume Attached: Accurate chronological layout detailing managerial or executive records.

3. FINAL AUTHORIZATION & CREDENTIALS VERIFICATION CONSENT

"I hereby authorize the administrative command staff and legal counsel of Chelan County Fire Protection District No. 9 to verify my active voter registration status and physical residency credentials directly with the records division of the Chelan County Auditor. I explicitly acknowledge the public record status of this portfolio in accordance with RCW 42.56 and consent to the digital redaction and publication rules established within the official recruitment guidelines. I certify under penalty of perjury under the laws of the State of Washington that all answers, attachments, and declarations provided within this dossier are completely true, accurate, and correct."


LEGAL SIGNATURE OF APPLICANT

06/29/2024
DATE SIGNED (MM/DD/YYYY)

Letter of Interest

When I saw the announcement of the opening on the Board of Fire Commissioners for the Lake Wenatchee Fire and Rescue Department, I wanted to express my interest. As an executive in the pharmaceutical and medical device industry, I have spent the last 39 years helping organizations solve exactly the kind of issues that face the department as we strive to serve our rural community. Having grown up in a rural community very similar to Plain, I understand the issues that arise as a department expands and matures as a community grows. I previously served as a volunteer firefighter and EMT in my hometown and am currently a member of LWFR, reinforcing my commitment to that department and community. I am confident that my leadership experience and community ties position me to provide effective oversight and help the department continue to best serve the community.

My experience in developing and leading high-performing, collaborative teams in the medical device industry provides a strong foundation for addressing complex operational challenges. The industry, much like a fire district, operates in a highly regulated environment with frequent government audits focused on quality and safety.

In this setting, I have developed and implemented robust standard operating procedures (SOPs) and ensured that teams are thoroughly trained to follow them. I have also led regulatory inspections and audits, managed inquiries and addressed findings with a focus on continuous improvement.

This experience has strengthened my ability to establish effective, compliant processes that support safe, efficient operations.

I have held senior leadership roles at four companies focused on developing drugs and medical devices that address unmet medical needs. Seeing the direct impact of these efforts on patients' lives has been deeply rewarding. I have had the opportunity to meet individuals who avoided the pain and extended recovery associated with surgical heart valve replacement by benefiting from innovative, minimally invasive treatment options we helped bring to market.

This same commitment to improving lives motivates my involvement in the fire department and my desire to serve on the Board of Commissioners.

I have extensive experience managing the finances of large business units as well as entire organizations through my leadership roles. This includes five years as Corporate Vice President, reporting directly to the CEO of a \$30 million privately held company, where I oversaw financial planning and performance to support sustained growth and profitability.

This background has equipped me with the expertise to develop and manage efficient budgets and to ensure accountability when managing public funds. I understand the discipline required to deliver projects on time and within budget in a dynamic environment—skills that require strong leadership, sound judgment, and effective problem-solving.

My many years of leadership in developing and maintaining high functioning teams have been rewarded with promotions to the level I am at now with Edwards Lifesciences. My current role includes managing two global field teams of highly skilled professionals, all working remotely. Edwards Lifesciences is a 4-billion-dollar a year medical device company specializing in structural heart medicine. It is organized into business units, and my business unit is responsible for approximately 85% of the company's revenue. My role is in the design and delivery of the clinical trials that provide data to individual country regulatory agencies that result in approval to market the medical devices we developed. My almost four decades of work life has given me the leadership training needed to meet the challenges in the business world. These skills are also highly transferable to the world of a rural fire department.

My experience within LWFR has given me good insight into what it takes to motivate and train a hybrid workforce with some paid staff but is currently mostly volunteer. Providing a safe and respectful workplace in this environment can be challenging. Providing the best hands-on training possible translates into efficiency and effectiveness on scene for both fire and rescue situations. I believe in the value of the hybrid model for the department as it is very cost effective and provides the necessary structure of leadership that is required to be successful. It also gives community members the ability to contribute as volunteers.

In addition to my professional career, I supported my husband throughout his 38-year Marine Corps career, culminating in his retirement as a three-star general. I was actively involved in organizations that supported military spouses and families, particularly during extended deployments. This experience allowed me to engage with senior leadership in the United States Marine Corps and advocate for the needs of families under his command. These experiences further strengthened my understanding of leadership and commitment to service.

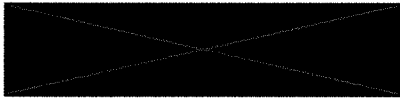
I appreciate your consideration and the opportunity to serve the Lake Wenatchee Fire and Rescue community in this capacity. I would be honored to contribute my leadership experience, operational expertise, and strong commitment to public service to support the continued growth, effectiveness, and safety of the district and the community it serves.



Rebecca (Becky) McMillian

Rebecca McMillian

Leavenworth, WA



Summary

- Experienced Global Drug and Device Development Leader with a proven track record of building and mentoring high performance global teams.
- Expertise in framing complex decisions, ensuring thoughtful data-driven decision making, managing internal and external collaborations and influencing key stakeholders.
- Collaborative team player with experience in delivering on time and on budget regulatory submissions.
- Strategic planning and execution with resource and budget management, risk analysis and management experience across portfolio of programs.
- Successfully delivered 17 FDA Drug and Device approvals and 22 ex-US Drug and Device approvals.

Experience

Lake Wenatchee Fire and Rescue

EMT - Emergency Medical Technician • Plain, WA

01/2024 - Present

Licensed and qualified EMT responding to calls as a volunteer for the local fire department. Currently serving as the Safety Officer for Station 93.

Edwards Lifesciences

Global Head of Field Operations, Aortic Stenosis • Irvine, CA

08/2018 - Present

Develops and leads an efficient, strategic, field based work force to support Transcatheter Aortic Stenosis global clinical research programs. Field activities include on-site, remote and risk based monitoring of patient data; in hospital clinical procedure support and site management support of project/study goals. Oversees a global team of Clinical Field Monitors and Clinical Field Specialists and interfaces with other strategic functions. Responsible for continued process improvement and ensuring adherence to company SOPs and work instructions.

Syneos Health/INC Research

Vice President, Clinical Development, Medical Device • Irvine, CA

01/2014 - 08/2018

Leadership of therapeutically aligned team focused on the successful delivery of clinical trials in medical device. Strategic and operational leadership of the medical device business unit, including developing and maintaining business unit budgets and meeting all study deliverables. Led the defining strategy for diversification into new clients, expanding into new therapeutic areas within current clients and enhancing global presence. Responsible to ensure that all studies are in compliance with company SOPs and government regulations.

Allergan/Allergan Aesthetics

Vice President, Global Development Operations • Irvine, CA

02/2009 - 12/2013

Strategic and operational leadership of multiple therapeutic clinical programs in support of submissions to regulatory authorities globally. Served as the interim head of Allergan Medical clinical operations from 2012-2013. Led successful FDA audits/inspections in support of three programs within Allergan Aesthetics and Allergan. Led successful MHRA (UK regulatory body) audits/inspection in support of submission for a novel pharmaceutical.

Allergan

Sr Director, Clinical Operations and Outsourcing • Irvine, CA

03/2007 - 07/2009

Leadership of Outsourcing, Contracts, Site Start Up and Meeting Planning teams supporting all business units within Allergan. Directed activities in support of successful regulatory submissions across all therapeutic areas within Allergan. Responsible for resourcing and budgets for four departments in my group.

Allergan

Director, Outsourcing • Irvine, CA

08/2005 - 02/2007

Led the Clinical Research Outsourcing team to select and oversee all support partnerships with vendors for the clinical research teams across all therapeutic areas within Allergan. Developed strategies for outsourcing and drove relationships with key Contract Research Organizations to successfully complete projects with requisite quality, expected timelines and within budget

Paragon Biomedical/Clinipace

Vice President , Clinical Operations and Corporate Strategy

05/2000 - 08/2005

Served as overall strategic and operational leader of Clinical Operations for Paragon Biomedical. Responsible for Project Management, Clinical Monitoring, Central Project Services and Data Management activities in support of all clinical trials within Paragon. Worked with the CEO to provide direction for company initiatives and goals. Responsible for timelines, resources and budgets for all clinical trials.

MDS Pharma Services

Sr. Director, Clinical Project Management • Irvine, CA

05/1995 - 04/2000

Leadership of teams of Project Managers for global pharmaceutical projects in various therapeutic areas. Responsible for guidance and leadership and overall success of assigned clinical research studies. Budgetary and oversight responsibility for project management, monitoring, study start up and audit readiness. Includes management of budgets in excess of \$12M.

MDS Pharma

Director, Project Management • Irvine, CA

03/1992 - 03/1995

Leadership of teams of Project Managers responsible for project deliverables for clinical trials for clients in multiple therapeutic areas. Responsible for determining the composition of the project team, study feasibility, investigator identification, study initiation and closeout, study metrics, overall financial performance of the studies and management of budgets in excess of \$6M.

MDS Pharma/Phoenix international

Project Manager

02/1988 - 03/1992

Responsible for coordinating activities of all functions participating in clinical studies to ensure delivery of clinical trials on time and on budget. Led the team to ensure compliance with regulations, company SOPs and study specific sponsor and contractual requirements in a timely and effective manner. Activities included grant feasibility assessment, collection and submission of regulatory documents, data and enrollment tracking, case report form corrections and oversight of all monitoring deliverables.

IBRD Global/MDS Pharma

Project Research Associate/CRA • Irvine, CA

04/1987 - 02/1988

Responsible for the review of all clinical data and monitoring of clinical trials regionally across various studies in various therapeutic areas. Primary liaison with the study sites and investigators, resolution of all issues regarding data collection, technical information and medical questions. Responsible for the quality and reliability of data submitted in support of INDs and PMAs to the FDA. Ensuring compliance with SOPs, government regulations and sponsor directives.

Yuma Regional Dialysis Center

Dialysis Technician • Yuma, AZ

01/1984 - 11/1984

Certified dialysis technician working with patients requiring hemodialysis. Responsible for all aspects of patient care for assigned dialysis patients under the direction of physicians.

Middletown/Cobb District Fire Department

EMT/Fireman • Middletown, CA

09/1974 - 09/1980

Member of a volunteer fire department as a certified EMT and trained in wildland fire suppression.

Education

UC Davis

Physiology and Pharmacology • Davis, CA

12/1983

Completed all course work in support of a graduate degree.

University of Redlands

Biology • Redlands, CA

05/1980



Lake Wenatchee Fire & Rescue
21696 Lake Wenatchee Highway
Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 1: CANDIDATE PROFILE & STATUTORY ATTESTATION

FULL LEGAL NAME: Stuart McKee
PHYSICAL RESIDENCE: [REDACTED] Leavenworth WA 98826
MAILING ADDRESS: [REDACTED] Leavenworth WA 98826
PRIMARY PHONE: [REDACTED]
EMAIL ADDRESS: [REDACTED]

TARGET POSITION DESIGNATION

Instruction: You must explicitly check at least one box below to dictate how your dossier is categorized within the procurement pipeline.

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SM **Fiduciary Integrity & Ethics:** I possess no prohibited corporate, beneficial, financial, or employment contract conflicts of interest with Chelan County Fire District 9 under RCW 42.23 (Code of Ethics for Municipal Officers).

[Signature]
FORMAL SIGNATURE OF APPLICANT

6/24/26
DATE SIGNED (MM/DD/YYYY)



Lake Wenatchee Fire & Rescue
21696 Lake Wenatchee Highway
Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

LAKE WENATCHEE FIRE & RESCUE • BOARD OF FIRE COMMISSIONERS

FORM 2: CODE OF ETHICAL CONDUCT & PORTFOLIO AFFIRMATION

1. CORE STANDARDS OF GOVERNANCE POSTURE

An appointed Fire Commissioner serves as a trustee of public funds and is legally responsible for establishing high-level policies. Upon appointment, the candidate must strictly align with the following mandates:

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- **Public Records Retention (RCW 42.56):** Commitment to route and retain all written and electronic correspondence regarding operations through official district server channels. Open-session interviews will be actively video and audio recorded and archived as permanent public records.
- **Command Structure Boundaries:** Acknowledgment that the Board holds exclusive authority over legislative and fiscal structures, while day-to-day tactical command and operational deployments vest strictly in the Office of the Fire Chief.

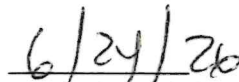
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- ☒ **Letter of Interest Attached:** Typed document confined strictly to a maximum length of two (2) pages.
- ☒ **Professional Resume Attached:** Accurate chronological layout detailing managerial or executive records.

3. FINAL AUTHORIZATION & CREDENTIALS VERIFICATION CONSENT

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LEGAL SIGNATURE OF APPLICANT


DATE SIGNED (MM/DD/YYYY)

APPROVED AND ADOPTED JUNE 18, 2026 BY UNANIMOUS BOARD APPROVAL.

STUART MCKEE

Leavenworth, WA 98826 | [REDACTED]

June 24, 2026

Board of Fire Commissioners

Chelan County Fire Protection District No. 9
Lake Wenatchee Fire & Rescue (LWFR)
21696 Lake Wenatchee Highway
Leavenworth, WA 98826

SUBJECT: Official Letter of Interest for Appointive Vacancies (Position A & Position B)

Dear Commissioners,

Please accept this formal letter of interest and the accompanying portfolio as my application for public appointment to the Chelan County Fire Protection District No. 9 Board of Commissioners. In strict compliance with the submission guidelines, I am explicitly designating my candidacy for Both Positions (Position A and Position B). My primary objective is to deliver immediate institutional continuity, legal quorum protection, and elite fiduciary stewardship to the district I am proud to actively serve.

As an active operational volunteer firefighter and EMT within Lake Wenatchee Fire & Rescue, I have stood shoulder-to-shoulder with our career and volunteer crews, responding to 48 emergency tones and community outreach calls over the past year. I am deeply familiar with our district's physical boundaries, our apparatus, and the high-consequence operational realities of protecting our community. However, I recognize that the role of a Fire Commissioner is uniquely distinct from that of a field responder. A Commissioner is a trustee of public funds, legally tasked with macro-level legislative oversight, long-term capital forecasting, and systemic audit integrity. My background uniquely bridges these two worlds.

Public Executive Leadership & Municipal Competency

My professional background features extensive experience leading public sector infrastructure operations at the highest echelons of state and local government. Recruited into the Governor's Executive Cabinet and unanimously confirmed by the Washington State Senate as Chief Information Officer (State CIO), I directed a complex technology and infrastructure services agency with 420 FTE. Later, during my 16-year tenure as Chief Technology Officer for Microsoft's U.S. Public Sector division, I partnered directly with public safety executives, law enforcement leaders, and municipal boards nationwide to deploy resilient, transparent digital architectures.

My commitment to public safety infrastructure is an active part of my professional history. As highlighted in The New York Times (July 29, 2004), I pioneered the technical development and implementation of the multi-state Internet-based Amber Alert Web Portal emergency network, automating geographically sensitive incident broadcasts to dramatically improve public safety response times. Additionally, my 16-year service on the King County Strategic Advisory Council gave me extensive experience shaping long-term strategic plans and multi-jurisdictional municipal deployments.

Public Sector Fiscal Literacy & Capital Balancing

A primary statutory obligation of this Board is to balance future capital expenditures with immediate operational demands while honoring our covenant with District 9 taxpayers. My foundational training includes a Bachelor of Science in Management Accounting, giving me the core analytical skills required to review public line-item ledgers, asset-depreciation schedules, and state audit controls.

Throughout my career, I have managed massive fiscal complexities across both public and private sectors:

STUART MCKEE

- **Public Budgetary Oversight:** As State CIO, I maintained direct operational accountability for a \$150 million annual central technology budget and exercised statutory policy and audit oversight for over \$600 million per year in broader public sector infrastructure expenditures.
- **Private Sector Scaling:** As Chief Operating Officer (COO) of Hayden AI, I successfully guided a smart-city municipal data enterprise from its founding phase through a \$20 million Series A financing round, ensuring strict corporate compliance and regulatory alignment.

If appointed, I will bring this exact analytical scrutiny to Chelan County Fire District 9's 3-to-5-year budget horizon. I will work to ensure that our fleet rotations, facility maintenance needs, and medic unit requirements are rigorously modeled and funded without exposing local taxpayers to unsustainable financial liabilities.

Governance Philosophy regarding the Hybrid Ecosystem

My core governance posture operates under an absolute commitment to open government, transparency, and institutional decorum. I hold deep familiarity with the Open Public Meetings Act (RCW 42.30) and the Public Records Act (RCW 42.56), and I fully embrace the reality that all elements of this application portfolio instantly enter the public domain.

My governance philosophy is anchored in two immutable principles:

- **1. Respect for Command Structure Boundaries:** In accordance with Washington State code, the Board holds exclusive authority over legislative, strategic, and fiscal policy. Day-to-day tactical command, operational resource deployment, and personnel management vest strictly and exclusively in the Office of the Fire Chief. As a Commissioner, I will fiercely protect that boundary, acting as a supportive policy partner to leadership while avoiding any operational micro-management.
- **2. Equitable Valuing of the Hybrid Ecosystem:** The career staff and the volunteer ranks within LWFR are not competing factions; they are complementary pillars of a singular public safety mission. Our career personnel provide the vital baseline stabilization necessary for a modern department, while our volunteer corps represents the cultural bedrock and surge capacity of our rural community. Having personally completed the West Zone Fire Academy and holding National and State EMT and Wildland Red Card credentials, I know firsthand the sacrifices made by our line personnel. I will ensure both career and volunteer personnel receive the safety equipment, training infrastructure, and institutional respect required to return home safely from every tone.

Having held Department of Defense Top Secret and FBI CJIS security clearances represents a career-long verification of my personal discretion, integrity, and ethical standard. I am prepared to step into this office immediately upon execution of the Oath of Office to serve our commissioners, our firefighters, and our taxpayers with total transparency and accountability.

Thank you for your consideration.

Respectfully submitted,



Stuart McKee

Volunteer Firefighter/EMT, LWFR
Applicant for Board of Fire Commissioners

STUART MCKEE

Leavenworth, WA 98826 | Chelan County Fire District 9 Board of Commissioners Applicant

EXECUTIVE PROFILE

Highly accomplished public executive, fiduciary strategist, and active local first responder with deep roots in Washington State executive governance. Formally appointed by the Governor and unanimously confirmed by the State Senate as Chief Information Officer for the State of Washington, directing large-scale public safety infrastructure modernizations, managing a \$150M/year central operational budget, and providing statutory oversight for \$600M/year in statewide technology allocations. Proven track record bridging high-level corporate operations with boots-on-the-ground municipal service. Seeking appointment to the Lake Wenatchee Fire & Rescue Board of Commissioners to ensure institutional stability, rigorous fiscal management, and absolute dedication to District 9 taxpayers, families, and first responders.

NOTABLE PUBLIC SAFETY LEADERSHIP ACHIEVEMENTS

- **Boots-on-the-Ground Local Service:** Active operational volunteer within Lake Wenatchee Fire & Rescue, completing rigorous academy training and responding directly to emergency incidents across District 9.
- **Public Safety DNA:** Pioneered the multi-state development and implementation of the Internet-based Amber Alert Web Portal emergency network to automate the localized broadcasting of geographically sensitive public safety information.

"Using the Internet to automate broadcasting of geographically sensitive information can make dramatic improvements in public safety."

— Stuart McKee, WA State CIO (The New York Times, July 29, 2004)

FIRST RESPONDER & PUBLIC SAFETY SERVICE

LAKE WENATCHEE FIRE & RESCUE (LWFR) | Volunteer Firefighter / EMT

- **Operational Response:** Responded to 48 emergency tones and numerous community outreach calls within the district inside of 12 months, active in incidents ranging from high-stress multi-vehicle injury accidents and structure fires to public awareness and community outreach transportation support.
- **Advanced Training & Academy Credentials:** Successfully completed the intensive West Zone Fire Academy program.
- **Emergency Medicine:** Earned dual National (NREMT) and Washington State Emergency Medical Technician (EMT) Certifications.
- **Wildland Firefighting:** Achieved Wildland Firefighting qualification (NWCG Red Card) for active wildland fire suppression and technical response.

STUART MCKEE

EXECUTIVE & PUBLIC SECTOR EXPERIENCE

STATE OF WASHINGTON | *Chief Information Officer (State CIO)* (2002 – 2004)

- Recruited into the Governor's Executive Cabinet and unanimously confirmed by the Washington State Senate.
- Exercised direct operational leadership over 420 FTE and a \$150 million annual technology services agency.
- Executed statutory public policy, fiscal compliance, and systemic audit oversight for \$600 million per year in statewide technology and infrastructure expenditures.
- Collaborated with state law enforcement, federal agencies, and technology partners to architect and deploy the state's modern emergency and child-abduction alert portal systems.

OPTISPAN | *Chief Executive Officer (CEO)* (2022 – 2023)

- Spearheaded executive operations, corporate governance, and capital allocation frameworks for a specialized health-tech enterprise.
- Directed high-level fiscal structuring, compliance modeling, and strategic partnership integration.

HAYDEN AI | *Chief Operating Officer (COO)* (2020 – 2022)

- Served as a founding executive team member, scaling operations from infancy through a successful \$20M Series A financing round and expanding the enterprise workforce to 40 employees.
- Managed daily corporate operations, cross-jurisdictional municipal regulatory compliance, and smart-city public safety technology data contracts with transit and municipal authorities.

MICROSOFT CORPORATION | *Chief Technology Officer (CTO), U.S. Public Sector* (2004 – 2020)

- **Vetted Security Clearances:** Maintained Department of Defense (DoD) Top Secret and FBI Criminal Justice Information Systems (CJIS) clearances to advise on high-security public sector networks.
- Drove comprehensive technical, infrastructural, and fiscal strategies for a multi-billion-dollar division serving state, county, and municipal governments nationwide.
- Partnered directly with public safety leaders, emergency management agencies, and municipal executives to deploy secure, transparent, and resilient digital architectures.

THE WALT DISNEY COMPANY / STARWAVE / SABEY CORPORATION | *Executive Leadership* (1993 – 2001)

- **VP, Global Internet Operations (Disney):** Built and engineered worldwide internet infrastructure and desktop environments across multiple international nodes.
- **MIS Manager / Retail Group Manager (Sabey Corp):** Directed property management systems, financial reporting, and construction infrastructure automation for a \$400M private enterprise. Managed all aspects of daily center operations for a 1.3 million sq. ft. commercial regional facility, executing tenant negotiations and media relations.

STUART MCKEE

GOVERNANCE & BOARD EXPERIENCE

- **KING COUNTY, WA | Board Member, Strategic Advisory Council | 2002 – 2018:** Tasked by the County Executive with establishing long-term strategic objectives, fiduciary boundaries, and countywide information technology infrastructure deployments.
- **GONZAGA UNIVERSITY | Executive Council Member, School of Business | 2008 – 2020:** Advised the Dean on university strategic planning, budget management, programmatic accreditation, and institutional goal setting.
- **STATE OF WASHINGTON | Chair, K-20 Educational Network Board | 2002 – 2004:** Governed the statutory board designed to deliver scalable, secure, and cost-effective digital connectivity infrastructure to K-20 educational institutions statewide.
- **NATIONAL ASSOCIATION OF STATE CIOs | Executive Committee Board Member | 2002 – 2004:** Collaborated with state executives nationally to establish best practices for open government, institutional transparency, and multi-jurisdictional public procurement safety frameworks.
- **ARMADA | Strategic Advisor | 2023 – Present:** Collaborating with leadership to steer market priorities and optimize modern operational growth strategies.

COMMUNITY & PUBLIC HEALTH SERVICE

- **NORTHSHORE SCHOOL DISTRICT | Substitute Teacher | 2023 – 2025:** Stepped up during critical regional educator shortages to support public schools, classrooms, and K-12 students via a Washington State Emergency Substitute Teaching Certificate.
- **WASHINGTON STATE HEALTH CARE AUTHORITY | Certified Peer Counselor:** Formally certified state health professional providing dedicated, peer-to-peer behavioral health, addiction recovery, and mental health recovery support systems.

EDUCATION & FORMAL CREDENTIALS

- **Master of Business Administration (MBA) –** Gonzaga University
- **Bachelor of Science in Management Accounting –** Lewis-Clark State College
- **Statutory Verifications (RCW 52.14.010):** Registered Voter (Chelan County); Resident (Fire Protection District No. 9).



Lake Wenatchee Fire & Rescue

21696 Lake Wenatchee Highway
Leavenworth, WA 98826

Phone: 509-763-3034
lwfr.org

CANDIDATE INTERVIEW EVALUATION MATRIX

Candidate: _____ Interview Date: July 7, 2026
Interviewer: _____ Target Seat: ☐ Position A ☐ Position B ☐ Both

Scoring Scale (1-5): 1 = Deficient | 2 = Below Expectations | 3 = Meets Expectations (Baseline Competency) | 4 = Exceeds Expectations | 5 = Exceptional

Core Competency & Standardized Interview Prompt	Score	Evaluative Notes & Observations
QUESTION 1: MOTIVATION & BOARD ALIGNMENT <i>"Why do you want to be on this Board?"</i>		
QUESTION 2: QUALIFICATIONS, ASSETS & WEAKNESSES <i>"Describe any previous experience you have that might make you the ideal person for the Board openings? In that regard, what is your greatest asset that would help the Board and your greatest weakness that might hinder the Boards performance?"</i>		
QUESTION 3: STRATEGIC OUTLOOK (3-5 YEAR HORIZON) <i>"What do you see as the biggest challenges and opportunities that the Fire District faces over the next 3 to 5 years and how would you recommend we solve them?"</i>		
QUESTION 4: GOVERNANCE & MANAGERIAL BOUNDARIES <i>"What do you see as the Boards role in managing the district?"</i>		
QUESTION 5: FISCAL OVERSIGHT & CAPITAL BALANCING <i>"What do you think are the major budget issues the district faces and how would you balance future capital expenditures with operational needs?"</i>		
QUESTION 6: HOLISTIC FIT & ADDITIONAL DISCLOSURES <i>"What else do you think we should know about you that would influence our decision on selecting a new Board member?"</i>		

Cumulative Evaluation Score (Sum of Items 1-6): / 30



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Qualitative Assessment Summary

Key Administrative Strengths:

Primary Omissions / Areas of Concern:

Final Fit & Appointment Alignment Recommendation:

Fire Commissioner / Interviewer Signature

Date Signed

LEGAL RETENTION MANDATE (RCW 42.56): This matrix constitutes an official public record of Chelan County Fire Protection District No. 9. Once handwritten evaluations, scores, or notations are recorded by a sitting commissioner during an active procurement session, it is subject to immediate public records disclosure and must be cataloged permanently with the District Secretary.