

Special Board Meeting Agenda

Monday, July 29, 2024

5:30 p.m.

Mid-Columbia Fire and Rescue Station
1400 West 8th Street, The Dalles, Oregon

1. Call Meeting to Order

2. Pledge of Allegiance

3. Roll Call

4. Agenda Changes

5. Public Comment

- a. During this portion of the meeting, a citizen may speak on any subject upon being recognized by the Board President. The citizen must state their name, address, and their discussion topic for the minutes. Five minutes per person will be allowed. If a response by the District is requested, the speaker will be referred to the Fire Chief for further action. At the discretion of the Board President, the issue may appear on a future meeting agenda for Fire District consideration.
- b. The public may observe and/or listen to the meeting virtually by using either the link or the telephone number and access code provided below:

TELEPHONE NO.: +1 (631) 992-3221

AUDIO ACCESS CODE: 797-310-225

COMPUTER LINK: <https://attendee.gotowebinar.com/register/5699039687260073824>

WEBINAR ID: 944-289-291

6. Financial Reports

- a. None

7. Committee Reports

- a. None.

8. Minutes

- a. None

9. Old Business

- a. Information Sheet – Fire Chief Job Description and Selection Process

Upon request, auxiliary aids and/or special services will be provided. To request services, please contact us at 541-296-9445 or through Oregon Relay 1-800-735-2900 at least three business days in advance.

10. New Business

- a. None

11. Good of the Order

12. Adjournment



OUR MOTTO:

Educate, Serve & Protect

OUR SHARED VISION:

"To provide for the optimal safety and welfare of the community and our members."

OUR MISSION:

"We are committed to providing professional emergency and non-emergency services to minimize suffering, protect life, environment and property."

OUR VALUES:

P-rofessionalism
R-espect
I-ntegrity
D-uty
E-ngaged

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MCFR INFORMATION SHEET

DATE: July 29, 2024

TO: Fire District Board of Directors

FROM: Robert Palmer

ISSUE: Fire Chief Job Description and Selection Process

BACKGROUND: The Board decided to schedule a follow-up meeting to further discuss a successor Fire Chief selection process for the District's future leadership upon receiving Chief Palmer's retirement announcement. SDAO management consultant George Dunkel or an associate will be attending the evenings meeting to assist the Board in addressing this process. The continued goals include: 1) collaborating with the Board to update the job description for the Fire Chief role; and 2) assisting the Board in establishing a procedure to appoint a new Fire Chief.

Two documents for the Board's review: Exhibit "A" presents version 3 of the fire chief's job description for the Board to consider and adopt. George and the SDAO human resources team have both reviewed this document to confirm it meets required federal and state laws. Exhibit "B" outlines an up-to-date succession plan that Chief Palmer has developed over the past three years showcasing the work done in preparation for Assistant Chief Jensen to potentially step into the role of Fire Chief.

To summarize, the commencement of choosing a new Fire Chief must begin by the Board adopting an updated job description and deciding on the method of selection. The attached succession plan (Exhibit "B") demonstrates the presence of a qualified internal applicant who has the necessary training, education, and experience for the role. There is no need to take any action concerning this plan at this time.

BUDGET IMPLICATIONS: SDAO consulting fees not to exceed \$6000.00 have been appropriated in the 2024-25 budget for completing this process.

RECOMMENDATION: 1) Adoption of the updated job description being proposed for the Fire Chief position pending review and input from the Board of Directors; and 2) Adoption of a selection methodology, whether by direct appointment, internal recruitment, or through external recruiting, aimed at appointing a suitable candidate for the upcoming vacancy of the Fire Chief.



ASSIGNMENT:	FIRE CHIEF
REPORTS TO:	GOVERNING BOARD
FLSA STATUS:	EXEMPT
PAY GRADE:	GROUP V
CIVIL SERVICE STATUS:	NO
BARGAINING UNIT:	NO
ADOPTED:	
REVISED:	

SUMMARY DESCRIPTION

The Fire Chief functions as the Chief Executive and Budget Officer of the Fire District and is responsible to provide administrative direction for all Fire District functions, operations, and personnel through the supervision of subordinate staff and review of their activities. The Fire Chief receives general supervision from the Board of Directors, who reviews performance based on overall results achieved. The Fire Chief may consult with the Board of Directors on problems relating to policy planning but works independently in supervising global operations and is responsible for the proper administration of all affairs of the Fire District.

ESSENTIAL FUNCTIONS

The duties listed are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

- Responsible to developing, interpreting, and directing the implementation of Standard Operating Procedures, District Policies, Directives, and Department Rules and Regulations as adopted or delegated by the Governing Board.
- Coordinate and maintain effective working relationships with local fire protection agencies, other governmental agencies and community partners.
- Recommends to the Governing Board and upon approval, maintains effective automatic aid and mutual aid agreements with allied agencies.
- Responsible for reviewing the general operation of the Fire District to determine efficiency, providing direction on major projects or problem areas, developing and implementing operational and administrative policies and procedures, administration of the performance appraisal system; administration of the labor relations program; providing policy guidance, ensures operational preparedness for response to fire, rescue, and emergency medical emergencies.
- Responsible, through study and consultation with the Governing Board, for developing recommendations for the protection of life and property in the district to achieve the adopted vision and mission of the Fire District.

- Exercise strategic and visionary thinking that will have long-term organization-wide application and impact, including the development and implementation of critical programs, and supervision of multiple assigned functions, divisions, and significant resources.
- Provide oversight of all Fire District Operations to include Fiscal, Human Resources, Fire Prevention/Public Education, Fire Suppression, Training, and Emergency Medical Services.
- Establish and maintain productive working relationships with staff, board members, community organizations, other agencies, and the general public.
- Maintain a professional and collective relationship with Fire District membership in the labor/management process with labor union.
- Acts as the communications link and maintains information and statistics as directed for the Governing Board and prepares reports as required.
- Ensures that the Governing Board meeting agendas and related documents are prepared and distributed in a timely basis and attends Fire District Board of Directors meetings and workshops.
- Acts as the public relations representative for the District with regard to the general public and civic organizations and informs public groups on the plans, programs, and goals of the Fire District and represents the Fire District with effective verbal and written presentations.
- Advise District management and the Governing Board of Fire District progress.
- Respond courteously and tactfully to a demanding and diverse public in answering questions, explaining district policies, and handling complaints.
- Responsible for planning, organizing, and directing a progressive Fire District with several functional areas and for the development and presentation of short and long-term planning for continued stable operations of the Fire District and ensures the operational readiness of the Fire District, including personnel, apparatus, and equipment readiness.
- Organize and direct the activities of staff engaged in providing emergency services. Plan, direct, and control district activities such as recruitment of personnel; purchase of equipment; assignment of personnel and equipment; and the budgeting and control of expenditures.
- Identifies operational and administrative needs, organizes projects/programs and delegates work assignments and responsibilities; directs and manages tasks and coordinates Fire District activities in accordance with federal, state, and local emergency services organizations, city and county departments.
- Functions as the Budget Officer in planning, organizing, coordinating, preparing, administering, and monitoring the Fire District's budget, and is responsible for developing short and long-range District goals and capital improvement or replacement schedules.
- Administers the budget in a manner which brings value to the Fire District and in compliance with applicable laws and Governing Board policy and direction.
- Projects and communicates budget status, identifies any obstacles/shortfalls with regard to the budget and makes recommendations to the Governing Board.
- Ensures that required financial audits are performed, completed and submitted to appropriate agencies on a timely basis.

- Responsible for all personnel matters, which include employment and termination of all district personnel and administers performance reviews and administers the wage and benefits package as adopted by the Governing Board and within the adopted budget.
- Analyze and resolve operational, procedural, and personnel problems.
- Resolve complex problems involving diverse functional areas.
- Analyze information, statistics, and reports on district activities.
- Ensures development and maintenance of a 'Standard of Cover' and 'Continuity of Operations' plans and develops other associated plans designed to maintain district efficiency and responsiveness.
- Analyze service level needs, as well as the availability of resources, existing programs, and other related factors in developing district programs to meet those needs.
- Provide oversight and direction on major projects or problem areas.
- Develop and implement policies and procedures applicable to administrative functions and provide policy guidance and tracks and monitors Federal/State/County and other jurisdictional activities that may impact District policy, procedures, or programs.
- Ensures that required records and reports are created and submitted to appropriate agencies as required; maintains appropriate files and records relating to the function of the Fire District and is responsible for records retention, public records requests and HIPAA compliance.
- Refines existing work methods, develops new techniques, concepts or programs within established limits including the Governing Body's policies and all State/Federal/County guidelines, rules, and statutes.
- Coordinates with the State Fire Marshal, County Planning and Building Officials and other agencies in the enforcement of applicable fire prevention laws and codes.
- Responds on emergency incidents as required to either directly deliver services or assume command or other ICS position as needed; supervises the use of personnel and equipment.
- Directs, conducts, or assists in the investigation of fires, when necessary, to determine cause, origin, and circumstances.
- Participates as a District representative in local, county, regional and State meetings and planning groups related to fire and safety issues.
- Ensures public information relating to incidents or other departmental news for the media and other organizations if accurately and appropriately disseminated.
- Attends conferences, specialized schools, seminars, and other functions as necessary to keep abreast of new developments in subjects relating to the operation and functions of the Fire District.
- Performs other duties and tasks as directed by the Governing Board.

SUPERVISION RECEIVED:

The Board of Directors appoints the Fire Chief. The Fire Chief serves at the pleasure of the Governing Board and receives general supervision from the Board of Directors, who reviews performance based on overall results achieved. The Fire Chief may consult with the Board of Directors on problems relating to policy planning but works independently in supervising global operations and is responsible for the proper administration of all affairs of the Fire District.

SUPERVISORY RESPONSIBILITY:

Responsible for the full and direct oversight of all Fire District staff.

JOB SCOPE:

The Fire Chief is required to manage the general administrative functions of the Fire District. This position further involves continual contact with others both inside and outside the organization as they perform a wide variety of complex duties and responsibilities under general supervision of the Governing Board.

KNOWLEDGE , SKILLS AND ABILITIES:

- Knowledge of the theories, principles, and practices of effective public administration, with particular reference to Fire District policies, personnel, and budget administration.
- Knowledge of modern management techniques, supervisory practices, and evaluation methods.
- Knowledge of the modern principles and practices of human resources.
- Knowledge of governmental organizational management.
- Knowledge of the principles and practices of effective administration with particular attention to short-and long-term strategic planning.
- Knowledge of the activities, objectives, and ideals of fire services and operations.
- Knowledge of the facilities, equipment, and personnel needed to provide fire and medical services and operations.
- Knowledge of the methods, equipment, and materials used in providing fire and medical services.
- Knowledge of federal, state, and local laws, rules, and regulations as they pertain to Fire District activities.
- Knowledge of the Incident Command System (ICS), emergency incident management, and principles of incident safety to include but not limited to; structural, wildland, EMS, hazardous materials, confined space, and technical rescue incident management.
- Knowledge of building construction principles and fire prevention codes.
- Knowledge of modern fire loss, fire prevention, public education and fire investigation principles, methods and practices.
- Knowledge of laws and regulations pertaining to fire and emergency medical services operations.
- Knowledge of office procedures, methods, and equipment including computers and applicable software applications such as word processing, spreadsheets, and databases.
- Ability to demonstrate a basic understanding of the principles and methods of governmental funding, budget presentation, and monitoring.
- Ability to plan, organize, and direct a progressive public agency with several functional areas.
- Ability to organize and direct the activities of staff engaged in providing optimum fire services.
- Ability to plan, prepare, and administer an annual district budget.

- Ability to effectively analyze and resolve operational, procedural, and personnel problems.
- Ability to develop formal agreements and contracts with other agencies and communities.
- Ability to make effective verbal and written presentations.
- Ability to establish and maintain effective working relationships with district staff, elected officials, community organizations, other agencies, and the general public.
- Ability to perform competently in dynamic, highly stressful situations; command fire District staff and operate vehicles and radios.
- Ability to work extended hours and days to meet administrative and operational needs.
- Ability to effectively work with contractors and manage contract agreements.
- Ability to analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Ability to meet and deal tactfully and effectively with the public in all types of situations.
- Ability to react quickly and calmly in all types of emergency situations.
- Ability to research, analyze and evaluate new service delivery methods and techniques.
- Ability to operate modern office equipment and computers.
- Ability to interpret and apply federal, state and local policies, laws and regulations.
- Ability to demonstrate an awareness and appreciation of the cultural diversity of the community.
- Ability to work cooperatively with other agencies, local partners, and outside agencies.
- Ability to establish and maintain effective working relationships with those contacted in the course of work.
- Ability to work within the incident command system and to work irregular hours as determined by the District's needs.
- Ability to prepare and present accurate, reliable reports containing findings and recommendations.
- Ability to perform a wide variety of responsibilities with accuracy and speed under deadline pressure.
- Ability to perform all aspects of the position with minimal instruction, frequently utilizing independent personal judgement.
- Ability to communicate in English, both orally and in writing; as well as to effectively perform public speaking.
- Ability to put into practice and display a high level of leadership, communication, and motivational skills.
- Ability to encourage professionalism, respect, integrity, duty and engagement to instill pride in our members.
- Possesses high ethical standards.
- Ability to train, develop, nurture, and mentor all employees to include suppression, EMS, and administrative staff.
- Ability to encourage teamwork, and participation by all employees
- Ability to lead by example.
- Ability to institutionalize and promote safety principles and safety awareness as a culture for Fire District members and external customers.
- Ability to provide outstanding customer service to internal and external customers.
- Ability to seek out alternative revenue sources, including grants, bonds, etc.

MINIMUM QUALIFICATIONS:

The following generally describes the knowledge and ability required to enter the job and/or be learned within a short period of time to successfully perform the assigned duties.

- Bachelor's degree from an accredited college or university with a major in Fire Science, Business Administration, Public Administration, or related field.
- Ten (10) years of increasingly responsible experience in an agency providing a full range of public protection related services including extensive experience at minimum rank of a Chief Officer (five (5) years plus) and progressive responsibility, including administrative, supervisory, and budgetary experience in fire prevention and suppression work, preferably with a municipal, county, or state fire department or District. (Additional education or experience at a lower rank cannot substitute for this requirement);

Or

- Any combination of education, training, and/or experience that demonstrates equivalent requirements may be considered at the discretion of the Governing Board.

Required Licenses and Certificates:

- Valid driver's license.
- NFPA Fire Officer III certification.
- NFPA Instructor II certification.
- ICS 100, 200, 300, 400, 700 and 800 certifications.
- A minimum of an Oregon EMT Basic license or equivalent required.
- Emergency Vehicle Driver Training.
- Training equivalent to HazMat Incident Commander in accordance with 29 CFR 1910.120.

DESIRED QUALIFICATIONS:

- MA/MS degree in a public protection field from an accredited college or university; National Fire Academy EFO certification.
- NFPA Fire Officer IV
- Chief Fire Officer Certification
- Experience in interagency coordination with wildland protection agencies.

SPECIAL QUALIFICATIONS:

- Must pass the Fire District's background check, medical and work capacity requirements including drug screen.
- Must reside within the jurisdictional boundaries of the fire District. (An exception may be made upon approval of the Governing Board).
- Must be bondable and insurable through the Fire District's insurance agent for fiscal responsibilities.

PHYSICAL DEMANDS AND WORKING ENVIRONMENT

Working Environment:

- Though this position works mostly in an office setting; exposure may be required as needed during firefighting, medical and investigative activities to hazards such as fumes, chemicals, body fluids, and other hazards encountered within his/her job scope.
- The job may also require exposure to adverse environmental conditions including inclement weather, extreme temperatures, noise, dust, dim lighting, and other conditions that may be present while performing any of the essential functions.
- May involve working in stressful situations, frequent travel inside the District, occasional travel outside the District, and working long hours to meet the District's needs.
- The noise level in the work environment is usually moderate; however, the noise level may be very loud when responding to emergency calls and when working at a fire or other emergency incident.
- Appropriate personal protective equipment including goggles, face protector, turn-outs, safety shoes and self-contained breathing apparatus may be required during an emergency incident.
- The work environment is both formal and informal, team oriented, having variable tasks, pace, and pressure. Work is usually performed indoors in the office, and in meeting rooms.

Physical:

Primary functions require sufficient physical ability to work in an office setting and operate office equipment and to respond to emergency alarms:

- **CONTINUOUS** sitting and upward and downward flexion of neck; side-to-side turning of neck; reaching below the shoulders; fine finger dexterity; light to moderate finger pressure to manipulate keyboard, equipment controls, and office equipment; pinch grasp to manipulate writing utensils.
- **FREQUENT** walking and twisting at the waist; lifting and carrying objects weighing up to 10 pounds.
- **OCCASIONAL** standing, running, climbing, balancing, and squatting; walking on uneven ground; bending at the waist; reaching at and above shoulder height; pushing and pulling; power grasping to pick up equipment; lifting and carrying objects weighing 11-100 pounds; may lift and carry objects weighing more than 100 pounds with or without assistance; operate a vehicle to travel to various locations; operate fire suppression and medical response, equipment, apparatus, and tools; verbally communicate to exchange information.
- **VISION** is necessary for performing essential job tasks; responding to incidents, providing care; operating emergency vehicles and apparatus; keep records, operate a computer, and perform office work; maintain station and equipment. Vision must be sufficient to meet Fire District Wellness/Fitness program criteria.

- **HEARING** is necessary to sense instructions, radio messages, emergency tones, alarms and other warning devices sufficient to perform essential job tasks. Hearing must be sufficient to meet Fire District Wellness/Fitness program criteria.

The essential physical abilities described here are representative of those an employee may encounter while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The above statements are intended to describe the general nature and level of work being performed by employees assigned to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified. This job description is not an employment agreement and/or an expressed or implied employment contract. The Governing Board has the exclusive right to alter this job description at any time without notice.

Governing Board Approval

Date

(The signature of the Supervisor confirms the assignment of work to the employee.)

DRAFT

SUCCESSION PLAN

EMPLOYEE NAME: David Jensen

DESIRED POSITION: Fire Chief

SUPERVISOR COMPLETING: Robert Palmer, Fire Chief

Employee has met all job prerequisites as described on the Fire District's job description for the desired position.

Employee has met most of the job prerequisites as described in the Fire District's job description for the desired position, however, should work on the listed objectives to be fully prepared:

- *Objective: Continue establishing and building relationships with partner agencies (City, County, Regional, State, Federal, etc.)*
- *Objective: Establish opportunities in working with the Board (e.g., compile Board packets, involvement in Board meetings, public meetings, etc.).*
- *Objective: Provide additional education on budget, public meetings, and records laws.*
- *Objective: Provide additional information on MAVAA agreements, contracts, business agreements/arrangements, Association memberships, pending projects, etc.*
- *Objective: Provide information on SAIF and OSHA reporting processes.*

Employee is actively working towards meeting the job prerequisites as described in the Fire District's job description for the desired position.

Employee has done little work towards meeting the job prerequisites as described in the Fire District's job description for the desired position.

TRAINING PREREQUISITES

Employee has met all training prerequisites as described in the Fire District's job description for the desired position. ***Training achieved for desired position: Fire Officer IV, EMT Intermediate; ICS 100-800; Fire Inst. III; Hazmat IC; Emergency Vehicle Operations Course; WL Task Force Leader.***

Employee has met most of the training prerequisites as described in the Fire District's job description for the desired position, however, should work on the listed objectives to be fully prepared.

Employee is actively working towards meeting the training prerequisites as described in the Fire District's job description for the desired position.

Employee has done little work towards meeting the training prerequisites as described in the Fire District's job description for the desired position.

FORMAL EDUCATION PREREQUISITES

Employee has met all education prerequisites as described in the Fire District's job description for the desired position. *Reference the information provided below.*

Employee has met most of the education prerequisites as described in the Fire District's job description for the desired position; however, should work on the listed objectives to be fully prepared:

Objective:

Objective:

Objective:

Employee is actively working towards meeting the education prerequisites as described in the Fire District's job description for the desired position.

Employee has done little work towards meeting the education prerequisites as described in the Fire District's job description for the desired position.

EDUCATION	EXPERIENCE	CERTIFICATES
<input type="checkbox"/> Less than 30 units <input type="checkbox"/> 30+ Units <input type="checkbox"/> 45+Units <input type="checkbox"/> 60+ Units <input type="checkbox"/> AA/AS <input type="checkbox"/> BA/BS <input checked="" type="checkbox"/> MA <input type="checkbox"/> Doctorate <input type="checkbox"/> Other	Years in emergency Service: <u> 18 </u> Years in current Position: <u>A/C 3 yrs. 5 mos.; D/C 2 yrs. 2 mos.</u>	<input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Supervisory <input checked="" type="checkbox"/> Management: NFA FO IV <input checked="" type="checkbox"/> Executive: NFA EFO CPSE Chief Fire Officer

SUGGESTED TRAINING AND EDUCATION

The following training and educational courses are suggested to increase your overall job knowledge and to better prepare yourself for the position that you desire:

Topic: Receive additional in-service re: operational aspects of the Stacker Butte and Fire South communications consortiums.

Topic: Recieve additional in-service on bank accounts, LGIP account, fire district investment accounts (e.g., D/C 457(b) plan, PEHP plan, PERS, VEBA, LOSAP plan, CMS/Noridian, PECOS and eCams, etc.).

Topic: Start attending SDAO, OFCA and OFDDA conferences.

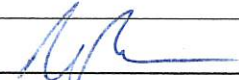
Topic: This individual's plan is to pursue a Doctorate Degree in a related field.

SUPERVISOR COMMENTS AND SUGGESTIONS

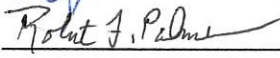
AC Jensen has expressed the desire to move into the fire district's Fire Chief (CEO) position upon Chief Palmer's retirement. He has certainly prepared himself to succeed in the position based on acquired education, certifications, and training and recently received his Chief Fire Officer designation with the commission on Profession credentialing.

This plan will continue to provide additional mentoring opportunities to further prepare AC Jensen to succeed in the position of CEO (Fire Chief) of the Fire District when the opportunity arises.

AC Jensen is ready to step into the desired position when the time comes. The Board must decide if it is their desire to adopt and continue with this succession plan as recommended. If the Board chooses to proceed down this path, a selection process will enable the Board to further assess and confirm their decision. The performance appraisal process will further provide the Board with needed information as to successor performance.

Employee: 

Date: 7-15-24

Supervisor: 

Date: 07/15/2024