

# Clackamas Fire District #1



**BOARD OF DIRECTORS' WORK SESSION  
November 25, 2019**

**(This meeting was recorded.)**

**1. CALL TO ORDER PER ORS 192.610 TO 192.710  
ORS 192.650 – The meeting is being recorded.**

President Trotter called the meeting to order at 6:00 pm.

**Present:** Board of Directors Jay Cross, Jim Syring, Thomas Joseph, Don Trotter and Marilyn Wall; Chief Fred Charlton; Deputy Chief Doug Whiteley; Division Chief Mike Corless; Division Chief Josh Gehrke; Battalion Chief Nick Browne; Battalion Chief Michael Carlsen; Battalion Chief Steve Deters; Battalion Chief Jason Ellison; Battalion Chief Josh Santos; Battalion Chief Burke Slater Captain Mark Corless; Captain Brandon Paxton; Lieutenant Steve Sakaguchi; Apparatus Operator Dave Doornink; Firefighter Mike Wilcott; Firefighter Jacob Carpenter; Volunteer President Ryan Kragero; Volunteer Jerry Kearny; and Executive Assistant Karen Strejc.

**2. Timeline and Discussion Regarding the Fire Chief Selection Process**

Chief Charlton explained that discussion would include the process for selection of a new Fire Chief whose position would begin July 1, 2021. He shared that the selection framework, timeline, leadership competencies, physical requirements, qualifications and testing components would be included in the discussion.

Chief Charlton explained that staff was looking for a discussion as there would be no decisions made tonight.

**Selection Framework**

- Establish timeline
- Establish minimum / special qualifications
- Review job description
- Update Leadership Competencies
- Establish testing process / components
- Establish selection criteria
- Screening process
- Mentor / develop candidates
- Succession planning to backfill vacancies

### **Proposed Timeline**

- February 2020 – Board Work Session
  - Updated job description
  - Updated leadership competencies
  - Application / testing packet
- September 2020 – Application period
- October / November 2020 – Testing components
- December 2020 – Selection
- January 2021 – June 2021 – Transition Period

Director Joseph asked when applications would be accepted externally if there were no applicants internally. Chief Charlton shared that by January or February the Board would need to determine if the selection would be internal, external or an internal / external process. He suggested engaging a consulting firm to determine if there would be internal and external applications.

Director Syring felt that the timeline was good. He asked that if an internal search was done first, but then it was determined there was a need to have an external search, what would the timeline be?

Director Cross shared that qualifications needed to be established first. They needed to see if there was anyone internally who meet the qualifications. If so, would there be enough to have a candidate pool? If not, the search would need to go externally. If an external search was conducted, there may only be one or two candidates nationally who meet the qualifications.

Director Joseph shared that the Board could mentor and help a Chief to grow. He was going with the belief that there would be someone from within that could fill the position.

President Trotter shared that a committee would be selected that would bring options to the next work session in January or February.

### **Establish Minimum / Special Qualifications**

Chief Charlton explained that leadership competencies were compiled in 2009. He suggested that a new competency selection should be redone prior to the next work session. The selection of 12 competencies should be completed by the Board, Volunteers, staff, and career firefighters.

Chief Charlton shared that the Fire Chief must maintain the National Fire Protection Association (NFPA) standards for health and fitness.

Chief Charlton explained that for the last Fire Chief selection process, candidates provided and application and any supporting documents since it was an internal process. He shared the timeline and requirements for that process.

Director Cross shared that he liked to lean towards experience rather than degrees.

Chief Charlton shared three foundational qualifications that were important in his opinion – experience, certification, education. He felt these went hand-in-hand.

### **Qualifications**

Chief Charlton provided a summary of his qualifications. Director Wall suggested having Legal Counsel review the first paragraph in the qualifications and explain it since it was mentioned in ORS 478.260.

Qualifications from other fire agencies in the state were reviewed and compared regarding job descriptions and other requirements.

Director Joseph added fiscal and financial competency to the list of qualifications. Chief Charlton shared that this wasn't a part of the Lominger competencies that were compiled in 2009, but any competencies could be added.

### **Testing Components**

Chief Charlton shared the testing components that would be used in the Fire Chief selection process.

- Application
- Letter of intent / cover letter
- Resume review
- Stakeholder groups
  - Labor
  - Volunteer Association
  - Employee group
  - Community group
- Board Interview

Chief Charlton suggested that once an applicant becomes a candidate, the person would meet with the stakeholders. It would be important for the Board to have the stakeholders' feedback and input to aid them with the Fire Chief interviews. The Chief asked the Board for any additional testing components. None were given.

### **Recruitment**

Chief Charlton explained that the Board would need to determine if the recruitment would be internal or external or internal / external.

Director Joseph asked if the decision was made to do an external recruitment, would sending out information in October be soon enough. Chief Charlton shared that a list could be compiled of those internally who would be interested. The dates might need to be adjusted.

Chief Charlton shared that currently there were 18 chief officers to include battalion chiefs, division chiefs and a deputy chief. However, five out of the 18 were preparing for retirement.

There were a number of chief officers who were interested in being Fire chief and others who were interested in being a chief of some sort to support the Fire Chief.

### **Staff / Board Support**

Chief Charlton explained the staff and Board support for the Fire Chief position.

- Fire Chief's Office
  - Fire Chief
  - Executive Assistant
  - HR Director
  - Public Information Officer
- Board Committee
  - Board Executive Committee
- Special Districts Association of Oregon
- Consulting Firm

### **Transition Period**

Chief Charlton explained that there was much work that needed to be accomplished over the next 19 months as well as various events and projects that would be taking place.

- Professional development for the Leadership Team
- 2021 Legislative Session
- Labor negotiations
- Contract or merger with Estacada Fire District #69
- Succession planning for Finance Director position
- Budget development

Chief Charlton shared that this was only information to help the Board in the Fire Chief selection process.

Director Joseph shared that the District should make use of the historical experience it had. The next Fire Chief needed to have a passion for the Fire District. Chief Charlton shared that this trait could be worked into the assessment tools that a candidate should have.

Director Cross shared that this was a very good baseline and starting point.

President Trotter encouraged the Board to read the Board document prepared in 2011 regarding the position of Fire Chief.

### **3. Public Comment**

Capt. Mark Corless suggested that the Board look at all of the firefighters from the top ranks to entry level and not just chiefs. He shared that there was talent in non-uniform staff and to look through the depth of the agency. He suggested asking for letters of intent from all District employees. Provide the minimum requirements and see who would want to be the Fire Chief.

Chief Charlton shared that the requirements would just need to follow those listed in ORS 478.260.

Chief Charlton asked the Board if they wanted more information. Director Syring shared that he felt that the Board owed it to the Fire District and the chiefs to see who might be eligible. Currently, the Fire District has the most chiefs it has ever had for consideration for the position. He was concerned about the timeline and seeing who were eligible. If it was determined that the search needed to be external, there would need to be a different set of qualifications compiled and this could change the timelines.

President Trotter explained that the Selection Committee would have more information to share at the next board meeting.

Chief Charlton shared that if the search was external, the timeline may need to be changed. Staff would continue the work that needed to go on and there could be two timelines.

The suggestion was made to have a short work session immediately prior to the December 16 board meeting.

Lt. Steve Sakaguchi requested clarification regarding the Selection Committee. President Trotter shared that it was up to the Board president to select the committees and the committees were made up of only two Board members. For the Selection Committee, it would be the Board Executive Committee, which would be Director Cross and himself. Lt. Sakaguchi asked about the stakeholders' process and how the information would be gathered from them. He asked if they should be asked earlier in the process for their information. Chief Charlton shared that the District had liaisons with the stakeholder groups so they would be able to compile the information and send it to the Board. He had spoken with PIO Paxton about working with the outside agencies to get feedback.


President Trotter shared that this was the first step in an important process. People would be kept informed as to what was going on.


#### **4. Miscellaneous**

#### **5. Adjournment**

President Trotter adjourned the work session at 7:06 pm

Karen Strejc  
Executive Assistant

  
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**President Don Trotter**

  
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**Secretary Thomas Joseph**