



**Clackamas Fire District #1**

**Special Board Meeting  
Briefing Packet**

**June 12, 2020**



*To safely protect and preserve life and property*

CLACKAMAS FIRE DISTRICT #1

**Special Board of Directors' Meeting  
Friday, June 12, 2020  
Meeting Location: Remote Video Conferencing  
9:00 am**

**AGENDA**

**REGULAR SESSION**

- I. CALL TO ORDER PER ORS 192.610 TO 192.690  
ORS 192.650 – The meeting is being recorded.**
- II. CHANGES TO AGENDA**
- III. PRESENTATION – CLACKAMAS FIRE DISTRICT #1 FIRE CHIEF JOB  
DESCRIPTION AND SELECTION PROCESS – Chief Charlton**
- IV. PUBLIC COMMENT**
- V. BUSINESS – Action required**
  - B-1 Request Board Approval of the Clackamas Fire District #1 Fire Chief Job  
Description – Chief Charlton**
  - B-2 Request Board Approval of the Clackamas Fire District #1 Announcement  
for the Selection Process for the Position of Fire Chief as of June 30, 2021 –  
Chief Charlton**
- VI. ADJOURNMENT**

**UPCOMING EVENTS:**

June 15 – Regular Board Meeting – 6:00 pm by remote video conferencing  
July 9 – Joint Board Meeting – 6:00 pm by remote video conferencing

# Memo

**TO:** Board of Directors  
**FROM:** Chief Charlton  
**CC:**  
**DATE:** June 12, 2020  
**RE:** Fire Chief Job Description

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Attached is the draft job description for the position of Fire Chief of Clackamas Fire District #1. This job description will replace the current one dated June 2011. The edits made have been reviewed by the Human Resource Department, the Board Executive Committee and the Fire District's legal counsel. There are three areas that had the majority of changes to include Essential Functions / Major Responsibilities, Desired Leadership Competencies and Physical Requirements. The Essential Functions / Major Responsibilities edits reflect the current roles and responsibilities of the Fire Chief as well as areas that the Board of Directors feel are important to focus on. The Desired Leadership Competencies were developed through an internal and external stakeholder process with the addition of Presentation Skills and Written Communications. The Physical Requirements was added to describe the fit-for-duty standards for the position as per our Health and Wellness Department.

# Clackamas Fire District #1

## Job Description

**Title:** Fire Chief  
**Civil Service Status:** No  
**Bargaining Unit:** No

**Division:** Fire Chief's Office  
**Reports to:** Board of Directors  
**Revised:** 6-12-2020

### General Position Summary:

Plans, directs, reviews and administers the activities and operations of the Fire District. Exercises direct and indirect supervision over personnel; directs and manages all fire and emergency medical services including fire suppression and rescue, fire prevention, public education, and other related services. Receives direction from the Board of Directors.

### Essential Functions / Major Responsibilities:

The statements contained herein reflect general details to describe the principal functions of this job, the level of knowledge and skill typically required, and the scope of responsibility, but should not be considered an all-inclusive listing of work requirements. The Fire Chief may perform other duties as assigned, including work in other functional areas to cover absences or relief, to equalize peak work periods or otherwise to balance organizational workload.

- Provides leadership and directs the selection, supervision and evaluation of personnel. Initiates and implements disciplinary actions as necessary; ensure the health, well-being and safety of personnel; resolves grievances, complaints, and other sensitive matters as deemed appropriate.
- Develops plans and techniques to provide adequate fire protection and emergency medical services for all communities within the Fire District.
- Assists with planning for fire protection, emergency medical care and delivery of essential services in the event of natural or human-caused disaster; coordinates with local and state officials, fire departments and other emergency service agencies for the planning for and response to such events.
- Manages and develops the implementation of the Fire District's mission, vision and values statements as well as the Strategic Business Plan goals and objectives; directs, plans and monitors long-range planning and work plans; assigns work through delegation to and empowerment of others; establishes service delivery levels and objectives for the community; establishes staffing levels; and, allocates resources appropriately.
- Utilizes data analytics to support and improve decision-making.
- Reviews and implements policies, procedures, directives and guidelines as needed to ensure the Fire District is meeting its mission.
- Ensures that the Budget Officer prepares the Fire District's annual budget for submission to the Budget Committee and Board of Directors. Identifies funding options and new revenue sources to meet growing demands of the Fire District; directs the forecasting of funds needed for staffing, materials and services, capital replacement plans and reserve funds; authorizes expenditures and monitors expenses to ensure budget compliance and implements adjustments as required
- Attends conferences, schools, classes and various meetings to keep abreast of new techniques, developments, laws to include regulations to properly, effectively and efficiently direct the delivery of Fire District services.
- Addresses agencies, associations, cities, civic and community groups, county, organizations, state officials and strategic partners to promote public understanding of the Fire District and establish positive public relations.

# Clackamas Fire District #1

## **Supervisory Responsibility:**

Serves as the appointing power for the Fire District as specified in the Civil Service rules. The Fire Chief exercises independent judgment in the interest of the Fire District to hire, suspend, recall, assign, transfer, promote, reward, discipline, or discharge all Fire District personnel. Responsible to direct subordinate employees in all aspects of Fire District operations.

## **Interpersonal Contacts:**

Contacts are made both inside and outside the organization. Contacts are made with other public and private agencies. Internally contact is made with both sworn and non-sworn staff made up of exempt and non-exempt personnel. Approximately 60% is face-to-face, with the other 40% being over the telephone, teleconference or via email.

## **Desired Leadership Competencies:**

- **Approachability:** Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.
- **Building Effective Teams:** Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
- **Command skills:** Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.
- **Composure:** Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during rough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.
- **Conflict Management:** Steps up; to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
- **Decision quality:** Makes good decision (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his / her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- **Ethics and values:** Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he / she preaches.
- **Integrity and trust:** Is widely trusted; is seen as a direct truthful individual, can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him / herself for personal gain.
- **Listening:** Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he / she disagrees.
- **Managing Vision and Purpose:** Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to

# Clackamas Fire District #1

rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

- Political Savvy: Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organization; life and works to adjust to that reality; is a maze-bright person.
- Presentation Skills: Is effective in a variety of formal presentation settings; one-on one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization; on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
- Timely Decision Making: Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.
- Written Communications: Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.

## Specific Job Skills:

- Effective communication in written, verbal and presentation form
- Effective public engagement, public relations and public speaking
- Stress management
- Time management
- Data driven decision-making
- Financial management, budget development and long-range financial planning
- Dealing effectively with people in difficult situations
- Developing, motivating and mentoring employees and volunteers
- Creating an environment in which everyone can realize their potential while being included and valued
- Empowering employees to perform their job responsibilities
- Ensuring a high level of morale for all employees
- Leading by example
- Teaching through actions
- Tactfully responding to requests and inquiries from the general public
- Establishing and maintaining effective working relationships with strategic partners

## Preferred Education and/or Experience for Job:

- Experience as a Chief Officer with Clackamas Fire District #1
- Bachelor's Degree
- Master's Degree
- Center for Public Safety Excellence Chief Fire Officer Designation

## Job Conditions:

Working conditions include working alone or in teams with frequent interruptions. Most work is done on a computer in an office setting or meeting setting.

# Clackamas Fire District #1

## Physical Requirements:

Medical and Physical Fitness Evaluations

Annual pre-physical

Annual NFPA 1582 Physical

- Face to face: over 40, every year; over 30, every other year; under 29, every three years
- Interim Review of pre-physical testing to get medical and respirator clearance if not due for a face to face physical
- Treadmill Stress Test: Baseline; Age 40, 45, 50, 55, etc. or doctor's discretion
- Chest X-ray: Baseline; every 10 years; upon exposure
- Annual Fitness Testing (in order to test, must have NFPA medical clearance within past 12 months)

## Potential Hazards:

The following identifies the physical demands and potential hazards typically encountered in this position. The information is a necessary part to ensure compliance with the Americans with Disability Act (ADA).

Descriptions:

**Not applicable:**

Not required of the position.

**Non-Essential:**

Requirement is present but is not essential to the position.

**Occasional:**

Occasional (up to 33% of working time) yet essential to the position.

**Frequent:**

Between 34% and 66% of working time.

**Continuous:**

Between 67% and 100% of working time.

|                       |
|-----------------------|
| <b>FIRE<br/>CHIEF</b> |
|-----------------------|

| ACTIVITY                                  | NOT APPLICABLE | NOT ESSENTIAL | OCCASIONAL | FREQUENT | CONTINUOUS |
|---|----------------|---------------|------------|----------|------------|
| Sitting                                   |                |               |            | X        |            |
| Walking                                   |                |               |            | X        |            |
| Standing                                  |                |               | X          |          |            |
| Running                                   |                | X             |            |          |            |
| Bending or Twisting                       |                |               | X          |          |            |
| Squatting or Kneeling                     |                |               | X          |          |            |
| Reaching Above Shoulder Level             |                | X             |            |          |            |
| Climbing (i.e., ladders)                  |                | X             |            |          |            |
| Driving cars, light duty trucks           |                |               | X          |          |            |
| Driving heavy duty vehicles               |                | X             |            |          |            |
| Using foot controls                       |                | X             |            |          |            |
| Repetitive motion of hands and/or fingers |                |               | X          |          |            |
| Grasping with hand(s), gripping           |                |               | X          |          |            |
| Lifting/carrying 10-15 pounds             |                |               | X          |          |            |
| Lifting/carrying 26-50 pounds             |                |               | X          |          |            |
| Carrying more than 50                     |                | X             |            |          |            |

## Clackamas Fire District #1

|  |  |          |          |          |          |
|--|--|----------|----------|----------|----------|
| Pushing/pulling                          |  | <b>X</b> |          |          |          |
| Work in or exposure to inclement weather |  |          | <b>X</b> |          |          |
| Work in or exposure to cold weather      |  |          | <b>X</b> |          |          |
| Exposure to dust, chemicals and/or fumes |  | <b>X</b> |          |          |          |
| Use of hazardous equipment               |  | <b>X</b> |          |          |          |
| Work at heights (reservoirs, etc.)       |  | <b>X</b> |          |          |          |
| Exposure to electrical current           |  | <b>X</b> |          |          |          |
| Seeing objects at a distance             |  |          | <b>X</b> |          |          |
| Seeing objects peripherally              |  |          |          | <b>X</b> |          |
| Seeing close work (i.e., typed material) |  |          |          | <b>X</b> |          |
| Distinguishing colors                    |  |          |          | <b>X</b> |          |
| Hearing conversations and/or sounds      |  |          |          |          | <b>X</b> |
| Hearing via radio or telephone           |  |          |          | <b>X</b> |          |
| Communicating through speech             |  |          |          |          | <b>X</b> |
| Communicating by writing and reading     |  |          |          |          | <b>X</b> |
| Distinguishing odors by smell            |  | <b>X</b> |          |          |          |
| Exposure to aggressive/angry people      |  |          |          | <b>X</b> |          |
| Respiratory protection needs             |  | <b>X</b> |          |          |          |
| Exposure to work in confined spaces      |  | <b>X</b> |          |          |          |
| Other (specify)                          |  |          |          |          |          |



# CLACKAMAS COUNTY FIRE DISTRICT NO. 1

## Job Description

### FIRE CHIEF

|                               |   |
|-------------------------------|---|
| <b>DEPARTMENT:</b>            | <b>Administration</b>                                 |
| <b>REPORTS TO:</b>            | <b>Board of Directors</b>                             |
| <b>SUPERVISION EXERCISED:</b> | <b>Directly Supervises District Division Managers</b> |
| <b>CIVIL SERVICE STATUS:</b>  | <b>No</b>   |
| <b>BARGAINING UNIT:</b>       | <b>No</b>   |
| <b>REVISED:</b>               | <b>June 15, 2011</b>                                  |

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#### **General Statement of Duties**

Responsible to administer the efficient and effective management of the fire district organization to prevent, protect, and preserve life and property from sudden illness, or disaster in the community; further, to enhance the quality of life and to minimize suffering wherever possible.

#### **Supervision Received**

Receives general policy direction from the Board of Directors, as set forth in the currently adopted fire district service level policy statement and rules, procedures, and resolutions. Independently applies administrative techniques, procedures and policies to comply with general administrative directions, and assures compliance with ORS 478.260.

#### **Supervision Exercised**

Serves as the appointing power for the fire district as specified in the Civil Service regulations. The fire chief exercises independent judgment, and in the interest of the fire district to hire, suspend, recall, assign, transfer, promote, reward, discipline, or discharge all district personnel. Responsible to direct subordinate employees in all aspects of district operations, and to initiate and/or adjust grievances concerning district personnel.

#### **Primary Duties:**

The statements contained herein reflect general details to describe the principal functions of this job, the level of knowledge & skill typically required, and the scope of responsibility, but should not be considered an all-inclusive listing of work requirements. The fire chief may perform other duties as assigned, including work in other functional areas to cover absences or relief, to equalize peak work periods or otherwise to balance the workload.

- Directs and delegates direction of administrative, fire prevention, maintenance, communications, EMS, fire suppression, and training activities of the fire district.
- Analyzes district fire problems; develops plans and techniques to provide adequate fire protection and life saving EMS capabilities for fire district residents; applies grading schedule requirements and CFAI processes to improve fire protection.
- Assists with area planning for fire protection in event of major disaster; coordinates with area fire departments and other emergency service agencies.
- Makes recommendations for: effective fire prevention practices, development of adequate water supply, adequate communication and fire alarm systems, and record and reporting systems.
- Develops plans for the maintenance and replacement of fire district facilities and equipment; prepares specifications for purchasing of new apparatus and equipment.

## **Primary Duties (Cont)**

- Develops departmental, operational, and personnel policies and provides for execution of same.
- Ensures that the budget/fiscal officer prepares the fire district budget for submission to the Board of Directors and properly administers same; prepares a variety of special monthly, and annual reports covering district operation.
- Attends administrative and management level conferences, schools, classes and various meetings to keep abreast of new techniques, developments, laws, regulations to properly, effectively and efficiently direct overall district operations.
- Acts as a community liaison between city, county, state officials, agencies and organizations

## **Requirements and Qualifications:**

### **Skills, Abilities, Attributes**

#### **Skills**

The fire chief should demonstrate the following skills:

- Effective verbal and listening communications
- Effective public relations and public speaking
- Stress management
- Time management
- Decision making

#### **Abilities**

The fire chief should demonstrate the ability to:

- Deal effectively with people in difficult situations
- Coach and mentor employees by providing motivational opportunities for growth
- Create an environment in which everyone can realize their potential while being included and valued
- Empower employees to perform their job responsibilities
- Ensure a high level of morale for all employees
- Lead by example
- Teach through actions
- Tactfully respond to requests and inquires from the general public
- Establish and maintain effective working relationships with governmental officials, employees and public

#### **Attributes**

The fire chief should demonstrate the following personal attributes:

- Honesty
- Trust
- Integrity
- Loyalty
- Sound work ethics
- Flexibility
- Consistency
- Be respectful

**Physical Requirements and Potential Hazards:**

The following identifies the physical demands and potential hazards typically encountered in this position. The information is a necessary part to ensure compliance with the Americans with Disability Act (ADA).

Descriptions:

- Not applicable:** Not required of the position.
- Non Essential:** Requirement is present but is not essential to the position.
- Occasional:** Occasional (up to 33% of working time) yet essential to the position.
- Frequent:** Between 34% and 66% of working time.
- Continuous:** Between 67% and 100% of working time.

**FIRE  
CHIEF**

| ACTIVITY                                  | NOT APPLICABLE | NOT ESSENTIAL | OCCASIONAL | FREQUENT | CONTINUOUS |
|---|----------------|---------------|------------|----------|------------|
| Sitting                                   |                |               |            | X        |            |
| Walking                                   |                |               |            | X        |            |
| Standing                                  |                |               | X          |          |            |
| Running                                   |                | X             |            |          |            |
| Bending or Twisting                       |                |               | X          |          |            |
| Squatting or Kneeling                     |                |               | X          |          |            |
| Reaching Above Shoulder Level             |                | X             |            |          |            |
| Climbing (i.e., ladders)                  |                | X             |            |          |            |
| Driving cars, light duty trucks           |                |               | X          |          |            |
| Driving heavy duty vehicles               |                | X             |            |          |            |
| Using foot controls                       |                | X             |            |          |            |
| Repetitive motion of hands and/or fingers |                |               | X          |          |            |
| Grasping with hand(s), gripping           |                |               | X          |          |            |
| Lifting/carrying 10-15 pounds             |                |               | X          |          |            |
| Lifting/carrying 26-50 pounds             |                |               | X          |          |            |
| Carrying more than 50 pounds              |                | X             |            |          |            |
| Pushing/pulling                           |                | X             |            |          |            |
| Work in or exposure to inclement weather  |                |               | X          |          |            |
| Work in or exposure to cold weather       |                |               | X          |          |            |
| Exposure to dust, chemicals and/or fumes  |                | X             |            |          |            |
| Use of hazardous equipment                |                | X             |            |          |            |
| Work at heights (reservoirs, etc.)        |                | X             |            |          |            |
| Exposure to electrical current            |                | X             |            |          |            |
| Seeing objects at a distance              |                |               | X          |          |            |
| Seeing objects peripherally               |                |               |            | X        |            |
| Seeing close work (i.e., typed material)  |                |               |            | X        |            |
| Distinguishing colors                     |                |               |            | X        |            |
| Hearing conversations and/or sounds       |                | X             |            |          |            |
| Hearing via radio or telephone            |                |               |            | X        |            |
| Communicating through speech              |                |               |            |          | X          |
| Communicating by writing and reading      |                |               |            |          | X          |
| Distinguishing odors by smell             |                | X             |            |          |            |
| Exposure to aggressive/angry people       |                |               |            | X        |            |
| Respiratory protection needs              |                | X             |            |          |            |
| Exposure to work in confined spaces       |                | X             |            |          |            |
| Other (specify)                           |                |               |            |          |            |

# Memo

**TO:** Board of Directors  
**FROM:** Chief Charlton  
**CC:**  
**DATE:** June 12, 2020  
**RE:** Fire Chief Selection Process

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The attached Fire Chief Selection Process has been developed to help guide the Board of Directors' actions when selecting a new Fire Chief. This document has been developed with input from staff, the Board Executive Committee, legal counsel and the Special District's Association of Oregon. In reviewing the Fire Chief Selection Process from 2011, the following changes have been made:

It is proposed that the selection and transition for the position of Fire Chief include six phases. Each phase of the process will have associated date ranges and will be further described during the Special Board meeting on June 12, 2020.

Phase 1 – Announcement / Application period  
Phase 2 – Board Review of Applications  
Phase 3 – Stakeholder Presentation  
Phase 4 – Board Interview  
Phase 5 – Conditional Job Offer  
Phase 6 – Transition Period

The compensation for the position of Fire Chief is set at 5% above the fiscal year 20/21 budgeted amount for Deputy Chief as a minimum and 5% above the fiscal year 20/21 budget amount for Fire Chief as the maximum. The proposed range is \$193,503 to \$210,918.

Under Preferred Qualifications, there are 14 desired leadership competencies listed as noted in the job description.

**Board of Directors  
of  
Clackamas Fire District #1**

In accordance with the Board Policy Manual Article 11 and ORS 478.260, the Board of Directors (Board) of Clackamas Fire District #1 announces an upcoming vacancy for the position of Fire Chief as of June 30, 2021. The Board intends to fill the position with internal candidates provided the Board is satisfied with the applicants. The Board reserves the right to reject any or all applicants.

The selection and transition process will include six phases:

- Phase 1 – Announcement / Application period – September 7, 2020 to September 28, 2020
- Phase 2 – Board review of applications – October 1, 2020 to October 15, 2020
- Phase 3 – Stakeholder Presentation – October 19, 2020 to November 13, 2020
- Phase 4 – Board Interview – November 23, 2020 to December 18, 2020
- Phase 5 – Conditional Job offer – January 1, 2021 to February 28, 2021
- Phase 6 – Transition period – March 1, 2021 to June 30, 2021

Compensation for this position will range from \$193,503 to \$210,918, depending on experience

**MINIMUM QUALIFICATIONS:**

Current Clackamas Fire District #1 employees in the positions of Battalion Chief, Division Chief and Deputy Chief are eligible for consideration.

**PREFERRED QUALIFICATIONS:**

Experience as a Chief Officer with Clackamas Fire District #1

Bachelor's Degree

Master's Degree

Center for Public Safety Excellence Chief Fire Officer Designation

Demonstrated proficiency in each of the competencies described below:

*Approachability*

*Building Effective Teams*

*Command Skills*

*Composure*

*Conflict Management*

*Decision Quality*

*Ethics and Values*

*Integrity and Trust*

*Listening*

*Managing Vision and Purpose*

*Political Savvy*

*Presentation Skills*

*Timely Decision Making*

*Written Communication*

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Board of Directors President