



Clackamas Fire District #1

Work Session Briefing Packet

July 18, 2011

The numbers in red indicate where to find the agenda item in the packet located on the D1net or website.

**AGENDA
BOARD OF DIRECTORS' WORK SESSION
CLACKAMAS FIRE DISTRICT #1**

**Mt. Scott Fire Station
Monday, July 18, 2011**

Dinner – 4:45 p.m.

Work Session – 5:00 p.m.

1. **CALL TO ORDER PER ORS 192.610 TO 192.710**
ORS 192.650 – The meeting is being recorded.
ORS 197.710 – Smoking is banned during the meeting.
2. **Public Comment** (*The Chairperson will call for statements from citizens regarding District business, not to exceed three minutes per person.*)
3. **Discussion of District Goals as Outlined in the Current Strategic Business Plan – (pg. 3)**
 - Include other critical issues and priorities for the coming year
4. **Review Board of Directors' Policies – (pg. 4)**
 - Discussion in particular of Board committee configuration and responsibilities
5. **Discussion of Announcement and Qualifications of the Fire Chief's Position – (pg. 38)**
6. **Miscellaneous**
7. **Adjournment**

Clackamas Fire District #1



Strategic Business Plan Goals and Objectives

The Fire District has established 14 goals, each of which is based on the input provided by the board of directors, the community, and the staff. The board reviewed and endorsed these goals in 2009, and authorized the management team to create objectives for each goal. These goals articulate the Fire District's direction for the next five years and beyond. The District's 14 goals are:

1. Suppress hostile fires.
2. Reduce the number and consequence of fires.
3. Save lives and improve medical outcomes.
4. Assemble and retain a highly-trained, motivated, healthy, and dedicated workforce.
5. Develop leaders and promote leadership.
6. Prepare ourselves and the community for disasters
7. Save lives and improve outcomes in rescue situations
8. Manage resources responsibly
9. Ensure accountability at all levels
10. Communicate effectively
11. Enhance relationships with neighboring jurisdictions, businesses, and agencies
12. Anticipate and adapt to changes in the community
13. Persuade governments to support the District's mission
14. Provide exceptional customer service.



Clackamas Fire District #1

Board of Directors' Policy Manual

Revised 7/2011

TABLE OF CONTENTS

SECTION 1 – POLICY STATEMENTS

PREAMBLE.....	i
ARTICLE 1: POLICY ADOPTING GOVERNMENT BY POLICY	1-1
ARTICLE 2: FIRE DISTRICT BOARD POLICIES	1-2
ARTICLE 3: POLICY ADOPTION, CHANGES, DELETIONS, ADDITIONS, REPEAL AND REVIEW	1-3
ARTICLE 4: FIRE DISTRICT BOARD OF DIRECTORS	1-4
4.3 <u>Policy Designating District Board as Contract Review Board.</u>	1-4
4.4 <u>Collective Bargaining Agreement</u>	1-4
ARTICLE 5: MEMBERSHIP OF THE FIRE DISTRICT BOARD OF DIRECTORS	1-7
5.4 <u>Board Member Certification</u>	1-7
5.8 <u>Directors’ Compensation and Reimbursement</u>	1-9
5.9 <u>Vacancies on the Board</u>	1-11
ARTICLE 6: OFFICERS OF THE FIRE DISTRICT BOARD	1-13
ARTICLE 7: POWERS AND DUTIES OF THE FIRE DISTRICT BOARD OF DIRECTORS.....	1-14
ARTICLE 8: FIRE BOARD ADVISORY COMMITTEES.....	1-17
ARTICLE 9: METHODS OF OPERATION OF FIRE DISTRICT BOARD MEETINGS.....	1-20
ARTICLE 10: MEETING MINUTES, PUBLIC RECORDS	1-25
ARTICLE 11: DELEGATION OF BOARD AUTHORITY	1-26
ARTICLE 12: FIRE DISTRICT LEGAL COUNSEL.....	1-27
ARTICLE 13: FIRE DISTRICT POLICY ON TAX INCREMENT FINANCING (URBAN RENEWAL) DISTRICTS.....	1-28
ARTICLE 14: DISTRICT POLICY ON ENTERPRISE ZONES – TAX ABATEMENT.....	1-30

SECTION 2 – SPECIAL PURPOSE POLICY STATEMENTS

ACCOUNTING POLICIES AND PROCEDURES MANUAL	
CASH MANAGEMENT POLICY	
DEBT MANAGEMENT POLICY.....	
PURCHASING POLICY.....	

**CLACKAMAS COUNTY FIRE DISTRICT #1
POLICY STATEMENTS**

ARTICLE 1: POLICY ADOPTING GOVERNMENT BY POLICY

The policy of the Board of Directors (the Board) of Clackamas County Fire District #1 (the District) recognizes that one of its major functions is to serve as the policy-making body of the District, and to govern the activities and shape the future of the District. At the same time, the Board reserves for the Fire Chief and the professional staff the responsibility of the day-to-day administration of the District in a manner consistent with the policies and rules of the Board.

It is therefore the intent of the Board to set forth a series of policies and Board rules to govern the conduct and deliberations of the business conducted by the Board and to serve as a guide for the professional staff in carrying out the daily functions of the District.

ARTICLE 2: BOARD POLICIES

It is the intent of the Board to be governed by a set of policies. The policies and rules shall be adopted by the Board and made available as public documents.

The policies and rules of the Board shall be drafted, adopted and amended with full consideration for the Board's desire to provide fire and life safety protection of the best obtainable quality for the residents of the District within the limitations of the District's ability to support it.

The Board of Directors, as the governing body representing the people of the District, determines all questions of policy to be employed in the operation of the District.

In the event that a Board policy is found to be in conflict with state or federal law or the rules of a higher authority, that portion of such policy is automatically null and void without Board action and shall be deleted from the accumulated body of policies and rules.

If disagreement over the application, extent, or interpretation of a policy arises, the resolution of the conflict will be based on the majority opinion of the Board. If such an interpretation is deemed to have future significance, an amendment to the applicable policy, as a Board rule, shall clearly specify the intent of the Board in interpreting the policy.

Board rules may also be based on pertinent statutes. In this context they are designed to explain, detail, or otherwise organize the application of a policy consistent with the statutes. Board rules may also be applied to remind the Board, staff, and public of the existence of applicable statutes.

Proposals regarding the adoption of District policy or changes, deletions, additions, or repeal may originate from any interested person.

**ARTICLE 3: POLICY ADOPTION, CHANGES, DELETIONS, ADDITIONS,
REPEAL AND REVIEW**

In its deliberations leading to the establishment or amendment of Board policy or rules, the Board's central concern will be for increased efficiency and effectiveness in carrying out its legally mandated tasks and general policies in the interest of the public good.

The Board recognizes that all Board policies shall remain flexible and be subject to review and change. Such review shall take place at least biannually at a regularly scheduled Board meeting on a date or dates selected by the Board, and shall appear as an agenda item. The next policy review shall take place on or before February 2009.

In order to provide consistency, stability and integrity to Board policies, changes in policies, except in the case of emergency, shall be executed in a precise manner without undue haste.

Adoption, changes, additions to and deletions from or repeal of the established policies shall be accomplished by a majority vote of the Board. A two-step action, with steps separated by no less than 28 days, is required. Introduction, discussion and deliberation shall constitute the first step. A ratification vote shall be required at a second meeting. In the event that an emergency is deemed to exist, and said emergency is recorded in the official minutes and agreed to by a majority of the Board members, a policy can be changed, suspended, added to, or deleted from in the course of a single meeting.

An emergency shall be defined as an unforeseen circumstance requiring immediate action so as to prevent diminishment of the welfare of the District.

The assembled policies of the Board, known collectively as the BOARD POLICY MANUAL, shall be the reference instrument for conducting the business of the Board.

ARTICLE 4: THE BOARD

The District is defined in accordance with the provisions of Oregon Revised Statutes. The District includes territories lying in Clackamas and Multnomah Counties (see attached map). The Board, by policy, shall carry out its responsibilities and the will of the people of the District, in keeping with state and federal constitutions, statutes, rules, interpretations of the courts, and all the powers and responsibilities they provide.

4.1

Policies are adopted by the Board to govern the operations and the affairs of the District. The policies are designed to help the Board carry out, effectively and efficiently, the responsibilities and duties delegated to it by law and the will of the people.

4.2

The Board reserves to itself all authority and responsibility delegated to it, unless otherwise assigned to the Fire Chief or others by statute, ordinance, regulation, or local action.

4.3

Policy designating District Board as Contract Review Board. It shall be the policy of the Board, upon adoption of the appropriate resolution, to serve as the Fire District Local Contract Review Board pursuant to ORS 279.055 (see resolution 90-06 dated 12/10/90).

4.4

Collective Bargaining Agreement. It is the policy of the Board to engage in discussions for the purpose of reaching agreements with recognized employee groups, as required in the Oregon Collective Bargaining Law, ORS 243.650 through 243.782. The Board reserves to itself or its designee the responsibility of negotiating with employee groups.

CLACKAMAS COUNTY FIRE DISTRICT
RESOLUTION 90-06
LOCAL CONTRACT REVIEW BOARD
and
PUBLIC CONTRACTING RULES

Whereas, ORS Chapter 279 authorizes any public agency having a governing body to designate its governing board as the local contract review board;

Whereas, Public contracting agencies are required to adopt and observe public contracting rules; therefore be it

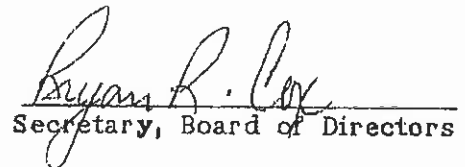
Resolved, That the Board of Directors of Clackamas County Fire District is hereby designated as the Local Contract Review Board;

Resolved, That by copy of this resolution, such intent be filed with the Clackamas County Commission; and be it further

Resolved, That the Board of Directors of Clackamas County Fire District hereby adopt OAR Chapter 137, Divisions 30 and 40, and OAR Chapter 125, Divisions 300 through 360 as rules for the Local Contract Review Board.

Adopted this date, December 10, 1990.


Chairman, Board of Directors


Secretary, Board of Directors

ARTICLE 5: MEMBERSHIP OF THE BOARD

The Board shall consist of five members (each a Board member or Director) serving four-year, staggered terms. A resident or property owner of the District shall be eligible to serve as a Board member in accordance with ORS 478.050 and District Ordinance C90-03 (adopted January 21, 1991).

5.1

Each Board member shall be identified by a position number. All members of the Board shall serve at large, representing the District as a whole.

5.2

Board position numbers are assigned as follows and will be transferred to the successors of the named Board member at the termination of their service in the position.

<u>Position</u>	<u>Board Member</u>	<u>Term Expires</u>
1	Thomas Joseph	6/30/15
2	Don Trotter	6/30/13
3	Marilyn Wall	6/30/15
4	Toby Forsberg	6/30/13
5	David McTeague	6/30/15

5.3

The election of the Board members shall be conducted as provided by ORS Chapter 255.

5.4

Board Member Certification - No person elected or appointed to the Board shall be sworn in unless they are determined by the Board to meet the qualifications as set forth in ORS. If a question exists as to the eligibility of any candidate, the Board will resolve the issue prior to appointment.

5.5

New Board members shall take an oath of office prior to assuming the duties of the position. Unless filling a vacancy on the Board, terms of office shall start officially on July 1st. (ORS 255.335)

5.6

District Board Policy dictates that the Board Chairperson and the Fire Chief be responsible for the appropriate orientation of new Board members.

CLACKAMAS COUNTY FIRE DISTRICT
ORDINANCE C90-03
Prohibiting Fire Fighters of the District,
Volunteer or Otherwise, and Other
District Employees From Serving as
Directors.

Whereas, The Clackamas County Fire District is a duly organized fire protection district, established in accordance with Oregon Revised Statues;

Whereas, ORS 478.050 authorizes the Board of Directors to prohibit, by ordinance, fire fighters, volunteer or otherwise, and other district employees from serving as directors of said district;

Whereas, It has been determined to be in the best interest of Clackamas County Fire District to prohibit the above mentioned fire fighters and employees from serving as directors of the Fire District;

NOW, THEREFORE, THE BOARD OF DIRECTORS OF CLACKAMAS COUNTY FIRE DISTRICT ORDAIN AS FOLLOWS:

That a district director of Clackamas County Fire District shall be an elector, or an owner, within the said district and shall not be a fire fighter of the district, volunteer or otherwise, nor any other district employee; and further


That the requirements of this ordinance do not apply to any regular district election which occurs less than one year after adoption of this ordinance.

READ by title this 10th day of December, 1990.

READ a second time by title and ADOPTED this 21st day of January, 1991.


Chairman, Board of Directors


Secretary, Board of Directors


DALYN MARIE BUTTERFIELD
NOTARY PUBLIC OREGON
My Commission Expires 2/20/94

5.7

The Fire Chief, in cooperation with a Board member, shall schedule a work session for new Board members to acquaint them with the facilities, equipment, and personnel and to provide copies of an overview of:

1. Fire Board Policies
2. Board Member Guide (OFDDA)
3. Standard Operating Procedures and Statements of Policy
4. District territory and boundaries
5. District and Civil Service Rules & Regulations
6. Labor and other major contracts

5.8

Directors' Compensation and Reimbursement - The Board shall reimburse Board members (in accordance with ORS 198.190 and Resolution C90-18) at the rate of \$50.00 per day for all regularly scheduled Board Meetings; Special Meetings; regional, state and national committees as a result of being on the Board; sanctioned Board Committee Meetings and Conferences when approved by the Board and when in response to subpoenas or legal actions.

The Board shall reimburse Board members for reasonable expenses actually incurred while on District business, in accordance with ORS 198.190. These reimbursements shall be for expenses incurred while attending Board Meetings, Special Meetings, sanctioned Board Committee Meetings and Conferences. Such reimbursement shall extend only to the bona fide expenses of Board members, and shall not include recompense for a spouse's or companion's costs. Each Board member shall present a statement, supported by appropriate documentation. Examples of reimbursable expenses include:

- Meetings for sanctioned Board Committees
- Travel to meetings and community events (i.e. Chamber luncheons)
- Parking
- Meals or per diem during the course of a meeting or conference

Expenses falling outside of the above categories would need to be approved by the Board at the next regularly scheduled Board meeting.

Expenses incurred for lodging shall be covered at the actual cost of lodging for single occupancy only. Reimbursement for dual occupancy is acceptable when Board members share a room.

Travel shall be reimbursed at an amount equal to the rate per mile established by the Internal

CLACKAMAS COUNTY FIRE DISTRICT
RESOLUTION C90-18
ESTABLISHING BOARD MEMBER
COMPENSATION & PER DIEM

Whereas, ORS 198.190 provides that members of governing bodies may receive up to \$50 per day, or portion thereof, as compensation for services performed as a member of the governing body;

Whereas, Such compensation is not considered lucrative under the law;

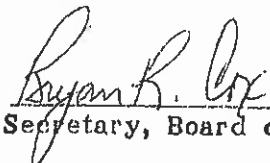
Whereas, The law also provides that the governing body may also provide reimbursement of a member for actual and reasonable traveling and other expenses necessarily incurred in performing official duties; therefore be it

Resolved, That the Board of Directors of Clackamas County Fire District hereby provides compensation for attendance at Board Meetings and committee meetings, and reimbursement for traveling and other expenses (per diem) in conformance with ORS 198.190; and be it further

Resolved, That the amounts of such compensation, per diem rates, and conditions shall be maintained as a statement of Board Policy.

Adopted this date, December 10, 1990.


Chairman, Board of Directors


Secretary, Board of Directors

Revenue Service when private autos are used, or the actual cost where commercial transportation is provided.

Meals shall be reimbursed at the actual cost so long as these are reasonable and prudent. It shall be the responsibility of each Board member to prepare and present an account of expenses verified by receipts prior to reimbursement. Such reimbursement requests are to be considered public and shall be attached to the monthly register of bills to be paid.

It shall be the policy of the Board to keep all such financial transactions strictly public in an effort to preserve the public trust. The Board's quarterly per diem report will be included in the District's financial report each quarter.

5.9

Vacancies on the Board - It shall be the policy of the Board to declare a position on the Board vacant if: the incumbent dies, resigns, or is removed from office or no longer meets the qualification requirements of ORS 478.050.

In the event any of the above occurs, the Board will, at its next regularly scheduled meeting, deliberate the circumstances, may declare the position to be vacant by a majority vote of the Board, and then notify the Clackamas County Clerk of its decision.

5.10

Filling vacancies in the office of Director shall be in accordance with ORS 198.320(1), (2); ORS 255.245; and ORS 255.335.

1. If the vacancy on the Board occurs less than 20 days before the May election, the person appointed shall serve until June 30th of the following year; (ORS 255.245).
2. If the vacancy occurs more than 20 days before the May election, the vacancy must be filled at the coming election date; the position shall be included in the notice of director election as an unexpired term; (Article V, Section 16, Oregon Constitution and ORS 255.245)
3. If the vacancy occurs between 20 and 55 days before the election, the Board Chairperson or Vice- Chairperson or Secretary/Treasurer shall immediately notify the Secretary of State and ask that a nominating schedule be produced so that a candidate's name may be printed on the regular election ballot .
4. The person appointed shall serve until June 30th following the next regular election to the Board. On the first regular election date after being appointed to the Board, a successor shall be elected to serve from July 1st through the remainder of the unexpired term. (ORS 255.335).

5.11

When a District election is to be held for the purpose of electing members to the Board, the election officer shall cause to be published in accordance with ORS 255.075 the following information:

1. the date of the election;
2. the Board positions to be voted upon;
3. the latest date candidates may file for office.

The Clackamas County Clerk, serving as elections officer, has total responsibility for the conduct and administration of District elections.

ARTICLE 6: OFFICERS OF THE BOARD

It shall be a policy of the Board to elect officers of the Board during the month of September.

6.1

The Board shall seat a Chairperson, a Vice-Chairperson, and a secretary/treasurer at its September meeting or at such times as the existing officer may resign from their office or vacate membership on the Board. All officers shall be elected annually, with no officer serving more than two consecutive terms in any one office. Officers elected to fill an unexpired term shall serve until the end of their predecessor's term. The Chairperson and Vice-Chairperson shall fulfill the duties of the President and Vice-President of the District under ORS 478.250.

6.2

The Chairperson of the Board shall preside at all meetings of the Board and shall have the right to offer motions and amendments and to vote on motions put before the Board for action. The Chairperson shall sign on behalf of the Board such documents as may require an official signature.

6.3

The Vice-Chairperson shall perform all the duties of the Chairperson when acting in that capacity.

6.4

The Secretary/Treasurer of the Board or the Secretary/Treasurer's designee shall be responsible for keeping in the Board minutes an accurate record of all Board business as prescribed in ORS 192.620, and 192.650. The Oregon Public Meeting Law.

6.5

The Secretary/Treasurer shall countersign such official documents requiring two Board members' signatures.

ARTICLE 7: POWERS AND DUTIES OF THE BOARD

It is the policy of the Board to exercise those powers granted to it by ORS 478 and to carry out those duties assigned to it as may best meet the fire and life-safety needs of the District.

7.1

Important activities of the Fire Board are the formulation of policies and rules regarding District programs and services. In carrying out its legislative and policy-making responsibility, the Board shall delegate the administrative and executive functions to the Fire Chief.

7.2

The basic manner in which members fulfill their office must be at a regular, special, committee, or workshop meeting, and may be a matter of public record. The method of participation is discussion, deliberation, debate and voting. All members including the Chairperson are expected to participate fully in deliberation and voting.

7.3

It is understood that Board members will not always agree. It is the policy of the Board that members respect the authority of the majority. If a member cannot support a decision made by the majority, that member's actions should remain neutral and not work against the decision of the majority.

7.4

Board members, individually and collectively, act as representatives of the citizens of the District in maintaining and promoting fire and life-safety needs of the District.

7.5

Board members' decisions and actions shall best serve the needs of District citizens in light of available resources and information available to the Board at the time such decisions or actions are made .

7.6

The Board encourages members to participate in organizations such as the Oregon Fire District Directors Association, and others with similar benefit to the District. Membership fees shall be borne by the District and reasonable expenses incurred in attending meetings, seminars, and training sessions shall be borne by the District.

7.7

The Board members shall observe the following code of conduct, designed to guide their actions in carrying out their responsibilities. A Board member should strive to:

1. understand that his/her basic function is "policy" and not "administration";
2. refuse to make commitments on any matter which should come before the Board as a whole;
3. refuse to participate in secret meetings or other irregular meetings which are not official and which all members do not have the opportunity to attend;
4. recognize that he/she has no legal status to act for the Board outside of official meetings;
5. respect the rights of District patrons to be heard at official meetings within established parameters and guidelines for public testimony;
6. make decisions only after available facts bearing on a question have been presented and discussed;
7. accept the principle of "majority rule" in Board decisions;
8. recognize that the Fire Chief should have full administrative authority for properly discharging duties within the limits of established Board policies;
9. recognize that the Fire Chief or designee is the technical advisor to the Board;
10. present personal criticisms, complaints or problems regarding District operation directly to the Fire Chief and discuss them at a regular meeting only after failure of an administrative solution;
11. declare conflicts of interest into the public record;
12. conduct all District business in an ethical manner;
13. refuse to use his/her position on the Board in any way, whatsoever, for personal gain;
14. give staff and contemporaries the respect and consideration due skilled professional personnel.

7.8

The Board makes yearly appointments, approvals and reviews. The following guide shall be used to help maintain an efficient flow of District programs and services.

January

February

- Election information – submit information for re-election to Board of Directors to the Clackamas County Election Division for May election (odd numbered years).
- 2009 – Board of Directors’ Policy Manual Review

March

- Board approval of three-year term renewals to the Clackamas Emergency Services Foundation Board

April

- Board approval of term renewal for Budget Committee Members

May

- Request Board review of Economic Indicators

June

- Board approval of the resolution to adopt the budget, make appropriations, and levy taxes for the next fiscal year

July

- Board approval of audit agreement - (Do earlier in year?)
- Swearing-in of elected/re-elected Board members (odd numbered years)

August

September

- Annual election of Board officers – Chairperson, Vice-Chairperson, Secretary/Treasurer

October

November

- Presentation of Annual Audit
- Board approval of Budget Officer for the next fiscal year

December

- Board approval for District’s Insurance Carrier for next calendar year
- Board discussion regarding meeting dates for January and February

ARTICLE 8: BOARD ADVISORY COMMITTEES

It is the policy of the Board to establish advisory committees when it is found to be in the best interest of the District to do so.

8.1

It is the policy of the Board to maintain the following standing committees:

- Capital Projects Committee
- Check Register Review
- Clackamas County Coordinating Committee (C-4)
- EMS/EMS Consortium Committee
- Executive Staff Committee
- Foundation Committee
- Legislative Committee
- Oversight/Interagency Committee
- Regional Emergency Management Group (REMG) Committee
- Volunteers Committee

and other special committees as deemed necessary. The Board Chairperson or designee shall outline the duties and responsibilities at the time of appointment. A Board member(s) shall serve on all standing or special committees. Special committees shall be considered dissolved upon submission of a final report unless their standing is continued by a vote of the majority of Board members.

8.2

The Strategic Planning Committee (SPC) shall be an annual duty and function of the five Fire District directors.

8.3

The Chairperson shall appoint a Board member to act as a liaison between the Board and the Clackamas Emergency Services Foundation (Foundation). Under Article V of the Foundation's Articles of Incorporation, the Board of Directors of Clackamas Fire District #1 is the sole member of the Foundation. To keep the Board updated on the activities of the Foundation, the appointed Board member shall attend the bimonthly Foundation meetings and provide updates at the monthly Board meetings.

8.4

The Budget Committee, as a legally mandated committee, shall be considered a standing committee whose duties continue year to year.



CFD#1 BOARD COMMITTEES

	2009/2010	2010/2011	Staff Liaison
CAPITAL PROJECTS: To provide Board oversight and input into the District's long-range capital plans	Trotter Wall	Trotter Joseph	Chief Kirchhofer/ Finance Director Susan McSperritt
CHECK REGISTER REVIEW: To work with finance/budget staff to review all written checks registered and report this review as a committee report at each monthly board meeting for Director's clarity.	Wall Alt.: Doane	Wall Alt.: Joseph	Chief Kirchhofer Susan McSperritt
CLACKAMAS COUNTY COORDINATING COMMITTEE (C4): To provide Board representation to neighboring areas with which the District has significant relationships.	McTeague Alt.: Forsberg	McTeague Alt.: Forsberg	Chief Kirchhofer
EMS/EMS CONSORTIUM: To provide input into the EMS service delivery system from an elected representative's perspective. To provide Board representation with TVF&R and Lake Oswego Fire Dept. in providing consulting services according to ORS 190.	McTeague Alt.: Wall	McTeague Alt.: Wall	EO Kyle Gorman
EXECUTIVE STAFF COMMITTEE: To provide for the review of the CEO and senior staff performances.	Doane/Wall Trotter	Wall Trotter	Chief Kirchhofer PSC Cauthorn
FOUNDATION: To provide timely updates and information to the Board on the affairs of the Foundation.	Trotter Alt.: Forsberg	Trotter Alt.: Forsberg	PSC Cauthorn
LEGISLATIVE COMMITTEE: To provide a forum for staff and Board representatives to discuss the political implications of Board action and impacts of legislative proposals on the District.	Forsberg McTeague	Forsberg McTeague	EO Kyle Gorman
OVERSIGHT/INTERAGENCY: To provide Board representation to other governmental agencies that the District serves or has significant relationships with.	Forsberg Wall	Joseph Wall	Chief Kirchhofer
REGIONAL EMERGENCY MANAGEMENT GROUP (REMG): To provide Board representation for REMG from an elected representative's perspective.	Doane/McTeague	McTeague Alt.: Joseph	EO Kyle Gorman
VOLUNTEERS: To provide Board representation at the Volunteer Association meetings.	Doane/Forsberg Alt.: Trotter	Forsberg Alt.: Trotter	DC Jim Syring

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8.5

Constructive use shall be made of citizen advisory committees as a way of involving the public in the decision making process.

8.6

Committees may provide information and serve in an advisory role concerning District matters assigned to them. The Board is responsible for setting priorities and making policy.

8.7

It shall be the responsibility of the Fire Chief to advise the various committees as to the requirements of the Oregon Meetings Law (ORS 192.610 through 192.710) and the Oregon Public Records Law (ORS 192.410 through 192.505).

8.8

The Fire Chief shall be responsible for posting notices of all committee meetings and notifying the press and public as required by the Oregon Meetings Law (required when three Board members are present), or when a committee with Board representation is making a specific recommendation for action to the Board.

8.9

Chairpersons of all District committees will be responsible for keeping written minutes and making them available to the public through the office of the Fire Chief when conditions in 8.6 are met. In cases where Board representation is advisory in nature, the updates on committees will be presented at the normal Board meeting and will be noted in the record of the meeting.

ARTICLE 9: METHODS OF OPERATION OF BOARD MEETINGS

It is the policy of the Board that all meetings be conducted in accordance with Oregon and federal statutes and rules, the decisions of the courts, and with proper regard to "due process" procedures. In so doing, the Board will seek information from staff and other sources as appropriate, before decisions are made on policy and procedural matters.

9.1

All meetings of the Board are open to the public, except as provided for executive sessions. Notice of all meetings and a copy of the proposed agenda shall be sent to all persons making request in writing, and will be made available to the news media prior to the date of the meeting (ORS 192.610 - 192.690). A nominal fee may be charged for copies of public records in accordance with rules established by the Board. The District will cause the regular meeting date and time to be published monthly in the District newspaper of record.

9.2

All meetings are to have at least a 24 hour advance notice except in the case of an emergency (ORS 192.640). Board meeting notices are to be distributed to all District stations and facilities and the news media notified.

9.3

Regular meetings of the Board shall be held at the Mt. Scott Fire Station located at 9339 SE Causey Avenue, Happy Valley, on the third Monday of each month at 7:00 p.m., unless by specific action of the Board a different meeting place or time is selected.

9.4

Special or emergency meetings of the Board may be called by the Board Chairperson or by petition from a majority of the Board members or by request of the Fire Chief.

9.5

It is the intent of the Board to encourage attendance and participation at Board meetings by all interested persons and residents of the District.

9.6

In order to accomplish the tasks of the Board in an orderly and expeditious manner, the Board will attempt to limit repetitious testimony and discussion whenever possible so as not to inconvenience those persons bringing business before the Board.

9.7

The Board may also permit audience comments relative to a specific motion prior to the final vote of the Board. The degree of audience participation will depend upon time available and the significance of the matter under discussion. The chairperson may set a time limit for individual comments on a given issue.

9.8

The Board shall provide in the agenda of its regular meeting a specific time to hear the comments, concerns, and suggestions from its citizens or from visitors with interests in the District.

9.9

Any resident of the District may submit matters to be placed on the meeting agenda. In order to ensure consideration at the next regular meeting, requests should reach the Fire Chief at least fourteen days before the next regular meeting.

9.10

It shall be the policy of the Board to recognize itself as a policy-making body that deliberates at regularly scheduled meetings and each Board member shall make a diligent effort to be present and participate fully.

9.11

Robert's Rules of Order (revised) shall be adopted as the official procedures for conducting Board and committee meetings except where they are in conflict with any other procedures adopted by the Board.

9.12

The Fire Chief, in cooperation with the Chairperson, shall prepare an agenda for each meeting and have it available with supporting information, to each Board member at least 48 hours (except weekends) prior to each regular meeting.

9.13

A majority of the members of the Board shall constitute a quorum. The affirmative vote of at least three members present at any meeting having a quorum shall be considered sufficient for action, except for actions required otherwise by law or these policies. If only three members are present, constituting a quorum, a unanimous vote is required to approve a motion.

9.14

Board minutes shall reflect roll call votes at all times unless the vote is unanimous. Any Board member may request that a vote be changed if such request is made prior to consideration of the next order of business.

9.15

Any Board member may append onto the record, at the time of voting, a statement indicating the reason behind the vote, or the reason for abstaining or choosing not to participate in the voting. A Board member shall declare a conflict of interest where such a conflict exists. (ORS Chapter 244)

9.16

Board executive sessions may be attended by representatives of the news media per ORS 192.660 except for those sessions dealing with labor negotiations and litigation against the news medium.

9.17

The Board recognizes the following as news media organizations eligible to attend executive sessions because they have an established history of meeting the requirements of this policy.

- The Oregonian
- The Clackamas Review/Oregon City News or affiliated newspapers
- Daily Journal of Commerce, Portland
- Willamette Week
- KGW, KATU, KOIN, KOPB and KPTV

9.18

Representatives of the above named organizations shall be permitted to attend executive sessions upon a showing of their credentials. Other news media may attend an executive session if recognized through the procedure set forth in Section 9.19. Representatives of the organization shall provide evidence of their credentials prior to such session.

9.19

Representatives of news organizations not listed in Section 9.17 of this policy may apply for permission to attend executive sessions on behalf of a news organization by filing a request for recognition with the Fire Chief following notice of the meeting and prior to an executive session the organization wishes its representative to attend. The review of the request shall be based upon a determination of the eligibility of the organization under this policy and evidence of the authority of a representative to appear on behalf of that organization. Once approved, the organization shall not be required to re-apply for recognition at future sessions unless the

recognition is revoked or there is substantial reason to conclude that the organization is no longer eligible.

9.20

Standards for recognition for determining whether a news organization will be permitted to have its representative attend executive sessions will include the following criteria:

1. If the organization is a print medium, the organization shall provide evidence of general or associate membership in the Oregon Newspaper Publishers Association.
2. If the organization is a television or radio broadcaster, the organization shall provide evidence of membership in the Oregon Association of Broadcasters. Evidence of membership in the Associated Press shall also be sufficient.
3. Alternatively, the organization may provide satisfactory evidence that it is organized and operated to regularly and continuously publish, broadcast or otherwise disseminate news to the public.
4. The organization is determined to be a business entity that is institutionalized, is regularly represented by multiple personnel with defined roles within the organization.
5. The organization that is institutionalized is regularly represented by multiple personnel with defined roles within the organization.
6. The organization is committed and structured to support the terms of ORS 192.660(4) with respect to nondisclosure of information or discussion designated as confidential.
 - The fact that an individual or group of individuals maintains a computer website or “blog” or corresponds with others on a matter does not constitute being a news media organization under this policy.

9.21

A news media organization or representative denied recognition by the Fire Chief under this policy may appeal that decision by giving notice of appeal to the Fire Chief. The Board of Directors shall consider the appeal in open session prior to the scheduled executive session and may affirm, reverse or modify the Fire Chief’s determination.

9.22

Cameras or other recording devices may not be used in executive sessions, except for the official executive session tapes made by District staff.

9.23

A representative of a news media organization that has a direct personal interest in the subject of the executive session that would frustrate the purpose of the executive session may be barred from attending.

9.24

By attending the executive session, the news media organization and its representative agree not to print or publicly disclose the discussion at the session (per ORS 192.660(4)) until the Board of Directors has taken official action regarding the subject matter of the discussion.

9.25

The Board of Directors may revoke the recognition of a news media organization or a representative if, after notice to the organization or representative, the Board finds that the facts upon which original recognition was granted are no longer true, or upon a finding that the organization or its representative has willfully disclosed information or discussion at an executive session designated as confidential.

ARTICLE 10: MEETING MINUTES, PUBLIC RECORDS

10.1

The minutes of the meetings of the Board shall be maintained in the Administration Office of the District and shall provide for information as required by law (ORS 192) and Board policies.

10.2

The Board Secretary or staff designee shall record all proceedings of the Board meetings and file these in chronological order in a book provided for that purpose.

10.3

The official minutes of Board meetings, including supporting documents, shall be open to inspection by the public at the office of the Fire Chief during regular business hours. Minutes of executive meetings are not subject to this provision in accordance with ORS 192.

10.4

The District recognizes the right of any member of the public to inspect nonexempt public records, limited only by rules of reasonableness, and in accordance with guidelines established by the Attorney General of the State of Oregon. When access to District records is granted, examination will be made in the presence of the record custodian regularly responsible for maintenance of the files or by a staff member designated by the Fire Chief. Some records are archived off-site. These may be requested and will be available at the Administration Office the next business day.

10.5

In accordance with the Oregon Public Records Law, certain records, such as executive meeting minutes and personnel records, are not included in the category of records to which the right of access is to be granted by the Fire District.

10.6

The Board recognizes that it serves all people of the District and that each citizen of the District has individual political views. As a policy the Board shall not endorse, nor shall it support or oppose, the candidacy of any person seeking election to any public office, partisan or non-partisan. The District may comment on, but shall not endorse, support, or oppose any initiative or referendum measure proposed to the people. This restriction shall not prohibit the Board from supporting or opposing or publicly commenting on ballot measures which have a direct and ascertainable effect upon the operations of the District or the District's ability to provide fire and life- safety programs mandated to it. This restriction shall not prohibit individual members of the Board or employees of the District from supporting, opposing, or publicly commenting on political matters as individual citizens.

ARTICLE 11: DELEGATION OF BOARD AUTHORITY

11.1

The Board has primary responsibility for the approval of District plans and procedures and for the appraisal of the ways in which these decisions are implemented and results obtained. The Board recognizes its authority to delegate specific responsibilities to the Fire Chief for the implementation of the programs and services of the District.

11.2

The Board will approve a position description for the Fire Chief. The Board will negotiate and enter into a contract with the Fire Chief which specifies the terms and conditions of employment.

11.3

At such time that a vacancy occurs, or is imminent, in the Fire Chief's position, the Board Chairperson, shall appoint a committee to begin the recruitment and selection process.

11.4

The Fire Chief shall serve as executive officer of the District and shall have the responsibility for:

1. preparing the agenda in accordance with Section 9.12 for each meeting, attending all Board meetings, unless excused, and participating in deliberations of the Board as required;
2. bringing to the attention of the Board matters requiring its consideration;
3. reporting periodically to the Board on the progress of programs in the District;
4. reporting to the Board appointments, demotions, transfers, and dismissals in accordance with the policies of the Board and Civil Service Board as applicable.

11.5

The Fire District Board delegates to the Fire Chief the function of specifying the required actions and designing the detailed arrangements under which the District will be operated. Such administrative policies and procedures will detail the operations of the District.

11.6

Administrative policies and procedures must be consistent with policies adopted by the Board. Such approved policies shall be attached to the Fire District Board Policy Handbook.

ARTICLE 12: FIRE DISTRICT LEGAL COUNSEL

12.1

It shall be the responsibility of the Board to select legal counsel to represent the legal needs of the District. The Board shall recognize its responsibility to seek the advice of legal counsel whenever it is unclear regarding legal questions or whenever an action being considered by the Board may result in placing the District in legal jeopardy.

ARTICLE 13: FIRE DISTRICT POLICY ON TAX INCREMENT FINANCING (URBAN RENEWAL) DISTRICTS.

13.1

The Clackamas Fire District #1 Board of Directors establishes the following general policy relating to urban renewal districts and tax increment financing. The proposed creation of each urban renewal district, or proposed amendments to existing urban renewal plans that increase the maximum indebtedness shall be individually reviewed and scrutinized by staff for economic and operational impact. Results of these findings will be reported to the Board of Directors.

13.2

ORS 457.085 requires that urban renewal agencies "shall consult and confer" with each affected taxing district prior to presenting an urban renewal plan for approval, but does not require consultation with such districts during a plan's development. Therefore, Clackamas Fire District #1 shall monitor municipalities within its jurisdiction for activity relating to both urban renewal districts and plan amendments and will notify such municipalities of the District's desire for early consultation and involvement.

13.3

ORS 457.085 (5) provides that any written recommendations of the governing body of a taxing district affected by a proposed urban renewal plan shall be accepted, rejected or modified by the governing body of the municipality in adopting the plan. Accordingly, it shall be the policy of this Board to specify to the governing body of the municipality approving the plan, in writing, any of its recommendations that are not included in the proposed plan.

13.4

Staff shall evaluate each proposed urban renewal plan and plan amendment that increases maximum indebtedness, for its short-term and long-term economic costs and benefits, and for its operational impact on Clackamas Fire District #1. Such evaluation shall compare the costs and benefits with and without the urban renewal plan or amendment, as appropriate. Upon completion of this evaluation, staff will present a report to the Board.

13.5

In supporting our municipal partners' efforts to create jobs and promote economic development, the Board believes that properly-constructed urban renewal plans that attract private investment, alleviate blighted areas and increase assessed value can ultimately benefit all public service providers. The staff and Board will continue to dialogue with the sponsoring agency prior to deciding whether to support, oppose, recommend changes, or remain neutral regarding the proposed urban renewal plan.

13.6

Believing that upon reaching a plan's maximum indebtedness urban renewal plans should be retired, the Board will generally oppose plan amendments that seek to increase maximum indebtedness.

13.7

Upon review of staff's evaluation and report on a proposed urban renewal plan or plan amendment the Board may:

- a. Support the proposed urban renewal plan or plan amendment when the use of tax increment finance (TIF) is limited, generally, to the types of projects which have been shown to be effective in encouraging private investment, thereby increasing assessed value.
- b. Support the proposed urban renewal plan or plan amendment when the urban renewal plan does not rely exclusively on TIF but, rather, includes other funding sources such as general fund revenues, general obligation bonds or grants.
- c. Oppose approval of the proposed urban renewal plan or plan amendment when TIF is used to fund public amenities that are not shown to be effective in encouraging private investment.
- d. Oppose approval of the urban renewal plan or plan amendment when the use of TIF is proposed to fund improvements which are either outside of the urban renewal area or, to the extent that such improvements serve identified needs which are outside of the urban renewal area, is disproportionate to the relationship (assessed value or territory) of the urban renewal area to the balance of the jurisdiction.
- e. Oppose approval of the urban renewal plan or plan amendment when existing or anticipated District resources are insufficient to meet the anticipated demand caused by proposed plan-supported development.
- f. Recommend or request changes that improve the urban renewal plan or plan amendment; and support, oppose or remain neutral pending the city or county addressing those changes.

**ARTICLE 14: DISTRICT POLICY ON ENTERPRISE ZONES
TAX ABATEMENT**

14.1

The Clackamas County Fire District #1 Board of Directors recognizes that ORS 285C.050 to 285C.250 authorize cities, counties and port authorities to establish Enterprise Zones (EZones). The stated purpose of an EZone is to provide an incentive to certain businesses to make investments in taxable property and to provide additional family-wage employment in the community by allowing deferral of ad valorem taxes on the new investment property for three or five years, referred to in the statutes as tax exemption. The assumptions are that the program will encourage employers within the EZone to make investments in taxable property that would not otherwise be made, that the new property will result in the creation of new local jobs that would not otherwise be available, and that the investment property will remain as a valuable addition to the tax base after the tax exemption expires.

14.2

The process for creating an EZone requires that the sponsoring city, county or port authority submit the proposal to the Oregon Economic and Community Development Department for review and approval. ORS 285C.067 further requires that the sponsor consult with all taxing districts within the proposed EZone before submitting the application.

14.3

The Board adopts this policy on behalf of the District with respect to any property that is subject to the taxing authority of the District or to a contract for the services of the District. This policy shall provide guidance to local governments sponsoring EZones as to the position of the District on those EZones, and to the Fire Chief or his designee in responding to opportunities for meetings or consultation with those sponsoring agencies.

14.4

The Board appreciates the importance of providing incentives for investments and job creation that an EZone may provide, so long as the deferment of taxes payable to the District does not impose a financial burden on District resources and require that the District provide fire and life safety services to the beneficiary without resources to do so. Ad valorem property taxes are virtually the only source of funds by which the District provides firefighting and emergency medical aid to the Clackamas County community. Providing for new taxable property and exempting it from the tax rolls means that the District must protect the property and the employees without the funds to do so. It is the Board's strong view that, if sponsoring agencies fail to consider carefully the impact of tax exemption on the District's ability to provide fire and life safety services, or if they waive or fail to implement the conditions provided by state law with respect to EZones, the very purpose of the program is defeated.

14.5

The Board requires as a condition of its assent to tax exemption that an agency sponsoring an EZone provide for an agreement with the applicant for tax-exemption providing for annual payment to the District during the term of tax exemption an amount equal to 30 percent of the District's current tax rate applicable to the exempt property to reimburse the District for that portion the District levy representing the direct cost of fire and emergency services for the exempt property.

14.6

The Board welcomes the opportunity for the District to review the terms and provisions of any proposed EZone on a case by case basis, but by the adoption of this policy serves as notice of the Board's concerns regarding these issues:

14.6.1

Existing EZone boundaries or exemption of taxable property should not be amended unless the sponsor, in consultation with the District, concludes that the amendment is in the best interests of the community at large and will not diminish the District's ability to provide services.

14.6.2

Tax exemption granted to an eligible business should not be extended unless all terms of the original tax exemption grant, including the number of employees to be hired and the wages to be paid, have been met in full for the entire exemption period.

14.6.3

Original requirements for tax exemption granted by a sponsor should not be amended, altered or waived if such action would reduce, eliminate or materially alter the requirements that were presented to the District as the conditions for the tax exemptions being granted, including without limitation the base wages to be paid and employee addition requirements.

14.6.4

The Board may consider EZone proposals on a case by case basis, but generally will not support EZone applications for tax exemptions that propose primarily additions of machinery or equipment or upgrades, as such improvements generally do not add assessed value at the end of the exemption period due to depreciation, wear and tear or obsolescence, defeating the concept of added taxable value in the long term.

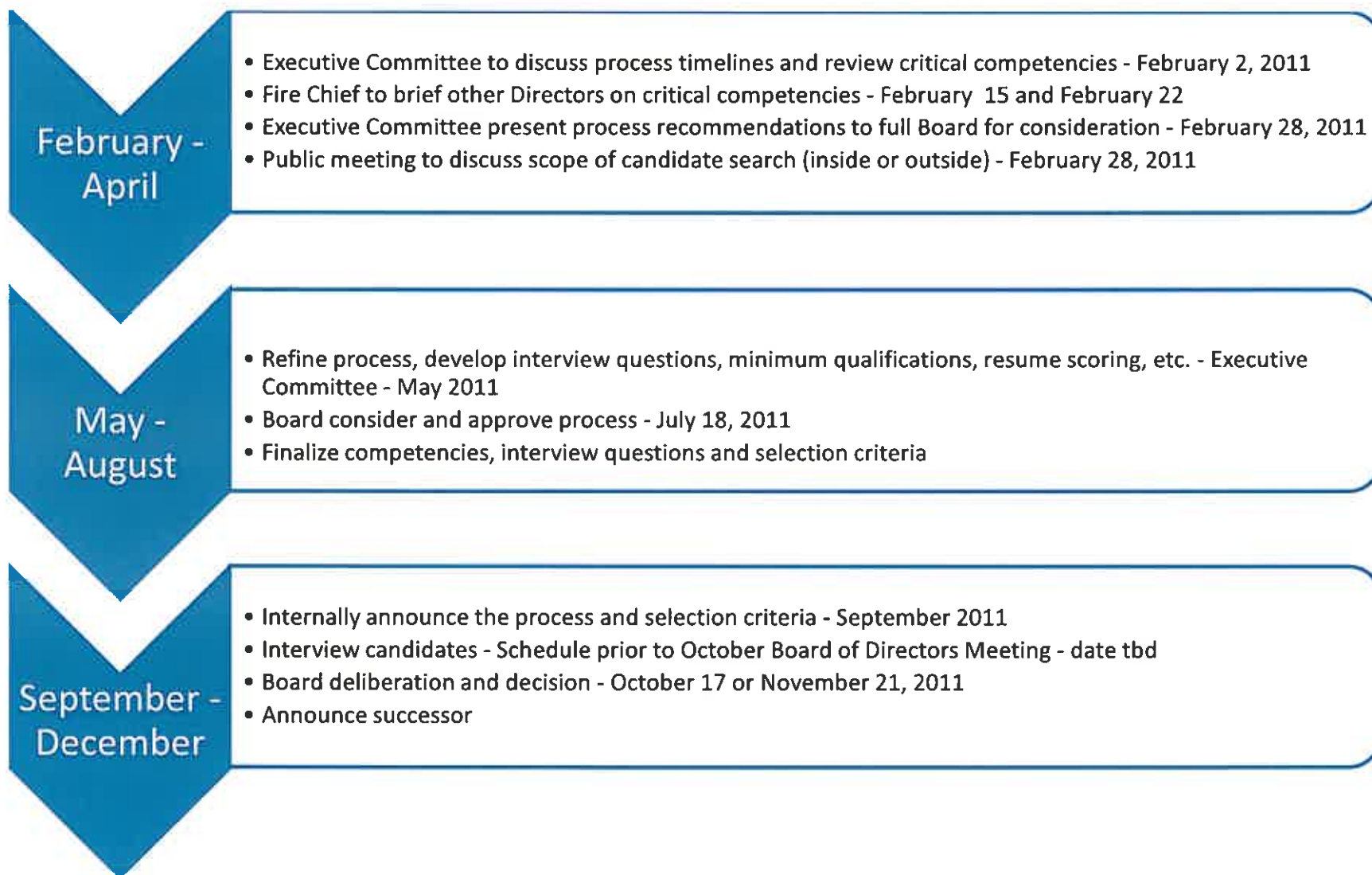
14.6.5

Sponsoring agencies should require that applicants for tax exemption include proposals to enhance the level or efficiency of local public services within the proposed EZone, including firefighting and police services.

14.6.6

The Board generally opposes any termination of the existing statutory sunset provisions for EZones. The District further opposes the creation of EZones on land that is or has formerly been designated as an urban renewal area.

Fire Chief Selection Process Timeline





Board of Directors Of Clackamas County Fire District #1

In accordance with the Board Policy manual and ORS 478.260, the Board of Directors of Clackamas County Fire District #1 announces an impending vacancy for the position of **Fire Chief/Chief Executive Officer** as of July 1, 2012. The Board intends to fill the position internally provided the Board is satisfied with the applicants. The Board reserves the right to reject any or all applicants.

Before Thursday, September 8, 2011, any interested candidates meeting the minimum qualifications as described below must submit their resume, a letter of interest, qualifications, and whatever submissions they desire the Board to consider. There is no formal application form.

MINIMUM QUALIFICATIONS:

Current Clackamas Fire District #1 Deputy Chiefs and Battalion Chiefs are eligible for consideration.

PREFERRED QUALIFICATIONS:

Experience as a Deputy Chief

Bachelor's Degree

Masters Degree

USFA Executive Fire Officer Program Graduate

Demonstrated proficiency in each of the competencies described below (see attachment):

Approachability

Motivating Others

Compassion

Political Savvy

Composure

Presentation Skills

Ethics and Values

Strategic Agility

Integrity and Trust

Building Effective Teams

Listening

Managing Vision and Purpose

The Board of Directors will interview the candidates before October 17, 2011. The successful candidate will be announced on or before November 21, 2011.

12 Desired Competencies for Fire Chief

(As identified in the Clackamas Fire District #1 Development Guide)

APPROACHABILITY

COMPASSION

COMPOSURE

ETHICS AND VALUES

INTEGRITY AND TRUST

LISTENING

MOTIVATING OTHERS

POLITICAL SAVVY

PRESENTATION SKILLS

STRATEGIC AGILITY

BUILDING EFFECTIVE TEAMS

MANAGING VISION AND PURPOSE

12 Desired Competencies for Fire Chief

From the book, *FYI—For Your Improvement: a Guide for Development and Coaching* by Michael M. Lombardo and Robert W. Eichinger ©1996-2006 Lominger International: A Korn/Ferry Company

Clackamas Fire District #1 Desired Competencies for the Fire Chief

Explanations:

Approachability (3):

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.

Compassion (10):

Genuinely cares about people; is concerned about their work and non-work problems; is available and ready to help; is sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.

Composure (11):

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 tough 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.

Ethics and Values (22):

Adheres to an appropriate 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 (29):

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.

Clackamas Fire District #1 Desired Competencies for the Fire Chief

Listening (33)

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

Motivating Others (36):

Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

Political Savvy (48):

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 organizational life and works to adjust to that reality.

Presentation Skills (49)

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.

Strategic Agility (58)

Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

12 Desired Competencies for Fire Chief

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Clackamas Fire District #1 Desired Competencies for the Fire Chief

Building Effective Teams (60)

Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialog; 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.

Managing Vision and Purpose (65):

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.