



# RFA GOVERNANCE BOARD REGULAR MEETING AGENDA

4:00 P.M. – Tuesday, August 11, 2020

Videoconference

- Call Meeting to Order
- Roll Call
- Agenda Modifications
- Announcements, Proclamations, and Presentations
  - “Minutes Matter” Community Member Awards for Mark Predki and Raymond Thompson
- Public Comment

*Members of the audience may comment on items relating to any matter related to RFA business under the Public Comment period. Comments are limited to three (3) minutes per person, and a total of fifteen (15) minutes per topic pursuant to the rules established under Section 8 of the Bylaws. Citizens may also speak on individual agenda items on the printed agenda at the time they are considered by the Board as requested by the Chair.*
- Consent Agenda
  - Approval of [Minutes](#): July 13, 2020 Regular Meeting Minutes
  - Approval of [Vouchers](#): AP Check Register 6/16/2020 – 7/15/2020  
Payroll Check List 6/1/2020 – 6/30/2020
- Signing of Vouchers
- Board Committee Reports
  - Budget and Finance Committee
  - Operations and Capital Committee
- [Chief’s Report](#)
- Division Reports
  - CAO Samantha Babich – [2021 Budget Update](#)
- Correspondence
  - [FD40 Citizen Thank You Letter](#)
- Unfinished Business
  - [Fire Chief Recruitment Process](#)

## GOVERNANCE BOARD REGULAR MEETING AGENDA

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- New Business
  - Mayor Armando Pavone Address to the Governance Board
  - [Adoption of Bad Debt Policy](#)
  - [Selection and Appointment of New Civil Service Commissioner](#)
  - [Piggyback ILA with City of Seattle](#)
- Good of the Order
- Executive Session

*Executive Session pursuant to RCW 42.30.140(4), collective bargaining sessions with employee organizations, including contract negotiations, grievance meetings, and discussions relating to the interpretation or application of a labor agreement.*
- Future Meetings:
  - Tuesday, August 25, 2020, 9:00 a.m., Budget/Finance Committee Meeting Fire Station #13 (18002 108<sup>th</sup> Ave SE, Renton)
  - Tuesday, August 25, 2020, 10:30 a.m., Operations/Capital Committee Meeting Fire Station #13 (18002 108<sup>th</sup> Ave SE, Renton)
  - Tuesday, September 8, 2020, 4:00 p.m., Governance Board Regular Meeting Fire Station #14 (1900 Lind Ave SW, Renton)
- Adjournment



**Renton Regional Fire Authority**

18002 108<sup>th</sup> Ave SE  
Renton, WA 98055  
Office: (425) 276-9500  
Fax: (425) 276-9592

**MINUTES**

**RFA Governance Board Regular Meeting**

**9:00 A.M. – Monday, July 13, 2020**

**Videoconference**

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**CALL TO ORDER**

Governance Board Chair Abercrombie called the Regular Meeting to order at 9:01 a.m.

**ROLL CALL**

*Governance Board Members Present:*

Kerry Abercrombie, Chair (Fire District 25)  
Ruth Pérez, Vice Chair (City of Renton)  
Myron Meikle (Fire District 25)  
Marcus Morrell (Fire District 25)  
Randy Corman (City of Renton)  
Linda Sartnurak (Nonvoting Advisory Position, Fire District 40)

*Governance Board Members Not Present:*

Ryan McIrvine (City of Renton)

*Administrative Staff Present:*

Chief Rick Marshall, Chief Administration Officer Samantha Babich, Assistant Chief Roy Gunsolus, Deputy Chief Chuck DeSmith, Deputy Chief Mark Seaver, Fire Marshal Anjela Barton, Legal Counsel Brian Snure, Site Reliability Engineer Wyatt Humphreys, Local 864 President Robert Hyslop, Administrative Supervisor Christine Noddings, and Administrative Specialist Dudley Jackson.

A **MOTION** was made by Board Member Meikle and **SECONDED** by Vice Chair Pérez to excuse the absent Board Member from the meeting. **MOTION CARRIED (5-0)**

At 9:09 a.m., Board Member McIrvine arrived.

**AGENDA MODIFICATIONS**

It was requested to remove the Bad Debt Policy from the agenda.

**ANNOUNCEMENTS, PROCLAMATIONS, AND PRESENTATIONS**

There were no announcements, proclamations, and presentations.

**PUBLIC COMMENT**

There was no public comment.

**CONSENT AGENDA**

*Approval of Minutes*

A **MOTION** was made by Board Member Corman and **SECONDED** by Vice Chair Pérez to approve the June 8, 2020 Regular Meeting Minutes. **MOTION CARRIED (5-0)**

## GOVERNANCE BOARD REGULAR MEETING MINUTES

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A **MOTION** was made by Vice Chair Pérez and **SECONDED** by Board Member Corman to approve the June 26, 2020 Special Meeting Minutes. **MOTION CARRIED (5-0)**

### Approval of Vouchers

A **MOTION** was made by Vice Chair Pérez and **SECONDED** by Board Member Meikle to approve the Vouchers which included the following:

- AP Check Register 5/16/2020 – 6/15/2020, Payroll Check List 5/1/2020 – 5/31/2020

**MOTION CARRIED (5-0)**

### SIGNING OF VOUCHERS

It was determined that vouchers will be signed electronically due to the meetings being virtual until further notice.

### BOARD COMMITTEE REPORTS

There were no Board Committee reports.

### CHIEF'S REPORT

Chief Marshall's report included the following:

- Recruit Graduation: Our five newest members graduated from the academy on June 25. Due to COVID-19 restrictions, attendees were limited to recruits and immediate family members to accommodate social distancing. Of note, Jace Reyes was selected as Valedictorian and Chief's Company.
- COVID-19 Update: Renton RFA is working with King County regarding reimbursement for expenses related to the Red Lion and continue to monitor operations to decrease the number of inspections. We are currently down to one inspection per week as we observe a decline in fire code violations at that location. Providing the highest level of protection for our members continues to be a top priority, and we continue to modify our organizational approach with exposure prevention to align with the orders set by our government. Face coverings are mandatory for all members when in general gathering areas or outside of their exclusive workstations. Self-check stations have been provided for admin staff separate from the self-check stations provided for firefighters.
- City of Renton ILA: We continue to work with our attorney, Brian Snure, and the City Attorney to finalize the shared services agreement between the RFA and the City of Renton.
- Budget Maintenance & 2021 Budget Process: We continue to monitor the 2020 budget to ensure that we have funds necessary to continue operations with a minimal disruption to service. The Executive Team is meeting on July 23 to begin the 2021 budget process, and it is our expectation to have the budget calendar to the Governance Board by the Committee meetings on July 27.
- Face Masks for the Community: On July 2, Renton RFA began partnering with the City of Renton and Renton Community Service & Recreation to distribute a total of 20,000 free masks to residents to help keep our community members safe and healthy. Over 15,000 masks were provided to the community in less than a week, roughly 4,000 of which were distributed on the first day. It has been a challenging year, but our community has come together to support one another in ways that make us proud.



## GOVERNANCE BOARD REGULAR MEETING MINUTES

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- Community Engagement: Renton RFA partnered with City of Renton Community Services on July 10 to provide a free s'mores kit to families. This event is part of the month-long Campin' Out!: Wellness in the Wilderness event that offers a variety of activities for community participation via live stream on the Renton Community Services Facebook page or Zoom.
- Annual Fleet Admin Board Meeting: As of the beginning of January 2020, we no longer have Fleet maintenance services through the City of Renton. Since then, Renton RFA has joined with the South King County Garage Consortium in collaboration with other RFAs on the Admin Board. In order to develop true and accurate costs for service, the Finance team worked together to develop the costing model. Participating on the team was VRFA CFO Mark Horaski, PSRFA CFO Jon Napier, RRFA CAO Samantha Babich and RRFA Sr. Finance Analyst Jennifer Zhou, bringing forth a great example of partnership and collaboration within our region
- July 4<sup>th</sup> Statistics: July 4<sup>th</sup> Operations statistics were provided to the Governance Board.

### DIVISION REPORTS

There were no division reports.

### CORRESPONDENCE

The Governance Board received a letter from Local 864 formally requesting that they be given representation on the selection committee charged with finding the new Fire Chief.

### UNFINISHED BUSINESS

#### Fire Chief Recruitment

Board Chair Abercrombie proposed to the Governance Board to use an outside consultant to set up the Fire Chief Recruitment process with Chair Abercrombie, Vice Chair Pérez, Samantha Babich and other people selected to make the selection of which consultant to use.

### NEW BUSINESS

#### Regular Meeting Date Survey

Currently, the Board meets on the 2<sup>nd</sup> Monday of each month, and Committees meet on the 4<sup>th</sup> Monday of each month. A survey was conducted to determine the best days of the month to hold the meetings at Station #14 to better accommodate social distancing once meetings are allowed by the Governor.

After discussion and final decision on regular meeting dates and times, a **MOTION** was made by Vice Chair Pérez and **SECONDED** by Board Member Corman to establish the meeting date and time for the regular meetings as the 2<sup>nd</sup> Tuesday of each month at 4:00 p.m. **MOTION CARRIED (6-0)**

#### RRFA 2021 Budget Calendar (Information Only)

The Governance Board members were provided a calendar outlining the dates for the major milestones in the budgeting process, taking into account meeting dates and known holidays.

#### King County ILA

The Renton RFA would like to enter into an Interlocal Cooperative Purchasing Agreement with King County for making purchases for the Hazmat Team, specifically for the items in the Dept. of Ecology Grant. National Safety, Inc. is a company that we often purchase equipment from for the Hazardous Materials Team and are vendors for the AREARAE Kits being purchased through the Dept. of Ecology Grant. They are not on the GSA or other common sites for us to make direct purchases from. King

## GOVERNANCE BOARD REGULAR MEETING MINUTES

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County has a contract with them that allows piggybacking and gives us the ability to make direct purchases.

A **MOTION** was made by Vice Chair Pérez and **SECONDED** by Board Member Corman to approve entering into the Interlocal Cooperative Purchasing Agreement with King County and authorizing the Fire Chief to sign the ILA as presented. **MOTION CARRIED (6-0)**

### Hazmat Equipment Purchase

The Renton RFA would like to make a Capital Purchase of \$94,874.96 for the equipment being funded by the Department of Ecology (DOE) Grant. The DOE awarded the Renton RFA a 100% no matching grant for up to \$100,000 for remote Hazmat metering equipment. This grant was previously approved by the Governance Board for acceptance. The equipment list needs to be initially purchased by the RFA but will be reimbursed in full. The equipment consists of an AREARAE Kit with associated supporting equipment, an UltraRae 3000 PIO, and HazDust meters.

A **MOTION** was made by Vice Chair Pérez and **SECONDED** by Board Member Meikle to approve the purchase of un-budgeted Hazmat equipment in the amount of \$94,874.96 from the Capital Equipment fund that will be reimbursed through the DOE grant. **MOTION CARRIED (6-0)**

### Procurement of Staff Vehicles for IT

The IT staff is currently using personally owned vehicles or the Reserve Battalion Chief vehicle in order to make service calls to the fire stations. The Capital budget for 2020 includes \$71,000 for vehicle purchase for IT. We are requesting authorization to order two vehicles from Columbia Ford. Total cost not to exceed \$60,000. These two vehicles are procured through DES State bid and price includes tax/licensing/branding. Due to COVID-19, the inventory is low, and these are the most affordable vehicles available.

A **MOTION** was made by Vice Chair Pérez and **SECONDED** by Board Member Corman to approve the purchase of two new vehicles for IT not to exceed \$60,000 and authorize the Fire Chief to sign. **MOTION CARRIED (6-0)**

### Tri-Med Contract Renewal

Renew existing contract with TRI-MED ambulance to continue to receive \$60,000.00 yearly in monthly payments of \$5,000.00. This contract enables TRI-MED to be our sole private ambulance, requested through 911 dispatch for fire crews on-scene. They post 3 units throughout the RRFA response area. TRI-MED is a trusted partner, that provides quality care, response data, and training exercise assistance. This contract extension is for 3 years with the RRFA adding additional years at our discretion.

A **MOTION** was made by Vice Chair Pérez and **SECONDED** by Board Member Corman to approve the Tri-Med Renewal addendum and authorize the Fire Chief to sign. **MOTION CARRIED (6-0)**

## GOOD OF THE ORDER

There was no good of the order.

## EXECUTIVE SESSION

There was no executive session.

## **GOVERNANCE BOARD REGULAR MEETING MINUTES**

**July 13, 2020**

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### **FUTURE MEETINGS**

- Tuesday, July 28, 2020, 9:00 a.m., Budget and Finance Committee Meeting, Fire Station #13 (18002 108th Ave. S.E., Renton)
- Tuesday, July 28, 2020, 10:30 a.m., Operations and Capital Committee Meeting, Fire Station #13 (18002 108th Ave. S.E., Renton)
- Tuesday, August 11, 2020, 4:00 p.m., Governance Board Regular Meeting, Fire Station #14 (1900 Lind Ave S.W., Renton)

### **ADJOURNMENT**

The meeting was adjourned at 9:51 a.m.

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Kerry Abercrombie, Board Chair

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Dudley Jackson, Board Secretary



## RENTON REGIONAL FIRE AUTHORITY

# M E M O R A N D U M

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**DATE:** August 11, 2020

**TO:** Kerry Abercrombie (Fire District 25)  
Marcus Morrell (Fire District 25)  
Randy Corman (City of Renton)  
Myron Meikle (Fire District 25)  
Ryan McIrvine (City of Renton)  
Ruth Pérez (City of Renton)  
Linda Sartnurak (Non-voting Advisory Position, Fire District 40)

**FROM:** Rick Marshall, Fire Chief

**SUBJECT:** Renton Regional Fire Authority Chief's Report

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### 1. Red Lion Update

Fire Marshal Barton and I toured the de-intensification shelter at the Red Lion on July 24 to discuss the various unsafe conditions in the building. We had a very productive and positive meeting with the Director of Housing for King County and his staff. Since that time there have been much better communication and the remedies are moving along at a satisfactory pace.

### 2. RRFA 2020 Strategic Plan Update

We are putting the finishing touches on our first RRFA Strategic Plan. We will be bringing it to both committees later this month and then to the Board for adoption at the September regular meeting.

### 3. Governance Board Notifications

Per our procurement process and policy, I am notifying the Board of the following purchases.

#### Capital Purchase, MX908-C – \$72,321.81

- Previously approved for \$69,479.30 (budgeted for \$71.5K).
- Hazmat 314 responded to an incident on July 31 at City Hall after a fentanyl exposure to an RPD officer. The MX908 was vital in metering the area involved.

#### Kappler Level A Hazmat Suits – \$23,520.40

- \$14,192.30 of this purchase has been reimbursed by Seattle PUD for the 6 suits that Renton and Puget Sound RFA damaged (3 ea.) while responding to a chlorine incident.
- We had budgeted \$15K to purchase 6 suits to replace expired suits. The remaining \$9,328.10 is to purchase 4 of those 6 suits.
- **\*Note:** Purchasing 10 suits at a time gains us a Digital Pressure Test Kit valued at \$3,955.04 at no cost.

#### Enduris General Liability Insurance – \$23,274

- Budgeted \$180,000 for our 2020 Insurance renewal (12% more than our 2019/2020 renewal). We received notice on 08/06 that our renewal was \$203,274 an increase of 26% over 2019/2020. Rate increases by type: General ^39%, Property ^13%, Auto ^44%, Crime ^8%.

#### 4. Kidde Fire Trainer Burn Prop Upgrade

The Kidde Fire Trainer upgrade to the training tower burn props at Station 14 started on August 3. This includes adding 4 outdoor fire mock-ups, a hallway flashover, and upgrades to the 3 interior props. They are scheduled to be completed by the end of the month.

#### 5. New language translator on [www.rentonrfa.org](http://www.rentonrfa.org)

On Thursday 08/06/2020 we went live with a new language translator tool on our external website. Community members can now read our non-image text in twelve different languages.



#### 6. I am a Grandpa!

We are welcoming my first grandbaby to the Renton RFA family. Scarlett Kay Marshall was born at 2:56 a.m. on Thursday, July 30, weighing in at 6 lb 13 oz and 20 inches long. Mom, Dad and baby are doing well.





# **2021 Budget Preparation Update**

**Renton Regional Fire Authority**

## Introduction:

The 2021 budget process begins in earnest next week. Since our inception, the budget process has revolved around a zero-based budget process with budget managers having responsibility for submitting budget requests each year based on an anticipated 'need' vs 'prior year + x%' basis. All budget lines reset to zero on December 31 and, with the exception of our Reserve Funds, unspent budgets do not carry forward into the next budget year.

Unspent funds are held as fund balance in the operating fund. This fund balance is used to pay for expenses throughout the year and is replenished with the receipt of property tax and benefit charge revenues that are received twice yearly. A target fund balance of 33% of the annual budget is ideal to ensure available funds for normal operations and to avoid expenses related to short term borrowing. Figure 1 shows the ebb and flow of revenues (black line) and expenses (red dotted line) and how fund balance is used and replenished during a 36-month cycle.

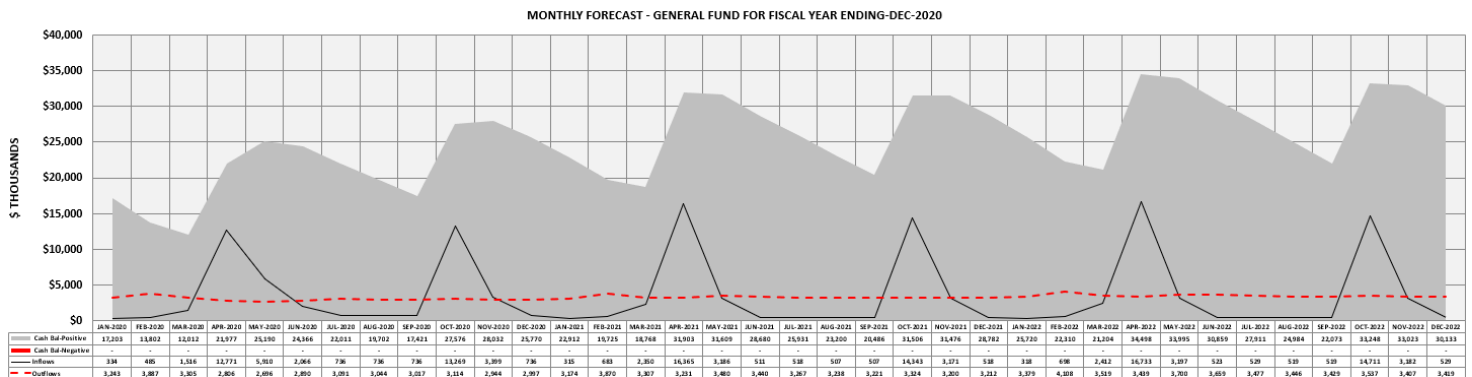


Figure 1 Sample 36 Month Revenue/Expense Flow

## POTENTIAL EXTERNAL INFLUENCES:

### Continued high unemployment:

June 2020	Average	JAN	FEB	MAR	APR	MAY	JUN
Labor Force	60,017	59,731	60,061	58,714	59,759	59,934	61,900
Employed	54,273	58,014	58,493	55,421	49,061	49,578	55,070
Unemployed	5,744	1,717	1,568	3,293	10,698	10,356	6,830
Unemployment Rate	9.6%	2.9%	2.6%	5.6%	17.9%	17.3%	11.0%

Figure 2 Source <https://esd.wa.gov/labormarketinfo/monthly-employment-report>

### Expiration of the unemployment stimulus package:

Stimulus checks end this weekend. Without additional employment and/or additional stimulus funds the potential impact to Renton's unemployed is between \$2M and \$4M per week. \$2M assuming 50% of unemployed are eligible for the additional \$600 per week and \$4M assuming 100% are eligible.

### Benefit charge reauthorization vote in 2022.

### Loss of Housing Authority revenue in 2022.

Estimated to be approximately \$900k or about 5% reduction in FBC.

### Fire District 40 contract.

Approximately \$5.3M.

### King County EMS Levy expires in 2025.

Approximately \$2M.

## Uncertainty regarding COVID.

### Property Tax forecasts based on King County June 2020 projections:

	2020 Final	2021	2022	2023	2024	2025	2026	2027	2028	2029
Property Value Change Forecast by KC		2.3%	-5.0%	3.6%	3.8%	4.6%	4.4%	4.6%	4.5%	4.4%
New Construction Change Forecast by KC		-25.9%	-10.8%	2.7%	5.0%	5.9%	6.9%	6.4%	6.3%	6.4%
<b>Calculation of Limit Factor Levy</b>										
Levy basis for calculation (Prior year initial levy)	\$ 17,140,344	\$ 17,502,656	\$ 17,816,427	\$ 18,116,800	\$ 18,431,253	\$ 18,752,041	\$ 19,080,203	\$ 19,416,159	\$ 19,759,856	\$ 20,110,893
x Limit factor	1.01000	1.01000	1.01000	1.01000	1.01000	1.01000	1.01000	1.01000	1.01000	1.01000
Levy	\$ 17,311,747	\$ 17,677,683	\$ 17,994,591	\$ 18,297,968	\$ 18,615,566	\$ 18,939,561	\$ 19,271,005	\$ 19,610,321	\$ 19,957,455	\$ 20,312,002
Local new construction	\$ 228,546,413	\$ 169,444,311	\$ 151,127,381	\$ 155,147,369	\$ 162,873,708	\$ 172,532,119	\$ 184,402,329	\$ 196,259,398	\$ 208,564,863	\$ 221,913,014
+ Increase in Utility Value	\$ -									
Total new construction	\$ 228,546,413	\$ 169,444,311	\$ 151,127,381	\$ 155,147,369	\$ 162,873,708	\$ 172,532,119	\$ 184,402,329	\$ 196,259,398	\$ 208,564,863	\$ 221,913,014
x Last year's regular levy rate	0.83532	0.81882	0.80865	0.85908	0.83792	0.81516	0.78716	0.76193	0.73568	0.71102
New construction levy	190,909	138,744	122,209	133,285	136,475	140,642	145,154	149,535	153,438	157,785
Total Limit Factor Levy	\$ 17,502,656	\$ 17,816,427	\$ 18,116,800	\$ 18,431,253	\$ 18,752,041	\$ 19,080,203	\$ 19,416,159	\$ 19,759,856	\$ 20,110,893	\$ 20,469,787
<b>Annexation Levy</b>										
Omitted assessment levy	-	-	-	-	-	-	-	-	-	-
Total limit Factor Levy + New lid lifts	\$ 17,502,656	\$ 17,816,427	\$ 18,116,800	\$ 18,431,253	\$ 18,752,041	\$ 19,080,203	\$ 19,416,159	\$ 19,759,856	\$ 20,110,893	\$ 20,469,787
/ Regular levy assessed value less annexations	\$21,375,566,713	\$22,032,373,945	\$21,088,492,340	\$21,996,498,886	\$23,004,038,151	\$24,239,356,832	\$25,483,019,054	\$26,859,142,235	\$28,284,426,241	\$29,748,025,566
= Annexation rate (cannot exceed statutory max rate)	0.81882	0.80865	0.85908	0.83792	0.81516	0.78716	0.76193	0.73568	0.71102	0.68811
x Annexation assessed value	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annexation Levy	0	0	0	0	0	0	0	0	0	0
<b>Lid Lifts, Refunds and Total</b>										
+ First year lid lifts	0									
+ Limit Factor Levy	\$ 17,502,656	\$ 17,816,427	\$ 18,116,800	\$ 18,431,253	\$ 18,752,041	\$ 19,080,203	\$ 19,416,159	\$ 19,759,856	\$ 20,110,893	\$ 20,469,787
= Total RCW 84.55 levy	\$ 17,502,656	\$ 17,816,427	\$ 18,116,800	\$ 18,431,253	\$ 18,752,041	\$ 19,080,203	\$ 19,416,159	\$ 19,759,856	\$ 20,110,893	\$ 20,469,787
+ Relevy for prior year refunds	\$ 40,608	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
= Total RCW 84.55 + Refund	\$ 17,543,264	\$ 17,816,427	\$ 18,116,800	\$ 18,431,253	\$ 18,752,041	\$ 19,080,203	\$ 19,416,159	\$ 19,759,856	\$ 20,110,893	\$ 20,469,787
Levy Correction: Year of Error	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Refund										
<b>Allowable Levy (** In Budget)</b>	\$ 17,543,264	\$ 17,816,427	\$ 18,116,800	\$ 18,431,253	\$ 18,752,041	\$ 19,080,203	\$ 19,416,159	\$ 19,759,856	\$ 20,110,893	\$ 20,469,787

## POTENTIAL INTERNAL INFLUENCES:

### Increased personnel costs:

	Change: 2021 Forecast vs 2020 Forecast	Change: 2022 Forecast vs 2021 Forecast	2023 vs. 2022	2024 vs. 2023	2025 vs. 2024	2026 vs. 2025	2027 vs. 2026	2028 vs. 2027	2029 vs. 2028
<b>SALARIES &amp; WAGES</b>	4.5%	4.9%	4.7%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%
<b>BENEFITS</b>	14.0%	3.9%	3.8%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%

- ✓ Salary & Wage increase include COLAs, step increases, and longevity increases.
- ✓ COLAs used are 2021 3.5%, 2022-2029 3.0% each year.
- ✓ Benefit increase for 2021 is based on actual benefit costs through 06/30/2020 plus known staffing reduction through 2020. 2021 assumes we resume full staffing.

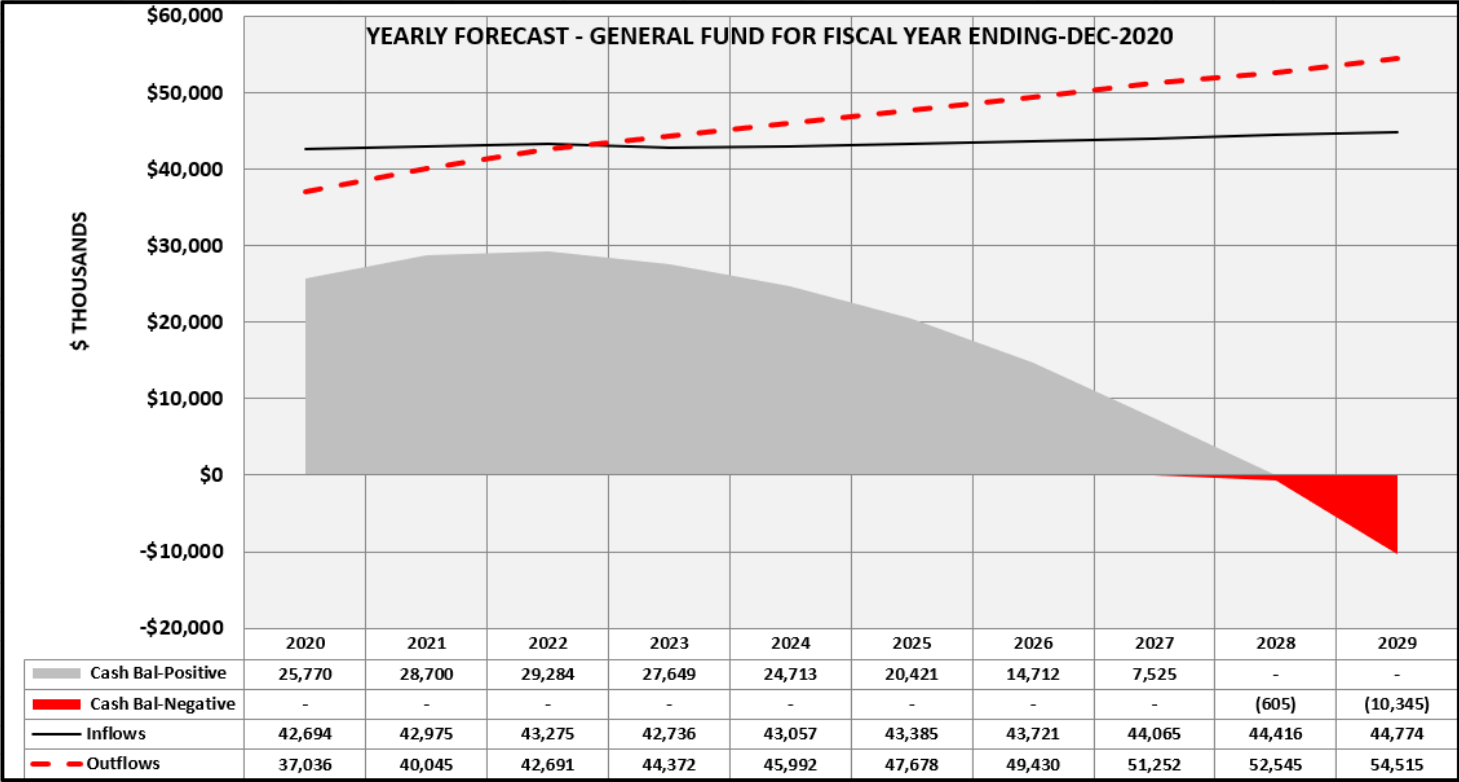
### Existing Benefit Charge philosophy.

### Overall service level philosophy.

### Progressive capital replacement schedules.



10 YEAR REVENUE/EXPENSE FORECAST:





main Gate

To: Fire Dept 40 + Medic Team -

I wanted to thank you all  
for your care + kindness to  
my Mom on Tues 7/14.

I understand she met A few  
of you A few weeks early  
when she ran to Assist A  
neighbor who need help.

While we lost her that day  
she Always said you'r a group  
of the most kind hearted  
that she ever knew. I heard  
from the neighbor how  
helpful you were and that  
she was up and so proud of  
her low BP. But it was real  
low! 😊 With the Covid we -

have all had challenge.  
I wanted to just say  
thank you!

All the best!

Joanne Rawley (

(my mom)  
Joyce Rawley  
173rd St. Fairwood

Joanne 2017



## Governing Board Agenda Item

SUBJECT/TITLE: Fire Chief Recruitment Process

STAFF CONTACT: S. Babich, Chief Administration Officer

### SUMMARY STATEMENT:

At the request of the Governance Board we contacted five professional recruiting agencies with experience in the public sector. Only two agencies responded to our RFP. Both are attached for your consideration.

### FISCAL IMPACT:

Expenditure \$25k to \$27k Revenue \_\_\_\_\_

Currently in the Budget Yes ☐ No ☒

### SUMMARY OF ACTION:

Reviewed by Legal Yes ☐ No ☒

### EXHIBITS:

Prothman RFP response.  
Ralph Anderson & Associates RFP response.

### RFA GOVERNANCE BOARD RECOMMENDED ACTION:

Discussion on agency selection and further direction to staff.

**Proposal  
to provide recruitment services for  
Renton Regional Fire Authority's next  
Fire Chief**



**Leadership is Key to the Sustainability of Any Organization**

*Character, integrity, and the commitment of a leader inspires  
those in the workplace to go the extra mile and can greatly influence  
the team's success in achieving its objectives.*

**Finding great leaders is what we do!**



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**Executive Recruitment**

*Interim Staffing. Application Software. Job Board.*

## COVER LETTER

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### ABOUT PROTHMAN

Prothman specializes in providing national executive recruitment services to cities, counties, districts, and other governmental agencies throughout the western United States. Founded in 2001, Prothman has become an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government. Prothman operates as an S corporation.

### OUR EXPERTISE

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 500 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 6,500 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

**Firsthand Knowledge of Local Government:** Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

### OUR PROVEN PROCESS

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization, but fit within the community, as well.

### OUR GUARANTEE

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within one year from the employment date, we will conduct a replacement search with no additional professional fee.

### LEAD CONSULTANT

Mark Risen, retired Fire Chief from the City of Bellevue Fire Department, will be your lead consultant.

### CONTACT INFORMATION

Co-Owner: Sonja Prothman - sonja@prothman.com, 206.368.0050  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
Submittal Date: July 24, 2020

Prothman commits to performing all services represented in this proposal.

*Sonja Prothman*



## **NARRATIVE & COVID-19**

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for over 18 years. We have placed fire chiefs in small city departments to large districts throughout the Pacific Northwest. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to, and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right “fit” for our clients.

**COVID–19 Experience:** We have successfully completed many recruitments during the current pandemic and social distancing regulations. We have implemented many levels of Zoom meetings with the client, including work sessions and final interviews with boards. We have held final interviews via Zoom to narrow the candidates down to the top one or two to be invited for a personal onsite interview. We have had a final candidate chosen based solely on the Zoom interviews and we have had boards narrow it down to one final candidate to bring in for in-person interviews based on the Zoom interviews. We have also had final interviews where all candidates were on site and social distancing parameters and masks were adhered to. There is no cookie cutter here; we work with the client to address your concerns and comfort level with social distancing and we provide a process that supports your needs.

## **RECRUITMENT APPROACH**

### **1. Develop a Tailored Recruitment Strategy**

#### **Project Review**

The first step will be to:

- ◆ Review the scope of work and project schedule
- ◆ Review compensation and decide if a salary survey is needed

#### **Information Gathering and Research (*Soliciting Input*)**

**We will travel to Renton Regional Fire Authority and spend as much time as it takes to learn everything we can about your organization.** Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next Fire Chief. We will:

- ◆ Meet with Commissioners and Retiring Chief
- ◆ Meet with Department Staff, as directed
- ◆ Meet with Union Representatives, as directed
- ◆ Meet with other stakeholders, as directed
- ◆ Review all documents related to the position

#### **Position Profile Development (*Identifying the Ideal Candidate*)**

We will develop a profile of your ideal candidate. Profiles include the following:

- ◆ **A description of the ideal candidate’s qualifications**
  - Years of related experience and education required
  - Ideal personality traits and work habits
- ◆ **Organization-specific information**
  - Description of the organization, position and key responsibilities
  - Priorities and challenges facing the organization
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

## **2. Identify, Target, and Recruit Viable Candidates**

### **Outreach and Advertising Strategy** *(Locating Qualified Candidates)*

We recognize that often the best candidates are not actively looking for a new position--**this is the person we want to reach and recruit.** We have an aggressive recruitment strategy which involves the following:

- ♦ **Print and Internet-based Ads** placed nationally in professional publications, journals, and related websites.
- ♦ **Targeted Direct Mail Recruitment Brochures** sent directly to fire chiefs and command professionals who are not actively searching for a new position.
- ♦ **Focused Candidate Outreach** via hundreds of personal emails, networking and phone calls from our extensive database of fire command professionals.
- ♦ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages and on the Prothman website**, which receives over five thousand visits per month from potential candidates.

## **3. Conduct Preliminary Screening**

### **Candidate Screening** *(Narrowing the Field)*

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

### **Candidate Presentation**

**We will prepare and send to you a detailed summary report and binders** which include each candidate's application materials and the results of the personal interviews and publication search.

**We will travel to RFA** and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 3 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

## **4. Prepare Materials and Process for Final Interviews**

### **Final Interview Process** *(Selecting the Right Candidate)*

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- ◆ **Elements of the design process include:**

- **Deciding on the Structure of the Interviews**

- We will tailor the interview process to fit your needs. It may involve using various interview panels, community tours and/or a public evening reception.

- **Deciding on Candidate Travel Expenses**

- We will help you identify which expenses your organization wishes to cover.

- **Identifying Interview Panel Participants & Panel Facilitators**

- ◆ **Evening Reception**

You may wish to have a reception the evening before the interviews so that the commissioners and staff have a chance to meet the finalist candidates in an informal setting. We will facilitate the reception.

- ◆ **Background Checks**

Background checks include the following:

- **References**

- We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.

- **Education Verification, Criminal History, Driving Record and Sex Offender Check**

- We contract with Sterling for all background checks.

- ◆ **Candidate Travel Coordination**

After you have identified the expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.

- ◆ **Final Interview Binders**

The Final Interview Binders include the candidates' application materials and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.

- ◆ **Final Interviews with Candidates**

**We will travel to RFA and facilitate the interviews.** The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.

- ◆ **Panelists & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.

- ◆ **Candidate Evaluation Session:** After the debrief, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.



## **STATEMENT OF QUALIFICATIONS - EXPERIENCE**

### **Current Recruitments**

**Lopez Island Fire & EMS, WA** – *Fire Chief*  
**Gig Harbor Fire & Medic One, WA** – *Fire Chief*  
**Mountain View Fire & Rescue, WA** – *Deputy Fire Chief*  
**City of Lincoln, NE** – *Fire Chief*  
**KITTCOM, WA** – *Executive Director*  
**City of Palos Verdes Estates, CA** – *Finance Director*  
**Mono County, CA** – *Assistant County Administrative Officer*  
**City of Pasco, WA** – *Deputy City Manager*  
**City & County of Broomfield, CO** – *Deputy City & County Manager*  
**Jefferson County, OR** – *Building & Grounds Director*  
**City of Blaine, WA** – *Public Works Director*  
**Spokane Regional Clean Air Agency, WA** – *Executive Director*  
**Whatcom Transportation Authority, WA** – *General Manager*  
**Whatcom Transportation Authority, WA** – *HR Director*  
**Morrow County, OR** – *Planning Manager*  
**Bonner County, ID** – *Certified Residential Appraiser*  
**Gunnison County Attorney's Office, CO** – *Deputy County Attorney*  
**Kitsap Transit, WA** – *HR Director*

### **References/Recruitments**

**Yakima County Fire District 4, WA** - Fire Chief - *just completed*  
Contact - Administrative Director, Jenifer Huitt - 509.457.8615  
j.huitt@ycfd4.org

**Puget Sound Regional Fire Authority, WA** - Fire Chief  
Contact - Governance Board, Bill Boyce - 253.856.4300  
bboyce@kentwa.gov

**Front Range Fire Rescue, CO** - Fire Chief  
Contact - Board Member, Blair Howe - 970.587.4464  
bthowe@comcast.net

**Wood River Fire & Rescue, ID** - Fire Chief  
Contact - Fire Chief, Ron Bateman - 970.227.6925  
rbateman@wrfr.com

## **STATEMENT OF QUALIFICATIONS - EXPERIENCE**

### **Completed Fire Chief Recruitments**

**Wood River Fire & Rescue, ID**  
Fire Chief (2019)

**Front Range Fire Rescue, CO**  
Fire Chief (2019)

**Lebanon Fire District, OR**  
Fire Chief (2019)

**Key Peninsula Fire Department, WA**  
Fire Chief (2019)

**San Juan Island Fire Department, WA**  
Fire Chief (2018)

**Cowlitz County Fire District #5, WA**  
Deputy Fire Chief (2018)

**Puget Sound Regional Fire Authority, WA**  
Fire Chief (2017)

**Woodburn Fire District, OR**  
Fire Chief (2017)

**Snohomish County Fire District #1, WA**  
Fire Chief (2017)

**Yakima County Fire District #4, WA**  
Fire Chief (2017)

**City of Bremerton, WA**  
Fire Chief (2017)

**Maple Valley Fire & Rescue, WA**  
Fire Chief (2016)

**Vashon Island Fire & Rescue, WA**  
Fire Chief (2008, 2016)  
Deputy Fire Chief (2009)

**City of Tukwila, WA**  
Fire Chief (2016)

**City of Burlington, WA**  
Fire Chief (2016)

**City of Gladstone, OR**  
Fire Chief (2016)

**City of Lincoln, NE**  
Fire Chief (2015)

**Campbell County Fire Department, WY**  
Fire Chief (2015)

**Lake Stevens Fire, WA**  
Fire Chief (2015)

**East Pierce Fire & Rescue, WA**  
Fire Chief (2015)

**Marysville Fire District, WA**  
Fire Chief (2015)

**Seattle Fire Department, WA**  
Fire Chief (2015)

**Camano Island Fire & Rescue, WA**  
Fire Chief (2014)

**East Olympia Fire District #6, WA**  
Fire Chief (2014)

**Canby Fire District 62, OR**  
Fire Chief (2014)

**Central Valley Fire District, MT**  
Fire Marshal (2014)  
Fire Chief (2012)

**Snoqualmie Fire Department, WA**  
Fire Chief (2014)

**Spokane Valley Fire Department, WA**  
Fire Chief (2013)

**Lacey Fire District 3, WA**  
Fire Chief (2012)

**Kootenai County Fire & Rescue, ID**  
Fire Chief (2011)

**Benton County Fire District #4, WA**  
Fire Chief (2011)  
Fire Chief (2005)

**City of Arlington, WA**  
Fire Chief (2010)  
Fire Chief (2005)

**City of Woodland, WA**  
Fire Chief (2010)

**Central Whidbey Island Fire & Rescue, WA**  
Fire Chief (2009)

**City of Bothell, WA**  
Fire Chief (2009)

**City of Enumclaw, WA**  
Fire Chief (2009)

## **STATEMENT OF QUALIFICATIONS - PROJECT TEAM**

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### **Mark Risen - Project Lead**

Mark began his fire service career in 1979 and with the City of Bellevue Fire Department in 1983. As he progressed through the ranks, he served as Chief of Training while a Battalion Chief. As a Deputy Chief, he supervised the Bureau of Support Services, overseeing training, facility and fleet operations. He was then assigned to the Bureau of Operations, supervising the Emergency Medical Division and all suppression personnel. In 2013, he was loaned to the Woodinville Fire District for a 6-month assignment as Interim Fire Chief, gaining valuable insight into fire district operations. Upon his return to Bellevue, he assumed the role as Interim Fire Chief in 2014 and was ultimately appointed Fire Chief in 2015. A very active career with both operational and staff assignments has given him valuable insight into the fire service and operating both large and small organizations. Mark has an associate degree in Fire Command and Administration and has attended the National Fire Academy.

### **Greg Prothman - Project Support**

As President of the Prothman Company, Greg offers a unique combination of 20+ years of experience in various functions of government and 15 years of experience in public sector recruitment. Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his master's degree in public administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and next, City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington. Greg is a volunteer EMT/Firefighter for the City of Snoqualmie and a member of Seattle Mountain Rescue.

### **Sonja Prothman - Project Support**

As Vice President, Sonja directs the day-to-day operations of the Prothman Company and has over 14 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in Communications from the University of Washington.

### **Barry Gaskins - Project Support**

Barry is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University in Los Angeles.

### **Jared Eckhardt - Project Support**

Jared is responsible for profile development and candidate outreach. Jared works one-on-one with the client for the profile development and works with Sonja and the lead consultant on each client's outreach strategies. Jared graduated from the University of Washington, earning his BA in Communications.

## **AVAILABILITY, COMMUNICATION & SCHEDULE**

**We are ready to start when you are!**

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so that you have direct access to your lead consultant and support staff, and we will communicate and update you as often as you desire. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

### **SAMPLE SCHEDULE**

Blue highlighted / bolded events represent meetings with the client.

<b>Date</b>	<b>Topic</b>
<b>Weeks of August 3 &amp; 10, 2020</b>	<b>Travel to RFA for stakeholder interviews.</b> Gather information for position profile
August 12, 2020	Send Position Profile for review and edits
August 17, 2020	Post Profile & Start Advertising
August 26, 2020	Send Direct Mail
September 20, 2020	Application Closing Date
Weeks of September 21 & 28, 2020	Prothman screens applications & interviews top 8 - 15 candidates
<b>Week of October 5 - 9, 2020</b>	<b>Travel to RFA for Work Session to review semifinalists and design final interviews</b>
<b>Week of October 26 - 30, 2020</b>	<b>Travel to RFA for Final Interview Process, usually includes an evening reception and next day interviews</b>

## **FEE, EXPENSES & GUARANTEE**

### **Professional Fee**

**The fee for conducting a Fire Chief recruitment with a one-year guarantee is \$19,500.** The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and three on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Professional fees are billed in three equal installments throughout the recruitment.

### **Expenses**

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and we work diligently to keep expenses at a minimum and keep records of all expenditures. Renton Regional Fire Authority will be responsible for reimbursing expenses Prothman incurs on your behalf. Expenses include:

- Newspaper, trade journal, websites, and other advertising (approx. \$1,400 - 1,500)
- Direct mail announcements (approx. \$1,700 - 1,800)
- Interview Binders & printing of materials (approx. \$300 - 600)
- Delivery expenses for Interview Binders (approx. \$75 - 250)
- Consultant travel: NO CHARGE
- Background checks performed by Sterling (approx. \$170 per candidate)

### **Other Expenses**

**Candidate travel:** We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

### **Warranty**

**Repeat the Recruitment:** If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

### **Guarantee**

Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within one year from the employment date, we will conduct one replacement search with no additional professional fee, the only cost to you would be for the expenses.

### **Cancellation**

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.

## EXAMPLE OF POSITION PROFILE





CITY OF  
**LINCOLN**  
NEBRASKA



## FIRE CHIEF

**\$126,972 - \$175,155**

*Plus Excellent Benefits*

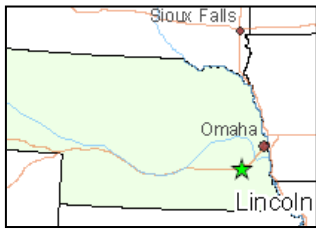
Apply by  
**August 9, 2020**  
(First Review, Open Until Filled)

**PROTHMAN**





## WHY APPLY?



As the capital and higher education center of the state, Lincoln is a livable city with a diverse economy. The largest employers include state government,

the University of Nebraska, Kawasaki Manufacturing, Bryan Health, St. Elizabeth Medical Center/CHI, Duncan Aviation, and smaller businesses in printing, insurance, and pharmaceutical manufacturing. The university is a great addition to the landscape and the economy, adding 25,000 students and a healthy set of college-town amenities. With immense support from the community, this is an excellent and exciting opportunity for a progressive and innovative fire service professional to lead a well-established, high functioning fire department into the future.



## THE COMMUNITY

Lincoln is the capital of the state of Nebraska with a population of nearly 275,000. The city has a historic and vibrant downtown core with numerous offices and residential buildings and is the home of the University of Nebraska. The recently completed Pinnacle Bank Arena is the premier site of many sports and entertainment events located in the Historic Haymarket section of downtown Lincoln. The downtown area offers a wide variety of eating establishments and energetic night life in The Railyard on Canopy street, which is Lincoln's premier entertainment district. This vibrant venue features 13+ restaurants & bars, live entertainment, a public market, and THE CUBE.

Lincoln boasts 125 city parks, 9 recreation centers, 10 public swimming pools, 5 public golf courses and over 131 miles of hard surface and crushed rock trails. Being outdoors is a fundamental part of life in Lincoln! Spectator sports include USHL Tier 1 hockey, minor league baseball, area high school and college sports and, of course, the University of Nebraska Cornhuskers!

The City of Lincoln encompasses about 11% of the land mass but about 90% of the population of Lancaster County. The region offers a diverse blend of residential, commercial, industrial, and government properties. The Lied Center for Performing Arts anchors the cultural entertainment for the City. As a community, Lincoln residents strongly support their local government services. The City operates within a strong mayor-council form of municipal government.

The Lincoln Public School system is one of the premier school districts in the Midwest. It is the second largest public-school system in Nebraska, serving over 39,000 students at 38 elementary schools, 11 middle schools and 6 high schools. In addition, Lincoln has 5 parochial and private school systems. Lincoln is experiencing an influx of skilled young talent. More secondary education students are staying in Lincoln post-graduation to begin their careers and families due to the array of opportunities in Lincoln and the comfortable quality of life.





## THE CITY

The City of Lincoln operates under the "Mayor-Council" form of government. The Lincoln City Council is comprised of seven elected officials, each serving four-year terms. Four Council members each represent a district, and three are elected at large. Mayor Leirion Gaylor Baird was elected in May 2019. She earned a B.A. in history from Yale University and a master's degree in comparative social policy from Oxford University. Prior to serving on City Council, Mayor Baird was also a member of the Lincoln/Lancaster County Planning Commission. The city employs roughly 2,225 FTEs and has a total operating budget of \$ 496,723,441 for 2020-21.

Lincoln is a full-service city. City departments include Building & Safety, the City Attorney's Office, Finance, Fire & Police, Health, Human Resources, Libraries, Parks & Recreation, Planning, Transportation and Utilities, and Urban Development. The City of Lincoln proudly maintains a "AAA" bond rating on the City's General Obligation bonds by both Standard & Poor's Ratings Services (S&P) and Moody's Investors Service. The City has maintained these ratings for almost two decades.



## THE DEPARTMENT & POSITION

Lincoln Fire & Rescue (LF&R) provides first tier emergency response to incidents involving fire, emergency medical services, motor vehicle accidents, hazardous materials, rescue services, and fulfills other requests for service as well. Lincoln Fire & Rescue is proud to be one of only 258 internationally accredited fire agencies through the CPSE. The Department also is one of the longest continuously accredited agencies since the inception of fire agency accreditation.

Operating on a 2020-21 budget of \$ \$45,418,795, Lincoln Fire & Rescue maintains an allocated force of over 325 FTE's, including 318 personnel within the emergency services division, of whom, approximately 88 are system certified paramedics. Services are provided by 16 fire stations, 16 engine companies, 4 truck companies, and 7 paramedic units. The Department responds to nearly 27,000 calls annually. Of these calls, approximately 80% are EMS based, 10% fire based, 4% MVA's, 4% hazardous materials, and 2% other.

The Department is primarily funded by the City of Lincoln's general fund, which is predominately made up from a mix of property tax and sales tax. Unique to LF&R, the emergency medical transport service has been 100% funded by user fees and operated as an enterprise fund for more than 17 years. As a sponsoring agency for Nebraska Task Force 1 (FEMA US&R Task Force), the Department also provides administrative, operational, and logistical coordination of the team through a reoccurring federal grant maintained separate from the general fund.

The Fire Chief is responsible for developing, implementing, and monitoring the effectiveness of departmental programs, policies and procedures. The Chief supervises and directs departmental operations regarding fire suppression, emergency medical services, ambulance services, fire safety, communications, and equipment maintenance, and enforces provisions of the Uniform Fire Code, state fire codes and related laws and regulations. The Chief also develops, implements and monitors the departmental budget, reviews departmental training programs, and confers with other municipal departments, state fire officials, public officials and the general public concerning emergency medical services, fire suppression and fire safety related topics.

General administrative direction is received from the Mayor, with work being reviewed in the form of the total effectiveness of fire suppression, emergency medical services, ambulance services and fire safety programs within the community as well as compliance with those requirements.

## OPPORTUNITIES & CHALLENGES

**Leadership:** The new Chief will be a strategic thinker and collaborative at all levels of the organization. Working with both elected and appointed city leaders to define solutions to future city-wide issues such as a providing services to a growing population, an expanding city and the long-term impacts of climate change. The new Chief will balance being an advocate for the overall needs of the city with those of the fire department; ensuring that critical fire department issues such as administrative support, employee health and wellness, operational needs and budgetary requests are clearly articulated.



**Emergency Medical Services:** Lincoln Fire and Rescue is a provider of both Basic and Advanced Life Support Services and enjoys a very high cardiac arrest survival rate. This program is currently being challenged by a shortage of qualified paramedics applicants. In addition, the program funding is a 100% fee-based and there are concerns regarding long term financial viability of the system. The new Fire Chief should be well versed in the innovative management of advanced life support programs in an effort achieve long term success while retaining the current funding model.

**Facilities and Equipment:** The city has recently made several long overdue apparatus purchases to upgrade an aging fleet. Likewise, the city has completed construction of two new stations and has plans for others as new areas are annexed into the city. It is also initiating a facilities study in an effort to upgrade existing stations to modern standards and current needs. While these efforts have helped in the short term, the new Fire Chief will have to assist in developing long term funding solutions to maintain both fleet and facilities and ensuring continued progress in these areas.

**Labor Management Relations:** The previous Fire Chief has fostered a collaborative relationship with labor that has greatly increased the level of trust during his tenure. The new Fire Chief will need to continue this relationship with open, honest communication that builds on trust and the existing relationship. Keeping Union leadership informed and seeking input prior to the implementation of major initiatives has gone a long way towards building this relationship. The Union is ready and willing to help move the department forward with a Fire Chief that respects their role and sees them as a partner in achieving success.

**Continuous Improvement:** The department has adopted an evidence and data-based approach to problem solving and providing service. Engagement and education are a key component to achieving fire departments goals and garnering support from both the community and elected officials. The new Fire Chief will need to be able to use data in their day to day management and long-term planning. The development and communication of evidence-based solutions will be critical to implementing change for both internal staff and outside stakeholders.

## IDEAL CANDIDATE

### Education and Experience:

Graduation from an accredited four-year college or university with a degree in fire science, business or public administration or related field; plus ten years of experience in fire department operations which includes the areas of fire suppression, rescue, fire investigations or emergency medical services; or any equivalent combination of training and experience that provides the desirable knowledge, abilities and skills.

### Necessary Knowledge, Skills and Abilities:

- Experience as a Chief Officer in a similar sized (or larger) fire department with a history of progressive and proactive program development.
- Experience working with a City Council or Board of Directors to build achievable goals that will take the agency to the next level of service.
- Political acumen and sensitivity to be effective within a broad range of interests.
- Candidates must understand their role as the Chief Executive Officer and balance their position as an 'employee' of the Mayor/Council with that of being the 'head coach' for the staff and the 'advocate/liaison' to the community.
- Excellent executive leadership skills and a comprehensive knowledge of all facets of the fire service and EMS, especially the management of Advanced Life Support programs.
- The ability to ensure future focused strategic planning is in place through the utilization of data driven decisions and industry best practices.
- Continued use of the Accreditation process, through the Commission on Fire Accreditation International, as a keystone of achieving excellent outcomes through thoughtful process and industry best practice
- Strong financial acumen and solid experience in budgeting and long-range financial planning.

- Exceptional written and oral communication skills which will be used to clearly communicate the policies and strategic vision to staff and citizens in a clear and concise manner.
- The ideal candidate will lead by example setting the standard for all members and must have a strong and confident presence, be a good listener, be accessible, and understand the importance of maintaining close and consistent communication with staff.
- A track record for delivering results, building accountability for staff at all levels and creating a positive working environment characterized by teamwork and innovation.
- The ability to communicate with community members on a timely basis regarding the mission, needs and goals of the organization.

## COMPENSATION & BENEFITS

- **\$126,972 - \$175,155 DOQ**
- Medical, Dental and Optional Vision Coverage
- Life Insurance - \$70,000
- Long Term Disability
- 160 Hours Vacation Annually
- Paid Holidays & Sick Leave
- Defined Contribution Retirement Plan (6% employer match)
- VEBA Trust Post Employment Health Plan

**Please Visit:**  
**[www.lincoln.ne.gov](http://www.lincoln.ne.gov)**



The City of Lincoln is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **August 2, 2020** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to **[www.prothman.com](http://www.prothman.com)** and click on "**Open Recruitments**", select "**City of Lincoln, NE – Fire Chief**", and click "**Apply Now**", or click [here](#). Resumes, cover letters and supplemental questions can be uploaded once you have logged in.

**[www.prothman.com](http://www.prothman.com)**

371 NE Gilman Blvd., Ste 310  
Issaquah, WA 98027  
206.368.0050





## EXAMPLE OF INVITE LETTER



## DEPUTY FIRE CHIEF

# \$150,000 - \$155,000

First Review:  
**July 12, 2020**  
(Open Until Filled)

Apply at [www.prothman.com](http://www.prothman.com)

**Auburn, Washington**

Dear Colleague,

Prothman is currently recruiting for the **Deputy Fire Chief** position for **Mountain View Fire & Rescue, in Auburn, Washington**. We invite you to review the position details on the back page, and if you find that this position isn't right for you, we ask that you please pass this on to other fire professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

The Prothman Company

**PROTHMAN**



## THE COMMUNITY



Mountain View Fire & Rescue is located in Western Washington, within the most populous county in Washington, King County. Situated just 35 miles

south of Seattle and 26 miles north of Tacoma, one can be in a major City or in the Cascade Mountains within an hour drive. Although the district is considered rural, King County is the cultural, business, educational, and governmental focal point of the Western Washington region and is on the forefront of Fire and Emergency Medical care.

Mountain View Fire & Rescue's boundaries include unincorporated portions of the cities of Auburn, Kent, and Enumclaw, and provides fire and life safety to the City of Black Diamond and the Muckleshoot Indian Reservation. The District provides service to roughly 32,000 residents over 70 square miles, out of 8 fire stations. Due to a recent housing boom the population of the district is expected to continue to grow rapidly and infrastructure is high priority for the community.

The City of Black Diamond is home to one of the largest master planned developments in Washington State. At final build out, there will be 6,050 new homes and over 1.2 million square feet of commercial space. A new Fire Station in the city is currently in the early design phase, with construction starting within the next 12 months. The region is home to the White River Amphitheater - a 20,000 capacity concert venue, Pacific Raceways - a NHRA racetrack, many horse riding stables, state and local parks, and the Class III-IV Green River that transverses the District east to west. The population of the District can double when both the amphitheater and racetrack draw in large crowds.



## THE ORGANIZATION & POSITION

Established in 1954, Mountain View Fire & Rescue (previously known as Fire District 44) proudly serves citizens of 3 different fire districts that have merged into 1 over the past 20 years. In 2019 the department responded to 2,219 emergency incidents; approximately 64% are EMS incidents. The District provides basic life support, with advanced life support provided by the Counties Medic One program. Medic 12 operates out of the district's station 94. The District is overseen by an elected 5-person Board of Fire Commissioners. The Department's 2020 annual budget is \$6,385,000.

Mountain View Fire & Rescue is currently a "combination" Department with 22 full time personnel including the Fire Chief, Deputy Chief, 4 Captains, 1 Training Officer, 7 Lieutenants, 11 Career Firefighters, and an Administrative Manager & Administrative Assistant, and roughly 60 Volunteers. All Career Firefighters are Washington State EMT's, as are most of the Department's Volunteers. Currently 2 of the Department's 8 stations are staffed 24/7 with Career Firefighters, and Station 98 is covered 12 hours by career and 12 hours by Volunteers. Vehicle maintenance is provided by a Fire based, vehicle maintenance consortium; one of the garages is located at the district headquarters station.

Under the direction of the Fire Chief, the Deputy Fire Chief's responsibilities include: overall evaluation of the general operation of the department with the goal to provide recommendations to improve efficiency, provide direction on major projects or problem areas, plan for the future of the District, develop and recommend policies for adoption by the Board, and implement procedures to ensure policies are met and provide policy guidance. The Deputy Chief also assists in developing budgets and contracts necessary to facilitate District functions. The Deputy assists in developing recommendations for the protection of life and property in the District's operational area, attends Fire Commissioner Board meetings and meetings in the City as directed by the Chief, and promptly report any serious injury, accident or death involving a member of the Fire District, ensuring all required reports are compiled.

**Please visit [www.prothman.com](http://www.prothman.com) to review the full position profile & compensation package.**

Also visit the **Prothman Job Board** at [prothman-jobboard.com](http://prothman-jobboard.com) for this and other great opportunities!





**Ralph Andersen & Associates**  
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road  
Suite 410  
Rocklin, California 95765  
916.630.4900

July 21, 2020

Chair Kerry Abercrombie  
and Members of the Governance Board  
Renton Regional Fire Authority  
18002 108<sup>th</sup> Avenue SE  
Renton, Washington 98055

Via Email: [sbabich@rentonrfa.org](mailto:sbabich@rentonrfa.org)

Dear Chair Abercrombie and Members of the Governance Board:

Thank you for inviting Ralph Andersen & Associates to submit this proposal to recruit for the position of Fire Chief for the Renton Regional Fire Authority. We would be delighted to work with the Governance Board on this search assignment as it selects its second Fire Chief.

Especially in the uncertain times ahead, it is critical to have the right leader for your organization. Ralph Andersen & Associates has been serving local government, including districts such as the Renton Regional Fire Authority, since 1972. In each search engagement, we aim to not only provide our clients with excellent candidates but also to design a thoughtful search process and to provide trusted advice and consulting.

We know that the selection of an organization's CEO is often considered the most important function of a governing body. The ability to lead others, to carry out the Board's direction, and to manage budget and resources effectively plays a pivotal role in the organization's success. This is especially true in a young organization such as the Renton Regional Fire Authority.

The recruitment techniques of Ralph Andersen & Associates, refined for over 48 years, along with the expertise of our consultants, sets us apart from other firms. We recognize the uniqueness that exists with each of our clients and tailor the search to each client's needs.

Chief Greg Nelson, Vice President with Ralph Andersen & Associates, will be the Project Director and lead consultant on this search engagement. Chief Nelson leads the firm's Public Safety practice area and is currently conducting a Fire Chief search for the City of Boise, Idaho and has recently conducted Fire Chief recruitments for the City of Carson City, Nevada; El Dorado Hills Fire Department, California; and Truckee Meadows Fire Protection District, Nevada.

We are proud of how we market and represent our clients; all of the design, graphics, and printing of our marketing material is done in-house so we can control the quality and production timing. Sample recruitment brochures for the City of Boise Fire Chief recruitment and the El Dorado Hills Fire Department Fire Chief recruitment are attached for your reference.

Thank you very much for your favorable consideration of this proposal. We look forward to further refinement of this work plan to suit the Authority's specific needs. You may reach me or Chief Nelson at (916) 630-4900 should you have any questions or need further clarification.

Sincerely,

Heather Renschler  
President/CEO



**Ralph Andersen & Associates**  
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road  
Suite 410  
Rocklin, California 95765  
916.630.4900

## Firm Narrative and Recruitment Approach

Attracting top talent has never been more complex and Ralph Andersen & Associates is highly qualified to assist the Renton Regional Fire Authority with recruiting its new Fire Chief. We have conducted more successful executive recruitments than any other firm since 1972. From helping you to create a competency-based interviewing framework for your new Fire Chief to assessing candidates and attracting top human capital, our search professionals offer an unparalleled depth of experience, national reach, and industry knowledge.

The Authority has requested our proposal to assist in the identification and recruitment of a highly qualified group of candidates for the new Fire Chief. In particular, the Authority is seeking a firm with the national reach and professional experience to clearly assess your organizational needs and formulate a strategy to deliver results.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We begin each search by working closely with your leadership, stakeholders, staff, and, when appropriate, your community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach matched with this 360-degree perspective means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We understand that the Authority expects aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with a fully detailed profile of the desired candidate's characteristics and build a recruitment strategy that is tailored to meet the Authority's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a diverse and highly qualified group of candidates.

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

### Our Approach to the Recruitment Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. Our approach includes:

- Extensive **personal outreach**, via telephone or videoconference, to qualified candidates within Washington and the Western Region.
- A **marketing strategy** that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.
- A **screening process that narrows the field of candidates** to those who most closely match the needs of the Authority and is based on **preliminary research and videoconference interviews** with the top candidates.
- **Delivering a product in the form of a search report that recommends the top group** of candidates and provides the Hiring Committee and Board with detailed information about their backgrounds and experiences.
- Assistance during the final interview and the selection process.
- Being available as needed to assist with the negotiation and development of an employment agreement during the final stages of the process.

## The Search Work Plan

We approach every search with a sense of excitement and urgency and we always “hit the ground running.” That means that when the Authority gives us notice to proceed, we kickoff the process immediately – working closely with the Governance Board, Hiring Committee, and others as requested, to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and, while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

**Given the uncertainty regarding in-person meetings and travel due to the COVID-19 pandemic, meetings will be conducted via videoconference during the recruitment.**

### Task 1 – Review Project Management Approach

The Project Director, Chief Nelson, will begin work on this project within 10 days (or sooner) after the Authority provides a contract or, alternatively, an official notice to proceed. The first task will include established individual and/or group meetings with the Governance Board, Hiring Committee, and others, as appropriate, to finalize the recruiting and selection process. This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the Board, Hiring Committee, and key Authority staff, this task will result in a more definitive timetable.

### Task 2 – Develop Position Profile

The position profile for the Fire Chief is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria. Please see the attached samples for the City of Boise as well as the El Dorado Hills Fire Department Fire Chief recruitments. The City of Boise Fire Chief recruitment is provided as a current search, although it is a municipal department and the City elected to use its existing graphical design and portions of content. The El Dorado Hills Fire Department recruitment was for a district agency and is provided as a representation of the full text and graphical work of Ralph Andersen & Associates.

#### **Technical Information**

Chief Nelson will conduct meetings with the Governance Board, Hiring Committee, retiring Fire Chief Rick Marshall, and other appropriate Authority staff to gain an understanding of the experience and professional background requirements desired in the Fire Chief. Oftentimes, community partners, business leaders, and other stakeholders are interviewed



to help create a broader understanding of the unique aspects of the position. These additional meetings will also help the Project Director gain an understanding of the work environment and the issues facing the Authority.

### ***Recruitment Criteria***

The recruitment criteria are those personal and professional characteristics and experiences desired in the Fire Chief. The criteria should reflect the goals and priorities of the Authority.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by the search consultant. The brochure will be reviewed by the Authority in draft format, revised as appropriate, and published for use throughout the search.

## **Task 3 – Outreach and Recruiting**

This task is among the most important of the entire search. It is the focus of the activities of the search consultant and includes specific outreach and recruiting activities briefly described below.

### ***Outreach***

An outreach and advertising campaign will be developed. It will include the placement of ads in publications such as Fire Chief Magazine, International Association of Fire Chiefs, Western Fire Chiefs' Association, Washington Fire Chiefs, and other professional publications. Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

### ***Candidate Identification***

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the search consultant will target those individuals who meet the criteria established. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

## **Task 4 – Candidate Evaluation**

This task will be conducted following the application closing date. It includes the following specific activities:

### ***Screening***

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

### ***Preliminary Research and Internet Review***

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

### ***Preliminary Interviews***

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video technology. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately four to eight individuals. Those individuals will be reviewed with the Hiring Committee prior to proceeding with the individual interviews conducted for Finalist Candidates.

## **Task 5 – Search Report**

After completing Task 4, Chief Nelson will meet with the Hiring Committee, and others, if desired, to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) Highly Qualified; 2) Alternates; 3) Qualified; and 4) No Further Interest. The search report will include resumes for candidates in the Highly Qualified, Alternates, and Qualified groups. The results of preliminary research and interviews will be provided in writing. From this meeting will come a confirmed group of finalist candidates that the Governance Board and other panels will interview (approximately 6 candidates).

Thorough news article, Internet, and social media research is completed on the top candidates and made available in the Search Report.

## **Task 6 – Selection**

The final selection process will vary depending upon the desires of the Authority. Typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- The Project Director will recommend to the Hiring Committee a suggested interview panel structure that is representative of the constituencies and stakeholders the Fire Chief interacts with. The composition of these interview panels is often reflective of the same persons and organizations that were engaged in Task 2 to create the candidate profile.
- A typical interview process involves 2 to 3 interview panels at the first stage of the selection process. This is followed by a second, and sometimes third, stage of interviews that continues to refine the candidate pool until a candidate of choice is identified.
- The support staff of Ralph Andersen & Associates, under the direction of the Project Director, will prepare an interview booklet that includes the interview schedule, guidelines for panelists on their roles and legal restrictions on questioning, interview questions based on the recruitment criteria, evaluation guidelines, and candidate materials. Copies of the interview booklet will be provided in advance of the candidate interviews.
- Chief Nelson will facilitate the interviews to assist the Authority through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.

- Additionally, verifications will be made on up to the top two candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the Board at the appropriate time.
- Reference checks will only be conducted on the top two candidates. For each top candidate, former co-workers and supervisors will be identified and contacted. The results of these reference checks will be discussed with the Authority at the appropriate time. Should the Authority require additional reference checks on more than the top two candidates, an additional fee will be added.
- As needed, Chief Nelson is available to provide assistance to the Governance Board in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

### **Task 7 – Negotiation**

Chief Nelson is available to assist the Authority in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

Additionally, working with the Authority's legal counsel, Ralph Andersen & Associates will assist in the preparation of a draft employment agreement and work with the Authority on the finalization of this document.

### **Task 8 – Close Out**

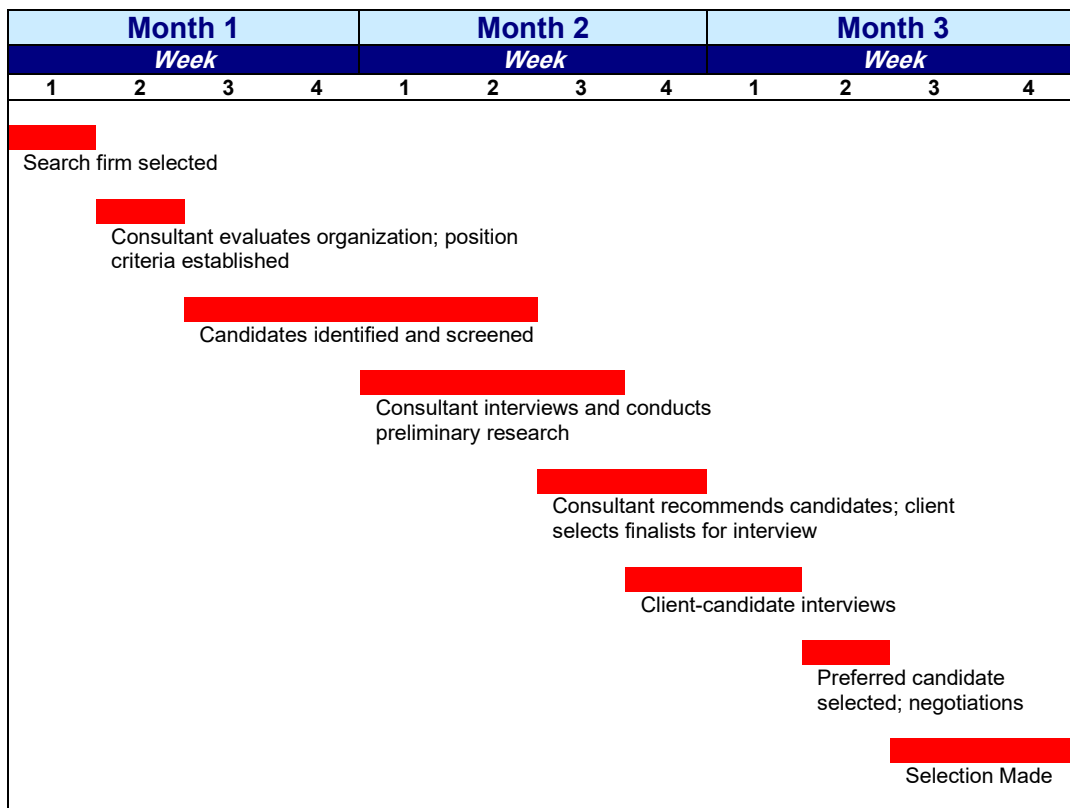
After the Authority has reached agreement with the individual selected for the position, the search consultant will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

## **Timeline**

Typically, a search will be conducted within a 75 to 90-day period of time from the execution of the agreement between the Authority and Ralph Andersen & Associates. Following selection, negotiation with the top candidate will take an additional week or two after interviews are conducted with the top candidates. Ralph Andersen & Associates is prepared to begin this search upon notification of contract award and will schedule kick-off meetings as appropriate.

A brief overview of a typical recruitment schedule is presented on the following page (schedule does not include transition time by Selected Candidate to join the Authority).





*\*Timeframe for the Fire Chief to transition to the Authority is dependent upon the selected candidate's notification to his or her current employer.*

# Firm Experience and Personnel

## Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates is a California Corporation providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 48 years. Our substantial background and understanding of special districts, including fire agencies, and your specific needs makes us ideally suited to represent the interests of the Authority.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We take a multi-disciplinary approach to executive search and the entire process. This is where Ralph Andersen & Associates sets itself apart:

- There's always an entire team behind every assignment;
- We take a multi-disciplinary approach to meeting our client's needs; and
- We keep commitments, performing at a level that exceeds our client's expectations.

Ralph Andersen & Associates, a California corporation, serves a nationwide clientele through its corporate office in Sacramento (Rocklin), California.

Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior staff all have personal, hands-on executive experience in the operation of public agencies and private businesses.

## Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: executive search, management consulting, and human resources consulting.

- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you actually get an entire team's worth of support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.
- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation

assessments, specialized financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.

- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

## Recent Recruitments

Ralph Andersen & Associates' significant experience in public sector searches is supported by a successful track record of highly regarded managers. The firm has conducted more than 2,250 recruitments.

We have an extensive network of fire related clients. Below is a listing of recent fire related recruitments conducted by Ralph Andersen & Associates (2005 to Present):

- Alameda County, CA
  - Fire Chief (Current Search)
- Anaheim, CA
  - Fire Chief (2019)
- Arlington, TX
  - Fire Chief and Director of Emergency Services (2010)
- Bishop, CA
  - Fire Chief (2018)
- Boise, ID
  - Fire Chief (Current Search) – **Brochure Attached**
- Carson City, NV
  - Fire Chief (2017)
- Charlotte, NC
  - Fire Chief (2018)
- Cincinnati, OH
  - Fire Chief (2017)
- Corona, CA
  - Fire Chief (2018)
- El Dorado Hills Fire Department, CA
  - Fire Chief (2018) – **Brochure Attached**

- Hillsborough County, FL
  - Fire Marshal (2008)
- Huntington Beach, CA
  - Fire Chief (2020)
- Kansas City, MO
  - Fire Chief (2013)
- La Habra Heights, CA
  - Fire Chief Backgrounds (2010 & 2011)
- Los Angeles, CA
  - Fire Chief (2014)
- Menlo Park Fire Protection District, CA
  - Fire Marshal (2014)
- Metropolitan Washington Airports Authority
  - Assistant Fire Chief (2018)
  - Fire Chief (2018)
- Oakland, CA
  - Fire Chief (2012)
- Orange County, FL
  - Fire Chief (Partial Recruitment) (2012)
- Orange County Fire Authority, CA
  - Assistant Chief/Fire Marshal (2014)
  - Fire Chief (2014 & 2018)
  - Interim Fire Chief (2014)
- Richmond, CA
  - Fire Chief (2005)
- Riverside, CA
  - Fire Chief (2014)
- Ross Valley Fire Department, CA
  - Fire Chief (2014)
- Sacramento, CA
  - Fire Chief (2018)
- San Bernardino County, CA
  - Deputy Fire Chief of Administration (Current Search)
  - Deputy Fire Chief of Operations (Current Search)
  - Fire Chief/Fire Warden (2019)
- Santa Barbara, CA
  - Fire Chief (2018)
- Santa Barbara County, CA
  - Fire Chief (2015 & 2019)
- South Lake Tahoe, CA
  - Fire Chief (2020)
- Truckee Meadows Fire Protection District, NV
  - Deputy Chief of Fire Prevention (2018)



- Tucson, AZ
  - Fire Chief (2019)
- Turlock, CA
  - Fire Chief (2015)
- Wichita, KS
  - Fire Chief (2017)

## Project Staffing

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. **The Renton Regional Fire Authority will have Chief Greg Nelson, Vice President of Ralph Andersen & Associates, as the Project Director and lead consultant on this engagement**



### Chief Greg Nelson (ret.), Project Director

Chief Nelson, Vice President, joined Ralph Andersen & Associates following a career of over 20 years in the public sector. Prior to joining Ralph Andersen & Associates, Chief Nelson served as Chief of Police of a Midwestern city where he was known for his progressive and principled leadership. Under his tenure, the city enjoyed double-digit reductions in crime, while increasing employee engagement, citizen satisfaction (amongst the highest in a national survey), and made drastic improvements in the labor-management climate. He created public-private partnerships that allowed for superior levels of service during budget shortfalls, while enhancing relationships with stakeholders in the community. He is a graduate of both the FBI National Academy and Northwestern University's School of Police Staff and Command.

Chief Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with graduate certificates in both Public Sector Labor Relations and Criminal Justice Education.

## Paraprofessional and Support Staff

Other paraprofessional, graphics, and support staff will provide administrative support to the search team on recruitment assignments. These may include Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hannah Jones, Ms. Karen AllGood, Ms. Teresa Heple, and Ms. Tina Keller.



# Project Cost

The recruitment effort for a new Fire Chief will be a comprehensive search process with a focus in the Western Region, giving the Authority the ability to select from a broad field of qualified candidates. The fee to perform this search will be a **fixed fee of \$27,500** for professional services and all related expenses.

Expenses included in this fixed fee include such items as advertisements, consultant interaction (anticipated to be done 100% through video conferencing), clerical, research, graphic design, printing and binding, postage and delivery, verifications and Internet and Lexis/Nexis searches on the top two candidates, and long-distance telephone charges. References will be conducted on the top two candidates. Should the Renton Regional Fire Authority desire to conduct additional reference checks on more than the top two candidates, a background fee of \$1,500 per candidate will be billed in addition to the above stated fees.

**Brochure** – A full color (digital) brochure will be developed for the Authority. All pictures will be the responsibility of the Authority. No hard copies of the digital brochure will be printed by Ralph Andersen & Associates. A link to the digital brochure will be provided.

**Invoicing** – Ralph Andersen & Associates will bill the Authority in four installment payments as follows:

- Following kick-off and finalization of recruitment brochure - \$8,250
- After the closing date - \$8,250
- After finalist interviews - \$8,250
- Upon placement - \$2,750

Progress payments will be due upon receipt.

***The Renton Regional Fire Authority will be responsible for all candidate expenses related to on-site interviews.***

## Ralph Andersen & Associates' Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our search services. If within a one-year period after appointment the Fire Chief of the Renton Regional Fire Authority resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The Authority would be expected to pay for the reimbursement of all incurred expenses.

Should the initial outreach efforts not result in a successful placement, Ralph Andersen & Associates will continue the outreach efforts until the ideal candidate is found. The Authority will be responsible for expenses based on actual receipts.





CITY *of* BOISE

JOIN US

BOISE FIRE DEPARTMENT  
FIRE CHIEF





## *Boise is no ordinary place!*

Boise, the capital city of Idaho and largest metropolitan center between Portland and Salt Lake City, offers beauty and adventure both outdoors and within our thriving arts scene. You'll find public art around the city, the Boise Art Museum, Zoo Boise, historical museums and other cultural hotspots within a few blocks of one another. Nationally-renowned theater and performing arts companies also call Boise home.

Here, outdoor pursuits exist in perfect sync with city life. In minutes you can escape to float the river, ski, boat, hike, bike and more. Home to the famous blue turf of the Boise State Broncos, we also have minor league teams. So, come watch a game, a rodeo, or play on one of the city's many golf courses. For endless variety in one stop, try downtown Boise. Nearly every style of food and attitude is on display—from swank lounge menus to casual pub fare to ethnic cuisines. At night the downtown core becomes a full-on playground. With an active local and regional music scene, several clubs and venues feature live entertainment and host festivals.

# MAKING BOISE THE MOST LIVABLE CITY IN THE COUNTRY

*through passionate and  
dedicated people.*

---

## OUR VALUES

---

*One City, One Team -  
for the Greatest Good*

*Citizen Experience with WOW*

*There's Nothing We  
Can't Do Better*





## OUR ORGANIZATION

The City of Boise has a strong mayor-council form of government. The mayor works full-time, managing the city's day-to-day operations. The mayor chairs all meetings of the city council, voting only in the case of a tie. The six members of city council work part-time, holding budget and policy setting authority for the city. The mayor and city council members are elected at large by popular vote. City council members are elected to a specific council seat, but the seats are not determined geographically. City services are provided through the collaborative efforts of more than 1750 staff in fourteen departments.

# BOISE FIRE DEPARTMENT

Our contribution to making Boise a city for everyone is to serve others, whether it is an emergency or a public education event while delivering the best possible customer service for everyone. Through innovative leadership, we set the standard of excellence for superior prevention and response. The department serves a population of nearly 250,000 residents which include the City of Boise, Garden City, Boise Airport and three contracted fire districts in the local service area. Emergency response services are delivered from 17 fire stations located throughout the city in a 130+ square mile response area.

Our mission at the Boise Fire Department is to empower our team members with a positive, engaging and professionally challenging environment, and provide them with the standards, infrastructure and training needed to provide superior customer service to our community. The department is made up of 7 command staff, 16 professional staff and 274 fire fighters. The chief and their command staff manage an annual budget of 59 million in FY2020.

The Boise Fire Department protects the lives and property of the community through a comprehensive fire and life-safety program. We are an all-hazards department, responding to a variety of emergencies including structure fires, medical emergencies, wildland fires, motor vehicle accidents, swift water rescue, hazardous material incidents, technical rescues and aircraft rescues. Our department is committed to collaborating with fire and emergency services agencies throughout Ada County to maximize the safety of residents and reduce property loss.

## *Core Services*

- All Hazard Emergency Response
- Fire Mitigation / Prevention /Investigation
- Public Assistance & Education
- Emergency Preparedness





## *An Outstanding Opportunity*

A national search is underway to attract highly-qualified candidates to apply for the Fire Chief position in Boise, Idaho. The City of Boise seeks a proven leader with top-notch communication skills, the utmost in ethical standards and a commitment to transparency who will thrive in our dynamic organization. The ideal candidate will be a reform-minded leader who conveys an effective command presence and has outstanding people and management skills. The next Fire Chief will have the opportunity to continuously improve an already high performing agency and contribute to our collective vision of a “City for Everyone.”







## THE IDEAL CANDIDATE

In addition to the foundational qualities of trust and selfless service, the following are the desired traits and characteristics of the next Fire Chief:

- An effective listener and communicator who speaks truthfully, even when the message may not be well received
- Experience managing a complex, municipal all-hazards fire department including wildland, airport, hazardous materials, technical rescue and fire prevention and logistics
- A successful track record effecting positive change in a collective bargaining environment
- A strong leader with the curiosity to ask questions and a willingness to challenge the status quo
- Politically astute, without being politically active
- Ability to work collaboratively with various constituencies, teams, regional fire districts and agencies, and community stakeholders.
- A commitment to creating a diverse department, reflective of the community it serves
- Experience in emergency and special event management



## CHALLENGES AND OPPORTUNITIES

The next Fire Chief will have a number of foreseeable challenges and opportunities to address including:

- Ensuring service delivery remains high with constrained resources as a result of the COVID-19 pandemic will require strong fiscal skills
- Gaining efficiencies in training and operations by improving systems and processes
- Discussions surrounding four-person engine companies and heavy involvement in conversations with city leadership, council, labor and the community
- A new mayor and new union leadership will allow existing relationships to be reshaped for the benefit of all, but primarily for the citizens of Boise
- Effective succession planning in the department's command ranks and the opportunity to appoint several key leadership positions due to recent retirements
- As the department evolves to a community risk reduction model, the new Fire Chief will need to analyze and implement improvements needed from the standard of cover report.

# THE DETAILS

*Starting annual salary \$160-\$180k  
plus benefits*

## TOP TALENT DESERVES TOP NOTCH BENEFITS.

The City of Boise is among the best in the Treasure Valley when it comes to the benefits and perks we offer our employees.



### *Healthcare*

- Zero premium Health, Dental, Vision benefits provided by the Boise Fire and Police Trust
- Pre-tax flex spending account



### *Wellbeing Program*

- Alternative transportation incentives
- Free Boise GreenBike memberships
- Employee assistance program



### *Retirement*

- PERSI retirement
- Post-employment health savings plan



### *Relocation and moving expenses*



### *Paid Leave*

- 14 hours vacation per month
- 8 hours sick leave per month
- 10 holidays every year
- 6 weeks paid parental leave



### *Other fringes and optional benefits*

- Student loan forgiveness
- Free local bus pass
- AFLAC
- Corporate discount program



### *Life and LTD*

- Paid life insurance and long-term disability plans



# MINIMUM QUALIFICATIONS

**EDUCATION:** Bachelor's degree in public administration, business administration or a related field.

**EXPERIENCE:** Seven years of progressively responsible experience in fire service with a full service fire department and a minimum of five years of experience at the command officer level.

## TO BE CONSIDERED

This recruitment will be handled with strict confidentiality. References will not be contacted until mutual interest has been established. This recruitment closes on Friday, July 31, 2020. To be considered candidates must submit a compelling cover letter and comprehensive resume to [apply@ralphandersen.com](mailto:apply@ralphandersen.com). Review and evaluation of candidates will be conducted by Ralph Andersen & Associates upon receipt of completed materials.

### RECRUITMENT TIMELINE:

**Recruitment Closes:**

July 31, 2020

**City Reviews Applications:**

Week of August 17, 2020

**1st Round of Interviews:**

Week of August 31, 2020

**Finalist Interviews:**

Week of September 14, 2020

Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. The evaluation and selection process may consist of a supplemental questionnaire and/or written exercise(s) to further evaluate relative experience and overall suitability for this position.

This recruitment incorporates existing rules and regulations that govern public sector recruitments in the state of Idaho. In accordance with public disclosure/open record laws, candidates determined to be finalists shall be publicly available. Interested candidates are encouraged to contact Chief Greg Nelson (ret.) at (916) 630-4900 for confidential inquiries.



CAPITAL CITY,  
THE HEART OF  
THE GEM STATE



**232,000+**  
RESIDENTS



OVER **200** MILES OF  
FOOTHILLS TRAILS  
WITHIN MINUTES OF BOISE

COMFORTABLE, SAFE  
ENVIRONMENT FOR ALL

**4 SEASONS**  
FOR ALL TYPES OF  
RECREATION



JULY HIGH TEMP OF **90°**  
AND **234** SUNNY DAYS  
on average



JANUARY LOW TEMP OF **32°**  
AND **11.7"** OF RAINFALL  
on average

----- **18** *minute average* COMMUTE TIME -----

\*Source: realestate.usnews.com and bls.gov



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*The City of Boise is an Equal Opportunity Employer*

# EL DORADO HILLS FIRE DEPARTMENT



# FIRE CHIEF

Recruitment Services Provided by Ralph Andersen & Associates

## THE COMMUNITY OF EL DORADO HILLS

Nestled along Highway 50 in the lower Sierra Nevada foothills in western El Dorado County, the community of El Dorado Hills enjoys the kind of location that Californians dream about. Adjacent to Folsom Lake, only 40 minutes from downtown Sacramento, and 90 minutes from Lake Tahoe, its ideal location is matched with excellent schools and community amenities. Its lush rolling hills provide breathtaking views of the Sierra Nevada Mountains and the Sacramento Valley. El Dorado Hills has experienced phenomenal growth in recent years and has become a very desirable place to call home.

The area's beauty is matched by the many recreational opportunities including world class skiing, boating, river rafting, hiking, fishing, and camping. More than half of El Dorado County consists of national forest and other recreation areas, including the world-famous Rubicon Trail. El Dorado County's 10,000-foot mountain peaks, 200 lakes, and 682 miles of rivers make the area ideal for outdoor enthusiasts. Those with a more relaxed sense of recreation may also enjoy the rich Gold Rush history, Apple Hill, and nearly 100 wineries.

As an unincorporated area on the western portion of El Dorado County, much of El Dorado Hills is served by the El Dorado Hills Community Services District, a separate organization from the Fire District. The El Dorado Hills Community Services District provides outstanding parks and recreational services to the residents.

## THE FIRE DISTRICT

In 1963, the El Dorado Hills County Water District was formed to provide water and sewer services to the community of El Dorado Hills. In the same year, the Fire District was established under the County Water District "Fire District". The citizens of El Dorado Hills voted in 1973 to have the water and sewer systems operated by El Dorado Irrigation District, therefore, leaving only fire protection under the direction of the County Water District Board.

At its inception, the Fire District included approximately 10,500 acres with about ninety homes, one school, one market, and one fire station. Today, 49,000 residents are served by 5 stations covering a service area of approximately 80 square miles.

The El Dorado Hills County Water District Board governs the operations of the Fire District. The Board of Directors consists of five members, elected at-large to four-year terms.

The Fire District provides Fire Suppression, Emergency Medical Services (EMS) and Emergency Response services to the community through an authorized staffing of 70 members and with an annual budget of \$21,000,000. These resources allow the Fire District to provide advanced levels of training and capabilities, a robust Fire Prevention and Public Education function, as well as abundant community programs to complement the high quality of life and community expectations of the area.

The Fire District Chief is supported directly by a Director of Finance and two Deputy Chiefs, with each Deputy Chief overseeing the major divisions of the Fire District. The Operations/Training Division has three Battalion Chiefs, each leading one of the three shifts. The Fire Prevention Division is staffed with a Fire Marshall, a Prevention Specialist, and a Fire Inspector.

The Fire District's intense community programs and commitment to delivering the highest level of service have garnered the Fire District broad support from the community. The Fire District enjoys state of the art facilities and equipment and a robust training program for its personnel.

## OPPORTUNITIES AND CHALLENGES

The next Fire Chief will be presented with a number of known challenges and opportunities in which to excel including:

- The Fire District has many assets that would be the envy of other fire departments – professional firefighters and support staff, first class facilities and equipment, and fiscally





sound budgets. Yet, the Fire District needs a strong and unifying leader to bring the Fire District to the next level.

- While the Fire District has invested in robust training for its staff in operational areas, additional investment is needed in professional development to prepare the Fire District's next generation of leaders.
- Like most fire departments, medical calls continue to outpace fire suppression calls by an ever-increasing proportion. The Board would be interested in operational strategies that better align its resources with its changing mission.
- The Fire District must continue to play a leadership role among its regional counterparts, and the next Chief must delicately advocate for the Fire District first, while also being an effective regional partner.
- One of the Fire District's greatest admirations from the community is its very effective use of community programs and spirit of customer support. This culture is a source of pride in the community and within the Fire District. Yet, it is equally important to ensure these efforts are kept in balance with the mission of operational readiness.
- The District has very diverse service areas, including residential, commercial and rural. The varied nature of these areas requires the Fire District to be prepared for a wide range of hazards and necessitates broad capabilities.



## THE IDEAL CANDIDATE

The next Fire Chief must be ethical, experienced, well qualified, and possess exceptional leadership and management skills. The following traits will be key for success:

- Ideal candidates will be relational leaders, strong communicators, and unifiers. With an excellent staff and strong resources, the ideal candidate's most important role will be to continually promote the vision and values of the Fire District, fostering teamwork and cooperation at all levels. The ideal candidate should be interacting with employees and building strong relationships within the community.
- The ideal candidate should never be satisfied with the status quo, but rather continually improve the Fire District's reputation, performance, and culture. Progressive ideas and programs should be explored and vetted across the organization for successful implementation.
- The ideal candidate must also collaborate with the Board of Directors involving them in long-range planning, communicating abundantly and equally, and providing the highest quality staff work to assist the Board in making solid and informed decisions. The ideal candidate must also have

the courage to say and do the right thing – even when unpopular.

- As the most visible ambassador of the Fire District, the Fire Chief should be an accomplished public speaker and embrace modern methods of communicating.
- Ideal candidates will be well rounded, with broad emergency response experience and a business mindset. Operational experiences gained in larger departments would be valuable as the District continues to grow in population and complexity. A background in emergency medical response including medical transport would be especially valuable.
- While the Board of Directors is open to candidates from other states or regions, collective bargaining experience is critical, as is urban interface command experience. Likewise, experience working for a governing board is also valuable.
- Not only must the Fire Chief develop effective relationships with the Board, Fire District personnel, and regional partners, he/she must also nurture relationships with the community's connecting points, such as service organizations, neighborhood associations, and the business community.



- El Dorado Hills is a region that espouses family values, and this is evident through the abundance of family activities, parks, amenities, and events. These values also permeate the Fire District and, as such, the ideal candidate will continue to promote an atmosphere that is accommodating and inclusive of its members' families.

## EXPERIENCE, EDUCATION, AND TRAINING

Any combination of experience and education that would likely provide the required knowledge and abilities which would ordinarily be gained through extensive breadth and depth of experience in leadership and management will be qualifying. A typical way to qualify: A Bachelor's degree in business administration, public administration, fire sciences, medical field, or a related field from an accredited college/university with seven years of fire administration or similar level of emergency response experience, preferably at the command level or higher. An equivalent combination of education, training, and experience as determined by the Board may be substituted for the above.



## COMPENSATION

The salary range for this at-will executive position will be \$174,000 to \$212,500 with placement within the range dependent upon qualifications. Additionally, the selected candidate will enjoy an excellent benefits package including CalPERS retirement (3% at 55 for "Classic" members and 2.7% at 57 for PEPRA – tier determined by CalPERS). Relocation assistance is available and will be negotiated with the selected candidate. Additional information on benefits can be found at: [www.ralphandersen.com/jobs/fire-chief-edh-fire-dept](http://www.ralphandersen.com/jobs/fire-chief-edh-fire-dept).

## HOW TO APPLY

Interested candidates should apply by **September 4, 2018**. Electronic submittals are strongly preferred and should be submitted to Ralph Andersen & Associates at [apply@ralphandersen.com](mailto:apply@ralphandersen.com). They should include the following:

- Compelling cover letter;
- Comprehensive resume; and
- Three professional references.

Interviews are scheduled for the week of October 8, 2018, with the possibility of additional finalist interviews on October 15, 2018. Top candidates may be asked to complete a written supplemental questionnaire to elaborate on areas of expertise and demonstrate their ability to communicate effectively.

**This recruitment will be handled with strict confidentiality.** References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Mr. Greg Nelson, Ralph Andersen & Associates, at (916) 630-4900. Interested candidates are encouraged to submit materials early for maximum consideration.





## Governing Board Agenda Item

SUBJECT/TITLE: Adoption of Bad Debt Policy

STAFF CONTACT: Samantha Babich

### SUMMARY STATEMENT:

An updated finance policy is presented for your review.

### FISCAL IMPACT:

Expenditure N/A Revenue \_\_\_\_\_

Currently in the Budget Yes ☐ No ☐

### SUMMARY OF ACTION:

As part of the policy review process, we are updating finance policies. The attached policy has been updated to reference RCW 62A.3-515 and RCW 19.16.500.

Reviewed by Legal Yes ☐ No ☐

### EXHIBITS:

Bad Debt\_DRAFT

### RFA GOVERNANCE BOARD RECOMMENDED ACTION:

I move to adopt the updated Bad Debt policy as presented.



## Renton RFA Policy & Guidelines

2313 ADMINISTRATION		Bad Debt		
Effective Date:	July 1, 2016	Approval:	Signature on file	RRFA Board Chairperson
Last Revision:	August 8, 2020			
Last Reviewed:	August 8, 2020			

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### 1.0 Statement of Policy

- 1.1 It is a policy of Renton Regional Fire Authority (RRFA) that when accounts are determined to be uncollectible by the Finance Section, these accounts will be referred to RRFA's designated collection agent.
- 1.2 All monies due RRFA will be considered a fair and owing debt to RRFA.
- 1.3 All customers owing RRFA money, which has not been paid within thirty-five (35) days of the original due date, will be sent a statement of the past due amount.
- 1.4 All customers that have not paid within sixty (60) days of the original due date will be sent a statement of the past due amount.
- 1.5 All customers that have not paid within ninety (90) days of the original due date will be sent a Final Notice with a thirty (30) day response deadline. This Final Notice shall advise the customer that if payment is not received by the deadline, the debt will be referred to a collection agency, a collection fee of up to 30.5% will be added to the account, and interest at the rate of 12% per annum will begin to accrue. If the customer does not respond within

thirty (30) days, a Finance Section employee will send the information on the debt to RRFA's designated collection agent.

- 1.6 If RRFA's designated collection agent has not been able to collect the debt after one year, RRFA will proceed with preparing to write-off the debt as outlined in Section 5.0.
- 1.7 All debt, which has been sent to RRFA's designated collection agent, is subject to collection fees and interest as prescribed by [RCW 62A.3-515](#) and [RCW 19.16.500](#).

#### 1.8 Definitions

- 1.9.1 Debt: For the purpose of this policy, debt is defined as money due to RRFA for any reason.
- 1.9.2 Bad Debt: Bad debt is defined as money owed to RRFA, which has not been paid, due to non-response of the debtor or because negotiable items (i.e., check, money order, etc.) were not honored (by the bank, credit union, etc.) for any reason.
- 1.9.3 Customer: Any person, any organization, any business receiving any service or doing business with RRFA.
- 1.9.4 Uncollectible: Refers to funds due to RRFA, on which RRFA has attempted to collect, but has been unsuccessful.
- 1.9.5 Collection Agent: A licensed, bonded collection authority that has been retained to collect funds for RRFA.

## 2.0 Affected Members

Finance Section

## 3.0 Objectives

- 3.1 To establish a policy for handling the collection of bad debt.

## 4.0 Responsibility

- 4.1 The Finance Section is responsible for formulating, implementing, and conducting Renton Regional Fire Authority's (RRFA's) collection efforts.
- 4.2 The Finance Section is responsible for notifying customers of past due amounts owed RRFA. Finance shall send notification as outlined in Section 1.0 of this policy.



## 5.0 Procedures

- 5.1 When RRFA has followed each step outlined in Section 1.0 to collect past due money and has failed, a Finance employee will organize all documentation on the debt (i.e.: original invoice/backup, uncollectible negotiable items, etc.) and send the documentation to RRFA's designated collection agent.
- 5.2 For a period of one year, RRFA's designated collection agent will attempt to collect the monies due to RRFA. If the collection agent fails to collect the debt during the one-year period, a Finance employee will prepare a list (see 5.3 and 5.4) of the customers who owe RRFA funds deemed uncollectible and submit that list to the Chief Administration Officer. The list will include: 1) customer name, 2) original date of invoice/bad check, 3) dollar amount due, 4) the purpose of the original invoice, and 5) what amount the customer owes.
- 5.3 All accounts owing RRFA \$100.00 and under will be compiled into one list (as outlined in 5.2) and written off at the discretion of the Chief Administration Officer.
- 5.4 All accounts owing RRFA \$100.01 and over will be compiled into one list (as outlined in 5.2) and written off at the discretion of the Governance Board Finance Committee.

## 6.0 References

[RCW 19.16.500, Public Bodies May Retain Collection Agencies to Collect Public Debts - Fees](#)

[RCW 62A.3-515, Checks Dishonored by Nonacceptance or Nonpayment](#)

## 7.0 Appendix

N/A



## Governing Board Agenda Item

SUBJECT/TITLE: Civil Service Interviews

STAFF CONTACT: Jennifer Zinck

### SUMMARY STATEMENT:

Set up interviews for new Civil Service Candidates.

### FISCAL IMPACT:

Expenditure NA Revenue NA

Currently in the Budget Yes ☐ No ☐

### SUMMARY OF ACTION:

Pursuant to the Renton RFA Plan, the RFA has established its own Civil Service Commission. RCW permits the Governance Board to appoint commissioners in accordance with RCW 41.08.030. The RFA advertised the need for a Civil Service Commissioner and received letters of interest from two individuals. We currently have one opening for a Civil Service Commissioner.

Reviewed by Legal Yes ☐ No ☒

### EXHIBITS:

Letters of interest.

### RFA GOVERNANCE BOARD RECOMMENDED ACTION:

I move to select an interview panel and set up interview dates for two Civil Service Candidates.



## Governing Board Agenda Item

SUBJECT/TITLE: Piggybacking ILA with City of Seattle

STAFF CONTACT: Mark Seaver

### SUMMARY STATEMENT:

The Renton RFA would like to enter into an Interlocal Cooperative Purchasing Agreement with the City of Seattle for making purchases for the Hazmat Team, specifically for the items in the Dept. of Ecology Grant.

### FISCAL IMPACT:

Expenditure 0 N/A Revenue \_\_\_\_\_

Currently in the Budget Yes ☐ No ☒

### SUMMARY OF ACTION:

National Safety, Inc. is a company that we often purchase equipment from for the Hazardous Materials Team and are vendors for the AREARAE Kits being purchased through the Dept. of Ecology Grant. They are not on the GSA or other common sites for us to make direct purchases from. Seattle has a contract with them that allows piggybacking and gives us the ability to make direct purchases. This contract has been reviewed by Brian Snure and approved to move forward.

Reviewed by Legal Yes ☐ No ☐

### EXHIBITS:

Interlocal Cooperative Purchasing Agreement attached.

### RFA GOVERNANCE BOARD RECOMMENDED ACTION:

I move to approve entering into the Interlocal Cooperative Purchasing Agreement with the City of Seattle and authorize the Fire Chief to sign the ILA as presented.



**COOPERATIVE PURCHASING AGREEMENT**

In accordance with RCW Chapter 39.34 and all other applicable laws, The City of Seattle and the \_\_\_\_\_, hereby agree to cooperative governmental purchasing agreement for various supplies, materials, equipment and routine, expert and/or consultant services, using competitively awarded contracts. The following terms and conditions shall apply:

1. Each agency, in contracting for the purchase of supplies, materials, equipment and services, agrees at its discretion, to extend contracts for shared use to the extent permitted by law and agreed upon by those parties and vendors.
2. Each agency is responsible for compliance with any additional or varying laws and regulations regarding purchases.
3. Any purchases shall be affected by a purchase order from the purchasing agency and directed to the vendor(s).
4. The originating contracting agency does not accept responsibility or liability for the performance of any vendor used by the purchasing agency as a result of this agreement.
5. Each agency shall be responsible for the payment of any item(s) purchased through a contract or purchase order that resulted from this Agreement.
6. This Agreement shall remain in force until cancelled in writing by either party.

Accepted for \_\_\_\_\_

Accepted for the City of Seattle:

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: Liz Alzeer

Title: \_\_\_\_\_

Title: Purchasing & Contracting Services Director

Date: \_\_\_\_\_

Date: \_\_\_\_\_