

## MONTECITO FIRE PROTECTION DISTRICT

### Personnel Committee Meeting Agenda

September 15, 2015 at 3:00 p.m.

Montecito Fire Protection District Headquarters  
595 San Ysidro Road  
Santa Barbara, CA 93108

#### Agenda Items May Be Taken Out of the Order Shown

1. Public comment: Any person may address the Personnel Committee at this time on any non-agenda matter that is within the subject matter jurisdiction of the Montecito Fire Protection District; 30 minutes total time is allotted for this discussion.
2. Discuss and make recommendation performance appraisal format and process for Fire Chief.
3. Adjournment.

This agenda is posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of the posting is September 11, 2015.

MONTECITO FIRE PROTECTION DISTRICT



Chip Nickman, Fire Chief

NOTES FOR THE PERSONNEL COMMITTEE  
OF THE MONTECITO FIRE PROTECTION DISTRICT

Held at Fire District Headquarters, 595 San Ysidro Road, August 17, 2015 at 3:00 p.m.

The meeting was called to order by Director Sinser at 3:05 p.m.

**Present:** Director Sinser and Director Venable. Fire Chief Hickman was also present.

- 1. Public comment: Any person may address the Personnel Committee at this time on any non-agenda matter that is within the subject matter jurisdiction of the Montecito Fire Protection District; 30 minutes total time is allotted for this discussion.**

There was no public comment.

- 2. Discuss and make recommendation for process and timing of performance appraisal for Fire Chief.**

Chief Hickman stated that he reached out to 6 agencies and their responses were included in the Personnel Committee packets. He created a sample form utilizing duties outlined in the current job description.

Director Sinser provided samples from Springdale Fire Department and North County Fire Protection District.

The committee will review the documents provided at the meeting, and discuss at the next Personnel Committee meeting. (9/15/15 3:00 pm.)

- 3. Review and make recommendation to adopt changes for the following job descriptions.**
  - a. Battalion Chief**
  - b. Captain**
  - c. Engineer**
  - d. Firefighter/Paramedic**
  - e. Firefighter**

Chief Hickman advised that the proposed job description changes have been reviewed by the District's counsel and the Montecito Firefighter's Association.

The committee would like to recommend delegating of approval of job descriptions.

- 4. Adjournment at 4:00 p.m.**

# Agenda Item #2



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|---|
| <p style="text-align:center"><b>MONTECITO FIRE PROTECTION<br/>DISTRICT<br/>FIRE CHIEF</b></p> |
|---|

**DEFINITION:**

The Fire Chief carries out the policies and plans of the Fire District Board. The Fire Chief directs the activities of District employees and manages District financial operations in conformity with board established policies.

**COMPENSATION & BENEFITS:**

A salaried, management position not covered by the Montecito Firemen's Association Memorandum of Understanding. Terms and conditions of employment are negotiated independent of all others. The Fire Chief serves at the pleasure of the Board of Directors. This is an exempt position.

Work schedule: Due to the position's job duties and responsibilities, the employee normally will maintain 8 a.m. to 5 p.m. work hours, 40 hours per week; dispatch will be notified of status when not in office during normal business hours. Responsibilities may from time to time require additional hours of work which are considered to be part of the normal work schedule. May be called upon to respond to emergencies or conduct fire District business outside of normal business hours.

Vacation: 25 days per year. Effective January 1, 1995, no additional vacation benefits may accrue until the employee's accrued and unused vacation benefits are used sufficiently so the total is less than twice the employee's current annual vacation benefit.

Holidays: New Year's Day, Martin Luther King's Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving, Christmas, and two floating holidays per year. Holiday time shall be taken each year, it is not accumulative past the end of the calendar year.

The longevity schedule, sick leave, and health, dental, vision and life insurance payments, uniform allowance, and retirement are the same as for all other District safety personnel.

The District will provide a vehicle or vehicle allowance as approved by the board for fulfilling District duties and for use off duty to assure availability for emergency response.

**JOB DESCRIPTIONS - FIRE CHIEF**  
**MONTECITO FIRE PROTECTION DISTRICT**

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**DUTIES & RESPONSIBILITIES:**

Duties regularly include, but are not limited to the following:

Responsible for planning, organizing, and directing the District's functions as defined by the board of directors. The Fire Chief administers, plans, and organizes the fire prevention and suppression activities and emergency medical services of the District; responds to emergencies as required; confers with the board on District policy, long-range programs, and coordination of District activities with that of other districts and public agencies; manages District financial operations, proposes annual budget, expends funds in conformity with and informs board when revenues or expenditures materially vary from approved budget; informs board of changes in funding sources including changes in laws that may affect funding; attends board meetings; directs the selection, hiring, and promotions of District personnel; serves as final personnel officer of the District; supervises the purchase of materials and equipment; meets with citizens groups; promotes and maintains cooperative working relationships with the community; does special research and reading to keep abreast of modern practices in the profession; directs and participates in conducting studies and reports; develops mutual aid and disaster plans; performs related duties as required.

Reviews all training requests and personnel evaluations; participates in all staff evaluations.

Must maintain physical fitness.

**QUALIFICATIONS:**

Knowledge of modern firefighting techniques and laws and ordinances pertaining to fire operation. Knowledge of capabilities and limitations of a variety of firefighting equipment. Ability to: Review the operating effectiveness of a fire District and institute improvements, establish and maintain clear, consistent practices and policies, supervise the work of others and effectively maintain morale and discipline, communicate effectively orally and prepare written reports, establish and maintain effective relationships with the board of directors, other agencies, county officials, employees, and the public.

Must reside within 30 minute travel time of the headquarters fire station to facilitate direction of major emergencies.

Job performance may be reviewed annually by the Board.

**JOB DESCRIPTIONS - FIRE CHIEF**  
**MONTECITO FIRE PROTECTION DISTRICT**

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Possession of an appropriate California Driver's License, and a satisfactory driving record; AED and CPR certifications.

Must meet insurability requirements of District's insurer(s).

Selection criteria will be established by the fire District board to meet the needs of the District.

If applicant is not already a full time employee of the Montecito Fire Protection District, prior to appointment, applicant must pass an extensive background investigation and medical exam, including drug testing.



**FIRE CHIEF  
PERFORMANCE RATING**

*INSTRUCTIONS:* The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the training officer each month. Rating will be reviewed with employee who will sign at the bottom.

1. Name

2. Shift

3. Date

4. Evaluation Period

From:

To:

**5. Evaluation**

Enter **X** under appropriate rating number and under proper heading for each category listed. Definition for each rating number follows:

0 - Deficient. Does not meet minimum requirements of the individual element.

DEFICIENCIES MUST BE IDENTIFIED IN REMARKS.

1 - Needs to improve. Meets some or most of the requirements of the individual element.

IDENTIFY IMPROVEMENT NEEDED IN REMARKS.

2 - Satisfactory. Employee meets all requirements of the individual element.

3 - Superior. Employee consistently exceeds the performance requirements.

| Rating Factors                          | Emergency Operations |   |   |   | Non-Emergency Operations |   |   |   | Group Dynamics |   |   |   | Training |   |   |   |
|---|----------------------|---|---|---|--------------------------|---|---|---|----------------|---|---|---|----------|---|---|---|
|   | 0                    | 1 | 2 | 3 | 0                        | 1 | 2 | 3 | 0              | 1 | 2 | 3 | 0        | 1 | 2 | 3 |
| Knowledge of the job                    |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Ability to obtain performance           |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Attitude                                |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Decisions under stress                  |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Initiative                              |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Consideration for personnel welfare     |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Obtain necessary equipment and supplies |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Physical ability for the job            |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Safety                                  |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |
| Other ( <i>specify</i> )                |                      |   |   |   |                          |   |   |   |                |   |   |   |          |   |   |   |

6. Remarks

7. Employee (*signature*) This rating has been discussed with me

8. Date

9. Rated By (*signature*)

10. Date





Employee Name: \_\_\_\_\_ Date of Evaluation: \_\_\_\_\_

Review Period: \_\_\_\_\_

Date of Appointment: \_\_\_\_\_

The purpose of this evaluation is to assess the effectiveness of the administrator in performing job responsibilities and to enhance the ability of the administrator to advance the mission of the San Ramon Valley Fire Protection District. A key element of this process is the mutual establishment of goals within the context of the job description between the Fire Chief under the review and his/her Board of Directors.

**Section I: Evaluation of position responsibilities and performance for period of review**

- Annual goals for this evaluation period are attached.
- Report on accomplishments for this evaluation period is attached.

| <i>Identify goals established at beginning of evaluation period</i> | <i>Fully Accomplished</i> | <i>Partially Accomplished</i> | <i>Not Accomplished</i> | <i>Other (Explain)</i> |
|---|---------------------------|-------------------------------|-------------------------|------------------------|
|   |                           |                               |                         |                        |
|   |                           |                               |                         |                        |
|   |                           |                               |                         |                        |
|   |                           |                               |                         |                        |
|   |                           |                               |                         |                        |
|   |                           |                               |                         |                        |
|   |                           |                               |                         |                        |
|   |                           |                               |                         |                        |

**Section II: Evaluation of professional skills (where appropriate to position)**

|   | <i>Commendable</i> | <i>Above Standard</i> | <i>Competent</i> | <i>Needs Improvement</i> | <i>Unsatisfactory</i> |
|---|--------------------|-----------------------|------------------|--------------------------|-----------------------|
| <i><b>LEADERSHIP: Exercises sound judgment. Sets a positive example. Maintains high ethical standards, supports SRVFPD mission and policies</b></i>   |                    |                       |                  |                          |                       |
| <i><b>MANAGEMENT: Plans, executes and delegates work effectively. Manages financial material and human resources efficiently. Provides appropriate direction and professional development opportunities for subordinates. Organizes well.</b></i> |                    |                       |                  |                          |                       |
| <i><b>PROBLEM SOLVING AND INNOVATION: Produces creative, innovative and workable solutions.</b></i>   |                    |                       |                  |                          |                       |
| <i><b>PROJECT ACCOMPLISHMENT: Develops program initiatives and completes projects in a timely and effective manner.</b></i>   |                    |                       |                  |                          |                       |
| <i><b>TEAMWORK: Works effectively in a team environment. Interacts with coworkers in a positive and cooperative manner.</b></i>   |                    |                       |                  |                          |                       |
| <i><b>DUTIES: Section I of our employment agreement specifies 12 functions and duties for the position of SRVFPD Fire Chief (see attached list). Review and evaluate performance.</b></i>   |                    |                       |                  |                          |                       |

**Section III: Evaluation of general skills**

|   | <i>Commendable</i> | <i>Above Standard</i> | <i>Competent</i> | <i>Needs Improvement</i> | <i>Unsatisfactory</i> |
|---|--------------------|-----------------------|------------------|--------------------------|-----------------------|
| <i><b>JOB KNOWLEDGE:</b> Demonstrates competence in skills and knowledge of functional areas. Understands job requirements, internal and external procedures and regulations and how position interacts with and supports other areas of SRVFPD.</i>          |                    |                       |                  |                          |                       |
| <i><b>COMMUNICATION:</b> Speaks, writes and presents effectively. Listens well and clarifies questions. Interacts professionally with Directors and staff. Keeps appropriate people informed on status of projects and key issues. Prepared for meetings.</i> |                    |                       |                  |                          |                       |
| <i><b>INTERPERSONAL SKILLS:</b> Is aware of and sensitive to needs of others. Considers both sides of an issue. Maintains cooperative and effective working relationships. Motivates and inspires staff.</i>  |                    |                       |                  |                          |                       |
| <i><b>RESPONSIVENESS:</b> Is results-oriented and assumes responsibility and accountability for own work. Responds appropriately to internal and/or external requests for assistance. Demonstrates initiative and flexibility.</i>                            |                    |                       |                  |                          |                       |

**Commendable:** Performance consistently demonstrated with an extraordinary level of skill and ability. A statement of explanation must be included.

**Above Standard:** Performance objectives have been met and demonstrated with high level of skill and ability.

**Competent:** Performance objectives have been met and demonstrated with a satisfactory level of skill and ability.

**Needs Improvement:** Performance objectives have not been met or have been met only partly with a satisfactory level of skill and ability. The Plan of Professional Development must address these areas.

**Unsatisfactory:** Significant performance objectives have not been met and/or performance indicates significant deficit in skill and ability. A statement of explanation must be included.

**Section IV: Required attachments**

1. Goals for upcoming year have been reviewed and are attached.
2. Professional Plans for upcoming year have been reviewed and are attached.
3. Job description has been reviewed and modified, if needed.

**ADDITIONAL RECOMMENDATIONS AND COMMENTS:**

\_\_\_\_\_  
**Signature of Fire Chief**

\_\_\_\_\_  
**Date**

**OVERALL MERIT RATING ASSIGNED:** \_\_\_\_\_

**REVIEWED BY BOARD PRESIDENT:**

\_\_\_\_\_  
**Signature of Board President**

\_\_\_\_\_  
**Date**



## Fire Chief Self-Evaluation

*(To be completed by employee being evaluated)*

**Employee Name:** \_\_\_\_\_

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

**Review Period:** \_\_\_\_\_

**Date of Appointment:** \_\_\_\_\_

### SECTION I: Looking Back

***List your assigned objectives for this appraisal period and describe the level and quality of results you achieved for each. List any reason for not meeting certain objectives, if applicable.***

***List meaningful contributions you made during the past year. Include cost saving measures, streamlined operations and new program implementation or improvements.***

***Identify the skills or behaviors that demonstrate your overall effectiveness.***

***Identify specific areas where improvement in your skills or behavior could enhance your effectiveness.***

## SECTION II: Looking Forward

*Suggest objectives for the next appraisal period. Identify “above and beyond” or “stretch” goals, in addition to objectives within the scope of essential duties.*

*Identify ways others can assist you in performing your current job responsibilities or developing your career.*

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Board President Signature: \_\_\_\_\_ Date: \_\_\_\_\_



Name \_\_\_\_\_

Evaluator Composite \_\_\_\_\_

Date \_\_\_\_\_

**MORAGA/ORINDA FPD**

**KEY PERFORMANCE AREAS**

**1. Fiscal Acumen**

Makes sound decisions and recommendations that enhance the District's financial position through a realistic budget setting process performance metrics and other accountability measures consistent with imperatives of the strategic business plan.

Small amount of skill shown   Solid amount of skill shown   Great deal of skill shown   No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. Building External Relationships**

Displays an ability to effectively engage and communicate elected officials and the various Publics the District serves. Also demonstrates an ability to sustain effective partnerships with local, state and federal agencies, and professional organizations. Remains both aware and sensitive to the nature of political relationships in fostering interest based outcomes.

Small amount of skill shown   Solid amount of skill shown   Great deal of skill shown   No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_

**3. Operational Knowledge of Fire Service Readiness**

Shows understanding of issues relevant to the broad organization and the Fire Service. Keeps that knowledge up-to-date; has and uses cross-functional knowledge in maintaining appropriate certifications in drills, incidents, continuing education. Demonstrates a keen awareness of operational objectives including the highest response capability in serving the community.

Small amount of skill shown   Solid amount of skill shown   Great deal of skill shown   No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Thinks Strategically**

Considers a broad range of internal and external factors when solving problems and making

Small amount of skill shown   Solid amount of skill shown   Great deal of skill shown   No opinion

decisions; identifies critical, high payoff strategies and prioritizes team efforts accordingly; uses information from key stakeholders when making decisions; recognizes strategic opportunities for success; adjusts actions and decisions for focus on critical strategic issues affecting the service and operational mission of the Fire District.

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. Innovates**

Generates new ideas; goes beyond the status quo; recognizes the need for new or modified approaches; brings perspectives and approaches together, combining them in creative ways.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_

**6. Acts with Integrity**

Demonstrates principled leadership and sound business ethics; shows consistency among principles, values, and behavior; builds trust with others through own authenticity and follow-through on commitments.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_

**7. Demonstrates Adaptability**

Handles day-to-day work challenges confidently; is willing and able to adjust to multiple demands, shifting priorities, ambiguity, and rapid change; shows resilience in the face of constraints, frustrations, or adversity; demonstrates flexibility.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**8. Champions Change**

Challenges the status quo and champions new initiatives; acts as a catalyst of change and stimulates

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

others to change; paves the way for needed changes; manages implementation effectively.

Comments: \_\_\_\_\_  
\_\_\_\_\_

**9. Provides Direction**

Fosters the development of a common vision; provides clear direction and priorities; clarifies roles and responsibilities.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_

**10. Leads Courageously**

Steps forward to address difficult issues; puts self on the line to deal with important problems; stands firm when necessary.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_

**11. Fosters Teamwork**

Builds effective teams committed to organizational goals; fosters collaboration among team members and among teams; uses teams to address relevant issues.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_

**12. Coaches and Develops Others**

Accurately assess strengths and development needs of employees; gives timely, specific feedback and helpful coaching; provides challenging assignments and opportunities for development.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_  
\_\_\_\_\_

**13. Drives for Results**

Drives for results and success; conveys a sense of urgency and drives issues to closure; persists despite obstacles and opposition.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_

**14. Establishes Plans**

Develops short- and long-range plans that are appropriately comprehensive, realistic, and effective in

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

meeting goals; integrates planning efforts across work units.

Comments: \_\_\_\_\_

**15. Structures Staff**

Recruits and hires the right people for permanent and temporary assignments; builds a strong team with complementary strengths; provides for staff continuity; form the right structures and teams.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_

**16. Manages Execution**

Assigns responsibilities; delegates and empowers others; removes obstacles; allows for and contributes needed resources; coordinates work efforts when necessary; monitors progress.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_

**17. Speaks Effectively**

Speaks clearly and expresses self well in groups and in one-to-one conversations. Actively attends to and conveys understanding of the comments and questions of others; listens well in a group.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_

**18. Displays Organizational Savvy**

Develops effective give-and-take relationships with others; understands the agendas and perspectives of others; recognizes and effectively balances the interests and needs of one's own group with those of the broader organization.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_

**19. Manages Disagreements**

Brings substantive conflicts and disagreements into the open and attempts to resolve them collaboratively; builds consensus.

- Small amount of skill shown    Solid amount of skill shown    Great deal of skill shown    No opinion

Comments: \_\_\_\_\_

**20. Develops Oneself**

Learns from experience; actively pursues learning and self-development; seeks feedback and welcomes unsolicited feedback; modifies behavior in light of feedback.

- Small amount of skill shown     Solid amount of skill shown     Great deal of skill shown     No opinion

Comments: \_\_\_\_\_

\_\_\_\_\_

***Looking back over the last 12 months, what are the top 5 achievements this Fire Chief has demonstrated in his role?***

1.

2.

3.

4.

5.

***On a go forward basis, what do you see as this Fire Chief's top 4 leadership focus areas in the next fiscal year?***

1. Participate in integration of new Board members and in that role to be an educator.
2. Provide a multi-year budget that demonstrates the financial sustainability of the District. Provide a long term plan to address long term liabilities.
3. Build an attainable District strategic plan for a reasonable number of years. Develop a system of calendared monitoring of such plan.
4. On community relations – continue to build constructive links to the community name. Implement a more formal structure for community outreach.

***Are there any personal growth plans or goals this Fire Chief should pursue in the ensuing year?***

***Additional Comments?***

Employee Name \_\_\_\_\_ Date \_\_\_\_\_

Evaluator Name \_\_\_\_\_ Date \_\_\_\_\_





# SPRINGDALE FIRE DEPARTMENT

## DIVISION CHIEF ANNUAL PERFORMANCE EVALUATION FORM

DIVISION CHIEF \_\_\_\_\_

ASSISTANT CHIEF \_\_\_\_\_

EVALUATION PERIOD From \_\_\_\_\_ to \_\_\_\_\_

Rating Scale: 1 to 5 1 = Lowest score, 5 = Highest score

**N/A Not Applicable**

Employee had no opportunity to perform identified objective

**1. Substandard performance: Immediate improvement required**

Employee requires immediate remediation to include counseling, training, and a written prescriptive remedy. Documentation must identify the employee's awareness that performance must improve within 6 months or disciplinary action may follow.

**2. Marginal performance: Improvement required**

Employee requires remediation to include counseling and training to raise performance to satisfactory level. Documentation must include the employee's awareness that a prescriptive remedy may be considered, if performance does not improve within 6 months.

**3. Satisfactory performance: Improvement encouraged**

Employee performs at satisfactory level (average). Documentation should include the employee's awareness that improvement is encouraged.

**4. Exemplary performance: No improvement expected**

Employee performs above satisfactory levels (above average) consistently. Documentation must include positive, remarkable traits that are exhibited frequently.

**5. Exceptional performance: Improvement is unattainable**

Employee performs above and beyond the standard of Exemplary (4). Documentation must specifically include how the employee exceeds a rating of 4.

### BEHAVIORAL TRAITS

**Effectively communicates with shift and staff personnel**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

\_\_\_\_\_

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**Decision making emergency and non-emergency**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

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**Issues orders appropriately emergency and non-emergency**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

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**Adaptability (accepts change and conveys to personnel)**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

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**Organizational skills (schedules and completes assignments as directed)**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

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**Promotes positive relations to other agencies and the public**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

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**COMPLIANCE ISSUES**

**Follows Standard Operating Policies & Procedures** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

\_\_\_\_\_

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**Follows Standard EMS Protocols** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Follows Civil Service Rules & Regulations** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Follows City Personnel Policy** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Administers policies and rules fairly and consistently** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

\_\_\_\_\_

**KNOWLEDGE & APPLICATION OF JOB RESPONSIBILITIES**

**Properly identifies and directs resources and/or equipment** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**Properly evaluates incidents and initiates appropriate tactics** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**Performs and directs operations safely and effectively** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**Promotes development of assigned personnel** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**Promotes positive morale to assigned personnel** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Completes required reports accurately in a timely manner** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Knowledge of department computer systems and programs** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Improves knowledge (through training and application)** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Personnel assignments (efficient, fair, and justifiable)** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Resources are managed properly (inside and outside the city)** **Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**LEVEL OF SUPERVISION REQUIRED**

**Recognizes problem issues and takes corrective action**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**Informs superiors of problem issues and corrective actions taken**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**Effectively performs duties without direct supervision**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**Identifies department needs and submits improvement plans**

**Rating Score** \_\_\_\_\_

Justification for this rating: \_\_\_\_\_

**RECOMMENDATIONS FOR IMPROVEMENT**

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**EMPLOYEE'S COMMENTS**

Any reservations or objections the employee may have regarding this evaluation must be stated in the area below (additional sheets may be attached, if needed).

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Division Chief Signature \_\_\_\_\_

Date \_\_\_\_\_

Assistant Chief Signature \_\_\_\_\_

Date \_\_\_\_\_

Fire Chief Signature \_\_\_\_\_

Date \_\_\_\_\_



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
RULES AND REGULATIONS  
JOB DESCRIPTIONS

SECTION 225.08

July 27, 1999

Page 1 of 10

### FIRE CHIEF/CEO

#### 1.0. PURPOSE:

To provide a description of the physical requirements for, the qualifications for, and the duties and responsibilities of employment within this classification with the North County Fire Protection District.

#### 2.0. POLICY:

All members classified in the position described herein shall meet all physical requirements, personal and professional qualifications, and shall perform the stated duties and responsibilities, and all other duties as assigned. This job analysis was conducted by Job Analysis Inc. via interview with employees from each of the classifications. The format of each job description is in its original version as disseminated by Job Analysis Inc.

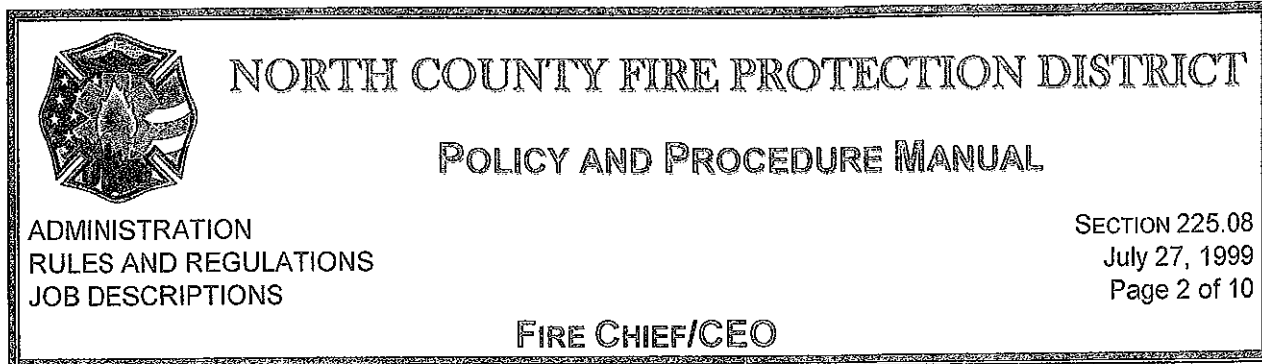
#### 3.0. INTENT:

The intent of this policy is to provide an overview of the abilities necessary to appropriately function within the specified classification. It is also the intent to provide an overview of the typical duties and responsibilities of the stated position. This job analysis is not intended to delineate every facet of a particular job classification; other duties and responsibilities may be assigned as appropriate.

#### 4.0. ESSENTIAL FUNCTIONS JOB ANALYSIS:

- |                   |   |
|-------------------|---|
| 4.1. EMPLOYEE     | Generic   |
| 4.2. JOB TITLE    | Fire Chief/CEO  |
| 4.3. EMPLOYER     | North County Fire Protection District<br>315 East Ivy Street<br>Fallbrook, CA 92028-2138<br>(760) 723-2012; Fax (760) 723-2003  |
| 4.4. DATE WRITTEN | June 16, 1999   |
| 4.5. UPDATES      | September 6, 2002 (residency requirement, resulting from NCFPD Board Action on 07-01-02); June 7, 2005, (residency requirement changed, resulting from Board Action on June 7, 2005). |





#### **4.6. Method of Analysis:**

Chief Burcham was interviewed May 11, 1999. An on-site inspection of Station #1 was conducted on May 10 and 11, 1999. A department organizational chart, general job descriptions, Zone One ICS Qualification System and previous analyses performed by Job Analysis, Inc. on similar positions were also consulted.

#### **4.7. About the District:**

The District is located in the northern part of San Diego County-bordered by Vista, Oceanside, Camp Pendleton and Riverside County. The North County Fire Protection District was formed in December 1986 because of the reorganization of the Fallbrook Fire Protection District and the Rainbow County Service area. The Fallbrook Fire Protection District was formed in 1951; the Rainbow Fire Department (County Service Area) was formed in 1967. The District operates out of seven fire stations (five with career and reserve personnel and two with volunteer personnel). The District provides fire, rescue, emergency medical and ambulance service to a rapidly expanding population of more than 44,500 in an area covering 90 square miles. The District includes the communities of Fallbrook, Bonsall and Rainbow. There is an additional 44.5 square miles within the District's sphere of influence. The District is comprised of light to medium commercial/industrial, rural and urban residential, large multi-unit apartment and condominium projects and expansive urban/wildland interface areas.

The District operates six Engine Companies of which two are Medic Engine Companies, two Advanced Life Support ambulances, two Basic Life Support ambulances and three Brush units. The District responded to 3,969 calls in fiscal year 98/99 and has a total complement of 119 personnel. The District is headed by Fire Chief Edward Burcham and is comprised of: one Deputy Chief, four Battalion Chiefs, one Administrative Captain, one Fire Prevention Specialist, twelve Fire Captains, fifteen Engineers, twenty-one Firefighter/Paramedics, three Firefighters, two Administrative Secretaries, two Bookkeepers, three Dispatchers, two Mechanics, ten Explorers, fifteen Reserves and twenty-six Rainbow Volunteers.

#### **4.8. General Job Description:**

Subject to policy and administrative direction of the Board of Directors, the Fire Chief plans, organizes and directs the overall operation and activity of the department. The Chief is subject to call-out for major incidents. District wide in 1997, there was an average of 11 "actions" per day. 70% to 80% of these were medical emergencies, vehicle accidents, vehicle extrications, rescues, hazardous materials spills and other non-fire emergencies. 10% to 20% were fires. 50% of all calls are handled through the



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
RULES AND REGULATIONS  
JOB DESCRIPTIONS

SECTION 225.08

July 27, 1999

Page 3 of 10

### FIRE CHIEF/CEO

Headquarters, Station Number One. There are seasonal variances in types of actions, with more structural fires and river/flood rescues during winter months, more wildland fires during summer months, more vehicle accidents in wet weather, etc. On average, a Fire Chief with the North County Fire Protection District (NCFD) responds to alarms and special calls three to four times per year.

#### **4.9. Work Hours:**

The Chief works a 40 hour per week work schedule. Office or Administrative hours average 40 hours per week. Regular administrative duties, along with responses to incidents, are performed between 8:00 a.m. to 5:00 p.m. Board meetings, community meetings, special or educational programs and other events require travel and additional hours in the evening and/or on weekends. This is an exempt position. During "regular work hours," employees are permitted two, 15 minute breaks and a 60 minute lunch break is provided.

#### **4.10. Education:**

Desirable qualifications include: Bachelor's or Graduate Degrees in Business, Management or a closely related field. Required education includes an AA degree, Fire Science and management core classes required by the State of California, and continuing education as required to maintain current required certifications and licenses -or - any equivalent combination of education and experience sufficient to perform the essential functions performed by a Fire Chief/CEO with the NCFPD.

#### **5.0. EXPERIENCE/KNOWLEDGE/ABILITIES:**

**5.1. Experience:** A minimum five (5) years experience as Battalion Chief or fifteen (15) years full time career fire service experience and currently employed with the North County Fire Protection District or any equivalent combination of education and experience sufficient to perform the essential functions performed by a Fire Chief/CEO with the NCFPD.

**5.2. Knowledge:** of business and personnel management; business finance and budgeting; emergency rescue procedures and practices involving fire, chemical, or other threats; firefighting principles, techniques, and principles of hydraulics applied to fire suppression; modern fire prevention and suppression methods, fire behavior, and basic fire chemistry; basic and advanced life support; departmental rules and regulations on fire prevention, safety, fire codes, and rescue methods to include State laws and municipal codes and ordinances



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
 RULES AND REGULATIONS  
 JOB DESCRIPTIONS

SECTION 225.08  
 July 27, 1999  
 Page 4 of 10

### FIRE CHIEF/CEO

related to fire prevention and inspection work; hazardous, toxic, and/or explosive materials; area terrain, geography, roadways and other relevant characteristics.

- 5.3. **Ability to:** react quickly and calmly in emergency situations; supervise and coordinate all activities of the department and personnel; to interpret, enforce, and ensure the enforcement of laws, ordinances, statutes, and other regulations; perform and/or supervise fire and arson investigations; plan, coordinate, develop, implement and evaluate all department programs; perform or supervise investigations; and prepare and maintain department reports, records, and budgets.
- 5.4. **License/Certification:** Class "C" California Driver's License with Firefighter's endorsement (and be insurable by the District's liability carrier); Chief Fire Officer Certification; Current CPR card; Hazardous Materials First Responder Operational certificate or equivalent.
- 5.5. **Residency Requirement:** By time of appointment, must reside in and maintain residence within the North County Fire Protection District or within a forty-five [45] minute travel time of the District Headquarters Station.

### 6.0. ESSENTIAL FUNCTIONS - FIRE CHIEF/CEO

**ESSENTIAL FUNCTION Frequencies (daily):**

OCCASIONAL: (Up to 1/3 of the time);  
 FREQUENT: (1/3 to 2/3 of the time); &  
 CONTINUOUS: (2/3 or more of the time).

**Strength:** Refer to U.S. Dept of Labor Strength Levels/Categories.

| ESSENTIAL FUNCTIONS - FIRE CHIEF/CEO  | FREQUENCY  | STRENGTH           |
|---|------------|--------------------|
| 6.1. Directs the overall operation and activity of the North County Fire Protection District: plans, organizes and administers a broad program of fire control and emergency medical services including investigations, prevention, inspections, support services, training, maintenance, community relations, labor relations, and others. | Continuous | Sedentary to Light |



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
 RULES AND REGULATIONS  
 JOB DESCRIPTIONS

SECTION 225.08  
 July 27, 1999  
 Page 5 of 10

### FIRE CHIEF/CEO

|   |   |                           |
|---|---|---------------------------|
| <p>6.2. When protocol dictates and per Department needs, a Fire Chief assumes overall command of operations at the scene of incidents; coordinates communications and resources of department and mutual aid responders; assesses situation, establishes strategic objectives and communicates methods to be employed; directs and oversees personnel engaged in firefighting, medical responses or other activities; determines needs for additional units; and other tasks as needed.</p> | <p>Occasional to Continuous<br/>                 (Approx. 3 to 4 times per year.)</p> | <p>Light to Medium</p>    |
| <p>6.3. Prepares and oversees the preparation of the departmental budget including annual reports, quarterly reports and special reports as required; presents budget items to the board of Directors.</p>  | <p>Occasional to Continuous</p>   | <p>Sedentary</p>          |
| <p>6.4. Performs or directs surveys of personnel, building, grounds, apparatus, equipment and other department needs to ensure adequate and up-to-date service to the district.</p>   | <p>Occasional</p>   | <p>Sedentary to Light</p> |
| <p>6.5. Maintains and ensures current district knowledge of methodologies and technologies in Fire Control, Fire Prevention and Emergency Medical Services.</p>   | <p>Occasional</p>   | <p>Sedentary to Light</p> |
| <p>6.6. Leads Executive Staff: directs, assists in and ensure the formulation and administration of effective general policies, rules, and regulations, practices and procedures, governing personnel and department operation.</p>   | <p>Occasional</p>   | <p>Sedentary</p>          |
| <p>6.7. Maintains open communications with all personnel to ensure and promote effective working relationships.</p>   | <p>Continuous</p>   | <p>Light</p>              |



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
 RULES AND REGULATIONS  
 JOB DESCRIPTIONS

SECTION 225.08  
 July 27, 1999  
 Page 6 of 10

### FIRE CHIEF/CEO

|   |                            |                     |
|---|----------------------------|---------------------|
| 6.8. Attends local and regional industry meetings, monthly management meetings, participates in special committee activities, local government meetings and other community organizations in order to plan programs, promote the department and ensure department ability to effectively recognize and respond to relevant local events and issues. | Occasional to Continuous   | Light               |
| 6.9. Participates in public education activities, station tours, Fire Awareness Week and other public education activities; addresses civic and other groups on behalf of the Department.   | Occasional                 | Light               |
| 6.10. In absence of supervising Deputy Chief and/or Battalion Chief, performs emergency functions.  | Continuous (when required) | Sedentary to Medium |
| 6.11. Performs related functions as required and per department needs.  | Occasional                 | Varies              |

**Note:** Employees may be selected to participate in the State of California OES program and/or the Zone One ICS (Incident Command System). Under the OES and in exchange for the use of an OES fire protection apparatus, any three qualified employees can be selected to participate in an emergency response anywhere in the State of California. The Zone One ICS exists to ensure a readily accessible pool of qualified personnel to respond to incidents and events such as multi-casualty incidents, search and rescue missions, transportation accidents, major natural disasters, planned events and similar occurrences. The Zone One ICS includes thirteen (13) area departments. Employees are certified to participate in designated capacities based on experience, training, certification and fitness.

**6.12. Types of machines, tools, equipment used on the job:** Computer/Keyboard, telephone, radio, copiers, cell phones, paperwork, reference materials, other office supplies and "turnouts." Although infrequent, a Fire Chief may be required to assist in hands-on activities of firefighting or medical responses.

**6.13. Vehicles/moving equipment driven on the job:** Sedans, Suburban-style trucks, EOC (Emergency Operations Center vehicle) and others.

**7.0. MENTAL FACTORS:**



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
RULES AND REGULATIONS  
JOB DESCRIPTIONS

SECTION 225.08  
July 27, 1999  
Page 7 of 10

FIRE CHIEF/CEO

### 7.1. GENERAL EDUCATIONAL DEVELOPMENT:

- REASONING:** Apply logical or scientific thinking to define problems, collect data, establish facts and draw valid conclusions. Interpret extensive array of instructions, deal with several abstract and concrete variables.
- MATHEMATICS:** Complex Skills - Business math, algebra, geometry, shop math, calculus or statistics.
- READING:** Complex Skills - Comprehend manuals (such as maps, policies and procedures, training materials, multi-step instructions for dealing with callers, code books), instructions in use of communications equipment (such as computer console, multi line telephones and apparatus, safety rules and procedures, and drawings).
- WRITING:** Complex Skills - Prepare business letters, summaries of reports using prescribed format and conforming to all rules of English spelling, punctuation, grammar, diction and style.

### 7.2. PERCEPTION:

- CLERICAL:** Ability to perceive pertinent detail in verbal or tabular material. To observe differences in computation.
- SPATIAL:** Ability to recognize the relationships resulting from the movement of objects in space. Ability to comprehend forms in space and understand relationships of plane and solid objects. May be used in tasks as blueprint reading. Frequently described as the ability to "visualize" object of two or three dimensions, or to think visually of geometric forms.
- FORM:** Ability to perceive pertinent detail in objects or in pictorial or graphic material. To make visual comparisons and discriminations and see slight differences in shapes and shadings of figures and widths and lengths of line.

### 7.3. DATA, PEOPLE, THINGS:



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
RULES AND REGULATIONS  
JOB DESCRIPTIONS

SECTION 225.08

July 27, 1999

Page 8 of 10

### FIRE CHIEF/CEO

- DATA:** Data are intangible and include numbers, words, symbols, ideas, concepts and oral verbalization: Synthesizing, Coordinating, Analyzing, Compiling, Copying and Comparing.
- PEOPLE:** Human beings, dealt with on an individual basis: Mentoring, Negotiating, Instructing, Supervising, Persuading, Speaking/Signaling, Taking Instructions and Helping.
- THINGS:** Inanimate objects as distinguished from human beings, substances or materials; machines, tools, equipment and products. A thing is tangible and has shape, form, and other physical characteristics: Operating/Controlling, Driving/Operating, Manipulating, and Handling.

#### 7.4. PERSONAL TRAITS:

Work functions required by specific job worker situations, also known as temperaments.

- 8.0. ABILITY TO COMPREHEND AND FOLLOW SPECIFIC INSTRUCTIONS:**  
The ability to maintain attention and concentration for necessary periods, to apply common sense understanding to carry out instructions furnished in written oral or diagrammatic form; to adapt to situations requiring the precise attainment of set limits, tolerances or standards; to operate-controls which involve starting, stopping, controlling and adjusting the progress of a machine or piece of equipment.
- 9.0. ABILITY TO PERFORM SIMPLE AND REPETITIVE TASKS OR SHORT CYCLE WORK:** The ability to ask simple questions or request assistance, to perform activities of a routine, concrete, organized nature, to remember locations and work procedures; to make decisions based on simple sensory data.
- 10.0. ABILITY TO MAINTAIN A WORK PACE APPROPRIATE TO A GIVEN WORK LOAD:** The ability to perform activities with a schedule, maintain regular attendance and to be punctual within specified tolerances, to complete a normal work day and/or work week and perform at a consistent pace without unreasonable number and/or length of rest periods; to perform effectively when confronted with potential emergency, critical, unusual or



# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
RULES AND REGULATIONS  
JOB DESCRIPTIONS

SECTION 225.08

July 27, 1999

Page 9 of 10

FIRE CHIEF/CEO

dangerous situations, or in situations in which working speed and sustained attention are make or break aspects of the job.

- 11.0. **ABILITY TO RELATE TO OTHER PEOPLE BEYOND GIVING AND RECEIVING INSTRUCTIONS:** The ability to get along with co-workers or peers without exhibiting extreme responses, to perform work activities requiring negotiating with, instruction, supervising, persuading or speaking; to respond appropriately to criticism from a supervisor.
- 12.0. **ABILITY TO INFLUENCE PEOPLE:** The ability to convince or redirect others; to understand the meaning of words and to use them effectively; to interact appropriately with the general public.





# NORTH COUNTY FIRE PROTECTION DISTRICT

## POLICY AND PROCEDURE MANUAL

ADMINISTRATION  
 RULES AND REGULATIONS  
 JOB DESCRIPTIONS

SECTION 225.08  
 July 27, 1999  
 Page 10 of 10

### FIRE CHIEF/CEO

- 13.0. **ABILITY TO PERFORM COMPLEX OR VARIED TASKS:** The ability to synthesize, coordinate and analyze data; to perform jobs requiring precise attainment of set limits, tolerances or standards.
- 14.0. **ABILITY TO MAKE GENERALIZATIONS, EVALUATIONS OR DECISIONS WITHOUT IMMEDIATE SUPERVISION:** The ability to retain awareness of potential hazards and observe appropriate precautions; to understand and remember detailed instructions; to travel in unfamiliar places or use public transportation systems.
- 15.0. **ABILITY TO ACCEPT AND CARRY OUT RESPONSIBILITY FOR DIRECTION, CONTROL AND PLANNING:** The ability to set realistic goals or make plans independently of others; to negotiate with, instruct or supervise people; to respond appropriately to changes in the work setting.

#### SUMMARY

To the best of my knowledge and ability, this Job Analysis is an accurate reflection of the positions of Fire Chief with the North County Fire Protection District, Fallbrook, California.

Initial Job Description prepared by: Mark Barnett, QRR, CPDM August 25, 1999

#### REVIEW AND APPROVAL

To the best of our knowledge and ability, this Job Analysis is an accurate reflection of the positions of Fire Chief with the North County Fire Protection District, Fallbrook, California.

#### CONTACTS – Through February 28, 2006

Reviewer Signature: \_\_\_\_\_  
 William R. Metcalf

Title: \_\_\_\_\_  
 Fire Chief/CEO



# NORTH COUNTY FIRE PROTECTION DISTRICT

## Fire Chief/CEO'S Performance Evaluation

Evaluation for Period Of: \_\_\_\_\_

An effective system is essential for evaluating the performance of the Fire Chief/CEO and for holding the Fire Chief/CEO accountable for providing leadership to the North County Fire Protection District, its operation and task accomplishment. The evaluation clarifies and communicates the Board of Director's expectations and priorities, identifies the progress toward goals of the District, and gives the Board the opportunity to express Board expectations that are not being met so that the Fire Chief/CEO may make plans for improvement.

*Please evaluate the Fire Chief/CEO's performance this past year using the following evaluation criteria; in particular, explain any items rated 4, 2 or 1).*

### SCORING:

⊙ **4: Significantly Exceeds Expectations:**

Performance far exceeds expectations in all major responsibility areas to exceed expectations for most goals or personal attributes on a sustained basis or is recognized as an outstanding performer by demonstrating superior results.

⊙ **3: Fully Meets Expectations:**

Performance fully meets expectations in all major responsibility areas and consistently exceeds expectations on some goals or personal attributes. Performance is that of a competent, knowledgeable and experienced Fire Chief/CEO. Response to unplanned circumstances meets or exceeds what should be expected.

⊙ **2: Meets Most Expectations:**

Overall, most performance expectations were met. Some goals may not have been fully achieved or some important personal attributes or specific job requirements could be improved. The Fire Chief/CEO should focus on improving performance in a few major areas. Performance at this level could result from being new on the job.

⊙ **1: Below Expectations:**

Not performing to the expectation of the job as defined by the goals, duties or personal attributes. Needs a high degree of supervision and direction. May not have background to grasp the work. Must be made aware of performance and improvement plan must be developed.

**Do Not Know:** Rater was not involved in this area or had no opportunity to observe this competency.



# NORTH COUNTY FIRE PROTECTION DISTRICT

## Fire Chief/CEO'S Performance Evaluation

### PART ONE:

#### 1-1. Relationship with the Board:

The Fire Chief/CEO proactively shares relevant information in a timely manner, seeking direction and input. The Board is appropriately informed of organization activities, progress and problems. The Chief is receptive to Board Member ideas and suggestions. Board criticism is accepted constructively. The Chief follows up on all problems and issues brought to his attention. Recommendations and other communications to the Board are clear, concise and understandable.

#### PLEASE CHECK ONE:

1: BELOW EXPECTATIONS

2: MEETS MOST EXPECTATIONS

3: FULLY MEETS EXPECTATIONS

4: SIGNIFICANTLY EXCEEDS EXPECTATIONS

0: DO NOT KNOW

EXPLANATION (Required if you answer 1, 2, or 4):

#### 1-2. Community Relations:

The Fire Chief/CEO is actively involved in the community, participates in appropriate community organizations and is a positive and articulate advocate for the department within the community and with the department's neighboring communities. The Chief welcomes and accepts public input into department operations and is available and/or accessible to concerned members of the public.

#### PLEASE CHECK ONE:

1: BELOW EXPECTATIONS

2: MEETS MOST EXPECTATIONS

3: FULLY MEETS EXPECTATIONS

4: SIGNIFICANTLY EXCEEDS EXPECTATIONS

0: DO NOT KNOW

EXPLANATION (Required if you answer 1, 2, or 4):



**NORTH COUNTY FIRE PROTECTION DISTRICT**

**Fire Chief/CEO'S  
Performance Evaluation**

**1-3. Professional Relationships:**

The Fire Chief/CEO establishes and maintains positive and effective relationships with public officials and holds active memberships in appropriate professional organizations. The department is well-informed on external events (both national, regional, and local) that effect the department. The department's interests are actively and assertively represented in effective and appropriate ways.

**PLEASE CHECK ONE:**

- |                             |                                       |
|-----------------------------|---------------------------------------|
| 1: BELOW EXPECTATIONS       | 4: SIGNIFICANTLY EXCEEDS EXPECTATIONS |
| 2: MEETS MOST EXPECTATIONS  | 0: DO NOT KNOW                        |
| 3: FULLY MEETS EXPECTATIONS |                                       |

**EXPLANATION (Required if you answer 1, 2, or 4):**

**1-4. Employee Relations:**

The Fire Chief/CEO maintains positive, effective, respectful relationships with employees, including labor leadership, consistent with Board direction. An effective labor/management relationship is developed and maintained.

**PLEASE CHECK ONE:**

- |                             |                                       |
|-----------------------------|---------------------------------------|
| 1: BELOW EXPECTATIONS       | 4: SIGNIFICANTLY EXCEEDS EXPECTATIONS |
| 2: MEETS MOST EXPECTATIONS  | 0: DO NOT KNOW                        |
| 3: FULLY MEETS EXPECTATIONS |                                       |

**EXPLANATION (Required if you answer 1, 2, or 4):**



# NORTH COUNTY FIRE PROTECTION DISTRICT

## Fire Chief/CEO'S Performance Evaluation

### 1-5. Personal Conduct:

The Fire Chief/CEO demonstrates the highest professional conduct, consistent with the expectations of the Board.

**PLEASE CHECK ONE:**

- |                             |                                       |
|-----------------------------|---------------------------------------|
| 1: BELOW EXPECTATIONS       | 4: SIGNIFICANTLY EXCEEDS EXPECTATIONS |
| 2: MEETS MOST EXPECTATIONS  | 0: DO NOT KNOW                        |
| 3: FULLY MEETS EXPECTATIONS |                                       |

**EXPLANATION (Required if you answer 1, 2, or 4):**

### 1-6. Innovation:

The Fire Chief/CEO assures that appropriate innovations – in technology, leadership, finance and other aspects of fire department operations – are proposed and implemented in the department. The fire department is always seeking to offer state-of-the-art fire protection and emergency medical services, commensurate with the financial resources available to fund such innovation.

**PLEASE CHECK ONE:**

- |                             |                                       |
|-----------------------------|---------------------------------------|
| 1: BELOW EXPECTATIONS       | 4: SIGNIFICANTLY EXCEEDS EXPECTATIONS |
| 2: MEETS MOST EXPECTATIONS  | 0: DO NOT KNOW                        |
| 3: FULLY MEETS EXPECTATIONS |                                       |

**EXPLANATION (Required if you answer 1, 2, or 4):**



# NORTH COUNTY FIRE PROTECTION DISTRICT

## Fire Chief/CEO'S Performance Evaluation

### 1-7. Management Team Effectiveness:

The Fire Chief/CEO strives to recruit, retain and promote high caliber leaders who can effectively direct, motivate and gain commitment from their staff. The Chief directs, as necessary, the activities of the senior management team and promotes good morale, open communications, approachability and accountability. A team approach to management of the department is fostered and appropriate steps are taken to assure that this is implemented by the senior management in their respective program areas.

**PLEASE CHECK ONE:**

- |                             |                                       |
|-----------------------------|---------------------------------------|
| 1: BELOW EXPECTATIONS       | 4: SIGNIFICANTLY EXCEEDS EXPECTATIONS |
| 2: MEETS MOST EXPECTATIONS  | 0: DO NOT KNOW                        |
| 3: FULLY MEETS EXPECTATIONS |                                       |

**EXPLANATION (Required if you answer 1, 2, or 4):**

### 1-8. Operational Involvement and Response Readiness:

The Fire Chief/CEO leads an organization that is capable of delivering a high level of quality emergency services. The Fire Chief/CEO is personally committed to operational readiness, responds to emergencies and actively participates in the command of emergency responses.

**PLEASE CHECK ONE:**

- |                             |                                       |
|-----------------------------|---------------------------------------|
| 1: BELOW EXPECTATIONS       | 4: SIGNIFICANTLY EXCEEDS EXPECTATIONS |
| 2: MEETS MOST EXPECTATIONS  | 0: DO NOT KNOW                        |
| 3: FULLY MEETS EXPECTATIONS |                                       |

**EXPLANATION (Required if you answer 1, 2, or 4):**



# NORTH COUNTY FIRE PROTECTION DISTRICT

## Fire Chief/CEO'S Performance Evaluation

**1-9. Fiscal Management:**

The Fire Chief/CEO ensures that a balanced budget is developed and implemented, consistent with priorities and direction from the Board and the Strategic Direction. Ongoing fiscal oversight is provided and the Board is kept appropriately informed of the financial status of the organization. The budget is efficiently administered, staying within spending limits. The Department aggressively pursues alternative revenue sources, with particular attention to grant opportunities. The Department is maintained in sound fiscal condition and compliant with all applicable required accounting practices.

**PLEASE CHECK ONE:**

1: BELOW EXPECTATIONS

2: MEETS MOST EXPECTATIONS

3: FULLY MEETS EXPECTATIONS

4: SIGNIFICANTLY EXCEEDS EXPECTATIONS

0: DO NOT KNOW

**EXPLANATION (Required if you answer 1, 2, or 4):**

**1-10. Professional Development:**

The Fire Chief/CEO is committed to continuous personal professional development. The Chief attends appropriate seminars and courses to maintain a high level of personal knowledge and ability in the leadership and management of the fire department. Lessons learned are brought back to the department and implemented, as appropriate.

**PLEASE CHECK ONE:**

1: BELOW EXPECTATIONS

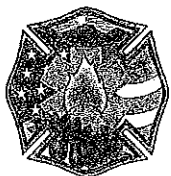
2: MEETS MOST EXPECTATIONS

3: FULLY MEETS EXPECTATIONS

4: SIGNIFICANTLY EXCEEDS EXPECTATIONS

0: DO NOT KNOW

**EXPLANATION (Required if you answer 1, 2, or 4):**



# NORTH COUNTY FIRE PROTECTION DISTRICT

## Fire Chief/CEO'S Performance Evaluation

### PART TWO:

The second component of this appraisal is your response to open-ended questions related to the Fire Chief/CEO's performance. Answers may be as long or as brief as necessary. Attach additional sheets if necessary.

2-1. What pleased you the most about the Fire Chief/CEO's performance this rating period?

### EXPLANATION:

2-2. What is your area of concern regarding the Fire Chief/CEO's performance this rating period?

### EXPLANATION:



A f f k q p c n

U c o r n g u

H t q o

F k t g e v q t

X g p c d n g



**John Kennett Venable**  
 P.O .Box 5098  
 Santa Barbara, Ca. 93150-5098  
 (805) 969-0323

Topic: Annual Performance Evaluation Form-Fire Chief

Outside Forms From Outside Fire Protection Agencies

- (1) Springdale Fire Department
- (2) North County Fire Protection Districts ,Fallbrook-San Diego
- (3) Ventura County Fire District
- (4) Aptos/La Selva Fire Protection District-Northern California
- (5) Moraga-Orinda Fire District-Northern California

Findings:

(1) North County Forms: 80% of their forms and question same as Montecito Fire Protection Newest Form.

a (2)Aptos/La Selva; Generally the same Questions ,could add routine meetings with Board members

(3)Ventura County Fire.; Generally the same but this agency protects all of Ventura County and has more Departments than MPFD. Ventura County has its own unit which reviews all employees using selected Staff.

b Aptos/La Selva Fire; Job description has a shorter list of Duties, some what like MPFD has. Area to look at could be Desired Qualifications. Do to the newly added educational computer classes would allow more time up grade not only the Fire Chief, but all Chiefs

(5)Moraga-Orinda Fire District; Reading their format it seems that Board of Directors can do many of items districts do but allows the Fire chief to create policy but state they use The State of California Law

(6) Springdale; Easy to read their Evaluation Form but there is not much I look up Springdale Fire on Google. Station only one but is maybe covered By Forest Service ,or coverage come from Napa Fire Services.

Recommendations; I believe that the correct Evaluation guidelines developed By The Fire Chief and Staff working together provides a well rounded group Of questions to make a valid judgments on the current Fire Chief performance.

Sincerely;

John K. Venable-Current Board Member &Personnel Committee



**FIRE CHIEF  
PERFORMANCE RATING**

*Each Director will complete the following evaluation and return it to the Board President within 14 days of receipt.*

Name

Date

Evaluation Period

From:

To:

**EVALUATION**

Enter X under appropriate rating number and under proper heading for each category listed. Definition for each rating number follows:

- 0 - Deficient. Does not meet minimum requirements of the individual element.  
DEFICIENCIES MUST BE IDENTIFIED IN REMARKS.
- 1 - Needs to improve. Meets some or most of the requirements of the individual element.  
IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
- 2 - Satisfactory. Employee meets all requirements of the individual element.
- 3. - Superior. Employee consistently exceeds the performance requirements.

| Rating Factors  | 0 | 1 | 2 | 3 | Comments |
|---|---|---|---|---|----------|
| Planning, organizing and directing the District's Functions   |   |   |   |   |          |
| Responds to Emergencies as required   |   |   |   |   |          |
| Confers with the Board on District Policy, long range programs, and coordination of activities with other districts and public agencies |   |   |   |   |          |
| Manages and oversees the Districts Financial operations   |   |   |   |   |          |
| Proposes annual Budgets   |   |   |   |   |          |
| Expends funds and informs Board of expenditures that vary from approved budget.   |   |   |   |   |          |
| Informs board of changes in funding sources and laws that effect funding.   |   |   |   |   |          |
| Attends Board meetings  |   |   |   |   |          |
| Directs the selection, hiring, and promotion of District personnel  |   |   |   |   |          |
| Supervises the purchase of materials and equipment  |   |   |   |   |          |
| Meets with citizen groups   |   |   |   |   |          |
| Promotes and maintains cooperative relationship with community  |   |   |   |   |          |
| Keeps abreast of modern practices in the profession   |   |   |   |   |          |
| Directs, participates and conducts studies and reports  |   |   |   |   |          |
| Reviews all training Requests and personnel evaluations   |   |   |   |   |          |
| Developes Mutual Aid and Desaster Plans   |   |   |   |   |          |



Fire Chief Employment Contract  
 October, 2014  
 Page 10 of 12 pages

(Exhibit A)

Aptos/La Selva Fire Protection District

**FIRE CHIEF**

**Job Description**

**FUNCTION:**

Reporting directly to the Board of Directors of the District, the Fire Chief will plan, organize, direct, and coordinate all District operations including emergency medical services, fire protection, and support services. The Fire Chief will provide advice and assistance to the Board of Directors in setting policy for the District.

**TYPICAL DUTIES:**

1. Vision to develop short- and long-range plans and ability to follow through to implementing District goals, objectives, priorities, and procedures.
2. Direct, organize, and supervise departmental activities relating to the mission and goals, emergency medical services, fire protection, and other services.
3. Regularly be responsible for Duty Chief responsibilities including responding to major emergency incidents and personally directing activities, when necessary.
4. Prepare and administer the department's Annual Plan and budget.
5. Represent the District as a community leader in relationships with the public, community groups, and professional organizations.
6. Establish a team environment that is supportive to the mission, vision, and values of the department.
7. Develop productive and team oriented relationships between all employees.
8. Make presentations before the County Board of Supervisors, County Boards and Commissions and coordinates fire department activities with other fire and government agencies.
9. Select, supervise, train, and evaluate staff
10. Pursue a safe and healthy work environment.
11. Direct and participate in the development of new ordinances related to fire protection.
12. Perform other related work as assigned by the Board of Directors.
13. Work closely with the Board President to form Board meeting agendas.
14. Meet routinely with each of the Fire Board Directors.

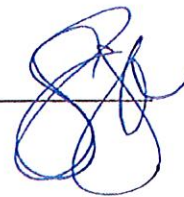
**ESSENTIAL FUNCTIONS:**

1. Ability to work emergency incident response overtime.
2. Periodic standing, walking and stooping on pavement, asphalt and uneven terrain.
3. May be required to walk and run while carrying equipment.
4. Occasionally must bend, stoop, kneel or crouch to deal with emergency medical patient needs, operate rescue equipment or carry equipment and/or hose lines into a burning building.
5. Occasionally must crawl within confined spaces and/or within a smoke filled atmosphere to perform fire control, emergency escape or rescue operations.
6. Occasionally must be able to climb ladders, stairs, ramps, scaffolds, poles and the like using feet or legs and/or hands and arms.



Fire Chief Employment Contract  
October, 2014  
Page 12 of 12 pages

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**Ability to:**

1. Make decisions.
2. Establish and maintain cooperative working relationships with those contacted in the course of work.
3. Communicate clearly and concisely both orally and in writing.
4. Select, supervise, train, and motivate subordinates.

**License/Certifications:**

Possession of an appropriate and valid California motor vehicle operator's license.

**DESIRED QUALIFICATIONS:**

Postgraduate college education.  
Executive Fire Officers Certification from the National Fire Academy.  
California State Fire Marshal Chief Officer certification.  
California State Fire Marshal Fire Chief certification.



# NORTH COUNTY FIRE PROTECTION DISTRICT

## Fire Chief/CEO'S Performance Evaluation

2-3. What specific recommendation(s) do you have for the Fire Chief/CEO to improve performance in the area of concern you listed in 2-2 above?

**EXPLANATION:**

2-4. Please add any additional comments or identify abilities or capabilities that merit special recognition.

**EXPLANATION:**

Print Your Name: \_\_\_\_\_ Date: \_\_\_\_\_

Sign Your Name: \_\_\_\_\_

**Please return your completed evaluation to the Board Secretary  
for compilation of the scores and comments.**