

**Siuslaw Valley Fire and Rescue**  
2625 Highway 101 North, Florence, OR 97439

**Minutes of Board Meeting – March 20, 2013**

Steve Olienyk, President of the Board, called the meeting to order at 5:31 p.m.

**BOARD MEMBERS PRESENT:** Directors Steve Olienyk, Cindy Spinner, Lori Gates, John Scott, and Rob Ward were in attendance.

**OTHERS PRESENT:** Chief John Buchanan, Division Chief Janet Huston, Division Chief Marvin Tipler, and Division Chief Sean Barrett were in attendance.

**APPROVAL OF MINUTES:** Director Spinner made a motion to approve the minutes of the regular board meeting held on February 20, 2013. The motion was seconded by Director Scott and was approved by unanimous vote.

**COMMUNICATIONS:** None

**PUBLIC HEARINGS:** None

**PUBLIC COMMENTS:** None

**FIRE DISTRICT INCIDENT REPORT:** The report reflecting the activity during February 2013 was reviewed and various incidents were discussed.

**FIRE DISTRICT TRAINING REPORT:** The report reflecting training in February 2013 was reviewed.

**FIRE DISTRICT PARTICIPATION REPORT:** The report reflecting volunteer participation for the month of February 2013 was reviewed.

**SAFETY MEETING MINUTES:** The February Safety Meeting minutes were reviewed.

**REGULAR AGENDA:**

Chief Buchanan reported that he is in receipt of a letter from Battalion Chief Harry Moore which indicates that it is his intent to retire from PERS on June 1, 2013 and contract back to the district until August 23, 2013.

Chief Buchanan reported that Division Chief Tipler and the firefighter crew took out the Rhodies in front of the station, relocating them to other stations. He extended a thank you to Marvin and his crew.

Chief Buchanan reported that the Old Town Station has an old fuel heater that isn't working efficiently, costing us more and more in fuel. Division Chief Tipler indicated that they decided to have a ductless heat pump installed at a cost of \$4100. He further indicated that we are going to

have to install one at the Sutton Station this next budget year. Chief Buchanan extended a thank you to Marvin.

Chief Buchanan reported that Senate Bill 422 has been 'killed' prior to the legislative hearing. Not only did Chief Buchanan oppose the bill, but the Oregon Fire Districts Directors Association, with Genoa Ingram's efforts, was instrumental in 'killing' the bill.

Inasmuch as Chief Buchanan plans to retire at the end of this calendar year, he provided a proposal from ESCI for the Executive Search of a new fire chief. The proposal provides three options which reflect varying levels of ESCI involvement with the executive search and varying prices for the services. After a brief discussion, Director Ward made a motion that we move forward with the ESCI Fire Chief Executive Recruitment choosing Option 1 at \$14,450. The motion was seconded by Director Scott and was approved by unanimous vote.

**REVIEW OF THE BILLS:**

MOTION: Director Spinner made a motion to ratify bills paid during the past month totaling \$75,695.47 and transfers from the Money Market Account to the Checking Account also made during the past month. The motion was seconded by Director Scott and was approved by unanimous vote.

**FINANCIAL STATEMENTS:** The financial statements were provided and discussed.

**FUTURE AGENDA BUSINESS:** Board President Olienyk stated that the next regularly scheduled board meeting will be Wednesday, April 17, 2013 at 5:30 p.m.

There being no further business to come before the Board, the meeting was adjourned at 6:03 p.m.

Respectfully submitted,

**JANET L. HUSTON**  
Division Chief of Administration

## SVFR

## Monthly Incidents

Alarm Date Between {02/01/2013} And {02/28/2013}

Incident	Type	Date	Location	Description
13-0000031-0	FIRE	02/01/2013	87687 Highway 101 /8	311 Medical assist, assist
13-0000032-0	FIRE	02/01/2013	Highway 126 at MP 1.2	322 Motor vehicle accident
13-0000033-0	FIRE	02/02/2013	2221 OAK ST	6111 Dispatched & cancelled
13-0000034-0	FIRE	02/03/2013	1517 Highway 101	311 Medical assist, assist
13-0000035-0	FIRE	02/03/2013	375 9TH ST	7431 Smoke detector
13-0000036-0	FIRE	02/05/2013	4938 MITCHELL LOOP RD	5313 Smoke or odor
13-0000037-0	FIRE	02/06/2013	375 9TH ST	7431 Smoke detector
13-0000038-0	FIRE	02/07/2013	5605 Munsel LA	311 Medical assist, assist
13-0000039-0	FIRE	02/13/2013	9TH ST & KINGWOOD ST	322 Motor vehicle accident
13-0000040-0	FIRE	02/14/2013	Thompson Creek Road at MP .5	6112 Dispatched & cancelled
13-0000041-0	FIRE	02/15/2013	1108 QUINCE ST	5313 Smoke or odor
13-0000042-0	FIRE	02/17/2013	87783 TERRACE VIEW DR	311 Medical assist, assist
13-0000043-0	FIRE	02/17/2013	Driftwood II	3111 Medical assist, ATV
13-0000044-0	FIRE	02/16/2013	Goosepasture Flats	3111 Medical assist, ATV
13-0000045-0	FIRE	02/20/2013	375 9TH ST	6111 Dispatched & cancelled
13-0000046-0	FIRE	02/21/2013	Highway 126 at MP 16	6117 Dispatched & cancelled
13-0000047-0	FIRE	02/23/2013	1 mile North of Honeyman State Park	3111 Medical assist, ATV
13-0000048-0	FIRE	02/23/2013	Highway 101 & 8TH ST	311 Medical assist, assist
13-0000049-0	FIRE	02/27/2013	Highway 126 and MP 1.5	324 Motor Vehicle Accident

EMS Incident Cnt: 0

Fire Incident Cnt: 19

Total Incident Count 19

## SVFR

## Department Journal

02/01/2013 to 02/28/2013

00:00 to 24:00

Training Classes

Time	Type	Record Id	Description/Location	Staff Hrs
<b>Tue Feb 5, 2013</b>				
09:00	TRAIN		Maintenance and Inventory	4.00
	Station 01		Individual stations	
19:00	TRAIN		Maintenance and Inventory	78.00
	Station 01		Individual stations	
<b>Tue Feb 12, 2013</b>				
09:00	TRAIN		Initial Entry	10.00
	Station 01		Sutton Station	
19:00	TRAIN		Initial Entry/Hydrants	78.00
	Station 01		Central Station	
<b>Fr Feb 15, 2013</b>				
13:00	TRAIN		AED	8.00
	Station 01		Central Station	
<b>Tue Feb 19, 2013</b>				
09:00	TRAIN		Ventilation/Vertical	14.00
	Station 01		Central Station	
19:00	TRAIN		Initial Entry	42.00
	Station 01		Sutton Station	
19:00	TRAIN		HOSE & HYDRANTS	0.00
	Station 01		Central Station	
<b>Tue Feb 26, 2013</b>				
09:00	TRAIN		Salvage and Overhaul/AED	12.00
	Station 01		Central Station	
19:00	TRAIN		Association/Business Meeting	95.00
	Station 01		Central Station	

SVFR

Department Journal

02/01/2013 to 02/28/2013

00:00 to 24:00

Training Classes

Time	Type	Record Id	Description/Location	Staff Hrs
<b>Tue Feb 26, 2013</b>				
20:00	TRAIN		Ventilation/Vertical	0.00
	Station 01		Central Station	

Total Entries: 11

Total Staff Hrs: 341.00

February 2013 DRIL LL PARTICIPATION

Full Time/Part Time	02/05/13				02/12/13				02/19/13				02/26/13				Last Activity
	4 Feb. Drills	% Feb. Drills	YTD Drills-8	% YTD Drills	4 Feb. Drills	% Feb. Drills	YTD Drills-8	% YTD Drills	4 Feb. Drills	% Feb. Drills	YTD Drills-8	% YTD Drills	4 Feb. Drills	% Feb. Drills	YTD Drills-8	% YTD Drills	
Barrett, S	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	02/17/13
Connor, S	O	XX	X	XX	3	75%	7	88%	8	42%	23	46%	8	42%	23	46%	02/27/13
Jagoe, B	X	XX	X	XX	4	100%	8	100%	10	53%	20	40%	10	53%	20	40%	02/27/13
Moore, H	X	XX	XX	XX	4	100%	8	100%	12	63%	24	48%	12	63%	24	48%	02/27/13
Stober, G	X	X	X	X	4	100%	8	100%	4	21%	15	30%	4	21%	15	30%	02/26/13
Tipler, M	X	XX	X	XX	4	100%	8	100%	7	37%	22	44%	7	37%	22	44%	02/27/13
<b>Battalion Chief</b>																	
Carnahan, J	X	X	X	X	4	100%	8	100%	3	16%	11	22%	3	16%	11	22%	02/27/13
<b>Chaplain</b>																	
Murphy, D	X	X	X	X	4	100%	7	88%	3	16%	7	14%	3	16%	7	14%	02/26/13
<b>Support</b>																	
Stober, A	X	X	X	X	4	100%	6	75%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	01/22/13
<b>Captains</b>																	
Barrett, D	X	X	X	O	3	75%	6	75%	7	37%	14	28%	7	37%	14	28%	02/23/13
Barrett, M	X	O	X	X	3	75%	7	88%	3	16%	8	16%	3	16%	8	16%	02/26/13
Beck, D	X	X	X	X	4	100%	8	100%	1	5%	2	4%	1	5%	2	4%	02/26/13
Iabichello, L	X	X	X	X	4	100%	8	100%	10	53%	31	62%	10	53%	31	62%	02/27/13
Madden, T	X	X	X	X	4	100%	8	100%	2	11%	5	10%	2	11%	5	10%	02/26/13
Spinner, M	X	X	X	X	4	100%	7	88%	6	32%	20	40%	6	32%	20	40%	02/27/13
Warren, P	X	X	X	X	4	100%	8	100%	11	58%	17	34%	11	58%	17	34%	02/27/13
<b>Station 1</b>																	
Annett, D	X	X	X	X	4	100%	8	100%	9	47%	23	46%	9	47%	23	46%	02/27/13
Crabtree, T	O	O	O	O	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	12/16/12
Evans, B	O	X	X	O	2	50%	4	50%	0	0%	1	2%	0	0%	1	2%	02/19/13
Gray, A	O	O	O	X	1	25%	4	50%	1	5%	2	4%	1	5%	2	4%	02/26/13
Green, L	X	X	X	X	4	100%	7	88%	11	58%	20	40%	11	58%	20	40%	02/27/13
Green, M	O	O	O	O	0	0%	1	13%	1	5%	2	4%	1	5%	2	4%	02/03/13
Holden, J	X	X	X	X	4	100%	6	75%	0	0%	0	0%	0	0%	0	0%	02/26/13
Heindel, M	O	O	X	O	1	25%	N/A	N/A	9	47%	21	42%	9	47%	21	42%	02/23/13
Larson, J	X	X	X	X	4	100%	8	100%	4	21%	7	14%	4	21%	7	14%	02/26/13
Lemmonds, K	X	O	X	X	3	75%	7	88%	10	53%	25	50%	10	53%	25	50%	02/27/13
Orozco, K	X	X	X	X	4	100%	5	63%	8	42%	8	16%	8	42%	8	16%	02/26/13
Payne, T	X	X	X	X	4	100%	6	75%	7	37%	11	74%	7	37%	11	74%	02/26/13



## **SAFETY COMMITTEE**

January 29, 2013

### **MINUTES**

Those in attendance: Buchanan, Carnahan, Moore, Stober, Tipler, Murphy, Mike Barrett, Beck, Jagoe, Iabichello, Madden, Spinner, and Warren.

#### **Bay Street Projects**

Chief Buchanan gave a report on behalf of Fire Marshal Barrett who was unable to attend the meeting, which outlined the new water/hydrant improvements for the Bay Street/Old Town area, and what we can expect during the construction period.

#### **Wharf Project**

Chief Buchanan also gave an overview on the Port of Siuslaw wharf project and the lack of fixed fire protection during the construction project.

#### **Valic/LOSAP Contributions**

Per last month's discussion regarding the LOSAP contributions, we have reduced the required points from 16 to 12 per month, understanding that attending a drill earns 4 points and attending an incident provides 2 points.

#### **EMS**

Chief Tipler reminded all officers that all patient assessment should be made by the Western Lane Ambulance Medics and not our personnel. Chief Tipler also asked that personnel responding on EMS calls wear the new vests rather than the present wild-land shirts.

#### **Initial Attack Command Decisions**

Battalion Chief Moore reminded officers that their commands to company personnel should be exactly what they need to meet the officers desires i.e pull both pre-connects and advance to the front door, not just pull pre-connect.

#### **Dune City Safety Fair**

Saturday Dune City is having a Safety Fair and would appreciate an engine from our agency. Captain Madden and Fire Station 8 will take the assignment.

Meeting adjourned at 6:55 P.M.

Submitted by:

John Buchanan, Recording Secretary



**Siuslaw Valley Fire and Rescue**  
*Florence, Oregon*

**Fire Chief Executive Recruitment**

*February 2013*



Emergency Services  
Consulting International



## Letter of Submittal

February 14, 2013

John Buchanan, Fire Chief  
Siuslaw Valley Fire and Rescue  
2625 Hwy 101  
Florence, OR 97439

RE: Executive Recruitment for the Position of Fire Chief

Chief Buchanan:

It was nice talking with you earlier this week. The attributes you discussed about the new chief are excellent ones to pursue. I believe we will find the individual that can bring those (and more) to the Siuslaw Valley Fire and Rescue District.

As we discussed, I looked at the proposal submitted by Mr. Freshour and have listed and updated pricing quote for 2013. I will summarize rather than repeat all of the details listed in the May 2011 letter.

- **Option No. 1:** ESCI conducts recruitment, screening and facilitates a full onsite candidate assessment center/multiple interview process. The assessment center generally is staffed with two assessor panels and three assessors on each. Usually we recommend two peer fire chiefs and one community person on each panel. You are experienced in assessing with ESCI in the past with this format. The candidates usually will undergo four scenarios and the two assessor panels will see each candidate twice. The multiple interview panels are staffed with three - five stakeholders each and we usually use about three to four panels. The candidates interview once with each panel. The assessment center or multiple interview panels will see candidates on day one of the process. At the conclusion of day one, the assessors/interviewers will provide input (facilitated by ESCI) to the Board of Directors. The Board will determine whom to invite to the Board Interviews on day two. ESCI will make those notifications the evening of day one. Orientation for either format is generally conducted the evening before, usually over dinner. If the Board desires, this evening is a good time to host an open "Meet and Greet" with the candidates and the community, which would be facilitated by ESCI.
- **Option No. 2:** ESCI conducts the recruitment, screening, and facilitation of Interviews by the Board and a Stakeholder Panel. This option has the Board of Directors and the Stakeholders interviewing each candidate once during the day. The candidate will undergo two interviews during the day. At the conclusion of the day, the stakeholders will provide feedback to the Board.

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25206 SW Parkway Avenue  
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Wilsonville, OR 97070  
Phone: 503.570.7778  
Fax: 503.570.0522

Eastern Region  
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Suite 208  
Moorestville, NC 28117  
Phone: 704.660.8027

National Capital Region  
Fair Ridge Drive  
Arlington, VA 22033  
Phone: 703.273.0911  
Fax: 703.273.9963



The stakeholder's panel is usually comprised of about five people representing areas such as:

- Department
- Community
- Business
- Civic Organizations
- Schools
- Public Safety Partners
- External Fire Chief

Again, with this format, the orientation for interviewers is generally held the evening before.

\*Both Option No. 1 and Option No. 2 assume inviting no more than eight candidates onsite.

- **Option No. 3:** With this option, ESCI conducts the recruitment and screening processes and provides the Siuslaw Valley Fire and Rescue with a ranked roster. The onsite processes would be determined and facilitated by the District.

With all three options, ESCI will spend one – two days onsite upfront talking with the Board, staff, community, and others about the desired attributes of the new chief.

The screening consisting of evaluation of the candidate's written application packages and telephone interviews are conducted by three ESCI field associates. I hope that I have provided sufficient information in respect to the options, price, and calendar in order to move forward on this crucial process.

Included in this proposal you will find information about ESCI, the project team, along with Mr. Freshour's original letter from May 2011 for your reference.

I look forward to working with you through this critical process. If you have any questions, do not hesitate to contact me at 541-223-1164 or [bill.linhart@esci.us](mailto:bill.linhart@esci.us).

Sincerely,

*Bill Linhart*

Bill Linhart  
Project Manager



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## About ESCI

### ***ESCI Capabilities***

Emergency Services Consulting International (ESCI) is an international firm providing specialized, high quality, professional fire, police, communications, and EMS consulting services to organizations throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976 and is considered by many to be the nation's leader in emergency services consulting. Utilizing a staff of six personnel and over 40 field consultants nationwide, ESCI provides consulting services to municipalities, districts, nonprofit organizations, and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency service community. This is confirmed by our ongoing relationship with the International Association of Fire Chiefs (IAFC), the United States Department of Defense, the Western Fire Chiefs Association, the National Fallen Firefighters Foundation, the National Volunteer Fire Council, and the hundreds of clients we serve from coast to coast.

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within the emergency service disciplines and related fields, staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to improve public safety by facilitating the best, most advanced policy decisions. We will accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and emergency medical services issues and needs.

*...facilitating the best, most advanced policy decisions*

We provide a wide array of services, including organization audits and evaluations; cooperative effort and consolidation; health and safety evaluations; master, strategic, and growth management plans; deployment planning; hazard mitigation planning; executive searches; assessment centers; and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

#### ESCI at a Glance

- Mission: Improve public safety by facilitating the best, most advanced policy decisions
- Established in 1976
- Headquartered in Wilsonville, Oregon; with branch offices in Mooresville, North Carolina; and Fairfax, Virginia
- Extensive fire and EMS consulting throughout the US and Canada
- Six employees, over 40 expert field consultants



All of ESCI's field associates are active practitioners in their respective fields, with many involved in highly visible and responsible national leadership position in law enforcement and fire/rescue services. We understand your issues, challenges, responsibilities, and offer proven methods to improve your effectiveness.

### **ESCI Offices**

#### **Corporate Headquarters**

Jack W. Snook, President  
Cindy March, Chief Operations Officer  
25200 SW Parkway Avenue, Suite 3  
Wilsonville, OR 97070  
Phone: 800.757.3724  
Fax: 503.570.0522  
Email: cindy.march@ESCI.us

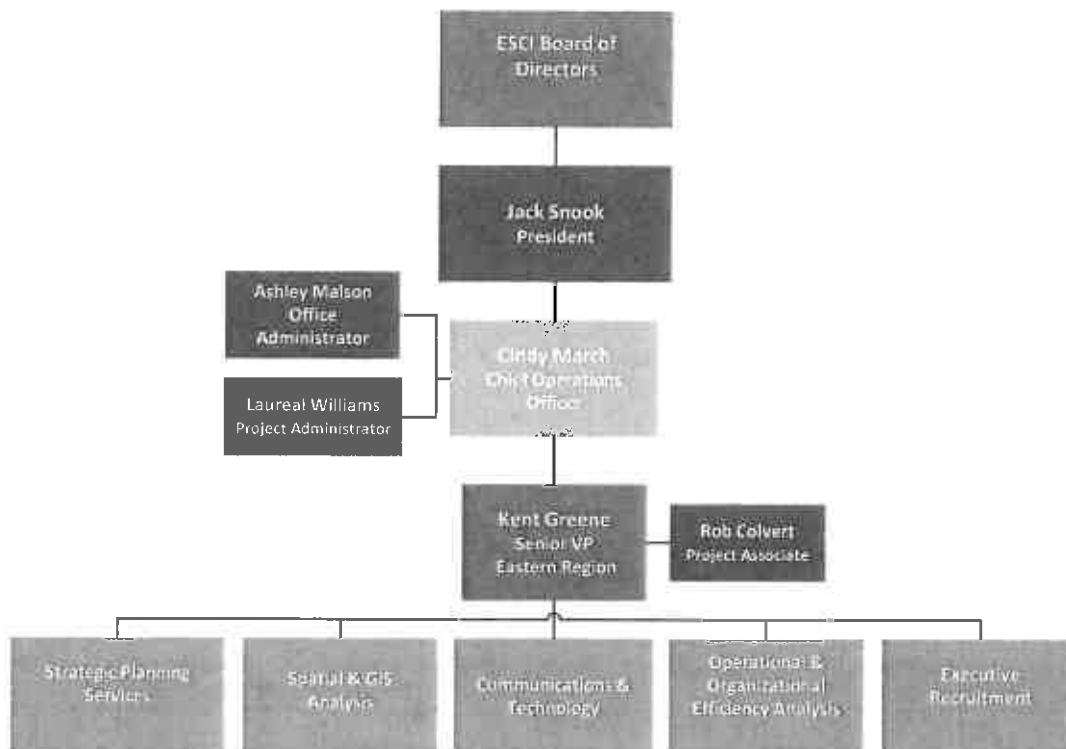
#### **Eastern Region Office**

Kent Greene, Senior Vice President  
111 Kilson Drive, Suite 208  
 Mooresville, NC 28117  
Phone: 704.660.8027  
Email: kent.greene@ESCI.us

#### **National Capital Region Office**

Tommy Hicks  
4025 Fair Ridge Drive  
Fairfax, VA 22033  
Phone: 703.273.0911  
Fax: 703.273.9363  
Email: tommy.hicks@ESCI.us

### **ESCI Organizational Chart**





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### Special Qualifications

ESCI is uniquely qualified to conduct the executive search for the position of Fire Chief for Siuslaw Valley Fire and Rescue. We have conducted over 80 national executive searches for executive emergency services position, including those references noted in this proposal.

- ESCI has developed and administered over 150 promotional and executive search interviews and assessment centers, gaining valuable knowledge and experience in this hiring and promotional process.
- The methodology used in this process has been proven. In the 36 years that ESCI has been conducting promotional and hiring processes, we have never experienced a challenge, complaint, or grievance by a candidate or organization.
- The staff members who would be assigned to this project have over 60 accumulative years of experience in emergency services and human resources activities.

## Executive Search Tentative Calendar

Model Calendar with Key Milestones Depicted (all dates approximate):

- Week of May 27, 2013 – ESCI Staff conducts job profile in Florence
- By June 10, 2013 – Brochure and application package draft to Board for review and modification
- By June 21, 2013 – Brochure and application package returned by Board
- July 1 – August 30, 2013 – Position “opens”
- Week of September 2, 2013 – Evaluate application packages
- Week of September 9, 2013– Conduct phone interviews, reference checks criminal history checks
- Week of September 16, 2013 – Report with all candidate information and recommendations to Board of Directors
- Week of September 23, 2013 – Board ratification or modification of candidates to invite to Florence
- By September 27, 2013 – Invite candidates to participate onsite in Florence for final process
- Week of October 14, 2013 – Onsite assessment/interview process (two or three days depending on option)
- October 21 – 31, 2013 – Post offer of employment processes (background, physical exam, etc.)
- November 12 – December 1, 2013 – Available for duty



## Project Team



### **Jack W. Snook, President – Project Oversight**

Mr. Snook has been with the company since 1976. He brings with him over 44 years of private and public sector experience at multiple levels. His formal education includes a Master's degree in Public Administration, a Bachelor of Science degree in Fire Administration, and an Associates of Arts degree in Fire Science. His career ranges from being the chief executive officer of a city and corporation to being the chief and administrator of one of the nation's 80 largest fire departments. He has been looked upon as a national leader in the fire service for many years.

Mr. Snook has extensive experience in providing consulting services to clients throughout the world. Areas of expertise include management and organization reviews, cooperative service and consolidation, strategic planning, program evaluations, and risk assessment. In 1991, he signed an exclusive contract with the International Association of Fire Chiefs (IAFC) to present all of their cooperative effort workshops nationwide. He is the co-author of the book entitled *Making the Pieces Fit, Through Cooperative Effort*. The publication is the recommended reference book by the IAFC and the International City/County Managers Association (ICMA). He has served as the project manager for over 200 projects throughout North America. Mr. Snook specializes in large regional fire service providers and Metro fire departments.

Recent assignments and/or appointments would include facilitator of the National Fallen Firefighters Foundation national summit to reduce line of duty deaths in America; moderator of the nation's first symposium to bring healthcare officials and the fire service together to develop a model program to reduce healthcare facility deaths and injuries; facilitator of a national roundtable to discuss emerging codes; and facilitator of the International Association of Fire Chiefs strategic plan (two years). Mr. Snook has key-noted over seventy-five conferences and conventions and has spoken at over 200 events.



### **William Linhart, Senior Associate – Project Manager**

Mr. Linhart is a 30-year veteran of law enforcement. He served seven years in military law enforcement and was a member of the Oregon State Police from 1979 until retiring in 2005. He was the Oregon State Personnel Manager for approximately eight years.

Mr. Linhart held the rank of lieutenant upon his retirement.

Mr. Linhart has performed a variety of highly responsible activities during his tenure with the state police. He has held a number of positions including special projects officer in the training division, served on the planning and research team, and served as personnel manager for eight years for this large state organization. Most recently, he led the Office of Strategic Direction and Performance, conducting a variety of agency level projects, including development of the strategic plan, workforce development plan, and a series of organizational analyses of the various sub-divisions of the Oregon State Police.





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### **Educational Background**

- Master of Science in Interdisciplinary Studies – Western Oregon State College, Monmouth, OR
- Bachelor Degree in Liberal Studies – University of the State of New York, Albany, NY
- Associate Degree in Criminal Justice – Community College of the Finger Lakes, Canandaigua, NY

### **Professional Experience**

- United States Army – Patrol officer, nuclear weapons physical security, investigator
- Oregon State Police – Patrol officer, training division special projects officer, personnel manager, planning and research team, Office of Strategic Direction and Performance manager

### **Relative Experience**

- Chemeketa Community College Criminal Justice Advisory Committee
- Vice-president, Oregon State Personnel Manager's Association
- Board Member, International Association of Chiefs of Police SPPPOS

### **Associated Professional Accomplishments**

- Presenter at the 1994 International Association of Police Planners annual conference on vision standards for pre-employment screening
- Project leader for the Oregon State Police Ethics Project, selected as a top ten finalist for the Webber Seavey Quality in Law Enforcement program
- Published in *Workforce Magazine* on the selection and hiring process at the Oregon State Police
- Board Member, Jefferson (OR) School District
- Presenter, Arizona Fire Chiefs Association

### **Summary of Projects**

#### ***Chief Officer Executive Search/Recruitment***

City of Charleston, SC	Washoe County/Truckee Meadows, NV
Central Kitsap Fire and Rescue, WA	Port Ludlow Fire and Rescue, WA
East Pierce Fire & Rescue, WA	Russian River Fire District, CA
McKenzie Fire & Rescue, OR	North Naples Fire Control, FL
Spokane County Fire District No. 8, WA	Durango Fire and Rescue Authority, CO
Wilmington, NC	Keizer Fire District
Shoreline Fire Department, WA	Worland Fire District No. 1, WY
Island County Fire District No. 3, WA	Hermiston Fire & Emergency Services District, OR
Snohomish County Fire District No. 8, WA	Lebanon Fire & Rescue, OR
Turner Fire Protection District, OR	Lane County Fire District No. 1, OR
Ft. Lupton Fire Protection District, CO	San Juan Fire District No. 3, WA
Snohomish County Fire District No. 8,	Lake Stevens, WA
King County Fire District 20, WA	Rio Blanco/Meeker, CO
Mid-Columbia Fire and Rescue, OR	



### **Jerry R. Freshour, Associate Consultant**

Mr. Freshour has served with ESCI since 1997. With over 30 years of public safety service, he has served as a reserve deputy sheriff, a deputy sheriff, and retired in 1998 as the deputy director of the Oregon Department of Public Safety Standards and Training (DPSST). Mr. Freshour joined the staff at DPSST in 1975 as a training coordinator and held a number of positions within the agency until becoming the deputy director in 1989. During this time, he also remained active in the police reserves and retired as a lieutenant in 1988.

While at the DPSST, Mr. Freshour was directly involved in the formation of the agency as the mandated state department that oversees the setting of standards, training, and certification for police, corrections, parole and probation, communication's officers, private security, and fire service. He brings a broad background in all areas of public safety and a high level of management experience to his position at ESCI. He is certified through DPSST at the executive level, the highest level of certification available to Oregon public safety officers. He has experience in the delivery of training programs, management studies, planning, personnel, and other areas.

Since joining ESCI, Mr. Freshour has been involved in a number of projects, including the evaluations of three police departments in Oregon City (OR), Dallas (OR), and Meridian (ID); three Customer Centered Strategic Plans at Mason County (WA) Fire District No. 5, Santiam Canyon (OR) Communications, and the Meridian (ID) Police Department. Additionally, he has been involved in more than 30 executive search and assessment centers for fire, police, and emergency communication's agencies.

#### **Educational Background**

- Master of Science, Criminal Justice Administration, Western Oregon University
- Bachelor of Science, General Studies, Western Oregon University
- Federal Bureau of Investigation, Law Enforcement Executive Development Course
- Law Enforcement Executive Development Institute, University of Colorado
- Executive Certification, Oregon Department of Public Safety Standards and Training

#### **Professional Experience**

- ESCI Director of Executive Placement since 1997
- Deputy Director, Oregon Department of Public Safety Standards and Training, Monmouth, OR
- Oregon State Fire Training Director, OR 1995-1997
- Deputy sheriff/investigator/supervisor, Marion County Sheriff's Office, Salem, OR 1971-1975
- Staff Sergeant, United States Air Force 1965-1969

#### **Relative Experience**

- Oregon Association Chiefs of Police, member
- Oregon State Sheriff's Association, member
- Oregon Fire Instructors Association, member
- Oregon-Washington Lawmen's Association, past-president, chairman of the board
- International Association of Directors of Law Enforcement Standards and Training
- Oregon Law Enforcement Memorial Committee, founding member, past chair



- Oregon Fire Chiefs' Association, management seminar committee, past vice-chair
- Board member, Willamette Lutheran Retirement Center
- University of Washington Executive Command College Advisory Committee, member
- Oregon Department of Higher Education Careers Committee, member

#### **Professional Accomplishments**

- Editor, TRADE Talk, National Fire Academy State Training Director's newsletter
- Member, TRADE, State Fire Training Directors
- Conference director, DPSST Public Safety Executive Training Seminar
- Director, Oregon DPSST Loaned Executive Management Assistance Program
- Curriculum review advisor, US National Fire Academy
- Editor/publisher - various newsletters and one regional magazine

#### **Summary of Projects**

##### ***Chief Officer Executive Search/Recruitment***

Adair Village Police Department, OR	Pacific County Fire District No. 1, WA
Anderson Island Fire Department, WA	Pierce County Fire District No. 21
Arvada Fire Department, CO	Pullman Fire Department, WA
Boone County Fire Protection District, MO	Puyallup Fire Department, WA
Central Kitsap Fire and Rescue, WA	Russian River Fire District, CA
Chelan County Fire District No. 7, WA	San Juan County Fire District No. 3, WA
Clark County Fire District 6, WA	San Juan County Fire District No. 1, WA
Clark County Fire District No. 1, WA	Sheridan Rural Fire Protection District, OR
Clark County Fire District No. 9, WA	Shoreline Fire Department, WA
Durango Fire Rescue Authority, CO	Snohomish County Fire District No. 1, WA
East Pierce Fire & Rescue, WA	Snohomish County Fire District No. 8, WA
Fort Lupton Fire Protection District, CO	Southern Oregon Regional Communications
Grays Harbor County Fire District No. 1, WA	Spokane County Fire District 10, WA
Hermiston Fire Department, OR	Spokane Valley Fire Department, WA
Houston Fire Department, TX	Vancouver Fire Department, WA
Island County Fire District No. 3, WA	Wheatridge Fire Protection District, CO
Jackson County Fire District No. 3, OR	Whidbey Island Fire District No. 3, WA
Keizer Fire District, OR	Wilmington Fire Department, NC
Kitsap County Fire and Rescue, WA	Worland Fire Protection District, WY
Lane County Fire District No. 1, OR	Yakima County Fire District No. 4, WA
Lansing Fire Department, MI	Lowell Fire District, OR
Lebanon Fire District, OR	Montesano Fire Department, WA
Richland/Benton County Emergency Communications, WA	McKenzie Fire & Rescue, OR
Charleston Fire Department, SC	Port Ludlow, WA
Washoe County/Truckee Meadows, NV	King County 20 Fire District, OR
	Rio Blanco/Meeker, CO



### **Kenneth K. Dawson, Associate Consultant**

Chief Ken Dawson brings over 38 years in the fire service with over 20 years of supervisory experience in prevention, operations, and training in both rural and urban departments. He retired as a Battalion Chief from Tualatin Valley Fire & Rescue, a 300 member combined paid/volunteer fire district, and managed the District's Urban Search and Rescue team. Dawson is a graduate of the Executive Fire Officer Program at the U.S. National Fire Academy and holds an Associate Degree in Fire Science.

His extensive experience includes temporary appointments as Operations Chief, Training Chief, and Fire Prevention Officer in both rural and urban departments. He has been actively involved in Community Emergency Response Team (CERT) training at the local, regional, and state level. Chief Dawson has been a field associate with Emergency Services Consulting International since 1997 developing and administering assessment centers and executive searches for a variety of departments.

#### **Educational Background**

- Associate Arts in Fire Science, Chemeketa Community College, OR
- Executive Fire Officer Program, United States National Fire Academy

#### **Professional Experience**

- Battalion Chief, Tualatin Valley Fire & Rescue, OR
- Interim Training Division Chief, Keizer Fire District, Keizer, OR
- Captain, Tualatin Valley Fire & Rescue, OR
- Oregon City Fire Dept., OR
  - Operations Chief
  - Captain
  - Lieutenant
  - Fire Prevention Specialist
  - Firefighter/Driver

#### **Relative Experience**

- U.S. National Fire Academy
  - Improving Firefighters Natural Decision Making Skills
  - Lessons Learned to Improve Driver Training
  - Leading Community Risk Reduction
- Oregon DPSST
  - Incident Command for Structural Collapse
  - Structural Collapse, Confined Space, Rope Rescue certifications
  - Heavy Extrication, Trench Rescue certifications

#### **Professional Accomplishments**

- Operations Quality Improvement Committee, TVF&R
- Clearlake Neighborhood Association



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## Summary of Projects

### ***Executive Search Projects***

Houston, TX  
Charleston, SC  
Island City, WA  
East Pierce County, WA  
Hillsboro, OR  
Port Ludlow, WA  
Rio Blanco/Meeker County, CO  
King County 20 Fire District, WA

Wilmington, NC  
Clark County WA  
Lane County, OR  
Boone County, MO  
Wheat Ridge, CO  
Washoe County/Truckee Meadows, NV  
Central Kitsap, WA

### ***Promotional Assessment Center***

Spokane Valley Fire Department, WA (5)  
Clark County Fire District No. 9, WA  
City of Richland, WA (2)  
Keizer Fire District, OR (2)

City of Pullman, WA (2)  
Turner Rural Fire Protection District, OR  
Jackson County Fire District No. 3, OR



## Cost Quotation

We are pleased to provide the following pricing for the executive search processes, based on the option levels discussed previously.

### Executive Search

Option No. 1.....	\$14,450
Option No. 2.....	\$12,450
Option No. 3.....	\$10,250

Note: Does not reflect actual and reasonable expenses such as travel, lodging, meals for onsite work in ~~Woodinville, Washington~~ Florence, Oregon. Also does not reflect any advertising related costs.

### Proposed Payment Schedule

- 33% payment due upon contract signing
- 67% payment due upon completion of the recruitment and hiring processes

### Information relative to cost quotation

- Bid quotation is valid for 90 days.
- ESCI Federal Employer Identification Number - 23-2826074.
- ESCI will receive full cooperation from person(s) representing Siuslaw Valley Fire and Rescue.
- While engaged in the project, ESCI will report to a single point of contact.
- When requested, and in a timely manner, the client representative will provide to the ESCI project manager, data, information, and materials required for the completion of the objectives outlined in the detailed work plans submitted in this proposal.
- Siuslaw Valley Fire and Rescue will be responsible for all advertising costs.
- Siuslaw Valley Fire and Rescue will be responsible for scheduling and providing meeting space.
- ESCI shall utilize its best effort in providing Siuslaw Valley Fire and Rescue with one or more qualified candidates. If for any reason, outside the control of Siuslaw Valley Fire and Rescue and/or ESCI, the position is not filled, the client and ESCI shall mutually agree upon additional steps or processes. ESCI shall perform any additional work on a time and materials basis. For the purpose of this clause, the hourly rate shall be \$145.00 per hour.



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## Appendix

### *Disclosures and Practices*

#### **Statement of Availability**

The average time for the executive search is 90-150 days depending on the level of recruitment and advertising. ESCI is available to start this project in the time period as agreed to by the Department and ESCI. We will be able to establish a schedule within the desired timeframe.

#### **Conflict of Interest Statement**

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation.

ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter.

Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project.

In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

#### **Insurance**

ESCI is insured in excess of \$2,000,000. Insurance certificates will be provided upon award of contract.

#### **Litigation**

ESCI has no past and/or pending litigation or unresolved lawsuits.

#### **Employment Practices**

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

#### **Staff and Client Base**

ESCI's diverse staff understands local government and emergency services. ESCI employs six employees and has exclusive consulting agreements with over 40 independent contractors. Since 1976, ESCI has provided consulting services to over 700 cities, counties, special departments, states, professional organizations, private businesses, and the federal government.



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## ***Jerry Freshour's Original 2011 Letter***

May 4, 2011

Mr. John Buchanan, Fire Chief  
Siuslaw Valley Fire & Rescue  
2625 Hwy 101  
Florence, OR 97439

**RE: Executive Recruitment for the Position of Fire Chief**

Dear Chief Buchanan:

Thank you for your inquiry regarding the services Emergency Services Consulting International (ESCI) can offer in conducting an executive recruitment and testing process for Siuslaw Valley Fire & Rescue Fire Chief position. The information included in this letter is not in the form of an official proposal, but I hope it will give you a clear picture of the typical executive search process. I want to stress that we are willing to work with the Siuslaw Valley Fire & Rescue to construct a process work plan that best meets your needs. This proposal includes three options for the executive search and selection process with estimated pricing for each option. The estimated price is given in a range and the final price will be agreed upon utilizing the most effective and efficient methodology of completing the project in a way that best fits your needs.

A key factor to the success of a project like this is the expertise and the depth of experience of the members that we would assign. We are committed to assigning our most experienced consultants and specialists and if you will allow us to submit an official proposal, you will see the impressive background information on the members of the project team. ESCI President Jack Snook will oversee the project and I would serve as Project Manager.

ESCI recognizes that a proper executive search and selection process is a labor-intensive and critical endeavor for any organization to undertake. Our methodology has been proven for over 35 years to be effective, efficient, current, and legally defensible. We will provide a detailed list of references in our official proposal.

We appreciate your consideration of our proposal and look forward to assisting the Fire District in this important project. If you have any questions, do not hesitate to contact me directly at 503-838-3929 or email me at [jerry.freshour@esci.us](mailto:jerry.freshour@esci.us).

Sincerely,

A handwritten signature in cursive script that reads "Jerry R. Freshour".

Jerry Freshour  
Director of Placement and Testing





### ***Selected Post-Placement Data***

<b>Chief Officer Department/District</b>	<b>Year Executive Search Completed</b>	<b>Status</b>
<b>Karen Brack</b> City of Charleston Fire Department, SC	2012	Present
<b>Rick Davis</b> Sherrill's Ford/Terrell Fire and Rescue, NC	2012	Present
<b>Scott Weninger</b> Central Kitsap Fire and Rescue	2012	Present
<b>Kirk Hale</b> Central Valley Ambulance Authority	2012	Present
<b>Charles Moore</b> Truckee Meadows Fire Protection District, Nevada	2012	Present
<b>Chris Walling</b> Meeker Fire Protection District, Colorado	2011	Present
<b>Terry Garrison</b> Houston Fire Department, Texas	2010	Present
<b>Terry Nye</b> Lane County Fire District No. 1, Oregon	2010	Present
<b>Steve Gillespie</b> Wheat Ridge Fire District, Colorado	2010	Present
<b>Rusty Palmer</b> Island County Fire District 1, Oregon	2009	Present
<b>C.V. "Buddy" Martinette</b> Wilmington, North Carolina	2008	Present
<b>Darren Bucich</b> McKenzie Fire and Rescue, Oregon	2008	Present
<b>Kris Kocher</b> Worland Fire District, Wyoming	2008	Present
<b>Keith Yamane</b> Spokane County Fire District No. 13, Washington	2008	Present
<b>Daniel Noonan</b> Durango Fire & Rescue Authority, Colorado	2007	Present
<b>Dan Woodson</b> Lebanon Fire District, Oregon	2007	Present
<b>Pat Hart</b> Hermiston Fire and EMS, Oregon	2007	Present
<b>Jeff Cowan</b> Keizer Fire District, Oregon	2007	Present
<b>Steve Marler</b> San Juan Fire District No. 3, Washington	2006	Present
<b>Marty Nelson</b> Lane County Fire District No. 1, Oregon	2006	Retired 2010



Michael Brown North Naples Fire Control and Rescue, Florida	2006	Retired 2009
Phil Tiffany Ft. Lupton Fire Department, Colorado	2004	Present
Gary Faucett Snohomish County Fire District No. 8, Washington	2004	Resigned/Retired 2010
Keith Hoehn Lowell Fire District, Oregon	2003	Present
Kevin Henson Turner Fire District, Oregon	2003	Present
William Walkup Spokane County Fire District No. 8, Washington	2003	Present
Dan Stout Island County Fire District 1, Oregon	2003	Retired 2009