



Siuslaw valley Fire Rescue & Western Lane Ambulance

SHARED ADMINISTRATIVE SERVICES

Proposed Implementation Plan

June 2016

Updated December 1, 2016

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Purpose

The Board of Directors for Siuslaw Valley Fire / Rescue (SVFR) and Western Lane Ambulance District (WLAD) have made a policy decision to share and combine administrative services in an effort to improve organizational efficiencies and save taxpayer money. To achieve this, both organizations have determined they must create an implementation Plan that is thorough, realistic, and aimed at success. Moving forward with this Plan will be a significant change for both organizations and will not be without challenges; necessitating the commitment of both governing bodies to work through challenges as they arise and support the administrative team as they execute the plan.

The sole intent of this Plan is to combine the administrative teams of both organizations. It is not intended to combine or interfere with the operational services of either District. If successful, and in time, additional agreements can be made but at this time the focus is on administrative services only. This must be remembered so that the purpose of this plan is not misinterpreted.

Ultimately, this Plan is intended to help both SVFR and WLAD meet the future needs and challenges they will face in our rapidly changing world. History has clearly demonstrated that service demands for both organizations will increase, the cost of providing service will increase, and the availability of tax revenue and cost recovery will become more restrictive. With this in mind, it becomes the responsibility of both organizations to continually challenge themselves to find new and more efficient ways of serving our community.

Finally, the purpose of this document is to serve as a measurable guide to both Districts as they navigate through the process of combining administrative services. This plan will be executed in the most professional and respectful manner possible because both organizations recognize the sensitive nature of this transition. Both Districts must commit to working together with the goal of improving service to our community as we share a unified mission of protecting and providing the most cost effective and skilled service possible to our community.

Strategic Planning

In May of 2015, SVFR adopted their 2015 – 2020 Strategic Plan. In April of 2016, WLAD adopted their 2016 – 2021 Strategic Plan. Within these plans are several goals that are directly related to this implementation Plan. As a result, this plan has been designed to help both organizations work towards the completion of the goals identified in their respective plan. This plan will have a direct impact on some Goals while it will have an indirect impact on others.

Identified Goals this plan will have a direct impact on include:

- **SVFR Goal 1D** – Maximize strategic partnerships.
- **WLAD Goal 1A** – Ensure financial stability and sustainability of the organization and plan for future needs and growth.
- **WLAD Goal 1C** – Evaluate the feasibility of a shared services approach to managing the District.

Identified Goals that this plan will have an indirect impact on include:

- **SVFR Goal 2A** – Establish a capital improvement and replacement plan to prepare for future financial needs of the District, while maintaining transparency and fiscal responsibility. (If successful, this plan can help SVFR save money that can be reallocated into our capital replacement and capital improvement funds.)
- **WLAD Goal 2A** – Develop a systematic approach to disseminating information to the public. (If successful, this plan can help WLAD redirect both money and staff time to focus on this crucial aspect of improved public relations.)
- **WLAD Goal 3A** – Address staffing needs on the front line of service delivery. (If successful, this plan can help WLAD redirect money and staff time towards staffing front line units.)
- **WLAD Goal 3B** – Develop a succession plan for the supervisor position and any future mid-level manager positions. (The addition of a WLAD Operations Manager serves two important components of achieving this goal, by providing the opportunity for a current member of WLAD to develop professionally to serve as the Executive Director in the near or distant future.)

Plan Format

Goal of This Plan

The Goal of this plan is the founding principle of why it exists. It is overarching and sets the vision of our desired end result. In short, it's the ultimate purpose of the plan.

The Goal of this plan is to improve current and future service to our community by improving organizational efficiency, reducing redundancy, and better utilization of taxpayer money.

Objectives

An Objective is a smaller component of the plan and is subordinate to our Goal. Objectives are focused on one particular area needed to accomplish the Goal, but are still general in nature. If all of the objectives needed to accomplish our Goal have been completed, the Goal will be considered achieved.

This plan is intended to act as a chronological guide for combining our administrative services. To achieve our Goal, work will be divided into six areas of focus. The six areas of focus include financial, administrative, human resources, logistical, political, and training considerations.

Financial - objectives focus on the financial components of achieving this plan.

Administrative - objectives involve implementing the needed administrative policies, procedures, and practices needed to achieve this plan.

Human Resources - objectives involve implementing the needed HR procedures, and practices needed to achieve this plan.

Logistical - objectives involve the procurement, inventory, and maintenance of needed equipment, software, and supplies needed to successfully share administrative services.

Political – Objectives focus on matters of a political nature.

Training – Objectives involve the acquisition and implementation of training needed to successfully execute this plan.

Sub-Objectives

Because Objectives are also broad in nature they are often comprised of a series of sub-objectives that define the specific target items needed to accomplish an objective. Below each objective, you will see a series of sub-objectives.

Financial Objective – Create budgetary and other financial processes that improve efficiency, save time, and save money.

Sub-Objectives:

1. *Identify and equip a single work location for the Administrative Division Chief.*

2. *Identify, purchase, and implement the use of more efficient software for accounting, purchase orders, and financial data entry / storage.*
3. *Create and implement an identical financial reporting system for both organizations.*
4. *Create and implement identical budget formats and systems.*
5. *Create and implement identical audit processes.*
6. *Create and implement identical finance and purchasing policies.*

Administrative Objective – Create administrative processes that improve efficiency, save time, and save money.

Sub-Objectives:

1. *Create and implement a single communications plan.*
2. *Identify and implement scheduling / payroll software to serve both organizations.*
3. *Identify and implement RMS software to serve both organizations.*
4. *Create and implement a policy manual containing personnel, administrative, and board policies appropriate for both organizations.*

Human Resources Objective – Create human resource practices and processes that improve efficiency, save time, and save money.

Sub-Objectives:

1. *Create and implement an identical employee in-processing system for both organizations.*
2. *Create and implement a single job description format for both organizations.*
3. *Identify and implement a single employee injury procedure for both organizations.*

Logistical Objective – Identify, create, implement, and utilize logistical processes that improve efficiency, save time, and save money.

Sub-Objectives:

1. *Identify software needs.*
2. *Create and implement a single calendar system for both organizations.*
3. *Identify and obtain the services of a single IT provider.*

Political Objective - Assure that the governing bodies of each agency are provided with accurate and timely information. Assure that Critical stakeholders and the citizens we serve are provided with accurate and timely information regarding efficiencies and good stewardship of tax payer monies.

Sub-Objectives:

1. *Create and execute a plan to inform the public of the progress and status of the IGA.*
2. *Create and execute a plan to inform internal stakeholders of the progress and status of the IGA.*

Training Objective – Identify and implement all required administrative staff training needed to successfully execute this plan.

Sub-Objectives:

1. *Identify and schedule needed training for the administrative staff.*

2. *Create and execute a measurable training plan for administrative staff.*

Tasks

A Task is subordinate to a sub objective and is required to accomplish the sub objective. They are a list of actions that must be completed to accomplish the sub objective. To ensure that a Task is successful, they must be created using what is known as SMART project management criteria, which helps to ensure they are relevant and effective. SMART criteria is based on a mnemonic guide focusing on key performance indicators common in project management which include the following:

Specific - The Task is clear and describes exactly what is expected to be achieved.

Measurable – The Task's progress is measurable throughout the execution process. Measuring progress helps our team stay on track and reach its target dates.

Attainable - The task is realistic and attainable.

Relevant - The Task is worthwhile and needed to attain the ultimate goal.

Time Sensitive – The Task is designed to be completed within a specific time frame and/or a target date.

Planning Process

The planning process began with the appointment of the planning committee. The committee consisted of the following Stakeholders:

John Scott, Board President, SVFR
John Carnahan, Director, SVFR
Mike Webb, Board President, WLAD
Anne Stonelake, Director, WLAD
David Rossi, Supervisor, WLAD
Pete Warren, SVFR Firefighters Association
Darrek Mullins, Union Representative, Local 851, WLAD
Andy Gray, Union Representative, Local 851, SVFR
Jim Langborg, Fire Chief, SVFR
Brian Burreight, Executive Director, WLAD
Julie Brown, Finance HR Director SVFR / WLAD
Jamie Mills, Representative, City of Dunes City
Tom Turner, Florence Police Department / City of Florence
Rick Yecny, Representative, Peace Harbor Medical Center
Larry Farnsworth, Citizen Representative

Planning meetings were scheduled throughout the months of May and June and were intended to provide guidance and critical input to the management team during the planning process. Representatives of the committee were also asked to help disseminate information to their respective agencies, community stakeholders groups, and members of the community.

The planning process concluded at the completion of the proposed implementation plan and the final proposal to the Board of Directors of each agency.

Based on the approval of the IGA, it is also suggested that certain members of the planning committee reorganize into a smaller group of representatives to become an advisory group that will be part of quarterly evaluations throughout the IGA to assist with making needed adjustments. Additionally, monthly reports will be given to the governing bodies of SVFR and WLAD to ensure they are aware of the status of the plan.

Planning Committee Schedule

Meeting-1 (May 11, 2016 @ 1830)

Objective – Plan structure overview, stakeholder expectations Stake holder recommendations

Meeting-2 (May 25, 2016 @1830)

Objective – Plan rollout to stakeholders and stakeholder input / recommendations

Meeting -3 (June 9, 2016 @ 1830)

Objective – Updated plan rollout and final stakeholder recommendations

Stakeholder Feedback

The first planning meeting was held on May 11, 2016 at Western Lane Ambulance headquarters. The meeting was attended by 13 Stakeholders, who openly expressed what considerations should be taken into account as the plan was designed and executed. The following is a summary of the feedback received:

FIRST MEETING

- Because WLAD does not have a permanent District Manager, this is a good opportunity to explore this option. This has been tried in the past but this approach is different and focused solely on administrative responsibilities.
- Workloads must be kept manageable to ensure both organizations continue to run efficiently. Make sure there is adequate staff and organizational structure in place to ensure work is completed and staff members are not overloaded. *(Please refer to the attached management / workflow chart)*
- The administration will be combined to create a single source of administrative support for both organizations. The goal is to find ways to improve service, minimize redundancy, and increase efficiency. If successful and in time, the efficiencies will result in a cost savings.
- The call volume for WLAD continues to increase and the addition of an Operations Manager and the need to relieve shift supervisors and other line staff from of their administrative duties will need to be addressed at some point in the near future, regardless of an IGA. The addition of an Operations Manager and restructuring of the administrative team can create opportunities to learn new skills and create succession planning alternatives.
- To ensure continuity in operations and to avoid confusion, a system must be put in place for the Chief to receive effective oversight. *(Please see Oversight and Direction on page 12)*
- There will be challenges as this plan is executed and the organizational change it creates will not be easy. Therefore, the plan must have reviews built into it, be flexible, and easy to withdraw from if it does not work. *(Please see the Advisory Meetings Scheduled for each month.)*

SECOND MEETING

- Ensure there are no issues with either organization's insurer. *(Note Jeff Griffin of Wilson Heirgood Insurance Agency (WHA) was contacted on May 26, 2016 and asked if the IGA would create any insurance related problems for either district? Mr. Griffin advised that both Districts are insured through WHA and stated that "the IGA would not create any problems or additional costs")*.
- The IGA should include some language that defines how disputes will be mediated to ensure the plan is given the full opportunity to succeed. *(Please see the language contained within Exhibit-B of the IGA).*

- Ensure that any needed training needed for operational personnel is included in the plan. *(Please see July Training Tasks)*
- Determine how the telephone systems of each organization need to be setup or modified to accommodate the voicemail and other administrative needs of both districts. *(Please see July Logistical Tasks)*
- If an Operations Manager position is created it should be open to all qualified candidates. *(Please see attached Operations Manager Job Description)*
- Both Districts should research if there are any record retention considerations that need to be addressed as the plan is implemented. *(Please see August Administrative Tasks)*
- IGA efficiencies are important to the taxpayers. Information should be included in monthly reports that describe if efficiencies have been created or improved. *(Please see July Administrative Tasks)*
- The plan must be considered a living document and be subject to change as needed. *(Please see Implementation Schedule on page 13)*
- Ensure that the Operations Manager JD does not state or imply that the person filling the position is expected to be on call 24 hours a day. *(Please see attached Operations Manager Job Description)*
- Build a contingency plan into the Operations Manager position to address what happens if the IGA is eliminated. *(Please see August HR Tasks)*

Oversight and Direction

To ensure this plan continues to meet the needs of both organizations and our community, a review process will be established to provide regular oversight and direction to the administrative team as they execute this plan. This will be accomplished through the establishment of Administrative Advisory Committee.

The Administrative Advisory Committee will consist of Board Members, internal stakeholders, and external stakeholders who participate in bimonthly meetings (or as needed) focused on providing feedback and recommendations to the administrative team as they implement the plan and make needed adjustments. This committee will ideally consist of two Board Members from each District, representatives from the Firefighter's Association, line personnel, administrative personnel, and a citizen representative.

The Administrative Advisory Committee will utilize a public meeting format to include agendas, minutes, and the use of Robert's Rules of Order. This committee will be presented with information from the administrative team to include but not be limited to, implementation plan status, challenges, and recommendations. The Administrative Advisory Committee will make recommendations to approve or disapprove plan modification and provide feedback. All recommendations made by this committee shall go the respective governing board for final approval. Broad member representatives along with the Fire Chief / Director on the committee will provide reports to the each governing board on a regular basis.

Implementation Schedule

This plan will follow a twelve month schedule with the goal of fully integrating administrative services by the end of June 2017. Each month, the six areas of focus will be displayed and followed by a list of Tasks needed to implement the plan.

Due to the dynamic nature and large scope of our Goal, this plan shall allow for flexibility to ensure objectives are being met and the plan is staying on track. To ensure this, scheduled evaluations will be completed on a monthly basis to make needed adjustments. All adjustments and modifications to this plan will be documented in the plan to reflect its intent and purpose.

Finally, tasks not originally identified will be added as needed. Therefore, this plan shall be considered a living document, and will be updated and modified frequently. Finally, it should be remembered that this document, as it is presented during the adoption period, is the starting point. It will grow or contract as needed throughout the execution process. This plan is established on concept of a one year IGA, although, due to its scope, some objectives could span a second year to be fully realized.

July 2016 Objectives

Financial Tasks

Review and identify both organizations financial records (i.e., budget documents, yearly audits, and contracts etc. that need to be converted to electronic files. **(Admin Div. Chief)**

Create a plan to convert appropriate financial records into electronic format. **(Admin Div. Chief)**

Create an invoicing system / format for services provided by SVFR to WLAD. **(Admin Div. Chief)**

Identify and create an identical board financial report format. **(Admin Div. Chief)**

Administrative Tasks

Create and implement a Bi Monthly Administrative Advisory Committee meeting format to include recruitment of committee members, an agenda, purpose, and meeting schedule. **(Fire Chief / Interim WLAD Director)**

Create and implement a weekly Administrative Team Meeting format intended to discuss important information, review and assign implementation plan tasks, and discuss work projects. **(Admin Div. Chief)**

Create a monthly Leadership Team meeting format with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief / Interim WLAD Director)**

Review the draft administrative work plan and job descriptions. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Create an administrative work plan implementation schedule. **(Admin Div. Chief)**

Meet with administrative staff to finalize duty assignments. **(Admin Div. Chief / Fire Chief / Interim WLAD Director)**

Create a written communication plan for all members of both organizations. **(Fire Chief / Interim WLAD Director)**

Create a part time administrative assistant job description. **(Fire Chief / Interim WLAD Director)**

Create written report format that provides information about IGA implementation status for the Board Member Advisory / Oversight Committee. **(Fire Chief / Interim WLAD Director)**

Human Resources Tasks

Initiate organizational policy reviews to identify and prioritize revisions and/or additions to administrative related policies. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Create a part time administrative assistant job selection process. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Conduct a part time administrative assistant job selection process. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Make a hiring decision to a candidate to fill the part time administrative assistant and select a start date. **(Admin Div. Chief)**

Logistical Tasks

Schedule a meeting with ORCO Tech and LCOG to determine IT needs to include server access, calendar access, and other considerations. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Develop an IT needs plan. **(Admin Div. Chief)**

Create and implement a single Outlook Calendar for use of both organizations. **(Admin Div. Chief)**

Determine what the telephone system needs are to meet the needs of the Administrative team and create a plan to address them. **(Admin Div. Chief)**

Political Tasks

Conduct a media release to inform public of the IGA status. **(Fire Chief / Interim WLAD Director)**

Hold shift and staff meetings to inform all members what's going on. **(Fire Chief / Interim WLAD Director)**

Create a monthly Board Meeting IGA report update format. **(Fire Chief / Interim WLAD Director)**

Training Tasks

Coordinate basic computer training for Mary and Cindy to include: **(Admin Div. Chief)**

- Attaching files and using email
- Setting up and saving to folders
- Directories and locating files
- Creating groups in email

- Maintaining contacts in Outlook
- Calendars and sharing

Identify needed training for operational personnel and create a plan to deliver the training. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

August 2016 Objectives

Financial Tasks

Create a single purchase and finance policy for both organizations. **(Admin Div. Chief)**

Research and identify finance / payroll software. **(Admin Div. Chief)**

Execute the plan to convert appropriate financial records into electronic format. **(Admin Div. Chief)**

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief / Interim WLAD Director)**

Review essential meeting schedule for both organizations and assign delegates if necessary to maintain continuity. **(Fire Chief / Interim WLAD Director)**

Place essential meetings on shared calendar. **(Fire Chief / Interim WLAD Director)**

Roll out communications plan to both organizations. **(Fire Chief / Interim WLAD Director)**

Research if any record retention laws need to be considered and create a plan to address them. **(Admin Div. Chief)**

Human Resources Tasks

Develop Operations Manager job description. **(Fire Chief / Interim WLAD Director)**

Continue the review of both agencies' policy manuals and identify policy revisions and/or additions specific to the administrative process. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Create a plan to integrate the identified policies that are specific to the administrative process, to include a delegation of tasks and estimated completion date. **(Admin Div. Chief)**

Create a hiring process and schedule for the position of WLAD Operations Manager, to include a candidate profile, application process, and selection process. This process should identify what happens if the IGA is eliminated. **(Fire Chief / WLAD Interim Director)**

Logistical Tasks

Initiate plan to accommodate off site access and necessary upgrades to current computer system. **(Admin Div. Chief)**

Political Tasks

Conduct shift and staff meetings to review and when appropriate, delegate monthly tasks. **(Fire Chief / Interim WLAD Director)**

Create and provide monthly IGA report to the Board. **(Fire Chief / Interim WLAD Director)**

Training Tasks

Create a personal training plan, to include a calendar utilizing SMART Objectives for all administrative team members. **(Admin Div. Chief)**

Insert the administrative team training plan into the implementation plan. **(Admin Div. Chief)**

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

September 2016 Objectives

Financial Tasks

Make a recommendation to the planning team on which finance / payroll software best fits the needs of both organizations. **(Admin Division Chief)**

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief / Interim WLAD Director)**

Human Resources Tasks

Post internal job announcement for WLAD Operation Manager. **(Admin Div. Chief)**

Complete all tasks associated with conducting an assessment center for the WLAD Operations Manager position. **(Fire Chief / Interim WLAD Director)**

Create a training plan and work schedule for the part time administrative assistant. **(Admin Div. Chief)**

Provide a monthly performance evaluation to the part time administrative assistant. **(Admin Division Chief)**

Logistical Tasks

Combine WLAD and SVFR servers. **(Admin Div. Chief)**

Political Tasks

Conduct shift and staff meetings to review and, when appropriate, delegate monthly tasks. **(Fire Chief / Interim WLAD Director)**

Create and provide monthly IGA report to the Board. **(Fire Chief / Interim WLAD Director)**

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

Scheduled Quarterly Stakeholder Advisory Committee Evaluation and Feedback

October 2016 Objectives

Financial Tasks

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief / Interim WLAD Director)**

Human Resources Tasks

Conduct an assessment center for the operations manager position. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Conduct final interviews for the operations manager position. **(Fire Chief / Interim WLAD Director)**

Make an offer to a candidate to fill the operations manager position. **(Fire Chief / Interim WLAD Director)**

Create a hiring process and schedule for the position of WLAD Shift Supervisor. To include an application and selection process. **(Fire Chief / WLAD Interim Director)**

Logistical Tasks

Political Tasks

Create and distribute a media release that details the status and progress of the IGA. **(Fire Chief / Interim WLAD Director)**

Conduct shift and staff meetings to review and when appropriate delegate monthly tasks. **(Fire Chief / Interim WLAD Director)**

Create and provide monthly IGA report to the Board. **(Fire Chief / Interim WLAD Director)**

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

November 2016 Objectives

Financial Tasks

Administrative Tasks

Evaluate the WLAD Interim Director's job duties and create a phase out plan. **(Fire Chief / WLAD Interim Director)**

Begin executing the phase out plan for the WLAD Interim Directors. **(Fire Chief / WLAD Interim Director)**

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief)**

Human Resources Tasks

Appoint and choose a start date for the operations manager. **(Fire Chief)**

Post internal job announcement for WLAD Shift Supervisor. **(Admin Div. Chief)**

Complete all tasks associated to conducting an assessment center for the WLAD Shift Supervisor. **(Fire Chief / Interim WLAD Director)**

Create a hiring process and schedule for the position of WLAD Shift EMT., to include a candidate profile, application process, and selection process. **(Fire Chief / WLAD Interim Director)**

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

December 2016 Objectives

Financial Tasks

Continue to train administrative team members to assist in financial responsibilities. **(Admin Division Chief)**

Research and identify finance / payroll software intended to streamline our financial processes. **(Admin Division Chief)**

Administrative Tasks

Create a Communications SOG for both organizations. **(Fire Chief)**

1. Create a DRAFT SOG.
2. Review DRAFT SOG with Management Team Members and make needed modifications.
3. Review DRAFT SOG with Officers and Supervisors and make needed modifications.
4. Review DRAFT SOG with all employees and members and make needed modifications.
5. Train all employees and members in the use of the SOG.
6. Implement the SOG.

Create a joint policy manual that is organized and contains up to date and relevant information. **(Admin Division Chief and Fire Chief)**

1. Assign an administrative team member to be responsible for the project.
2. Locate all policies and SOGs from each District and place them in a single file.
3. Separate policies and SOGs and begin creating a logical filing system.
4. Create an indexing system for the policy and SOG manual(s) that can be transferred into a filing system. This system should also include an archive of policies and SOGs in place before they were updated.
5. Training personnel on the Communications SOG and implement the steps into our daily practices.
6. Create a process for ensuring all current and future employees and members know about our policy and SOG manual and how to access it.
7. Create a process for the Board of Directors to semiannually review and update policies to ensure they are familiar with them and the policies are relevant.

Create an Intranet employee portal that contains useful information for our employees and members. **(Admin Division Chief)**

1. Create the location with the Web Master.
2. Identify the categories of the contents to be added.
3. Add the contents.
4. Review with the Management Team and make needed adjustments.
5. Review with employees and members and make needed adjustments.
6. Train all employees and members to access and use this tool.

7. Assign a member of the administrative team to oversee the intranet and maintain it as needed to ensure information contained on it is relevant and up to date.
8. Identify a date to go live with the tool.

Human Resources Tasks

Meet with WLAD Supervisors to determine which HR functions can be reassigned to the Admin Division. **(Fire Chief / Interim WLAD Director)**

Conduct an assessment center for the shift supervisor position. **(Fire Chief / Interim WLAD Director / Admin Div. Chief)**

Conduct final interviews for the shift supervisor position. **(Fire Chief / Interim WLAD Director)**

Make an offer to a candidate to fill the shift supervisor position. **(Fire Chief)**

Appoint and choose a start date for the new shift supervisor. **(Fire Chief)**

Post internal job announcement for WLAD Shift EMT. **(Admin Div. Chief)**

Complete all tasks associated to conducting an assessment center for the WLAD Shift EMT. **(Fire Chief / Interim WLAD Director)**

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

Scheduled Quarterly Stakeholder Advisory Committee Evaluation and Feedback

January 2017 Objectives

Financial Tasks

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief)**

Map our network filing system in a logical, accessible, useful way. **(Admin Division Chief)**

1. Create a unified filing system applicable for the administrative team to store and access files.
2. Create a separate and categorized filing system that will eventually be used to store our current files on.
3. Train management team personnel on the new filing system.
4. Train the administrative team on the new filing system.
5. Move current files to the new categorized filing system.
6. Go through group of categorized files and organize the category. *This must be done with the input of every team member to ensure the system is effective.*

Human Resources Tasks

Conduct an assessment center for the shift EMT position. **(Fire Chief / Admin Div. Chief)**

Conduct final interviews for the shift EMT position. **(Fire Chief)**

Make an offer to a candidate to fill the shift EMT position. **(Fire Chief)**

Appoint and choose a start date for the new shift EMT. **(Fire Chief)**

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

February 2017 Objectives

Financial Tasks

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief)**

Human Resources Tasks

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

March 2017 Objectives

Financial Tasks

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief)**

Human Resources Tasks

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

Scheduled Quarterly Stakeholder Advisory Committee Evaluation and Feedback

April 2017 Objectives

Financial Tasks

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief)**

Human Resources Tasks

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

May 2017 Objectives

Financial Tasks

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief)**

Human Resources Tasks

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

June 2017 Objectives

Financial Tasks

Administrative Tasks

Conduct a Leadership Team meeting with Division Chiefs and Supervisors to discuss monthly tasks and review work plan and implementation schedule. **(Fire Chief)**

Human Resources Tasks

Logistical Tasks

Political Tasks

Training Tasks

Scheduled Monthly Board Member Advisory Committee Evaluation and Feedback

Scheduled Quarterly Stakeholder Advisory Committee Evaluation and Feedback

**ATTACHMENT-1
Fire Chief / Director Job Description**

SVFR/WLA ADMINISTRATIVE IGA	SECTION NUMBER:
OPERATIONS AND PROCEDURES MANUAL	EFFECTIVE DATE:
DIVISION TITLE: JOB DESCRIPTIONS	REVISION DATE:
SECTION TITLE: FIRE CHIEF / DIRECTOR	

CLASSIFICATION: Exempt Salaried

PRIMARY PURPOSE

This is a management position that uses modern management practices to get technical work done through others. It is not an emergency medical responder job and does not require any emergency medical certification. The Fire Chief / Director coordinates the formulation of operating procedures that carry out the policies of the Board of Directors of Western Lane Ambulance District (WLAD) and SVFR. Directs and delegates responsibilities for all activities of both Districts.

SUPERVISION RECEIVED

This position comes under the direct guidance of the Board of Directors of the SVFR and WLAD.

ESSENTIAL FUNCTIONS

The essential functions of the Executive Director include, but are not limited to, the following duties and responsibilities that are listed in no particular order of importance or significance:

1. Manages and controls all matters pertaining to WLAD and SVFR.
2. Analyzes emergency service problems, develops plans and techniques to provide exceptional service to the District.
3. Coordinates with local, state, and regional emergency service agencies.
4. Assures the policies and procedures of the Districts are followed.
5. Develops short and long-range plans, goals and objectives to meet both District's needs.
6. Serves as the Budget Officer for both Districts.
7. Develops and manages the budget and finances.
8. Keeps the Boards informed on the finances and operations through monthly and annual reports.
9. Represents both District's interest with a variety of private groups, political subdivisions and other public and civic service agencies.

10. Ability to perform those physical requirements necessary for essential functions including, but not limited to, regular sitting, standing, and general mobility; Possesses excellent communication, including internal and external communications.
11. Knowledge of District office software and can work independently in word processing, data bases, and spreadsheets.
12. Knowledge of principles, practices, and procedures of managing an ambulance service area, as well as an extensive understanding of Federal, State, and County regulatory ordinances.
13. Ability to work independently, as well as establish and maintain harmonious relations with people inside and outside the organization.
14. Skilled in personnel management, labor law, and negotiations.
15. Plans, directs, and reviews activities of personnel performing fire inspection, prevention, suppression, emergency services, disaster planning and management.
16. Oversees the revisions, development, and enforcement of District fire codes.
17. Prepares long-range plans for the development of both Districts.
18. Oversees the preparation of specifications for emergency apparatus and equipment.
19. Serves as the representative for both Districts for WLEOG.
20. Directs firefighting and supervises subordinate officers in the development and operations of fire training, fire prevention programs, disaster planning, and administrative procedures.
21. Current knowledge of NFPA Codes, Oregon Revised Statutes, professional journals, pager, cellular phone, emergency equipped vehicle, computer and mainframe based programs, manual, OR-OSHA regulations, and fire department manuals. Knowledge of governmental, personnel and human resource, policies and procedures.
- 22. In his /her absence delegates authority to the appropriate operational entity to ensure a clear chain of command is maintained.**

SECONDARY FUNCTIONS

1. Assists with area emergency service agencies in the planning for emergency services protection in the event of a major disaster. Is responsible for both Districts emergency operation plan.
3. Performs other duties, as directed by the Board of Directors

MINIMUM QUALIFICATIONS

1. Bachelors' degree in Business or Public Administration, or related field and/or satisfactory equivalency from a nationally or regionally accredited college or university.
2. 5 years of management experience in an EMS or other related emergency service field.
3. Must possess or be able to obtain a current driver's license valid in the state of Oregon and a driving record that is acceptable to the District's insurer.
4. Successfully pass a District background check and medical physical.
5. The Fire Chief / Director is required to live within the Western Lane Ambulance District within 1 year of accepting the position.

PREFERRED QUALIFICATIONS

1. Master's in Public Administration (or medical related field) from a nationally or regionally accredited college or university.
2. Graduate of the National Fire Academy Executive Fire Officer Program.
3. Oregon and/or National Certified Paramedic.
4. 10 years management experience in an EMS or other related Field.

SUCCESSFUL TRAITS

The District's Board of Directors desires an applicant who possesses the knowledge and experience of the modern practices, principles and procedures of operating an Ambulance or Emergency Service District with only general direction given by the Board. They must possess the political skills necessary to guide the Board and District through the development and execution of a comprehensive Strategic Plan. The desirable candidate must possess a strong understanding and experience with budgeting practices, Human Resources, and Labor/Management relations.

This position operates independently with minimal office support and must have computer skills to navigate word processing, data basing, and basic spreadsheet software.

Performance of functions has significant financial, reputational, and operational impact upon the District that requires the incumbent to use a high degree of judgment and tact in the execution of the essential functions. Requires some travel, both inside and outside the District, as he or she represents the District in community, political, and other EMS related activities. Involves limited exposure to hazards and extreme conditions, but may require such exposure in the event of major disaster operations supervision or routine involvement in emergency operations at the command level. May involve periodic working under a high degree of stress and may require the periodic working of long hours in the performance of essential functions.

The Fire Chief / Director is responsible for all operations and activities of both Districts. Involves a high degree of regular contact with others, both inside and outside of both organizations as he or she works independently on a wide variety of complex duties and responsibilities, with only general direction given by the Board of Directors.

ATTACHMENT-2
WLAD Operations Manager Job Description

WLA Job Description	SECTION NUMBER:
OPERATIONS AND PROCEDURES MANUAL	EFFECTIVE DATE:
DIVISION TITLE: JOB DESCRIPTIONS	REVISION DATE:
SECTION TITLE: Operations Manager	

CLASSIFICATION: Exempt Salaried

JOB SUMMARY: Under the direction of the Chief, with minimal supervision, oversees all aspects of daily operations. The Operations Manager is responsible for coordinating the day-to-day scheduling of personnel, daily emergency and non-emergency operations, special event planning and response. The Operations Manager acts as the primary coordinator of interagency relations for operational issues and programs. He or she is assigned to an administrative position with backup emergency response duties as an operational lead paramedic on an ALS transport ambulance. The Operations Manager is responsible for ensuring that all daily operational functions and activities are performed in a legal and efficient manner to provide maximum contribution to and support of the fulfillment of WLAD's mission.

EXAMPLES OF DUTIES:

- Be able to perform morning shift briefings each duty day (briefing of roster, schedule, equipment issues, events, etc.) and continuously monitor radio traffic and resolve issues throughout the day.
- Be able to initiate requests for mutual aid and for personnel call-back when necessary.
- Evaluate work performance of subordinates and provide feedback for professional growth and/or direction for corrective action where appropriate.
- Interpret administrative policy to subordinate personnel; suggest needed policy changes.
- Provide input to agency policy, planning and objectives, as well as participate in short and long-range agency planning. Effectively share information with other team members to improve effectiveness of planning.
- Plan, evaluate, assign, and coordinate multiple tasks and projects for assigned responsibility.
- Assist in the development and manage assigned budget and expenditures, as well as approve or recommend budget and expenditures.
- Handle personnel problems and discipline as necessary, requested, and/or required.
- Attend or delegate the responsibility to attend assigned meetings necessary to ensuring the mission of the District is served.

- **In the absence of the Chief / Director assumes operational and administrative authority of WLAD.**

MINIMUM QUALIFICATIONS

EDUCATION AND EXPERIENCE: The successful candidate will typically have 5 years of increasingly responsible EMS experience with a proven record of personnel supervision/command. The ideal qualifications consist of a combination of education and experience commensurate with the responsibilities of the position and should include three years of recent ALS transport experience. A Bachelor's Degree in fire science, healthcare, or a closely related field, from an accredited institution, is highly desirable. WLAD reserves the right, in its sole discretion, to determine whether the combination of education and experience are commensurate with the requirements of the position.

LICENSE/CERTIFICATE AND ADDITIONAL REQUIREMENTS:

- NEMT-P certified Paramedic.
- ACLS (or equivalent*) certification.
- PALS (or equivalent*) certification.
- PHTLS (or equivalent*) certification.
- BLS HCP (or equivalent*) certification.
- Hazardous Materials Awareness (or equivalent*) certification.
- Emergency Vehicle Incident Prevention (or equivalent*) certification.
- Possess and maintain a valid Oregon Drivers' License
- Obtain and maintain ICS-400, IS-700 and IS-800 certifications.
- Pass a job-based physical agility test.
- Pass a comprehensive background investigation.
- Pass a medical examination for employment, including drug and alcohol screening.
- Must sign a non-tobacco use agreement.
- Must reside within the District
- Knowledge of the geography of WLAD or the ability to obtain and retain such knowledge within the first six months of appointment.

* WLAD reserves the right, in its sole discretion, to determine whether or not an alternate certification is equivalent. All Certifications and Licenses required for this job must be kept current as a condition of continued employment.

KNOWLEDGE, SKILLS & ABILITIES: Thorough knowledge of emergency medical conditions, techniques and procedures; good social skills and general intelligence; good powers of observation; ability to operate all equipment needed to serve as a WLAD paramedic; ability to perform calmly and efficiently in crisis situations; ability to maintain records, and prepare reports using a computer; ability to demonstrate operational and technical expertise in advanced life support, basic life support, critical care transport, special events, and incident command systems; ability to understand and follow oral and written instructions; ability to understand written laws and apply them to specific situations; physical strength adequate to lift unconscious patients; ability to operate assigned vehicle during routine and emergency driving conditions; willingness to work nights, weekends, holidays, and assigned shifts; willingness to work with volunteer first response agencies; willingness to participate and assist in training activities; willingness

to maintain vehicles, equipment and station in good condition; willingness to maintain physical condition commensurate with the demands of the position.

THE IDEAL CANDIDATE WILL:

- Be a dynamic leader, teacher, mentor and EMS innovator who is approachable, open, and experienced at developing relationships in a team environment.
- Have demonstrated the ability to exercise sound judgment and decision making both in an emergency response environment and in administrative and management situations.
- Be an excellent communicator and be able to express himself/herself clearly and concisely, both orally and in writing.
- Represent WLAD and make effective presentations in public situations, including Administrative Board and community events.
- Be a seasoned EMS supervisor experienced at command of all types of emergencies.
- Possess a solid understanding of the Incident Command System and be capable of managing complex multi-unit and multi-agency emergency incidents. Be able to quickly analyze complex emergency situations and take appropriate actions.
- Have experience as a manager/supervisor over a shift, ambulances, stations or crews.
- Have demonstrated experience handling citizen inquiries and complaints; the ability to perform effective public relations functions; can effectively resolve disputes, issues and disciplinary matters.
- Be proficient in the use of PCs and laptop computers and programs such as MS Outlook, Word, and Excel.
- Be willing to carry a pager/radio and/or cell phone at all times while on duty and when off duty.
- Recognizes the importance to serve as a call back paramedic occasionally.
- Have experience working in or with volunteer systems.
- Have outdoor technical rescue training and experience.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit, talk, walk, hear, stand, lift, drive a motor vehicle, use hands to finger, hand, feel, or operate objects, tools, devices, or controls; reach with hands and arms.

The position requires full range of motion, including handling and lifting patients on gurney. Routinely requires lifting and carrying of 50 to 100 pounds repetitively during a day, including pushing and pulling of a gurney at 32 to 36 inch height with a 200 plus pound patient and one person to assist. Requires kneeling, balancing, stooping, standing, walking, climbing (including ascending and descending stairs), occasionally while pushing/pulling/controlling a litter or seat/lift with same 200 plus pound patient, depth perception, eye/hand coordination, and finger dexterity.

Requires sustained crouching or sitting with forward flexion of low back. Involves reaching for and lifting objects over 10 pounds and then carrying for a distance. Requires occasional lifting over 100 pounds. Requires hearing and oral communication abilities in order to use phones or two-way radios to communicate.

WORK ENVIRONMENT: The work characteristics described here are representative of those an employee encounters while performing the essential functions of this position.

- The Employee will work primarily in an administrative capacity but will be expected to serve as a response paramedic to ensure emergency response service levels are maintained.

The statements and requirements in this document are intended to describe the general nature and level of work performed by individuals assigned to this position. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of the position. This document in no way constitutes a contract of employment. WLAD reserves the right to modify position descriptions, policies, operational directives, or any other procedural documents at any time, for any reason, without prior notice.

HEALTH HAZARDS: Exposure to blood and body fluids and airborne hazards – standards and precautions are available and mandated. Working near or around hazardous materials or environments – standards and precautions are available and mandated. Exposure to various environmental conditions. Driving emergency vehicles. Working near or around hostile situations and occasionally unknowingly entering hostile environments – standards and precautions to reduce risks are available and mandated.

ATTACHMENT-3
Administrative Division Chief Job Description

SVFR/WLA ADMINISTRATIVE IGA	SECTION NUMBER:
OPERATIONS AND PROCEDURES MANUAL	EFFECTIVE DATE:
DIVISION TITLE: JOB DESCRIPTIONS	REVISION DATE:
SECTION TITLE: ADMINISTRATIVE DIVISION CHIEF	

Under the direction of the Fire Chief, directs, manages, supervises, and coordinates all finance and human resource related activities of the fire district and assists with complex administrative support to the Fire Chief.

Representative Duties: The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or duties set forth below to address business and changing business practices.

- a. Provides staff assistance to Fire Chief.
- b. Serves as the liaison for assigned Division to other divisions, departments and outside agencies, negotiates and resolves sensitive and controversial issues.
- c. Attends and participates in professional groups meetings; stays abreast of new trends and innovations in the disciplines of budget administration and human resources, and management.
- d. Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- e. Performs related duties as required.
- f. Assumes responsibility for assigned services and activities of the Administrative Division within the fire department including budgeting, payroll, purchasing, accounting, personnel, and administrative support service.
- g. Coordinates the organization, staffing, and operational activities for the Administrative Division.
- h. Serves as the Board's Recording Secretary. Prepares agenda packets for board meetings, including the coordination and review of agenda materials, finalizing agendas and overseeing distribution of the packets. Attends Board of Directors meetings and is responsible for the minutes and preserves all records of the Board of Directors.

- i. Participates in the development and implementation of goals, objectives, policies, and priorities; recommends and implements resulting policies and procedures; oversees the maintenance of the department's Policy and Procedure Manual.
- j. Identifies opportunities for improving service delivery methods and procedures; identifies resources needs, reviews with appropriate management staff and implements improvements.
- k. Directs, coordinates, and reviews the work plan for assigned administrative services and activities; assigns work activities and projects; monitors work flow; evaluates work products, methods, and procedures; meets with staff to identify and resolve problems.
- l. Selects, trains, motivates, and evaluates assigned personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.
- m. Participates in the development and administration of the district budget; forecasts funds needed for staffing, equipment, materials, and supplies; monitors, reviews and approves purchase requisitions, accounts payable, and expenditures; recommends adjustments as necessary; prepares and updates budget report for the Board of Directors and the Fire Chief.
- n. Serves as the District Human Resources Manager; oversees and participates in personnel administration functions including recruitment and retention, testing, interviewing, and hiring of new employees, and volunteer firefighters.
- o. Performs other related duties.

QUALIFICATIONS

The following generally describes the knowledge and ability required to enter the job and/or to be learned within a short period of time in order to successfully perform the assigned duties.

KNOWLEDGE OF

- a. Principals, practices, and methods of governmental administration.
- b. Modern methods and techniques of fire department administration.
- c. Service delivery issues related to fire and emergency medical services (*desired*).
- d. Principles of business letter writing and basic report preparation.
- e. Principles of grant preparation and sources of funding.
- f. Principles and practices of program development and administration.
- g. Office procedures, methods, and equipment including computers and applicable software applications, such as word processing, spreadsheets, and databases.

- h. Principles and practices of municipal budget preparation and administration.
- i. Principles and practices of customer service.
- j. Principles of supervision, training, and performance evaluations.
- k. Pertinent federal, state, and local laws, codes, and regulations.

ABILITY TO

- Oversee and participate in the management and administration of the district budget
- Supervise, direct, and coordinate the work of lower level staff.
- Participate in the development and administration of division goals, objectives and procedures.
- Research, analyze, and evaluate new service delivery methods and techniques.
- Prepare and administer division budgets.
- Prepare clear and concise administrative and financial reports.
- Analyze problems, identify alternate solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Interpret and apply federal, state, and local policies, laws and regulations.
- Prepare clear Board of Directors agenda items.
- Operate office equipment, including computers and supporting word processing, spreadsheet, and database applications.
- Adapt to changing technologies and learn functionality of new equipment and systems.
- Clearly and concisely, both orally **and** in writing.
Establish and maintain effective working relationship with those contacted in the course of work.

Education and Experience

An associate's degree or higher from an accredited college in an applicable discipline is desired. Any combination of experience and education which provides the applicant with the level of required knowledge and abilities may be considered. The ideal candidate will possess a minimum of seven to ten years' experience in a senior management role.

Requirements:

- Candidate must sign a contract with the fire district agreeing to be a non tobacco user.
- Candidate must have a current Oregon Driver's License.
- Successful candidate shall reside within the district boundaries of Siuslaw Valley Fire and Rescue within six months of employment.

ATTACHMENT-4
Full Time Administrative Assistant Job Description

SVFR/WLA ADMINISTRATIVE IGA	SECTION NUMBER:
OPERATIONS AND PROCEDURES MANUAL	EFFECTIVE DATE:
DIVISION TITLE: JOB DESCRIPTIONS	REVISION DATE:
SECTION TITLE: FULL TIME ADMINISTRATIVE SUPPORT	

Under the direction of the Fire Chief and the immediate supervision of the Administration Division Chief. Administrative Support maintains the fire department's clerical details, maintains data bases, provides customer service to both internal and external customers, provides secretarial services to other members of the administrative staff, WLEOG and the Board of Directors.

REPRESENTATIVE DUTIES:

The following is a list of duties assigned to this position. Nothing in this job description precludes the addition or removal of any duties assigned to this position.

- a. Performs receptionist duties, which includes greeting the public in a prompt and professional service oriented manner.
 - Professional appearance
 - Customer service oriented
 - Receives, screens and transfers telephone calls to the appropriate individual
 - Responds politely to inquiries and promptly provides information within the scope of the position, and refers calls or other inquiries to other parties, as appropriate.
 - Collects the mail daily from the mailbox and distributes it to the appropriate individuals

- a. Data entry in a variety of Software programs.
- b. Assists in the maintenance of personnel, medical and training files.
- c. Provides secretarial support to district administrative staff, which includes composing, editing and typing a variety of correspondence, reports, memoranda and other material, requiring judgment as to content, accuracy and completeness.
- d. May perform the function of recording secretary to West Lane Emergency Operations Group (WLEOG) WLAD and SVFR, which includes the preparation of the monthly meeting agendas and supporting documentation.
- e. Coordinates annual Life Med program
- f. Submits monthly board notices and other items as directed to the newspaper, prepares monthly newsletter and other flyers.

- g. Purchase orders, maintains master list of numbers and matches to invoices
- h. IT contact for service requests
- i. Orders office supplies
- j. Archive paperwork
- k. General filing-organizes and maintains
- l. Office equipment-operates office equipment such as binding machine, ID maker, and laminator.
- m. Mail-Pick up and deliver to appropriate recipients
- n. Maintain packets for new hires and volunteers to include a master checklist
- o. Update website to include pictures, minutes, agendas and articles
- p. Could be required to report to or remain at work beyond normal business hours to assist in the management of disasters and emergencies that span multiple operational periods.
- q. Other duties as assigned

ADDITIONAL JOB FUNCTIONS:

May perform duties of similar complexity, as required or assigned by the Finance/Human Resource Manager or the Fire Chief.

QUALIFICATIONS:

The following generally describes the knowledge and ability required.

Knowledge of:

- Computer ability sufficient to use Microsoft Office Word, Excel, Publisher and to learn other software programs as the need arises.
- Must have a sound knowledge and ability in business correspondence, and the ability to proofread grammar, spelling, and punctuation with a high degree of accuracy.
- Must have a broad knowledge of general office skills and equipment
- Must be willing to acquire a basic working knowledge of Fire District and Ambulance District operations, policies and procedures.

Physical capabilities:

- Ability to sit at a workstation for extended periods
- Ability to stand, walk and drive as needed throughout the day; ability to lift, carry and put away parcels
- Ability to monitor audible communications devices, such as radio, telephone and fax throughout the day and while performing other duties.

Other Capabilities:

- Ability to perform work for a number of individuals, and to handle many interruptions and adjustments to priorities throughout the day
- Ability to communicate effectively in a courteous manner to diverse audiences, including outside agencies, staff, upper management and volunteer firefighters.
- Ability to communicate calmly and effectively with diverse and sometimes upset individuals and the public
- Ability to maintain strict confidentiality

Education and Experience:

Minimum of a High School Diploma, Associate's degree or higher is desirable. Any combination of work experience and education which provides the applicant with the required level of knowledge and abilities may be considered.

Requirements:

Candidates employed after August 2014 will be required to sign an agreement with the fire and ambulance district agreeing to be tobacco free.

Candidate must have a current Oregon Driver's License or the ability to obtain within two months of being hired.

Successful candidate shall reside within the district boundaries of Western Lane Ambulance and Siuslaw Valley Fire and Rescue within six months of employment.

ATTACHMENT-5
Part Time Administrative Assistant Job Description

SVFR/WLA ADMINISTRATIVE IGA	SECTION NUMBER:
OPERATIONS AND PROCEDURES MANUAL	EFFECTIVE DATE:
DIVISION TITLE: JOB DESCRIPTIONS	REVISION DATE:
SECTION TITLE: PART TIME ADMINISTRATIVE SUPPORT	

Under the direction of the Fire Chief and the immediate supervision of the Administration Division Chief. Administrative Support maintains the fire department's clerical details, maintains data bases, provides customer service to both internal and external customers, provides secretarial services to other members of the administrative staff, WLEOG and the Board of Directors.

REPRESENTATIVE DUTIES:

The following is a list of duties assigned to this position. Nothing in this job description precludes the addition or removal of any duties assigned to this position.

- a. Performs receptionist duties, which includes greeting the public in a prompt and professional service oriented manner.
 - Professional appearance
 - Customer service oriented
 - Receives, screens and transfers telephone calls to the appropriate individual
 - Responds politely to inquiries and promptly provides information within the scope of the position, and refers calls or other inquiries to other parties, as appropriate.
 - Collects the mail daily from the mailbox and distributes it to the appropriate individuals

- r. Data entry in a variety of Software programs.
- s. Assists in the maintenance of personnel, medical and training files.
- t. Provides secretarial support to district administrative staff, which includes composing, editing and typing a variety of correspondence, reports, memoranda and other material, requiring judgment as to content, accuracy and completeness.
- u. May perform the function of recording secretary to West Lane Emergency Operations Group (WLEOG) WLAD and SVFR, which includes the preparation of the monthly meeting agendas and supporting documentation.
- v. Coordinates annual Life Med program
- w. Submits monthly board notices and other items as directed to the newspaper, prepares monthly newsletter and other flyers.
- x. Purchase orders, maintains master list of numbers and matches to invoices

- y. IT contact for service requests
- z. Orders office supplies
- aa. Archive paperwork
- bb. General filing-organizes and maintains
- cc. Office equipment-operates office equipment such as binding machine, ID maker, and laminator.
- dd. Mail-Pick up and deliver to appropriate recipients
- ee. Maintain packets for new hires and volunteers to include a master checklist
- ff. Update website to include pictures, minutes, agendas and articles
- gg. Could be required to report to or remain at work beyond normal business hours to assist in the management of disasters and emergencies that span multiple operational periods.
- hh. Other duties as assigned

ADDITIONAL JOB FUNCTIONS:

May perform duties of similar complexity, as required or assigned by the Finance/Human Resource Manager or the Fire Chief.

QUALIFICATIONS:

The following generally describes the knowledge and ability required.

Knowledge of:

- Computer ability sufficient to use Microsoft Office Word, Excel, Publisher and to learn other software programs as the need arises.
- Must have a sound knowledge and ability in business correspondence, and the ability to proofread grammar, spelling, and punctuation with a high degree of accuracy.
- Must have a broad knowledge of general office skills and equipment
- Must be willing to acquire a basic working knowledge of Fire District and Ambulance District operations, policies and procedures.

Physical capabilities:

- Ability to sit at a workstation for extended periods
- Ability to stand, walk and drive as needed throughout the day; ability to lift, carry and put away parcels
- Ability to monitor audible communications devices, such as radio, telephone and fax throughout the day and while performing other duties.

Other Capabilities:

- Ability to perform work for a number of individuals, and to handle many interruptions and adjustments to priorities throughout the day
- Ability to communicate effectively in a courteous manner to diverse audiences, including outside agencies, staff, upper management and volunteer firefighters.
- Ability to communicate calmly and effectively with diverse and sometimes upset individuals and the public
- Ability to maintain strict confidentiality

Education and Experience:

Minimum of a High School Diploma, Associate's degree or higher is desirable. Any combination of work experience and education which provides the applicant with the required level of knowledge and abilities may be considered.

Requirements:

Candidates employed after August 2014 will be required to sign an agreement with the fire and ambulance district agreeing to be tobacco free.

Candidate must have a current Oregon Driver's License or the ability to obtain within two months of being hired.

Successful candidate shall reside within the district boundaries of Western Lane Ambulance and Siuslaw Valley Fire and Rescue within six months of employment.

Attachment-6
Administrative Team Work Assignment Plan

This plan was developed by Cindy, Mary and Julie, it is not meant to be all inclusive, however it is intended to provide a starting point.

Mission: To provide Administrative support to SVFR and WLAD through efficient and well trained support staff. To accomplish this, we will continuously train and strive to find ways to support the Chief, volunteers, Board of Directors, EMS staff, and provide excellent customer service to the community we serve. We will accomplish this by creating an enjoyable work environment where we feel empowered to do our jobs.

GOAL: To share administrative services in a single location
--

Until such time as joint administrative duties can be shared in a single location there will be phones answered and on site receptionist both WLAD and SVFR.
--

TIME FRAME: 12 months from date of IGA.
--

PERSON RESPONSIBLE: Administration Division Chief
--

Phones at WLAD- Cindy will be primary and backup will be by other staff (as usual) Phones at SVFR-Mary will be primary and backup will be by other staff (as usual)
--

***Note:** The following areas of responsibilities may be initially assigned to more than one individual. If the IGA is successful, this plan was designed to have a single person responsible with cross training by everyone.*

General Admin Duties:

Assigned to: Cindy and Mary

- Scheduling of rooms at SVFR
- Scheduling of Board lunches with the Chief at SVFR
- Scheduling of CPR classes at WLA
- General questions and messages taken at both
- Burn permit issuing at SVFR
- Walk in customers at both
- Board notices sent to the newspaper at both
- Other notices or ads which may be required at both
- FFR's messages and emails as requested at SVFR

Office supplies:

Assigned to: Mary

- A master list of required office supplies for both WLA and SVFR will be created and maintained in one location.
- Items will be ordered and distributed or put in to inventory as needed or requested
- There will be one point of contact for ordering supplies

IT Contact and coordination:**Assigned to: Mary**

- Point of contact for IT services
- Follow-ups that service requests have been completed or determination if more contact is needed

Purchase Order Process:**Assigned to: Cindy**

- Develop and maintain a purchase order process
- Policy and Procedure for Purchase order process
- Maintain master list of numbers

Board Packets:**Assigned to: Julie, Mary and Cindy**

- Collect information
- Prepare packet and get approval
- Put into PDF format and notebooks (for those requesting)
- Distribute

Data Entry: Maintain Data Bases:**Assigned to: Mary**

- Incidents
- Drills
- LOSAP
- Payroll
- DMV
- Workers Comp/SDAO

Board Notices, Newsletters, Flyers, etc.....:**Assigned to: Mary**

- Monthly board notices
- Monthly newsletter
- Misc. Flyers
- Life Med Brochures (eventually)

Life Med Program:**Assigned to: Cindy**

- Coordinate Annual Life Med Program
- Maintain current data base for Life Med

- Make recommendations for changes

Archive Paperwork:

Assigned to: Cindy

- Archive historical or required paperwork
- Scan and save on to computer
- Organize files by year and category

Organize Filing System:

Assigned to: Julie, Mary and Cindy to set up

Maintaining will be Cindy

- Develop and maintain an organized filing system

Office Equipment:

Assigned to: Mary

- Laminator
- Binder
- ID Maker

Mail:

Assigned to: Cindy and Mary

- Get daily mail and distribute
- Handle shipping if requested

New Hire/Volunteer Packets:

Assigned to: Mary

- Create and maintain a packet for WLA and SVFR
- Create a master checklist for new hires/volunteers to track progress
- DMV
- Workers Comp
- Bio Med Random Drug testing (SVFR)
- Maintain lists on a current basis

Personnel Files:

Assigned to: Mary and Cindy initially

Maintained by: Mary

- Create files for new hires/volunteers
Personnel

Medical
Training

**Policy Manuals for WLA and SVFR:
Assigned to: Cindy**

- Format
- Track
- Put in to PDF format and maintain
- Put online
- Label maker

**Website Maintenance:
Assigned to: Mary**

- Training calendar
- Minutes
- Agendas
- Pictures
- Articles

**Finance:
Assigned to: Julie**

- Payroll
- AP/AR
- Budgets

Training: (Prioritized)

Cindy and Mary would like the training to be in house based on real scenarios and work projects so that the training can be ongoing and practical.

1. Computer Basics
 - Attaching files and using email
 - Setting up and saving to folders
 - Directories and locating files
 - Creating groups in email
 - Maintaining contacts in Outlook
 - Calendars and sharing
2. Word
3. PDF's, how to create, update and work with
4. Excel/Spreadsheets

5. Publisher
6. Binding/Laminating Machines/ID Maker
7. ALADTEC
8. Quickbooks
9. Website updating and posting
10. Powerpoint

To make this plan successful we need the following

1. Job descriptions
2. Training, both initial and ongoing (separate plan)
3. Review and updating of the plan on a monthly basis

It would be ideal if we could have weekly or bi weekly meetings with the Chief and Interim Director of WLAD. These meetings would be to discuss our progress and ways we could be more efficient.

Miscellaneous project work will be assigned to the part time admin assistant.

**ATTACHMENT-7
Proposed IGA**

**INTERGOVERNMENTAL CONTRACT
PURCHASE OF SERVICES**

BETWEEN: Western Lane Ambulance District (WLAD), a unit of local government of the State of Oregon
AND: Siuslaw Valley Fire and Rescue District (SVFR), a unit of local government of the State of Oregon.

EFFECTIVE DATE: _____

RECITALS

ORS 190.010 provides that units of local government may enter into agreements for the performance of any and all functions and activities that any party to the agreement, its officers, or agents have the authority to perform.

WLAD desires to enter into a contract with SVFR to purchase the services described in this contract and SVFR is willing to provide such services on the terms and conditions set forth herein and in the following exhibits:

Exhibit A – Scope of Services

AGREEMENT

Services to be Provided. SVFR agrees to provide the following services (the “Work”):

The statement of Work is contained in the attached Exhibit A

***Time for Completion.* SVFR shall commence performance of the Work on _____ and shall complete performance of the Work on _____ unless this Agreement is extended in writing by mutual agreement of the parties. AUTOMATIC EXTENSION????**

Consideration. The consideration which WLAD shall pay to SVFR, is set forth in the attached Exhibit B. WLAD shall make monthly payments, based on monthly invoices from SVFR. WLAD’s payment shall be made within 30 days after receipt of SVFR’s statement.

Termination. Either party may terminate this Agreement by giving notice of termination _____ days prior to termination of the services described in Exhibit B. If either party exercises its right to terminate this Agreement prior to the end of the contract period stated in paragraph 2, the amount due under the Agreement shall be reduced pro rata by the number of days remaining in the contract period as of the date of termination.

Termination and Dispute Resolution:

Both parties agree to follow the dispute resolution procedure detailed in Exhibit B before entering into the termination processes. EXHIBIT-B Dispute Resolution Process

Contract Administration. Each party designates the following as its representative for purposes of administering this contract:

SVFR: Board President
2625 Highway 101 N.
Florence, OR 97439

WLAD: Board President
410 9th Street
Florence, OR 97439

Either party may change its designated representative by giving written notice to the other as provided in paragraph 12.

Indemnification. To the extent legally possible, SVFR shall indemnify and hold WLAD, its officers, agents, and employees harmless from and against any and all claims, actions, liabilities, costs, including attorney fees and other costs of defense, arising out of or in any way related to any act or failure to act by SVFR and SVFR's employees, agents, officers, and contractors in connection with this contract. In the event any such action or claim is brought against WLAD, SVFR shall, upon WLAD's tender, defend the same at SVFR's sole cost and expense, promptly satisfy any judgment adverse to WLAD or to WLAD and SVFR, jointly, and reimburse WLAD for any loss, cost, damage, or expense, including attorney fees suffered or incurred by WLAD.

Subcontracting. SVFR shall not subcontract work under this contract, in whole or in part, without WLAD's prior written approval. SVFR shall require any approved subcontractor to agree, as to the portion subcontracted, to comply with all obligations of SVFR specified in this contract. Notwithstanding WLAD's approval of a subcontractor, SVFR shall remain obligated for full performance of this contract and WLAD shall incur no obligation to any subcontractor. SVFR shall indemnify, defend, and hold WLAD harmless from all claims of its contractors.

Assignment. SVFR shall not assign this contract, in whole or in part, or any right or obligation hereunder, without WLAD's prior written approval.

Standard Contract Provisions. SVFR shall comply with WLAD's Standard Contract provisions.

Compliance with Laws. SVFR shall comply with all applicable federal, state, and local laws, rules, ordinances, and regulations at all times and in the performance of the Work.

Ownership of Work Product. All work products which result from this contract shall be the exclusive property of the District they were created for and shall be delivered to that District upon completion of the Work or the termination of this contract. If agreed upon by the respective Board, copies of work product may be shared with the other District if requested.

Notices. Any notices permitted or required by this contract shall be deemed given when personally delivered or three days after deposit in the United States mail, postage fully prepaid, certified, return receipt requested and addressed to

the representative designated in paragraph 5. Either party may change its address by notice given to the other in accordance with this paragraph.

Arbitration. Any controversy regarding the terms and conditions of this agreement shall be submitted to arbitration. Any party may request arbitration by written notice to the other. If the parties cannot agree on a single arbitrator within 15 days from the giving of notice, each party shall within five days select a person to represent that party and the two arbitrators shall immediately select a third impartial person to complete a three-member arbitration panel. If the two arbitrators cannot agree within 15 days on the third arbitrator, then either party may petition the Presiding Judge of the Lane County Circuit Court to select the third arbitrator. The panel shall conduct the arbitration in accordance with the provisions of ORS Chapter 33, or the corresponding provisions of any such future law. The arbitrator(s) shall assess all or part of the cost of the arbitration, including attorney fees, to any or all parties.

Integration. This contract embodies the entire agreement of the parties. There are no promises, terms, conditions or obligations other than those contained herein. This contract shall supersede all prior communications, representations or agreements, either oral or written, between the parties. This contract shall not be amended except in writing, signed by both parties.

Interpretation. This contract shall be governed by and interpreted in accordance with the laws of the State of Oregon.

WESTERN LANE AMBULANCE DISTRICT:

By: _____

By: _____

(Signature)

(Signature)

SIUSLAW VALLEY FIRE & RESCUE DISTRICT

(Print Name)

(Print Name)

(Print Title)

(Print Title)

Date: _____

Date: _____

Exhibit A

Intergovernmental Contract for Purchase of Services between WLAD and SVFR Scope of Services provided by SVFR to WLAD:

Assures the policies and procedures of the District are followed.

Develops short and long-range plans, goals and objectives to meet the District's needs.

Assure advancement or WLAD Strategic Plan, track headway on stated goals and objectives and provide updates to WLAD Board of Directors.

Serves as the District Budget Officer.

Develops and manages the District budget and finances.

Keeps the Board informed on the District's finances and operations through monthly and annual reports.

Provides oversight over WLAD Administrative Office and assures current business office efficiencies including but not limited to; payroll, accounts receivable, software programs and make recommendations for increased efficiency.

Represents the District's interest with a variety of private groups, political subdivisions and other public and civic service agencies.

Establish and maintain harmonious relations with people inside and outside organization.

Stay appraised of current labor law and facilitate negotiations.

It is anticipated the length of time performing services under this contract will average twenty (20) hours per week. The actual number of hours per week will vary depending on projects and needs.

Consideration paid by WLAD to SVFR:

WLAD shall pay half (1/2) of the annual salary plus benefits paid by SVFR for the person in the position of Fire Chief, not to exceed \$_____ per year.

Alternative calculation of consideration: WLAD will pay \$_____ per hour.

Hourly rate will keep up with step increases as shown in SVFR Fiscal Year 2016-17 budget.