

Policy
Simplification
Project

Where we
are ...

... Where
we're going

Currently

- 64 Policies / 152 Pages
- Committed to reviewing 2 SOPs per month
- 2-year review cycle for all SOPs, however...
- 64 will take 32 months (2.7 years, not 2) to review
- Meaning: Unable to meet 2-year review cycle.
- Many SOPs use 2 pages for 2 paragraphs of info. Need to minimize.

Proposing

- Many SOPs have similar topics that can be grouped
- 10 Consolidated Policies (↓ SOPs by 84%)
- 152 Pages (↓ Pages by 43%), resulting in ...
- Review 1 SOPs per Meeting (=10 months)
- or -
- Review 2 SOPs per month (=5 months)

Grouping by Topics ... 1 & 2

- Fire District History (2.1)
- Mission Statement (2.2)
- Org Structure (2.3)



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District Formation

- Board Policy Manual Purpose (1.1)
- Scope and Application (1.2)
- Preparation of Policies (1.3)



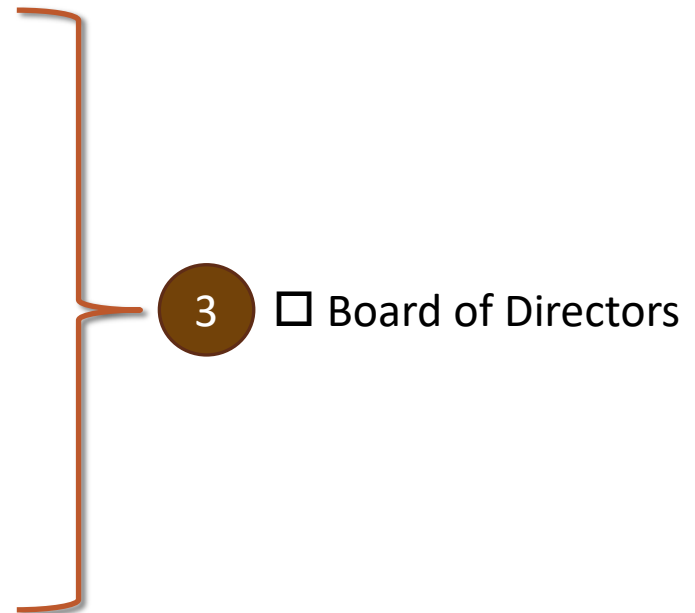
2

Policy Management

= Review is Current

Grouping by Topics ... 3

- ☑ Board Appointments (3.6)
- ☑ Board of Director Qualifications (3.1)
- ☑ Responsibilities (3.2)
- ☑ Duties (3.5)
- ☑ Code of Ethics (3.3)
- ☑ Conflict of Interest (3.4)
- ☑ Vacancies (3.7)
- ☑ District Elections (3.9)
- ☑ Meetings (4.0: 4.1-4.8)
- ☑ Director Expenses & Reimbursement (3.8)



☑ = Review is Current

Grouping by Topics ... 4 & 5

- Compliance w/Local Budget Law (6.1)
 - Funds and Financial Policies (6.2)
 - District Audits (6.3)
 - Fees for Obtaining Public Records (6.5)
 - Cost Recovery (6.6)
 - Investments (6.7)
- 4 Finance

- Personnel Policies
- 5 Human Resources

= Review is Current

= Review Past Due

Grouping by Topics ... 6

- District Management (2.4)
- Strategic and Long Range Planning (7.2)
- Legal Counsel (7.8)
- Contract Review and Purchasing (7.6)
- Training Programs (8.2)
- Ordinances and Resolutions (3.10)
- Public Records Access (7.5)
- Annexations (7.4)

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District Management

= Review is Current

= Review Past Due

Grouping by Topics ... 7 & 8

- Safety and Loss Prevention (8.5)
- Fire Safety Code (9.2)
- Fire Prevention (9.1)



- Asset Management (8.1)
- Fixed Assets (6.4)
- Disposition of District Property (7.7)
- Station and Facility Maintenance (8.4)
- Vehicle and Apparatus Maintenance (8.3)
- Use of District Vehicles (7.1)
- Uniforms (7.3)



= Review Past Due

Grouping by Topics ... 9 & 10

- EMS Response and Transport (10.5)
- Response into Unprotected Lands (10.1)
- Hazardous Materials Response (10.4)
- Automatic Mutual Aid (10.3)
- Infectious Disease Control (10.6)
- State Fire Service Mobilization Plan (10.2)



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Operations - Emergency


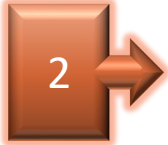


- Volunteer Firefighter Association (10.2)



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Firefighter Association

Decisions Needed by Board

- In General, ...  Agree to consolidate by topic and Agree on review cycle: 1 or 2/mo.
- For Groups 1, 2, and 3  Consolidate into new format, with no change to content (as content is current) ... and re-sign.
- For Groups 4, 6, 7, 8, 9, and 10  Consolidate, Revise, Review, and Approve.
- For Group 5  Topics are consolidated, content is current and approved. No change other than reformat ... re-sign.



Fire District Management

<i>Approved:</i>	11/09/2021
<i>Superseded:</i>	05/10/2004
<i>Next PR Due:</i>	11/09/2023

Relative Information:

The Board of Directors adopts the organization structure. It is designed to facilitate the accomplishment of the goals and objectives of the District. The organizational structure should be viewed as a framework to promote efficient and effective operations. Unity of command is established through the adoption of a formal organization chart and position classifications (job descriptions). Decision-making authority and reporting responsibility (unity of command) must be maintained under normal and emergency conditions.

The key responsibility of a board member is to make decisions. The law requires that all decisions be made as a unit. Individual actions that are contrary to decisions made by the board are not acceptable.

The Board is required by state law to appoint a Fire Chief for the management and operation of the Fire District. The Board meets on a monthly basis, with the expectation that the day-to-day operations be run efficiently and responsibly by the Fire Chief under Board monitoring.

To enable the Fire Chief to efficiently manage administrative operations, elements of autonomy include:

- Approval of Legal binding Documents (Board approval or pre-approval):
 - Internal Governmental Agreements (IGAs)
 - Memorandum of Understanding (MOUs)
- Approval of Operational Documents / Actions (Not requiring Board approval)
 - Vendor Agreements
 - Employment Contracts
 - Purchase Agreements
 - Requests for Proposals (RFPs)
 - Reports submitted for grants, to FEMA and other related agencies
- Liaison / Representative
 - State, Local, Federal government agencies
 - Legal consults related to District business
 - Community
 - Full management of Fire District staff
- Access to
 - Viewing Online Checking and Savings Account
 - Viewing Online Credit Card statements
- Limited Spending Approval
- Delegation of Authority requirements

Note: All expenses must adhere to and not exceed Board-approved annual budget. This is supplemental information to the Fire Chief Job Description.

Limited Spending Approval

Approver	Budgeted Costs Approved by BOD
Fire Chief	≤ \$10,000
Division Chief	≤ \$ 5,000
Executive Secretary/Admin	≤ \$ 1,000
Line Personnel/Staff	≤ \$ 500



Fire District Management

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Delegation of Authority

In absence of Fire Chief, delegation of authority will be given to the second in command in writing prior to Fire Chief absence and giving full Fire Chief authority. The Delegation of Authority email must contain start date, return date, delegate's name and authority given.

Succession Planning

Board's plan of temporary succession in the event of an unexpected or extended absence of the Fire Chief, include but are not limited to: **(should this be done in a special or executive meeting?)**

- Reviewing existing Fire Chief Job Description and current priority projects
- Listing successors, meeting to understand their interest
- Determining acceptable variance between job description and available successors
- Considering risk factors such as: Duration of absence, Impact of successor's inability to meet obligations, temporary compensation to entice successor to assume greater responsibility.
- If formal documentation is needed, prepare, (e.g. agreement with temporary successor)
- Meet as needed to execute above, including meeting successor to provide offer/agreement.

In the event of succession planning for current Fire Chief's eventual retirement or resignation, the following should be added to the above:

- Advertise Fire Chief Position internally, in fire industry periodicals, in post office, on-line and social media
- Screen applicants, providing first opportunity to qualified internal applicants
- Conduct Assessment Center: Determine date and venue; invite qualified applicants, align interviewers, analyze results, offer letter including adhering to certain screening requirements (background checks, fingerprints, etc.)

Policy Statement:

It shall be the policy of the Board of Directors of Cannon Beach Fire District to adopt and maintain a fire district management structure that will maintain unity of command under both normal and unexpected circumstances.

Cross References:

Oregon Revised Statutes
Organization Manual

ORS Chapter 478.260(1)
Policy 2-3; Organizational Structure



Cannon Beach Rural Fire Protection District
Board of Directors Policies

Policy 2.4

Fire District Management

<i>Approved:</i>	11/09/2021
<i>Superseded:</i>	05/10/2004
<i>Next PR Due:</i>	11/09/2023

Approval History

BOD Meeting Approval Date	Approved Revisions	Comments
05/10/2004	New Document.	
10/26/2021	Significant additions include: elements of autonomy, limit spending approval table, delegation of authority, and succession planning.	

Periodic Review History

Periodic Review Date	Review Comments
06/15/2020	Updated with new template. Reviewed with no changes.



Filling Board Vacancies

<i>Approved:</i>	11/09/2021
<i>Superseded:</i>	04/12/21
<i>Next PR Due:</i>	11/09/2023

Relative Information:

When vacancies in CB Fire Board positions occur mid-term, state law charges the Board of Directors with the responsibility of filling the position. In the event there is less than a quorum of remaining Board members, the County Commissioners will make the appointments. A quorum is defined as the majority, which in the case of CB Fire's Board constitutes 3 members out of 5 present to provide a quorum.

The person appointed to fill the vacated position will serve through June 30 following the next regular director election. At the regular election, a successor will be elected to serve from July 1 through the remainder of the unexpired term.

The law does not give specific direction on either the process or criteria that should be used by a board to fill a vacancy.

Selection Process: The Board may select the process it determines is in the best interest of the District to identify and screen applicants and make appointments. The following process is generally followed:

1. Publicize the vacancy through advertisement or other public communication methods for a period of 30 days.
2. Screen applicants.
3. Interview top qualified applicants.
4. Select most qualified applicant. Selection may be through Board consent or an election process. The vote may be based on simple majority or a score based on a total of the applicant ranking by each Director.
5. Officially appoint the successful candidate. The newly appointed Director will be given the Oath of Office. The appointment will take effect immediately.

Selection Considerations: In general, the Board should give consideration to, but not be limited to, the following qualifications:

1. Past local government experience.
2. Understanding of Oregon Open Meeting and Public Records laws.
3. Prior budget committee experience, especially with the District.
4. Prior Board of Director experience with other districts.
5. Background and understanding of Fire, Life Safety and Emergency Medical Services.
6. Availability of time and willingness to participate.
7. Decision making and group consensus skills.
8. Length of residency in the CBRFP District.
9. Absence of known conflicts of interest.

Policy Statement:

It shall be the policy of the Board of Directors of The Cannon Beach Fire District that Board vacancies be filled as specified in state law and in accordance with the general guidelines described in this policy.

Cross References:

Oregon Revised Statutes
Board Policy Manual

ORS 198.320, Filling of Vacancies on Boards
Policy 3.9, District Elections



Cannon Beach Rural Fire Protection District
Board of Directors Policies

Policy 3.7

Filling Board Vacancies

<i>Approved:</i>	11/09/2021
<i>Superseded:</i>	04/12/21
<i>Next PR Due:</i>	11/09/2023

Approval History

BOD Meeting Approval Date	Approved Revisions	Comments
05/10/2004	New Document.	
04/12/2021	New Version	V2
11/09/2021	Added 30 day duration for publicizing	V3

Periodic Review History

Periodic Review Date	Review Comments
04/12/2021	Periodic Review with minimal changes clarification and grammar applications.

Signature

Meaning: Your signature indicates as member and representative of the Board of Directors of the Cannon Beach Rural Protection Fire District and on behalf of the board, the board has read and agreed with the guidance provided within this Policy as approved in Board Meeting.

Date	Name (Print)	Signature