

APPLE VALLEY FIRE PROTECTION DISTRICT

22400 Headquarters Drive ☐ Apple Valley California 92307
(760) 247-7618 ☐ FAX (760) 247-3895

MINUTES OF SPECIAL MEETING/BOARD WORKSHOP BOARD OF DIRECTORS

May 31, 2017

1.0 CALL TO ORDER: President Leary 6:00 PM

2.0 PLEDGE OF ALLEGIANCE: Director Tinsley

3.0 ROLL CALL:

Present: Vice President Jeffs, President Leary, Director Savage, Director Tinsley

Absent: Director Karen

4.0 PUBLIC COMMENT: President Leary noted there were two cards for Public Comment and immediately called on Rob Qualls.

.01 Mr. Qualls spoke on behalf of the Professional Firefighters Association (PFA) and thanked the Board for opening up the workshop to discuss the recruitment for Fire Chief. He also expressed his support of the same type of process as was used in 2012 wherein both an internal and external stakeholder group was a part of the assessment and recruitment process for Fire Chief. He requested the Board consider having the PFA be a part of that type of process again.

At the conclusion of Rob Qualls' comments, President Leary announced the Board would be moving to closed session following the presentation to discuss action the Board may take on the process. He went on to state that he didn't expect the closed session would take long for the Board to come to a consensus on how to move forward.

.02 Dawn Harrison was called on by Mr. Leary to speak. Ms. Harrison stated she was there representing her boss Joseph Ramos from the Town. She followed these comments by remarking the Town and the District had always enjoyed a great relationship and hoped the Board would be taking that into consideration in its deliberations of the recruitment process and eventual appointment of a Fire Chief. Ms. Harrison also expressed her support of including stakeholders in the assessment process.

5.0 DIRECTORS' RESPONSE TO PUBLIC COMMENT: President Leary thanked Mr. Qualls and Ms. Harrison for their comments.

6.0 DISCUSSION ITEMS:

.01 Discussion Items:

a) Fire Chief Recruitment Process. Informing the assembly that the Board had expressed an interest in discussing the fire chief recruitment process in open session, President Leary encouraged any comments or questions that the gathered assembly had to be a part of that discussion. Following those remarks Mr. Leary began an individual poll of Board members for their questions and comments regarding the Fire Chief appointment process.

1) Review of Position Announcement. President Leary called on Director Savage who had expressed concerns while reviewing the Position Announcement about some of the challenges for the new Fire Chief regarding the reopening of two fire stations and the implementation of the Measure A funding. He also queried about what some of the biggest challenges would be in the years ahead.

Discussion among the Board members followed with President Leary pointing out the executive staff was going to be entirely new and challenged how the Board was going to manage that. Stating that Measure A's passage had been just the first hurdle and had been based on a 20-year plan President Leary suggested that the new Finance Officer and Fire Chief would be faced with the task of figuring out what that 20-year plan would look like and how it would be implemented. Mr. Leary continued by noting the Fire Chief would have to be creative and somewhat dynamic in order to manage a new management structure.

President Leary called for additional questions and comments from the Board on this matter. Discussion continued between Staff and the Board regarding the placement of the Position Announcement with President Leary recalling to the Board the previous Staff Report which noted the websites and places the Announcement had been placed. Staff reviewed the placement of the announcement on a national website, governmentjobs.com and noted the District had 59 views and had received one application from that site. Staff went on to report the District had received three applications two of which were from Florida and one from California.

The discussion continued regarding possible obstacles in the Announcement that might limit the number of interested applicants. One of the obstacles reviewed was the requirement that the Fire Chief live in Apple Valley.

At the end of this conversation President Leary confirmed the Announcement closed on Friday, June 2 and stated to Staff that they should have some direction by the end of the meeting as to whether or not the Board might extend the application period.

- 2) Expected short and long term challenges were discussed previously during Director Savage's remarks earlier in the meeting.
- 3) Experience and Attributes Prioritization. President Leary called on Director Tinsley as this was his contribution to the Agenda and requested his thoughts and comments. Mr. Tinsley listed several attributes that he felt were important for a Fire Chief such as good listening skills, tenacity, compassion, leadership experience and collaboration. He endorsed including as much of the community as possible in the process. Mr. Tinsley went on to express his confidence that the District has outstanding people from within as well.

President Leary led a Board discussion on the duration of the upcoming Fire Chief appointment. By consensus the Board reached a term of five years. Mr. Leary continued with a reiteration of the attributes Mr. Tinsley had expressed and expanded on them. He asked if there should be some prioritization of the attributes.

- 4) Other Items for Consideration. Mr. Leary asked for any further discussion and Vice President Jeffs requested to hear from Chief Hultquist.

.02 Fire Chief Hultquist:

- a) Orientation and Transition Plan. The Fire Chief announced he had been working on his transition plan for two months and voiced his commitment to make sure that the documentation he was leaving behind would provide the new Fire Chief with the opportunity for the highest level of success. He went on to state his document had several bulleted items of things that happen on a daily basis which include finance, operational things, and capital improvement items.

Noting he was capitalizing on earlier comments of Director Savage the Chief remarked on the importance of the Fire Chief being a good administrator and someone ready to work on some big things the District needs like a good strategic plan or master plan.

Chief Hultquist suggested the new Fire Chief needs to be a good planner, someone who can monitor finances with a solid budget & finance background who is also in tune with pension liabilities and ready to work with the Board on a good capital improvement plan.

Following his comments Chief Hultquist handed a copy of the Fire Chief Job Description to each of the Board members present. Pointing out much of what the Board is looking for is noted in the Position Announcement emphasizing those things Director Tinsley mentioned about community involvement as well.

Concluding his remarks the Fire Chief noted that it is important for the next Fire Chief to help produce the vision for the District for the next 5-10 years without losing the connection with the PFA and the community and keep all the groups in the District together explaining the importance of including the work groups in the process is crucial.

.03 Doug Qualls

- a) Presentation on 2012 Recruitment/Hiring for Fire Chief. Mr. Qualls began his presentation by explaining to the Board that the 2012 recruitment was approximately a 4-month process. Mr. Qualls went on to give an approximately 20-minute Power Point Presentation on the 2012 Fire Chief Recruitment process. Discussion followed with some questions on the logistics and timing of the process as well as the facilitators that participated in the recruitment and assessment part of the process as well as the hiring time line that included the background process, psych evaluation and medical examination. A copy of the Power Point is attached hereto and made a part of these Minutes.

Director Savage asked Mr. Qualls if there was anything that he would eliminate or add to the process this time that he did or did not include last time (2012). Mr. Qualls stated "No" he was very satisfied with the last process within the timeframe in which he had to work.

Vice President Jeffs asked how the community stakeholders and internal stakeholders were chosen. Mr. Qualls explained he reached out to community leaders and that the employees had chosen their representatives.

At this point the Board moved to Closed Session. See Item 9.00 below.

.04 Board's Direction

- a) Hiring Process
b) Board level of Engagement

7.0 STAFF COMMENTS: None.

8.0 DIRECTORS' COMMENTS:

.01 Director Tinsley:

- a) Reiterated the importance of reaching out and involving as much of the community as possible.

9.0 CLOSED SESSION:

.01 Public Employment Appointment for Fire Chief (Government Code Section 54957)

M/S Tinsley/Jeffs to move closed session at approximately 7:04 PM.

The Board returned into Open Session at 7:16 PM.

10.0 REPORT ON CLOSED SESSION:

- .01 President Leary noted there was no official action out of closed except the Board would like to ask Doug Qualls if he would be willing to help with the Fire Chief recruitment which Mr. Qualls accepted. M/S Tinsley/Savage to nominate Board President Dan Leary to be the Board represented labor negotiator for the recruitment of Fire Chief. Motion carried by unanimous voice vote of the Board members present.

- .02 President Leary stated the importance of the attribute list and requested Board Clerk Garrison read back to the Board the list so it could be captured in the Minutes. The list was read back as follows:

- Leadership experience
- People Skills
- Compassion
- People within the organization have input
- Flexible – can change with the times
- A commitment of five years

- Budget & Finance background
- Community Oriented
- Good Listening & Communication Skills

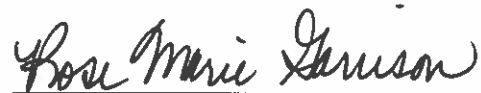
.02 President Leary noted to Staff that he would be in communication with them when the Position Announcement closed for further Board action most likely at the regular June Board meeting. Mr. Leary suggested an update would be emailed to the Board once with Announcement closed.

9.0 FUTURE AGENDA ITEMS:

.01 President Leary requested a Discussion regarding the appointment of a Finance Officer as a discussion item at the June Board meeting.

10.0 ADJOURNMENT: The meeting was adjourned at 7:20 PM M/S/P Tinsley/Savage

ATTEST:



ROSE MARIE GARRISON
Recording Secretary



DAN LEARY
President

2012 Fire Chief Recruitment Review

AVFD Board of Directors

May 31, 2017

Doug Qualls



Process Overview

- ▶ Four Month Process (May 20th to July 14)
 - Board Engaged Recruitment Facilitator
 - Determined Desired Attributes & Qualifications Review
 - Position Announcement Development & Distribution
 - Application & Resume Review/Vetting
 - Supplemental Questionnaire process
 - Community and Employee Stakeholders Forums
 - Board Interview of top Candidates
 - Board Makes Selection
 - Offer/Negotiations/Start date



Component Synopsis:

Attributes / Qualifications

- ▶ Worked with Board to affirm required qualifications (P-5)
- ▶ Surveyed Board to develop *desired* attributes and qualifications
- ▶ Incorporated above items in position announcement, supplemental questionnaire and interview questions.



Component Synopsis:

Application/Resume Vetting

- ▶ Provided a review team to vet the applications and resumes
- ▶ Insured required qualifications were met
- ▶ Desired Qualifications and Experience considered
- ▶ Top eight candidates advanced to Supplemental Questionnaire process




Component Synopsis:

Supplemental Questionnaire

- ▶ The Questionnaire consisted of seven questions which required essay type responses.
- ▶ Questions were designed to elicit responses that would demonstrate applicants experience and attributes desired by the Board.
- ▶ Questions were scored by a team of fire professionals unrelated to AVFD
- ▶ Top five candidates moved on to Stakeholder Interviews



Sample Supplemental Questions

- ▶ Provide a general overview of various incidents and ICS positions you have held during events that could be described as “large-scale”, “multi-agency” and/or “multi-jurisdictional incidents”. (300 words maximum)
 - ▶ Revenues available to local agencies in California continue to be negatively impacted due to variety of stresses. Describe your experience, considerations and approaches that you have used when making decisions relative to operational priorities, service levels and the labor workforce within a fiscal environment requiring spending reductions. (600 words maximum)
- 

Component Synopsis:

Stakeholder Interviews


(Two Stakeholder groups assembled)

- ▶ **Community Group:**
 - Local Business Owner
 - Town Manager
 - School Superintendent
 - Chamber Rep
 - Senior Citizen Rep
 - Community Leaders
- ▶ **Employee Group Reps:**
 - Admin Services
 - Fire Prevention
 - PCF Program Manager
 - Fleet Services Manager
 - Executive Staff
 - Union President

- ***Scores from both groups were compiled and top three advance to Fire Board Interviews**

Component Synopsis:

Board Interview

- ▶ Top Three Candidates Participated
 - ▶ Special Meeting of full Board was posted and opened
 - ▶ Following Public Comments Board went into closed session to conduct separate interviews (1.5 hours for each candidate)
 - ▶ Prepared Questions – Round Robin Format with scoring and comment sheets
 - ▶ Following Interviews a facilitated discussion took place
 - ▶ Board assigned final ranking
 - ▶ Board reported on closed session
- 

Component Synopsis:

Employment Offer

- ▶ In open session following the interviews the Board authorized the Board President to meet with the top candidate to negotiate various terms of employment including start date.
- ▶ District conducted background reviews
- ▶ Fire Chief was hired



Questions

