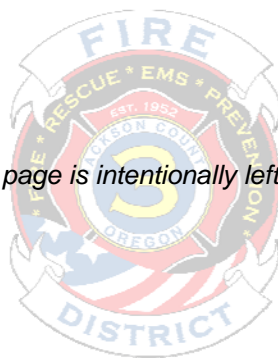


BOARD POLICY MANUAL



Jackson County Fire District 3
Adopted Update October 2024

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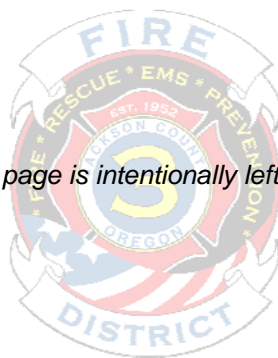
BOARD POLICY MANUAL

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Review/Adopted 10/17/2024

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1.1 MANUAL PURPOSE

RELATIVE INFORMATION:

A policy is a declared intent or objective used as a basis for decision-making and action. Policies provide direction not only for the Board of Directors, but for the entire organization. Formulation of policy is not an individual responsibility. It is the responsibility of the Board as a legal entity. State law defines the authority and areas of responsibility. Policies are written to address issues of mission, scope and scale of service, and legal duty.

It is often said that the Board makes policy, and the staff of the organization administers the policy. While this is true in one sense, effective boards recognize that the need for policy often originates with the staff. The general scenario is that the staff identifies the need for a policy, the Board considers the relative information, and the Board makes a decision and adopts policy.

Once the Board of Directors adopts a policy, it is the responsibility of the Staff to administer it. The Board must evaluate whether or not it is accomplishing the intended results. If not, the policy or the procedures should be revised accordingly. This process implies a teamwork approach of reporting, reviewing, and revising between the Board and the Staff.

POLICY STATEMENT:

It is the policy of the Board of Directors to develop and maintain a Board Policy Manual that provides direction for the administration of the District.

1.2 SCOPE AND APPLICATION

RELATIVE INFORMATION:

This Manual is intended to serve, along with state law, as the primary resource for all matters relative to District policy. It is prepared by the Board of Directors to assist individual members in the conduct of their responsibilities as elected public officials.

No policy manual can anticipate the full range of topics and situations that may arise. As new issues arise, new policy is established and/or existing policy modified. While these policies are intended to provide clear and consistent direction, the Board may, at its discretion, deviate from these policies if the current policy is found to be inappropriate. In such cases the decision should be documented, and a determination made if the current policy requires modification.

POLICY STATEMENT:

It is the policy of the Board of Directors to recognize this Manual as the official reference source for District policy and that in order to remain a useful reference source it must be reviewed and updated to reflect changes in policy.

It is the policy of the Board to authorize the Fire Chief to interpret and apply these policies within their written and stated intent and that deviation from these policies may only be applied in an emergency or to avoid a hardship for the District.

1.3 PREPARATION OF POLICIES

RELATIVE INFORMATION:

The purpose of this policy is to provide guidelines for the formatting, approval, and distribution of Board Policy Manual policies. The intent is to establish a consistent format to simplify reader usability.

The general layout of policies may vary depending on the nature of the material included. Generally, board policies will contain the following main sections.

Relative Information: Provides background information necessary for a clear understanding of reason for the policy.

Policy Statement: The exact wording of the policy as adopted by the Board of Directors.

All new or revised policies are subject to review and approval by the Board of Directors.

POLICY STATEMENT:

It is the policy of the Board of Directors of Jackson County Fire District 3 that the Board approves all new and/or revised policies and that all policies are formatted as described above.

2.1 VISION AND MISSION STATEMENTS

RELATIVE INFORMATION:

A vision statement is a clear understanding of what we want to accomplish as a Fire District. A mission statement identifies how we work towards accomplishing the vision.

POLICY STATEMENT:

It is the policy of the Board of Directors to adopt and maintain a vision and mission statement.

Vision Statement

“To reduce and eliminate risk from fire, rescue, and medical events in the communities we serve.”

Mission Statement

“To preserve quality of life and protect property through education, risk reduction, and emergency response services.”

2.2 ORGANIZATION STRUCTURE

RELATIVE INFORMATION:

The Board of Directors oversees the Fire Chief, Civil Service Commission and the Budget Committee. The Board authorizes all positions in the organization and entrusts the Fire Chief to organize them as necessary to carry out the business of the Fire District.

POLICY STATEMENT:

It is the policy of the Board of Directors to oversee the Fire Chief, Civil Service Commission and Budget Committee.

It is further the policy of the Board to allow the Fire Chief the ability to organize and assign positions to assure the mission is achieved.

2.3 FIRE DISTRICT MANAGEMENT

RELATIVE INFORMATION:

The Board is required by state law to appoint a Fire Chief. The Fire Chief operates under the direction of the Board of Directors.

The fire district management structure must be clearly defined to ensure efficient operations under all conditions. 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 Fire Chief has the discretion to appoint a temporary acting Chief in his/her absence. A plan of temporary succession in the event of an unexpected or extended absence of the Fire Chief is necessary and the temporary succession of command should be based on predetermined procedures utilizing members of the Executive Team. This temporary appointment shall remain until the Board of Directors can meet to address the issue and determine the most appropriate course of action.

If the position of Fire Chief is vacant (retirement, resignation, termination, or death), the Board of Directors has sole authority and responsibility to determine how the duties of Fire Chief will be addressed on both the interim and permanent basis.

POLICY STATEMENT:

It is the policy of the Board of Directors to adopt and maintain a fire district management structure that will maintain unity of command under both normal and unexpected circumstances. The Board of Directors will recognize a "system of bugles" as guidance for establishing the temporary succession of command. In the event of an unexpected absence of the Fire Chief, the most senior four (4) bugle Chief will assume command. Where multiple Chief Officers are unavailable, succession of command will continue to three (3) bugle Chiefs in order of seniority in rank, followed by the most senior non-sworn members of the Executive Team.

It is further the policy of the Board to meet and take appropriate action in the event of unexpected circumstances to determine how the duties of Fire Chief will be addressed on both the interim and permanent basis as soon as feasible.

3.1 DIRECTOR QUALIFICATIONS

RELATIVE INFORMATION:

Oregon Revised Statutes 478.050 states, “A director of a district shall be an elector or an owner within the district. A district may determine, by ordinance that takes effect at least one (1) year prior to the date of a regular district election, that firefighters of the district, volunteer or otherwise, and other district employees shall not serve as directors.”

The Fire District Board of Directors adopted Ordinance No. 11 on December 17, 1987, prohibiting volunteer members and employees of the District from serving as District Director.

Jackson County Elections Office established board position numbers at the first election in 1952. A Director or interested person can seek election to any position. The term of office is four (4) years. The Board of Directors must consist of five (5) members. A district may, with voter approval, establish sub-districts (wards) for the purpose of nominating or electing two (2) or more director positions. Fire District 3 elects all Directors at-large; sub-districts have not been established.

Directors or interested persons should view the statutory requirements highlighted above as the minimum qualifications for service on the Board of Directors. Directors should also ensure they have sufficient time and commitment to perform the duties of a Board as described in state law and necessary for the orderly governance of the District.

POLICY STATEMENT:

The Board of Directors will continuously meet the requirements of ORS 478.050 and Ordinance No. 11. If a Director no longer meets these minimum requirements, the Director will voluntarily resign.

3.2 DIRECTOR RESPONSIBILITIES

RELATIVE INFORMATION:

Oregon Revised Statutes, Chapter 478 addresses the duties, power, and authority of fire districts. ORS 478.210 states “The power and authority given to the district, except as otherwise provided, is vested in and shall be exercised by a board of five directors.”

The key duty of a Board Director is to make decisions. The law requires that the Board of Directors make all decisions as a unit. Individual decisions are invalid.

In order to function effectively as a member of a board, each Director should:

- Become familiar with the Oregon Revised Statutes, Oregon Administrative Rules and other regulations related to the routine and emergency activities of the District.
- Subordinate their personal interests for the good of the overall board, District, and public interest and support board decisions and actions.
- Suspend judgment until sufficient information is available to make informed and supportable decisions.
- Recognize the difference between policy issues that the Board of Directors should address and administrative and operational issues that the District Staff should address.
- Understand the need for teamwork with other directors and District Staff.
- Accept responsibility for total board operation. While board officers are elected, all Directors should prepare to function in any elected board officer position.
- Commit sufficient time to prepare for each meeting by reading all materials provided and spending any additional time necessary to develop an understanding of the issues to be considered.
- Be open to effectively deal with all forms of public input regardless of the form in which the public input is delivered.
- Deal effectively with controversy, differences of opinion, and criticism in a manner that neither the board nor individual Director becomes the focus of acrimony.
- Conduct all business with the highest moral and ethical standards and in accordance with the Oregon Government Ethics laws.
- Attend or view required training prepared by the Oregon Government Ethics Commission at least once during the Directors term of office

POLICY STATEMENT:

It is the policy of the Board of Directors that an orientation session on the rights, duties, and restrictions of Board of Director members be provided for each new Board member.

3.3 DIRECTOR CODE OF ETHICS

RELATIVE INFORMATION:

The term “Ethics”, used in its broadest form, refers to a set of moral principles. Not every individual within an organization has the same perception of ethical conduct. People base their decisions on experience, personal values, and learned behavior. A “Code of Ethics,” as used in this policy, refers to the general rules of conduct the Board recognizes in respect to governance of the District. This code of ethics is intended to serve as a guide for Board Directors.

- The Board is committed to excellence in leadership and decision-making that results in the highest quality of service to its residents and taxpayers.
- It is the Board of Director’s intent to review and re-adopt this policy annually in the month of July.
- The Board will follow all regulations and laws related to the conduct of District business. It will also honor its own adopted policies and procedures. Knowing the law is the starting point of effective governance.
- The Board recognizes the dignity, values, and opinions of one another, staff members, employees, and the general public. It will encourage responsiveness and effective participation in all its communications.
- The Board recognizes its primary responsibility is the formulation and evaluation of policy and the employment of a Chief Executive Officer (Fire Chief) to administer District business at the direction of the Board.
- The Board recognizes that operational matters of the District should ordinarily be directed to the Fire Chief and Staff.
- The Board commits to conducting all meetings in accordance with the Oregon Public Meetings Law. It recognizes that District business is to be conducted in public with the exception of specific topics that meet the criteria for executive sessions.
- The Board will focus on issues and seek solutions that are in the best interest of the public and avoid issues of personality and/or special interests.
- The Board, both as a body and as a group of individuals, will support decisions made by the Board. Individual Directors may disagree with a certain decision but should support the position as the considered opinion of the Board. This position is not intended to restrict further consideration based on additional information but to provide for the effective continuation of District business.
- The Board will work directly with the Fire Chief and Staff to obtain information and/or an enhanced understanding to improve effective decision making.
- The Board should direct any complaint and/or issue directly to the Fire Chief. It is the responsibility of the Fire Chief to resolve the issue as may be necessary.
- Board Directors, to the greatest extent possible, will forward business items to either the Board President or the Fire Chief for inclusion in a Board of Directors meeting agenda. The goal is to provide public notification of the issue and to allow time for the Staff and other Board Directors to research/consider the topic.
- The Board recognizes it operates as a unit and that individual Board Director authority exists only as a member of the whole.
- The Board acknowledges that policy decisions require Board action. When an individual Board Director receives a policy related question, the response must be based on established policy. The question may be brought to the full Board for further consideration. When such questions arise, the topic should be forwarded to the Board President and/or Fire Chief for inclusion in a Board of Directors meeting agenda.

3.3 DIRECTOR CODE OF ETHICS

- The Board recognizes effective operations require a team approach. The Board, Fire Chief, and Staff members are expected to work together in a collaborative process assisting each other in the conduct of District business.
- The Board recognizes the value of long-term planning and interaction with other agencies and will constantly maintain a focus on the long-term stability of the District and service to its residents and taxpayers.
- The Board will be courteous and responsive to citizen requests and will generally direct their concerns and interests to the Fire Chief as appropriate.
- The Board as a body, and as a group of individuals, acknowledges that information and study foster good decision making and will commit the necessary effort to develop a working understanding of all issues that come before the Board.
- The Board acknowledges that conflict or differences of view could arise between members and will seek effective remedies that are in the best interest of the Board and the District.
- The Board will seek legal counsel when indicated and will be guided by the legal advice provided.
- The Board acknowledges that conflicts of interest may occasionally arise and that each Board member is responsible to declare such actual or potential conflicts as specified in Oregon Revised Statutes and/or Oregon Administrative Rule.

POLICY STATEMENT:

It is the policy of the Board of Directors to annually review and adopt this Code of Ethics policy.

3.4 DIRECTOR CONFLICT OF INTEREST

RELATIVE INFORMATION:

The state laws related to conflicts of interest were established in 1974. The laws are now known as “Government Ethics.” They are included in Oregon Revised Statutes (ORS) Chapter 244. Directors, Board Appointees (Budget Committee & Civil Service), District members, and District volunteers are Public Officials as defined by the law.

In essence the laws require public officials to disclose any situation that could be either a potential or actual conflict of interest. An **actual conflict of interest** may arise when a public official takes official action that **would** financially impact the official, a relative or an associated business. A **potential conflict of interest** may arise when a public official takes official action that **could** financially impact the public official, the official’s relatives, or a business with which the public official or a relative is associated. The standards for disclosure and subsequent action depend on whether the circumstance in question is an actual or potential conflict.

The Board, in its desire to ensure all business decisions are made in full disclosure and compliance with the law, has implemented the practice of requiring Directors to annually submit an individual Statement of Acknowledgment concerning conflicts of interest. This process is designed to refresh Board member’s knowledge of the State of Oregon Government Ethics laws and does not relieve the Board member from declaring an actual/potential conflict before participating in any official action throughout the year.

POLICY STATEMENT:

It is the policy of the Board of Directors that all District members comply with the Oregon Ethics laws and may not request, accept, or take advantage of any preference that could result in financial gain or avoidance of financial detriment due to their association with the District.

It is further the policy of the Board of Directors that each Director submits an annual Statement of Acknowledgment in July addressing any known or anticipated conflicts of interest that may exist. Any time an unanticipated actual or a potential conflict situation occurs Board members must report it in public session.

RELATIVE INFORMATION:

All Directors are eligible for election and should view the election to office as a routine and expected responsibility of being a Director. Oregon Revised Statutes require each Board to elect a President, Vice President, and a Secretary-Treasurer. While the term of office is one (1) year, there is no limitation on the number of sequential terms an individual may serve; however, rotation of officers is encouraged for fuller participation by Directors.

Board officers are elected annually in July at the first Board meeting of each fiscal year. Each elected officer takes office immediately and serves until the first Board meeting of the following fiscal year, or until a successor is elected.

The Duties of the President Include:

- Presiding at meetings of the Board of Directors. The President shall perform all of the duties prescribed by the Oregon Revised Statutes.
- Consulting with the Fire Chief regarding the preparation of each Board meeting agenda.
- Participating, along with other Board Directors, with all the rights to discuss issues, make motions, nominate candidates, and to vote.
- Calling Special Meetings (study sessions, executive sessions, and/or additional regular sessions) of the Board as described by the Oregon Public Meetings Law.
- Signing official District documents on behalf of the Board when authorized by the Board.
- Making appointments as may be required by law and/or for the orderly representation of the Board.
- Conducting meetings, preserving order, and enforcing the rules of the Board.

The Duties of the Vice-President Include:

- Serving as President in the absence of the President with all the powers and duties as described above. The Vice-President shall have such other powers and duties as a majority of the Board may determine.
- Assuming the position of President in the event of absence, resignation, incapacity, or inability to serve of the President.
- Serving on such committees and/or as representative as appointed by the Board President.

The Duties of the Secretary-Treasurer Include:

- Ensuring accurate minutes of each Board meeting are taken, transcribed, and distributed. Ensuring official minutes are properly authenticated and maintained in chronological order. These duties may be delegated to District staff members under the supervision of the Secretary-Treasurer.
- Ensuring accurate accounting and financial records are maintained by the District. Reviewing the District's financial audit with the District auditor, Fire Chief, and Chief Financial Officer prior to submittal to the Board.
- Conducting a properly called Board Meeting in the absence of the President and Vice-President.
- Serving on such committees and/or as representative as appointed by the Board President.

POLICY STATEMENT:

It is the policy of the Board of Directors that election to Board office is an accepted obligation of Board membership and that the Board will annually elect a President, Vice-President, and Secretary-Treasurer as required by State Law.

3.6 BOARD APPOINTMENTS

RELATIVE INFORMATION:

The appointment of committees and/or representatives is a routine function of a board. Ordinarily the Board President will make the appointments with the concurrence of the full Board. The appointees may be Board, Staff, and/or citizen appointments depending on the position.

Appointments are made in response to statutory requirements (Civil Service Commission, Budget Committee), to study specific issues (Salary & Benefits Committee), or to represent the District in associations or other interagency activities (Emergency Communications of Southern Oregon).

The particular authority and duties of appointees whether a Director, District staff member, or citizen are either specified by statutory requirements or will be set by the Board President at the time of appointment.

Board appointments may be ad hoc or ongoing. Current ongoing appointments include the following:

- Civil Service Commission – three (3) citizen members with four-year terms.
- Budget Committee – five (5) citizen members with three-year terms.
- Non-Bargaining Group Salary & Benefits Committee – two (2) Board Directors at the President's discretion.
- Emergency Communications of Southern Oregon – one (1) Board or Staff member at the President's discretion and one alternate.

While the committees required by state law may have specific selection criteria, the Board generally has broad discretionary authority in the process.

The following process is used when making citizen appointments to the Civil Service Commission and the Budget Committee if a current appointee no longer wishes to participate and be reappointed for a consecutive term:

1. Advertise the vacancy to identify qualified applicants.
2. Review applicants for qualifications.
3. Interview qualified applicants as may be necessary.
4. Make selection and appointment in a manner selected by the Board.
5. Conduct orientation and/or training as may be necessary.

The appointment of a Director or District staff member to represent the Fire District or the Board of Directors should be based on qualifications and availability. Final appointments are the responsibility of the Board President.

POLICY STATEMENT:

It is the policy of the Board of Directors to make appointments to various committees and commissions as stated in this policy.

3.7 FILLING BOARD VACANCIES

RELATIVE INFORMATION:

Oregon Revised Statute 198.320 states that when vacancies in Board positions occur midterm, state law charges the Board of Directors with the responsibility of filling the position by appointment by a majority of the remaining members of the Board. In the event there is less than a majority (quorum) of remaining Board Directors or if a majority of the remaining Board Directors cannot agree, the Jackson County Court (County Commissioners) will make the appointment(s).

The person appointed to fill the vacant position will serve through June 30 following the next regular District election (odd-numbered year). The appointee may run for the position at the next regular District election.

The law does not give specific direction on either the process or the criteria that the Board of Directors should use to fill a vacancy other than the appointee must meet the basic statutory requirements.

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. Make the vacancy known through advertisement or other method.
2. Screen applications may be necessary.
3. Interview the most qualified applicants.
4. Select the most qualified applicant. Selection may be by Board consent or by ballot. The Board of Directors may base the vote on a simple majority or on a score based on a total of the applicant ranking by each sitting Director.
5. Officially appoint the successful candidate. The newly appointed Director will take the Oath of Office. The appointment will take effect immediately.

Selection Considerations:

The Board should give consideration to, but not be limited to, the following qualifications:

- Past local government experience.
- Understanding of Oregon open meeting and public records laws.
- Prior budget committee experience, especially with the District.
- Prior Board of Director experience with other districts.
- Background and understanding of Risk Reduction and Emergency Medical Services.
- Availability of time and willingness to participate.
- Decision making and group consensus skills.
- Length of residency in the Rogue Valley.
- Absence of known conflicts of interest.

POLICY STATEMENT:

It is the policy of the Board of Directors to fill Board vacancies as specified in state law and in accordance with these guidelines.

RELATIVE INFORMATION:

The County Clerk is responsible for the conduct and administration of all District elections. The Oregon Revised Statutes establish election dates, filing deadlines, and requirements. It is the responsibility of the District to ensure that all District elections comply with these statutes.

There are a variety of reasons the District may require an election:

- Local option tax levy
- Board of Director election
- Board of Director recall
- Annexation proposal
- Changes in service fee structure
- Consolidation, merger, or dissolution
- Sub-districts

The Oregon Revised Statutes specify procedural requirements for each different type of election. The Special District Elections manual, available from the County Clerk, outlines the procedural requirements in detail. The County Clerk prorates the cost of an election based upon the number of ballot measures, candidate races and agencies involved in the election. Each agency receives an invoice for its portion accordingly. The District should anticipate and include these costs in the District budget.

Within a reasonable time after each District election, the District receives an election abstract from the County Clerk detailing the results of the election for each precinct. The Board of Directors must review and certify the results back to the County Clerk in a timely manner. The County Clerk will then issue a Certificate of Election finalizing the results.

The Board of Directors designates the Fire Chief as the contact person for Fire District 3 with the County Clerk.

POLICY STATEMENT:

It is the policy of the Board of Directors to plan and coordinate all District elections in accordance with state and county regulations.

3.9 ORDINANCES AND RESOLUTIONS

RELATIVE INFORMATION:

The general form for taking action on business items involves the passing of motions. In certain situations, the Board may find the need to adopt an ordinance or a resolution.

An ordinance is an authoritative rule or law adopted by the Board in conjunction with State Law. The District adopts ordinances that include the adoption of a fire code, collection of fees, formation of a contract review board, prohibition of volunteers and employees from being Directors, requirements for insurance of public firework displays, and medical and fire stand-bys at certain events. Oregon Revised Statute 198.510 to 198.600 provides specific procedures that must be followed in the advertisement, adoption, and repealing of ordinances. Ordinances are effective until repealed.

A resolution is a formal motion that expresses formal opinion. The District adopts resolutions in the same manner as all main motions. In general, the District utilizes resolutions when required by law or when the proposal is lengthy and/or highly important. Resolutions are usually prefaced with **whereas** statements, that state the reasons for the resolution. Resolutions remain in force until rescinded or for the length of time specified in the resolution.

POLICY STATEMENT:

It is the policy of the Board of Directors to utilize Ordinances and Resolutions in accordance with their intended purpose and to review, amend and/or delete as may be indicated.

3.10 OATH OF OFFICE

RELATIVE INFORMATION:

An Oath of Office is an affirmation a person takes before undertaking the duties of an office. An Oath is not required by law but can be required by Policy. Each board member shall take the Oath of Office in the presence of the District notary or other official authorized by Oregon law to hear oaths.

- The Board President shall be responsible for administering the Oath of Office to the other Directors.
- The Board Vice President shall be responsible for administering the Oath of Office to the Board President.
- The Board President, or his/her designee, shall be responsible for administering the Oath of Position to the Fire Chief.

Oath of Office for a Director position with Jackson County Fire District 3:

"You have been elected (or appointed) to represent the communities served by Jackson County Fire District 3."

"Your behaviors, decisions and actions directly reflect the image of Jackson County Fire District 3, other Board Members, its personnel, and the level of service the District provides to the citizens we serve."

"Please raise your right hand and repeat after me:"

"I, (STATE YOUR NAME), do solemnly affirm that I will uphold the vision, mission, values and policies adopted by Fire District 3; I will act for the good of the communities of which I serve; I will endeavor for the preservation of life and property; I will strive for excellence while I faithfully, honestly, and ethically perform the duties of Director with Fire District 3."

"You are now duly affirmed as a Director for Jackson County Fire District 3."

POLICY STATEMENT:

It is the policy of the Board of Directors to take an Oath of Office to serve as a Director with Jackson County Fire District 3. This Oath shall be administered to new Directors after an election or an appointment to the position and notarized.

RELATIVE INFORMATION:

An agenda is a list of specific items under each division of the order of business that the Board plans to discuss at a meeting. An agenda adds order to the conduct of regular business. Unless specifically established by the Board, an agenda does not preclude other items of business from being proposed, considered and decided during the meeting. The agenda is flexible, and items may be added, omitted, or changed at the discretion of the presiding officer.

It is important to note that while all meetings are open to the public, the meeting is a meeting of the Board of Directors. The presiding officer may or may not accept discussion or the addition of new topics. The Fire Chief, in consultation with the Board President, normally prepares the Board meeting agendas. Regular monthly agendas are prepared and sent to the Board members prior to the meeting. The format of agendas for special, emergency, or executive meetings depends on the scope and order of the business. The format for regular meetings includes the following major divisions:

1. Call to Order
2. Pledge of Allegiance
3. Roll Call of Directors
4. Approval of Minutes of Previous Meetings
5. Financial Review
6. Public Comment (not to exceed 5 minutes; additional public comment can be provided for specific agenda items, or reserve the opportunity to comment during a specific agenda item)
7. Information Items
8. Old Business
9. New Business
10. Topics Following Preparation of the Agenda
11. Good of the Order
12. Individual Board Member Comments
13. Adjournment.

POLICY STATEMENT:

It is the policy of the Board of Directors to prepare agendas for all regular and special meetings for the orderly conduct of business.

RELATIVE INFORMATION:

Oregon Public Meetings Law and Oregon Revised Statute 192.650 requires that minutes be taken for all Board meetings. Minutes for regular and special sessions must be written. Executive session minutes may be recorded.

Minutes for public meetings must include a listing of:

- Member attendance
- All motions, proposals, resolutions, orders, ordinances and measures proposed and their disposition
- Results of all votes and how each member voted
- The substance of any discussion on any matter
- For emergency meetings, a description of the emergency justifying the meeting
- Subject to ORS 192.311 - 192.478 relating to public records, a reference to any documents discussed at the meeting

Executive session minutes are stored separately from other minutes. If minutes of an executive session are kept in the form of audio, videotape, or digital recording, written minutes are not required. If the disclosure of material in executive session minutes would be inconsistent with the purpose for which the executive session was held, the material may be withheld from disclosure.

POLICY STATEMENT:

It is the policy of the Board of Directors to record and prepare written minutes of all public and executive session meetings. Recordings will be maintained in the District records for a minimum of one (1) year after minutes are prepared and approved. No executive session minutes may be disclosed without prior authorization of the Board.

RELATIVE INFORMATION:

Oregon Public Meetings Law requires that public notice be given of the time and place of all public meetings, including regular, special, and emergency meetings. This requirement applies to all meetings for which a quorum is required even if the meeting is for the sole purpose of gathering information to serve as the basis for a subsequent decision or recommendation by the Board.

The law requires that notice be given to the media and to those who have stated in writing that they wish to be notified of meetings. A reasonable effort must be demonstrated to be inclusive, but the law does not preclude the addition of items to the agenda that arose after the preparation of the agenda.

The Public Meetings Law provides specific detail related to content of the meeting:

- Date, time, and place of meeting
- Name and phone number of contact to request interpreter or other communication aid
- List of principal subjects anticipated to be considered at the meeting

The Board and Administrative Staff must be aware of and ensure notices comply with these standards. The State Attorney General's Office publishes and makes available through the Internet the "Attorney General's Public Records and Meetings Manual."

POLICY STATEMENT:

It is the policy of the Board of Directors that all meetings are properly advertised in accordance with the Public Meetings Law and that, if notice cannot be or is not properly given, no business of the Board will be conducted.

4.4 EXECUTIVE SESSIONS

RELATIVE INFORMATION:

“Executive session” is defined by Oregon Law as any meeting or part of a meeting of a governing body, which is *closed* to certain persons for deliberation on certain matters. An executive session is a type of public meeting and must conform to all applicable provisions of the Public Meetings Law and only called for specific statutorily authorized discussion outlined in Oregon Revised Statute 192.660.

The meeting notice requirements for executive sessions are the same as for other public meetings. However, there is an additional requirement that the statutory authority and reason for the session must be set forth. An executive session may be called during a regular, special, or emergency meeting for which notice has already been given, and as a separate meeting that is exclusively an executive session.

The Board may not make final decisions during any executive session. The Board may arrive at a consensus during the executive session, but a final vote or decision must be made during the public portion of a meeting. The purpose of this requirement is to allow the public to know the result of the discussions.

Generally, an executive session is closed to all except members of the governing body, staff reporting to it on the subject of the executive session or those personally invited by the governing body, and the news media (with certain restrictions). The presiding officer must declare that the subject of the executive session is not to be disclosed or reported on. If instructions are not given, the media may report everything. If unannounced matters are discussed, the media may report on those additional matters.

Oregon Revised Statutes identify ten (10) purposes for which an executive session may be conducted. The specific law should be reviewed in each instance to ensure the statutory restrictions and conditions are being met.

- Employment of Personnel
- Discipline of Public Officers and Employees
- Safety and Security Related Programs
- Consultation with Labor Negotiator
- Real Property Transactions
- Exempt Records
- Trade or Commerce
- Litigation/Consultation with Legal Counsel
- Performance Evaluations
- Conduct Labor Negotiations

POLICY STATEMENT:

It is the policy of the Board of Directors to call, conduct, record, and maintain written minutes for executive sessions in accordance with the Oregon Public Meetings Law.

It shall further be the policy of the Board that Board members, Staff, and other persons present shall not discuss or disclose executive session proceedings outside of the executive session without prior authorization of the Board as a whole.

4.5 PARLIAMENTARY PROCEDURES

RELATIVE INFORMATION:

Rules of parliamentary procedure provide the means for orderly and expeditious disposition of matters before the Board. They govern the way Directors interact with each other. To facilitate decision-making, a simplified and flexible approach to parliamentary procedure is helpful. The Sturgis Standard Code of Parliamentary Procedure, states, "Technical rules should be used only to the extent necessary to observe the law, to expedite business, to avoid confusion, and to protect the rights of members (directors)."

The basic principles of parliamentary procedure that apply include:

- All Directors have equal rights, privileges, and obligations
- The majority vote decides all issues
- The rights of the minority are protected
- Each Director has the right to understand every proposition presented for decision, and to engage in full and free discussion of the proposition's advantages and disadvantages before taking action
- The simplest and most direct procedure for accomplishing a purpose shall be observed, as long as it does not violate the rights of Directors or the laws
- Directors will be protected from abuse by visitors, spectators, and other participating in the Board's activities, by use and enforcement of orderly processes
- All meetings shall be characterized by fairness and good faith

Several different model guides are available. The District has used The Standard Code of Parliamentary Procedure by Alice Sturgis for many years. Copies of the guide are made available for reference through the Executive Assistant.

POLICY STATEMENT:

It is the policy of the Board of Directors to use, except as otherwise required, the Standard Code of Parliamentary Procedure by Alice Sturgis as its parliamentary guide.

4.6 PUBLIC PARTICIPATION

RELATIVE INFORMATION:

All Board meetings, except executive sessions, are open to the public. Although State Law only requires the Board to permit public participation during Public Hearings, it is the practice of the Board to accept comments from the public on agenda topics or other related concerns.

Near the beginning of the meeting the Board President or presiding officer will ask if anyone in the audience wishes to comment on any agenda items or would like to address the Board on a different topic. Individuals wishing to speak are given the opportunity to introduce themselves, state their address and state the agenda item or topic they wish to address. The presiding officer will then determine when and if the concern will be addressed. Any particular topic may be postponed to a later meeting to allow time to gather necessary information and/or to ensure adequate public notice of the topic.

The presiding officer has inherent authority to keep order and to impose any reasonable restrictions necessary for the efficient and orderly conduct of a meeting. The presiding officer may regulate the order and length of appearances and limit appearances to presentations of relevant points. Any person who fails to comply with reasonable rules of conduct or who causes a disturbance may be asked or required to leave.

POLICY STATEMENT:

It is the policy of the Board of Directors to accept public comment on issues of concern in accordance with the rules of parliamentary procedures and the guidelines established by the Board and the presiding officer of the meeting.

RELATIVE INFORMATION:

The Oregon form of government requires the public be made aware of the deliberations and decisions of governing bodies and the information upon which decisions are made. The key requirements of the Public Meetings Law according to Oregon Revised Statute 192.610 applies to all meetings of a governing body for which a quorum is required to make decisions or to deliberate toward a decision. Key requirements of the Law are as follows:

- All meetings are open to the public, unless an executive session is authorized
- Notice is to be given of the meeting
- Minutes of the meeting are prepared
- Electronic, video or telephonic technology is made available to all members of the public who wish to attend remotely

The Public Meetings Law applies to all meetings. The law does not cover purely social gatherings, but Board members must be cautious to avoid any discussions of official business during such gatherings. Conference calls, group email communications, and other forms of electronic communications are specifically identified in the law. Notice for such meetings is required and the public must be given at least one location where the meeting may be heard.

The Law also requires that the District recognize and provide special accommodations as may be necessary to provide access for persons with disabilities.

The Law does not require that the public be present and/or be given the opportunity to participate in Board deliberations, but the public must be given notice, and meetings must be conducted in locations that afford attendance by the public. The Board and Administrative Staff must be aware of these standards and ensure all meetings comply.

POLICY STATEMENT:

It is the policy of the Board of Directors to observe the provisions of the Oregon Public Meetings Law and to ensure public notice, access, and accommodations are provided.

5.1 EMPLOYMENT STANDARDS

RELATIVE INFORMATION:

The District personnel policies are maintained in the District Organization Manual. The Employment Standards policy delineates conditions of employment including hiring, compensation, hours of work, leave, and other matters related to employment and standards of work. The purposes of these standards are to:

- Inform all members of the working guidelines for supervisory and staff personnel in the day-to-day administration of the District
- Inform members of work standards, expectations, and how personnel matters are to be addressed
- Ensure consistent, fair, and uniform treatment of District members in accordance with applicable regulations and District guidelines
- Ensure the personnel system operates in alignment with the Mission of the District

The Employment Standards apply to all members of the District. The District also negotiates a Collective Bargaining Agreement (CBA) with the IAFF Local 1817 bargaining unit. When there is a difference between a District Employment Standard and a provision in the labor agreement, the language in the Collective Bargaining Agreement applies.

The Fire Chief maintains and makes recommendations on the Employment Standards.

POLICY STATEMENT:

It is the policy of the Board of Directors to delegate the development, maintenance, and administration to the Fire Chief.

5.2 RULES AND REGULATIONS

RELATIVE INFORMATION:

Organizational Rules and Regulations are designed to promote efficiency, effectiveness, and discipline through the establishment of guidelines for the conduct of business and behavior of District members.

Rules and Regulations are not intended to cover all possible situations that may arise but serve as functional guidelines so members of the organization will know what constitutes acceptable behavior. The Rules and Regulations are considered a part of the District Personnel Policies and are used in conjunction with all other District policies, guidelines, and regulations.

All members of the District are expected to conduct themselves in accordance with the Rules and Regulations and all supervisory personnel are expected to enforce and make personnel related decisions accordingly.

The Rules and Regulations are contained in the District Organization Manual. They may be modified, added, or deleted at the recommendation of the Fire Chief and upon the approval of the Board.

POLICY STATEMENT:

It is the policy of the Board of Directors to delegate the development, maintenance, and administration to the Fire Chief.

5.3 (5.101) FIRE CHIEF POSITION DESCRIPTION

DISTINGUISHING FEATURES

The Fire Chief is the Chief Executive Officer (CEO) for the District. Responsibilities include budgeting, planning, coordination, and implementation of all District programs, activities, and policies established by the Board of Directors. The Fire Chief coordinates the operations of the District with other local, regional, and state fire protection agencies and with other governmental agencies. Other duties may include functioning as a Duty Officer and/or Command Officer at emergency scenes.

The work requires an in-depth knowledge of fire protection principles and practices, administration and management principles, and law related to fire protection and related administrative practices. The Fire Chief must possess the ability to deal effectively with paid and volunteer personnel, elected officials, other agency personnel, the media, and the general public.

SUPERVISION RECEIVED AND EXERCISED

The Fire Chief functions under the general supervision of the Board of Directors. The Fire Chief directly supervises and directs the activities of the Executive Team. The Fire Chief's disciplinary authority extends up to and includes termination of paid members and dismissal of volunteer members.

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES

The following list describes the essential functions of this position, but are not limited to the following duties and responsibilities

- Oversee the operation of all matters pertaining to the District; Ensure that the vision of reducing and eliminating risk for the patrons is achieved at the highest level possible with the funding available.
- Provide effective leadership for all personnel necessary to carry out the business and mission of the District.
- Oversee the District's personnel management system including hiring, promotions, appraisals, discipline and succession management.
- Oversee the development and administration of the Strategic Plan, Standards of Cover, and Code Enforcement for the District.
- Oversee the development and administration of the District Budget, including serving as the Budget Officer.
- Communicate effectively with District Personnel, Board of Directors, Budget Committee, Civil Service, Labor Officials, elected officials and the Community.
- Ensure effective maintenance of all facilities and equipment owned or managed by the District, including managing a capital replacement program.
- Cultivate relationships with local, state, and regional partners and stakeholders.
- Apply a vision and strategy for a sustainable future.
- Respond to critical emergencies with the capability of supporting or assuming Command; perform other duties as assigned by the Board of Directors.

KNOWLEDGE

District administration, principles of public administration, personnel management, budgeting, and local municipal government; principles of fire protection including emergency response, fire and life safety, and training; principles of risk analysis, standards of cover, and strategic planning; District resources, geography, special hazards, and communication systems.

5.3 (5.101) FIRE CHIEF POSITION DESCRIPTION

SKILLS AND ABILITIES

- Provide incident command and control strategies
- Lead and direct others
- Demonstrate fluent and effective use of computers and computer systems.
- Apply principles of public administration and fire protection to District needs.
- Analyze fire suppression, EMS, and fire prevention needs and address them through the development of realistic budgets.
- Plan and carry out short- and long-term programs of the District.
- Establish effective working relationships with District personnel, other agency personnel and the public.
- Prepare and communicate written and oral reports and documents.
- Coordinate and delegate activities.

VALUES AND GUIDING PRINCIPLES

All members of the District are required to demonstrate positive values to be an effective member of the organization. The Fire Chief must be able to demonstrate the following:

- **Accountability:** To one another and those we serve.
- **Professionalism:** Embodying compassion, competence, courage, and humility.
- **Safety and Wellness:** Strategically safe in action; committed to physical and mental well-being, working hard, retiring healthy.
- **Teamwork:** Aligning our individuality to achieve the mission.
- **Trust and Integrity:** Confident in one another, honest, consistent, and respectful.

LEADERSHIP COMPETENCIES

The following 15 competencies have been identified as critical skills for the position of Fire Chief, as defined in the Lominger Development Model. The Fire Chief must be able to demonstrate the following:

Interpersonal Savvy: Relates comfortably with people across levels, functions, culture, and geography; acts with diplomacy and tact; builds rapport in an open, friendly, and accepting way; builds constructive relationships with people both similar and different to self; and picks up on interpersonal and group dynamics.

Plans and Aligns: Sets objectives to align with broader organizational goals; breaks down objectives into appropriate initiatives and actions; stages activities with relevant milestones and schedules; and anticipates and adjusts effective contingency plans.

Strategic Mindset: Anticipates future trends and implications accurately; readily poses future scenarios; articulates credible pictures and visions of possibilities that will create sustainable value; and creates competitive and breakthrough strategies that show a clear connection between vision and action.

Resourcefulness: Marshals resources (people, funding, material, support) to get things done; orchestrates multiple activities simultaneously to accomplish a goal; gets the most out of limited resources; and applies knowledge of internal structures, processes, and culture to resourcing efforts.

5.3 (5.101) FIRE CHIEF POSITION DESCRIPTION

Cultivates Innovation: Comes up with useful ideas that are new, better, or unique; introduces new ways of looking at problems; can take a creative idea and put it into practice; and encourages others thinking to promote and nurture innovation.

Courage: Readily tackles tough assignments; faces difficult issues and supports others who do the same; provides direct and actionable feedback; and is willing to champion an idea or position despite dissent or political risk.

Organizational Savvy: Is sensitive to how people and organizations function; anticipates land mines and plans approach accordingly, deals comfortably with organizational politics; knows who has power, respect, and influence; and steers through the organizational maze to get things done.

Balances Stakeholders: Understands internal and external stakeholder requirements, expectations, and needs; balances the interests of multiple stakeholders; considers cultural and ethical factors in the decision-making process; and acts fairly despite conflicting demands of stakeholders.

Manages Ambiguity: Deals comfortably with the uncertainty of change; effectively handles risk; can decide and act without the total picture; is calm and productive, even when things are up in the air; deals constructively with problems that do not have clear solutions or outcomes.

Customer Focus: Gains insight into customer needs; identifies opportunities that benefit the customer; builds and delivers solutions that meet customer expectations; and establishes and maintains effective customer relationships.

Builds Effective Teams: Forms teams with appropriate and diverse mix of styles, perspectives, and experience; establishes common objectives and a shared mindset; creates a feeling of belonging and strong team morale; shares wins and rewards team efforts; and fosters open dialogue and collaboration among the team.

Drives Vision and Purpose: Talks about future possibilities in a positive way; creates milestones and symbols to rally support behind the vision; articulates the vision in a way everyone can relate to; creates organization-wide energy and optimism for the future, and shows personal commitment to the vision.

Instills Trust: Follows through on commitments; is seen as direct and truthful; keeps confidences; practices what he/she preaches; and shows consistency between words and actions.

Values Differences: Seeks to understand different perspectives and cultures; contributes to a work climate where differences are valued and supported; applies others' diverse experiences, styles, backgrounds, and perspectives to get results; and is sensitive to cultural norms, expectations, and ways of communicating.

Ensures Accountability: Follows through on commitments and makes sure others do the same; acts with a clear sense of ownership; takes personal responsibility for decisions, actions, and failures; establishes clear responsibilities and processes for monitoring work and measuring results; and designs feedback loops into work.

WORK ENVIRONMENT

Regular work hours are ten (10) hour days, four (4) days a week, however, evening and weekend meetings are common. Work activities vary widely and include office and administrative work, response to alarms, attendance at meetings, field and classroom training, and daily driving. Response to alarms may occur at any time.

5.3 (5.101) FIRE CHIEF POSITION DESCRIPTION

MINIMUM EXPERIENCE AND QUALIFICATIONS

Minimum Qualifications:

- Bachelor's degree in fire administration, public administration, or other closely related field
- A minimum of eight (8) years full-time experience with a paid or combined paid/volunteer fire department. Experience must exhibit a consistent pattern of participation, personal and professional growth, and increasing organizational responsibility.
- At least five (5) years supervisory and administrative experience in a managerial and command position of Battalion Chief or higher that demonstrates the required knowledge, abilities, behaviors, and traits to perform the essential functions.
- Valid driver's license.

DESIRABLE QUALIFICATIONS

- Master's degree in leadership, management, business administration or related field.
- Completion of the National Fire Academy Executive Fire Officer program, or other certificated managerial training programs.
- Chief Fire Officer Designation from the Commission on Fire Accreditation International.
- Completion of the Fire Service Executive Development Program (FSEDI)
- Proven experience in interagency coordination with structural and wildland protection agencies.
- Proven experience working with districts, cities, counties and other governmental agencies.

CIVIL SERVICE STATUS:

Exempt

FLSA STATUS:

Exempt-Executive

BARGAINING UNIT:

No

5.4 PERFORMANCE APPRAISAL SYSTEM

RELATIVE INFORMATION:

The performance appraisal system is an important element of the District's personnel system. In order for the organization to be successful, the District must:

- Employ competent people who develop a personal commitment to the success of the organization,
- Motivate its members to perform well in their jobs in order to achieve organizational and personal objectives,
- Monitor and appraise member performance on a routine basis and use the results to help members improve, and it must
- Recognize and reward members for good performance.

The District's performance appraisal system is designed to accomplish these goals by emphasizing the following objectives:

- Identify the strengths and weaknesses of each member's on-the-job performance.
- Provide feedback to each member concerning job performance.
- Improve communication between members and their supervisors.
- Provide a basis for counseling and assistance to assist members in improving their performance.

POLICY STATEMENT:

It is the policy of the Board of Directors to endorse a formal member performance system. The Fire Chief is responsible for the development, administration, and maintenance of the performance appraisal system.

5.5 DISCRIMINATION AND HARASSMENT

RELATIVE INFORMATION:

There are three (3) basic forms of employment discrimination: disparate treatment, disparate impact, and failure to make reasonable accommodation.

- **Disparate treatment** refers to the intentional different treatment of similarly situated individuals because of their membership in one or more protected classes.
- **Disparate Impact** refers to the unintentional discrimination involving an employment policy which may be neutral or nondiscriminatory on its face, but which has a disparate impact on a protected class.
- **Reasonable accommodation** discrimination may occur when an individual is disqualified due to a specific job requirement if a “reasonable accommodation” could have been made to remedy the concern.

Harassment is another form of discrimination in which a hostile work environment is allowed to exist. The Equal Employment Opportunity Commission (EEOC) defines harassment as “Verbal, written, or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, religion, sex, sexual orientation, gender identity or expression, national origin, age, disability, marital status, citizenship, genetic information, or any other characteristic protected by law, or that of his/her relatives, friends or associates, and that: a) has the purpose or effect of creating an intimidating, hostile or offensive work environment, b) has the purpose or effect of unreasonably interfering with an individual’s work performance, or c) otherwise adversely affects an individual’s employment opportunities”.

There are a variety of federal and state laws that prohibit harassment in the workplace. These regulations address personal and organizational behavior, and remedial action that may be taken by an individual against another individual and/or the organization.

All members have the right to expect that they will not be harassed. If an incident occurs or situation exists, members have the right to expect that the organization will take a course of action to correct the problem and prevent further problems.

POLICY STATEMENT:

It is the policy of the Board of Directors that:

- No member will be discriminated against and/or harassed by another member or supervisor of the organization.
- The District will thoroughly and fairly investigate all complaints.
- No member will be placed at risk or suffer retaliation as a result of filing a harassment complaint.
- The District will maintain reasonable confidentiality and privacy during any investigation of any allegation of which the District may become aware.
- The District will provide periodic discrimination and harassment training for all supervisory, staff, and line personnel.

5.6 AMERICANS WITH DISABILITIES ACT

RELATIVE INFORMATION:

The Americans with Disabilities Act (ADA) was enacted in 1990. The purpose of the ADA is to provide a clear and comprehensive mandate for the elimination of discrimination against individuals with disabilities, to dispel stereotypes and assumptions about disabilities, and to assure equality of opportunity, full participation, independent living, and economic self-sufficiency for disabled persons.

As a result of the ADA, local governments must make programs, services, facilities, and activities equally available to disabled individuals as defined by the ADA. Facilities must be made accessible to the disabled. Employers must provide equal employment opportunities for qualified individuals with disabilities provided they can perform the essential functions of the job. Employers are required to make "reasonable accommodations" for the known physical and mental limitations of qualified disabled applicants and members and for public access to services and facilities including but not limited to the District website and virtual technologies used for District business.

POLICY STATEMENT:

It is the policy of the Board of Directors to adhere to all applicable laws, regulations, and guidelines of the ADA related to employment, facilities, access, and the delivery of services and programs.

5.7 COLLECTIVE BARGAINING

RELATIVE INFORMATION:

The Oregon State Legislature enacted the Public Employee's Collective Bargaining Act (PECBA) in 1975. The PECBA requires that public employers bargain in good faith with their members in matters concerning wages, hours, and terms and conditions of employment.

The District recognizes the Rogue Valley Professional Firefighter Association L1817 as organized under the International Association of Firefighters and sole representative of the bargaining unit members.

A labor agreement is negotiated with the Firefighter Unit in accordance with PECBA legislation. While the goal of PECBA is that the employer and member group negotiate an agreement, the rules also describe the process to resolve an impasse in the negotiating process. If a negotiated agreement is not reached, an independent arbitrator ultimately determines the terms of an agreement. The length of an agreement may vary but generally extends from one (1) to three (3) years.

POLICY STATEMENT:

It is the policy of the Board of Directors to bargain in good faith with established labor units as specified by State law.

5.8 CIVIL SERVICE SYSTEM

RELATIVE INFORMATION:

Oregon Revised Statutes 242.702 - 242.824 establishes a Civil Service System for firefighters and mandate that a system for the classification of positions and the selection of personnel be performed on a competitive basis for entrance and promotion be in place.

The Board of Directors adopted Resolution 91-03 on April 18, 1991, officially creating a Civil Service System in accordance with the statute.

The Board of Directors appoints three (3) Civil Service Commissioners to overlapping 4-year terms. The Civil Service Commission is responsible for the oversight of the appointment, tenure, and promotion of classified members.

The duties of the commission and rules for selection and promotion of Civil Service positions is governed by the separately adopted Civil Service Rules.

POLICY STATEMENT:

It is the policy of the Board of Directors to maintain a Civil Service System that meets the intent and requirements of ORS 242.702 - 242.824.

5.9 PREVENTION OF WORKPLACE VIOLENCE

RELATIVE INFORMATION:

Employers have a legal responsibility to prevent all forms of workplace violence. The term “workplace” includes all District premises and any other location where an individual is acting as an official District member. Violence includes physical harm to another, shoving, pushing, harassing, intimidating, coercing, brandishing a weapon, or threatening to engage in any of these activities.

Violence in the workplace could involve acts between District members or between a District member and a non-member. The District is responsible for providing safety in the workplace under all reasonable circumstances.

The elements of an effective workplace violence prevention program include:

- Establishing effective policies
- Educating District members
- Establishing reporting and investigation procedures
- Training supervisors
- Documenting and assuring follow through

The term “zero tolerance” implies that violence of any kind will not be tolerated, and that any violence or threat of violence directed toward any other person will be considered cause for immediate disciplinary action up to and including termination.

POLICY STATEMENT:

It is the policy of the Board of Directors to adopt a “zero tolerance” policy for violence of any kind in the workplace.

It is the policy to maintain standards for the prevention of workplace violence, education, and procedures for the investigation and correction of all reported and/or potential incidents of violence.

5.10 FIRE CHIEF PERFORMANCE APPRAISAL

REALATIVE INFORMATION:

The employment and performance appraisal of the Fire Chief is a function of the Board of Directors. The Fire Chief is the Chief Executive Officer of the District and is charged with the responsibility of administering the affairs of the District and carrying out the directives of the Board of Directors.

The purpose of the performance appraisal process is to:

- Improve communication between the Fire Chief and the Board of Directors.
- Identify the strengths and weaknesses of job performance.
- Provide feedback concerning job performance.
- Provide a basis for counseling and assistance to improve and/or direct future job performance.

State law allows the Fire Chief's performance appraisal to be conducted in executive session only if the criterion for the review is adopted in public session after the public has had an opportunity to comment on the criteria and the Fire Chief does not request that the appraisal be conducted in public.

The annual performance appraisal is generally conducted two (2) months prior to the Fire Chiefs anniversary date. The Board may conduct additional performance appraisals at its discretion.

POLICY STATEMENT:

It is the policy of the Board of Directors to conduct at least one (1) performance appraisal of the Fire Chief each year and that the criteria used for the appraisal includes the following items:

- A formal evaluation will be conducted upon completion of the first year of employment and subsequent odd years. An informal evaluation will be conducted on even anniversary dates.
- Ability to cooperate with the Board, Staff, community citizens and leaders, peer organizations, and neighboring cities, districts, and the County.
- Ability to communicate effectively orally and in writing.
- Ability to effectively lead District members.
- Exemplary work habits.
- Full and efficient use of District services.
- Management skills are necessary to maximize services and minimize the cost to taxpayers.
- Successful progress as measured against the District's Strategic Plan, including any additional specific objectives as set forth by the Board of Directors.

5.11 RE-EMPLOYMENT OF RETIRED MEMBERS

RELATIVE INFORMATION:

The District maintains procedures for the re-employment of retired members when in the best interest of the public and as allowed by ORS 238.078. Re-employment assists the District in managing succession by planning retirements.

The retired member may assume the same position as held prior to retirement, or the District may assign the retired member to a different position dependent upon District needs.

A re-employed member shall be considered a temporary member and not subject to labor representation. The District defines seniority as “the length of continuous employment as a full-time member”; therefore, the member’s seniority concludes upon the official retirement date.

The temporary member shall not be eligible for promotion during the re-employment contract period. In the event of layoffs, temporary members will be the first to be laid off.

The length of the re-employment contract will be based on the needs of the District but generally not exceed six (6) months or one (1) year for members of the Management Team.

POLICY STATEMENT:

It is the policy of the Board of Directors that all District members retiring, in good standing with the District, shall maintain the right to apply for re-employment under limited conditions and duration.

It is further the policy that re-employment shall meet the intent of ORS 238.078, however the statute will not obligate the District’s application.

6.1 COMPLIANCE WITH LOCAL BUDGET LAW

RELATIVE INFORMATION:

Oregon Law requires that budgets are prepared, adopted, and administered in accordance with a specific set of laws known as the “Local Budget Law.” These laws and the associated administrative rules are enforced by the Oregon Department of Revenue and cover the full range of budgeting and budget administration including:

- The appointment of a Budget Officer.
- The appointment of a Budget Committee.
- The structure and format of budget forms and documents.
- Advertising and publication requirements.
- Meeting procedures.
- Adoption procedures.
- Supplemental budget procedures.
- Budget administration and documentation procedures.

The adoption of an annual budget along with the appropriation of taxes is a critical function of the Board of Directors. The Department of Revenue provides written educational materials and periodic training sessions to ensure that all local governments are aware of the various regulations.

The Board generally appoints the Fire Chief as the Budget Officer. The Budget Officer is responsible for overseeing the preparation and presentation of the proposed budget to the Budget Committee.

POLICY STATEMENT:

It is the policy of the Board of Directors to comply with and be guided by the State of Oregon Local Budget Law in all aspects of budget preparation, adoption, and administration.

6.2 FUNDS AND FINANCIAL POLICIES

RELATIVE INFORMATION:

The Board of Directors adopts a Funds and Financial Policy Resolution at the first regular Board meeting of each fiscal year. The policies are adopted by Resolution and address the funds to be established and the budget policies to be followed for the year.

The purpose of adopting these items by resolution annually is to officially approve and ensure full public disclosure of the District's budget administration policies and procedures.

The following policies are generally included:

- Funds authorized in the annual budget.
- Banks, types of accounts and authorized signatories.
- Process in which taxes will be collected.
- Process in which tax receipts will be invested.
- Basis of accounting.
- Assignment of fund balance.
- Management of interfund transfers.
- Management of petty cash and authorization of credit cards.
- Fixed asset threshold and depreciation method.
- Designation of the Budget Officer.
- Identification of Registered Agent of Record and other agents of record for the District.
- Identification of District Auditor and Legal Counsel.
- Identification of retirement system.
- Other topics as may be necessary.

POLICY STATEMENT:

It is the policy of the Board of Directors to annually adopt a Funds and Financial Policy Resolution describing the various policies and procedures as herein described.

It is the policy of the Board to amend policies by subsequent resolution of the Board as necessary and prudent.

RELATIVE INFORMATION:

Municipal corporations in Oregon must comply with Municipal Audit Law, ORS 297.405 - 297.555. Minimum standards for audits of Oregon Municipal Corporations are addressed in Oregon Administrative Rules Chapter 162 Division 10.

An "audit," as defined in OAR 162-010-0010, is "An independent, objective examination of the accounts, financial affairs, and performance of a government municipality for the purpose of determining the results of operation for the period under review and the financial position at the end of the period. The examination includes an evaluation of the system of internal control, a review of the accounting records and procedures, and a gathering of appropriate evidence from external sources".

The District contracts with an accountant who is authorized to conduct municipal audits in Oregon in accordance with State Contract Review Laws. The audit is conducted annually for the preceding fiscal year in accordance with generally accepted accounting principles, government auditing standards prescribed by the United States General Accounting Office, and the Minimum Standards for Audits of Oregon Municipal Corporations.

The Auditor formally expresses an "opinion" on the fairness and accuracy with which the District's financial statements present its financial position, compliance with law, and generally accepted accounting principles and practices.

The District audit of the previous fiscal year is required to be completed and filed no later than six (6) months after the year ends (December 31), unless an extension is granted. The Chief Financial Officer works with the Auditor to collect information and data. The Board generally appoints its Secretary/Treasurer to meet with the Auditor, Fire Chief, and Chief Financial Officer to review the findings of the audit prior to formal presentation to the Board at a regularly scheduled Board meeting.

POLICY STATEMENT:

It is the policy of the Board of Directors to schedule a review with the Auditor, Administrative Staff, and the Board Secretary/Treasurer prior to formal presentation to the Board of Directors.

It is the policy of the Board to work with the Administrative Staff and auditor on the implementation of any recommendations that are necessary or advisable to improve the District's financial management systems and procedures.

6.4 FEES FOR SERVICES

RELATIVE INFORMATION:

State law allows for a District Board to adopt an ordinance to create a fee schedule for services provided by the District. Fees may not exceed the cost of providing the service. The District adopted Ordinance No. 14 authorizing the District to charge for certain services and to establish an appropriate fee schedule. The fee schedule was originally adopted by Resolution in 1994 and is reviewed and updated as necessary.

POLICY STATEMENT:

It is the policy of the Board of Directors to comply with all aspects of State law pertaining to fees for service and to establish and maintain a fee schedule to recover the cost of providing those services.

6.5 SUPPRESSION BILLING

RELATIVE INFORMATION:

Fire suppression services are generally funded through tax receipts received from property owners within the jurisdictional boundaries of the District. There are three (3) specific situations in which the District may bill for the cost of suppression services:

1. State Mobilization: When the governor declares the Emergency Conflagration Act and enacts the State Mobilization Plan, agencies that send resources outside their district may bill the State in accordance with a fee schedule established in the Mobilization Plan.
2. Fires in Unprotected area: If the Fire Chief or designee has been authorized by the Board to respond and extinguish fires found in unprotected areas and the fire is deemed to cause an undue jeopardy to life or property, the agency may bill the property owner in accordance with procedures established by the State Fire Marshal's Office.
3. Incidents involving an airplane crash or on a transportation route where the District receives no other direct tax: For these situations in which the individuals/property owners pay no taxes, the District may bill the recipient for the services rendered in accordance with procedures adopted by the State Fire Marshal's Office.

For the suppression, standby or mitigation of an unlawful fire in accordance with ORS 478. The District has established procedures to identify such incidents and has billing procedures that are in accordance with State Law.

POLICY STATEMENT:

It is the policy of the Board of Directors to recover suppression costs when appropriate and authorized by State Law.

RELATIVE INFORMATION:

The District has established procedures for tracking and recording fixed assets as required by Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB) Statement 34. A fixed asset is defined as:

- Property that has an expected useful life of more than one (1) year; and
- Property that costs or has a value of \$10,000 or more.

Fixed assets are depreciated on an annual basis utilizing the straight-line method over established useful lives. Properties acquired through donations are recorded at fair market value at the time of receipt. Disposal of fixed assets shall be in accordance with District policy and State Public Contracting Law. Assets are grouped by class and annually reflected on a capital asset schedule within the Comprehensive Financial Report.

POLICY STATEMENT:

It is the policy of the Board of Directors to comply with and be guided by Generally Accepted Accounting Principles for recording and depreciating fixed assets.

It is the policy of the Board to declare fixed assets surplus prior to disposal and to dispose of such items in accordance with policy and State Law.

6.7 BUDGET AND FINANCIAL POLICIES

RELATIVE INFORMATION:

The District prepares and presents an annual budget in which budget and financial policies are identified in detail and summary form. These policies are the foundation for ensuring sound financial practices, financial stability, and support the development of the ensuing fiscal year budget. The key policy components addressed are:

- Adopting a balanced budget.
- Budgeting revenue trends based on realistic projections.
- Diversifying revenue.
- Allocating Ending Fund Balance in the General Fund of no less than 25 percent of operating revenues.
- Budgeting an Operating Contingency of five (5) percent of General Fund operating revenues.
- Meeting Debt Service obligations.
- Funding budgeted capital expenditures.
- Allocating appropriate funding in the Capital Projects Fund for future capital expenditures.
- Conducting and implementing long-range financial planning.
- Investing District funds with the Local Government Investment Pool.

POLICY STATEMENT:

It is the policy of the Board of Directors to review and modify as necessary the Budget and Financial Policies of the District annually prior to the development of the proposed budget for the following fiscal year. The approved Budget and Financial Policies will be included in each year's budget document.

RELATIVE INFORMATION:

The Investment Policy establishes the investment objectives, delegation of authority, standards of prudence, eligible investments and transactions, internal controls, reporting requirements, and safekeeping and custodial procedures necessary for the prudent management and investment of the funds of the District.

These provisions shall apply to all investable funds of the District, except for deferred compensation fund assets, pension fund assets, and assets of restricted trust and escrow funds. Included under the provisions of this Policy are financial assets of the general operating fund and the capital projects fund. Funds held by trustees or fiscal agents are excluded from these rules; however, all funds are subject to regulations established by the State of Oregon.

Investment Objectives

The District's funds shall be invested in accordance with all applicable State and Federal regulations, and in a manner designed to accomplish the following objectives, in priority order:

1. Safety – Investments shall be undertaken in a manner that seeks to ensure the preservation of District funds.
2. Conformance with federal, state, and other legal requirements.
3. Liquidity – Investments shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.
4. Return – Investments are limited to highly rated/low risk securities in anticipation of earning a fair return relative to the risk assumed.

Prudence and Indemnification

The standard of prudence to be used for managing the District's assets is the "prudent person" rule which states, "investments shall be made with judgement and care, under circumstances then prevailing, which person of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

The overall investment program shall be designed and managed with a degree of professionalism that is worthy of public trust. The District recognizes that no investment is totally risk-free and that the investment activities of the District are a matter of public record. Accordingly, the District recognizes that within a diversified portfolio, losses sometimes occur, and such losses shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security before maturity may be in the best long-term interest of the District.

The District's Custodial Officer (ORS 294.004 (2)) and staff acting in accordance with this Investment Policy, written procedures, and Oregon Revised Statutes 294.035 and 294.040 and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price change, or other loss in accordance with ORS 294.047, provided that these deviations and realized losses are reported as soon as practicable to the Fire Chief and action is taken to control adverse developments.

Delegation of Authority

The ultimate responsibility and authority for the investment of District funds resides with the Board of Directors. Authority to manage investments within the scope of this policy and operate the investment program in accordance with established written procedures and internal controls is granted to the Chief Financial Officer, hereinafter referred to as the Investment Officer. The

6.8 INVESTMENT POLICY

Investment Officer shall invest District funds in accordance with ORS Chapter 294, Public Financial Administration, and within this Investment Policy.

Subject to required procurement procedures, the District may engage the support services of outside professionals in regard to its financial program, so long as it can be demonstrated or anticipated that these services produce a net financial advantage or necessary financial protection of the District's resources. External service providers shall be licensed with the State of Oregon Division of Financial Regulation and subject to Oregon Revised Statutes and the provision of this Investment Policy.

The investment advisory firm must be registered with the Securities and Exchange Commission and licensed by the State of Oregon. All investment advisory firm representatives conducting investment transactions for the District must provide certification in writing of having read, understood and agreed to comply with this Policy.

Ethics and Conflicts of Interest

The Investment Officer shall refrain from personal business activity that could conflict with proper execution of the investment program or create the appearance of an impairment of their ability to make impartial investment decisions. The Investment Officer shall disclose in writing to the Fire Chief any financial interests they have in financial institutions that conduct business with the District and they shall subordinate their personal investment transactions to those of the District. Officers and members of the District shall, at all times, comply with the State of Oregon Government Standards and Practices code of ethics set forth in ORS Chapter 244.

Internal Controls and Compliance

The Investment Officer is responsible for establishing and maintaining an adequate internal control structure designed to reasonably assure that invested funds are invested within the parameters of this Investment Policy and protected from loss, theft, or misuse. Specifics for the internal controls shall be documented in writing. The established control structure shall be reviewed and updated periodically by the Board of Directors, Fire Chief, and Investment Officer. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived and the valuation of costs and benefits requires estimates and judgments by management.

The internal controls shall address the following points:

- Compliance with Investment Policy
- Control of Collusion
- Separation of transaction authority from accounting and record keeping
- Custodial safekeeping
- Avoidance of physical delivery of securities whenever possible, but control requirements for physical delivery should be addressed when necessary
- Clear delegation of authority to subordinate staff members
- Confirmation of transactions for investments and wire transfers
- Review, maintenance, and monitoring of security procedures

An external auditor shall provide an annual independent review to ensure compliance with Oregon state law and the District's policies and procedures.

Accounting Method

The District shall comply with all required legal provisions and Generally Accepted Accounting Principles (GAAP) relating to investment accounting. The accounting principles are those

contained in the pronouncements of authoritative bodies including but not necessarily limited to, the Governmental Accounting Standards Board (GASB); the American Institute of Certified Public Accountants (AICPA); and the Financial Accounting Standards Board (FASB).

Safekeeping and Custody

Securities purchased by the District shall be held in a segregated account for the District's benefit by a third-party financial institution (custodian bank). The custodian bank shall be selected on the basis of their ability to provide services for the District's account and the competitive pricing of their safekeeping related services.

Collateralization

All bank deposits, time deposits, certificates of deposit, and savings accounts held in bank depositories, which exceed the amounts insured by one or more agencies of the United States Government shall be collateralized in accordance with the provisions of ORS Chapter 295.

Per Oregon Revised Statutes Chapter 295, it is the responsibility of the State Treasurer to ensure that public funds are collateralized appropriately by the public depositories holding the deposits. Such deposits are designated as cash management tools and not considered investments.

Suitable and Authorized Securities and Transactions

All investments of the District shall be made in accordance with the following Oregon Revised Statutes: ORS 294.035 (Investment of surplus funds of political subdivisions), ORS 294.040 (Restriction on investments under ORS 294.035), and ORS 294.805 to 294.895 (Local Government Investment Pool). Any revisions or extensions of these sections of the ORS shall be assumed to be part of this Investment Policy immediately upon being enacted.

The District will diversify investments across maturities of not more than 18 months, security types and issuers to avoid incurring unreasonable risks. The District has further defined the eligible types of securities and transactions as follows:

- U.S. Treasury Obligations: U.S. Treasury and other government obligations that carry the full faith and credit guarantee of the United States for the timely payment of principal and interest.
- U.S. Agency Obligations: Senior debenture obligations of U.S federal agencies and instrumentalities.
- State of Oregon Local Government Investment Pool organized pursuant to ORS 294.805 through 294.895. Participation in the Pool shall not exceed the maximum limit set by ORS 294.810.
- Time Deposit Open Accounts, Certificates of Deposit, and Savings Accounts in insured institutions as defined in ORS 706.008 that maintains an office in Oregon. All deposits, including time deposit open accounts, Certificates of Deposit, and savings accounts that are purchased by the District shall be FDIC insured or collateralized in accordance with the provisions of ORS Chapter 295.
 - Demand deposits held in qualified depository institutions are considered cash vehicles and not investments and therefore outside the scope and restrictions of this policy.
 - Time deposits, certificates of deposit, and savings accounts are considered investments and within the scope of this policy in accordance with ORS 294.035(3)(d).

6.8 INVESTMENT POLICY

- Commercial Paper subject to a valid registration statement on file with the Securities and Exchange Commission or issued under the authority of section 3(a)(2) or 3(a)(3) of the Securities Act of 1933.
- Corporate Bonds issued by a commercial, industrial, or utility business or issued by or on behalf of a financial institution.
- Bankers Acceptances which are guaranteed by and carried on the books of a financial institution licensed to do banking business in the State of Oregon.

Investment Maturity

Maturity limitation will depend upon whether the funds being invested are considered short-term or long-term funds. All funds will be considered short term and limited to maturities not exceeding 18 months.

Reporting Requirements

If the District invests other than the Local Government Investment Pool, the Investment Officer will provide periodic reports to the Board of Directors showing the make-up of the investment portfolio and average interest rates. A monthly cash flow projection will be used to ensure portfolio maturities coincide with projected cash flow needs.

POLICY STATEMENT:

It is the policy of the Board of Directors to maintain an Investment Policy to ensure safe and conservative investment practices with the District's public funds.

6.9 PURCHASING AND AUTHORIZATION

RELATIVE INFORMATION:

All District purchases shall be authorized and made in a manner that ensures the acquisition of goods and services are transparent, accountable, and in the best interests of the public. The District will be compliant with budgetary and legal requirements. All purchasing decisions must be guided by fairness, competitive pricing, and the prudent use of public resources.

The Fire Chief has the authorization to establish purchasing authority levels for department heads and designated members through policy. Expenditures of public funds include, but are not limited to, procurements, contracts, grants, and operational expenses across all departments. Members making purchases are responsible for obtaining authorization and complying with District policy.

Authority to Approve Expenditures:

- The Board approves all significant expenditures such as large capital projects, real estate transactions, multi-year contracts that exceed \$100,000, and new programs that are not budgeted (did not go through the annual budget committee process) and/or require contingency funds.
- The Fire Chief is authorized to approve purchases up to \$100,000. Unbudgeted purchases greater than \$50,000 require Board approval.
- Department heads and other designated members are authorized to approve operational expenses within the scope of their approved departmental budgets and/or programs in accordance with Organization Policy and not to exceed \$10,000.

POLICY STATEMENT:

It is the policy of the Board of Directors to ensure procedures are in place for authorizing and expending public funds and ensuring expenditures are made in accordance with the adopted budget and ethical practices.

RELATIVE INFORMATION:

The District shall demonstrate a strong commitment to internal controls through its leadership, communications, personnel practices, ethics, and daily actions. The District adheres to a progressive and proactive approach in preventing fraud within the organization and ensuring that District assets are safeguarded. Members are encouraged to report any suspicion of fraud to their supervisor without fear of retaliation. The District has zero tolerance for member theft of any item (financial or inventory) and of any value.

Internal control consists of the following five (5) interrelated components with no single component taking precedence over another component:

- Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring

1. Control Environment:

The control environment sets the tone of an entity and influences the control awareness of its people. The control environment is the foundation for all other components of internal control and provides structure and discipline. Among the important elements of the control environment are the attitude, awareness, and actions of management, as well as those charged with governance.

The District is committed to maintaining the highest possible standards of ethical business conduct. All members are expected to be free of any influence, interest or relationship that might conflict with the best interests of the District. All members are encouraged to promote a safe working environment and treat others with respect. Members learn the District's values and guiding principles early on in their association with the District. They are expected to maintain both a personal and organizational commitment to those values. The value statement can be found in the adopted Strategic Plan and annual Budget Document.

District management provides guidance and oversight, ensures policies and procedures are being followed, and provides members with the information and training necessary to ensure compliance with internal controls are being met within the following Departments:

- Administration
- Response
- Risk Reduction
- Training
- Support Service
- Technology

Administration is responsible for providing executive level direction, supervision, coordination, and support to overall District operations and financial management, human resource activities, accounting, and budgeting in compliance with Oregon Local Budget law.

Response protects life and property through emergency response in the suppression of structural and wildland fires, delivery of emergency medical services, and technical rescues.

Risk Reduction is responsible for hazardous fuels reduction, prevention services, fire investigation, public education, community development, and code enforcement.

Training is responsible for delivering a variety of programs that educate and better one's skills and developing safety techniques and procedures in accordance with appropriate State and National standards.

Support Services is responsible for providing logistical supplies and equipment to ensure operational needs are being met and the preventive maintenance and repair of apparatus and facilities.

Technology is responsible for overseeing the District's technology hardware and software purchases, cyber security, and communication and network systems.

2. Risk Assessment:

Risk assessment is the process of setting objectives, prioritizing and linking those objectives, and identifying, analyzing, and managing risks relevant to achieving those objectives. With respect to the objective of reliable financial reporting, the District's risk assessment process involves the identification, analysis, and management of the risks of material misstatement of the financial statements. Other such risks include:

- Rapid growth in operations,
- Significant changes in personnel,
- New activities or service areas,
- New or revised information systems,
- Regulatory changes, and
- New or updated accounting practices and/or financial reporting required by accounting pronouncements.

Risk assessment control and management is assigned by position and function. The District's Fire Chief and Chief Financial Officer conduct periodic reviews as necessary.

3. Control Activities:

Control activities are policies and procedures that help ensure management directives are being carried out. Control activities are those actions that are taken to address risks that threaten the District's ability to achieve its objectives, one of which is reliable financial reporting. Control activities usually involve two (2) elements: the policy that establishes what should be done and the procedure that implements the policy. Such control activities include, but are not limited to the following:

- Creation and maintenance of written documentation of policies, processes, and procedures;
- Physical controls to safeguard assets such as access codes, prenumbered forms, required signatures, and physical counts of inventories and assets;
- Physical controls to safeguard records, such as passwords, access codes, computer back-ups, and a computer disaster recovery plan;
- Segregation of duties so that no individual has complete control over a process and therefore the capacity to both create and conceal errors or irregularities;
- Maintenance of adequate documentation in support of transactions such as original invoices, cash receipts, and member time records;
- Periodic account reconciliations; and
- Timely distribution of financial reports to stakeholders that include budget-to-actual comparisons.

4. Information and Communication:

District management shall be responsible for identification, capture, communication, and where appropriate, publication of pertinent information in a form and timeframe that ensures the District's goals and objectives are being met. Such information shall flow downward, across, and upward throughout the organization, and shall additionally flow between external stakeholders.

Examples of such communication are:

- Written documentation of financial policies and procedures;
- Accountability over assets, liabilities, and fund balances;
- Position descriptions for all personnel that provide a clear understanding of roles and responsibilities;
- Availability of District documents to all members that provide information and resources, such as the annual budget and annual comprehensive financial report, Strategic Plan, Organization Manual, and Board Policy Manual; and
- A transparent website that provides internal and external stakeholders with applicable information and resources regarding District initiatives and programs.

5. Monitoring:

Monitoring is the process of assessing the quality of internal controls over time. Monitoring involves assessing the design and operation of controls on a timely basis, capturing and reporting identified control deficiencies, and taking actions as necessary. Monitoring activities may also reveal evidence or symptoms of fraud. Effective monitoring ensures that internal controls are modified as changes in conditions occur.

Financial reporting is monitored monthly at the Board and staff level through distributed financial reports and annually through the Annual Comprehensive Financial Report and auditor opinion.

POLICY STATEMENT:

It is the policy of the Board of Directors to protect, cover, and insure their fiduciary responsibilities and understand the importance of internal controls and prevention of fraud. A third-party auditor will annually evaluate the District's financial systems and internal controls. The Board of Directors will periodically review this policy for compliance with the law and the best financial management practices.

6.11 TAX INCREMENT FINANCING (URBAN RENEWAL) DISTRICTS

RELATIVE INFORMATION:

The Jackson County Fire District 3 Board of Directors establishes the following general policy relating to urban renewal districts and tax increment financing. The proposed creation of each urban renewal district, or proposed amendments to existing urban renewal plans that increase the maximum indebtedness shall be individually reviewed and scrutinized by staff for economic and operational impact. The results of these findings will be reported to the Board of Directors.

ORS 457.085 requires that urban renewal agencies “shall consult and confer” with each affected taxing district prior to presenting an urban renewal plan for approval but does not require consultation with such districts during a plan’s development. Therefore, Fire District 3 shall monitor municipalities within its jurisdiction for activity relating to both urban renewal districts and plan amendments and will notify such municipalities of the District’s desire for early consultation and involvement.

ORS 457.085 (5) provides that any written recommendations of the governing body of a taxing district affected by a proposed urban renewal plan shall be accepted, rejected or modified by the governing body of the municipality in adopting the plan. Accordingly, it shall be the policy of this Board to specify to the governing body of the municipality approving the plan, in writing, any of its recommendations that are not included in the proposed plan.

Staff shall evaluate each proposed urban renewal plan and plan amendment that increases maximum indebtedness, for its short-term and long-term economic costs and benefits, and for its operational impact on Fire District 3. Such evaluation shall compare the costs and benefits with and without the urban renewal plan or amendment, as appropriate. Upon completion of this evaluation, staff will present a report to the Board.

In supporting our municipal partners’ efforts to create jobs and promote economic development, the Board believes that properly-constructed urban renewal plans that attract private investment, alleviate blighted areas and increase assessed value can ultimately benefit all public service providers. The Staff and Board will continue to dialogue with the sponsoring agency prior to deciding whether to support, oppose, recommend changes, or remain neutral regarding the proposed urban renewal plan.

Believing that upon reaching a plan’s maximum indebtedness urban renewal plans should be retired, the Board will generally oppose plan amendments that seek to increase maximum indebtedness.

Upon review of Staff’s evaluation and report on a proposed urban renewal plan or plan amendment, the Board may:

- Support the proposed urban renewal plan and plan amendment when the use of tax increment finance (TIF) is limited, generally, to the types of projects which have been shown to be effective in encouraging private investment, thereby increasing assessed value.
- Support the proposed urban renewal plan or plan amendment when the urban renewal plan does not rely exclusively on TIF but, rather, includes other funding sources such as general fund revenues, general obligation bonds and grants.
- Oppose approval of the proposed urban renewal plan or plan amendment when TIF is used to fund public amenities that are not shown to be effective in encouraging private investment.
- Oppose approval of the urban renewal plan or plan amendment when the use of TIF is proposed to fund improvement which are either outside of the urban renewal area or, to

6.11 TAX INCREMENT FINANCING (URBAN RENEWAL) DISTRICTS

the extent that such improvements serve identified needs which are outside of the urban renewal area, is disproportionate to the relationship (assessed value or territory) of the urban renewal area to the balance of the jurisdiction.

- Oppose approval of the urban renewal plan or plan amendment when existing or anticipated District resources are insufficient to meet the anticipated demand caused by proposed plan-supported development.
- Recommend or request changes that improve the urban renewal plan or plan amendment; and support, oppose or remain neutral pending the city or county addressing those changes.

POLICY STATEMENT:

It is the policy of the Board of Directors to review proposed urban renewal plans and determine the level of support the District will provide.

7.1 STRATEGIC AND LONG-TERM PLANNING

RELATIVE INFORMATION:

Planning is a conscious, systematic process during which decisions are made about the goals and activities that an organization will pursue in the future. Planning occurs on many levels involving individuals, work groups, divisions, and the overall organization.

Short-term planning involves the development of annual goals and objectives, schedules, meeting agendas, and an annual budget. Long-term planning involves a process of forecasting and assessing potential changes in the community and environment in which the District must operate. Long-term strategies generally take multiple years to accomplish and serve as the target for short-term planning activities.

Both long and short-term strategies should be evaluated on a continuous basis. This is accomplished during regular monthly Board meetings. Board study sessions should be scheduled routinely to discuss specific situations and to update long-term strategies that may require attention.

The Fire Chief is generally responsible for the establishment of objectives and the implementation of activities designed to carry out the strategy established by the Board. The Board reviews progress and provides additional direction as necessary.

POLICY STATEMENT:

It is the policy of the Board of Directors to adopt an ongoing process of policy and strategic goal evaluation, to hold study sessions dedicated to long-term planning, and maintain a strategic plan.

RELATIVE INFORMATION:

The District retains an agent of record for subject matter expertise in a variety of technical areas:

- Employee Benefits
- Property/Casualty Insurance
- Worker's Compensation
- Legal Counsel
- Auditor

The District employs an agent of record concept to the general duties of firms or individuals to include solicitation of bids (insurance), representation of the District in technical matters (insurance, legal), performance of mandated duties (audit), and/or to make recommendations that represent the best interest of the District (insurance, legal, audit).

State law does not specify time frames and/or specific processes for the selection of these appointees. It is the Board's responsibility to make such appointments in a fair and open process that best represents the interests of the District. Factors in determining when and how such appointments are made generally include:

- Satisfaction with current quality of service.
- Availability and interest of local vendors.
- Changes in requirements and/or expectations.
- Length of time since last formal evaluation.
- Change in laws related to selection of agency representatives.

The District's Administrative Staff reviews the performance of all appointed agents of record throughout the year and provides an informal review for the Board of Directors annually. The Board of Directors may implement a formal process to seek proposals before renewing any contract for service. In so doing, the Board will set the parameters and terms of an agreement.

POLICY STATEMENT:

It is the policy of the Board of Directors to conduct annual reviews based on information provided by Staff and request proposals for agent of record services based on business necessity, service evaluation, and local interest by qualified vendors.

RELATIVE INFORMATION:

Annexation is the process of adding additional geographic area to the jurisdictional boundaries of a district and is distinct from the merger or consolidation processes. They each have different legal meanings and procedures. A merger is the process in which one district becomes another district. A consolidation is the process in which two (2) or more districts join to form a new single entity.

This policy only addresses the considerations of the annexation process.

The procedural details for annexations are prescribed in Oregon Revised Statutes 198.

Annexation may be initiated in one (1) of three (3) ways:

- The electors residing in the area may file a petition with the county board of commissioners after it has been approved by endorsement by the District Board.
- The District Board may initiate the annexation by resolution.
- The County Commissioners may initiate the annexation by resolution.

There are five (5) key issues in the consideration of an annexation proposal:

1. The ability of the District to provide an acceptable level of service to the new area without diminishing services to the territory of the existing District.
2. The projected revenue's ability to sustain services to the new area.
3. The impact of the annexation on administrative, managerial, and operational processes.
4. The relative proximity to existing boundaries, and emergency access to the proposed new area.
5. The political feasibility of the annexation.

Each of these factors will figure into the evaluation, discussion, and ultimate decision to approve or reject an annexation proposal. Annexation requests are evaluated by Staff and presented to the Board of Directors with recommendations and supporting material.

POLICY STATEMENT:

It is the policy of the Board of Directors to approve annexations when such annexations are found to be in the best interest of the District based on affirmative findings in the key areas discussed above.

It is the policy of the Board to limit annexations to properties contiguous with existing District boundaries.

7.4 PUBLIC RECORDS ACCESS

RELATIVE INFORMATION:

The Public Records and Public Meetings Laws were enacted by the Oregon Legislature in 1973. These laws underscore the state's policy that the public is entitled to know how the public's business is conducted. Thus, the written record of the conduct of the public's business, with some important exceptions, is available to any citizen. The law requires the Attorney General to write rules and update them as necessary.

The laws, restrictions, and procedures adopted by the District also apply to District members, Board members, and law enforcement officers.

The law gives agencies the right, within certain parameters, to write specific policies and procedures for the administration of the public records law within their organizations. Procedures may be established that address the specificity and timing of requests, examination of records, fees, and forms.

Not all records and documents are public. The law provides very detailed descriptions of those records and documents that are exempt and/or conditionally exempt from public disclosure.

POLICY STATEMENT:

It is the policy of the Board of Directors to comply with the Oregon Public Records laws and regulations and, unless expressly protected by statute, allow proper and reasonable opportunity for inspection, examination, and reproduction of District records.

It is the policy of the Board to establish fees reasonably calculated to reimburse the District for the actual cost of making such records available.

7.5 CONTRACT REVIEW AND PURCHASING

RELATIVE INFORMATION:

It is the policy of the State of Oregon to encourage public contracting competition that supports openness and impartiality to the maximum extent possible. State Law requires the Attorney General to develop and establish model public contract rules. The model rules were first published in 1984, and are updated periodically, with significant revision occurring in 2005.

Public agencies may establish their own local contract review board and adopt all or part of the Model Public Contracting Rules as their own rules by means of resolution. Fire District 3 took this step with the adoption of Resolution No. 05-03 and declared a number of exceptions in addition to the Model Rules through Exhibit A.

The purpose of the Resolution and adopted rules is to achieve uniformity in the competitive bidding process, minimize expense, and ensure compliance with state regulations.

POLICY STATEMENT:

It is the policy of the Board of Directors to serve as the public contract review authority for the District by establishing itself as the local contract review board as authorized in state law and to adopt the Model Public Contracting Rules as published and periodically amended by the Oregon Attorney General, with identified and adopted exceptions exclusive to the District.

7.6 DISPOSITION OF DISTRICT PROPERTY

RELATIVE INFORMATION:

The Board must ensure that property no longer needed by the District is disposed of through a fair and open process. The concepts related to the disposition of property are similar to those related to the acquisition of property:

- Openness
- Fair and competitive procedures
- Minimization of expense
- Compliance with law
- Best interest of the public

These goals do not preclude the Board from donating and/or selling items to other fire departments and non-profit organizations if it finds, through public consideration, that such action is in the best interest of the District.

The Staff ordinarily brings real property and fixed asset items to the Board to be declared surplus prior to disposition. The disposition of items of less value may be presented to the Board as informational.

POLICY STATEMENT:

It is the policy of the Board that all real and fixed asset property no longer needed by the District be declared surplus prior to its disposition.

It is the policy of the Board that all property is disposed of in a fair and open process in a method authorized by law and in the best interest of the District.

RELATIVE INFORMATION:

The District utilizes legal counsel for contract and document review, legal advice, and representation when necessary. The source for legal advice may vary depending on the nature of the topic. Property/casualty insurance carriers may maintain a pre-loss legal program that is accessible to its members. Such programs are particularly helpful with State and Federal issues such as civil rights, employment standards, disciplinary processes, and tort claims. The District also maintains a designated legal representative at the local level for routine legal advice and representation related to contracts and legal interpretations. The District has occasionally contracted with a firm or individual who specialized in labor relations and labor contract negotiation.

The Board of Directors may seek legal counsel at its discretion. In many cases this may take the form of a directive to the Fire Chief to investigate a particular topic and report back. In other circumstances, the Board may request a written opinion from its legal counsel and/or attendance at a Board meeting to discuss a particular issue.

Contact with legal counsel at the Administrative Staff level is coordinated by the Fire Chief. The Fire Chief may use legal counsel to review contract documents and other documents as necessary to protect District interests and liabilities.

POLICY STATEMENT:

It is the policy of the Board of Directors to maintain designated District legal counsel and utilize such services as may be necessary to ensure proper review and oversight of legal documents, commitments, contracts, and/or legal processes.

RELATIVE INFORMATION:

ORS 478 extends authority to the Fire Chief for prescribing conditions upon which permission is granted for safe burning practices of allowable materials.

Multiple state and local agencies have statutory authority over open burning practices. The District will recognize the regulations of said agencies.

No person shall be permitted to burn during fire season declared under ORS 477.505.

A permit is required for field burning authorized pursuant to ORS 468A.550.

Municipalities may establish ordinances regulating the local use of chimeneas, fire pits or backyard fireplaces.

Issuance of a burn permit does not relieve a person starting a fire from responsibility for providing adequate protection to prevent injury or damage to the person or property of another. If burning results in the escape of fire and injury or damage to the person or property of another, such escape and damage or injury constitutes prima facie evidence that the burning was not safe.

In accordance with ORS 478.965, the District maintains the right to recover costs incurred in connection with the extinguishment, control or mitigation of a fire that has been started or allowed to spread in willful violation of the prescribed conditions.

POLICY STATEMENT:

It is the policy of the Board of Directors to prescribe conditions allowing for safe and productive open burning practices in accordance with local and state regulations. It is further the policy of the District to recover costs associated with violations of policy.

8.1 RESPONSE INTO UNDER PROTECTED LANDS

RELATIVE INFORMATION:

The District is bordered by cities, other fire districts, and under protected areas inside and outside the Fire District. Although Oregon Department of Forestry (ODF) provides wildland fire protection in the under protected areas, it does not provide any type of structural fire protection, emergency medical services (EMS), rescue, or response for hazardous materials or natural disasters. Vacant lands assessed by ODF inside the boundaries of the Fire District are only included in a fire district with the owner's consent (ORS 478.010). Outside the boundaries of a fire district, some property owners have chosen to build and live in those under protected areas either with or without the understanding that a full-service fire agency will not be available for response to their emergencies.

The District may be requested to respond into under protected areas by members of the community through the 911 system. The District has the authority to determine if it will respond. There are a variety of state laws that address such situations:

- ORS 476.280 allows the district board to authorize the Fire Chief or designee to respond into under protected areas to suppress fires when such fires cause or may cause undue jeopardy to life or property.
- ORS 478.310 authorizes a district to respond outside its border, upon request, to a fire or other public safety incident or to airplane and/or other incidents that may occur on transportation routes with or without a contract to do so and provides the authority to recover the costs of the response.
- ORS 476.290 and ORS 478.310 provide for billing and collection of district response costs in accordance with a State Standardized-Cost Schedule established by the State Fire Marshal.

The District does not ordinarily respond out of its territory but may do so if deemed appropriate and beneficial under the circumstances. The decision to respond is a judgment call requiring the approval of the Fire Chief or designee. Some of the criteria used to make these decisions include:

- Threat to life and property
- Availability of resources
- Nature of request
- Mutual aid agreements
- Contacts
- Location/distance
- Time of year
- Political or legal issues

POLICY STATEMENT:

It is the policy of the Board of Directors to authorize the Fire Chief and/or his/her designee the discretion to send District resources into under protected areas for the purpose of protecting life and property as long as protection capability within the District is not unreasonably reduced.

It is the policy of the District to bill for such services when appropriate and in accordance with adopted District standards and Oregon Revised Statutes.

8.2 STATE FIRE SERVICE MOBILIZATION PLAN

RELATIVE INFORMATION:

Experience has shown that many fires have the potential to grow to proportions that may overwhelm the defenses of a single department. Disasters of this magnitude can cause not only a threat to life, but also impairment to Oregon's economy. Adequate response can be obtained only through a full understanding of and response by the State's combined fire services.

The Oregon State Fire Service Mobilization Plan is governed and administered under the authority of the Emergency Conflagration Act as set forth in State Law. The primary purpose of the Plan is to provide supplemental resources beyond those available through ordinary mutual aid during times of critical need. The objective of the Plan is to provide organizational structure, and operational procedures for the mobilization and direction of the fire fighting resources of the State.

When the Governor authorizes the implementation of the Plan, the State Fire Marshal acts as the State Fire Chief and is authorized to mobilize fire fighting resources statewide. Although every fire department in the state is under the Plan, no department is required to endanger its own community through the commitment of manpower and apparatus to other areas. Each Fire Defense District, as defined in the Plan, is required to appoint a Fire Defense Board District Chief who is responsible for the coordination of resources within that District. The Rogue Valley Fire Chiefs Association has developed mutual and automatic aid agreements and task force assignments to coordinate response and coverage for Jackson and Josephine Counties.

The State reimburses participating departments for personnel, equipment, substitute firefighters, and support costs. Each department is required to maintain records of actual costs incurred during the emergency. The Plan contains a reimbursement schedule for different types of apparatus and personnel. The schedule establishes an hourly reimbursement rate for volunteer personnel and recognizes the local department's salary schedule for members.

POLICY STATEMENT:

It is the policy of the Board of Directors to participate fully in the coordination of resources and response under the Oregon State Fire Service Mobilization Plan.

It is the policy of the Board to compensate both FLSA exempt and nonexempt members in accordance with the District's established pay scales for all hours worked.

8.3 AUTOMATIC/MUTUAL AID

RELATIVE INFORMATION:

Fire District 3 is a signatory to the Jackson/Josephine Counties Automatic/Mutual Aid Agreement. This agreement has been signed by all the fire departments in Jackson and Josephine Counties. The purpose of the agreement is to establish a predetermined method of sharing apparatus and staffing as needed to deal with situations that require more resources than can be provided by any single agency.

Mutual aid is a system in which any one agency may call for assistance from other agencies on an incident-by-incident basis. Automatic aid differs from mutual aid in that the dispatching of fire equipment is pre-determined and programmed for response by each participating fire department.

Each agency is responsible for its own resources and no agency is required to provide resources that may reduce the level of protection in its own jurisdiction. The Agreement also provides for the move-up or distribution of backup resources throughout the two (2) counties to maintain coverage for subsequent alarms. This system allows for the maximum utilization of available manpower and equipment by disregarding political boundaries and using area-wide resources.

POLICY STATEMENT:

It is the policy of the Board of Directors to endorse and participate in the Jackson/Josephine Counties Automatic/Mutual Aid Agreement.

8.4 EMS RESPONSE AND TRANSPORT

RELATIVE INFORMATION:

In 1974, the Board of Directors determined that the District should provide emergency medical services (EMS). Since that time the District has systematically upgraded its apparatus, equipment, and training to keep up with changing technology and standards. Statistically over 70 percent of all District calls for service are medically related.

The District provides basic and advanced life support response services. Although the District maintains transport capabilities, the primary responsibility for emergency ambulance transport is assigned to Mercy Flights Ambulance by Jackson County. Jackson County is responsible under state law to assign Ambulance Service Areas (ASA) that covers the entire county to specific providers. The District maintains its transport capability and coordinates both on-scene and transport services with Mercy Flights. The District may transport patients under certain conditions:

- When medically prudent, i.e., delay in waiting for a transport ambulance will adversely affect the patient.
- When multiple patients require transport services beyond the capability of arriving ambulances.
- When patient care will be enhanced by maintaining the continuity of treatment being provided by the on-scene District paramedic.

The District EMS program is monitored both internally and externally. The District maintains an internal quality control review program and participates in the County Physician Supervisor program. Every agency maintaining emergency medical technicians, regardless of certification level, is required by state law to have a medical doctor provide physician supervisor services.

POLICY STATEMENT:

It is the policy of the Board of Directors to maintain apparatus, equipment, and staffing necessary to provide advanced life support EMS response medical services.

It is further the policy of the Board to maintain transport capability, participate in the County EMS systems and programs, coordinate its medical response service with the County appointed ASA ambulance provider and based on the presumption of good patient care, provide transport services when it is in the best interest of the patient.