

KLICKITAT COUNTY FIRE DISTRICT 3

200 Husum Street, Husum, WA 98623

Commissioner's Meeting

October 08 2015

Minutes

Called to order: 18:52

Approval of agenda: *Motion to approve the agenda for October 8, 2015 meeting made by Commissioner Riggleman, Seconded by Commissioner Zoller.* (2 Aye, 0 nay)

Attendance: Commissioner Zoller, Commissioner Riggleman (Absent; Commissioner Connor -Quorum Present), Chief Virts, Secretary Plumb, Bob Merritt.

Public discussion: None

Minutes of the public hearing for annexation of properties into the District on August 13 2015 reviewed and signed by Commissioners Zoller and Connor at last meeting (10 Sep. 2015), however no motion was made or voted upon. To correct this **a motion was made by Commissioner Zoller to approve the hearing minutes of August 13. 2015, seconded by Commissioner Riggleman. (2 Aye, 0 nay).**

Approval of Minutes: *Motion approving the minutes of September 10, 2015 meeting made by Commissioner Riggleman, seconded by Commissioner Zoller.* (2 Aye, 0 nay).

Secretaries report:

1. County Treasurer's Report for September 2015

Beginning balance	147,769.53	Ending Balance	147,101.87
Deposits	25,304.40	Disbursements	25,972.06

2015 District expenditure shows a year to date (Oct 8) total of **\$284,589.06** (corrected from the agenda).

2. Bills and items to be signed

Vouchers: a). 9/17 - \$998.78 b).9/24 - \$1,593.96 c). 9/24 - \$3591.00
d). 10/1 - \$4509.14 e). 10/01 - \$605.01 f). 10/08 - \$7632.12

a. Motion to approve paying the bills made by Commissioner Riggleman Seconded by Commissioner Zoller (2 Aye, 0 Nay). Bills Signed.

b. Commissioner Voucher for Sept 11 to Oct 8 signed

3. Budget: 2015 See handouts.

4. Investment of funds

\$100,000 invested on 05/18/2015 (matures 11/18). No new funds invested.

Correspondence: None

5. September Incidents:

17 EMS, 2 MVA, , 3 brush fires, 3 cancelled en route, 1 hazmat, 2 Alarm activation, 4 other. 33 total.

6. **Other notes from the secretary:** Current priority projects include
 - Research for Firefighter physicals and Respirator program updates.
 - The 2016 budget.
 - MRSC Rosters.

Chiefs Report by Chief Virts:

1. **Apparatus:** Brush 322 rear end bounce – it was taken into White Salmon School Dist. Transportation Garage for inspection but nothing was found. Bushings added to see if that helps relieve the bounce.
2. **Annual Pump testing: Pump testing** begins Monday. It is a 2-3 day process for the engines. Water Tenders are done every other year. WT 314 is due this year.
3. **SCBA Fit Testing:** Fit testing of our SCBA masks is being done by LN Curtis.
4. **SCBAs :** Captain Renault made a very comprehensive effort to ensure all the SCBAs are marked and inventoried for inspections. The review showed 5 air cylinders were in need of testing. They are being sent to a local company in Hood River for hydro testing.
5. **Fire Extinguishers: The District's fire extinguishers** were inspected today.
6. **Engine 331:** The Engine was running rough on Tuesday night at drill.
7. **Street signs project:** A motor vehicle accident in the Snowden area resulted in a street sign being run over. We are working with the vehicle drivers insurance company to get the sign and post replaced.

Training Report: Assistant Chief Nelson was absent so Chief Virts gave a brief summary. There were several really good drills held over the past few weeks at the old Gibbs house located off West Winds Way in White Salmon. It was pointed out that we don't get many opportunities to do live training in an undamaged, fully intact house. This was a great opportunity to provide structural fire training in a very realistic setting.

Ongoing Business:

1. **Personnel:** Hiring a Chief. See item 8 below.
2. **Chassis Purchase:** The order is confirmed and Chief will be working on the flat bed and cabinets purchase.
3. **Lodging at the Fire Station:** This has not yet been resolved, there may be an ordinance involved regarding land use in the rural center. Roz has been unable to give this project time.
4. **2016 Budget:** Workshop to follow meeting.
5. **Credit card for EMS Officer:** The credit card for Captain Renault has been received.
6. **Resolution 2015-14:** This resolution changes the November meeting from 12 to 19 November – ***Motion to approve the resolution 2015-14 made by Commissioner Zoller, Seconded by Commissioner Riggelman (2 Aye, 0 nay).***
7. **MRSC Rosters:** Roz reviewed the ability of MRSC to host our small public works and vendor Rosters. The rosters are required for small works projects between \$20,000 and \$300,000 and for purchases between \$10,000 and \$50,000. The City of White Salmon is already using them and is happy with the results. The annual cost will be \$120. MRSC maintains the list and

advertises for contractors at least once annually and ensures the contractors are compliant with the laws. We may also be able to team up with the City for advertising costs in local newspapers. Resolution 2015-14 which would allow use of and participation in the MRSC small works and vendor rosters was e-mailed to the commissioners for review. Roz will ensure the resolution and contract are available for the next meeting as the dead line for sign up is December 1.

8. **Personnel:** Hiring a Chief—Mr. Merritt explained the process and his scope of work for hiring a chief. He estimated the cost to be well below \$4,000, as he already knows the district and will not have to spend time on that aspect of the work as would be the case for a new contractor. He presented a draft 'KCFD3 Executive search scope of Work' and briefly outlined the need for a timetable, and the need to address full time verses part time, the minimum requirements, what kind of selection process to follow, and the level of involvement the commissioners want in the process. He also suggested a selection committee to help develop the process and triage the applications, along with the involvement of the Task Force. All these elements are optional. Mr. Merritt stressed the importance of having a Plan B if a suitable candidate is not found. (eg if the Commissioners look for a part time chief they may not get anyone to relocate). He noted that an interim Chief may be needed. Bob explained that some organizations require an interim as it gives a breathing space between changes in management. Commissioner Zoller commented that the idea of an interim between chiefs is not the same as having an interim chief while planning a consolidation with another agency, and he is not opposed to an interim now that we are looking only for the district. Mr. Merritt said an interim is only custodial; they would not be making changes.
Commissioner Zoller was concerned that the process presented in the scope of work looked lengthy. Mr. Merritt said the process is not linear and can be accomplished easily, he noted that the situation is not critical due to the strength of the district. It was also noted that Tom Montag should be included in the process, even though he cannot make decisions until officially seated as a board member. His term will start during this process. The Commissioners made plans to have a workshop with Bob Merritt on October 26 2015.

New Business:

1. **Resolution to extend the life of turnouts.** NFPA states that turnouts have an expiration date. This is usually a time frame set by the manufacturer of around 7 years. As a volunteer agency we do not wear out the turnouts in this timeframe. Chief therefore suggested a resolution to extend the use of turnouts to a maximum of 15 years PROVIDING they continue to meet strict compliance with NFPA standards and WAC 296-305-02001 Personal protective equipment and protective clothing inspections. If it fails to meet the safety standards it will be removed from service (whatever the years).
2. **November Elections:** Tom Montag is the only candidate for Fire District 3 commissioner on the ballot. Chief asked to have Tom accepted as an exoficio member of the Board with no voting powers so he can be involved in the Board's policy discussions.

Motion to make Tom Montag an exoficio member of the board with no voting powers made by Commissioner Zoller seconded by Commissioner Riggleman. All in favor (2 Aye, 0 nay).

Good of the order: none

Next meeting: Regular Meeting November 19, 2015.

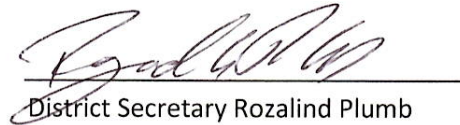
Motion to adjourn meeting of October 8, 2015 made by Commissioner Riggleman, seconded by Commissioner Zoller, all in favor. (2 Aye, 0 nay).


Meeting adjourned 19:50


APPROVED BY:

Attest:

 11/19/15
Chairman - Commissioner Zoller. (date)


District Secretary Rozalind Plumb

 11-19-15
Commissioner Riggleman. (date)

 Nov 19 '15
Commissioner Connor (date)

Board of Volunteer Firefighters local meeting began 19:51

2016 Budget Workshop began 20:05.

Klickitat County Fire District 3 Commissioners Meeting

200 Husum Street Husum, WA .

OCTOBER 8, 2015 @ 6:30 pm

AGENDA

Regular Board meeting.

(A) = Action (I) = Information (D)= Discussion

- **Open Meeting:** Call to order. Time _____
- **Approval of agenda (A)**
- **Attendance:**
- **Public Discussion:**
- **Minutes of last meeting: (Ax2).**
 - 1. Move to approve minutes of Hearing on August 3 2015.
 - 2. Move to approve the minutes of September 10 2015 meeting.
 - **Note:** Special meeting scheduled for 10/07 was cancelled.
- **Secretary's report:** 1. Financial Report (I) 2. Bills and items to be signed (A)
3. Budget (I). 4. Investments(I) 5. Correspondence (I) 6. Incident Report (I)
- **Chief's Report: (I)**
- **Training Report: (I)**
- **On Going Business:**
 - 1. Personnel- hiring a Chief- Presentation of scope of work by Bob Merritt (I/D)
 - 2. Chassis purchase.(I)
 - 3. Lodging at the fire station (D).
 - 4. 2016 budget (D) workshop to follow meeting
 - 5. Credit card- for EMS Officer Captain Renault.(I)
 - 6. Resolution 2015- 13 (A.) Change scheduled meeting date from November 12 to November 18 2015.
 - 7. MRSC Rosters – decide if we will contract for services for Small works, Consultants And Vendors. Resolution 2015-14 review.
- **New Business:**
 - 1. Resolution to extend the life of Turnouts.
 - 2. November elections – Tom Montag is only Commissioner on the Ballot
- **Good of the order:**
- **Next meeting:** Regular meeting November 18 (changed from November 12 by resolution).
- **Motion to adjourn: (A) Time _____**

BVFF local trustees meeting – As it is not part of the Commissioner's meeting it can be held after the meeting. TIME: _____

Workshop- 2015 Budget Planning




KCFD3

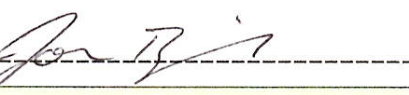
COMMISSIONER VOUCHER

Sept 11- Oct 08 2015

MARK ZOLLER

Meeting	Date	Signature
Regular Board Meeting	10/08/2015	X 

JONATHAN RIGGLEMAN

Meeting	Date	Signature
Regular Board Meeting	10/08/2015	X 

ROBERT CONNOR

Meeting	Date	Signature
Regular Board Meeting	10/08/2015	Absent. X _____



**KLICKITAT COUNTY TREASURER
FINANCIAL REPORT
SEPTEMBER 2015**

		667.1 FIRE DIST. 3
Beginning Cash Balance	\$	147,769.53
Cash Increases		
Tax Collections	\$	6,338.29
District Deposits	\$	18,949.00
State Apportionment	\$	-
State Forest/PILT/Timber Excise	\$	-
Federal PILT	\$	-
Leasehold Excise	\$	-
Reimbursements	\$	-
Investment Interest	\$	17.11
Matured Investments	\$	-
Interfund Transfers In 397	\$	-
G/L Entries & Journal Entries	\$	-
Subtotal	\$	25,304.40
Total Cash Balance	\$	173,073.93
Cash Disbursements		
A/P Vouchers & G/L Journal Entries	\$	22,811.34
Interfund Transfers Out 597	\$	-
New Investments	\$	-
Accounts Payable	\$	-
Payroll/Salary Clearing	\$	-
Misc. Remittances/EFTPS/ACH	\$	3,160.72
Misc County Fees	\$	-
Bonds Paid: Principle/Interest	\$	-
Lease/Loans: Principle/Interest	\$	-
Other:	\$	-
Total Disbursements	\$	25,972.06
Ending Cash Balance	\$	147,101.87
Warrant Activity		
Previous Month Outstanding	\$	-
Warrants Issued (+)	\$	-
Warrants Paid (-)	\$	-
Warrants Canceled (-)	\$	-
Warrants Outstanding (O/S)	\$	-
Cash Balance-Less O/S Warrants	\$	147,101.87
Investment Activity		
Beginning Investment Balance	\$	100,000.00
Matured Investments	\$	-
New Investments	\$	-
Ending Investment Balance	\$	100,000.00
Bond Activity		
Beginning Bond Principle Balance	\$	-
Bond Principle Payments	\$	-
Bond Interest Payments	\$	-
Ending Bond Principle Balance	\$	-

Prepared By: Paul Dunn

Paul Dunn 10/7/15

_____, Chief Deputy Treasurer

2015 BUDGET

Bars #	Category	Original Budget	grant/other	August expenditure	expenditure YTD	Balance	% Used
	Salaries & Wages + employee paid benefits	76,378.00	6,472.76	9,866.93	67,475.56	15,375.20	88%
	Benefits	19,886.00		4,723.13	18,288.08	1,597.92	92%
	Volunteer Stipend	13,000.00		-	577.50	12,422.50	4%
	Volunteer Disability/Pension	3,000.00		-	2,370.00	630.00	79%
	Office Expense/Supplies	3,500.00		880.86	5,584.76	(2,084.76)	160%
	Fuel	12,000.00		1,322.45	6,578.50	5,421.50	55%
	Professional Services	5,000.00		33.95	17,293.00	(12,293.00)	346%
	Taxes (for previous year)	1,500.00		-	1,082.65	417.35	72%
	Travel & Meals	4,000.00		185.15	2,538.52	1,461.48	63%
	Advertising	500.00		-	119.00	381.00	24%
	Insurance	14,000.00		-	12,283.00	1,717.00	88%
	Utilities Services	12,000.00		626.93	7,141.15	4,858.85	60%
	Communications	7,000.00		782.12	8,454.32	(1,454.32)	121%
	Dues & Fees	2,500.00		-	720.92	1,779.08	29%
	Vehicle Parts/Repairs	14,100.00		460.09	9,904.99	4,195.01	70%
	Fire Training - Supplies	20,000.00		3,788.97	18,761.69	1,238.31	94%
	EMS Training - Supplies	23,000.00	2,291.00	751.70	7,464.31	17,826.69	32%
	Rescue - Apparatus Supplies	20,000.00		1,904.09	7,555.38	12,444.62	38%
	Volunteer Recognition	1,500.00	420.00	181.70	2,469.30	(549.30)	165%
	Station Repairs - Supplies	25,000.00		2,057.95	14,648.69	10,351.31	59%
	Long Term Loans	75,000.00		-	73,277.74	1,722.26	98%
	Municipal Pool Reserve	27,000.00				27,000.00	0%
	Capital Pool	21,906.00				21,906.00	0.00%
	Total	401,770.00		27,566.02	284,589.06	117,180.94	71%

Includes Cougar creek Fire



Board of Fire Commissioners

RESOLUTION

KCFD 3

RESOLUTION -2015-13

Klickitat County Fire District 3

200 Husum Street – P.O. Box 151 Husum, WA

98623

(509) 493-2996

“ A RESOLUTION CHANGING THE SCHEDULED MEETING DATE FROM NOVEMBER 12 TO NOVEMBER 18 2015”

Background:

WHEREAS: Regularly scheduled meetings of the Board of Fire Commissioners are to be established annually by resolution in accordance with RCW 42.30 as to date, time and typical location, And:

WHEREAS: The Board established the 2015 meeting schedule in January for November 12. And

WHEREAS: The board realized there is a conflict for full attendance of the board on November 12.

RESOLUTION OF THE BOARD:

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FIRE DISTRICT 3, COUNTY OF KLICKITAT, STATE OF WASHINGTON, THAT:

The Regular **NOVEMBER** Board Meeting for *Klickitat County Fire District 3* will be rescheduled from the **second Thursday** (November 12) to the 3rd Thursday November 19th 2015. Beginning at **18:30 hours (6:30 p.m.)** and will be held at Klickitat County Fire District 3 Headquarters Fire Station, 200 Husum Street, Husum, WA .

ADOPTION:

ADOPTED at a Regular Meeting of the Board of Fire Commissioners of *Klickitat County Fire District 3* on October 8th, 2015 -- the following Fire District Board Members being present and voting:

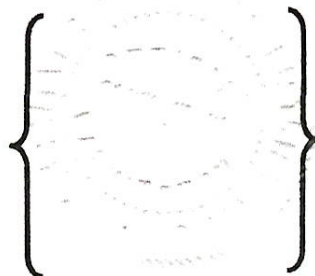
SINGATURES


MARK ZOLLER, *Chairman*


JONATHAN RIGGLEMAN, *Fire Commissioner*

ROBERT CONNER, *Fire Commissioner*

ATTEST: 
ROZALIND PLUMB, *Fire District Secretary*



OFFICIAL SEAL OF
KLICKITAT COUNTY FIRE DISTRICT #3



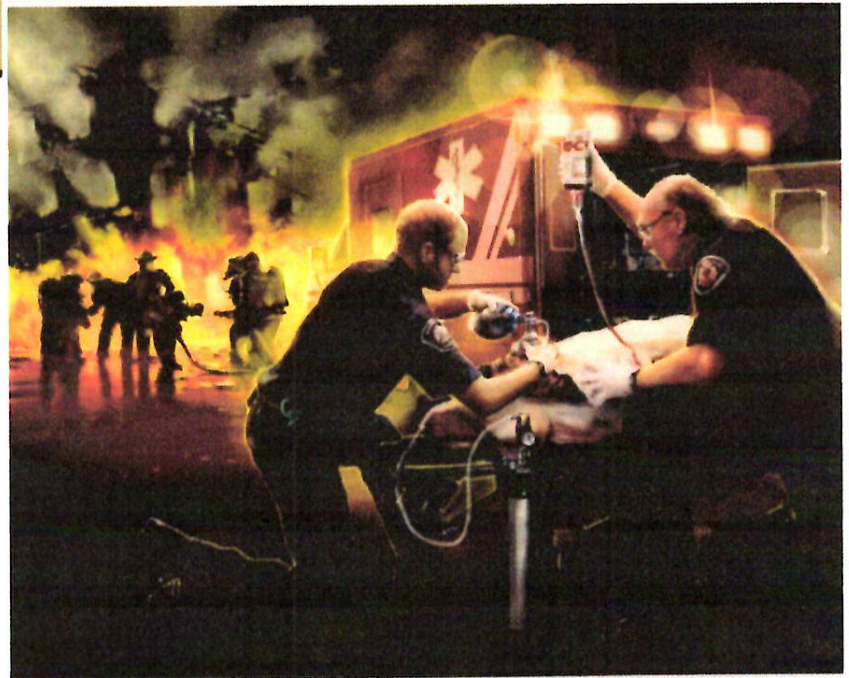
KCFD#3 CHIEF OFFICER SELECTION

TALKING POINTS

- ⊕ Background and review
- ⊕ Budget
- ⊕ Scope of Work
- ⊕ Profile
- ⊕ Testing
- ⊕ Plan B

2015-16

KCFD#3 EXECUTIVE SEARCH
Scope of Work



KLICKITAT
COUNTY
FIRE
DISTRICT #3



Project Methodology

The consideration and subsequent action taken to consider the profiling and selection of a new Chief Executive Officer is a big step

The current, successful emergency services model and delivery services of Klickitat County Fire District #3 – when all summed up – are the result of GOOD LEADERSHIP. **Eli Hubble**, a turn-of-the-century organizational expert once said “an organization mirror’s its leadership” – and throughout history, countries; governments; city’s; churches; or any-other-group-of-humans joined-together-for-a-purpose reflect that truth each and every day.

Leadership is developed and demonstrated at all levels: the policy-makers; the Chief; Executive Officers; Command Officers; Station Officers – they all make up the strength, governance and direction of an organization. And thus it has been with KCFD#3. From the Board members to the Station Officers, the success of your organization reflects the unity, strength, synergy and efforts of good men and women leading. And at a pinnacle time when KCFD#3 stands at the door of many opportunities, Chief Virts is deciding on a peaceful exit strategy

Unlike many organizations where a vacancy at the Executive Officer level becomes a crises, KCFD#3 has aptly prepared itself for succession by employing and following the recommendations and guidance from their Citizens Task Force. Using the Task Force Report as a guideline, KCFD#3 has mapped itself out to continue developing and growing to meet the changes, challenges and demands that are ever before the fire district. Therefore, though there may be temporary gaps and loss of traction in the departure of Chief



Virts, the organization has strength and durability to meet the challenges of filling that position and continuing on to be an awesome provider, responder and protector of the community.

mHe’s approach to assisting in filling the part-time Fire Chief’s position reflects our understanding of the fire district’s expectations as expressed in the Board meetings in the summer of this year, and our experience in working through numerous similar situations with agencies throughout Washington State. Accordingly, as the project progresses, a number of individual elements or project requirements will be conducted simultaneously.



The key elements of our methodology include:

- A clear understanding of the project background, goals and objectives, and the complex issues that must be addressed.
- A comprehensive, well designed, and practical Work Plan that provides opportunities for stakeholder input and one-on-one efforts with each work group
- **Professional facilitation of a KCFD#3 Executive Search effort.**








Emergency services delivery decisions are data driven, objective, and based on reliable analysis. Unlike delivery decisions, EXECUTIVE SEARCH efforts are driven by a keen understanding and appreciation for the organization; its operation; its human resources and its culture. *mHe's* ultimate goal will be to provide a vital management tool, implementation strategies and facilitation services that will assist the Board of Fire Commissioners with selecting their next Chief Fire Officer.



Scope of Work

The following objectives and tasks will be implemented to assist the Klickitat County Fire District #3 Leadership Team in accomplishing their goal to successfully fill the Chief Fire Officer vacancy. This methodology has been developed specifically for KCFD#3 based on our understanding of your expectations. *mHc* will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

SCOPE OF WORK—PHASE I	
<ul style="list-style-type: none">  Action Plan  Adopted Timeline  Benchmarks  Selection Committee  Stakeholder interviews 	
OBJECTIVE #1	ACTIVITY
<p><u>Project Initiation</u></p> <p>The purpose of this objective is to develop a project Action Plan and Timeline to ensure that all participants have a comprehensive understanding of the project’s background, goals, and expectations.</p>	<p><i>mHc</i> will, with guidance of the KCFD#3 leadership, develop for approval, an Action Plan based on the details contained in the approved Scope of Work. This action plan will identify the:</p> <ul style="list-style-type: none"> • Project timetable; • Primary tasks to be performed • Person(s) responsible for each task • Time table for each phase, objective, and task • Resources required • Possible obstacles or problem areas associated with the accomplishment of each objective <p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable:</p> <ul style="list-style-type: none"> ✓ Specific project timeline and potential project obstacles identified 	



OBJECTIVE #2	ACTIVITY
<p><u>Benchmarks</u></p> <p>The purpose of this objective is to discuss, develop, define and adopt measurable benchmarks for the CFO..</p>	<p><i>mHc</i> will, with guidance of the KCFD#3 leadership, assist the Fire Commissioners in developing criteria for establishing, testing, selecting and hiring the new CFO. Benchmarks include:</p> <ul style="list-style-type: none"> • Full-time / part-time • Salary/benefit package • Minimum requirements • Testing elements • Selection process <p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable: ✓ Development and adoption of KCFD#3 CFO benchmarks</p>	

OBJECTIVE #3	ACTIVITY
<p><u>Selection Committee</u></p> <p>The purpose of this objective is to appoint and select representative members from several KCFD#3 groups to assist in developing a 'short list' for the Board of Commissioners to interview.</p>	<p><i>mHc</i> will, with guidance of the KCFD#3 leadership, assist the Fire Commissioners in selecting representatives of several KCFD#3 work groups to participate as team members on the CFO Selection Committee. Proposed group to be populated as follows:</p> <ul style="list-style-type: none"> • Policy makers: One (1) Fire Commissioner • Executive Staff: One (1) Executive Officer • Command Staff: One (1) Station Captain • Volunteers: Two (2) Active Volunteer members • Community Task Force: 3-4 T/F members <p>CFO Selection Committee will be actively involved in recruiting and triaging potential applicants to develop candidate list</p> <p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable: ✓ Appointment of CFO Selection Committee</p>	



OBJECTIVE #4	ACTIVITY
<p><u>Stakeholder Interviews</u></p> <p>The purpose of this objective is to solicit input from internal / external customers regarding expectations and insights into the perceived needs of the Fire District for CFO attributes and requirements.</p>	<p><i>mHc</i>, with guidance of the KCFD#3 leadership, will select work and community groups to facilitate interviews and compile information concerning CFO expectations. Groups to consider are:</p> <ul style="list-style-type: none"> • Fire Commissioners • Task Force members • Volunteer Officers • Volunteers • White Salmon leadership
	<p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable: ✓ Stakeholder information compiled</p>	

SCOPE OF WORK—PHASE II

- ☞ Recruitment Plan
- ☞ Leadership profile
- ☞ Testing elements
- ☞ Commissioners short list

OBJECTIVE #1	ACTIVITY
<p><u>Recruitment Plan</u></p> <p>The purpose of this objective is to develop a Recruitment plan to establish the parameters and guidelines for throwing a recruitment net for qualified candidates.</p>	<p><i>mHc</i> will, with guidance of the KCFD#3 leadership, develop a Recruit plan that considers geography and other parameters to attract a wide field of qualified applicants.</p>
	<p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable: ✓ Complete and implement Recruitment Plan</p>	



OBJECTIVE #2	ACTIVITY
<p><u>Leadership Profile</u></p> <p>The purpose of this objective is to discuss, develop, define and adopt a measurable leadership profile for the CFO..</p>	<p><i>mHc</i> will, with guidance of the KCFD#3 leadership, develop and establish measurable profile elements for matching KCFD#3 cultural and operational needs and requirements.</p> <p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable: ✓ Development and adoption of KCFD#3 CFO profile</p>	

OBJECTIVE #3	ACTIVITY
<p><u>Testing Elements</u></p> <p>The purpose of this objective is to discuss, develop, define and adopt measurable testing and interview elements for the CFO..</p>	<p><i>mHc</i> will, with guidance of the KCFD#3 leadership, assist the Fire Commissioners in developing criteria for establishing the testing elements and parameters for the KCFD#3 CFO position. Elements to include:</p> <ul style="list-style-type: none"> • Tactics • Personnel management • Budgeting • Strategic planning • Conflict resolution • Planning • Leadership style • Personality profile <p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable: ✓ Development and adoption of KCFD#3 CFO testing elements</p>	

Klickitat County Fire District #3
PROJECT METHODOLOGY AND SCOPE OF WORK



OBJECTIVE #4	ACTIVITY
<p>Testing</p> <p>The purpose of this objective is to discuss, develop, define and adopt measurable benchmarks for the CFO..</p>	<p><i>mHc</i> will, conduct testing and interviews in accordance with KCFD#3 CFO Benchmarks requirements. Elements to include those established and adopted by the Board of Fire Commissioners and may include:</p> <ul style="list-style-type: none"> • Tactics • Personnel management • Budgeting • Strategic planning • Conflict resolution • Planning • Leadership style • Personality profile
	<p>Team Assignments: <i>mHc</i> Project Manager and KCFD#3 Leadership</p>
<p>Deliverable: ✓ Testing results and short list for BOC interview.</p>	