



NOVATO FIRE DISTRICT BOARD OF DIRECTORS
SPECIAL BOARD MEETING AGENDA
NOVEMBER 13, 2024

Time: 9:00 am

Location: Novato Fire District Administrative Office
95 Rowland Way
Novato, CA 94945

Website: www.novatofire.org

ATTENTION: This will be an in-person meeting of the Board of Directors due to the expiration of Executive Order N-29-20 on February 28, 2023, however any interested member of the public may participate virtually and/or telephonically by utilizing the Zoom meeting information and/or the dial-in information printed on this agenda. If any member of the public has a request for a reasonable modification or accommodation for accessing this meeting due to a disability, they should contact Jennifer Crayne at jcrayne@novatofire.org.

The Board meeting agenda and all supporting documents are available for public review at 95 Rowland Way, Novato, CA, 24 hours in advance of a special board meeting. A fee will be charged for additional copies of board meeting documents. District facilities and meetings comply with the Americans with Disabilities Act. If special accommodation is needed, please contact the District Administrative Services Manager as soon as possible prior to the meeting.

Zoom Conference Information
Join at Zoom.com

Meeting ID: 232 811 1856
Password: 959595

Join the Zoom meeting and then dial in if you need audio by telephone
+1 669 900 6833 US (San Jose)

Join by telephone only:
+1 669 900 6833 US (San Jose)

For clarity of discussion, the Public is requested to MUTE except:
During Open Time for public expression item
Public comment period on agenda items.

You may use the "raise hand" zoom feature or press *9 if connecting only by phone.

ROLL CALL

President Lj Silverman

Director William Davis
Director Shane Francisco

Director Bruce Goines
Director Michael Hadfield

OPEN TIME FOR PUBLIC EXPRESSION

(Please observe a three-minute time limit.)

This is an opportunity for any member of the public to briefly address the District Board on any matter that does not appear on this agenda. Items that appear to warrant a lengthier presentation or Board consideration will be placed on the agenda for discussion at a future meeting.

AGENDA ADJUSTMENTS



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NEW BUSINESS

1. DISCUSSION AND POSSIBLE ACTION REGARDING FIRE CHIEF
RECRUITMENT

Board of Directors to receive presentation from Human Resources Consultant Deborah Munchmore Regarding Structure and Other Considerations Regarding Recruitment of District's Next Fire Chief, including potential changes regarding the position's Minimum Qualifications. Discussion by Board and possible action to adopt proposed recruitment process and changes to Minimum Qualifications.

Attachments: Consultant Deborah Munchmore's PowerPoint Presentation Slide Deck (Forthcoming, Tuesday, November 12)

ADJOURNMENT

New Business Section



Novato Fire District

Board of Directors

Lj Silverman, President

Michael Hadfield, Vice President

Bruce Goines, Secretary

Director Shane Francisco, Director Bill Davis

Date: November 13, 2024

Topic: Executive Search Presentation by Deborah Muchmore of Muchmore Than Consulting - Discussion– Fire Chief

Recommendation

Receive presentation and discuss options, provide staff direction.

Background

Fire Chief Bill Tyler has announced his retirement early next year. The District must begin to seek new leadership. The attached presentation will provide insight into the executive search process, timeline, options, and next steps.

Financial Impact

There is no fiscal impact from receiving this presentation. The impacts of hiring a new Chief will be presented with future actions as part of the executive recruitment process.

Reviewed by:

_____	Administration
_____	EMS
_____	Finance
_____	Prevention
_____ GF	Human Resources
_____	Operations

Approved by:

Bill Tyler
Fire Chief

**Attachments: Executive Recruitment Process Powerpoint
Fire Chief Pages from Career Development Guide- Redline Draft**



A large, dark oval graphic with a fire background. The text 'SELECTING A LEADER' is written in large, white, sans-serif capital letters. Below it, 'Novato Fire District' is written in a smaller, white, sans-serif font. At the bottom of the oval, a silhouette of a firefighter is visible against the flames.



A Common Executive Search Process

Search processes may have six to eight major phases, including:

- Collect organizational materials and information
- Profile and Materials Development
- Outreach and Marketing
- Preliminary Candidate Screening and Final Candidate List
- Selection Processes
- Reference, Background, and Appointment



POSSIBLE SEARCH TIMELINE

The following timeline is an estimate. [The actual time may be one to two months faster or slower than indicated.](#) Timeline depends on many factors including market pool, labor relations, scheduling of interviews and meetings, length of background process, and candidate notice and relocation requirements.

Month 1: Completed

Collect materials about Novato Fire District and the role of the Chief

Month 2: We are HERE

Profile and Materials Development

Months 3 to 4

Outreach and Marketing - Search for Candidates

Months 4 to 5

Preliminary Screening – Final Candidate List

Month 5:

Selection Processes

Month 5-6:

Reference, Background, and Appointment



PHASE ONE – Review Organizational Materials/Info

This phase has been completed.

During the initial weeks of an executive search, Novato Fire staff works closely with the search team and the Board or ad hoc committee to:

- Determine the methods to collect information about the District
- Ascertain the current and future key issues facing the District and the position
- Describe the functions and work environment in which the position will work
- Define the people, responsibilities, and community members the position will lead, perform, and serve



PHASE TWO – Profile and Materials Development

We are in Phase Two

Using the information gleaned in Phase One, a position profile and search materials are developed:

- Develop competencies and attributes for success in the position
- Develop a recruitment strategy
- Develop a search timeline
- Develop marketing materials, brochures, messaging, and ad plan
- Discuss selection processes



PHASE THREE – Outreach and Marketing

A strategic marketing campaign allows the attraction of a broad and qualified pool of candidates. During this phase:

- Brochures and marketing and print materials are posted and distributed
- Direct mail campaigns are enacted
- Focused email and social media campaigns are initiated
- Recruitment is open and applications are accepted



PHASE FOUR – PRELIMINARY CANDIDATE SCREEN – FINAL LIST

Completed by the Executive Search Team

During Phase Four, the search team reviews all candidate submissions and makes initial calls and interviews with candidates to screen for those candidates that best meet the competencies, qualities and needs identified in the profile developed in steps one and two.

- Screen candidates for qualities and competencies
- Seek to identify special skills or attributes to meet District needs
- Develop candidate profiles and rank candidates for final list
- Identify highest and best fit candidates for final selection
- Provide a PDF or binder of all candidates including a list of those not considered, resumes and cover letters of those minimally qualified, and additional candidate profiles for the most qualified candidates



PHASE FIVE – Selection Process

Working closely with staff and Board or Ad Hoc Committee, the recruitment team will:

- Design an inclusive selection process
- Include advisory or ad hoc committee panel(s)
- As needed a final interview panel or Board
- A final candidate will emerge



PHASE SIX – Selection Process

The successful candidate will receive a conditional offer letter and undergo a series of post-offer selection examinations including reference and background checks.

Once clear, an appointment can be made.

The process is confidential until an appointment is made to protect the candidates and any current employers.



WHERE ARE WE NOW?

We are in Phase Two – Profile and Materials Development

Using the information gleaned in Phase One, a position profile and search materials are developed:

- Develop competencies and attributes for success in the position
- Develop a recruitment strategy
- Develop a search timeline
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Competencies of a Leader

- Conscientious
- Hard Working
- Good Listener
- Transparent
- Open to all
- Accessible
- Equal Treatment
- Ambassador
- Pillar of District
- Active in Community
- Service Oriented
- Thought Leader
- Fosters Connection
- Resolves Conflicts
- Mediator
- Trustworthy
- Good listener
- Effective Communicator
- Professional
- Collaborator
- Operational Savvy and Prowess
- Respects and garners respect
- Strategic thinker
- Addresses current critical issues
- Sources and obtains funding
- Transparent and open



Leadership Attributes

Personal and
Professional Integrity
Balances needs of
District and Community

Highly Effective
Communicator
Good Listener
Politically astute

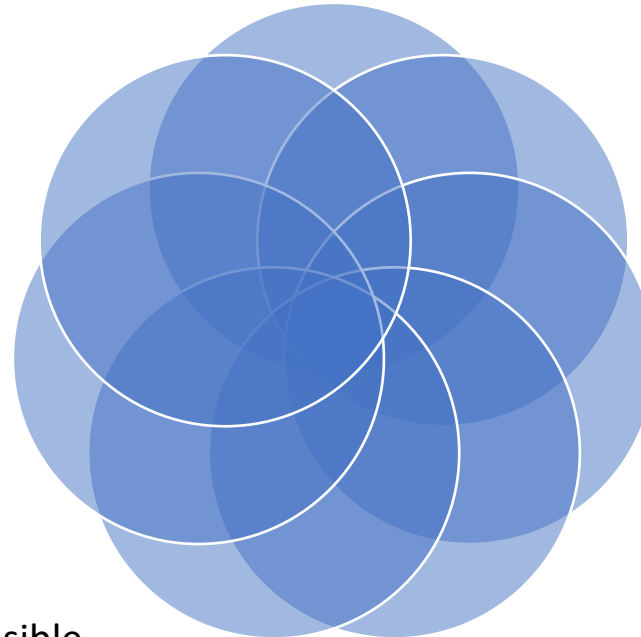
Collaborative and
Participative; while
able to act and obtain
results

Makes Informed
Decisions, has
Administrative and
Operational
Leadership Prowess

Fosters connection
among team members
Values and Embodies
Diversity, Equity, and
Inclusion

Fiscally Responsible
Cultivates regional partnerships
Effectively obtain funding &
reimbursements

Broad knowledge base
of applicable laws,
regulations, and
organizational issues



What are the Minimum Requirements of a Chief?

Fire Entities	Education	Experience	Certificates
Santa Rosa	More than H.S. or "sufficient", "any combo"	"sufficient" yrs increasingly responsible exp as suprv, mgt, BC or above	Exec Fire Officer desirable
San Rafael, Rancho Adobe FPD*	Associate's or higher	6 yrs FT Fire, incl 3 yrs Fire Prevention & 3 yrs line Captain *BC level pref.	State Fire Marshall Investigation, State Board of Fire Services Prev Off I Level II within 1 yr,
Calistoga, Southern Marin Fire, Central Marin Fire, Healdsburg, Petaluma, Sebastopol, St. Helena	Bachelor's or higher	2-3 yrs mgt and 5-10 yrs total progressively responsible exp	State Fire Officer or Exec Fire Officer desired, Class C with Endorsements, Some Fire & emerg med certs, Fire Marshall

Novato Fire Department BATTALION CHIEF

At least below, & time as BC

- Two years' experience at the rank of Captain
- Possession and maintenance of California Class C driver's license with Firefighter Endorsement, or greater
- Completion of All Risk Strike Team Leader S 330
- Maintenance of EMT certification, as well as AED/CPR certification



Recommended Minimum Qualifications

Any combination of education and experience that would likely result in the knowledge, skills, and abilities to successfully perform of the duties of a Novato Fire District Fire Chief. Typical ways to acquire the knowledge, skills, and abilities are:

- Candidates for Fire Chief should begin to prepare for leadership, management, and administration early in their careers.
- This might be accomplished by a combination of higher education and Chief Officer management experience which could be developed by serving one or more years as a Novato Fire District Battalion Chief or equivalent experience at another fire district or fire department as determined by Novato Fire District.



PROPOSED TIMELINE

The following timeline is an estimate. [The actual time may be one to two months faster or slower than indicated.](#) Timeline depends on many factors including market pool, labor relations, scheduling of interviews and meetings, length of background process, and candidate notice and relocation requirements.

October: Completed

Collect materials about Novato Fire District and the role of the Chief

Early November: We are HERE

Profile and Materials Development

End of November through early January

Outreach and Marketing - Search for Candidates

Concurrently with above December and Early January 2025

Preliminary Screening – Final Candidate List

Mid to late January 2025 to Early February

Selection Processes

Mid-February to early March 2025

Reference, Background, and Appointment



PROPOSED TIMELINE

The following timeline is an estimate. [The actual time may be one to two months longer than indicated.](#) Timeline depends on many factors including market pool, labor relations, scheduling of interviews and meetings, length of background process, and candidate notice and relocation requirements.

October: Completed

- Collect materials about the organization and the role

Early November: We are HERE

- Profile and Materials Development
- **End of November through early January**
- Outreach and Marketing - Search for Candidates
- **Concurrently with above December and Early January 2025**
- Preliminary Screening – Final Candidate List
- **Mid to late January 2025 to Early February:**
- Selection Processes
- **Mid-February to early March 2025:**
- Reference, Background, and Appointment

Fire Chief

This top management position is responsible for the overall administration and leadership of the District.

EXAMINATION

This position is appointed by the Board of Directors.

PREPARATION

Candidates for Fire Chief should begin to prepare for leadership, management and administration early in their careers.

This might be accomplished by a combination of higher education and Chief Officer management experience which could be developed by serving one or more years as a Novato Fire District Battalion Chief or equivalent experience at another fire district or fire department as determined by Novato Fire District.



Fire Chief

- » *Serves as the head of the Fire District*
- » *Assumes total management responsibility for functions related to fire prevention, fire suppression, and emergency medical services.*
- » *Direct supervision of the Deputy Chief, Fire Marshal, Administrative Services Manager, Finance Manager, and other positions as required.*

Supervisor: Board of Directors

Typical Tasks:

- a. Documents and regularly updates the District's fire protection, emergency medical, and disaster preparedness needs; formulates and monitors goals, objectives, plans, and policies for adequately meeting these needs based on acceptable risk levels and current and future costs; communicates goals, objectives, plans, and policies to the Board of Directors, District personnel, and the public
- b. Evaluates current and future fire protection programs, emergency medical programs, and other emergency services to ensure they are effective and their benefits exceed their costs
- c. Organizes and directs the personnel, equipment, facilities, and other resources of the District to ensure their economical and productive utilization, and the protection of life and property
- d. Maintains a competent and motivated work force through effective training, performance evaluation, and disciplinary procedures. Promotes and stimulates the development of the managerial skills of the Fire Marshal and the Deputy Chief
- e. Stimulates and mobilizes the residents of the District to be aware of fire dangers and takes action to reduce these risks, including built-in fire prevention and suppression technologies and methods
- f. Keeps the Board of Directors adequately informed of District performance and problems, and proposes changes to improve fire protection and disaster preparedness, including revision of fire safety codes and ordinances, disaster plans, water supply systems, station locations, and firefighting technologies
- g. Prepares the District budget and keeps actual expenditures within the limits set
- h. Keeps abreast of and utilizes, where appropriate, new fire prevention and suppression programs, tactics, technologies and emergency medical systems

- i. Directs the effective and timely provision of fire inspection services for residential, commercial, and industrial structures, and assures the enforcement of fire prevention ordinances and State laws as applicable and as required by law
- j. Assures the provision of adequate fire flow requirements through timely testing of the pressure in the water distribution system, effective maintenance of fire suppression equipment, and the prompt response to calls for service of fire suppression personnel
- k. Assures the effective and timely review of development plans submitted to the District to minimize fire risks
- l. Fosters a decision making environment in the District in which the Fire Chief, Deputy Chief, Fire Marshal, and Battalion Chiefs can function effectively as a management team. Utilizes this time to program planning, fire suppression, prevention, and community involvement's to develop effective fire service programs
- m. Assures a sense of service is developed and maintained by each District employee to the end that each employee supports the concept of the District as a community resource
- n. Project a positive image to the public as a fire service professional. Develop and maintain public support for EMS, fire suppression, and fire prevention activities

Knowledge:

- Fire protection, emergency medical systems and disaster preparedness problems, issues, philosophies, principles and tactics
- Modern planning, management, budgeting, and organizational techniques
- Relevant laws, ordinances, codes and court decisions which impact fire protection
- Governmental operations at the local, State, and Federal level and the insurance industry
- Incident Command System

Skills:

- Program evaluation, productivity improvement and cost-benefit analysis, identifying, evaluating, motivating, and developing supervisors and managers
- Communicating clearly and concisely verbally and in writing
- Labor and inter-personal relations
- Planning, directing, and organizing fire prevention, suppression, and support activities