

From: Ed Daniels
Sent: Monday, August 31, 2009 1:30:37 PM
Subject: Fire Department Organizational Structure

Dear Foothills Board Members,

Last week Chief Danek asked me to present my thoughts on organizational structure to your Department Officers. Attached is the presentation I made. My recommendation was straightforward and based on my own personal experience and also some recent consulting that I have been doing with other fire departments.

1. There is no reason to come up with a new, creative organizational structure. Other Districts in similar situations have encountered this before and had a successful outcome from the actions I am suggesting below.
2. The only consistently successful long-term structure for a fire department is to have one Fire Chief reporting to the Board, responsible to the community, and in charge of the entire department including both operational and administrative functions.
3. Foothills and one of its predecessor departments, Lookout, have had a very unfortunate history with fire chiefs. Either the Chief doesn't get the job done or the job gets the Chief done. That's not fair to the District or to the Community, and it's also not fair to those who try their best to be Chief. We (the community, department and Board) need continuity of leadership.
4. The Chief's job is a full time job. It has been since Foothills was formed. Unless we can find a qualified, dedicated independently wealthy candidate, we are going to need to pay someone full-time to be Chief. We shouldn't be sad about this, it is the right thing to do and we should be pleased to do it and pleased to inform our community that the time has come.
 - a. This will give us the opportunity to recruit someone who has the proper qualifications and who meets the needs of the Board and the Department members. The right person will make all of your lives much easier.
 - b. You may need a transitional situation where you hire a current department member for an interim period as you all work together to establish selection criteria and then recruit the right person for the job.

Thank you for listening to my opinion. I'm available at any time if you would like to discuss my suggestions.

Best regards,

Ed Daniels