



RECRUITMENT PROFILE

Fire Chief



This Recruitment Profile outlines factors of qualification and experience identified as necessary and desirable for Candidates for the Fire Chief position to possess. It also provides background information on the Community, the City of Evanston and the Department of Fire and Life-Safety Services.

This Profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration. Applications received after the closing date will be considered if position is not filled.

Applicants should apply at:
www.cityofevanston.org
Applications should include resumes, salary history and references by June 21, 2010.

COMMUNITY BACKGROUND

The City of Evanston, Illinois, is a mature urban-residential community located on the shores of Lake Michigan, 12 miles north of Chicago's downtown. It comprises 7.8 square miles with a population of 74,000. The community's 31,294 dwelling units are 61% owner occupied and 39% renter occupied. Over 14,000 units of the housing stock are located in multi-family structures, including 7,208 condominium units, with over 3,000 built in the last ten years. Single family units occupy approximately 30% of Evanston's land area while multi-family units are situated on approximately 15% of the land. Historically, the community was first settled in the 1830s, incorporated as a Town in 1863 and became incorporated as a City in 1892. Evanston boasts many fine parks, including five lakefront beaches. The City also provides comprehensive recreational and cultural programs and activities.

A center of higher education, Evanston is home to Northwestern University and one seminary. Evanston has experienced a building boom in the last ten years which has transformed its downtown.

The downtown is now a 24/7 destination point for entertainment, fine dining and high rise condominium living and development. Due to easy access to Evanston's public transportation system with downtown Chicago and other North Shore suburbs, Evanston is a highly desirable place to live.

Evanstonians are proud of the diversity their community represents - desirable residential areas, viable commercial, manufacturing and business facilities, and a wealth of cultural, educational and recreational resources. Evanston's diversity is further enhanced by its multi-racial/multi-cultural citizen population. Race/ethnicity distribution in 2009 was 56% Caucasian, 23% Black, 7.4% Hispanic, and 6.1% "Other."

Evanston's citizens take pride in their City and community and all it has to offer, establishing the consensus that Evanston is a very desirable place in which to live and work. Citizens participate in Evanston's government by service on numerous Boards and Commissions with a high degree of citizen involvement.

EVANSTON GOVERNMENT

Evanston is governed by a 10-member City Council consisting of a Mayor elected at large and nine Aldermen elected from wards.

The Mayor and Members of the City Council are elected every four years in April. The City Clerk

is elected at large for a four-year term and serves as the only full-time elected official. All elective positions in the City of Evanston are filled on a non-partisan basis.

The City adopted the Council-Manager form of government in 1952 by referendum. The City Council is the legislative, policy-setting body of the City and appoints the City Manager, who is responsible for carrying out the Council's direction and managing the day-to-day services and activities of the City.

The current City Manager, a veteran public management professional, was appointed by the City Council in the summer of 2009. The City Manager is responsible for managing the day-to-day operations of the City and administering a municipal organization of over 800 employees and an annual budget of \$244 million.

FIRE AND LIFE-SAFETY SERVICES DEPARTMENT

The Department of Fire and Life-Safety Services is comprised of 110 employees, with an annual budget of \$12 million. The Department operates out of five stations located throughout the City. One station was recently completed in 2009 and is LEED certified. Another was updated in 2004. Others were updated or built in 1988, 1990 and 1996. The headquarters station was completed in 2003.

The Fire Chief is responsible for directly supervising and directing a command/administrative staff of one Deputy Chief, two Division Chiefs, and three civilian positions including a Permit Clerk, Management Analyst, and Fire Plan Reviewer.

The Department's equipment includes five engines, two aerial trucks, three ambulances, one command vehicle, two reserve engines, one reserve ladder truck and one reserve ambulance. A regular program of vehicle replacement has been established. The vehicles are maintained by the City's Public Works Department.

911 dispatching of the Fire and Life-Safety Services Department is combined with the Police

Department and is carried out by civilian employees of the Police Department.

The Fire and Life Services Department received over 8,500 calls for service in 2009; EMS calls numbered 5,300. The City of Evanston has formal mutual aid agreements structured within the Mutual Aid Box Alarm System (MABAS). The City of Evanston holds a Class 3 ISO rating.

The Department is also responsible for the coordination of all emergency preparedness for the City of Evanston including working the City's community traveler's information station and public relations teams on emergency preparedness.

The Evanston Paramedic Program is coordinated through Evanston's St. Francis Hospital, a highly-regarded local health service/medical center. The Department has a total of 93 paramedics. All new fire personnel are required to become qualified paramedics.

ROLE OF THE FIRE CHIEF

In addition to providing leadership and able direction toward the Fire and Life-Safety Services Department accomplishing its mission in an effective and exemplary manner, the Fire Chief is expected to actively participate as a member of the City Manager's top management team. Salary ranges from \$102,601 to \$146,730 and is negotiable based on experience. Full benefits package includes health, vision, dental and term life insurance.

CANDIDATE QUALIFICATION CRITERIA

The current and predictable issues, needs, and challenges confronting the City of Evanston call for particular experience, skills, style, values, and professional commitment on the part of Evanston's next Fire Chief. Fire Chief Candidates, ideally, should possess experience, achievement, and abilities in the following areas:

Education and Experience (not in order of importance)

- A bachelor's degree or equivalent experience is required; an MPA or related graduate degree is highly desirable.

- Applicants need to demonstrate a proven background and experience in Fire Department management. Experience as Assistant/Deputy Chief and Chief is strongly preferred.

- Have thorough knowledge of the principles of personnel management, as well as experience with recruiting, training, promoting, disciplining, and terminating employees within a contractual and civil service environment.
- Possess fire command/firefighting experience as well as significant fire management experience in a city that is comparable to Evanston.
- Have experience and ability to adopt a quick, effective, and reasonable course of action in community emergencies.
- Have significant experience in labor relations and contract administration, leading effectively in a strong union environment; possess the ability, temperament, and commitment to be fair, reasonable and equitable in such matters, establishing positive relationships between management, labor representatives and employees.
- Be knowledgeable about computers and other contemporary technologies which can enhance the department's effectiveness in delivering services to the public.
- Have experience in working with other municipal agencies.
- Have experience in public relations that include working with citizens, public interest and neighborhood groups in a community of multi-racial, multi-cultural, socio-economic diversity, as well as

strong public relations skills to enhance public understanding and support of the fire service.

- Have experience personally preparing and presenting oral and written reports and presentations for a variety of audiences.
- Have personal experience and positive temperament toward resolving public inquiries, suggestions, and complaints in a participative community in a positive, responsive manner.
- Have an in-depth understanding of and significant experience and exposure to modern techniques, methods and practices relating to fire suppression, fire prevention and inspection, emergency medical services, training, communications, administration, public education and related progressive fire service programs and services.
- Be knowledgeable about fire accreditation procedures and programs.
- Possess experience in budgeting and financial management and thoroughly understand the financial constraints faced by local government.
- Possess the skills and background to effectively evaluate facility and equipment needs.
- Successful experience in a Council-Manager form of government is desirable, but not required.
- Be knowledgeable and have experience in emergency preparedness procedures.

Management/Command Style (not in order of importance)

- Possess complete personal and professional integrity and personally set a high standard of ethical behavior for self and employees.
- Possess strong leadership skills and a style that provides high visibility among fire personnel, including visits to facilities and being available to departmental personnel on an individual basis, as appropriate, earning credibility and respect.
- Have a thorough understanding of affirmative action/equal employment policies, practices and principles, while being committed to hiring/promoting the best qualified candidates with a strong commitment to equal opportunity and affirmative action, especially as it relates to recruitment, retention, and development of women and minorities.
- Have the ability to address discipline and be impartial and consistent in for internal departmental affairs.
- Have the ability to deal in an environment of diverse opinions and personalities.
- Be "visionary," innovative, and an advocate for change when in the best interest of meeting the department's responsibilities to the community and citizenry it serves.

- Believe in and practice team management in both Fire and Life-Safety Services Department operations and interactions with other Department Heads in the City.
- Be sensitive to individual and collective concerns relating to employee morale and ways of effectively improving it within a fire organization.
- Have a successful record in working with institutional and business representatives, public interest and neighborhood groups in a community of multi-racial, multi-cultural, socio-economic diversity, as well as strong public relations skills to enhance public understanding and support of the fire service.
- Be committed to continued education and training for self and staff, providing opportunities for employee growth and development; ensure that an aggressive, comprehensive in-house training program is pursued by all personnel.
- Be personally secure and self-confident, and stand up for professional convictions, making decisions and recommendations based on what is in the best interests of the department, the City and the community.

- Be comfortable in delegating to command and administrative staff, while remaining knowledgeable of the status of programs and projects; take a "hands-on" management approach to matters of particular importance and sensitivity.
- Be an advocate for the department, able to clearly represent the needs of the department to the City Manager and the City Council, while also serving as an effective member of the City Manager's top management team.
- Be a proactive, anticipatory manager who can identify and take the initiative in addressing concerns and opportunities well before the development of crisis situations.

- Seek the input of fire personnel in the decision-making process affecting operations and related procedures which affect the department, encouraging a bottom-up orientation, recognizing that the best ideas often come from firefighters and others close to the issue at hand.
- Have a participatory management style.
- Have an interest and ability to fully utilize the energy, skills, and personal talents of all departmental personnel.
- Be an active participant in the Evanston community as Fire Chief.
- Residency is not required but strongly encouraged.

ISSUES AND OPPORTUNITIES

The following areas of interest and concern have been identified as among the challenges which the Fire Chief will be expected to evaluate early on in his/her tenure:

- Budget constraints continue to require all City departments to closely examine staffing and operations toward achieving savings while continuing to carry out their mission in the most cost-effective manner possible; the Fire Chief plays a leading role in this effort.
- Establish and maintain a comprehensive, consistent, in-house training program to ensure departmental personnel's ability to meet emergencies and provide service in the most effective, safe, and successful manner possible; also facilitate outside training in executive and specialty courses for a cross-section of personnel.
- Maintain a climate of positive labor-management relations, developing respect and trust between the Fire Command Administration/Union Representatives and rank and file personnel of the department, and provide responsible leadership toward resolving issues of concern and grievances at the Fire Chief level whenever possible.

- Provide advice and counsel to the Civil Service Commission regarding selection of entry level personnel.
- Analyze administrative procedures and methods toward establishing modern practices, including utilization of computer technology for administrative and operations applications.
- Thoroughly review all departmental practices and tactics with a view toward ensuring that the Fire and Life-Safety Department is utilizing up-to-date, safe, effective procedures and is provided safe, modern equipment with which to operate.
- Maintain and enhance the Evanston Fire and Life-Safety Department's image of being a leading, progressive, state-of-the-art Department in the region.
- Support the continued development of a culturally diverse work environment.
- Maintain and establish programs to ensure a reduction in work injuries.