



BAINBRIDGE ISLAND FIRE DEPARTMENT

**Succession Plan
2021**

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Executive Summary

As a component of the Department's 2019-2024 Strategic Plan, the Bainbridge Island Fire Department (BIFD) Succession Plan was developed to provide our career members a guide to assist them with their career development and preparing for promotion.

BIFD is committed to promoting qualified members from within the Department to areas of increased responsibility and leadership. In addition, the Department is committed to developing our members in the evolving landscape of the professional fire service.

The objective of this Succession Plan is to provide a starting point for our members who wish to promote to a position of higher responsibility and leadership. This Succession Plan is a guide or map to navigate and prepare members for promotion to the position of Firefighter/Paramedic and up to the position of Fire Chief.

The document mirrors the adopted job description of each position which identifies the specific purpose of the position, responsibilities, essential job functions, qualifications and personal attributes.

In addition, each position within the Succession Plan has been reviewed and measured against the BIFD Core Values. The Core Values have been specifically identified, discussed and referenced for each promotable position.

Finally, the Succession Plan is intended to be an evolving document that will be updated periodically and is intended to expand to meet the demands of the each position and to be contemporary regarding qualifications, and expectations.

I would like to thank all of the members of the Bainbridge Island Fire Department that contributed to the in-depth discussions and development of the BIFD Succession Plan. It is important that our members are provided with direction not only on the requirements for promotion, but most importantly, the expectations and core values associated with each position.

Hank Teran
Fire Chief
Bainbridge Island Fire Department



Core Values

As part of the first 2010-2019 Strategic Planning process, the Department adopted the Mission Statement, *“The Mission of the Bainbridge Island Fire Department is safeguarding lives, property, and the environment through prevention, education and emergency response.”*

As the Department evolved, it was important to recognize and define just how the Department delivers our mission and what core values the Department wants to reinforce as our specific organizational culture.

Beginning in 2019, the exercise of engaging the membership in productive conversations to define such core values was conducted. The collaboration and thoughtful discussion produced the Bainbridge Island Fire Department Core Values:

Compassion

We care for each other and those we serve with respect and empathy, remaining humble and courteous.

Trust

We continually strive to earn and maintain the public’s and each other’s trust by using our best judgement and upholding a character of honest and ethical conduct in every situation we encounter.

Stewardship

We are dedicated to being accountable stewards of the resources entrusted to us, taking deliberate action to establish and maintain readiness to serve the public.

Innovation

We embrace change and empower our members to be innovative, adaptive and forward-thinking, seeking ways to improve themselves, the Department and the community.

Courage

We exercise the moral and mental strength to do what is right, with fortitude and determination, even when faced with adversity.

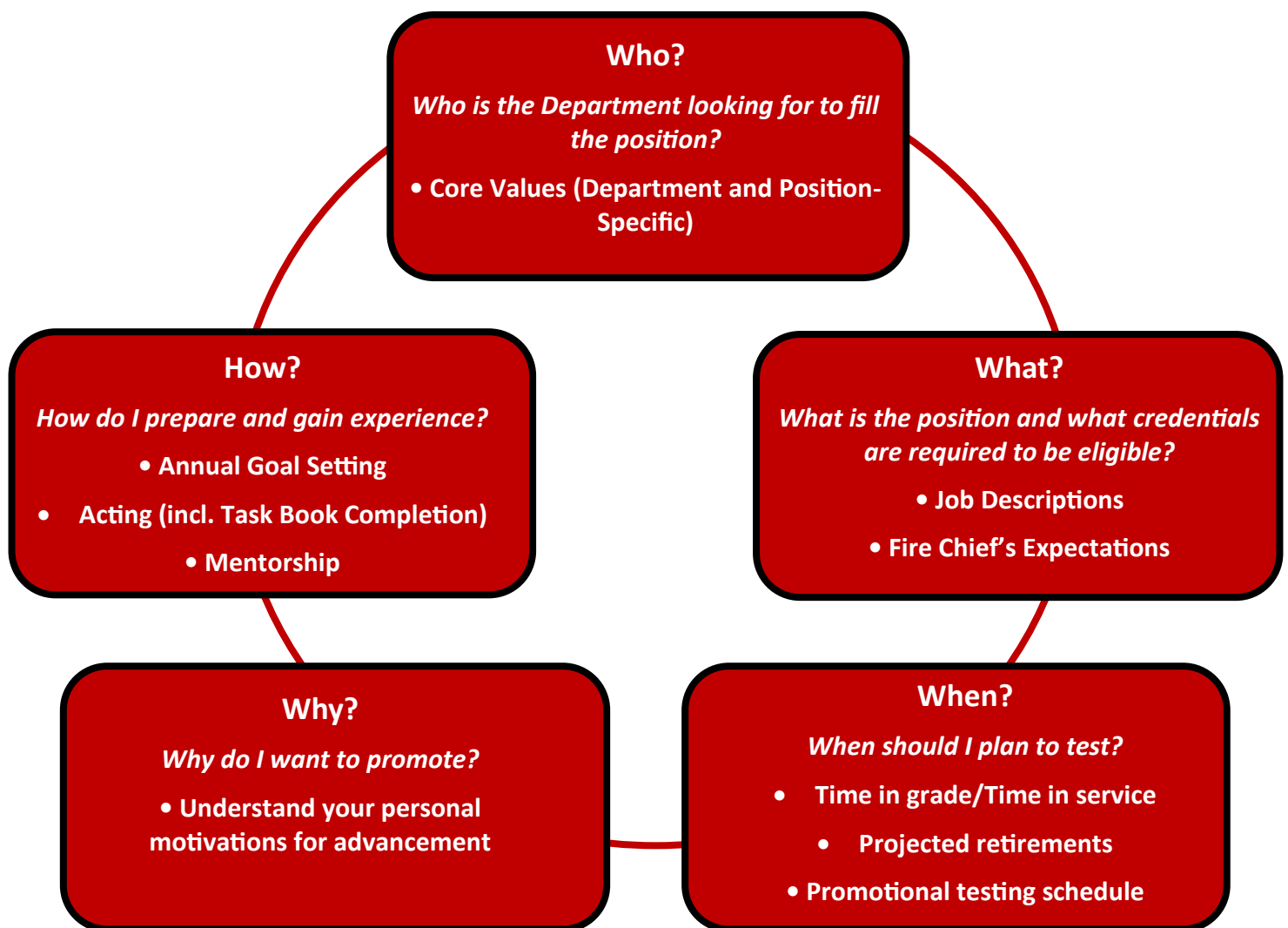
On February 19, 2020, the Board of Fire Commissioners unanimously approved the proposed Core Values. Our adopted Core Values will be reinforced not only daily, but at new member orientation, promotion ceremonies, Annual Performance Reviews and in this Succession Plan.

In the development of the Succession Plan, the participants further defined Core Value expectations for each position which will assist members who desire to promote into positions of increased responsibility.



Planning Process

The process of preparing oneself and fellow members to promote within the Department requires consideration of several aspects. Intentional planning in order to be competitive in the testing process should be done proactively. Most importantly, being prepared and confident to assume the duties of any new position is paramount. The Succession Plan process can be divided into several components. These components provide direction, in no particular order, towards being prepared for promotion. Use of this document, as well as other resources will be advantageous in your career development.





Fire Chief

Board of Commissioner's Overview

"The Fire Chief embodies the Department's core values, culture, and standard of excellence. An effective Chief blends confidence, wisdom, esteem in others, and humility. Being the Department's visionary leader and principal representative, the Chief is ultimately accountable for the day-to-day and longer-term performance and influence of the Department at the local, regional, and state levels. In working across all these levels, it is essential the Chief demonstrate strategic and fiscal responsibility, conviction in purpose, political acuity in words and actions, unwavering commitment beyond self-interests, and empowerment of subordinate individuals and groups in fulfillment of strategic and tactical objectives."

Job Description Summary

Major Function and Purpose:

The Fire Chief is the Executive Officer of the Fire Department. The Fire Chief plans, organizes and directs the activities of the Department, including administrative and operational services, in accordance with local, state and federal laws. The Fire Chief integrates organizational, procedural, policy, and fiscal management within the Department, for the purpose of operating within defined service level expectations and fiscal priorities. The position is the recognized leader of the Department who inspires each member to achieve the Department's mission, values and vision.

Qualifications:

Required:

- Master's degree in fire science, fire service administration, public administration or a related field, and completion of the Executive Fire Officer Program (EFOP) or Chief Fire Officer Designation (CFOD)
- 10 years of progressive experience as an Officer in the fire service (as Lt. or above)
- A minimum of five (5) years' experience as a Battalion Chief, or equivalent, or higher ranking Officer in a fire department providing EMS services (both ALS and BLS)
- Excellent oral and written communication skills
- Proficient in the use of an Office Suite software program
- Experience in developing and preparing plans, policies and procedures
- Expertise in personnel rules and regulations pertaining to public sector employees and emergency responders
- In-depth knowledge of laws and regulations governing fire districts
- Ability to present policy issues and choices for decision makers

- Experience in negotiating and/or implementing collective bargaining agreements
- Ability to prioritize and integrate services with fiscal accountability
- Valid Washington State Driver's License (or must be obtained prior to start date of employment)
- Commercial Driver's License (CDL) or Emergency Vehicle Accident Prevent (EVAP) certified (within 90 days of employment)
- Knowledge of fire prevention activities, including Fire Code enforcement and plan review
- Knowledge of fire investigation activities
- Experience in and knowledge of the financial, budgeting and accounting practices of public agencies
- American Heart Association Health Care Provider Card, or equivalent

Desirable:

- Extensive seminars or course work in leadership training and management
- Experience in working with and/or leading combination fire departments, especially departments with a long-standing volunteer tradition
- State EMT certification

Personal Attributes:

This position requires a self-confident, results-oriented administrator with a participatory leadership style. The individual is expected to be a Strategic thinker- looking beyond day-to-day issues with an eye on the long-term plan. The individual should be comfortable interacting with members at all levels of the organization, including commissioners, staff and volunteers and be comfortable being the department spokesperson with local and state government, citizens, media. The individual shall:

- Be sensitive to the needs of all constituents
- Possess a high degree of integrity, professional decorum and well-developed interpersonal skills
- Be able to facilitate decision-making by fostering a spirit of cooperation and consensus building
- Be approachable, personable and friendly, yet retain the ability to make tough decisions when needed
- Be dependable and able to maintain their emotional self-control in stressful situations
- Be able to accept advice and constructive criticism, follow rules and regulations, and adapt to changing working conditions
- Convey a positive, professional attitude and contribute to the general wellbeing of the Department
- Embrace the mission, vision and values of the Department. Be dedicated to the development of the Fire Department

Core Values

The Core Values itemized below have been developed specifically for the Fire Chief position by the Board of Fire Commissioners. It is the expectation that the Fire Chief will embrace and cultivate the Core Values and expectations specific to the position of Fire Chief. The history and development of the Departments overall Core Values are located on page three of this Succession Plan.

Compassion

The Fire Chief must be able to be sensitive to the needs of all members of the Department with the understanding that each and every member is valued and unique. Compassion and understanding with the importance of making personal connections with each member cannot be overstated. Transparency, openness, respect and the ability to relate with volunteers and career members is critical. This same expectation must also transfer to the community and other governmental agencies.

Trust

The Fire Chief must be above reproach and explicitly trusted with confidential information. The Fire Chief must be able to rely on and trust staff in all levels of the Department. The trust of the public's funds and accountability lies under his/her responsibility. The Fire Chief sets the tone for the Department and is trusted to have the vested interest of the community as well as the success of the Department.

Stewardship

The Fire Chief must have a long-term commitment to the Bainbridge Island Fire Department. The importance of being a steward of short, mid, and long-term success is of paramount importance. The Fire Chief must welcome the responsibility of impacts to the community and the importance of service levels while balancing taxpayer support. This stewardship includes the involvement and political influence at the Local, County and State legislative levels. The Fire Chief has the responsibility of representing the Department both on and off duty.

Innovation

The Fire Chief must not only support but embrace technology, practices and opportunities new to the fire service. An open-mindedness and the ability to think outside of the norms not only encouraged, but expected. Innovation and change should always be one of the guiding principles while balancing traditions with change. It is important that the Fire Chief also show restraint and not pursue every new fad or trend just for sake of change.

Courage

The Fire Chief must be able to be courageous and have the resolve to stand by the vision of the Department. It is an expectation that the Fire Chief will be a community leader and influencer, not only on Bainbridge Island but also in Kitsap County and Washington State. The Fire Chief must be an example of humility and a person of strong character. The Fire Chief must be willing to communicate and lead while making decisions even when such decisions are unpopular.

Beneficial Education and Experience Opportunities

The Fire Chief should have a passion for self-improvement and a desire to continue their education in numerous arenas, not just the fire service. A working knowledge of finances, human resources, technology and the ability to be a solid public speaker are important. Political savvy and awareness must be an innate part of the Fire Chief's abilities. The skill to find common ground and the capacity to negotiate with labor leaders is essential.



Deputy Fire Chief

Fire Chief's Overview

"The Deputy Chief is responsible for the overall day to day operations of the Bainbridge Island Fire Department. The Deputy Chief works extremely close with the Fire Chief and supports and communicates the expectations of the Fire Chief to the membership.

Over time, the Deputy Chief will transform into a strategic thinker, become politically aware and evolve from being a solely tactically focused leader to a frame of political awareness and long-term planning and strategy mindset.

An effective Deputy Chief must manage, motivate and provide leadership at all levels of the Department. A successful Deputy Chief enables the Fire Chief to focus on the Department's strategic goals, political challenges, City of Bainbridge Island, Kitsap County and Washington State issues impacting our Department.

The Deputy Chief must be able to anticipate not only operational issues but budgetary and political impacts. The desire to continually improve one's self and self-reflection is also a vital component of an effective Deputy Chief. The Deputy Chief is expected to act as Fire Chief in my absence and is the successor to the Fire Chief.

Officers desiring to promote to the position of Deputy Chief must be experienced and confident leaders who are strategic thinkers and driven to excellence both for themselves and for the membership."

Job Description Summary

Major Function and Purpose:

Under the direction of the Fire Chief, the Deputy Fire Chief coordinates and manages the personnel, equipment, and activities associated with the day-to-day operation of the Department including emergency operations; community risk reduction; and support functions such as fleet maintenance, facilities maintenance and supply, training, safety, the volunteer program; and other programs assigned. The Deputy Fire Chief remains up-to-date regarding federal, state, and local regulations that pertain to the protection and performance of assigned Department personnel and ensures that the Department incorporates these into Department procedures. Additionally, the Deputy Fire Chief provides periodic written reports regarding the Department's operational readiness.

The Deputy Fire Chief has authority to make all decisions on emergency incidents and responds on significant calls when available. The Deputy Fire Chief does not have the authority to terminate, demote, hire or suspend an employee without pay; however, the Deputy Fire Chief does have the authority to reprimand all employees and recommend further discipline to the Fire Chief. The Deputy Fire Chief coordinates Department operations and programs through the assistance of the Department's Battalion Chiefs and other support personnel.

Qualifications:

Required:

- 10 years progressive fire service experience
- 5 years of experience in a fire command position, e.g., Battalion Chief, Assistant Chief or Deputy Fire Chief rank and/or company officer with program management experience, or as approved by the Fire Chief
- A Bachelor's degree in fire command/administration or related fire service field
- Proven incident command experience at emergency scenes
- Excellent communication skills and the ability to work effectively with diverse individuals and groups including staff, volunteers, public officials, members of the development community, and citizens
- Demonstrated experience and skill in delivering services that meet and often exceed customer expectations
- Skill in managing personnel , work projects, and budgets and in achieving results
- Proficiency in Microsoft software applications and integrated database programs
- Valid Washington State Driver's License, proof of current insurance, and the ability to be insured by the Department's insurance provider
- Must be a U.S. citizen or eligible to work in the United States

Desirable:

- A Master's degree from an accredited institution in any fire service field such as fire science or fire administration
- Demonstrated managerial experience and training (e.g., National Fire Academy's Executive Officer Program)
- Demonstrated service in a combination fire department
- Past service as a volunteer firefighter

Personal Attributes:

This position requires a mature, self-confident individual who has the interpersonal skills to work well with all members of the organization and the general public. The individual is expected to work with limited supervision, demonstrate initiative on projects, and show a willingness to learn new information, be a problem solver, and exercise good judgment. The individual must be able to:

- Maintain their emotional self-control in all situations
- Accept advice and coaching from others, follow rules and regulations, and adapt to changing working conditions
- Convey a positive, professional attitude and contribute to the general well-being of the Department

- Embrace the mission of the Department
- Continue their education and apply new ideas and techniques

Core Values

The Core Values identified below have been developed specifically for the Deputy Chief position by the membership. It is the expectation that the Deputy Chief will embrace and cultivate the Core Values specific to the position. The history and development of the Departments overall Core Values are located on page three of this Succession Plan.

Compassion

The Deputy Chief must have empathy for all subordinates under their command. An element of compassion is having knowledge of what our members experience and the pressures of the fire service. A deep understanding of the challenges of all ranks for both volunteer and career members is essential. The importance of an open-door policy shows the willingness to engage with the members and allows for opportunities to demonstrate care.

Trust

The Deputy Chief trusts that our members' intentions are to do the right thing and empowers members to make decisions. The Deputy Chief must build trust by showing consistency and communicating information on the important decisions. They should mentor officers and encourage officers to lead and develop professionally in administrative, time management and mentorship of their subordinates.

Stewardship

The Deputy Chief is the steward of the day to day operations of the Department. Such responsibility involves doing what is best for the community and membership before their own needs. At times, the two may be in conflict, the Deputy Chief must understand that stewardship is not mutually exclusive. The responsibility to gage the morale within the Department can only be accomplished by engaging the membership. The Deputy Chief is key to communicating the intent and vision of the Fire Chief.

Innovation

The Deputy Chief must not only be innovative but also support and encourage innovation amongst the membership. The position should be open to ideas from staff on how to improve the Department while balancing the financial goals and limitations of the organization.

Courage

The ability to have courageous conversations with the Fire Chief, Board of Fire Commissioners and the Union is required for the Deputy Chief. The ability to support the Fire Chief and be able to act in the Fire Chief's absence will require confidence in one's abilities and leadership. The position is an advocate for the Department when addressing the community, City leadership and Kitsap County.

Beneficial Education and Experience Opportunities

The Deputy Chief must have a desire to be a lifelong learner and advocate for higher education and training. The position should be familiar with current operational policies and standards and remain up-to-date on the changing environment of the fire service. Public speaking and a working knowledge of labor negotiations, fire code, city ordinances and other standards is vital to the success in this position.



Battalion Chief

Fire Chief Position Overview

“The Battalion Chief (BN) is the first ranking chief officer position in the Department. The BN has the unique challenge of being required to function in both the administrator and operational mode.

The BN is responsible for the operational readiness, motivation, training and oversight of all three stations on their shift. It is imperative that the BN is in tune with their shift and is able to provide leadership, direction and support and without micromanaging.

The BN has administrative responsibilities which include budget, program area management, and personnel oversight. An effective BN is operationally sound, embraces training, is open to innovative ideas and recommendations from subordinates, and communicates those ideas to the chain of command.

The BN must be prepared to represent the Department in the absence of the Deputy Chief and must be available to represent the Department as the highest ranking officer on 24/7 duty.

Officers desiring to promote to the position of Battalion Chief should be confident leaders who are driven to excellence for themselves and for the membership.”

Job Description Summary

Major Function and Purpose:

Under the direction of the Deputy Fire Chief, the Battalion Chief performs a variety of administrative, supervisory, managerial, personnel-related, and emergency response duties that ensure functional operation of a shift and assigned program areas. The Battalion Chief serves as the leader of a team, in highly stressful situations in hazardous environments. The Battalion Chief serves as an integral part of the Department’s administrative team.

Qualifications:

Required:

- All required qualifications within the Department’s Lieutenant Job description
- 4 years as a career (salaried) Lieutenant
- NIMS 300 and 400
- Incident Safety Officer course completion
- Hazardous Materials Incident Commander course completion
- IFSAC Fire Officer II
- IFSAC Fire Instructor II

Desirable:

- An Associate's degree, or higher, in any fire service field such as fire science, fire administration, or related field as approved by the Fire Chief
- Completion of coursework in fire service leadership, management, and incident management
- Participation in Department committees and program management

Personal Attributes:

This position requires a mature, self-confident and results-oriented individual with strong leadership skills. The individual should be comfortable interacting with members at all levels of the organization, including commissioners, career staff and volunteers. A high degree of integrity, professional decorum and well-developed interpersonal skills are required. The individual should facilitate decision making by fostering a spirit of cooperation and consensus building. The individual should be:

- Approachable, personable and friendly, yet retain the ability to make tough decisions when needed
- Dependable and able to maintain their emotional self-control in stressful situations
- Able to accept advice and constructive criticism, follow rules and regulations, and adapt to changing working conditions
- Able to embrace the mission, vision and values of the Department
- Dedicated to continuing their education and applying new ideas and techniques

Core Values

The Core Values itemized below have been developed specifically for the Battalion Chief position by the membership. It is the expectation that a Battalion Chief will embrace and cultivate the Core Values specific to the position. The history and development of the Departments Core Values are located on page three of this Succession Plan.

Compassion

The Battalion Chief demonstrates compassion for subordinates and superiors by prioritizing relationship building with an attitude of empathy and humility. Communication with the understanding of the duty crew, Administration, and the community is a priority. This position is unique since it experiences firsthand the tasks the duty crew encounters while also understanding the challenges of Administration.

Trust

Confidential information and discussions must be held in trust. The confidence in the Lieutenants to carry out daily duties must be supported and not become an opportunity to micromanage. This position must manage from a position of trust while proving support. The Battalion Chief is the highest ranking officer on duty and must be trusted to represent the Department for all public interactions during their duty shift.

Stewardship

The stewardship for overseeing the operational level of service for the entire community during the Battalion Chief's shift requires commitment and a sense of responsibility. Stewardship includes setting the tone for the shift and identifying strengths and weaknesses in the platoon and addressing areas in need of improvement. Command presence on

emergency responses, oversight of training drills, mentoring and creating a healthy work environment on their shift falls under their stewardship.

Innovation

The Battalion Chief position must support the evolution of the Department and be an advocate when change is needed. The position supports innovation by fostering membership “buy in” and looks at long-term forecasting and encouraging members to bring ideas and new concepts forward for consideration.

Courage

The Battalion Chief has to be courageous on a number of fronts including advocating for their platoon as well as for Administration. Unpopular decisions and justification for decisions need to be communicated to staff for understanding. The ability to courageously stand by one’s decisions while also knowing when to change course is vital for this position. The ability to be self-reflective, flexible and willing to compromise when appropriate is an expectation.

Beneficial Education and Experience Opportunities

The Battalion Chief should have a desire to understand, in a broader sense, the political and cultural challenges facing the Department. Training in the fundamentals of human resources, mentoring, counseling and budgeting are beneficial. It is important that training and education be not only from local resources but resources outside of Kitsap County or the state. Training at the National Fire Academy and the Los Angeles City Fire Department Leadership Academy are examples of such opportunities. Becoming a qualified Acting Battalion Chief should be a priority prior to promotion in order to gain the hands-on experience and knowledge needed for a successful transition.



Lieutenant

Fire Chief's Overview

"The Lieutenant is the first ranking officer position at the Bainbridge Island Fire Department. The Lieutenant position is one of great influence and responsibility both within the Department and the community.

The Lieutenant has a direct impact on carrying out the mission of the Department and has a significant influence on the quality of service to the community and the career development of the members assigned to his/her shift.

The Lieutenant has responsibility for the readiness of personnel, apparatus and fire station maintenance while on duty. A productive Lieutenant provides motivation, instruction and instills the Departments core values into all aspects of their daily tasks.

Firefighters and Firefighter/Paramedics desiring to promote to the position of Lieutenant should be confident leaders who are driven to excellence both for themselves and for their subordinates."

Job Description Summary

Major Function and Purpose:

Responsibilities as a company officer involve insuring the readiness of all company personnel and equipment by: drilling and instructing personnel in emergency operations, fire prevention, rescue techniques, departmental regulations, and policies, or building inspection activities. While at the scene of an emergency, the company officer, as incident commander, is responsible for the effective performance and operation of the company until relieved of command by a superior officer.

Under the direction of the Battalion Chief, Lieutenants supervise an assigned company and directly participate in the conduct of emergency work. Lieutenants conduct non-emergency, technical training and administrative activities, in accordance with established departmental policies, procedures and programs, as assigned.

Lieutenants may be assigned or rotated between shifts for administrative and career development. Lieutenants may be assigned and rotated through dayshift lieutenant positions for a two-year term.

Qualifications:

Required:

- All required qualifications within the adopted Department's Firefighter/EMT job description
- 4 years as a career (salaried) firefighter
- NIMS 100, 200, 700
- IFSAC Instructor 1 certification

- IFSAC Fire Officer 1 certification
- IFSAC Hazmat Operations certification

Desirable:

- RS1 certification
- Incident Safety Officer course completion
- NIMS 300
- Associates degree in Fire Science or related topic
- Service in the position of Firefighter/Inspector

It is the Department’s intent that a member in the position of Lieutenant who does not have the desirable qualifications listed above will strive to attain said qualifications during his/her tenure in the position (with the exception of service as the Firefighter/Inspector).

Personal Attributes:

The position requires a mature, self-confident individual who has the interpersonal skills to work well with all members of the organization and the general public. The individual is expected to work with limited supervision, demonstrate initiative on projects, show a willingness to learn new information, be a problem solver, and exercise good judgment. The individual should be dependable and able to maintain their emotional self-control in stressful situations. The individual should be:

- Able to accept advice and constructive criticism, follow rules and regulations, and adapt to changing working conditions
- Able to effectively supervise both peers and subordinates
- Able to convey a positive, professional attitude and contribute to the general well being of the Department
- Able to embrace the mission, vision and values of the Department
- Dedicated to continuing their education and applying new ideas and techniques

Core Values

The Core Values itemized below have been developed specifically for the Lieutenant position by the membership. It is the expectation that a Lieutenant will embrace and cultivate the Core Values specific to the position. The history and development of the Departments Core Values are located on page three of this Succession Plan.

Compassion A Lieutenant must demonstrate compassion for the membership and the community in all interactions. Emergency responses, fire prevention inspections, community risk reduction and other public contacts requires empathy and understanding. Compassion is also demonstrated equally with both volunteers and career members. Lieutenants must be able to empathize with each member by providing sound leadership in the form of being a good listener, understanding other perspectives and look for win-win opportunities.

Trust Trusting one’s crew and being able to have confidence in their performance when delegated a task, is essential. The ability to refrain from micromanaging

one's crew and knowing when to intervene is imperative. Administrative tasks, training, public education, fire station and apparatus readiness fall under their responsibility.

Stewardship

The Lieutenant sets the tone for their shift and for the fire station environment. They are the ultimate stewards of the community, members, facilities, apparatus and equipment. The stewardship of providing quality customer service and inclusion of volunteer members fall under the Lieutenant's responsibilities. The ability to understand the qualities and capabilities of one's crew and provide leadership for addressing any weakness is of paramount importance. The Lieutenant has the responsibility to create and foster a fun and positive work environment while balancing the daily pressures of emergency services response.

Innovation

Lieutenants are in the unique position to have direct interaction and influence on the members of the Department and the community. The ability to be open to new innovations in the fire service and not rest solely on prior successes is important. Lieutenants should never be satisfied with the status quo and always be open to new and innovative ideas. Enthusiasm is contagious and should be part of their skill set for encouraging innovation.

Courage

Lieutenants must have the courage to delegate tasks and realize that in certain situations, they may not have all of the answers and must rely upon other crew members. The Lieutenant should be an advocate for their crew as well as for their Battalion Chief. An expectation is that they have the ability to make sound decisions and stay the course even when decision is not popular. In contrast, they must also have the courage to admit when they have made an error and course correct.

Beneficial Education and Experience Opportunities

It is important that Lieutenants take leadership roles on special projects, Volunteer Firefighter Academy, public education and other committees. Participation in fire service organizations outside of the Department is also encouraged. Individuals should find an area within the Department where they can gain expertise and become a subject matter expert. Members aspiring to the position of Lieutenant should gain experience by participating in Acting Lieutenant opportunities.



FF Paramedic

Fire Chief's Overview

"The Firefighter/Paramedic position is the most highly medically trained member of the Department. An excellent and influential Firefighter/Paramedic has a desire and passion for the profession of emergency medicine. They are willing instructors and mentors to all Department EMTs.

The ability to think clearly and not panic in emergencies is also a quality of a highly capable Firefighter/Paramedic. The capacity to exhibit sensitivity for their patients by providing EMS care with compassion, humbleness and with the highest technical skill is their trademark.

In addition to the EMS expectations, the Firefighter/Paramedic must equally maintain their firefighting skills and continue to participate and take an active part in firefighter training.

The Firefighter/Paramedic expectations are high and any firefighter interested in promoting to the position of Firefighter/Paramedic should thoughtfully contemplate if they are committed to meeting such high expectations."

Job Description Summary

Major Function and Purpose:

The position's primary duty as an emergency responder is to function as an ALS provider. The position responds to fire and medical emergencies for the purposes of saving lives and protecting property. The position also supports a wide range of Department programs and events as assigned.

Personnel assigned to this position are hired from an eligibility list or as a lateral Firefighter/Paramedic.

Qualifications:

Required:

- Paramedic training and certification through the University of Washington/Harborview Paramedic Training Program
- Current Washington State EMT-P certification by date of appointment
- Valid Washington State Driver's License by date of appointment
- Has met all requirements of NFPA 1001 for Firefighter 1

Desirable:

- Membership or affiliation with Bainbridge Island Fire Department
- Experience as Firefighter/EMT or Firefighter/Paramedic

- Has good mechanical aptitude and abilities
- Demonstrates oral and written communication skills
- Actively involved in an EMS Training Program

Personal Attributes:

The position requires an individual with the desire and aptitude for learning and applying new information in the field of emergency medicine. The individual should demonstrate outstanding leadership qualities, a strong sense of confidence and calm at emergency incidents, and a passion for teaching/mentoring others. The position requires a high level of maturity and the interpersonal skills to work well with all members of the organization and the general public. The individual is expected to:

- Work with limited supervision, demonstrate initiative on projects, be a problem solver, and exercise good judgement
- Be dependable and able to maintain their emotional self-control in stressful situations
- Accept advice and coaching, follow rules and regulations, and adapt to changing working conditions
- Convey a positive, professional attitude and contribute to the general well being of the Department
- Embrace the mission, vision and values of the Department
- Be dedicated to continuing their education and applying new ideas and techniques

Core Values

The Core Values itemized below have been developed specifically for the Firefighter/Paramedic position by the membership. It is the expectation that Firefighter/Paramedics will embrace and cultivate the Core Values specific to the position. The history and development of the Departments Core Values are located on page three of this Succession Plan.

Compassion

Firefighter/Paramedics must excel at demonstrating compassion for each and every patient they encounter, no matter the severity of the incident. They are known for their excellent bedside manner, and their ability to deliver the most difficult medical prognosis with empathy. Care is not limited to only the patient, but to the entire family and home environment. This deep compassion is entrenched in our Firefighter/Paramedics and their commitment to service.

Trust

Firefighter/Paramedics must foster, encourage, and support excellent relationships with EMT's by providing leadership and mentorship. At the same time, putting trust in the EMT's skills and abilities in providing EMS care. Firefighter/Paramedics are a key element of the emergency response team and must be trust worthy with the responsibility and oversight for all EMS controlled substances. They must be trusted to advocate for their patients and gain the trust of family members by their calm and confident demeanor. The trust in other emergency responders' abilities and the cultivation of a collegial camaraderie is a fundamental expectation.

Stewardship

Firefighter/Paramedics must be good stewards of our partnership with the Medic One Program and continue to embrace Medic One's high level of expectations and enduring culture. In addition, they should be an advocate for such expectations and attempt to influence Kitsap County EMS services. It is also essential that they continue to actively participate and maintain their firefighting skills. Listening, communication, and maintaining ones physical and intellectual fitness is also an important part of their stewardship.

Innovation

Problem solving and the ability to make sound decisions while under time constraints is a trademark of our Firefighter/Paramedics. The ability to make important, sound decisions on patient care and transportation destination options is critical. The willingness to be open minded, pro-active and eager to explore new practices, technologies and procedures in emergency medicine is expected.

Courage

Courageous leadership with humbleness is the trademark of this position. The ability to show courage in life and death situations and the capability to make difficult decisions under pressure can be a daily occurrence. The courage to be vulnerable and open to new training opportunities outside of the EMS discipline is important.

Beneficial Education and Experience Opportunities

Firefighter/Paramedics should demonstrate a deep passion and knowledge for pre-hospital emergency medicine. The importance of taking a leadership role in Department and Kitsap County committee work such as EMS Evaluator at BLS level, CPR/STB/CRR instructor are great opportunities.



Finance Manager

Fire Chief's Overview

“The Finance Manager is the gatekeeper and overall guardian of the Department’s finances. The Finance Manager is responsible for the entrusted stewardship of our Department’s finances, vendor and overall budgetary management. The Finance Manager must be able to embrace the mission of the Bainbridge Island Department and understand the importance of the budget planning and its impacts on level of service to the community.

The Finance Manager is a critical component of the management team and is of extreme importance to the Fire Chief for all things administrative in nature. The Finance Manager assists with human resources and coordinates communication with the Board of Fire Commissioners on behalf of the Fire Chief.

The Finance Manager must be diligent to ensure that all Department records, accountability reports and legal mandates are in full compliance. The position entails far more than financial and human resource responsibilities, the position is vital to the long-term financial sustainability of the Bainbridge Island Fire Department.”

Job Description Summary

Major Function and Purpose:

The Finance Manager is responsible for managing the Department’s financial and personnel management systems. The position supports the Fire Chief on analytical and financial programs/projects, many of which are confidential in nature. The position also provides staff support for meetings of the Board of Commissioners.

Qualifications:

Required:

- A minimum of a Bachelor’s degree in accounting, financial management, or business administration, or equivalent experience
- Working knowledge of advanced financial and accounting procedures
- At least 5 years experience in accounting, information management, and human resources support
- Proficiency with payroll and accounting software
- Working knowledge of internal controls and auditing procedures
- Demonstrated proficiency in written and oral communication
- Ability to prioritize work assignments and manage multiple tasks with minimal supervision

- Ability to exercise confidentiality and discretion
- Experience with fund accounting

Desirable:

- Working knowledge of Budgeting, Accounting, and Reporting System (BARS)
- Ability to prioritize work assignments and manage multiple tasks with minimal supervision
- Ability to participate as a team member with other Department members
- Interest in working for a public service organization

Personal Attributes:

This position requires a mature, self-confident individual who has the interpersonal skills to work well with all members of the organization and the general public. The individual is expected to work with limited supervision, demonstrate initiative on projects, show a willingness to learn new information, be a problem solver, and exercise good judgment. The individual should:

- Be dependable, be able to accept advice and coaching from others, follow rules and regulations, and adapt to changing working conditions
- Convey a positive, professional attitude and contribute to the general well-being of the Department
- Be dedicated to continuing their education and applying new ideas and techniques
- Embrace the mission, vision and values of the Department

Core Values

The Core Values itemized below have been developed specifically for the Finance Manager position by the membership. It is the expectation that the Finance Manager will embrace and cultivate the Core Values and understand the expectations specific to the position. The history and development of the Departments Core Values are located on page three of this Succession Plan.

Compassion

Compassion and understanding when dealing with human resource issues is one of the essential responsibilities of this important position. Having compassion and understanding is also important when interacting with the public. The ability to translate complex issues in a way that is understandable without being condescending is a quality desirable for this position.

Trust

The Finance Manager must be trusted explicitly regarding financial and personnel issues. The position must be relied upon to keep the trust of the community and membership by producing current, accurate and timely financial information with utmost transparency. The position is a trustworthy member of the management team and a resource for the Fire Chief with the understanding that certain sensitive conversations remain confidential.

Stewardship

Fiscal stewardship and credibility are the cornerstone of this position. The Finance Manager must have an inherent sense of responsibility for the fiscal interest for the community and the Department. In order to have a balanced and informed perspective, understanding the organization and the profession of the fire service is important. A key

component of stewardship for this position is the ability to forecast and provide the Fire Chief with long-range financial predictions while prioritizing sustainability.

Innovation

The Finance Manager must be open to new processes, systems and technologies for addressing financial, personnel and labor issues. A creative approach is encouraged while being fiscally responsible is an expectation of this position.

Courage

The Finance Manager must have the courage to be provocative and to make unpopular decisions with staff, management, Fire Chief and the Board of Fire Commissioners. The position is the subject matter expert in various financial and human resource issues and must therefore, have courageous conversations on issues that require candor.

Beneficial Education and Experience Opportunities

The Finance Manager is a key member of the management team and Department and therefore should be an active participant in Department committees as well as community committees as directed by the Fire Chief. The Finance Manager will at times be required to speak at community events so training in public speaking or public communications is advantageous.

