

CITY OF OAKLAND

announces the recruitment for

FIRE CHIEF



RECRUITMENT SERVICES PROVIDED BY RALPH ANDERSEN & ASSOCIATES



THE OPPORTUNITY

The City of Oakland, California is conducting a national search for an innovative and committed fire professional to serve as the next Fire Chief for the 41st largest city in the United States. Ideal candidates must have strong leadership and interpersonal skills to provide innovative and dynamic approaches in emergency and public safety services that contribute to the quality of life for residents and visitors to this cultural and economic center of California.

THE COMMUNITY

The City of Oakland is located on the east side of the San Francisco Bay in the County of Alameda. Oakland is bordered by 19 miles of coastline to the west and rolling hills to the east, which provide unparalleled vistas of the Bay and the Pacific Ocean. In between are traditional, well-kept neighborhoods, a progressive downtown, and superior cultural and recreational amenities. Oakland serves as the administrative hub of the County of Alameda, the regional seat for the federal government, the district location of primary state offices, and the center of commerce and international trade for the Bay Area. Today, the City of Oakland covers a land area of more than 53.8 miles with 835 miles of streets and has a population of approximately 412,000 residents. The retail market in the City totals in excess of \$3.6 billion and is a strong contributor in the Bay Area economy. It is considered one of the most diverse cities in the nation and is consistently voted to be among the most sustainable and green cities.

Considered one of the most diverse cities in the nation, Oakland is also the center of commerce and international trade for the Bay Area. It is a world-class city that is rich in cultural and recreational amenities.

CITY GOVERNANCE STRUCTURE

The City of Oakland, incorporated on May 4, 1852, has a long history of strong leadership with the Mayor/Council form of government. Mayor Jean Quan was inaugurated on January 3, 2011 and became Oakland's first woman and first Asian-American mayor. The Mayor is elected at-large for a four-year term, and can be re-elected for one additional term.

The City Council is the legislative body of the City and is comprised of eight Council members. One Council member is elected "at-large" while the other seven Council members represent specific districts. All Council members are elected to serve four-year terms. Each year the Council members elect one member as President of the Council and one member to serve as Vice Mayor.

THE OAKLAND FIRE DEPARTMENT

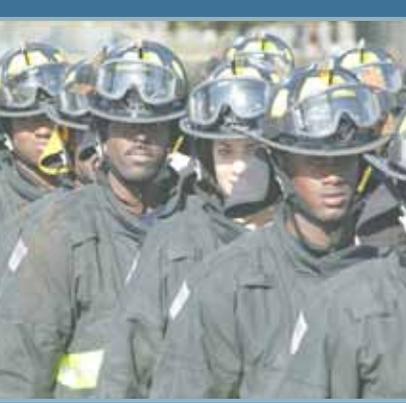
The men and women of the Oakland Fire Department (OFD) work to protect residents, businesses and visitors of the City of Oakland through 25 fire stations (including one located at the Airport) and a wide range of services and programs. The Department provides services in the areas of Fire Suppression, Fire Prevention, Emergency Medical Services (EMS), the Office of Emergency Services (OES), Education and Community programs like Communities of Oakland Respond to Emergencies (CORE), teaching, training, the Wildfire Prevention District, and Emergency Dispatch. The Department has a history of providing outstanding services since 1869 and currently has an authorized staffing level of 507 sworn personnel and 88 civilian staff members with an operating budget of over \$113 million annually. The OFD operates a fire apparatus fleet of 25 Engines, 7 Trucks, 1 Heavy Rescue, 1 Rescue Boat, 1 Hazardous Materials Unit, 1 Portable Air Cascade Unit, 6 Airport Crash Trucks, 1 Communications/Command Unit and numerous other special support and reserve units. In 2010, the Oakland Fire Department responded to 50,740 emergency calls. Approximately 80% of those incidents were emergency medical services calls.

Oakland Fire Department is also home to a 70-member Urban Search and Rescue Team, California Task Force 4 (CATF-4), which is part of the Federal Emergency Management Agency Urban Search and Rescue Response System. This highly acclaimed team specializes in locating and extricating victims from collapsed buildings, primarily those damaged by earthquakes and explosions. Team members are also trained in trench and swift water rescue techniques as well as hazardous materials. CATF-4 team members were called upon to respond to incidents such as the September 11th World Trade Center terrorist attack and Hurricane Katrina.

THE POSITION

The Fire Chief serves at-will and is appointed by the City Administrator in collaboration with the Mayor. The Fire Chief works under the day-to-day administrative direction of the City Administrator.

The Fire Chief will be joining a high-energy, creative and professional executive management team and will assume command of a professional organization with a tradition of providing excellent service. The Chief serves with other department directors as a member of the City's Executive Team. In addition to providing oversight and leadership for the day-to-day operational activities of a progressive and complex organization, he/she will serve as a technical advisor to other City departments, the Mayor, and the City Council on fire, disaster management, and EMS issues. The Chief is also responsible for establishing and maintaining a positive employee/labor relations climate, and for the proper and efficient use of both human and financial resources.



Specific responsibilities of the Fire Chief include:

- Providing strong leadership that will inspire achievement and earn the confidence of Department personnel, the Mayor and the City Council, City leadership, and the community;
- Skilled in utilizing a quality professional and technical staff, mindful of their abilities, and able to listen and make informed decisions. Possessing proven experience and is committed to staff development and succession planning;
- Ensuring professional development of command staff and employees that will enhance their success as managers, and facilitate positive employee morale and strong organizational performance;
- Establishing collaborative working relationships and partnerships with community and neighborhood associations, business groups, development organizations, and other City departments, particularly the Police Department, to pursue a common goal of community safety;
- Articulating a vision and leading the development of strategic and master plans in support of that vision;
- Providing an appropriate flow of information to citizens, the media, and interest groups, and serving as the primary spokesperson on matters of fire safety and life safety;
- Effective in managing the Department's financial resources and in communicating the Department's financial structure and position to internal and external stakeholders; and
- Possessing a participative leadership style and working effectively with other City departments, the executive management team, and affiliated labor associations toward the common good of the organization and the community.

CHALLENGES AND OPPORTUNITIES

The Fire Chief will have a variety of opportunities and challenges to address including:

- Ensuring that Oakland continues to be a city where people feel safe anywhere, all the time, as well as enhancing and preserving neighborhoods;
- Developing and proposing a balanced budget for the Department's operations;

- Prudent fiscal management of the Department's budget in light of the current challenging economic times and shrinking resources;
- Potential increase of \$5.52 million in personnel costs to the Department;
- Replacing aging fire apparatus;
- Rebuilding of Stations 4, 25, and 29;
- Ongoing labor relations – Local 55 MOU which expires June 30, 2012 (Measure Y and Measure BB);
- Renegotiating First Responder ALS contract;
- Relocation of Training Division; and
- Continuing to expand opportunities to acquire special project funding through grants and other non-traditional financial pathways.

THE IDEAL CANDIDATE

The Fire Chief will be expected to demonstrate and promote the highest standards of personal and professional conduct. The ideal candidate will be expected to practice an open style of management and to work collaboratively with members of the Department to foster a working environment that encourages individuals to excel in their areas of responsibility. The Fire Chief will establish positive relationships with employees throughout the organization and place a high value on the professional development of staff. The Fire Chief will be considered a progressive leader within the fire service and be recognized for being an ongoing contributor to the advancement of the profession. Oakland's next Fire Chief will be well-versed in all operational and administrative aspects of comprehensive emergency service operations including fire suppression, fire prevention, hazardous materials response, emergency medical services, and associated services.

The selected candidate for consideration as Oakland's next Fire Chief will be an experienced fire services manager and administrator who possesses outstanding interpersonal, organizational, and leadership skills. This top executive will have exceptional communication skills and be able to work effectively as leader of a team. The ideal candidate will be amiable, open, and honest, and possess a reputation as a firm, competent, fair, and consistent manager. An unblemished record of ethical and professional conduct that can withstand intense public scrutiny is essential.

Extensive experience with sound and effective labor relations will be expected. A sophisticated understanding of California employment practices, including the Firefighter Procedural Bill of Rights, is strongly desired. Known



for being a relationship builder, the top candidate will also have a reputation for establishing and maintaining a high level of trust between management and rank and file.

The selected candidate for Fire Chief will be a person of imagination and vision that will ensure continued progress for the City of Oakland in all areas of fire prevention, fire education, fire suppression, emergency management services, and emergency medical services. He/She will appreciate the City for its quality of life, sound leadership, and a Fire Department comprised of skilled and dedicated employees. The new Chief must also be willing to take reasonable risks to guide the organization to new levels of achievement and share the credit for successes with others. The Chief must have a reputation as an effective developer, motivator, and evaluator of subordinate personnel, with a reputation for providing training and education equitably for all personnel.

Highly qualified candidates must be able to formulate long-range plans that communicate future vision, direction, and leadership expectations. The City of Oakland's Fire Chief will demonstrate effectiveness as being an innovator in developing a model department in areas such as labor-management, training and development, community outreach and education, and the effective use of technology.

QUALIFYING EXPERIENCE AND EDUCATION

Experience – The successful candidate will have ten (10) years of increasingly responsible command and management experience at the Executive Officer level in a comparably-sized organization in a large and culturally diverse metropolitan area with a population of 150,000 or more. With a passion for public service and a proven track record of success, top candidates will have an outstanding career in fire service and a progressively responsible senior level career path. Candidates will be evaluated based on their qualifications and career history presented through their submittal of a comprehensive package of information outlining career highlights and notable achievements. Individuals operating as an assistant or deputy for large, urban departments are also encouraged to consider this opportunity.

Education – Bachelor's degree from an accredited college or university with major course work in fire science, fire administration, emergency management, public administration, or a closely related field is strongly desired. Master's or other advanced degree is a significant plus. Executive Officer Certification, the Chief Fire Officer Designation, Executive Development Institute, or similar endeavors are also highly desirable.

EXECUTIVE COMPENSATION

A competitive compensation package will be offered for this at-will executive position. Annual salary range is up to \$211,382, including an excellent benefits package, and may include moving/relocation assistance, automobile allowance, and public sector retirement (CalPERS 3%@50).

TO BE CONSIDERED

This is a **confidential process** and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references will not be contacted until mutual interest has been established. This position is open until filled.

Confidential inquiries are encouraged to Mr. Robert Burg or Ms. Heather Renschler at (916) 630-4900. **Electronic submittals are required.** Interested candidates should **submit prior to March 31, 2011.** Submittal should include a comprehensive resume, compelling letter of interest, salary history, and professional references via email to apply@ralphandersen.com.

Ralph Andersen & Associates will determine the best overall match with the established criteria as outlined in this recruitment profile. Only the top tier of candidates will be interviewed by the City Administrator for further consideration. A comprehensive and competitive interview process will be conducted at the beginning of April. The resulting top contenders will be presented to the Mayor shortly thereafter and a final decision will be made by the City Administrator in collaboration with the Mayor. It is anticipated that the newly selected Fire Chief will join the City in May/June 2011 or a mutually agreeable date.



The City of Oakland is an Equal Employment Opportunity Employer.