



# **Recruitment Profile for Position of Fire/EMS Chief**

**More information about the City of Junction City can be found at:  
[www.junctioncity-ks.gov](http://www.junctioncity-ks.gov)**

**For additional information, please contact:**

**CEO Recruitment Advisor  
Marla Flentje  
316-250-1344**

**Qualified persons are invited to apply by preferred deadline of  
May 4, 2013**

**Please send cover letter, professional resume and salary history  
in one integrated file to:**

**City of Junction City  
%Recruitment Advisor  
[mflentje@austinpeters.com](mailto:mflentje@austinpeters.com)**

**No on-line application on City's web site required**

**An Equal Opportunity Employer**

## **Recruitment Profile for the Position of Junction City Fire/EMS Chief**

**The City Manager seeks a Fire/EMS Chief  
with vision, innovative ideas and leadership experience  
to advance the department's performance and enhance its value to the community.**

This profile offers potential candidates information about:

- the municipal organization and the community it serves;
- department opportunities and challenges;
- responsibilities and qualifications for the position;
- preferred qualities for the person appointed to the position; and
- other relevant information.

### **I. Description of the Fire/EMS Department and Municipal Organization**

The Junction City Fire/EMS Department is a full-time professional unit that provides fire prevention, protection and rescue within the twelve square-mile limits of the City and advanced life support emergency medical services with within the 404 square miles of Geary County. The Department has had four Chiefs in the past twenty years; the most recent Chief retired from the position.

The dual focus of the Department was established in 1994 by joint action of the City Commission and Geary County Board of County Commissioners to extend emergency medical services County wide.

The 2012 operating budget for the Department was \$4,389,043 with expenditures for EMS services comprising approximately 43 percent of the total. The Department's Equipment Reserve Fund is \$154,194. In addition to property and sales taxes from the City's General Fund, the Department also receives revenue from Geary County to support EMS services and from fees for ambulance transport. In 2011, the County's contribution was \$420,000.

The Department has 53 full-time positions assigned to one of two stations, with a command structure as follows: one Chief, three Battalion Chiefs, six Captains and six Lieutenants. Forty-seven employees are Emergency Medical Technicians, and six employees are paramedics. The staff also includes an office manager and three Certified Fire Investigators. Firefighters are represented by the International Association of Firefighters #3309 (IAFF). The City's contract with IAFF extends through November, 2013.

In 2011, the Department responded to 4,277 calls, with 62 percent of these being emergency medical calls. For this same year, average fire response time within the City limits was 4.25 minutes. The Department has an ISO rating of three.

For those needing extended medical services, the Department transports to Geary Community Hospital, Irwin Army Community Hospital or hospitals in Kansas City, Salina and Wichita. The Department's volunteer Medical Director is a doctor with Geary Community Hospital.

The Department has fire service mutual aid agreements with the cities of Manhattan, Abilene and Grandview Plaza, as well as Geary County and Fort Riley, the nearby military installation. EMS mutual aid agreements exist with Riley and Morris counties, and Fort Riley.

The Fire/EMS department is one of seven departments that provide municipal services to the community. Other City departments are:

- Police
- Public Works (street maintenance, sanitation, water and wastewater)
- Parks/Recreation
- Municipal Court
- Administration
- Municipal Services (inspections, code administration and engineering)

The City Manager places a high priority on teamwork between and among departments. The management team meets regularly for City Commission agenda preparation and intra-department coordination, and more frequently during budget preparation.

The City has operated under a Commission/Manager form of government since 1946. The governing body is a five-member City Commission that annually selects a Commissioner to serve as Mayor. Commissioners are elected at-large, and the length of their term is determined by the vote count. Three Commission seats are up for a vote every two years; the two candidates who receive the largest number of votes serve four-year terms, and the third-place candidate serves a two-year term. While the City has an at-large electoral system, the Commission also designates certain areas of the City as the primary focus for individual Commissioners.

The City Commission appoints and delegates all executive management responsibility to a professional City Manager whose duties include:

- appointment, supervision and removal of all department directors;
- approval of all employee hiring and removal;
- preparation of annual operating and capital budgets, and oversight of budgets approved by the City Commission;
- formulation of policy recommendations to the City Commission; and
- supervision of all other administrative functions of the City.

City government has staged a tremendous recovery from significant expenditures associated with growth. The organization is fiscally stable and is expected to attain normalcy in 2013. Property and sales taxes<sup>1</sup> support the General Fund expenditures, which in 2011 were \$15,463,857 and in 2012 were \$16,766,896. The City's 2012 assessed valuation was \$169,325,891, an increase of 1.2 percent and 1.4 percent respectively over the previous two years.

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<sup>1</sup> In 2010, Junction City voters authorized a one-cent local sales tax for debt service and property tax reduction.

Employee benefits include group health insurance provided through Preferred Health Systems. The plan includes a prescription drug card. Employees are eligible for insurance benefits on the first day of the month following their start date. Employee contributions toward health insurance premiums for each of the 24 pay periods per year are as follows:

- Employee only: \$38.66
- Employee/spouse: \$260.38
- Employee/child: \$222.73
- Family: \$439.20

Dental insurance coverage is provided by Delta Dental of Kansas. Premiums for individual employee coverage are paid in full by the City; employees pays \$10.66 each pay period for family dental coverage.

The City provides AD & D and life insurance coverage for all employees. Additional life and disability insurance are available to employees who are responsible for full premium payment.

Public safety employees are eligible for retirement benefits through the Kansas Police and Fireman’s Retirement System (KP&F). Currently the state mandates employees contribute seven percent of their gross earnings; the City’s contribution is 17.26 percent of the employee’s gross earnings. Employees are vested after fifteen years of service.

The City provides ten paid holidays for all full-time employees. Vacation and sick leave are combined into a PTO (Paid Time Off) pool and accrue for full-time employees according to length of employment as follows:

<u>Years of Service</u>	<u>Time Accrued</u>	<u>Maximum Annual Accrual</u>
0 – five years	8 hrs. bi-weekly	288 hours
6 – 10 years	9 hrs. bi-weekly	324 hours
11 - 15 years	10 hrs. bi-weekly	360 hours
16 - 20 years	11 hrs. bi-weekly	396 hours

## **II. Community Description**

Located in Northeast Kansas in the heart of the Flint Hills, the largest tallgrass prairie in North America, Junction City offers the ideal blend of rural and urban lifestyles: rolling prairie vistas with beautiful lakes and streams and a small-town way of life coexist with a modern local economy and nearby urban amenities.

Junction City, with its population of nearly 25,000, prides itself on strong family ties, a sense of mutual obligation among neighbors, and long-standing values of self-sufficiency and community diversity. These qualities, along with high-performing schools, safe neighborhoods and quality, affordable housing, enable Junction City to sustain its family-friendly way of life.

Junction City benefits immensely from its location along Interstate Highway 70 and in the broader metropolitan region with its approximate 120,000 population. Regional assets include a thriving economy with an unemployment rate below the national average; the active duty U.S. Army installation of Fort Riley; the state’s land-grant college, Kansas State University, along with two

community colleges; and destination federal and state parks, including nearby Milford Lake, the largest lake in Kansas.

**Economy.** Private sector jobs in health care, manufacturing and warehousing, and retail sectors form the anchor of the local economy. With its civilian workforce of 7,800, Fort Riley is the region's major public employer followed by Kansas State University and the Geary County School District. Junction City functions as the closest retail center for Fort Riley which enables a diverse array of options for shopping and purchase of commercial services.

Junction City has excellent transportation resources for commerce and tourism. Four entrances/exits on Interstate Highway-70 provide convenient access to any area of the community. The north/south State Highway 77 border the western edge of the City while the truck route of Interstate Highway 35 is forty miles to the west. Manhattan Regional Airport, a ten-minute drive from Junction City, offers daily commercial flights to Dallas/Fort Worth and Chicago.

Community leaders anticipate continuing population growth of approximately two percent annually, mostly due to the return of the 1st Infantry Division to Fort Riley. In recent years, pace of new home construction has been between 100 – 150 new units each year.

**Education.** The community offers a multitude of high-quality learning opportunities for all ages. The Geary County School District (U.S.D. 475) provides pre-K through grade 12 instruction at 19 attendance centers. The District has been recognized by the State of Kansas as a top ten school district, with international recognition designated for Ware Elementary School at Fort Riley. In 2011, seven schools were designated as Blue Ribbon schools of excellence, and the District earned 99 Kansas Standards of Excellence. A private school, St. Xavier High School, also serves the community.

Cloud and Barton County Community Colleges offer vocational and academic instruction at sites in Junction City. Nearby Kansas State University, with its student enrollment of nearly 24,000, offers over 250 degree programs and is recognized by Princeton Review as one of America's best colleges.

### **Parks, Recreation and Cultural Amenities**

The region in and around Junction City is a mecca for outdoor enthusiasts. Two federal reservoirs are nearby, the closest being Milford Lake, the largest lake in the state of Kansas. Tuttle Creek Lake is within a thirty-minute drive. Both offer abundant boating, skiing, fishing, camping, swimming, hiking and hunting opportunities. The Konza Prairie Biological Station, an 8,600-acre preserve, features a nature trail across virgin tallgrass prairie and limestone-capped hills.

The community offers over a dozen parks of varying sizes with green spaces, mature trees and facilities for picnicking, hiking and fishing as well as playground equipment for children. Competitive youth sports are a popular feature of community life, and the City offers modern baseball, softball and soccer fields for all ages. Historic Heritage Park has become a Junction City signature. This downtown park features a water fountain, band-stand and Civil War Memorial Arch that celebrate the community's past.

Within the region, golf enthusiasts can choose from among 25 golf courses. Notable among area courses is Rolling Meadows Golf Course which is rated 4 1/2 Stars by Golf Digest as one of the top places to play golf in Kansas.

The City's recreation department provide services and facilities for all age groups, with its most prominent facility being the Municipal Swimming Pool, a 50-meter, eight-lane Olympic-size pool. The pool complex features an intermediate pool, toddler wading pool, 28-foot triple slide and a water playground with water cannons, jets and geysers.

Junction City's rich history has produced a wealth of historic sites and museums including the U.S. Cavalry Museum, Custer House, Buffalo Soldier Memorial, First Territorial Capitol of Kansas, Geary County Historical Museum, 1st Infantry Division Museum and Spring Valley Historic Site.

The Junction City Arts Council enriches the community with opportunities for artistic expression, learning and enjoyment. Year-round live theater and musical performances are staged at the grand Hoover Opera House, located in an historic building that has been recently renovated with an \$8 million public investment.

### **Health Care**

Residents in Junction City enjoy high quality health care choices with respect to general and specialty physicians, dentists, optometrists, therapists and pharmacies.

Geary Community Hospital, a 92-bed nonprofit hospital, recently completed a \$34 million expansion project that more than doubled its size to convert all patient rooms from semi-private to private and add a state-of-the-art surgery center and radiology department. Over 50 general and specialty-practice physicians are affiliated with the hospital. Military residents also have access to the Irwin Army Community Hospital on the Fort Riley base.

### **Other Features of Community Life**

Annual festivities that bring residents together for fun and celebration include:

- Sundown Salute -- the largest free Independence Day celebration in Kansas with a carnival, local and regional music, car show and fireworks over Milford Lake.
- Blue Grass and Old Tyme Music Festival
- Holiday Kick-Off Christmas Parade
- Blues and Barbecue Festival
- Juneteenth Commemoration

The United Way is one of many nonprofit organizations that contribute to community life through charitable giving. Each year the United Way raises money and recruits volunteers to support 13 community organizations ranging from Big Brothers/Big Sisters, YMCA, Open Door, Special Olympics, Red Cross, Girl Scouts and Catholic Charities.

Junction City has over 30 churches of diverse denominations. Numerous civic organizations enrich community life including the Chamber of Commerce, Kiwanis, Optimist and Rotary Clubs, Young Professionals, Junior League of the Flint Hills and Junction City Boosters.

The Daily Union with its print and on-line editions keeps residents informed on community and local government matters. Regional papers available locally include the *Manhattan Mercury*, *Topeka Capital Journal*, *Salina Journal* and *Fort Riley Post*. Five radio stations also serve the community.

### **III. Department Opportunities and Challenges**

The most immediate projects and issues that likely will require the attention and resourcefulness of the next Chief follow:

**Evaluation of Department resource allocation.** The City Manager will direct the new Chief to assess the current use of Department resources and recommend how resources could be reallocated to: 1) maximize performance; 2) improve fire inspection oversight, coordination and outcomes; and 3) use training and technology to advance best practices.

**Enhancing customer service.** In a recent citizen survey, the Department earned a high rating for its customer service performance. The City Manager will expect leadership from the next Chief to promote the Department's community image, and enhance service delivery processes and communication in every customer interaction.

**Plan for diversifying Department workforce.** A strategic goal of City government is to achieve a municipal workforce composition that mirrors, to the extent possible, the racial/ethnic diversity of the community it serves. The new Chief should engage his management team in identifying and implementing recruitment strategies that advance the City's goal within the Fire/EMS Department.

**Building community, professional and regional networks.** Citizens expect the Chief to be visible and constructively engaged in the community. Likewise, City government places a priority on cooperative relationships with neighboring jurisdictions. The next Chief must spend time cultivating relationships within the community and beyond with regional partners such as the City of Manhattan and nearby Fort Riley. This expectation also extends to active involvement with professional associations related to fire and EMS services.

**Negotiating a new IAFF contract.** The City's contact with the local Junction City Firefighters Association, Local #3309, expires near the end of 2013. The City Commission and City Manager will look to the next Chief for advice in securing approval of a new labor union agreement.

### **IV. Job Duties of the Fire/EMS Chief**

#### **Position Summary**

Performs a variety of complex, technical, administrative, supervisory and professional public safety assistance work in planning, organizing, directing and implementing fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions. Under the guidance of the City Manager, work of the Fire/EMS Chief involves responsibility for the allocation of department resources and enhancing customer service. Work is performed with a high level of latitude for the interpretation and application of policies, rules and regulations, allowing for discretion and independent judgment in

accordance with departmental mission. This position is also responsible for supervising state and local certification of requirements relating to the EMS function and is the Privacy/ Information Security Officer for the JCFD.

#### **Essential Functions:**

- Plans, coordinates, supervises and evaluates all Fire/EMS operations
- Establishes policies and procedures for Fire/EMS Department in order to implement directives from the City Manager or City Commission
- Plans and implements Fire/ EMS programs for the City in order to better carry out the policies and goals including those set forth in the City's Affirmative Action Plan; reviews Departmental performance and effectiveness; formulates programs or policies to alleviate deficiencies
- Supervises and coordinates the preparation and presentation of an annual budget for Fire/EMS Department; directs the implementation of the Departments' budgets; plans for and reviews specifications for new or replaced equipment.
- Responds to alarms and may direct activities at scene of major emergencies, as required
- Supervises the inspection of buildings and other properties for fire hazards and enforces fire prevention ordinances
- Oversees the departmental training activities
- Controls the expenditure of departmental appropriations
- Plans and supervises departmental operation with respect to equipment, apparatus, and personnel
- Assigns personnel and equipment to such duties and uses as the service requires
- Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Department's activities
- Supervises the delivery of EMS services and quality of care
- Investigates complaints of department operations and initiates disciplinary action as necessary
- Prepares and documents budget requests, administers adopted budget in assigned area of responsibility
- Establishes and maintains a presence in the Community
- Provides a leadership presence in the department to accomplish tasks, solve problems and empower employees
- Models and promotes interdepartmental cooperation and teamwork

#### **V. Qualifications for the Position**

**Minimum qualifications:** 1) ten years experience in a local government fire department, with three years in a management position; 2) bachelors degree from an accredited university (or equivalent combination of education and experience); 3) progressive career advancement and professional development; 4) current EMT certification; and 5) unblemished record of ethical conduct.

**Preferred qualifications:** 1) fifteen years experience in a local government department with dual fire/EMS services, with five years in a senior management position; 2) evidence of active participation in professional associations; 3) current Paramedic certification; 4) evidence of community involvement; and 5) previous management experience with a collective bargaining unit.

## VI. Preferred Qualities

The City Manager has identified leadership qualities and practices important for the next Fire/EMS Chief and will look for evidence of them in candidate and reference interviews:

**Financial Management Expertise.** The City Manager delegates considerable discretion to department heads in managing their Department's financial resources. Preparation and oversight of the Department's capital reserve and nearly \$4.5 million annual operating budgets require the Chief to have seasoned budget knowledge and practical experience.

**Exceptional Communication Skills.** The Chief needs superior skills for communicating with many internal and community stakeholders using multiple communication channels. Effective communication in Junction City still relies extensively on face-to-face communication, and the Chief must be prepared to invest the time necessary for this interaction. Evidence of excellent writing and presentation skills for the City Commission and lay audiences also are essential for the Chief's success. He or she also must assure that the Department's web-site remains accurate, relevant and reflective of their professionalism.

**Impeccable Ethical Standards.** Public trust in City government is sustained by the conduct of its leaders. The Fire/EMS Department's leader must be guided by the City's high ethical standards and demonstrate integrity in all professional relationships. The Chief must set the ethical tone for the Department and explicitly convey the expected standards of conduct for all employees.

**Employee coaching and mentoring skills.** The next Chief needs effective skills for employee development, which will require empowering supervisors to: 1) set individual performance goals and provide support to help employees achieve them; 2) encourage employees to pursue professional learning and advancement; 3) provide positive instruction for correcting performance issues; and 4) evaluate each employee's performance and recognize excellence.

**Leadership for Innovation in pursuit of best practices.** The City Manager expects that all department heads create a climate that values and rewards continuous improvement in service delivery. The Chief, working Department employees and other City department heads, should be responsive to innovations that allow the City to work "smarter" through employee development and the use of new technology.

## VII. Parameters of Compensation

The City of Junction City is committed to providing salary and benefits that are competitive with similar cities in Kansas. The previous Fire/EMS Chief earned \$83,000 annually in salary before his retirement. The Chief is allocated a travel allowance of \$250 per month and also has access to a department vehicle that is shared by Command staff for work-related travel. Technology benefits include an i-Pad and provision of a smart phone, with the Chief cost-sharing monthly fees in the amount of \$13.25 per pay period.

## **VIII. Estimated Recruitment Timetable**

- April 9: Approval of recruitment profile
- April 10: Placement of position announcement vacancy ads
- May 4: Preferred deadline for resume submission
- May 9: Receive report from Recruitment Advisors recommending finalists for position
- May 16: Invite finalist candidates for interview
- May 27: Interview finalists and receive reference interview reports.  
(week of)
- June 3: Select preferred candidate and extend conditional employment offer  
(week of)
- June 7: Complete formal background checks for preferred candidate
- July 1: New Chief begins work (or as soon as possible thereafter)

*Recruitment Profile prepared at direction of the City Manager of Junction City  
by The Austin Peters Group, Inc.*