

Duncraggan llc.

William Ewing

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This is a proposal specific for Seal Rock. Although the company name is Duncraggan this proposal is for fire management services and risk management consulting services provided by me.

I will provide a brief background related to the fire service.

- I started in the fire service in 1980 as a volunteer for Illinois Valley fire District in Southern Oregon
 - 10 years as volunteer attaining the rank of Captain
 - 10 years on staff for Illinois Valley then rose to rank of acting Fire chief in 1996.
- 1999 hired as Fire Chief for the City of Toledo
 - I spent 19 years as Fire chief there until I was terminated by the city manager for discovering a large discrepancy within the City Budget. When I brought this to the City Managers attention, he was not pleased which ended with my termination.
 - At the time of my termination in Toledo, we had 50 Volunteers on the Fire Department.
- Idanha Detroit fire district.
 - Hired in December 2018
 - When hired, there was 1 active volunteer. We now have 20 volunteers
 - In the three years I have navigated many problems in this district.
 - The fires of 202 provided to be more of a challenge than COVID.
 - I am still Chief for Idanha Detroit fire.
- East Lincoln County Fire Rescue
 - District Manager

As one might expect there is a great deal of context in that 40 years. I would be happy to elaborate to satisfy any curiosity.

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My initial assessment of Seal Rock Fire District brought several immediate issues to light:

- Lack of board protection from liability. This can change with several initiatives. It would be my job to enhance the board protection.
- The base responder model is the first. Currently the paid firefighters are carrying the load. For the most part this may work but relying on three of four people for 911 leaves you with no depth of service. A move to invigorate the volunteer program is essential.
- Board relations are strained. We need all board members and each brings a unique perspective to the table. Nurturing these relationships is crucial.
- Equipment and personnel might be staged in a less than optimal position. Also there seems to be no plan to replace equipment. A long-term replacement plan that is inclusive of all equipment from turnouts to fire trucks needs to be developed. Included with this is a 5 year financial prospectus.
- Assuring compliance with reporting and billing. A permanent system will have to be established that transcends leadership. This gives the district an advantage as one person does not have all the data nor the responsibility; and adds the benefit of checks and balances not only for compliance, but transparency. Currently called the "Chiefs Assistant"- a more fitting title would be "Office Administrator".
- Relationships with Central Coast fire: I am not privy to all the issues on either side, however Seal Rock needs to be able to stand on its own feet, and professionally mitigate incidents within the district. Not to remotely suggest that we forego requesting mutual aid and share resources. In short, Seal Rock is its own entity; to rely on outside assistance is extremely counter-productive to establishing any internal morale in Seal Rock. That said, *building* morale within the volunteer base will go a long way toward a sense of unity, and a "we can do this" camaraderie.
- I feel that the community of Seal Rock recognizes their fire department, but it is important when trying to pass levies that they are proud of their department.

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This may need some fine tuning. Having persons out and about in Seal rock doing activities will help.

- It appears that the finances are in the hands of a third-party entity and that is good. We do not have to worry about dubious activity.

I was not there very long, and these are my take-aways.

Proposal

- 1) I want to say that with this proposal I seek no assurances of longevity. It will be a minute by minute agreement. If at 1700 you like me excellent, then at 1701 you don't then just say goodbye. I will not seek anything other than what I have earned and wish to be clear about this to the board.
- 2) I am not in this for the money I am here to help. It would be nice to have a stable amount and have it be on a monthly basis not per hour. I intend to give Seal Rock everything I can but I cannot set hours of operations and keeping a time card wont help. Some if not much of the work can be remotely. Which I will be doing. I will do my best to staff the Seal Rock Station and when in Seal Rock be accessible to citizens, board members and our firefighters. I have found that in that setting not much office work will get done in the office. Also, the work comes in waves. Right now, insurance policies need to be reviewed. In the winter the budget takes priority. Naturally my workload will change based on the season and demand. I will not be able to provide you with even close to 40 hours in the office per week.
- 3) I will provide direction for the training. It is a strong point of mine and although I may not conduct the training, I will assure its value.
- 4) Augment the safety program. The safety of the firefighters is paramount. This reduces the risk to the board. This will be addressed in everything we do.

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- 5) Fiscal responsibility: Develop a budget that reflects the needs of the district as well as be fiscally responsible with the taxpayers money. I am not saying that this isn't happening now, but it is another of my strong suits.
- 6) Assure compliance with regulations related to board meetings and public records.
- 7) 911: As you can imagine, with how long I have been in the fire service, I am tired of 911. However, I will do my best to be a good leader in this capacity. I have always led by example. This work has taken its toll physically but with my expertise and ability to coach and train, I am confident I will be an asset to the department. I can evaluate our performance on scene as incident command. My goal would be to identify and develop several layers of potential that would be able to assist with command on larger incidents.
- 8) Disaster preparedness: Start developing community awareness and Seal Rock disaster supplies for the larger events.

I haven't covered everything, but I feel I have broadly covered the most crucial items. The other, less pressing topics I didn't discuss are still things I would like to address as we decide to explore options. An example of something not gone over much would be: relationships with other agencies. But that comes with much of the above-mentioned activities/topics.

Duncraggan Ilc. Is the entity that is contracting with you but that is strictly in name only. Will Ewing in partnering with Seal Rock to develop a Steller volunteer agency that the community will be proud of.

I currently am working with Idanha Detroit fire, and I am frankly woefully underpaid for the issues I am working on for them. I am paid \$3,500 per month. It is all they have. I would like to have the board consider a remuneration similar to that.

Upon request I can provide amazing references from Idhana Detroit.

Lastly I don't like ambiguity so I am making a declaration of two events that might influence your decision.

1. I was fired from Toledo June 2018. I had discovered a problem that reflected poorly on the City manager. He outranked me and I lost the battle for my job.

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2. I was arrested on September 16th. It was a domestic dispute. My wife called 911 so I went to jail. There is way more to this story and as always two side to it. It is commonly felt that on October 25th the charges will be dropped. If that is not the case the board can in one minute terminate the relationship if is so desires.

I am a strong leader and have been working for boards and with volunteers for 41 years. I feel I might be expert in the matter and that could lead to some stress between my decision making and the board vision. I wont always back down from my position, but I will defer to the board when appropriate. I am not bringing ego to the proposal just years of experience and training.

Yours truly

William Ewing