

RUSK COUNTY EMERGENCY SERVICES DISTRICT NO.1

NOTICE OF SPECIAL CALLED MEETING & WORKSHOP

In compliance with the provisions of Chapter 551, Texas Government Code, notice is hereby given of a Special Called Meeting & Workshop for the Board of Emergency Services Commissioners of Rusk County Emergency Services District No. 1, to be held at 1515 Whippoorwill Ave., City of Henderson, Texas, at 9 a.m., July 11th, 2026.

NOTICE TO THE PUBLIC

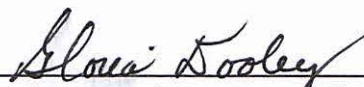
The following agenda items will be discussed, considered and action taken as appropriate:

Public Comments

Any member of the public that wishes to make a public comment must request to be called on prior to the meeting. Requests shall be made to the Secretary/Treasurer of the Board, Gloria Dooley, and comments are limited to 5 minutes per agenda item.

1. Call to order and establish a quorum
2. Invocation & Pledge of Allegiance
3. Public Comments/Announcements
4. Open Special Called Meeting
5. Consider and possibly approve Job Descriptions for District Administrator and Business Manager
6. Adjourn Special Called Meeting
7. Open Workshop on Strategic Planning
8. Discussion and review of Strategic Plan for Rusk Co. ESD #1
9. Adjourn

Posted on this 7th day of July 2026, this notice was posted in compliance with the Texas Open Meetings Act.



Gloria Dooley, Secretary/Treasurer

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RUSK COUNTY, TEXAS
2026 JUL -7 AM 10:13
BY AB

The Rusk County Emergency Services District #1 is committed to compliance with the Americans with Disabilities Act. The meeting facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodation or interpretive services must be made 48 hours prior to this meeting. Please call Gloria Dooley, Secretary/Treasurer of Rusk County Emergency Services District #1 at (903) 646-5917 for information. Hearing impaired or speech disabled person equipped with telecommunications devices for deaf may utilize the statewide Relay Texas Program by dialing 7-1-1 or 1-800-735-2988.

The Board may retire to Executive Session any time between the meeting's opening and adjournment for any purpose authorized by the Texas Open Meetings Act, including but not limited to: consultation with legal counsel (Section 551.071 of the Texas Government Code); discussion of real estate acquisition (Section 551.072); discussion regarding a prospective gift to the District (Section 551.073); personnel matters (Section 551.074); and/or deliberation regarding security devices or security audits (Section 551.076 and 551.089). Action, if any, will be taken in open session.

Documents
Spec. Callout
Meeting



Job Summary

The District Business Manager is responsible for managing the day-to-day business operations of the District, implementing Board policies and directives, ensuring legal and regulatory compliance, and serving as the central link between service providers, public officials, and the community to ensure efficient, cost-effective operations and high-quality emergency services.

Essential Functions

1. **Administrative Leadership.** Serves as the District's administrative leader by communicating effectively with Commissioners, directing staff, implementing policies and directives, ensuring fiscal accountability, coordinating reports and operations, maintaining legal compliance, and upholding the District's mission to deliver high-quality services.
2. **Policy Implementation.** Collaborates with the Board and staff to develop, review, and implement District policies, orders, and resolutions approved by legal counsel, and ensures ongoing adherence by the District and its service providers.
3. **Legal and Regulatory Compliance.** Ensures the District's compliance with all applicable federal, state, and local laws and regulations as directed by legal counsel. Acts as the appointed Open Records Manager, responsible for responding to all open records inquiries, and maintains all records in compliance with governing codes, thereby supporting transparency and adherence to open-government standards.
4. **Public and Intergovernmental Relations.** Serves as the primary liaison among service providers, and local government entities, fostering strong, collaborative partnerships essential to the effective delivery of services and the overall success of the District.
5. **Strategic Planning.** Develops, manages, and executes long-term strategic plans and financial forecasts by evaluating District and service provider needs, goals, and objectives, economic trends, growth patterns, market conditions, and property values, ensuring alignment with public policies and community priorities.
6. **Infrastructure and Resource Management.** Plans, coordinates, and manages strategically planned and placed capital improvement projects and resource acquisitions to meet the needs of the District, service providers, and the public.
7. **Human Resources.** Performs human resources functions by supporting recruitment, retention, and training activities, processing and maintaining required employment documentation, verifying and tracking personnel information, administering payroll processes, managing employee records, and developing and implementing an Employee Handbook in accordance with Board approval.
8. **Other duties.** As assigned.



Professional Requirements and Qualifications

The District is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or veteran status. Any combination of education and experience that meets the job requirements may be considered for this position at the discretion of the District Board.

- Eligible to work in the United States and Texas.
- Hold a valid Class-C Texas Driver's License or obtain within 30 days of hire.
- Hold a 4-year bachelor's degree in business administration, public administration, public financial management, fire administration, or related field.
- Have completed Texas Open Meetings Act and Public Information Act training within 30 days of hire.

Required knowledge, skills, and abilities

- Knowledge of Texas Health and Safety Code Chapter 775, the Texas Open Meetings Act (TOMA), the Texas Public Information Act (TPIA), and the Health Insurance Portability and Accountability Act (HIPAA).
- Knowledge of Emergency Services District operations, fire suppression and EMS operations, including volunteer and career departments, public and private EMS providers involved in 911 response, to include strategic planning.
- Knowledge of contract management, procurement planning, solicitation processes, negotiation procedures, and negotiation techniques to include service provider contracts, mutual aid agreements, interlocal agreements, and memoranda of understanding.
- Knowledge of capital improvement and construction projects and procurement methods.
- Knowledge of generally accepted accounting principles, governmental accounting, budgeting, auditing, grant administration, taxation, financial reporting, cash-flow analysis, debt service, and financial forecasting.
- Communicates clearly and professionally, both verbally and in writing; prepares well-organized written reports and presentations.
- Works independently, managing projects from start to finish, prioritizing tasks, and evaluating complex issues.
- Protects confidential and sensitive information at all times.
- Operates computers and standard office equipment proficiently.
- Proficiency with administrative software systems such as Microsoft Office, QuickBooks, or equivalent software.
- Performs all physical, intellectual, and analytical duties of the position, including making sound decisions.



- Consistently exhibits integrity, professionalism, and strong moral character.
- Ability to successfully complete a post-offer background investigation, which may include fingerprinting, criminal history review, driving record screening, reference checks, employment verification, and credit evaluation.
- Ability to maintain productive and professional working relationships with co-workers, elected and appointed officials, service providers, taxpayers, and the public.
- Ability to conduct and participate in public meetings and workshops, consistently representing the organization in a positive and professional manner.
- Ability to report to work as scheduled, exhibit professional attire, and maintain a neat and clean appearance.
- Ability to effectively lead and supervise staff.

Physical Requirements

- Able to reach, bend, stoop, and handle objects with hands and fingers, plus the ability to speak, hear, and see as necessary to perform essential job functions.
- Able to work extended or irregular hours when required, including evenings.
- Able to work effectively under stressful conditions and during periods of significant pressure.
- Able to perform duties in climate -controlled environments, plus outdoors as needed.
- Capable of performing light to moderate physical work, including lifting or carrying up to 25 pounds.

Work Environment and Salary Expectations

The District Business Manager typically works in an office setting, works under the oversight of the Board Treasurer, and reports directly to the District Board of Commissioners. The District Business Manager may travel locally for meetings and workshops. The role requires balancing administrative duties, public and stakeholder engagement, and strategic oversight.

This position is a salaried, exempt position and will be compensated depending upon qualifications.



Job Summary

The District Operations Manager will perform all services, acts, or things necessary or advisable to manage and conduct the operations of the District, subject to the policies set by the Board, including the hiring and firing of all firefighters of the District.

Essential Functions

1. **Administrative Leadership.** Manage and oversee the District's overall operations, administration, and assets of the volunteer fire departments.
2. **Board reports.** Report to the Board and attend all District Board meetings to advise the Board members on (1) the state of all District administrative and operational matters and activities; and (2) on the needs and activities of the service providers.
3. **Purchasing and Procurement.** Coordinate and facilitate, based on the needs of the District and its service providers, all purchasing and procurement for and on behalf of the District within certain financial limits.
4. **Service Agreement Compliance.** Oversee the activities and reviews the operational status of the District's service providers to ensure that they are in compliance with the terms of their respective service agreements.
5. **Inter-agency Relations.** Coordinate and communicate with the District's service providers and act as liaison between the District's and its service providers.
6. **Agency Relations.** Coordinate and communicate with the District's Business Manager about any items that may impact the District's budget.
7. **Vendor Relations.** Coordinate and communicate with the District's vendors, including, but not limited to, the District's insurance carrier.
8. **Records Management.** Manage and maintain all District asset and inventory records.
9. **Other duties.** As assigned.

Professional Requirements and Qualifications

The District is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or veteran status. Any combination of education and experience that meets the job requirements may be considered for this position at the discretion of the District Board.

- Eligible to work in the United States and Texas.
- Hold a valid Class-B Texas Driver's License or obtain within 30 days of hire.
- Hold a 2-year associate degree in public administration, business administration, fire administration, or related field. A 4-year bachelor's degree is preferred.



Job Description

effective [DRAFT]

- Must have 5 years of county government experience related to fire suppression, emergency medical service, emergency management, or related field.
- Have a minimum of five (5) years as a member of a volunteer fire department, with a preference for five (5) or more years of experience leading or managing a volunteer fire department or Emergency Services District.
- Have completed Texas Open Meetings Act and Public Information Act training within 30 days of hire.
- Have completed NIMS 100, 200, 700, and 800 within thirty days of hire.
- Have completed NIMS 300 and 400 within one year of hire.

Required knowledge, skills, and abilities

- Knowledge of Emergency Services District operations, fire suppression and EMS operations, including volunteer and career departments, public and private EMS providers involved in 911 response, to include strategic planning.
- Knowledge of Texas Health and Safety Code Chapter 775, Texas Government Code Chapter 418 and Chapter 419, the Health Insurance Portability and Accountability Act (HIPAA), and related local laws, codes and regulations.
- Knowledge of capital improvement and construction projects and procurement methods.
- Communicates clearly and professionally, both verbally and in writing; prepares well-organized written reports and presentations.
- Works independently, managing projects from start to finish, prioritizing tasks, and evaluating complex issues.
- Protects confidential and sensitive information at all times.
- Operates computers and standard office equipment proficiently.
- Performs all physical, intellectual, and analytical duties of the position, including making sound decisions.
- Consistently exhibits integrity, professionalism, and strong moral character.
- Ability to successfully complete a post-offer background investigation, which may include fingerprinting, criminal history review, driving record screening, reference checks, employment verification, and credit evaluation.
- Ability to maintain productive and professional working relationships with co-workers, elected and appointed officials, service providers, taxpayers, and the public.
- Ability to conduct and participate in public meetings and workshops, consistently representing the organization in a positive and professional manner.
- Ability to report to work as scheduled, exhibit professional attire, and maintain a neat and clean appearance.
- Ability to effectively lead and supervise staff.



Physical Requirements

- Able to reach, bend, stoop, and handle objects with hands and fingers, plus the ability to speak, hear, and see as necessary to perform essential job functions.
- Able to work extended or irregular hours when required, including evenings and nights.
- Able to work effectively under stressful conditions and during periods of significant pressure.
- Able to perform duties in climate-controlled indoor environments and outdoor environments with significant variations in temperature and other weather-related conditions.
- Capable of performing light to moderate physical work, including lifting or carrying up to 50 pounds.

Work Environment and Salary Expectations

The District Operations Manager typically works in an office setting and reports directly to the District Board of Commissioners. The District Operations Manager may travel locally for meetings and workshops. The role requires balancing administrative duties, public and stakeholder engagement, and strategic oversight.

This position is a salaried, exempt position and will be compensated depending upon qualifications.

Documents
Workshop -
Strategies
Plan

Proposed Strategy Planning Workshop 2 Agenda

DAY 1: 0900-1430 – PLANNING WORK SESSION

Time	Activity
0900 – 1100	OPENING DISCUSSION
0900 – 0930	Opening Comments and introductions
0930 – 1030	Review – Guiding Principles, SWOT Analysis and Desired Service Levels
1030 – 1045	BREAK
1045 – 1145	Review – Strategic Initiatives and SMART Objectives
1145 – 1200	BREAK
1200 – 1230	Working Lunch
1230 – 1400	Capital Planning and Financial Outlook
1230 – 1300	Capital Planning
1300 – 1315	BREAK
1315 – 1400	Tax Rates and Financial Outlook
1400 – 1415	BREAK
1415 – 1430	Wrap Up; Closing Comments
1430	ADJOURN



2027-2030 Strategic Plan

Mission	To ensure and maintain the safety of each and every firefighter in Rusk County while providing the best possible fire protection and prevention to the residents of Rusk County.	Our Strategic Priorities and Desired Outcomes	
Vision	To provide the best possible service and be a recognized leader in providing emergency services with exceptional leadership, open communications, best possible resources, and healthy, well trained, and motivated first responders	<p align="center">Improve Community Outcomes</p> <p>Achieve the desired outcome in all tasks, situations, and conditions through improved response times, improved staffing, and improved water supply.</p>	
Values	<p align="center">Integrity, Stewardship, Accountability</p> <p align="center">Compassion, Empathy</p> <p align="center">Others before Self</p> <p align="center">Leading by Example</p>	<p align="center">Take Care of our People</p> <p>Provide a professional, safe work environment that encourages positive and lasting opportunities for all members, career and volunteer.</p>	
Expectations	<p>Simply put, we will deliver the best possible public service for every citizen.</p> <p align="center">Everyone ♦ Everywhere ♦ Every time</p> <p align="center">Whatever It Takes!</p>	<p align="center">Attain Financial Stability and Transparency</p> <p>Provide strong financial expectations, structure, and processes to increase financial stability, transparency, and accountability.</p>	
		<p align="center">Excel at Internal Work Processes</p> <p>Provide operational excellence by aligning critical procedures, reducing human error, and ensuring complete regulatory compliance.</p>	
		<p align="center">Build and Sustain Capacity</p> <p>Provide members with the knowledge, skills, abilities, and self-confidence to achieve the desired outcome in all tasks, situations, and conditions.</p>	

Our community

- Provide competent, timely response
- Provide 24/7 staffing at all stations
- Reduce Community Risk
- Improve community interaction

Our people

- Recruit and retain the best available
- Build expectations of excellence
- Provide competitive pay
- Provide professional development

Our work processes

- Emphasize safety
- Ensure regulatory compliance
- Build leadership at all levels
- Empower our members

Financial stewardship

- Optimize Resource Alignment
- Optimize procurement processes
- Control and monitor inventory
- Improve financial transparency

Sustainable future

- Adopt balanced budgets
- Create strategic and succession plans
- Create a positive work culture
- Sustain emergency reserve balance

**ORGANIZATIONAL STRUCTURE
CHART**

Board Of Commissioners

Executive Director

Business Manager

Administrative Assistant

Operations Captain

Volunteer & Paid Firefighters

Facilities

Future Staff