

Clackamas Fire District #1



**WORK SESSION FOR BOARD OF DIRECTORS
July 18, 2011**

(This meeting was recorded.)

- 1. CALL TO ORDER PER ORS 192.610 TO 192.710**
ORS 192.650 – The meeting is being recorded.
ORS 192.710 – Smoking is banned during the meeting.

Chairperson Trotter called the work session to order at 5:21 p.m.

Present: Board of Directors Toby Forsberg, Thomas Joseph, Dave McTeague, Don Trotter and Marilyn Wall; Chief Ed Kirchhofer and Executive Assistant Karen Strejc.

2. Changes to Agenda

Chairperson Trotter requested moving agenda Item #5 - Discussion of Announcement and Qualifications of the Fire Chief's Position - to be the first item discussed at the work session instead of the last. This would ensure that discussion was completed prior to staff arriving for the board meeting that would follow the work session.

3. Public Comment

None

4. Discussion of Announcement and Qualifications of the Fire Chief's Position

Chairperson Trotter reported that the interview questions for the position of Fire Chief were still in the process of being developed. These will be available at the August board meeting. At the work session this evening, discussion will include the Board of Directors' announcement for the vacancy. If it is approved, it will be added to the agenda of the board meeting that follows the work session and the vacancy will be officially announced.

Chief Kirchhofer explained that he has been working with the Board Executive Committee to develop an application packet. Changes were made from past Fire Chief selection processes and now include the Lominger competencies that were identified for the position. Chief Kirchhofer developed interview questions for the Executive Committee to review. He shared that it is critical to have a Board consensus for minimum and preferred qualifications for the position. If the Board interviews all of the applicants and do not feel that there are qualified participants, the Board would have ample time to develop a different process and select a new Fire Chief prior to June 30, 2012.

The decision was made by the Board at an earlier meeting to only accept Fire District employees as part of the minimum requirements for applying for the position.

It was the Board's consensus to use the packet as presented at the work session for the application for the Fire Chief position. It will be added to the agenda for the board meeting following the work session.

5. Discussion of District Goals as Outlined in the Current Strategic Business Plan

Chief Kirchhofer explained that he had met with Chairperson Trotter and discussed how the Board is charged with being the policy makers of the Fire District and setting the direction of the Fire District. However, staff has not involved the Board in this process as much as they should have over the past few years. Chairperson Trotter suggested having a work session to engage the Board in reviewing the strategic goals of the organization as listed in the Strategic Business Plan (SBP) and the key issues as they see them. The Board can determine the priorities on which staff should focus. These will then be assigned to staff along with time lines and project assignments to include action plans in the SBP update.

Chairperson Trotter asked the Board if there were any changes to the 14 goals they developed in 2009. Chief Kirchhofer asked the Board if there were any additional areas of interest that they would like to have included under each goal.

The 14 goals that the Board established in 2009 and are included in the SBP are:

1. Suppress hostile fires.
2. Reduce the number and consequence of fires.
3. Save lives and improve medical outcomes.
4. Assemble and retain a highly-trained, motivated, healthy, and dedicated workforce.
5. Develop leaders and promote leadership.
6. Prepare ourselves and the community for disasters
7. Save lives and improve outcomes in rescue situations
8. Manage resources responsibly
9. Ensure accountability at all levels
10. Communicate effectively
11. Enhance relationships with neighboring jurisdictions, businesses, and agencies
12. Anticipate and adapt to changes in the community
13. Persuade governments to support the District's mission
14. Provide exceptional customer service.

Chairperson Trotter suggested that due to the importance of Goal #14, it should be moved up in the list of goals. Chief Kirchhofer explained that staff purposely did not prioritize the goals as they were equally important to the Board at that time. He suggested maybe removing the numbers and using bullet points instead. A one line explanation could be added that says these are not listed according to priority. Chairperson Trotter still felt that even if the goals are not numbered, Goal #14 should be moved up on the list.

Director Joseph shared that he agreed with the discussion regarding Goal #14 and that a disclaimer stating that all of the goals were important would be helpful. However, he also felt that Goal #4 is significantly important and should be kept at this position on the list. It is important for the organization to take care of its employees so that they can take care of the customers.

Chief Kirchhofer suggested that in the opening paragraph identify that the goals are not in priority order, move Goal #14 up in the list, remove the numbers and use bullets for each goal.

Director Wall suggested stating that the goals be regrouped into the categories as shown in the SBP. The first three goals would be listed in the category "Serving the Community," the next group of goals would be listed under "Improving the Fire District" and the remaining goals would be listed under "Organizational Partnerships and Communication."

Chief Kirchhofer shared that each Board member serves on various committees and there may be areas of focus on which they would like to have staff focus, such as tax increment financing (TIF) districts. While this is not a goal, it is an important focus of the District. He is looking for direction from the Board as to the areas of focus so that assignments can be made for staff to proceed with action plans regarding these areas.

Director Wall suggested having Chief Kirchhofer provide an update at the August work session outlining where the District was at in 2009, the list of goals and categories under each goal, how the goals will be achieved, the progress of each goal and where the District is at. This would help the Board in revamping plans and goals.

Chief Kirchhofer explained that since January, a Strategic Organizational Planning Session has taken place each month where staff reviews and updates the work on each of the categories listed under the goals.

Chairperson Trotter shared that it had been discussed earlier that there may need to be a work session in August to continue with learning which goals have been updated.

Chairperson Trotter expressed that in addition to tax increment financing districts being a focus for staff, he is always concerned about the District's response times and how these could be enhanced and reduced. He would like to see this issue also be a focus point for staff.

Director McTeague asked what the most difficult and attractable problems were that the Fire District faced. TIF Districts were a problem. Possibly the District could persuade other agencies to help and reduce the TIF issues. Another problem could be a non-growing work force in a community that continues to grow. He asked what other problems there might be.

Chief Kirchhofer shared that when talking to city officials regarding issues such as TIF, it is much easier to have the issue stated as a priority in the SBP so it clearly demonstrates the Board's support as a priority.

It was discussed that the TIF issues fit in with Goal #8. The Board should readdress Goal #3 since it addresses the turn-out and response times issue. Chief Kirchhofer explained that the EMS Committee is looking at modifications of the overall EMS system and the options that would enable the Fire District to be creative in how services are delivered to the customers.

Director Forsberg shared his concern regarding response times and that fact the District is not meeting them. He understands that the District is working on this.

Director McTeague asked about the sustainability of staffing once the federal grant ends. Chief Kirchhofer shared that the grant has phased down to 10 percent this year and that there will be no funding next year. Part of the planning for the District's total taking over of the cost of the

additional firefighters was based on the Town Center Urban Renewal District ending in 2013 and the funds being available to the District.

Discussion followed regarding the rewording of Goal #13 – Persuade governments to support the District’s mission. It was suggested to use words that provided a more positive approach and that were more descriptive.

Chairperson Trotter asked Chief Kirchhofer to provide a briefing at the work session next month regarding the status of the SBP. Chairperson Trotter asked the Board to review what they would like to have emphasized in the goals, what issues they would like to see continued that have already been worked on and the wording changes for Goal #13.

6. Review Board of Directors’ Policies

Chairperson Trotter suggested reviewing the Board of Directors’ Policy Manual (BPM) page by page to determine the areas needing improvement, updating or clarified and the degree of change that needs to be made. Since the BPM states that there needs to be 28 days separating discussion and adoption of changes, it would be good to begin the process now.

Suggested changes:

Article 3

The BPM will be reviewed annually. It will be listed this way in the calendar of yearly responsibilities in Section 7.8.

Article 5

Section 5.5 - Chief Kirchhofer commented that the District’s practice does not follow the policy as stated in this section regarding when the duties of a board member begin and when the oath of office is given. Currently, after board members are elected or re-elected, they assume their duties as of July 1, but are not sworn in until the July board meeting. The policy should reflect the practice. Either the practice needs to be changed or the policy needs to be changed.

The suggested change will be to add the wording that “New board members shall take an oath of office *at the June meeting* prior to assuming the duties of the position.”

Article 7

Section 7.8

1. The BPM will be reviewed in February.
2. In July, a question was listed regarding if the Board approval of an audit agreement should be conducted earlier in the year instead of in July. Finance Director McSperitt will be asked to clarify the answer to the noted question.
3. Swearing-in of elected board members will take place in June.

Article 8

Chairperson Trotter shared that the list of committees as listed in Section 8.1 and their descriptions actually contain committees as well as liaisons. Since these are two different functions, he asked for discussion as to the classification of each responsibility and how it should be classified.

Section 8.2

Chairperson Trotter asked for clarification regarding the review of the Strategic Plan by the Strategic Planning Committee. Chief Kirchhofer confirmed that the review should be conducted yearly. This took place earlier during the current work session. The suggestion was made to include this as a responsibility of the Board in Article 7 – Powers and Duties of the Fire District Board of Directors.

The suggestion was made to change the title of the committee list to Board Committees/Liaisons. The BPM could also state which ones are the standing liaisons and which ones are committees that are appointed annually by the Board Chairperson. Discussion followed regarding the placement of the committee/liaison list since it is reviewed yearly and often updated. The suggestion was made to include it as an appendix or referenced document so that it would not need to be part of the policy manual. This would provide expediency in updating and proceeding with the changes in the list so that when it is updated, it would not require having the entire BPM revised and approved since there is a 28 day delay from the time it is first presented for review to the time it can actually be approved.

Discussion took place regarding the need for the Check Register Review Committee. It is not a committee and it was suggested that it be removed. The review of the check register is a financial oversight of the Board, but it could be given to the Fire Chief and included in his job description. Discussion will continue at the next work session as to how this responsibility will be handled.

Section 8.8 and 8.9

Discussion took place regarding providing written minutes of board committee meetings. While notes are usually taken at these meetings, no minutes are provided. Discussion followed regarding the reference of meetings to citizen advisory committees in Section 8.5. Currently, there is confusion as to the meaning of Section 8.8 and 8.9. These will be reviewed and revised for the next work session.

Article 9

Section 9.9

Discussion took place regarding residents submitting items for board meetings and if this was required in the public meeting law. Chief Kirchhofer suggested that instead of the Fire Chief being the gatekeeper of agenda items, that citizens who wish to bring agenda items before the Board could bring them to a meeting and share them during the public comment section of a meeting and request to have the items placed on the agenda for the next board meeting. Chief Kirchhofer will check the public meeting laws prior to the next work session. This section will be revised.

Article 10

Section 10.4

The last sentence states that public records that have been archived off-site “**will** be available at the Administration office the next business day.” The question was asked if this was mandatory by public law. It just needs to be within a reasonable amount of time. The Fire District’s fee ordinance that discusses public review requests will be reviewed as well as the public law. Director McTeague shared that he thought new legislation during the last legislature was passed regarding this issue. This will be researched.

Chairperson Trotter, Chief Kirchhofer and staff will review and define the BPM better and bring suggestions before the Board at the next work session. Chairperson Trotter asked if the 28 days between discussion of changes in the manual and the adoption of the changes is a statutory rule or if this was a decision made by the Fire District. Chief Kirchhofer explained that this is the time frame used in adopting Fire District ordinances. This procedure provides time to allow comments from the public. The consensus of the Board was that this was a reasonable procedure.

7. Miscellaneous

None

8. Adjournment

The work session adjourned at 6:34 p.m.

Karen Strejc
Executive Assistant

Chairperson Don Trotter

Secretary Toby Forsberg