

April 27th, 2016 - Goals and Expectations Workshop

Workshop called to order by Board Chair Jon Babcock at 9:10 AM.

Flag Salute lead by Babcock

Present: Interim Administrative Chief Officer Ron Oliver, Commissioners Dave Town, Bob Johnson, Jon Babcock, Larry Bartel, Jerry Kolke, Chief John Nohr and acting recording secretary, Maureen Groat.

Commissioner Babcock opened the meeting and turned the meeting over to Chief Oliver. Chief Oliver expressed appreciation to the Board for the opportunity to work with the Department. He stated he feels that his time here has been successful. His time has been longer than he expected, but he has every confidence that Chief Nohr is an excellent choice and expects him to be very successful. Chief Nohr added he is very excited and is looking forward to coming here. He feels this is the right time for him to make the move.

Chief Oliver stated he will present his final report to the Board during the Commissioner meeting later in the afternoon.

Commissioner Bartel stated that at the time of Chief Mason's leaving, there were many uncertainties throughout the District. During the time Chief Oliver has been here, it has been a time to slow down and take our time making decisions. He believes that this has brought good results. Chief Oliver added that our crews and staff are looking forward to the future and that a big piece of that future is developing a mission statement.

Chief Oliver began the discussion on developing a mission statement by discussing the Criterion. He stated that when he first came on and began his meetings with our crews there were a lot of bad feelings; statements of not being World Class. He stated he felt it was important to get something out in writing quickly that expressed the core values and organizational expectations of the Department. Discussion. There was discussion on physical fitness of the chief officers and how it should be addressed. All felt this to be an important topic and that it should be exemplified by the chiefs. There was discussion regarding lingering thoughts that all original administration should be done away with. Chief Oliver stated that the intent is to make individuals successful. Chief Oliver stated that the one-on-one responses he received have been put together in a document and turned over to Chief Nohr. Chief Nohr commented that he appreciates the Criterion. His intention is to keep it for the time, but at some point it will be revised with the input from Department personnel. Chief Oliver advised to keep it visible as a reminder to all personnel. He added that the Fire Chief is the Criterion; the walking living example. The Fire Chief sets the tone for the Department. Community involvement was stressed as an important priority. Effective communication at all times is key. Chief Nohr expressed he is excited to use our Go to Meeting as an effective means of communicating with the crews. He will expect to have all crews attentive for morning briefings.

Chief Oliver continued the discussion regarding the Mission statement by asking What is a Fire District. Discussion. Chief Oliver introduced the following concept:

The Board of Fire commissioners

- The Fire District
- You lead the District

The Fire Chief

- The Fire Department
- John Leads the Fire Department

Chief Oliver stated the vision/mission belongs to the CEO (Chief). It is the job of the Chief to bring the mission to the Board. It is his job to support the mission with goals.

Chief Nohr stated he intends to give quarterly reports to the board; ending with an annual summary once the strategic plan is complete. Chief Nohr stated he will create and distribute a monthly report and have it posted to the Department web-site.

Chief Oliver addressed the Board asking what is their mission? What is important; what should be included in the mission statement; how do you keep the mission in front of our members? Discussion followed. The Board found consensus in the following statement:

The Mission of the CCF&R Board of Commissioners is:

- Accountability to the community for:
 - Providing service to be proud of
 - Fiscal Responsibility
 - Health & Safety of the District
 - Effective Communication
- To provide positive Leadership, Direction and support to the Fire Chief.

Chief Oliver stated the next step is to set goals that will support the mission. The best goals are:

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound

He stated goals should be developed to take the Department to a higher level. One to three goals in a year for a new Chief is a reasonable expectation. Discussion.

The Board agreed that the following are the two goals set for Chief Nohr:

Goal #1:

To Develop and implement a comprehensive Strategic Planning process

- Lead responsibility: Fire Chief
- Participants: Fire Chief, Fire Administration, Firefighters, Staff, Union, Community Stakeholders
- Completion Date: January 11, 2017

Chief Oliver has prepared two Power Point presentations containing extensive department information that will assist Chief Nohr as he begins preparing this plan.

Chief Nohr will provide the Board with reports as items within the plan are accomplished.

Goal #2:

The consolidation of CCF&R, the City of Woodland, and Clark County Fire District 2

- Lead responsibility: CCF&R Commissioners and the Fire Chief
- Participants: CCF&R Commissioners, Fire Chief, Fire Administration and IAFF Local 3674
- Completion Date: November 30, 2017

Workshop recessed at 11:40 AM. To reconvene at 1:30 PM

Chief Oliver reconvened the workshop at 1:30.

During the recess period staff members reviewed and gave input regarding the mission statement agreed upon by the Board. Board discussed suggestions provided. The Board agreed to leave statement as previously noted.

Expectations for Chief Nohr were discussed. The following were agreed upon:

- Leadership by example
- No surprises; commissioners want to know what is happening within the Department
- Accountability to: True exposure to staff; true to leadership style
- Command presence; daily and when on scene
- Equal treatment of employees (ie. Plan for Division Chief weekly scheduled hours)
- Community involvement (Chief Nohr noted that this is important to him and is looking forward to becoming an active member of community.)
- Honesty, integrity and trust
- Problem solving skills (Chief Nohr stated that he respects the experience the Board has and will be coming to and will appreciate advice and feedback given by the Board)
- Keep the pulse on what is happening and coming up in the District. Act/react to what is coming.
- Discipline to be in parity with action and to be administered equally

Chief Nohr's Expectations for the Board:

- Communication (Chief Nohr expects to know what is going on. It is his hope that he would know if the Board's expectations of him change or if he is not meeting expectations.
- Respect for Chain of Command. (Chief Nohr is a strong supporter of labor. His goal is to work together. He expects that the Union would address concerns with him before going to the Board. He expects to have a strong open relationship with the Union; plans to meet with president monthly.)

- If a Board member hears something that sounds out of character, ask him about it
- Stability (Will ask for help from Board to ensure stability. Chief Nohr is aware that the Board has existing good relationships with communities. He wants to continue this and become part of this to continue stability in communities)

Commissioner Bartel stated that he was cautioned not to force opinions upon Chief Nohr. He stated he believes that with Chief Nohr's experience and his strengths, he is very capable of holding his own. He is fully capable of listening to another's opinion and agreeing or disagreeing with any given subject. Chief Nohr added he that he appreciates the knowledge and history the Board has and will be asking for that information, as it is wise to know what works and what does not work; history will repeat itself if you are unaware of past history.

Chief Nohr added he had a procedural question:

He posed the question of the process for notifying the Board in his absence. The Board responded that he should at least let the Board Chair know of his absence and who will be acting Chief. The Board chair will then share the information with the other members.

Workshop adjourned at 2:40