

Clackamas Fire District #1



WORK SESSION FOR BOARD OF DIRECTORS
January 12, 2009

(This meeting was recorded.)

- 1. CALL TO ORDER PER ORS 192.610 TO 192.710**
ORS 192.650 – The meeting is being recorded.
ORS 197.710 – Smoking is banned during the meeting.

Chairperson Warren called the work session to order at 6:00 p.m.

Present: Board of Directors Dave McTeague and George Warren; Chief Ed Kirchhofer; Deputy Chief Jonathan Smith; Deputy Chief Scott Weninger; Personnel Services Chief Mark Cauthorn; Executive Officer Kyle Gorman; Battalion Chief Fred Charlton; Battalion Chief Tim Dahl; Battalion Chief John Oliver; Battalion Chief David Scheirman; Executive Assistant Karen Strejc. Director Doane and Director Trotter were out of town. Director Wall was ill.

- 2. Public Comment**
None

- 3. Discussion of Cancer Presumption Insurance Information**

Chairperson Warren requested that the discussion regarding the cancer presumption insurance information be tabled until the board meeting on January 26. He wanted to have the full Board in attendance for the discussion.

- 4. Presentation and Review of Draft Strategic Business Plan**

BC Dahl distributed a complete draft of the Strategic Plan to the Board at the meeting. He provided a brief history of the development of the current draft of the Strategic Plan. He shared that at the work session in June, the Board helped with the development of the revised mission, values and goals for the District. BC Dahl explained that he took this general information and developed the more specific document being discussed at the work session.

BC Dahl explained that the Executive Team had submitted their division objectives to him to be placed in the plan's format and applied to the goals. These objectives were e-mailed to the Board on January 8 for the purpose of generating discussion between the Board and the Executive Team. Chief Kirchhofer reminded him that it was important for the Board to see what the process was from the beginning of the project to the present, which generated the updated draft presented to the Board at the meeting. BC Dahl apologized to the Board for not having the document available prior to the meeting.

BC Dahl presented to the Board a single page document containing the District's mission statement, vision and goals that contained the changes discussed at the November Board of

Director's meeting. Unless the Board had any further changes, this mission statement would be presented more formally and move forward with other aspects of the plan.

BC Dahl explained that much of the work in the draft was done by Riley and Karen Caton from Environmental Services Consulting, inc. (ESCi). They developed and delivered a draft plan to the District in September 2008. He has used this plan as the basis for the current draft of the plan by personalizing it for the District and changing it as further objectives have been received. BC Dahl applied the divisional objectives that ESCi developed to the District's goals. The goals and objectives were listed at the back of the draft plan.

BC Dahl explained that the document had been placed on the District's D1net. Chief Kirchhofer shared that it will be placed on the District's website once the plan has been approved by the Board. It will be a fluid document so it will be constantly changing. Pictures, objectives and goals will be updated regularly.

BC Dahl has been reviewing the software tools available for employees to use to enable them to tie their job responsibility and/or professional goals and objectives from their performance appraisal to the District's goals and objectives. Software programs available include Microsoft Office Suite, which the District already owns, and Microsoft Office 2007, which includes Microsoft Project. This latter software is built to support this type of effort with data input and updates for the goals and objectives and can be done by various sources. There are also tools within Microsoft Outlook and Excel that would allow the employees to make their updates as they occur.

Chairperson Warren asked if there was a need to identify the goals and objectives with budget items so that costs could be provided for each one. He felt it was necessary if this was possible to do. BC Dahl replied that in order to track objectives and tasks, projects need to be prioritized. Expenses often are spread over several divisions. Chief Kirchhofer explained that each year the budget process is used as a form of prioritization as to which projects and objectives are funded each year. In the future, a budget proposal will be required to be tied to an organizational goal or goals.

BC Dahl explained that the goal of the Strategic Plan is to eventually be able to tie it to a comprehensive financial plan. This will be something to which all employees will be able to relate.

Chairperson Warren shared that the Board had received an extensive report about the Volunteers, but not much information about it was in the Strategic Plan. The only mention was Goal 4, which was to update the program. Chief Kirchhofer shared that one of the goals of the District as an emergency service provider was not to have volunteers or career firefighters, but to suppress fires. Having well-trained volunteers and career firefighters is a means to achieve the goal. Discussion followed.

Director McTeague asked if the key benchmarks had been identified. BC Dahl shared that once objectives are established; strategies will be developed by division managers. They will be establishing benchmarks and performance measurements to accomplish them. Chief Kirchhofer

shared that once the Board has finalized the goals of the District, it is his job to see that the District is held accountable for accomplishing them.

Chairperson Warren asked if tax revenues fall, prioritized goals could be reviewed and pulled for budget cuts. BC Dahl explained that the plan has a priority system established in it that can be used to help determine budget cuts to be made. Chief Kirchhofer shared that across the board cuts was not a good way to run an emergency services organization. Chairperson Warren shared that he had sent a memo to Finance Director McSperitt and Chief Kirchhofer that he did not want to see across the board division cuts. The plan needs to be practical for the organization.

Chief Kirchhofer will be meeting with the three Board members that were not able to attend to update them on the discussion at the work session.

Discussion followed regarding having the document be placed on the shelf and not used once it has been completed. Chief Kirchhofer shared that he hoped the document will not be a printed document. It will be placed on the District's website and constantly updated on a regular basis.

What will be printed will be an organizational profile document that will be distributed to community presentations and available in public facilities. A draft of an eight-page document was viewed that described the District and its purpose and mission. This will be produced internally and continually updated and distributed.

BC Dahl suggested providing updates as an agenda item at the board meetings as the plan develops.

Director McTeague asked how issues from outside the District, such as tax increment financing, property tax revenue declines, dispatch, integrate into the plan. He sees this as a strategic plan at the operational level. Chief Kirchhofer shared that it is up to the Board to set the large performance measures such as those included in the Standard of Response Coverage document and with tax increment financing. The plan shows the strategy the District will use to accomplish the Board's goals.

BC Dahl shared that he envisions an annual report of the accomplishments of the Strategic Plan that will be submitted to Chief Kirchhofer.

Chairperson Warren shared that he felt the Strategic Plan and the budget document should be tied together. BC Dahl shared that his goal was to have the plan include all aspects of the District.

Chairperson Warren also suggested that a paragraph should be included about the future of the Fire District. There needs to be a plan to meet the objectives and challenges of the area. Chief Kirchhofer agreed that the Board needs to be kept informed of the District challenges for the future. BC Dahl explained that one of the goals is to plan for the future. Discussion followed.

BC Dahl will continue working on the plan and provide updates to the Board.


5. Miscellaneous

Noted

6. Adjournment

The work session was adjourned at 6:50 p.m.

Karen Strejc
Executive Assistant



Chairperson, George Warren



Secretary, Dave McTeague