

**NOTICE OF
WEST METRO FIRE-RESCUE DISTRICT
BOARD OF DIRECTORS MEETINGS**

The West Metro Fire-Rescue District Board of Directors will meet in executive session:

Wednesday, March 22, 2016
6:15 p.m.

West Metro Fire District Offices
4251 Xylon Avenue North
New Hope, MN 55428

The purpose of the meeting is for the Board to discuss a personnel issue. This meeting is closed in accordance with State law.

For additional information, contact the Board Secretary, Anne Norris, at 763-531-1140.

Posted at: Crystal City Hall, New Hope City Hall, and West Metro Fire Stations.

Dated: March 13, 2017.



WEST METRO FIRE-RESCUE

Notice of Board of Directors Meeting

March 22, 2017
6:30 PM Board Work Session

A meeting of the West Metro Fire-Rescue District Board of Directors will be held:

Date and Time: *Wednesday, March 22, 2016 at 6:30 PM*

Location: West Metro Fire Station 3
4251 Xylon Avenue North
New Hope, MN 55428

For additional information, contact the Board Secretary, Anne Norris at 763-531-1000.
Posted at: Crystal City Hall, West Metro Fire Station 3, and New Hope City Hall.

Dated: 03/13/2017



WEST METRO FIRE-RESCUE DISTRICT BOARD OF DIRECTORS WORK SESSION AGENDA

**March 22, 2017
6:30 PM Work Session**

Work Session

- A. Call to order by Board President Gary Laurant.**
- B. Roll Call**
- C. Chief's Evaluation Process/Instrument**
- D. Strategic Planning – Governance**
- E. Strategic Planning – Station Closing Study**
Chief Nyle Zikmund will make a presentation on the station study completed by Fire Service Consulting Inc.

Other Matters and Announcements

1. The next regular Board Meeting of the WMFRD Board of Directors is April 12, 2017

- F. Adjournment**

MEMORANDUM

DATE: February 21, 2017

TO: West Metro Fire-Rescue District Board

FROM: Sarah Larson, Chief
Kirk McDonald, Board Vice President
Anne Norris, Board Secretary

RE: Chief Evaluation

At its January work session, the Board discussed revising the annual evaluation instrument for the Chief so the evaluation is related to the Board's experience with the Chief in the following areas:

- Budget management
- Organizational management
- Communication
- Community presence
- Board direction

Based on the Board's discussion, attached is a draft of a revised evaluation instrument that reflects the 5 competencies and includes the Chief's current annual goals corresponding with each competency.

The Board should discuss whether the draft revision is consistent with the Board's January conversation, whether the 5 competencies are appropriate, and what other changes may be needed.

Attach:



WEST METRO FIRE-RESCUE DISTRICT

Performance Assessment Tool *Fire Chief*

Name: _____ Date: _____

Description

This tool is intended to promote accurate assessment of the performance of the Fire Chief, and to create a framework for ongoing improvement. Each category describes an area of work performance, with corresponding goals set annually by the Chief and the Board.

Instructions

For each category, rate the Chief based on the following scale:

- **Outstanding:** Employee is among the *very best performers* in this area, with little or no room for major improvements.
- **Exceeds Expectation:** Employee consistently demonstrates excellence with no deficits and some extraordinary strengths.
- **Meets Expectation:** Employee consistently demonstrates fully acceptable competence in this area. May have some areas of excellence, and/or a few limited areas in need of improvement
- **Meets Minimal Expectation:** Employee approaches acceptable competence, but has some areas in need of improvement.
- **Does not Meet Expectation:** Employee must improve performance in one or more areas immediately.

Ratings of Outstanding or Does not Meet Expectation must be supported by comments that outline the areas of exception – positive or negative – that led to the rating. Helpful input includes specific examples, data, or observable incidents that illustrate and/or substantiate the evaluation.

The Fire Chief is the senior executive of the District leadership team and “an officer among officers.” He or she sets and enforces District policy, and sets the tone for all members of the District. He or she exhibits broad and deep familiarity with all technical aspects of firefighting, and the ability to lead the leadership team and set the tone for the District in maintaining readiness and pursuing excellence.

The Fire Chief is also accountable to the District Board for administration and leadership of the District. The Fire Chief is expected to have the following competencies: budget management; organizational management; communication; community presence; and providing input to the Board and implementing Board direction. The Fire Chief is a talented strategic leader and a committed mentor to current and aspiring command staff.

Budget Management

The Fire Chief is responsible for preparing and administering the budget for the District including implementing long-term financial planning that reflects strategic planning and is reflective of the District's priorities.

2017 Goals:

1. Execute 2017 general operating budget and capital plan
2. Monitor use of special fund (donations)
3. Monitor special pension fund for adequacy
4. Execute capital projects
5. Complete 2016 audit
6. Develop 2018 general operating budget and capital budgets

Outstanding	Exceeds Expectation	Meets Expectation	Meets Minimum Expectation	Does not Meet Expectation
Among the very best performers in this area, with little or no room for major improvements.	Consistently demonstrates excellence with no deficits and some extraordinary strengths.	Consistently demonstrates fully acceptable competence in this area. May have some areas of excellence, and/or a few limited areas in need of improvement.	Approaches acceptable competence, but has some areas in need of improvement.	Has one or more key skills or knowledge deficits that must be corrected immediately to maintain effectiveness.

- Outstanding
- Exceeds Expectation
- Meets Expectation
- Meets Minimum Expectation
- Does not Meet Expectation

Comments: _____

Organizational Management

The Fire Chief is responsible for understanding the basic principles of fire service delivery including staff training and effectiveness, organizing work operations, establishing and coordinating timetables for projects and program implementation.

2017 Goals:

1. Evaluate organization – training, leadership and utilization of personnel
2. Implementation of new records management system
3. Establish work/life balance; delegate duties appropriately
4. Develop goals for subordinates
5. Be a positive role model within the organization
6. Implement phase 2 of EOC
7. Continue leadership development for Chief and staff
8. Promote apprentice firefighters
9. Promote recruit firefighters to apprentice
10. Emergency management training
11. Update department employee handbook
12. Review accidents and develop corresponding safety training at department drills
13. Records retention program
14. Promote new candidates to Duty Officer and Duty Chief Training program
15. Update operational guidelines

Outstanding	Exceeds Expectation	Meets Expectation	Meets Minimum Expectation	Does not Meet Expectation
Among the very best performers in this area, with little or no room for major improvements.	Consistently demonstrates excellence with no deficits and some extraordinary strengths.	Consistently demonstrates fully acceptable competence in this area. May have some areas of excellence, and/or a few limited areas in need of improvement.	Approaches acceptable competence, but has some areas in need of improvement.	Has one or more key skills or knowledge deficits that must be corrected immediately to maintain effectiveness.

- Outstanding
- Exceeds Expectation
- Meets Expectation
- Meets Minimum Expectation
- Does not Meet Expectation

Comments: _____

Communication

The Fire Chief is responsible for ensuring that ideas and information are shared within the District as well as in the community the District serves. Communication also requires effective interpersonal skills, influencing and negotiating, partnering with other agencies, media relations and advocating for policies and programs.

2017 Goals:

1. Collaborating with other city departments and organizations
2. Develop and implement updated website

Outstanding	Exceeds Expectation	Meets Expectation	Meets Minimum Expectation	Does not Meet Expectation
Among the very best performers in this area, with little or no room for major improvements.	Consistently demonstrates excellence with no deficits and some extraordinary strengths.	Consistently demonstrates fully acceptable competence in this area. May have some areas of excellence, and/or a few limited areas in need of improvement.	Approaches acceptable competence, but has some areas in need of improvement.	Has one or more key skills or knowledge deficits that must be corrected immediately to maintain effectiveness.

- Outstanding
- Exceeds Expectation
- Meets Expectation
- Meets Minimum Expectation
- Does not Meet Expectation

Comments: _____

Community Presence

The Fire Chief is responsible for the District maintaining a positive presence in the community, not just in emergency circumstances. The District is a community partner and participates in community events, to the extent resources allow.

2017 Goals:

1. Participate in community events
2. CERT on-going training
3. Home Safety Survey program

Outstanding	Exceeds Expectation	Meets Expectation	Meets Minimum Expectation	Does not Meet Expectation
Among the very best performers in this area, with little or no room for major improvements.	Consistently demonstrates excellence with no deficits and some extraordinary strengths.	Consistently demonstrates fully acceptable competence in this area. May have some areas of excellence, and/or a few limited areas in need of improvement.	Approaches acceptable competence, but has some areas in need of improvement.	Has one or more key skills or knowledge deficits that must be corrected immediately to maintain effectiveness.

- Outstanding
- Exceeds Expectation
- Meets Expectation
- Meets Minimum Expectation
- Does not Meet Expectation

Comments: _____

Board Direction

The Fire Chief is responsible for implementing policies and executing decisions made by the District Board of Directors. The Fire Chief is also expected to offer input into Board policy discussions and recommendations for Board policy decisions.

2017 Goals:

1. Tower delivery and put into service
2. Update chief's evaluation instrument/process
3. Strategic planning

Outstanding	Exceeds Expectation	Meets Expectation	Meets Minimum Expectation	Does not Meet Expectation
Among the very best performers in this area, with little or no room for major improvements.	Consistently demonstrates excellence with no deficits and some extraordinary strengths.	Consistently demonstrates fully acceptable competence in this area. May have some areas of excellence, and/or a few limited areas in need of improvement.	Approaches acceptable competence, but has some areas in need of improvement.	Has one or more key skills or knowledge deficits that must be corrected immediately to maintain effectiveness.

- Outstanding
- Exceeds Expectation
- Meets Expectation
- Meets Minimum Expectation
- Does not Meet Expectation

Comments: _____

MEMORANDUM

DATE: February 23, 2017

TO: West Metro Fire-Rescue Board

FROM: Kirk McDonald, Board Vice President
Anne Norris, Board Secretary
Sarah Larson, District Chief

RE: Governance Options

At its January work session, the Board discussed the current West Metro governance structure and what works and what could be improved. The Board agreed it liked the current model including the 7th neutral party but has concerns about having the elected officials and appointed staff (city managers) as equals. The Board also discussed the current structure of the Board may give the illusion the Board has more operational oversight than it really does – which maybe is more of a communication/PR issue than a real issue. Several board members prefer the two city managers handle the day to day operational issues with the Chief.

The Board requested suggested changes to governance that address the following issues:

- The Board meets less frequently/annually
- The city managers serve as the steering committee
 - Does there need to be a third member of the steering committee if the two city managers can't agree?
- How would the current Board transition to a new structure
- Any changes need to be scalable in case another city joins West Metro

Attached are options for the Board to discuss and provide feedback at the March work session.

Attach:

WEST METRO FIRE RESCUE DISTRICT

GOVERNANCE ALTERNATIVES

FEBRUARY 2017

Goal of changes in governance:

- Have West Metro run more like a city department (i.e., city managers and fire chief handle operational issues)
- Board not involved in operations – only policy and budget
- Fewer Board meetings
- Not have elected officials and appointed staff (city managers) as peers

Option 1:

- Keep Board as is
- city managers and fire chief are co-executive directors; Board chair can resolve disputes
- Board meets quarterly (or 6 times per year) to review financial matters, approve budget, policies

Option 1A:

- Keep Board as is
- City managers are non-voting members and become Board liaisons
- Board meets quarterly (or 6 times per year) to review financial matters, pay bills, approve budget, policies

Option 2:

- Reduce Board to 5 – 2 from each city and 1 neutral party (with or without city managers)
- City managers and fire chief are co-executive directors (Board chair resolves disputes)
- Board meets quarterly (or 6 times per year) to review financial matters, approve budget, policies

Option 3:

- Eliminate current board and create 3 person fire board – both city managers and fire chief
- Committee responsible for:
 - o Operations

- Rules, etc.
 - Strategic plan, priorities
- Maintenance of equipment and facilities
- Purchase of equipment
- Budget and capital require unanimous approval
- Both city managers evaluate fire chief
- Both city managers report back to respective councils

Issues:

- Approval of expenditures over \$20,000
- Who approves budget before going to both city councils?