

IN A SPECIAL MEETING OF THE WHITE PINE COUNTY COMMISSION HELD ON NOVEMBER 2, 2018
IN THE COUNTY LIBRARY CONFERENCE ROOM IN ELY, NEVADA

The Following Were Present:

County Commission

Richard Howe, Chairman
Shane Bybee, Vice-Chairman
Carol McKenzie, Commissioner
Gary Perea, Commissioner
Steve Stork, Commissioner
Susan Lujan, Deputy Clerk

The Following Was Absent:

Nichole Baldwin, Clerk of the Board

County Officials

Timothy Bunch, Human Resources Director
William Ward, Interim Fire District Chief
Deputy District Attorney Bryan Pyle

Also Present

Randy Zielsdorf
Timothy Regan
Carl Gregory
Lucas Murphy

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Commission Chairman Richard Howe called the meeting to order at 9:02 a.m. Commissioner Gary Perea led the Pledge of Allegiance.

PUBLIC COMMENT

There was none.

At this time, Chairman Richard Howe recessed the Special Commission meeting and opened the Special Fire Commission meeting. At 11:11 a.m., Fire Commission Chairman Richard Howe adjourned the Special Fire Commission meeting and reconvened the regular County Commission meeting.

WHITE PINE COUNTY EMERGENCY MANAGEMENT DIRECTOR

DISCUSSION/INTERVIEWS FOR THE WHITE PINE COUNTY EMERGENCY MANAGEMENT DIRECTOR

Human Resources Director Timothy Bunch advised that we only have 2 candidates for this position; we had 3 apply but by the end of the interview we determined there were two solid prospects. The first candidate will be Mr. Carl Gregory. Chairman Richard Howe explained the interview process.

1. *Tell us what formal education and work experiences you have that make you the best candidate for this position?*

Mr. Gregory advised that he is an undergraduate in the Administration of Justice; he has a Clinical Masters Degree in Psychology, and will have a Doctorate Degree in Emergency Management shortly, as he is graduating soon. He's attended over 55 FEMA Certification Training Courses and currently works for the City of Elko Police Department.

2. *Tell us what your greatest strength is? Tell us what your greatest weakness is and what you do to overcome it?*

His greatest strength is in relationship-building and communications; he noted those go hand-in-hand. Relationships are critical; he had over 3,000 patients as a Clinical Therapist, which allowed him to get out of his comfort zone and develop relationships with the people seeking therapy. He explained Process and Content: Process is seeking therapy, while Content is the underlying condition. To develop the relationship with his

patient, he doesn't rely on what appears on the surface; he digs deeper. His weakness is that he wants to get into the speed of things; he got that from his law enforcement background. The process doesn't go fast and he wants to speed through it; he's identified markers now to where he can focus more on goals, and speed is not as much of a factor as before.

3. *Explain the purpose and utility of automatic and mutual aid agreements. Detail how an aid agreement of any type is researched, proposed, drafted, adopted and implemented?*

He's dealt with both automatic agreements and mutual aid agreements, with respect to resources; he worked close to the border in San Diego and there were many protests regarding immigration. He noted that all their patrols dedicated 50% of personnel to respond if necessary to an event. If we deplete those, a marker is set so other nearby agencies would send us 25% of theirs to assist us. First, he noted, it's recognized as having "boots on the ground." They utilize social media; live streaming is big now and they can receive information almost immediately. At the intercounty level, those are things that the Emergency Management Director would work on, to develop a plan. He continued that mutual aid is a factor; we need to recognize the events where such resources would be needed, including what resources that we DON'T have. He added that we could develop a mutual aid packet such as for water, with other agencies.

4. *The person who is hired as the White Pine County Emergency Management Director will play a leadership role; tell us about a significant job-related goal you as a leader set and accomplished, or a program you established that you are most proud of.*

He cited a significant milestone recently; Elko County copartnered in constructing a \$55 million building with the State of California. People were needed to represent and be the liaison with the Fire Chief, EMS Services and local police, as well as the project designer for the building; basically everyone involved with its construction. However, he noted it was a huge security risk; they needed to view it critically and do a risk analysis of the building. The project lasted 6 years, after which he had the opportunity to write the Operational Plan, involving 105 positions, and plan out the emergency response process for each person. The result was, when you opened the Plan, within seconds you could see where you needed to be and what you would need to do in an emergency. They opened the building in December 2017.

5. *Describe in detail how you recruit volunteers, implement strategy and utilize those volunteers to execute that strategy.*

He advised that volunteers are critical; in his experience, he's found it's important for them to get a sense of ownership. While many people want to help with great intentions, he noted, sometimes they do get in the way. Recruiting the right people with the right resources to help is critical. You want to identify the people you want to empower with a sense of ownership in what they're doing; this goes beyond the civic duty mindset. As a volunteer coordinator, this is part of the role you take on as the Emergency Management Director. He continued that you can't have a break in the system, where someone decides they aren't going to be coming in one day, etc. Early identification, empowerment, and education is vital to show what the people need to do. We need to align them with the responsibilities we want them to have. It's about resources and proper utilization of them; everyone has something to bring to the table.

6. *The person in this position is required to perform a variety of "hands-on" duties in addition to policy-making and supervisory duties. These duties will include maintaining records, preparing your own budgets, recruiting of volunteers, building interlocal relationships and the grant writing process. What is your specific experience level in each of these areas? How do you feel about performing these types of duties?*

He's been on a Policy/Procedures Committee for the Dept. for 15 years; that is a selected committee for which he reviews the policies for liability, and once he's identified the liabilities he rewrites it. If a policy doesn't cover something, he writes a policy for that as well. His policies are utilized by other cities, he noted. As for budgeting experience, he's the head of a training unit, with 7 different houses for which he is responsible to maintain all training certifications for the employees. He runs and maintains that budget and also budgets for all

training classes that cost money. As far as being fiscally responsible for the community, if it's something he needs for the next year, he will try to stay underbudget, but he won't stockpile and if he needs something he will simply request it. He sees there's a need for complete transparency between the Emergency Management Director and the Board of County Commissioners; he will come to this Board first, and won't ask for forgiveness later. Interlocal/interagency work; one of his rules was to hold a Citizens' Academy. The local Sheriff puts that on, and people have exposure to what it's like being a law enforcement officer; he noted that's always benefited both sides. He works with 7 different agencies, from the District Attorney to other smaller police agencies, and that has really taught him how to develop relationships with other agencies. If you want someone here for the duration, you will want someone who is in a key position for the County, maintaining and developing relationships. He added that working as a team is critical to positions like this. Under Supervisory experience, he's initiated a training program to train new deputies coming in from the Academy, and he supervises them himself. He is also the liaison between the trainer and the trainees, besides being the Supervisor over those trainers. He added that in working through those it requires "much relationship soothing." He's a hard worker and empowers his training staff and volunteers very hard; he holds the same expectations for both. For recruiting, he keeps all the records and certifications for the 300 Sheriff's deputies in Elko County. He admitted that they probably over record-keep, but that's due to what law enforcement is today; we're in an environment of liability and we have to be very careful. He added that he would rather take more time and develop more of a relationship so he can recruit someone "solid."

**7. *What steps will you take to ensure that White Pine County Emergency Management plans are carried out efficiently and effectively while at the same time encouraging community participation?***

For his first interview, he developed a 4-year action plan for this Emergency Management Director position; the Board confirmed they have copies of that. He felt the need to develop an action plan of what we could expect. Much has to do with relationships: Who we will need to meet, talk to, get to know, and develop great relationships with. Having everything current is also very important. We need to make sure our various plans are all current, such as HazMat, etc., but especially our grants, as the money is very important. He's found that rural communities are very resilient; rural mindsets are different in a positive way. Rurals can't just be behind a desk, they need to "get in there and find out what they need," and then you will know what is required to build a resilient community. He cited examples of existing resources, such as a farmer might have chemicals, another has water available, etc. You need to be able to get out into the community and see how they are; you need to select someone who is really invested in the community. He cited Washoe County as an "amazing, resilient community," and he feels they've done it right. He also currently does the grant process, which he noted is different from the FEMA requirements; his grant process identifies a need for a resource and a huge justification must be written into it. He can offer the FEMA ICS courses; he has the certification on HazMat grant writing and the eCertification as well. He added that from his experience he's learned to lobby at the State level for grants; he chases money, as it's fundamental to this position.

**8. *Describe background and experience regarding Emergency Management.***

He has a strong background in Emergency Management; he worked for Elko County for a long time, spending time at the Command Post and various Emergency Management Centers. He's developed a Hazard Mitigation Plan, identifying the hazards and their associated risks. Elko has utilized him in the capacity of Emergency Operations Planning, which is the same thing as Emergency Management; he looks at it as being a first responder, which gives him understanding of what the first responder would need. As a first responder, he has a unique perspective that gives him the ability to break down many of the borders and boundaries during discussions within just a couple of minutes. The biggest things are longevity, a proven track record, and stability. Emergency operational planning is what he brings into the picture.

**9. *Define Honesty and Integrity and why those two words are important to the Fire Service?***

He advised that if you don't have either of the qualities of honesty/integrity, you won't last. Honesty hurts, but it comes with the territory; someone has to tell people the bad news, that's where honesty comes in. He noted that he's held to those standards for most of his life. Integrity is an overall characteristic; you have to

believe in what you're doing. Honesty and integrity are core values in his Dept., the "bread and butter", he noted.

10. *What interests you about our community and what would your leadership impact look like?*

He has goals towards making a leadership impact to the County. His goal for White Pine County would be for us to become the most resilient County in the nation; he believes we can and should, even if he isn't hired by the Board. All the towns here in Nevada want to grow; if we can achieve that, other counties will look to us and model themselves after us. He needs to be invested in the entire County, not just one piece. He's a dreamer; when people land at our Airport and see we're prepped and ready for a big corporation to come in, they will see a reason to be here. Also, he's a "crazy outdoors guy," and he felt that Ely actually picked him. His dad lives in rural Oregon, which is one of the places he was looking at; he wanted a small town feel, and Ely has that.

11. *That completes our list of questions for you today. Are there any questions you have or comments you would like to add at this time?*

He feels he's represented himself the best way he could. The question White Pine County should be asking is who could do the best thing for them; do they want someone who will spend 6-7 years here, or someone who will stay for 25 years and who is willing to invest in relationships. He noted that he's what they would get, he's full of energy and a lot of fun. Chairman Richard Howe asked why he would want to move here from San Diego, which has the best climate in the United States. He admitted it would be a big transition, but without all the traffic congestion, seeing homeless living on the streets, graffiti, all the things you see in the big cities. He would prefer to "get off the grid" and go rural.

Chairman Richard Howe and Commissioner Bybee left the meeting at 12:10 p.m. and returned at 12:13 p.m. The next candidate is Mr. Lucas Murphy; Chairman Howe explained the interview process.

1. *Tell us what formal education and work experiences you have that make you the best candidate for this position?*

He has earned a Bachelor's Degree at the University of Colorado, in the field of Psychology/Religious studies. These courses gave him an understanding of how people think and why they do what they do, specifically how they will react in a disaster situation. The religious studies also showed the cultural ties there, he noted. He earned a Masters of Science Degree in Emergency Management as well, working over 25 disasters of all kinds. He is currently a Clark County Mass Casualty Management Plan Leader; he cited his resume regarding disaster deployment, etc.

2. *Tell us what your greatest strength is? Tell us what your greatest weakness is and what you do to overcome it?*

His strength is in working with people and getting buy-in on projects for communities, working with projects where people are striving towards the same goal. One skill he continues to hone is collaborating with people and bringing them together; he has had much experience in that area. His weakness would be in his level of expectations, understanding not everyone has the same level as others; also finding common ground and having general understanding. He emphasized that we shouldn't let expectations get in the way of what you are trying to achieve.

3. *Explain the purpose and utility of automatic and mutual aid agreements. Detail how an aid agreement of any type is researched, proposed, drafted, adopted and implemented?*

In mutual aid agreements between other organizations and/or counties, you begin by assessing the resources you have, both material and human. You also need to assess the risk to your community and the scale of operations you would need for those resources. If there is a shortfall, you could do a mutual aid agreement with an entity, organization or county or anyone else who would have access to those resources. Ideally, both parties would understand the trigger which would initiate that mutual aid agreement. There would also be a process to replenish the resources, and what protocol would be in place to accomplish that. He noted that all



disasters start and end locally; there's not one single government agency that could come in and save the day. Everything from businesses, non-profit organizations, etc. and all mutual aid agreements would need to work together as one unit to respond to that disaster and make that community more resilient.

4. *The person who is hired as the White Pine County Emergency Management Director will play a leadership role; tell us about a significant job-related goal you as a leader set and accomplished, or a program you established that you are most proud of.*

For his leadership experience, he cited that standardizing response protocols for disaster action teams are needed. He explained that how Reno would respond would be different from Salt Lake City, Park City, and Las Vegas. Everything would need to be standardized. He has proposed a Response On-Call Guidebook that would standardize our response protocols within Nevada and Utah. It would start with assessments of the current standards, discuss those with the territories involved, create a guidebook that would be reviewed by both, and then utilize that guidebook. It would then be circulated to all the parties for their review.

5. *Describe in detail how you recruit volunteers, implement strategy and utilize those volunteers to execute that strategy.*

He is currently in the Red Cross, and volunteering is a big piece of it. In order to successfully recruit volunteers you need to understand their motivation, and what motivates the community to be part of an emergency response team. Once that is established, then you need to keep the volunteers engaged in it. There's also a very important aspect of volunteering, which is the social aspect; he explained that not just the meetings, training or exercises, but the social aspects also need to be made a part of it, "or you could lose them." So allowing for social gatherings and recognition of the volunteers is also very important. While most volunteers don't volunteer for the recognition, it's still important for them to know how their efforts impact the community they are donating their time to.

6. *The person in this position is required to perform a variety of "hands-on" duties in addition to policy-making and supervisory duties. These duties will include maintaining records, preparing your own budgets, recruiting of volunteers, building interlocal relationships and the grant writing process. What is your specific experience level in each of these areas? How do you feel about performing these types of duties?*

Recalling his experience with the Red Cross, he worked with budgets coming down from the national level and see how they could be used appropriately for their programs: He noted that "donor dollars are tax dollars," and they need to get the most out of the monies that are spent. Programs are found that benefit them and their ability to respond to any disasters. He manages 2 states, and he is charged with creating strategic plans at the beginning of each year as to how they will make more homes safe, how to build and strengthen relationships with other partners since "we can't do it all alone," and then annually review to see how it was done and how to do better the next year. He also took grant writing courses; his position in Wyoming was supplemented by a grant, and he has the experience of both writing the grants and reporting on the funds received. There was also some preparedness and some response, so he needed to show what work we were doing in those areas in order to ensure compliance.

7. *What steps will you take to ensure that White Pine County Emergency Management plans are carried out efficiently and effectively while at the same time encouraging community participation?*

Key elements for a successful Emergency Management Program start with the workforce development, management, and recruitment of volunteers. That means working with preparedness in the community, working on the work environment and retention of volunteers. That involves, as he noted earlier, maintenance of relationships and volunteer recognition; systematic development and relationship management as well. Next would be to prepare the community by doing an assessment to determine the risks and develop some strategies for rural preparedness. He enjoys working with rural populations who already have a mind for that, he noted. Then there would be an evaluation, reinforcing the best practices as to what we know really works. Finally, there would be resources identified and worked with, Memorandums of Understanding, Mutual Aid Agreements, and

what resources would be available to us from our neighbors. He provided these basic key elements for his plan for our County.

**8. *Describe background and experience regarding Emergency Management.***

He's worked with many Emergency Managers during operational periods and also during their steady state. The plans must be kept up to date, especially where grants are concerned. Sometimes the managers hadn't had emergency management training insofar as creating their operation plans, and he's worked with them to ensure their certifications are current and up to standard. He noted that the Red Cross really wants to align with the government, and has adopted many government standards and utilizes key language when we communicate with them. He advised that we need to meet the needs of their citizens during a response as well as the government by providing disaster and damage assessments, providing the shelter numbers they need to best serve, and also figure the reimbursement for volunteer hours so those are all reported correctly. His passion with the Red Cross, he noted, is in external relations, and he has an extensive history in working with their partners.

**9. *Define Honesty and Integrity and why those two words are important to the Fire Service?***

It is vital that your citizens trust you, the information you provide to them, and know that when you say they need to evacuate an area, they need to trust that you really mean it. It's important in any community messaging that there's a sense of honesty and integrity so that they can buy in. You are preparing for something that may never happen, it's a lot like insurance in that way. Still, it's important to ensure their families are prepared, resilient, and believe that you want the best for them. They need to know that they can count on you and that you will be available when needed. It's a small part of trust, but it does address the big picture, that whether they are partners or citizens, he will be there for them in their time of need. As a unified front, then, we can address whatever incidents are going on.

**10. *What interests you about our community and what would your leadership impact look like?***

Much of White Pine County interests him; he would be closer to his family, and not have to deal with Las Vegas traffic anymore. He wants to go back to working with rural populations. He's had his eyes open for the right opportunity; he cited the Great Basin National Park and that he grew up in a mountainous area in Colorado. He brought up the question of how the smoke alarm program is in the Fire Depts. here, and he would like to build on that. He would provide education on prevention and ensure each home had at least 3 smoke alarms; preparing kids so that when they go home they would be more aware and take what they've learned back to their parents. He would also make sure the businesses have continuity plans, because the reality is that he has seen what flash floods can do going through a town, for example. If a business can't get back up and running after a disaster, the economy in a small town can die pretty quickly. He would also like to get a robust Active Shooters Program here; he cited Riverton, Wyoming where an active shooter came in and shot people. A rural population is just at risk for an active shooter as in Las Vegas; we need the same training as for a large city for those scenarios. He would like to bring the 72+ hours training program, and similar resources, into White Pine County; he frankly felt we don't get enough resources even from the Red Cross. He also has experience working with Tribal governments, ensuring they are also prepared.

**11. *That completes our list of questions for you today. Are there any questions you have or comments you would like to add at this time?***

He thanked the Board for the time and opportunity to be interviewed today. While he has no questions for the Board, he noted that he did a lot of research on White Pine County and spent much time looking at our community. He hoped that he would be the right fit for us; he noted that we have a big challenge to make a good decision. Either way, he noted, we are still in his territory, and he already has an "in" with the other applicant. Chairman Richard Howe asked why he would want to move to Ely; the reply was the traffic, the drivers. Denver was different when he grew up there as a kid; Las Vegas was "never on his radar," and it was his work with the Red Cross that took him there. He would like to focus his attention on a specific community, and not just spot-checking everywhere. He would like to do some good in a community he could call his own. The Board thanked him for his interview.

Chairman Richard Howe took a moment to thank Interim Fire Chief Bill Ward for all he has done in that capacity; he took on a heavy load and everyone on the Commission are very appreciative for what he did. The Board thanked Chief Ward; Chief Ward also thanked the Commission for the opportunity to serve.

#### DISCUSSION/ACTION/APPROVAL TO SELECT A WHITE PINE COUNTY EMERGENCY MANAGEMENT DIRECTOR

Chairman Richard Howe advised both candidates are both highly qualified and gave very good presentations; he added that the Board has interviewed 4 excellent men today, each of whom has offered something to this County by their qualifications, which we haven't had for some time. He asked the Board for their comments.

Commissioner Gary Perea was first; he advised that the choice was very difficult, but also, he pointed out, we can't lose with candidates of this caliber. Both were very highly qualified, and he felt both could fit very well and do a good job for us. For him, it was the experience in our local area, and he is leaning towards Mr. Lucas Murphy.

Commissioner Carol McKenzie agreed this is a hard decision, like the one the Board just did earlier. Both are very well qualified; she was listening to everything they said, and while she also is leaning towards Mr. Murphy, either candidate would be wonderful.

Commissioner Steve Stork also felt both candidates were excellent, very well qualified. He is leaning towards Mr. Carl Gregory, as he felt he has a passion and a vision beyond just the job, which is what this community really needs.

Commissioner Shane Bybee agreed about the passion; he has listened to both candidates, and each one touched on things that really struck home. His decision would be to go with the candidate who had the most passion for the job, and he is giving that to Mr. Gregory today.

Chairman Richard Howe reiterated how he felt about each candidate, but his decision came down to the grant writing. He has also been involved with this, and our Finance Dept. has been taking that over. This job has extensive grant writing; he liked all their answers, as to what would help White Pine County, and now he must choose, as his is the deciding vote. He cited Mr. Gregory's background in grant writing, plus 25 years of experience in all facets of law enforcement, made him gravitate that way, although he agreed the scores were very close. He also noted Mr. Gregory's love for the outdoors, but the final touch was the grant writing. His decision is to go with Mr. Gregory for those reasons. He also noted that he had greatly appreciated Mr. Murphy's presentation as well.

At this time, Chairman Richard Howe entertained a motion to select the White Pine County Emergency Management Director. Commissioner Steve Stork made a motion to appoint Mr. Carl Gregory as our new White Pine County Emergency Management Director. Commissioner Shane Bybee seconded. Motion carried. Commissioner Gary Perea thanked both gentlemen for coming today, and the Board welcomed Mr. Gregory.

#### PUBLIC COMMENT

Interim Fire Chief Bill Ward thanked the Commission, and felt that they made two really good decisions for White Pine County today; he appreciated their efforts. Chairman Richard Howe added that we've been on a hard road since January of this year, and now we've made great strides towards making our Fire District and Emergency Management the best Fire District in Nevada. He thanked every member of the Board.

#### ADJOURNMENT

At 12:55 p.m., Chairman Richard Howe entertained a motion to adjourn. Commissioner Shane Bybee made the motion; Commissioner Carol McKenzie seconded. Motion carried.

BOARD OF COUNTY COMMISSIONERS  
WHITE PINE COUNTY  
STATE OF NEVADA

BY:   
CHAIRMAN

ATTEST:

  
WPC CLERK OF THE BOARD