

**MINUTES OF THE SPECIAL MEETING OF
BOARD OF DIRECTORS OF THE
MOUNTAIN VIEW FIRE PROTECTION DISTRICT**

July 25, 2006

I. OPENING OF SPECIAL MEETING.

A. Call to Order.

The special meeting of the Board of Directors of the Mountain View Fire Protection District was held at the Administration Office, 9119 E. County Line Road, Longmont, Colorado, on July 25, 2006, and was called to order by Judy Rusk at 1900 Hours.

B. Pledge of Allegiance.

All persons in attendance participated in the pledge of allegiance.

C. Roll Call.

The meeting was attended by the following Board members: Judy Rusk, Anne Freeman, Randolph Winsett, and Scott Lyle. Dr. Stephen Walker entered late at 1910 Hours

Also present were: Steve Pischke, Mark Lawley, Donna Mullison, Twink Dalton, Sean Flagg, Dave Beebe, Roger Rademacher, Chad Rademacher, Bill Humphries, Chris Lawler, and LuAnn Penfold.

D. Approval of Agenda.

Chief Pischke stated there was a need for an executive session, pursuant to Section 24-6-402(4)(b), C.R.S., for an update on litigation issues. Scott Lyle moved to approve the agenda, as written. Randy Winsett seconded such motion, and it was thereafter unanimously approved.

II. PUBLIC/MEMBER PARTICIPATION

NONE.

III. ACTION ITEMS

A. Board Direction – Clarification of Duties.

Judy Rusk initiated discussion regarding the management team proposals. President Rusk had asked the team for their proposals regarding items that need to be done at the admin level. Chief Pischke reviewed the staff presentation, which included immediate needs, short-term goals and a long-term goal. The items included in the presentation were put together to continue going in the direction the District began approximately one year ago.

(1) Presentation by Staff.

Chief Pischke reviewed the check signing needs. To continue to be efficient, and adhere to the process which President Rusk was a part of last week, staff requests Chief Pischke be allowed to sign checks. The Board will continue to receive a check register in their monthly packet. Judy Rusk reviewed the process for reviewing invoices, tying the same to the amount of the check prior to signing, etc. It takes two signatures to effectuate the check, and both Chief Pischke and Donna Mullison would complete the process. Donna stated payables are prepared by Denise every Friday.

Chief Pischke reviewed the personnel issues request by Staff that he be allowed to serve as the Chief with the final say in personnel issues after the issue has come up the chain, as stated in the Members Rules, Regulations, Benefits handbook. This would preserve the Board as the appeals board pursuant to the handbook.

Judy Rusk stated that another option would be to split the personnel issues situation between Lawley and Pischke. Randy Winsett stated we need to stick with the manual with one person having the final say.

Chief Pischke reviewed the Short Term Goals. These are being presented to the Board to give them a venue from which to measure staff's progress, view how the District is progressing, etc. The four short-term goals presented were: communication; cohesiveness between volunteer and career personnel; functional volunteer force; and finances.

Chief Pischke reviewed each goal's definition and explained the objectives to implement them.

1. Communications. Yesterday, Chief Pischke and Chief Lawley met with Career Firefighter representatives. Beginning next month, both chiefs will meet with the volunteers as well. We will continue to meet with the town/city councils in Mead, Erie and Dacono, as well as meet with the Niwot Community Association. Also, staff will expand meetings with community leaders, i.e. neighborhood homeowners associations, Chiefs of Police, etc. Chief Pischke initiated discussion regarding assessing community needs, and beginning to do so by speaking with community leaders, and thereafter others within the communities. Staff would like the opportunity to do this. Judy Rusk asked that the information going up and down the chain be open, factual, etc. Tell it like it is. This should help with the rumor mill. Twink Dalton stated the team thought that the communication issue was extremely important. The communication here is not ideal, and it is time to take the opportunity to correct this problem. Minutes need to go out to ensure everyone is given all the information.

2. Cohesiveness between volunteer and career personnel. Chief Pischke stated we have tried to stay within our mission, vision and value statements. We must make decisions in everything we do based on these items. Chief Pischke stated the communication between career and volunteer must be enhanced. Staff is in the process of instituting JPRs on the fire/operations side, and Twink Dalton is developing the EMS competencies. It is important to facilitate combined volunteer and career training to help with this cohesiveness. Chief Lawley stated we are looking into the possibility of taking over the volunteer academy, rather than farming it out to Boulder Rural. Boulder Rural's academy is adequate, but our volunteers are trained by persons from another District. It would be better to have our own District instructors, career and volunteer, train new volunteers and that would enable us to develop a better working relationship between volunteer and career. Judy Rusk stated when volunteers are riding with career crews, it would be good to have training. Chief Lawley stated that is happening, and tonight it is occurring in the Mead Business Park. Chief Pischke stated in order for the District to go forward and adhere to our mission, vision and value statements, this must be worked on.

3. Functional Volunteer Force. Chief Pischke reviewed the volunteer officers' new program, which provides officers taking a more active role in recruiting and mentoring volunteers.

Chief Lawley and Chief Pischke attend the monthly volunteer officer meetings and act as liaisons between the volunteer and career members. Staff wants to make sure volunteers, old and new, understand what is expected of them to continue as an active volunteer. Twink Dalton stated this came to light when looking at certifications. Certain people were found that did not keep up their certifications. There was a complete lack of understanding by some people regarding requirements by the District and by the State. Commitment is a part of this clarification, and everyone must know and understand. We feel very strongly about the importance of this matter. We will, to the extent possible, take out any roadblocks for people who need help in keeping up certifications, etc. Judy Rusk stated that we should have some type of orientation, etc. for spouse/significant others so they and the families know what is expected of a volunteer and can understand the commitment. Chief Pischke stated we are a full service department. We do a lot of EMS, as well as other things, including fire, rescue, etc.

Chief Pischke reviewed the need to assess the volunteers' needs, why they volunteer, and work toward meeting those needs and understanding our people. Dr. Walker stated you could ask the significant others as well, to get a broad view of what volunteers want/need. Randy Winsett stated you should ask their future goals/needs as they may impact this as well.

Judy Rusk stated that when she first became an EMT, the Chief presented those people with something special before the Board upon successful completion of certification. It would be nice to do this again to reward persons for their time/efforts and commitment.

4. Finances. Chief Pischke reviewed commitment by staff to provide accurate reports and realistic projections and to fulfill the 2007 budget process. Thereafter, we will strive to provide realistic forecasts for subsequent years. Chief Pischke and Donna Mullison will research and work on how to provide these forecasts more realistically, i.e. meet with county representatives, etc. The other thing that will help us in this respect is to get a financial institution on board that has information and expertise to help, i.e. bond/mil levy information.

Long Term Goal: Comprehensive Plan. Chief Pischke stated we have a strategic plan, but it is sorely in need of changes and should be viewed as a comprehensive plan, rather than a strategic plan. We would ask the Board for direction in this area. The assessment of community needs would be helpful in this regard. This is one area that the staff feels strongly could help the Board, as well as the District, for now and in the future.

Judy Rusk stated the District has an awesome team. Dr. Walker stated that he liked the thought put into the short-term goals, especially the suggestions regarding volunteer/career cohesiveness. This would build great rapport/relationships. He also liked the suggestions regarding the functional volunteer force that could be included in the comprehensive plan and would show more than lip service, this is a big step. This is definitely a good thing.

Anne Freeman asked how we can measure success in these areas. Mark Lawley stated you need to look at current organizational symptoms, and you measure success by whether a symptom goes away, etc. i.e. absenteeism may be a problem. If absenteeism goes down, then we are being more successful. Judy Rusk stated we should look at hours of volunteer commitment now, absenteeism now, and measure in a period of time. Mark Lawley stated that we can also include low morale, personnel issues, etc. and revisit these items in a period of time and monitor and obtain feedback. Chief Pischke stated we could provide some of this information at each meeting so the Board could monitor progress. Judy Rusk challenged the Board to take some time to sign up for a ride along, spend a block of time on an ambulance or engine as you'd find it very interesting, and it would give you an opportunity to see how the crews work together, build trust, etc. Chief Pischke stated if a board member would like to visit a station we can let the personnel know so they can think about things they may want to share with you, etc. Mark Lawley stated that to find out what the organization's health is, you must speak with persons within the organization. Judy Rusk stated it may take awhile for personnel to feel comfortable with this type of communication. If there are issues, they need to be addressed; don't hide them or worry that there is any problem

sharing them. Judy Rusk asked Board members to come up with ways to measure these items. Judy Rusk stated that you are not rabbits in the shotgun sight any longer, if you have comments, please let us know. Chad Rademacher stated these ideas made sense. Roger Rademacher stated the handbook would have to be updated as personnel cannot speak with Board. Judy Rusk stated the handbook is a living document. Judy Rusk reviewed the chain of command for operational issues, but with general District “stuff”, concerns for entire District, etc. the Board could listen. Roger Rademacher stated the former Chief’s contract did not allow personnel to go outside the chain of command. Judy Rusk stated that we have to build trust. Scott Lyle stated we have to look at this with common sense. Board of Directors are reachable in certain channels, i.e. e-mail, etc. Personnel have a way to communicate what is on their minds. The current structure needs to be tweaked, as it does not allow it to happen without ramifications. Randy Winsett stated that without some type of control (chain of command) in place, the working of Board members against each other, staff, etc. could occur. Discussion was held. It is important to address the Board as a whole, so everyone has the same information. Judy Rusk stated that the Board realizes there is a need to have a chain of command. Judy Rusk stated the Board needs to communicate with each other. It is our job to listen. Randy Winsett stated we don’t want to open the floodgates—the Board does not administrate, staff is hired to do that. Twink Dalton stated everyone in the District needs to know expectations, i.e. Board sets policy, and Staff runs day-to-day operations. Judy Rusk stated that is a good idea.

Chad Rademacher initiated discussion regarding the Union’s recognition request. They want to be recognized so that everyone doesn’t come to Board members individually, it would be done collectively by the union representative only. Judy Rusk stated she has concerns with potential divisiveness. Scott Lyle stated that is a great topic for career and volunteer to formulate together, with representatives from both sides. This would help communication to deepen. Twink Dalton stated that the public/member participation portion of the agenda is a time frame given to Union and Volunteers who would speak at that time during each Board meeting. Mark Lawley stated that the CEO of the organization should be allowed to take care of issues first, prior to bringing them to the Board. Discussion was held. Members do need to have a voice with the Board, but the opportunity should be given to staff to solve issues first. Dr. Walker stated that the Board should ask a member prior to listening to an issue whether/how staff dealt with the concern first before the Board becomes involved. Discussion regarding past practices regarding speaking with the Board was had. Dr. Walker stated we need to allow staff to do its job, but need to be available to listen. People must feel like their voice is being heard. It doesn’t mean members will always get what they want, but they will be heard in a non-threatening atmosphere. Judy Rusk stated the Board needs to find a balance between micromanaging and total hands off, which both extremes have occurred over the last few years.

Chief Pischke would encourage members to speak with the Board regarding what is going on with the groups. Judy Rusk stated we need to work on that when clarifying duties for each level of the organization. Roger Rademacher stated that this could be included in the Reports section of the agenda. Chief Pischke stated that Board members could visit, i.e. have dinner with the personnel some night. Get an idea of what is going on.

Chief Pischke will work on needs/separate responsibilities first, then design a format/policy for members to be heard.

Judy Rusk stated she is comfortable with staff’s request for check signing and personnel requests. She recommends approval. Donna Mullison is still in charge of the budget/finances. Judy Rusk moved to authorize Steve Pischke to sign checks and that Chief Budget/Financial Officer Donna Mullison be in charge of the process. Stephen Walker seconded the motion, and it was thereafter unanimously approved.

Scott Lyle moved to appoint Steve Pischke as the final say in personnel issues pursuant to the handbook. Randy Winsett seconded such motion, and it was thereafter unanimously approved.

B. Chief Hiring Process.

Judy Rusk stated that Dick Lyons provided a memo regarding all items that need to be completed for a Chief hiring process. Judy Rusk stated we need to decide on the process, time lines, applications, etc.

Dr. Walker asked how much a headhunter costs. Anne Freeman stated it is usually a percentage of salary. Judy Rusk stated her daughter-in-law receives approx. 7%. Anne Freeman stated you don't have to pay unless you hire.

Mark Lawley recommended we use CWH, as we've used that company for several hirings. They do an excellent job. Chief Pischke or Chief Lawley could make the contact and give them the information the Board determines is needed. They have a process, i.e. advertising, application processing, assessment centers, etc. They will sit down with the Board to get their input, then they put together the plan for the Board's review, and thereafter implements the entire process from advertising to the assessment center. Prices vary depending on the needs the Board requires. Our last hiring process cost approx. \$13,000. CWH is very thorough and good to work with. Randy Winsett stated they are our best option. Judy Rusk stated she was pleased with the last couple of hirings they performed.

The Board asked that staff contact CWH and ask them to come to the August 21st regular meeting with information, and the Board can give them specific information. Chief Pischke will contact CWH. Judy Rusk stated that all information Dick Lyons stated we need to review/discuss should be discussed with CWH.

VI. REGULARLY SCHEUED ITEMS

A. Election Strategy Discussion.

Discussion was held regarding what date to schedule the special meeting on election strategies and presentations from companies. Staff will prepare notice for the special meeting to be held on August 17, 2006 at 6:30 p.m. at Station 1.

VII. BOARD MEMBER ITEMS

Randy Winsett asked that we look at scheduling for next year and hold all meetings at one central location, hopefully at Central Station. Discussion was held whether it is beneficial for line personnel or citizens to move the meetings to different stations. Discuss availability of other stations to view the Board meetings on closed circuit, etc. Look into this possibility and ask members for their opinions. Bill Humphries will check into these options. Randy Winsett also initiated discussion regarding having agendas, etc. on laptops instead of paper copies. We would have laptops for each Board member. Staff will check into cost for the budget process.

Randy Winsett didn't hear a lot of explanation regarding the Board increase when it came up. If you vote to increase the wage, it doesn't take affect until May, 2008. Therefore, the motion at the prior meeting to increase to \$100 per meeting will take effect after the election in May, 2008. At this time, it will remain \$75 per meeting per Board member. Donna Mullison will make sure Denise Rademacher has this information.

VIII. EXECUTIVE SESSION

Stephen Walker moved to adjourn to executive session for purposes of obtaining legal advice/updates pursuant to Section 24-6-402(4)(b), C.R.S. Randy Winsett seconded such motion and it was thereafter unanimously approved to adjourn to executive session at 2034 Hours. Judy Rusk stated no decisions will be made after the executive session, and only Donna Mullison need attend the executive session.

The executive session was adjourned and the regular meeting reconvened at 2058 Hours.

IX. ADJOURNMENT

There being no further business to come before the meeting, Randy Winsett moved to adjourn the meeting. Scott Lyle seconded such motion, and it was thereafter unanimously approved to adjourn the meeting at 2100 Hours.

Respectfully submitted,

President Date

Secretary Date