

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

October 28, 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 October 28, 2006, and was called to order by Judy Rusk at 0800 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, Scott Lyle, Randolph Winsett, and Stephen Walker.

Also present were: Steve Pischke, Donna Mullison, Mark Lawley, Twink Dalton, Charleen Junk, Dave Beebe, Hub Albrandt, Roger Rademacher, LuAnn Penfold, Bill Humphries, Chad Rademacher, Ben Fournier, Megan Huffman, Sean Flagg, Randy Norris, Bill Humphries, Joylyn Rader, Denise Rademacher, Randy Norris.

D. Approval of Agenda.

Stephen Walker moved to approve the agenda, as written. Randy Winsett seconded such motion, and it was thereafter unanimously approved.

II. CONSENT AGENDA

A. September 25, 2006 Special Meeting Minutes.

Scott Lyle moved to approve the September 25, 2006 special meeting minutes, as written. Randy Winsett seconded such motion, and it was thereafter unanimously approved.

III. PUBLIC/MEMBER PARTICIPATION

Judy Rusk stated that in an effort to get everyone out of here in a timely manner, and most items on the agenda have been previously discussed except the proposed study, anyone who has anything to say is invited to do so under Public/Member participation. No decisions will be made today, primarily this is a study session for the budget. Anything to address the Board should be stated during this time. I have a stopwatch. Each person will have three minutes each.

No participation.

IV. REGULARLY SCHEDULED ITEMS

A. Proposed 2007 Budget Review.

Chief Pischke presented the proposed philosophical overview at the 9/25/06 special meeting. Any thoughts that have come up from others have been deferred until this meeting to verify the Board of Directors' philosophies, etc.

Judy Rusk asked that we begin with revenue projections

Anne Freeman had points on the overview. Anne Freeman was having a hard time understanding the lease payoffs. She understands what we are trying to do and not have payments in the savings account. She doesn't understand why we are paying off debt and not have maintaining cash available; what amounts are we saving? Concerns are that cutting public education and PIO, annual reports to citizens. Concerned in an election year we should not cut these types of items. We need a presence in the community. Capital outlay for computers are in question. Know it is important, but if you can keep it going for another year, keep visible items prior to that. We are cutting a lot of operations and there are some administrative areas we could work on. One, Denise's position should perhaps go to part time, and the administration area should be cut as much as anything else. Must hit this in a cost savings year.

Chief Pischke – lease payoffs proposal is to try to solidify the financial future. By paying off the leases and getting them out of the capital reserve fund and putting in operations budget, makes more financial sense. Could we use that money? Obviously we could. We can get the amortization schedules to verify amounts saved. As we go into the future, and into the election, we could point out to the customers that we are trying to pay off the old debt and trying to do so made sense to us. Judy Rusk stated if we continue to pay lease-purchases out of capital reserve, when is the savings account out of money? Donna stated we should rerun the figures and give the Board the information. Judy Rusk's concern about spending down capital reserve is if an engine needs to be purchased, we don't have money to pay for it. Chief Pischke stated we are going to have to make apparatus purchases before we are in a position to pay cash for it. The difference now, we would want to put any lease-purchases in the general fund rather than the capital reserve fund. We want to be in a position where we put money into capital reserve and thereafter use for outright purchase of equipment/apparatus with no need for lease-purchases. We think it makes sense to have money in capital reserve for our savings account for unanticipated expenses. Judy Rusk asked where money to use for first quarter of each year comes from? Donna stated it is located in the general fund, not capital reserve. Bill Humphries stated that toward the end of 2007 we will need to purchase an ambulance. We have one ambulance that is nearly at the end of its warranty and is in the shop constantly. Chief Pischke stated Operations is looking at how many ambulances should remain in service. Even if we reduce to three ambulances in service, we will need a replacement rig as two of our ambulances are in need of replacement very soon. One could be nursed along. It will depend on whether or not we keep 3 or 4 ambulances in service. Chief Pischke stated that hopefully we will not have to take a rig out of service very often, maybe less than 10% of the time. We have added the third contract employee to the current proposed budget, and are looking at other alternative staffing, etc. to try to minimize taking a rig out of service. Chief Lawley stated hopefully only 3-5% of the time would we have to reduce service and take a rig out of service. Operations continues to research alternative staffing ideas. Chief Pischke stated staff will come back to the Board before this budget is approved with an alternative proposal regarding staffing to keep levels up. Chief Lawley stated we decided to pay off debt, rather than making payments.

Scott Lyle—understand you want to show taxpayers that you don't want money to pay off old debt, want it to build stations, etc. Just don't know what the taxpayers want to hear.

Anne Freeman—need to follow-up and find out what taxpayers do want to hear. Could go either way. Don't want to make a lot of drastic changes, be accused of covering up, etc. Scott Lyle—look at cost of bond, etc. Less debt we have will put us in a better position. To be fiscally responsible, it would be a good idea to pay off debt if we get the bond.

Judy Rusk—reduction in PIO and not sending out annual report. Chief Pischke—PIO cuts are only in overtime. Our thought was to do it more on line, not only with one individual, but with entire organization. That the one individual has asked, and is trying to find some help, as he is overworked. The current individual volunteered to do this, but it is affecting him personally/professionally. We are trying to minimize that. While the cut in overtime is done in this area, we have put money into the financial institution (Stifel, Nicolaus) regarding PIO information. We will get assistance there for bond/mil levy information to get out to the taxpayers. Chief Pischke has talked to a private individual regarding Fire Corps, etc. enhancement in this area.

Anne Freeman stated to leverage volunteers to help in these areas. Actual faces of this District must be out there (not just Stifel Nicolaus) in the public. People need to volunteer time.

Chief Pischke stated that a calendar has been sent out showing Fire Prevention and other events, and is getting little or no help. On duty crews help, as well as Admin personnel when possible. Discuss volunteer involvement and opening up to Fire Corps, or other options to help in these areas.

Randy Winsett—as PIO, is a lot of overtime done on large incidents? Chief Pischke stated most was public education. Winsett—what breakdown of command is exempt? Chief Pischke--BC and above is exempt, below non-exempt. Winsett stated most agencies use an exempt person to be the PIO. Maybe eliminate problems if you select an exempt employee to serve as PIO. Chief Pischke—I would be primary PIO and Jesse secondary at this point. If someone at the BC level would like to do that, we can check into it. It is important to have the same face doing it and that the person is recognized.

Reduction operations/administration—Chief Pischke stated that our issue is going to be for the next year that at some point we will be short office staff. We have an office person who will have a baby in February. When that type of situation occurs, there could be no one in the office due to responsibilities of others in the office. Donna explained the needs of admin, training, EMS, etc. and the limited staff to meet the needs. We are in crisis mode most of the time, i.e. getting something done that has to be done now, but not having personnel/time to do things in advance. Anne Freeman asked that we research an internship, Chief Pischke stated we could look at part-time personnel, high school students, etc. Randy Winsett stated it is hard to have internship, etc. as they need supervision and we have a problem that people are out of the office. Donna stated much of the work we have, especially up front, has HIPAA implications as well. You need to look at standardization of duties, training, and supervision. Judy Rusk stated that the study we are looking at is a functional study of the organization.

Chief Pischke stated our thought process was to make sure to have office coverage all the time. Computers replacement, etc. was discussed. Donna explained needs. We have never been on the cutting edge, trying to bandaid needs, and try to keep upgraded enough to run current software and keep going. Chief Pischke—we need an expert to come in and assess needs, etc. Judy Rusk—discuss advanced technology, needs, etc. and we don't have capability to support, nor the money. Discussion.

Chief Pischke stated that some areas are being looked at for additional savings, depending on what we find. We have had suggestions from persons in the field to save monies. It is conceivable that before we present the final budget, we may be able to show savings in additional areas. We must look at all ramifications regarding suggestions that have been made prior to presentation. We must also finalize operation plans prior to finalizing the budget. Suggestions came in from the field in the last couple of days and we have not had time to crunch numbers, but will be looking at the suggestions.

Scott Lyle asked about the YMCA membership. Thought about doing an outreach program with the YMCA? Chief Pischke will check into this.

Scott Lyle—transfer from items out of capital reserve. Ask Stifel Nicolaus to check into the view of taxpayers, etc. on this. Discuss revenue. Chief Pischke stated we don't get our final assessed values until December 10th. Donna stated we usually get the final numbers a little earlier. The final budget meeting is December 11th.

Dr. Walker—how soon will the operations review take? Judy Rusk stated 130-150 days after contracts are signed. Judy Rusk stated the cost for the review is very reasonable, approx. \$10,000 for our department plus our portion of expenses. All four departments split the cost. Dr. Walker—it is a functionality assessment of the departments, but does it look at the communities as well? County Commissioner involvement, open space challenges, etc. Discussion. Judy Rusk stated that all Boards in each county should get together to discuss these types of things. Chief Pischke stated, after looking at the proposed contract, it would take 180-200 days to complete the study.

B. Overview of Joint Efforts.

- (1) Boulder Rural**
- (2) Rocky Mountain Fire**

Chief Pischke distributed a brief overview document for joint operations discussions with Boulder Rural. In the future, we will be coming to the Board with a formal presentation regarding joint operations with Boulder Rural. At this point we are continuing research and negotiations. This is the same type of negotiations that are ongoing with Rocky Mountain Fire as well, although we are not as far along with Rocky Mountain Fire. Judy Rusk asked that one area at a time be reviewed, step-by-step, to include times lines, costs, etc. Chief Pischke asked the question of ESCI on whether these steps are appropriate, especially since they will potentially be doing the study. They said these types of small steps are appropriate. We will keep this company apprised of the negotiations, changes, implementations, etc. to be included in their study, etc.

C. Stifel, Nicolaus Request to Board.

Chief Pischke asked that the Board get a list of 10 names, addresses/phone numbers, etc. of community members to be contacted with survey information from each board member. Total of 50 names is needed to begin the process. As soon as we get the names to Stifel Nicolaus they will begin the survey process. Judy Rusk stated that Stifel, Nicolaus stated not to leave out our opposition. We need information on both sides. Dr. Walker provided his information to Chief Pischke.

D. Overview of Proposed Study.

Chief Pischke distributed the proposal from ESCI for Fire Protection Evaluation and Feasibility Study. President Rusk has copies of two completed studies' reports to review. They are very complete, giving time lines and guidance on how to implement. This study would be performed on Boulder Rural, Mountain View, Rocky Mountain, Boulder County Rescue and City of Longmont. Discussion. The president of the company, Jack Snook, will be overseeing this study. Chief Lawley stated this study would provide valuable information to aid in long term planning. Judy Rusk stated she was very impressed with the company and their goals, etc. Chief Pischke stated that this would facilitate the drafting of the District's comprehensive plan.

Judy Rusk asked all board members to read the proposal to make a decision at the next board meeting.

E. Town of Mead Update

Judy Rusk spoke with Dick Lyons regarding these concerns. Nothing has happened on this since January. She gave an overview of the concerns regarding Margil Farms. The Berthoud Fire Board President and Judy Rusk will be meeting to discuss the issues. Chief Pischke asked if she needed anything from staff regarding this issue. Judy Rusk stated not at this time, political discussions will be held. Scott Lyle asked if the conflict of interest situation was handled with Dick Lyons. Judy Rusk stated that it is purely a political discussion at this time. If it escalates, would have to look at a different attorney. She will try to mediate a win/win situation with Berthoud. Dr. Walker—initial take on Berthoud's response? Judy Rusk has not received any response yet, but their Chief has concerns regarding the IGA between Mountain View and Mead.

Chad Rademacher—their mil levy is higher than ours. Wouldn't that play into whether it is that much of a difference between the lower ISO? LuAnn Penfold stated that ISO difference between a 3 and 5 is negligible in residential. Only really affects commercial, and these developments are residential. Judy Rusk asked for this information to explain. Chief Pischke will get that information to President Rusk.

F. CWH Proposal.

Judy Rusk asked if a decision should be made today or wait until the November Board meeting. Anne Freeman feels strongly this is the right way to go. We need to get going to get it resolved by April in the middle of the election preparation. Dr. Walker initiated discussion regarding whether to bring someone from the outside or fill from inside. We can show the taxpayers we did everything to bring forth the best person to the job. Anne Freeman stated this was not a headhunter, but they can facilitate a good hiring process. We don't have a full time HR department to do this type of thing, and it would cost a great deal more to have one. The cost is reasonable for what they will provide. Scott Lyle stated that they do not do a lot of work with Chiefs. They do lower ranks. Does that tell us something? Discussion. Dr. Walker asked to check how much a headhunter will cost. Anne Freeman stated that the headhunter would not necessarily be looking at the organization, only getting someone hired so he can get paid. Not in favor of a headhunter. Scott Lyle stated that we are doing an operational function study. Would it be prudent, if we go ahead with the study, to wait until the study is finalized to get information regarding operations, command structure, how it is all working and compared to national standards, etc. This could help us come up with solutions to challenges we have. Anne Freeman stated we will always need a chief position. I would have a hard time as a taxpayer voting to increase taxes without a chief in the position. Scott Lyle stated we would have to appoint an interim chief, not have things as they are running right now. Randy Winsett did research on this issue. Most of it was law enforcement side, as that is his availability. Did not come across any research that does not state you need a chief. Interim Chief would be for a limited time only.

Need a chief for all large decisions, etc. Need to have the new chief included in the election process, if not could cause more issues and can lead to failure of that chief. Studies advocate bringing someone in quickly. Scott Lyle—if we do the study, it will be completed in 200 days. Relatively short period of time to get information. Judy Rusk stated that she thought of waiting, but without a chief executive officer on board, things won't get done. Interim only works for so long. Randy Winsett stated studies were split on staying internally or going outside for the best qualified person. Dr. Walker missed fireworks of the last meeting, but has considered how the District has moved forward positively more in the last quarter than in the entire time he has been on the Board. He advocates continuing the leadership as it is now until a new chief is hired. You all have been doing a good job. If it isn't broke, stay with it until a chief has been hired. Anne Freeman opposes that. This department is in its position today because it doesn't change. If we wait, it will be a year without a chief. No organization would do that. You will be ineffective and stuck in a position of the interim that can't make decisions that way. Dr. Walker is in favor of moving ahead with CWH, but not in favor of changing the leadership structure until then.

Dr. Walker moved to accept the CWH proposal for the chief selection process. Anne Freeman seconded such motion, and it was thereafter unanimously approved.

Anne Freeman stated we must come up with the advertisement. Judy Rusk asked that all Board members review the information copied by Chrissy and distributed at the last meeting.

Randy Winsett thanked everyone involved in the last meeting, etc. Appreciate ideas and recommendations received from the District and community members. We can agree to disagree, and he appreciates the input received. Chad Rademacher stated we respect your decision, and appreciate being heard. Randy Winsett stated he appreciated Mayor Carlson's input as well, employees are very important to get input from.

Anne Freeman—must have unity and support from everyone with the decision. Please accept and support the decision now that it has been made.

Bill Humphries—still tying in Stifel Nicolaus with CWH? Judy Rusk stated the information will be shared between them and they will work together.

Dr. Walker personally thanked Chief Pischke for getting this ball rolling regarding the feasibility study with the other entities. This is a quantum leap into the future and mutually focused development in working cooperatively with surrounding districts.

Judy Rusk thanked everyone for efforts in this area, as well as budget, etc.

Scott Lyle stated CWH recommended the ad not be a job description. We don't need a full page ad. Scott Lyle had to leave to coach a football game. Judy Rusk asked for range for salary. \$95,000-\$108,000. Apply on line, opens on a date depending on the following. CWH application? Placed where, MVFPD Website or another, i.e. CWH? Experience with combined department required. Donna stated CWH will need qualifications/criteria to review received applications. Judy Rusk stated that information would be given to CWH prior to sending out applications. Dr. Walker—want input from staff/line on ad. Donna—perhaps work on qualifications/criteria, as the ad per CWH's recommendation, is to be very brief. Dr. Walker stated senior staff should have input on qualifications/criteria too.

IV. EXECUTIVE SESSION

NONE.

V. BOARD MEMBER ITEMS

NONE.

VI. ADJOURNMENT

There being no further business to come before the meeting, Randy Winsett moved to adjourn the meeting. Anne Freeman seconded such motion, and it was thereafter unanimously approved to adjourn the meeting at 1004 Hours.

Respectfully submitted,

President Date

Secretary Date

spminutes1028.06