

**MINUTES OF THE MEETING OF THE JOINT BOARD OF THE
HAILEY / WOOD RIVER FIRE PROTECTION DISTRICT
HELD FEBRUARY 12, 2020
IN THE HAILEY MEETING ROOM**

The Meeting of the Joint Board of Hailey / Wood River Fire Protection District (WRFD) was called to order at 4:30 P.M. by Chair Martha Burke. Also present were board members, Jay Balet, Dennis Kavanagh, Tim East, and Sam Linnet. Staff present included City Administrator Heather Dawson, Hailey City Clerk Mary Cone, Hailey Fire Chief Mike Baledge and Wood River Interim Fire Chief Ron Bateman.

Call to order by Chair Martha Burke [4:31:40 PM](#)

Open session for public comments:

[4:32:13 PM](#) Jeremy Lange announces he has a letter signed by 19 firefighters Wood River and Hailey, and then reads the letter. They are fully behind consolidation and support both chiefs.

Selection of chair and vice chair:

[4:34:19 PM](#) Dennis Kavanagh – nominates Jay Balet as chair, motion seconded by Linnet, Burke then [4:35:19 PM](#) nominates Linnet as Vice-Chair motion passed with unanimous roll call vote.

Consent Agenda

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- a. Approval of minutes from November 13th 2019 Meeting **Action Item**.....

Balet moves to approve minutes, seconded by Burke, motion passed with Burke and Balet voting.

- b. Consideration of Resolution 2020-01, establishing the Board meeting schedule for 2020.....

[4:36:59 PM](#) November 18th Stephanie Jaskowski with Wood River Fire District. asked for 4:30 pm start time of this meeting instead of 4 pm.

Discussion of meeting start time, Wood River prefers 4:30 pm

[4:38:51 PM](#) Kavanagh moved to approve Resolution 2020-01 establishing meeting schedule for 2020, seconded by Balet, motion passed unanimously.

New Business:

[4:39:31 PM](#) presentation by Ron Bateman, at the November 2019 meeting Tim East asked Bateman to put this presentation together of his experience in Colorado. Sarah Greis helped him gathering some of the data for the presentation. Tonight he is going to recap what he did in Colorado and why he thinks it will work here.

History of departments, Milliken Fire Protection District (MFPD) is in the green and to the west is the Johnstown Fire District (JFPD). [4:43:24 PM](#) Johnstown and Milliken consolidated. In early 2011, financial challenges in MFPD and multiple retirements in the JFPD led to dialogue about sharing services, they began supporting them in July 2011. Bateman discussed successes in the joint department. The downside of this was an identity crisis, who did he really represent. In Sept. 2012, pitched idea of forming a fire authority. ALS transport provided ambulance services, May 2013, problem with ambulance response times, reduced response times in half. Sept. 2013, a 500-year flood happened, it was a big event. In Nov. 2013, keystone conference, captains wanted him to pitch the joint authority again. He asked those captains to write a letter, then in Feb 2014, pitched it again. In May 2014, Milliken and Johnstown were in the market to buy new vehicles, the departments ordered the same 2 trucks, loaned money to do it. Jan 2015, 2 budgets, Feb. 2015, admin quit, Nov. 2017, [4:55:49 PM](#) Why were we successful?, insisted on being transformational, not transactional. Lastly, insisted on tackling the adaptive challenges, not just the technical ones.

[4:57:29 PM](#) City of Loveland paid 82%, rural district would pay 18%. Bateman describes challenges in revenue based on natural resources.

[5:00:53 PM](#) Thinking and planning strategically, survey results from 200 people. Differences that allowed them to be successful. [5:03:14 PM](#) Milliken was broken, with no financial reserve. Milliken's stuff was broken, less than ideal equipment. Conflicts are clues, symptoms of adaptive challenges., underlying conflicts of values. [5:06:03 PM](#) not all volunteers in Colorado lived close by.

[5:07:43 PM](#) Tim East arrives at the meeting.

[5:07:58 PM](#) Adaptive leadership, people criticize you when they don't like the message. Last reason we were successful, consistency and accountability.

[5:09:26 PM](#) Where do we find ourselves today? Interim SWOT analysis, 10 questions via Survey Monkey of Valley Residents. The absence of a vision and support for that vision has resulted in confusion.

[5:10:50 PM](#) Bateman refers to Cultural Dissonance, discussed in the book "The Truth about Burnout," by Christina Maslach, 6 causes of chronic and unresolved conflict. SWOT analysis comments are displayed. [5:12:29 PM](#) Focus on the operational landscape today has come at significant expense to the strategic one – 3-5 years from now. Lack of planning, long-term planning lacking. Had 25 people at training last night.

[5:14:02 PM](#) External survey, 95.4% expect same level of service from a larger Idaho fire department. 81.71% disagree that maintaining identity is important. 95% believe combining depts. Should happen if it improves service.

[5:16:10 PM](#) We won't get there overnight, but we need to identify what, "there" is soon. Big and little decisions from uniforms to stations. What keeps us from cooperating.

[5:18:04 PM](#) Dialogue, NOT monologue, The Moral imagination, listen to people who've not been listened to in the past.

[5:19:45 PM](#) Bateman, we are on the cusp of this now. "You have to be willing to give up who you are in order to become who you might be."

[5:20:41 PM](#) Burke, will support what you come up and we'll take it to the Hailey council.

[5:21:20 PM](#) Baillet, great presentation, we've never defined what consolidation means to us.

[5:22:31 PM](#) there is a room full of people that want to become one organization.

[5:22:55 PM](#) Baledge thanks Bateman for his presentation. The people in the room, are hopeful that we can move somewhere with this, it has been stagnant for awhile. Training has been lower attendance. Baledge is looking forward to this and it is time.

[5:24:21 PM](#) Kavanagh speaks, suggests creating a new identity altogether. Can't see a downside to consolidation.

[5:26:11 PM](#) Burke, Hailey's financial resources are not as deep as Wood River's. Burke is in support and asks for Bateman's direction and poll the board. Want Bateman to walk us through it.

[5:28:03 PM](#) Linnet happy to be hear appreciates the presentation. His concern is high level of service. Would like to see a broad outline of what this could look like, a path and then go from there. When we get to specific problems, we address those. But don't want to get stuck there today.

[5:29:39 PM](#) Tim East, apologizes for being late. Has been on EMS council, has been pushing for consolidation for years. City of Hailey has to figure out which way is better, agrees with Burke, throw it to the 2 chiefs and staff to make a presentation to us to determine best way to go.

[5:31:11 PM](#) Linnet adds, part of that might be to come up with a list of questions.

[5:31:56 PM](#) Christian Ervin speaks, thanks Bateman, one thing that stood out, best level of service and protect the people that work here. How can we better serve the community?

[5:33:36 PM](#) Baillet, we need to develop trust.

[5:34:13 PM](#) Burke we are able to communicate differently now.

[5:34:36 PM](#) Phil Rainey, Hailey Fire Dept., long-time firefighter, have seen a lot of failed consolidation efforts. We are made up mostly of volunteers, as a volunteer feels like going to lose representation. Would like to see going forward, have ample volunteer representation. Rainey has seen attrition due to feeling unappreciated. If you want to consolidate and keep firefighters, let them know they are represented and a major part of this.

[5:38:13 PM](#) Sarah Gress, paid on call firefighter, describes confusion on when calls come in, and where to go.

[5:40:08 PM](#) Linda Haavik last two comments points to a single governing authority. Whatever happens here is important to her.

[5:40:52 PM](#) Burke, the chiefs have best grasp on how to move forward, with input from volunteers.

[5:42:15 PM](#) Bateman is happy to start to defining the next steps.

[5:42:52 PM](#) Burke hopes the city attorney can weigh in too.

[5:43:14 PM](#) East, 3 boards involved. If chiefs are on board, he feels good. Whatever we can do to empower movement forward is the way to go.

[5:44:22 PM](#) Linnet, are we asking for Bateman to do a pitch. Create groups, come back with ideas.

[5:45:31 PM](#) Dawson appreciates the parallels that were presented, quote from the JPA, identity, agreement, pension and financial elements. A year ago, we were working on those 5 elements very fast, we were focused on minutia and not end goals. Try to identify end goal.

Burke thanks all for coming tonight.

[5:47:53 PM](#) Baillet moves to adjourn, East seconds. Motion passed unanimously.

Martha Burke, Chairman

Mary Cone, Hailey City Clerk