

**BEULAH AMBULANCE DISTRICT
BOARD OF DIRECTORS MEETING No. 58
August 23, 2012**

MINUTES

The meeting of the Board was held at the Ambulance District Office in Beulah, CO

Board members present were: Chairman and President Steve Douglas; Secretary Anne Moulton; and Robert "Bob" Thompson. Absent: Jerry Wahl and Travis Allee excused for work. Also attending were EMS Chief Bryan Ware, responders Tricia and Nathan Anderson, Karl and Kelly Potestio, Kevin Fern, and community members (combined fire department, citizen's committee members and supporters) Dale Geanetta, Arlet Forgie-Geanetta, Peggy Wahl, Karin Kyte, Scott Alire, Mark Hiatt, Gary Kyte, Steve Belport, Eugene E. Potestio, Polly Conlon.

1. Chairman and President Steve Douglas called the meeting to order at 6:30 p.m.

2. THE AGENDA: addition was requested of, under New Business, Beulah fire Department concerns regarding interactions between Beulah Fire personnel and Bryan Ware. Steve explained the rules as provided by Atty Mullans, regarding executive session, and Bryan chose, as is his right, to have the discussion in open meeting. Gary Kyte stated he has his personal opinion but he would not speak for other Fire Departments members, they can speak for themselves. Steve asked that each speaker at that time: (1) state their name for the record; (2) in deference to time please state if agree with prior speaker rather than repeat same material; (3) be civil. We agree that this will be placed at end of New Business.

Motion to approve the agenda as amended was made by Anne Moulton, seconded by Bob Thompson. Motion carried with no objections.

3. MINUTES of the July 26, 2012 meeting to be amended as follows:

- P. 2, item 4, 1st bullet: We are at 51 % in total...insert *budgeted* expenditures
- 4th bullet correct typo has approved
- Item 4 last paragraph: change to Steve asked that it be at least *totaled* annually
- P. 3, item 5, 7th bullet: re John Clay, add at end *Bryan cannot participate as a district employee.*
- Next bullet 3rd line: we will deliver *the ambulance*
- Next bullet 3rd line: Fire coverage will be provided by the sheriff, add *and Beulah Valley Volunteer Fire Department*
- Next to last sentence: re wind speed, for safety, replace will with *may*
- P. 4, item 6b, last sentence: strike voted in, state if the mill levy is not *approved by the voters*, then state, *we will continue to follow the original district service plan*
- Item 6c, 2nd paragraph, line 3: we need to call a *formal* meeting, *complete with notice*

- Next line: Bryan cannot be paid for any participation *in the election and ballot process*. He can speak as a citizen and wear no *district* uniform. (At this time Polly Conlon asked if the Citizen's Committee could invite district board members as citizens. Atty. Mullans told Steve now that the district is involved, if more than two district board members are present it must become a special meeting).
- P. 5, 5 lines down in 7b: change book trail to *paper trail*
- Later re Bryans insurance: pay for emergencies change to *emergency room visits*
- Next line: He declined to see the 2012 budget increased
- Item 7c, 2nd line: using county *backboards*
- 4th line: Our cost would be about \$1100 not \$1000

Motion to approve the minutes as amended was made by Bob Thompson, seconded by Steve Douglas. Motion carried with no objections.

4. THE FINANCIAL REPORT through July 31, 2012 was given by Bryan Ware in the absence of Treasurer Travis Allee:

- We are sitting well on expenditures, with 53% spent and 5 months to go
- We have collected 86% of our income and expect to surpass our predicted income from EMS billing
- The three line items that are overspent and will need adjustment later this year are vehicle fuel, medical equipment and disposable medical equipment. Since these are dependent on call volume, the increased billing income should pay for them
- Beulah Fire Department did reimburse us for postage and mailings related to the election

Motion to accept the Treasurers report was made by Anne Moulton, seconded by Bob Thompson. Motion carried with no objections.

5. EMS CHIEF BRYAN WARE REPORTED:

- We responded to 12 incidents in July, bringing our YTD total as of July 31 to 79. Our transport rate is now 65%
- Three of our members participated in a training at Pueblo Municipal Airport yesterday which simulated a plane crash with 40 passengers aboard.
- We have our Blood Drive this Saturday and have 5 openings. Please help spread the word
- The Art show will be held on Sunday September Sept 16 from 10 am to 5 pm. We need to figure out what information we want to pass out at our booth during that event. The event will take place across the street and in back of our office as well as at artist sites.
- We raised \$206 in water sales at the Rocket Launch last month. We will be receiving \$250 from Beulah Fire as our half of the \$500 check written by the Rocket Launch people for our service.
- The Fire and EMS BBQ is scheduled for Sunday October 28 at the Mountain Park. Tickets are on sale now. Last year we sold 150. This year each EMS member was issued 10 tickets, and 50 were given to Beulah Fire for a total of

300 tickets to sell. The same food provider will return \$2.00 per ticket. Carry out will be available as well as eating at the Park.

- After we obtain the signatures for the donation of old ambulance 2, St Mary Corwin will come out next week to pick it up. Bryan will remove the lettering this weekend.
- Starting September 4th flu vaccines will be available to administer. They are available free or with a suggested \$10 donation.

6. OLD BUSINESS:

a. Resolution 2012-8 regarding the resignation of Judy Lietz and appointment of Bob Thompson to the Beulah Ambulance District Board of Directors was read and votes were individually given of Aye Steve Douglas and Aye Anne Moulton. Bob Thompson abstains. If required we will table this vote for an appropriate quorum

b. Creation of a set of official duties for the Director serving as community liaison and discussion of a fund raising wing of the district. Four board members have duties. We want to create a specific position for the 5th member. Steve commented that many of the liaison duties in the draft of those duties are the responsibility of all board members, and he would like to see them rewritten to focus on fund raising before we vote on them. He also tasked each board member to write their own duties. There are descriptions in our policies and procedures. Please review and revise them.

c. Groups with whom to meet re proposed changes in the district service plan. A list of groups was provided by Bob Thompson from the Community Center.

There was discussion initiated by Karin Kyte about opening the ambulance office to register voters. We can't allow lobbying in this office. Internet access is needed and Karen would help those who are intimidated by the computer. There could be a sign at the store. The office laptop could be used. Bryan's computer cannot be available due to confidential material.

Can we add to the list? Individuals might arrange groups of neighbors, such as at Twin Buttes. Kevin Fern suggested contacting Doug Thacker, of the Pueblo County Stockgrowers' Association (568-3699). We could have presence at the annual Fire/EMS BBQ. We must educate, not tell anyone how to vote. Who talks: members of the Fire Department, Citizen's Committee and the District. Karin will speak to the book club meeting at her house. Please add more if you come up others. The process needs to occur in September and October. We already met with the Mennonites most of whom are outside the district. We could reach out to some who are on Waterbarrel Road.

d. Development of talking points. Steve recommended that talking points be focused, not a thousand items, to include: 1 Why are we doing this, (refer to the work the Citizen's Committee and Fire Department did regarding the changing needs within the fire service such as decreasing donations, aging equipment etc; 2 What's the plan, how did we decide on the mill levy and the line item budget crafted by fire department, citizen's committee and ambulance district; 3 any additional benefits they would receive for their

tax dollars. Considerations include how we need to approach a structural fire with limited resources, trained responders, and available water. Basics have been to save the foundation and surrounding wild-land areas in a fire. With the increased mill levy we hope to raise the bar, try to improve our ability to save structures with appropriate vehicles, increased training, and other resources. New people coming on would get training, not so much the people currently involved as responders. We would be increasing public education about safety and wild-land fire mitigation. In meetings we should stress our ongoing need for volunteers. Older folks in the fire department get water and direct traffic etc rather than work close to the fire. Let's have a handout for those interested in volunteering for either or both Fire and EMS. It is cheaper to have all cross-trained, but if it doesn't fit, then a person can volunteer for only one activity. As a publicly elected board, if 3 or more members attend we have to call a special meeting and take minutes. Polly offered that the citizen's committee will create the talking points in the next two weeks, then circulate them for any additions. It is important that we have consistency.

e.ISO (Insurance Service Organization) factors that affect the future of the Fire Department: 50% of the score created by ISO is determined by our water districts and 50% is controlled by the fire department's capacities (number of hydrants/volume/pressures, equipment, etc.) Beulah's score is currently maintained at a 6. The evaluation will come again soon. Some insurance companies don't use the ISO rating. It is their decision how to use that information. Karl will supply the ISO book to Polly to include those issues in the talking points. Hail can have four times the influence on insurance rates as compared with the Waldo Canyon fire. Ask your insurance agent. We hope to protect our insurance rates with this change in the status of the Fire Department. A State Farm agent has said don't be surprised if we send an agent to evaluate your property to determine defensible space etc. They can decide if they will extend your insurance. If you hear misinformation about ISO, please talk with the fire department, direct your questions to Gary Kyte. If anyone in your zip code has a fire, the rates may increase in whole zip code according to Kevin. Also, the better we can mitigate fires, the better we can avoid the loss of our watersheds.

f. Chief's health insurance. Bryan has increased his deductible to decrease his insurance payment. His policy does not have an annual renewal; that is monthly, but they changed rates recently. The question is about the rest of the \$300/month package in Bryan's contract to pay for insurance. Bryan offered to pay taxes on the remaining \$78.12/month if he can put it in an HSA (Healthcare Savings Account). Jerry's idea at the July meeting was to put the entire amount of \$300/month in an HSA. Motion was made by Bob Thompson and seconded by Anne Moulton to put \$300/month in an HSA for Bryan to use, and Bryan will pay his premium out of that through the end of this year. Motion carried with no objections.

g.US Bank Rewards Program, We had no report, Travis is not yet ready. This item was tabled for next month.

7.NEW BUSINESS:

a. Resolution 2012-9 regarding ballot language for the November election. Steve commented that the ballot verbiage is long and all legally necessary. See attached. It states that “debrucing” is clearly made to apply not only to the original mill levy of the Ambulance District, but also to the additional mill levy for the provision of fire protection services. This fact should be included in meetings with the public. The name will become Beulah Fire Protection and Ambulance District. There was discussion requesting that if the change in service, which is the reason for the mill levy increase, cannot be placed in the title, then try to move it up into the first sentence and put it in bold if possible. This change can happen only if approved by Atty. Mullans. Motion was made by Bob Thompson and seconded by Anne Moulton to adopt Resolution 2012-9 with the request to include the language in the attached ballot, if approved by Atty. Mullans, as prominently as possible, either in the title or the body, “to increase Beulah Ambulance District’s mill levy in order to add fire protection services to the Beulah Ambulance District. Ayes are recorded individually for Steve Douglas, Anne Moulton, and Bob Thompson. There are no Noes. Absent are directors Travis Allee, and Jerry Wahl.

b. Pro and con statements: Polly, for the Citizen’s Committee, volunteers to develop pro statements. She will circulate them for comment. It will need to be submitted for Blue Book by Sept 21. Steve will ask Atty. Mullans to whom we should submit.

c. Open public meeting regarding Fire Department members concerns re Chief Ware.

Anne announced use of recorder to assure accuracy of this material. All accepted that use. *(The following is a near transcription, altered only in removing “and uh” type of interjections, connecting words, side comments and obvious repetitions of the same material)*

Gary Kyte, (Gary) Beulah Valley Volunteer Fire Department Chair: It was recently brought to my attention that a certain number of Beulah Fire volunteers might leave the volunteer force if the vote were affirmed Nov 6 and Bryan were to be named fire chief. Bottom line, the word that seemed to occur the most was a lack of confidence or a lack of trust. So we as volunteers put together somewhat of an impromptu meeting at Station Two of what we thought were volunteers who had that concern. I can’t remember the exact number, no one took notes and no action was taken and no policy set as a result. But I discovered through the course of the evening that there were several concerns and issues and they all kind of came back and centered around Bryan. I felt the concern was real. I wanted to hear the concerns from the individuals, I didn’t want someone to tell me and then I would repeat it to someone else or repeat it to a group and get it wrong/right/whatever. So I felt this was the best approach to understand the concerns, or define the concerns. Several issues were raised. All I can do is relate to some of the concerns that I was involved in. And I don’t feel at this point that I need to go into great detail other than that I have talked to Steve on a couple of occasions in the past few months trying to resolve Bryan’s acting or trying to act as a fire official/chief. Therein lies I think the root of the problem. I think someone summed it up the best. They said, if we get a call from SOCOM, you have a horseback injury on south Pine Dr and they tone out Beulah Fire, our first communication is call back SO and say did you tone out Beulah

EMS and get it headed to the right emergency response service. However it appears to me that over the last few months that some of our so called incident calls from SO may have been either siphoned off or interrupted, interfered or whatever by Bryan. And incident command, or command of the situation, whatever the circumstances of the particular incident were pretty much or tried to be conducted by Bryan. I know you're sitting there. (Bryan Ware interjects , that's ok, there's no hard feeling here, I want to hear the concerns). So based on that I think a lot of the volunteers, I'm talking five, six, maybe seven, maybe more including myself over the past few months have found ourselves putting out those kind of fires instead of real fires and it has been exasperating, some sleepless nights, and I feel like a mediator for an auto union back east trying to mediate between firefighters and the EMS Director in Chief. It got to the point where I discussed with Steve I think the best thing to do as a result of fire members gathering was to ask Bryan to step off the Volunteer Fire Department for the time being at least until the November 6th vote just so that we stop the continual knocking of heads. When I say continual but it wasn't necessarily daily but at times it seemed so, but it was weekly, or every other week or two or three days in a row, but it has tainted the relationship between Beulah volunteer firefighters and Bryan. And I realize too that what I am expressing is my point of view as a volunteer firefighter. Yesterday I think it was for the first time ever as a volunteer firefighter that I looked over my shoulder and I didn't see anybody. That was a big moment for me. I've always felt that you make dust or eat it and I've felt I've been able to take up some slack where maybe others were uncomfortable in doing or in trying to lead the department through a cause such as this, as just something maybe I could contribute. But it felt damn lonely and you can quote me on that. So considering that, I would have to admit I would be the first one to humble myself to resolve some of this, because this is probably one of the most important things to happen to Beulah Volunteer Fire in quite a while. Backing up just a little, that lady Anne came to us 8 years ago or so "would you like to join up with EMS and become part of a tax district". And we decided as a volunteer department no, our money, equipment's good, we just got a new FEMA truck and things were hunky dory more or less. There might have been individuals and I was one, this is not hindsight, I felt we should have maybe considered it more and I was willing to go along with the consensus of the fire group and we denied, sent a letter: at this time we regretfully will stay away from forming a district with you. So at this point a lot of work, a lot of individuals, committee work actually started a couple of years ago December, at a fire meeting where, I'm pretty certain it was Art Traebor who suggested we look into a tax based, equitable, funded fire department. And I thought, boy, that was a big move for us. And we voted on it, and lo and behold at the next annual meeting in January, I think Wayne Jones made a motion that we talk to an attorney, see what it would take to do a tax base. I thought again this is monumental, a great move for the fire department. Consequently a citizen's committee was formed, a lot of different citizens, different walks of life, some did come and go. We put together a straw vote. We found out the community thought the best solution was to combine the emergency services, bottom line, the best bang for the buck. I still honestly believe that is the best approach to take, the most affordable. I think it will put a service together that will help to serve the community for a long time. We've had some comments the last few days, well, we could just do a stand alone fire department, do this, do that, we could postpone. Getting calls as late as 5:30 today, why don't you just ask for a postponement

of the vote until the next cycle in two years. Personally, my opinion would be if it's dropped at this point, it's gone, history. I don't think you are going to convince the community because we've based our request on immediacy, safety, on this/that and we need it now. We're asking for back-taxing into the 2012 year. All of a sudden we're saying we don't need it for two years. Well, I can't follow that line of thinking. I still think it's the best for Beulah valley. I would highly recommend that the EMS board post and advertise the new position if the vote is affirmed Nov 6th, and let everyone apply for it. I think it is a new position, covers new area, new skill sets. I think everything should be right out on top. Whether or not anyone else will come to that conclusion I don't know. That's just my opinion. I wish there is something I could do, because by nature I'm a fixer, mainly metal and wood, but I like to fix broken things. This one has escaped me. I can't put my finger on it, arms around it, it absolutely eludes me. But I'm willing to sit and listen. We have a lot of good people. Certainly we have great skill sets in EMS, great organization improvement over the last seven/eight years since EMS got its start as a district. We've enjoyed some good fund raising efforts, monies that have gone into the fire department's coffers. This one just eludes me and I'm not sure what a good resolve would be but I personally think the tax funded initiative for the fire department supercedes, trumps, everything else. I'm not saying that... yes we have some difficulties, and we said all along from a year or so ago that there would be bumps but I didn't expect necessarily this, to this degree. That's about where I'm coming from. I'm just one opinion. I've seen a lot, worked with a lot. A lot of people have put out a lot of effort to get to this night. Hopefully talking will help, or understanding will help.

Chief Bryan Ware (Bryan): Gary, just a quick question, you said there are concerns. Is everyone going to voice their concerns? I do want to hear their concerns.

Gary: I think some will state specifically. I recall a few but I'd have to ... most were told to me and I played them over and over again but I'd rather them just say them so you can hear exactly what the concern is.

Steve Douglas (Steve D): Gary, before we get to that detail, can I respond to a couple of things? Like you I feel I'm a fixer, like to fix old things, put them back into service. This has been a tough one but I also firmly believe it's the right thing to do, merging Fire and EMS for this community. I think it's in all of our best interests. One way or the other the reason why we're all here is to serve the community, and I respect all of what folks do in that regard. In terms of working towards this transition, the district board had the opportunity last May and again last month to change the complexion of the board in terms of some vacancies that had come up. I think some, maybe not all of you know, we had a concerted effort to work to have at least a share of the existing Beulah Fire Board become part of the Beulah Ambulance District Board so we can make decisions based on joint perspectives and history and needs and those kinds of things. I'm really proud of the board we have for that. The fact that we have two of the three sitting Beulah Fire Department board members on the Ambulance District board now, and not just numbers but the people. Jerry and Bob bring a lot of depth and wisdom to this board and I'm glad to have them with us. The other position was filled by Travis Allee who comes from both a local ranching perspective and also he's a paid city fire fighter, so he has that skill

set as well. So looking at the complexion of the board now and as it will be for the next couple of years becomes important as we get to the next question about how does the district board go about filling the position of chief. Whether, if we get a no vote in November, it's an EMS chief, or if we get a yes vote it's a chief for combined services of Fire and EMS. This is something I've discussed a number of times with our attorney Tom Mullans and one thing is clear as a bell, there's no slam dunks here. We want to do this right and the first step in that process is writing an appropriate job description that spells out what we expect from that person. What the board does from there, Tom tells me, is at board discretion. What we have now is an annual contract with Bryan as EMS chief. That contract runs through December 31st. We've talked about do we make this transition effective November 7th or January 1st. We'll work that out. The key is that we've got the right person in place to lead that group. One approach is to take the appropriate job description, advertise it, and go through a full selection process. Recognizing what it takes to do that right, job description, posting notice, advertising... just in filling the EMS position, that was a national search. It takes a couple of months to do that right, and that's if you have appropriate candidates in the first place. The pool can be kind of small. So it's job description, posting, receiving applications, reviewing applications, interviewing candidates, and then selecting. That's an important process. I've been involved in it through my professional life for a long time, and I'm highly invested in doing that right. It is my understanding from talking with Tom Mullans that it will be the District board's decision whether or not they feel it's appropriate or necessary to advertise the position or to look at it as an expanded job and ask the question, it's really a two part question, to Bryan, first to us as a board. Does our existing EMS chief have the skill sets appropriate to match this job description, yes or no. If the answer is yes and we choose to offer that position to him, then the flip side is, would Bryan want to accept it both in terms of job assignment and pay scale and those kinds of things. That's one process and the other process is for the board to decide to do a full blown search and application process and selection process and that sort of thing. As I understand from talking to our attorney, that decision will be the board's to make. But the point I want to get back to, when you look at the board's complexion now, we have two old members of the Ambulance District board, two new members who are currently members of the Fire Department board, and one person I'd want to consider semi-neutral in that process. I think we can make the right decision, but I don't want to commit today to which decision that will be but say we will take it very seriously and make the right decision. In the meantime what happens between today and November 6th, do we solve the problems or are they still there? That's up to all of us. That's my feedback. Who else.

Mark Hiatt (Mark): Beulah fire for 32 years: We had a deck fire and it occurred right after the governor put on the state fire ban, so of course we rolled with most of all the trucks we have because of the danger. And I get there, the assistant chief is there, he's assessed the situation. He pretty much tells me what to do. I believe in the chain of command – all firemen, that's your first step. Well the EMS chief was there. And he's giving orders. Well of course I'm not going to follow his orders because he's not my incident commander. So I just kind of blew that off. After the incident, as Beulah fire we always have a debriefing that covers the incident. What needs to be done better or what went right. Everything went right, everything was in our favor. I had the duty of

taking the chain saw and cutting out the decking so we could flip it over, put out the underside of the deck. The deck is this far off the ground. The EMS chief said don't get on the deck, it's not safe. At that time I was standing on decking that hadn't been burned, so it was safe. Anyway we had our debriefing and we asked all the members of our fire department if there was anything wrong. The consensus was there was nothing wrong. So the next day we're down there working on the equipment or something and my assistant chief said Bryan was all upset, you didn't have your proper gear on, you were running the chain saw like a wildman. Well, I've got many, many, years of chain saw experience and demolition with the fire department. I had my PPEs on. I don't critique his line of work and I expect the same courtesy the other way. That's all I'm asking for, a little respect.

Steve D: That's fair. A question Mark, in terms of the debrief, did that involve all of the responders on that call?

Mark: All fire. There was no injury, so actually EMS should have been off the scene a fair distance and they weren't. Now if there would have been someone with their leg cut off of course we would have had Bryan and his team come in and take care of the situation. It was a deck burning. So we need to kind of get the protocol out there. We'll do the fire, you guys do the EMS. I'm not an EMT. I wouldn't know anything about it, I just expect the same level of expertise.

Steve D: Mark, I appreciate that. I wasn't there. I think that was July 5th? It was an area where the pucker factor was pretty high. (Mark: "Yeah, scary") I draw from my own experience. My approach would have been in the hot wash to have all who were on scene to be part of that. It never hurts to get different points of view. The main thing is, Gary and I and Steve and Bryan and Karl have talked about this, about the value of hot washes, in terms of getting stuff on the table and dealt with when it's still fresh in folks minds so we don't go away with unanswered questions or miscommunications or anything like that. So, I'm not second guessing. My preference is hot wash after all responses, sometimes after trainings, just make sure we're all on the same page, and involved all who were on scene. I don't believe in involving folks who weren't there. They have no place. That's my perspective, my two cents worth.

Bryan: Do you guys want me to address anything back or just hear your concerns? (He is answered "anything you feel like"). Mark, a little misconception I guess on my part. When I arrived on scene I actually didn't know there was an engine on scene so I just walked up with my extinguisher until I found Karl and something was going on with the pump. I walked on to Gary, asked him have you got water, what you need. There were two citizens out there with hoses, so I walked over with my extinguisher and zipped it. I actually didn't know you guys were on scene when I made those same words, or I was trying to talk to the citizens with their hoses. I do remember you with the chain... (Mark responds "you were directing your comments to me"). Ok I apologize, I didn't realize I did. I'll be the first to admit when I get on scene I get into that mode, that's my fault. As far as the comments to Karl, I pulled Karl aside, as I said, I'm walking out of here, I said you had wild land PPE on you do not have any chaps on, so by the standard that isn't

protective. That's not here nor there. I did not make any comment about using the chain saw wildly. I said, alright, I'm going to walk back down to my jeep. I don't question your ability as a firefighter Mark, I've been told by everybody you are an excellent firefighter. I just want to be clear about what I said. There was no comment about your wild use of a chain saw. It was just you didn't have proper PPE on and that it was a safety concern. And I left the scene. That's what I recall.

Steve D: This is the kind of dialogue I'd really like to have tonight, this is a fine start. Maybe it's a hot wash after the fact. I don't care what you call it, but we need this. And we need to listen to each other. I'm probably as guilty as much as anybody and that's having somebody say something to me and not hearing it right. And I have been coached and coached about this thing called active listening. I'm better at it than I used to be. That boils down to when I hear something from somebody directed to me and it doesn't make sense to me, it's my responsibility to say this is what I heard. Is that what you meant? So we stay on the same track. It takes a little more time on the front end, but we end up with a better communication in the long run. I think that's a good approach. Thanks for this and let's keep going.

Bryan: I think, I know I'll say one thing and it gets spun because this is a small community and what you guys say gets spun back to me as well. There's always a spinning of rumors. I'm very disappointed no one's ever come into the office or called me and said hey let's talk. Scott has and Dale and I have met about an incident as well. I think why things fester, why we're at the point we're at tonight, because we're not open enough to go to each other and go, let's have a talk.. Some of you guys have and I appreciate that. I want to hear the concerns and I want to throw that out there, if there are other concerns to address.

Steve D: Who's next. There is no order.

Scott Aire (Scott): I met with Bryan for the first time. I didn't know who Bryan was, really didn't meet at the fire fundraiser. Concerns came up that day. He purchased the four-wheeler through the fund raiser. During that same day at the fund raiser there was a comment that was made in my presence as well as a few other people present here tonight, I'll ride this four-wheeler wherever I want. That to me being a deputy sheriff in this community is not a good thing from anybody in a position or from anybody not in a position. It's just not a good statement. There's rules and things that have to be followed that go along with that. I met with him at Station One to talk about these concerns, one on one, lowest level. There was another concern, one day at the Beulah General Store, an individual was fixing a rack of lights and it fell and hit him in the head. Being an EMT at one point in time, also being what I do now; stabilized the patient, stopped the bleeding, had him sitting down when Bryan arrived. He had no regard to hear my report, whether this patient lost consciousness, what happened, any of it, he took over the whole scene and had no regard for what I was doing. My presence wasn't needed. Number one in every situation, you just said it yourself, Steve, the more the better, the more the conversation. As time goes on I'll go back to that, that's a constant trait with him, no matter how many times you talk to him, no matter how many times you ask him a

question. He constantly goes, I'm going to do it this way and when you get into these settings it's "well I react different when I get to the scene". Well that's ok maybe one or two times, but not every single time. That becomes an excuse, not solving the problem. Well then I come up with some more concerns that I called you about. I wanted to meet with the entire board in executive session. You asked me about what and at that point in time I didn't give it to you given the previous things that had taken place. You had asked me if you could have the opportunity to meet with Bryan and I to solve those issues. I agreed to it but the first thing I spoke to you and Bryan as we sat here in this office is that I wasn't comfortable with it. I don't believe that the entire board has been made aware of these incidences. There are not one or two, there are not three or four, there are not even under twenty. There are so many incidences that keep coming up. Going back to my deal. Bryan thought it was his responsibility, again not on the fire department, to seek out Bob Thompson, to ask Bob if I was a liability to the fire department while on workman's comp while on any type of duty with the sheriff's department. Never heard a word from Bob, never heard a word from our board, just those two. Then he seeks out Deputy Dylan Jacketta to again ask about Scott Alire. Well I'm Scott Alire, right here, not very hard to find if those are legitimate concerns, not just retaliation. So now I ask him point blank in front of you, have you ever contacted my department, have you ever contacted in any way shape or form, making your concerns that you've already said you hadn't done, but you went ahead and said you did with Bob, and then you did with Deputy Jacketta, and there are firefighters here tonight that will stand up and say tonight and say he's also done it in this office. So now I leave a meeting where he still wasn't completely truthful with me, still wouldn't answer the questions truthfully. Because he said it in this department, in this building. Dating back a little more, he sent a text out one time, "who the fuck is Scott Alire". This is a man who's in the position of a director, a chief, "who the fuck is Scott Alire"? So we meet at Station One. He leaves that meeting and tells another individual, I just got done with that bullshit meeting with Alire. That's how many incidents just in the short amount of time that I've spoken. He has no regard or respect for anything you try to handle at the lowest level. I'm going to do it my way, that's Bryan's way. Again this is my opinion, and if somebody wants to ask, there are plenty of people that would stand up and talk about those things. So now I've had the meeting one on one. Now I've had the meeting with the three of you, us three, and still can't get resolve. Shortly thereafter that meeting where we talked about what people's concerns are, that another incident arises. This gentleman tells one of my chief's, if Belport and Hiatt don't shut up, I'm gonna shut them up. So I guess the clarification I'm gonna ask now is that in an E-mail form? Is that in a physical form? Because that's what we always go back to when we hear Bryan tell us, "well I get like this". Well that becomes a law enforcement issue then, because it could be taken as a threat. What do you mean when you say, you're going to. So that's another issue on top of it. Just the other day, incident command. I've had Incident Command 100, 300, 700 and 1,000. And I don't understand this race to get to the scene. I don't understand from Beulah EMS as a board that when you're looking at the CAD (Computer Aided Dispatch) screen, over the computers that we carry in our squad cars, those always come out before the tones come out, so you're aware of what's going to happen before it's actually toned out from EOC which is our communication system. You leave, you go code three, you're already on scene before it's ever toned out. Now we can go back to the word, what is liability.

Because I was asked what my liability was. So we're chasing calls on the screen before they ever come out. I don't know how many times when he was on the fire department, I don't know how many times when he was asked not to be on the fire department, but that was always an issue, instead of letting our chiefs, we have two of them, Chief Belport and Chief Potestio, that we deal with, that are in scene command when it is anything other than a patient. That's the way it is, that's the way it is in every state in America. Why are we any different? Why is that always a race? Why has that even come to the forefront of what's happening? It's because there's a leadership issue there. And my personal deal when I say that I would walk, is because of trust. I've touched on just a few subjects tonight. I have no trust. I have no loyalty to that, because no matter how much you talk it doesn't get resolved. There's no resolve ever. It turns around to something else. Just the other day we have a call in the Park, of lost people. I have yet to find in anything I've researched, and I've done my research, how that call becomes EMS. And how emergency services bureau Chief Mears, and those guys that have to hook up trucks, roll people up here, our chief's didn't call for it. Our department wasn't even aware of it until an hour and ten minutes into that. How does that happen? How does he have the ability to go into a text of Hiplink and put his own in there because you can tell when it comes from Bryan and you can tell when it comes from SO. How do you have that ability? And why? We have guys that have grown up in this community that can just about find anybody before rolling out all these other agencies, wasting time, wasting gas, and these guys don't even get the opportunity. I heard you guys talk about a fuel budget earlier. Again only my opinion but why are we rolling a Tahoe and an ambulance. My question is, is the Tahoe equipped with AED? Does it have a life support system, does it have backboards, oxygen, search and rescue ropes. Does it have any of that which is a fire call. So now you're rolling two vehicles to one scene instead of taking an ambulance. Could be a fuel issue, I don't know. The list is lengthy, you know it's lengthy. Calling up the guys, I come to find out that Bryan will still show up at something and still say he's representing Beulah Fire. I have never seen Chief Belport or Chief Potestio ever try to represent EMS. I have never seen them go in contradiction. If EMS is having an IV class, we don't have one. We don't do anything to interfere with EMS. Why is EMS interfering with Beulah Fire when we're not at the November 6th thing yet? There is nothing that puts that in writing, that that ability happens. That's where frustration lies. Simple things like backpack tests. I read an E-mail today that to me was not professional, coming from an EMT, not professional at all for what he did, taking the backpack test. Why are we going outside of what happens here in the district when we have two capable chiefs that are valuable in training and going to get it done elsewhere. Why don't I see all the people that claim to be volunteer firefighters at training. I have people that I associate with that are afraid to speak up because their jobs are on the line. I spent a lot of the time today reviewing bylaws for the Beulah Ambulance. One of the things it talks about in there is that by no means does a director use any power by intimidation. I can't find a code of ethics for him. I researched it, I pulled it up, I went on the computer. I don't see what code of ethics or standards he has to follow in his position that anybody could have a respect for. These are just so many different things, Steve, that I've talked to you about. It's not even the number of calls. I'm already there, well of course you're there, you saw it on the screen first. When you have to follow incident command, that's what it's about and I don't know of any

ambulance service that is incident command on anything outside of their patient and their EMTs, period. I can be corrected and that's what I'm here for, is to be educated. That's why I spent the time to research it, is to be educated. I understand how it works in the law enforcement. I understand that if I block my sergeant, then I block a lieutenant, then I block a captain, then I block the chief, then I block the undersheriff, I block my way right out the door, pretty much. It won't even get to that level. But these are things I heard you say earlier, it's the board's discretion how you move ahead. Well this board needs to be well aware of all these issues. They're not hearsay, they're facts, and you can never get around facts. And that's what we're asking for. I'm in the same boat. I have a different relationship with Mr. Kyte. I think this man has poured his heart and soul into this community. And it breaks my heart as an individual, who's close to him, to hear him say he turned his head and nobody was behind him. That's a big concern. And I think the board has to listen to everything that is brought up tonight. They're not just tiny incidents, they're big. And I think if you want to go try and find out about somebody you ought to go to that individual, because I'm right here. That's what I think you ought to do. And I think you ought to respect all of us, no matter where we come from or what we do. Instead of I'm going to get it and it's going to come this way. Respect, loyalty and trust go a long ways. And right now you don't have mine.

Steve D: Scott, I'd like Bryan to respond first.

Bryan: I just jotted some things down. Two times I talked to Dylan, was the day, and I told you the first time, was when I asked because I didn't understand your voicemail and Dylan told me you were a deputy. The day after our meeting I had a meeting up at the airport to go drop off cones. He said how's it going. I said it's going ok, Scott and I met yesterday, and have you ever heard my name come up in any sheriff's meeting about me saying anything about Scott, because the rumor was made back to you that I'm out there... Well you asked me if I was talking to the sheriff's office about it and I said no I haven't. And Dylan said no. That was the only conversation I had with Dylan that next day. I'm telling you I never called our meeting a bullshit meeting. I don't care who's saying I did and if you hear say it, I didn't. Chasing calls I'm not sure what you're referring to, as far as seeing on the screen and going. I get on the scene fast because usually I'm dressed, because I wear this crap every day from the time I get up 'til the time I go to bed. The ESB call up here at search and rescue: It had been going on about 45 minutes or an hour when Dylan and I talked, and I simply, we were on an ambulance call prior to that, I called COM and said if you need us we're available. So Dylan texted me and said get on the ESB dispatch. So I got on the ESB dispatch, they said can you put together some hasty teams. Said see what we can get. So I called COM center go ahead and tone us out. I responded out non-emergent, our medical crew, we ended up with six people. Dylan got on scene about two minutes after, there were two deputies on scene prior to that. I asked Dylan, do you want me to have Beulah Fire toned out. He said no. I said ok. Mark was on his way, Dylan was command. Dylan was going to go start searching with the four-wheelers. Dylan said do you mind taking command. I said that's fine. Mark's on his way. In between Mark getting there is when Karl called and said is there a search and rescue. COM said yes, and he said tone us out. So Beulah Fire arrived, Mark was command, I took over operations from him. I did not invite myself to

the call. I just said if you need us we're here, and when I got there, I asked, do you want Beulah Fire? And he said no. For whatever reason, not my reason. I just want that to be clear. As far as the Hiplink, the first message that went out, that said Beulah Fire and EMS, I forget how the rest of it went, it was basically a notification, that did come from COM. The message I sent out to my personnel, not the fire, was after we had it toned out, on the Hiplink page, was, all available personnel to Beulah Mountain Park Tower Trail, emergent for search and rescue. That did come from me. The one that came out to Beulah Fire, came from SOCOM. To answer your question about the Tahoe. The Tahoe is equipped with medical equipment and AED and yes we responded, because it puts personnel on the scene five, ten minutes before the ambulance sometimes gets there. I would be curious as to what meetings I've ever been to that I said I represented Beulah Fire.

Scott: During the Ditch Fire when Chief Potestio wasn't available. You pretty much came in, invited yourself, talked about what a great relationship you had with the Fire Department and you sat in on it as a representation of Beulah Fire.

Bryan: That is incorrect. I went up to the command post. I said who's the PI (Public Information Officer), I just want to get some information, because people keep calling the office to get what information we can give. I said when's your next meeting. He said 6 o'clock tonight. I said can I come. He said yeah, we'd love to get your resources at Beulah Fire. I immediately said no, I'm Beulah EMS. I said I wish I could give you all the resources you want but I'm Beulah EMS. There was one time, he thought I was Beulah Fire and I corrected that immediately. Because I heard him say the Fire Chief's up here, maybe I can get some resources. I stepped down the steps into the classroom and said I am not the fire chief. I'm with EMS, we can provide medical if you need it. And then I did sit in on that meeting, and I came back to the other meetings just to be briefed, as Beulah Fire was as well, and they did after that, because it's an emergency at our back door. So yes I went up and said, can I come to the meeting and they said yeah, and that's a normal process. So I did not represent myself as Beulah Fire.

Scott: So going along with that thought, the other day when you contacted the Forest Service, you in no way shape or form identified yourself as you're going to be the chief, we have a great working relationship, I need the IQS, and all the numbers of the guys who had taken the Pack Test. So Forest Service was telling Fire Service.

Bryan: When I called the Forest Service I talked to Barb initially, and Joe I believe is the guy who finally called back, I said I am Beulah EMS, I said Beulah Fire and we have been working together, because we do, and I said we're looking at a November 6th merger if the levy's passed. Do we need to set up our own IQS or do we have to have two separate IQS's? And that's when Karl said do you mind if we meet at the office at ten am and I said fine, I want to meet too. So when Joe came down, and it's very clear we're two separate entities, I didn't think it was going to be a big deal to have Beulah EMS red carded under Beulah Fire. Apparently it is and that's not a problem. So my message back to Joe was there's no reason for us to create a separate IQS at this point, let's wait 'til November and see what happens. If the election doesn't pass in November,

Beulah EMS will have its own IQS because our members have to be red carded as well if they're going to provide medical assistance on an actual fire. At no time did I ever say I was any part of Beulah Fire. I make it very clear, we are two separate entities.

Scott: I think that those issues will be touched on in a little bit when the Chiefs talk. You were quick to be able to answer some of the calls and things of that nature. Again, if you didn't call the COM center yourself, to tone yourself out, that call would have come to the appropriate place which is Beulah Fire. I haven't heard you address about the Sheriff's Department.

Bryan: I've got that written down as well. I do not recall. I'll tell you, I really have a hard time believing I made that statement period.

Scott: you apologized to me for it.

Bryan: No I didn't. I said, if I said it. You and I aren't going to agree on this, I have a really hard time believing I said the F word to the Sheriff's Department.

Scott: You said it.

Bryan: If twenty people stood up and said I said it, I'd have a hard time believing I did. If I did, I apologize. But I have a hard time believing I made that statement.

Scott: And you have a hard time, in your text, that said, who the fuck is Scott Alire

Bryan: is that when I was trying to figure out who you were?

Scott: did that come from your phone?

Bryan: it may have, Scott I didn't...

Scott: the context of what I'm trying to say... You debate very well, in topics and conversations on how things go, but so do a lot of other people because you're quick to be able to get to these points, but one of those things in the position in which you are, you're having a lack of memory. At Station One when we were having our meeting with Mr. Douglas, you seem to not recall this now that you didn't say it. You shouldn't apologize for something that you didn't say.

Bryan: I didn't. I said if I did say it I apologize. I cannot tell you if I did or didn't. Now did I send a text Who the F is Scott Alire? I may have and I don't know who I could have sent it to. I was trying to figure out who you were when you called me, because your message was hard to understand and I didn't know why someone wants to meet with me.

Scott: But in the position that you're in, is that the appropriate text to send out to somebody?

Bryan: My personal text on my personal phone is my personal business.

Scott: So you're only held to a standard from 8-5 Monday through Friday

Bryan: No, I'm held to a high standard but I have a right to speech, I have a right to my own opinions.

Scott: That you do.

Bryan: as long as I don't stand up in shirt that says Beulah EMS and express them? Yes I know that I'm held to a higher standard and I believe everyone else in this room is. But if I send a text who the F is someone, that's my own personal business. If I send it on department E-mail or letterhead, a whole different story.

Scott: I don't think it's any different for someone that's in the community sending it to another community member that's part of another entity, so unfortunately, maybe that's how it is, that's why I came for education. If that's how the board wants you to talk, on your own time.

Polly Conlon (Polly): Sorry, I'm not on either side here, I want to make that very clear, but the board is not responsible for his text and neither is anybody else. If it's on his private phone, that is his right to free speech. And don't try to get the board to govern that please.

Scott: Polly, I'm asking the question for education, because I have looked into the board policy on code of conduct and things of that nature. That's not what I'm doing. I'm asking the board if that's something that's ok. Then I'm ok with it.

Anne Moulton (Anne): Can I interrupt. This is literally just a small point but when you read the codes or policy, and you see the word director, and this has come up before, with fire issues, director means directors of the board, the five board members, it does not mean Bryan. You're not reading Bryan's contract. You're reading the board's contract. So you know, this has happened before where people thought we had a wrong director because we hired from outside the organization. You all need to know that that's us, the board, not Bryan.

Bryan: We do have a code of conduct as well. I can get you copies of all that. That's not a problem.

Scott: Like I said, it boils down to, well we'll stop at that, However you want to roll your eyes like that, Bryan, there's several incidents I brought to you. You have no respect for anybody who comes to you. You're wanting to do it your way because, you're going to be Chief. You're going to do that no matter what it takes.

Bryan: I've told publicly and I've told everyone else. That position is anybody's. It's not mine. It is anybody's position. I want to address one other thing. Talk about me being on the scene taking command of EMS Fire calls such as car wrecks. No offense but it's going to come across offensive. I have very little trust in the incident command system with Beulah Fire because I see free lancing. I see our personnel being put at risk at extrications. I never have yet today heard anyone from Beulah Fire show up and say Beulah Fire, whatever unit number, is command and start delegating ??? You guys may do it but you're not doing it over the radio so no one hears it including us arriving on the scene.

Kelly Potestio (Kelly): I have something to add to that actually. I know at the ditch Creek Fire, it was brought up to me by Mark that a member from ambulance was there who according to whatever had happened had chosen not to listen to Mark who was the senior person on the call, and freelanced and went his own way. Even though he was told not to. So apparently whatever communication, whatever's not coming across, we're not agreeing on or whatever, we need everybody to realize you need to follow your directors on EMS, and you need to follow the command system we have in place on ambulance. If Mark says don't go that way, he's done this 30 something years, he knows not to go that way.

Bryan: And I agree.

Kelly: We can't get control of some of the new members. Because they won't listen to someone like Mark, for whatever reason.

Bryan: Why is this the first I'm hearing about one of my members not following the command?

Kelly: Because he was under fire at the time.

Bryan: So it's not...

Kelly: It's not you it's...

Bryan: Ok it's all the incident command system

Mark: If you do not have that, you have nothing, period (Bryan and Kelly agree). It's simple, if you don't have chain of command, you might as well just throw your hat in the ring and go home.

Kelly: I'm not saying it's happened, I'm not saying this is what caused it, but if there is somebody on one agency who doesn't like somebody on another agency which we all know we have, and say that person says oh don't listen to so-and-so because he doesn't know what he's doing, and then because you work on both agencies, you don't want anybody mad so you just kind of go off and do your own thing, and that's my worry. You've got people who are freelancing, who are going to get hurt. We would've never

let people go that way and we had told them not to but, for whatever reason, they chose not to listen. (Bryan says “Ok”)

Steve D: This is important, when we’re talking about freelancing of anybody, you’re making good points. I want to go back to how you are doing hot washes, so you get these things laid out early on and deal with them, so we nip it in the bud. My concern is, God forbid, we see something done wrong, whether it’s me, you, or anybody else in this room, and we don’t address it then, it gets repeated the next call, and somebody gets hurt. That’s on all of us then, for not acting on it. Again, I can’t stress enough, how much I really believe in hot washes, right at the end of responses. And a protracted one like Ditch Creek Fire or Mason Gulch Fire, it’s a daily thing. So we’re staying on the same page, identifying problems before they bite us in the butt, whether we’re talking about protecting the public, protecting Bryan or responder safety. Those are all really important things and when we don’t talk to each other and scrub that stuff out, early on, we’re all failing.

Kelly: and when we did, every night we told everybody meet at the fire station. But there were some people who were coming and going as they wanted to so they weren’t really even on... like when I turned people in on the paperwork they weren’t even on that paperwork to get paid because they showed up, they left, they showed up, they left, so how do you, we couldn’t have a meeting every night with the people when they weren’t showing up for the whole thing

Steve: It’s a special challenge, and you’re right about incident command, whether you’re talking about a little incident or a big one. And if we don’t believe in and know how to follow incident command, and I don’t care if it’s just a little thing that involves three responders, or go back to the July 10th, 05 Mason Gulch Fire, 812 responders, all working together, following incident command. Had some really tense moments there when folks bugged out off of North Creek. Everyone got out safe. I think we all held our breath for awhile there. We do that with some common training, incident command, communication, follow-up, problem solving, all those kind of things because it matters. If we don’t solve these kind of things, we’re going to kill somebody. Nobody wants that. But again if we don’t solve this communication thing and do it starting right now, we are going to kill somebody, nobody wants that.

Kelly: And 90% of our problem is getting everybody to go to the trainings on our department. It doesn’t matter what the trainings are, there are people who don’t show up. We have invited Pueblo Fire, we actually had a guy to come from Springs, who did a really awesome training that would have benefited everybody on our department, and the four guys who know how to run the truck showed up and he went over it with them, and Bernie Toman, he was the only one who didn’t know how but everybody else, they were people who knew how.

Steve D: and I’ve rolled that rock before, in my past life, with Pueblo County and I know the frustration. But again, look at it. Why are we not getting people to training. Is it appropriate training, is it advertised at a time we can get responders there, and are we holding our responders feet to the fire about staying trained or don’t show up. You’re

either going to be a trained responder, and it goes back to Scott's point early on, part of what we are talking about today or a merged department down the road is working to make sure that we're appropriately trained and equipped to do the job well and safely. The thing is if we have responders who are not coming to training, it's incumbent upon us who are leading that, to say why not. Are we failing because we're providing training that's not useful or at the wrong time, wrong place, not advertised. Or do we recognize that folks have life outside the volunteer work and they can't make it, sometimes it means you offer the same training several times, evenings, weekdays, weekends, to get the full group trained up. But you've got to attack it aggressively. Otherwise it doesn't happen and we're going to hurt somebody. (Kelly: I agree)

Steve Bellport (Steve B): We're working on a lot of that. This sounds like a fire matter now. I don't know if that's what we're here for, but we're putting fire policies together, we're constantly working on our training sessions, good communications for all members, things being what they are, so a lot of the questions you're asking I can answer. I don't know if this is the forum. We're doing the best we can to get people to go to training. That's the bottom line.

Steve D: Steve, I believe that. In my heart of hearts I believe that but I also know it's a hard job, done it. Been there. That's a challenge with a volunteer service. It's a different story if it's your paid job. And you've got to be there and scheduled training and all that stuff. We don't have that luxury. So the only thing we can do, is doing just what you're talking about, is really important. And sometimes it means saying to a volunteer, you're not keeping your skill sets up. You're not developing such. You're more of a liability to yourself and us than you are an asset, either change or turn your stuff in. That's hard but it's just that simple. We all want to feel that a person behind us has got our back in a way that is going to protect us, not just get in the way when we turn around.

Bryan: This has come back to me and maybe someone wants to talk about tonight. The comment came back to me that I told our personnel if they're going to fly somebody, they have to transport to get the money. We were reviewing a flight for life call. The question came up about financial reimbursement. I said we do not get reimbursed unless we transport the patient, make sure you transport them at least a quarter of a mile as a joke. My personnel though it was a joke and I've asked four or five personnel about that comment since then, since it came back to me that some people believe I'm serious. That was purely a joke. Anyone that truly knows me knows that patient care comes before anything and financial reimbursement... pssst. I sit on that damn chair all day long, that's part of my job, but I don't care. What comes first is the patient. I want to make sure that if somebody took it seriously, I've asked 4 or 5 personnel in the last few days, how did you take that comment, because I want to make sure I wasn't coming across wrong. And it came back to me that they were taking it as a joke. So if that's one of the issues tonight, it's Beulah, we have a rumor mill about everything, so I just want to put that out there.

Steve D: That's what I meant earlier. That's an example of active listening. If you hear something whether it's on a response or training, that doesn't make sense, don't just let it go, ask the question, did you really mean that? Most of you know me well enough, we are not in the business of making money as Beulah EMS. We are in the business of providing emergency medical service the best we can. One means we have of getting reimbursed is through billing. But would we ever consider not going on a call if it's not billable? I want to use a four letter word but I won't. No, we will not. I don't want anybody in the organization even thinking that we would. It's not right, it's not who we are. So if you hear something that just doesn't make sense and it bothers you, don't just walk away. Challenge a person on it. Make sure we are on the same page before we walk away. Or let it go. If something bothers you but not enough to interact about it, let it go. If it bothers you enough, deal with it. It's crazy. One comment that I want to go back on that Scott's talking about, search response. I'll put my Pueblo County hat on. I led Pueblo County search and rescue for twenty years at the behest of the Pueblo County Sheriff. Sheriffs in Colorado are responsible for coordination of search and rescue in their jurisdiction. Words are very important. Some sheriff's departments have a search and rescue team and some rely on search and rescue teams that they bless, not just ones that freelance and show up, because what happens, on that search, falls back on sheriff's responsibility. A clear example: when I had search calls for missing people in the Beulah area when it was my job. Seventy six year old alzheimers patient went missing from daughter's home on Pine Drive. So I hear about it early on. Week day, day time, I know it's going to take some time to get search and rescue volunteers together and responding. Search for missing alzheimers patients is critical, those patients often die while they're missing. I put out a call to Beulah Fire through COM center, ask that they assist in that search, Gary Hadwigger found her. Like that. I wasn't even in the valley before Jerry called and said got her. That's just good community action.

Gary: It hasn't changed. Our question is why wasn't Beulah Fire simply toned out from the get go, because this started the day before as I understood.

Steve D: And I don't know Gary, sounds to me like that ...

Gary: Was an SO problem

Steve D: The two SO personnel, really three, were Dylan Jacketta, Mark Mears and bringing supplies would be John Zigler. Why Beulah Fire wasn't toned out? My understanding is a text went out from COM center. That's a change in procedure since I retired. That's a question back to ESB.

Gary: See in reverse if we were to get a tone, go search in Boone, Zigler's country, we would say they must not have a search and rescue in that country. We would head that way. We probably should follow up and talk directly to SO and see why they changed the procedures on us. ...Further discussion

Bryan: I think that was a COM thing. They don't know if it's a crime scene. Bryan repeats same material re asking if they wanted Beulah Fire called.

Steve D: I don't know ... that may be a need for change in protocol. If sending text first delays the response by the appropriate agency, then that needs to be said back to ESB COM center. Further discussion to same effect.

Bryan: To clarify I agree this call is not done right. (abbreviated version) How the system is supposed to work is as the COM officer is putting it in, and once they identify whose area it is, the system is automatically supposed to send the text, right now they are going to secondary text, they are doing manual afterwards. Right now they have a hiccup, they are trying to fix.

Steve D: This is an important example of hot washing the topic, making sure we're all understanding what happened, maybe not why but how. And when it doesn't make sense go back to the appropriate agency and say this is the problem we see and how does it get fixed. Us, change way we do business or you, change the procedure back to the way it was. We can't let this kind of stuff ride. If we don't do this kind of interchange, we don't see how big a problem it is.

Kevin Fern (Kevin): Let me voice my concern. Granted Beulah Fire is a volunteer Fire Department. Nobody has to do anything. But we're not here for the paycheck, year-end rewards or dividends. Me and Bryan have gone around and around. Pueblo Fire puts out their schedule first of the year of their training. Everybody knows once a month they're available. We train with Pueblo West, we train with West Park, who else (Rural, Rye, everybody on Pueblo County). Everybody gets E-mails. Everybody knows we have a meeting every month, we train after the meeting. I'm for the merge. We are supposed to be coming together but we are so distant, because we have people that don't go to the meetings, they don't go to the training, or they do show up, no radio, they don't have their gear, Why do these people have radios, why do they have gear when they don't go to training. They don't show up to meetings, or they show up an hour later, and say, oh did we get a call? It's like, if you had your radio on you would know. Three thousand dollar piece of equipment sitting on their dresser. Four or five thousand dollars worth of equipment in the back seat of their pickup. Is it for show? I don't know. We train, we go. And me and Bryan, we've not really argued about it, but why do your training days fall on the same days as Pueblo Fire training days. Then we've got people who say Pueblo Fire has nothing to do with Beulah Fire. A house burns the same in Beulah as it does in Pueblo. You enter it the same way, you put it out the same way. (Gary: It's free training). Eighty percent of what we do in Pueblo pertains to Beulah. Remember that, that was investigated. Because there were some issues against it. And what I want to know, people showing up in half gear. Nothing's going to happen to me, I'm ok. Don't worry about it. I'm an Indian, I'm at the bottom. So I don't say nothing. It ain't my job to go tell people do this, do that, even when I'm first on scene. The other night I was first fire on scene. I said what do you need, what do you want me to do? And I've always done it. I've done that with Karl, I've done that with Steve. Whoever's in charge I walked up and said what do you want me to do. But I just don't understand, all this equipment, that we got grant money for, radios, and everything, and nobody respects what they've been given to help their community enough to even think about going to a

simple meeting. Sit there for thirty minutes or much less go to training. And it's out there. E-mailed, so and so's got a meeting. I hate to say it but it is odd, when Bryan was on the department, and he was doing fire training, everybody showed up. Like at the Huber house. When Bryan left the fire department, everybody left.

Bryan: Kevin, let me address the training schedule thing. Everything else you're saying it sounds like it's a fire issue.

Kevin: Well it is a fire issue but if we're merging, what's going to happen when it rolls over. Are these people still going to hang around and say I'll show up when I feel like it?

Bryan: As far as our operation on our side we have minimum training requirements for hours. They have to have 24 hours of department training every year. That's just our SOGs. On the training schedule, I do not receive that, (It's the third Saturday? I'll have to look). Karl brought me that in January. We set our training schedule, the lieutenants look it over in November. So they'll start working on next year's in November. The training schedule that we have, has been out since November of last year. I don't want trainings conflicting because I know we've got members in two different departments. So I want them in everything in both sides of that. I think it's awesome the county does these volunteer trainings for everybody. Our training schedule was set in November for the next year and I received that in January. Next year that won't happen obviously.

Kevin: Not to pick on you or anybody else or get into the day to day BS generally, but the last meeting we had a week ago last Tuesday, Well we all show up and go to training, and I drive by Bryan's house in engine seven and everybody's having a picnic.

Bryan: But that's a fire issue

Kevin: But they were on fire

Tricia Anderson (Tricia): And I agree but let me address that because I know you are talking about me. I have E-mailed Karl and Kelly and Steve every single time I can't be at a meeting. Every time. I have this going on, I can't be there. And I'm first to admit that that is an issue. I believe heavily in training. I also have not shown up on one single fire scene because I have not been trained. It doesn't mean that I don't want to be a part. It means that I have a busy life and until I can be properly trained I have no business showing up at a fire scene. I'd be a danger to others. So everybody will have to take responsibility. Our fire chiefs will have to address that, but I'll just tell you from somebody that is on both sides of this that I respond to every training E-mail and state look, I've got class going on or I've got this going on or I just can't be there because of these reasons. (Similar repetitions). Anytime I'm at a fire training I have my gear.

Anne: If I may. This was one of the things that concerned me the most about Beulah EMS before we went district was there was this constant response. We have to set some requirements here, people have to do certain things. And people would tell me you can't

ask that of volunteers. And I will tell you that was a major motivator for me to be very involved in getting the district. I needed to see it being done professionally because I know it wasn't the right way, the way it was going. And so I would offer it to you that going with the district, and however it works out, however we go with the detail, is very much about becoming more professional and insisting that everyone around you become more professional. And I think that's terribly important what you're saying. It's not easy to solve but it does start to happen when you say we are serious about what we are doing.

Steve D: May I add to that because you've got your finger on a huge catch-22.

Kevin: Because it is like I say, they don't have to do anything.

Steve D: Again I'll draw on twenty years of trying to roll that rock. If you accept the precept that because you're a volunteer, you don't have to do anything, you're digging a hole you don't want to get out of. The catch-22 really is if you don't hold folks to a standard, of training and response, and truly hold them to that, what happens is people who would want to be part of the organization and want to train and be equipped stay away from it because they don't trust the folks that are there and are not doing the work. Either you put up with that stuff and you allow the agency to be populated with people who are inexperienced who may have been on the roster for 10 years but have skipped some of the training and frankly aren't worth a darn when the stuff hits the fan. Or you set standards and you stick to them that say this is what we expect in terms of not just hours but type of training. So that you end up with a group of responders that know their stuff, do it well. I think that's where we all want to be. It can be a hard decision to say you are a volunteer but there are expectations of you being a volunteer. And here's what they are; spell it out. Coordinating training schedules is huge. We've got it here between Fire and EMS. I had to coordinate between fire training, with search training, with ??? training, with medical training. So we sat down once a year and did an integrated training schedule, and worked hard not to step on each other. I think that's really important.

Polly: I think that everybody's sort of overlooking where we are at. We're in a place we've never been before. We've always had fire and we've always had ambulance and there's been upsets between. So it's going to take some time, it's got to be worked out. It's just one step at a time, because you don't know what's coming. None of us do. We have never been through this before. It's all new territory, and we have to be pretty careful not to call names or attack. Try to work it out by coming and talking about it or having group meetings. Once it's passed, everybody will be at the same meetings or somebody will be dealing with them if they're supposed to be there and they're not.

Bob Thompson (Bob): I think a lot of our communication problems will get easier when we're one. I'm on Fire, Bryan's on EMS. When we're together, I'm getting the same call he is. Instead of, should it be them or should it be us. Call anybody in Beulah, it's going to be all of us. And I think that will facilitate things not getting so out of whack.

Polly: I hear fire department people being hard on fire department and EMS being hard on EMS and vice versa. I think you need to just give yourselves a break. You're doing a really good job. It's just a hard time right now for everybody.

Steve D: I agree. We've got sixty plus years of history with Beulah Fire, forty years going on with Beulah EMS and yeah it's under the same geographic footprint but they've been operated separately for all that time. We have some old wounds to heal. We're always going to make some new wounds. The goal here is to figure out how to minimize that, do better, keep going forward. And Polly's point, it's down to respect, respecting each other and respecting the job we all have volunteered to do and the people we have volunteered to help.

Polly: And keeping in mind that the real issue here is how to help people, not who said what to whom, or what happened here or there. Those things need to be cleared up when they happen.

???: One point I heard my name brought up something I said, heard Scott say I better keep my mouth shut.

Bryan: I heard that comment too. The comment that I made to Karl at the Ditch Fire was, I walked up to Mark to give him a peanut butter and jelly sandwich, and Mark, no offense, you treated me like I was an idiot. I'm well aware of helicopter safety. I was pissed off and frustrated and I just walked across and said "Mark keeps treating me like I'm a retard" excuse my term. "I want to punch him". It was just me bring pissed off. It's a threat and I apologize, I shouldn't have done it. I was pissed.

Mark: Let me tell you something. Chain of command. My chain of command was the Forest Service. And the pilots. And they said do not let people in here. And here you come.

Bryan: What did I do, Mark, I walked up to you with bread and peanut butter and said

Mark: They didn't want you in that gate

Polly: I'd like to add to this conversation. The same thing happened to me, and I live right there. And it happened to other people who came to me and said what the hell is going on with the Beulah Fire Department? They know us, why are they treating us like idiots when we walk up to the school? You can simply say to somebody, I'm sorry, the Forest Service (you can use their name) won't allow you in here, they've got helicopters, instead of saying (angrily) you can't come in here! (People talking over each other.....) The community doesn't know that. They don't need to be spoken to as if they were idiots just because there's an emergency.

Mark: I didn't speak to anybody like they were an idiot

Polly: I had people speak to friends of mine as if they were idiots, and they came to me and said what is with the Fire Department. And Kelly, Kelly came to me and Kelly didn't say I'm sorry you guys, you can't be down here. (Loudly) "You can't be down here, they have airplanes going over"

Kelly: That's what the Forest Service had told us.

Polly: You can smooth that over. **You** wouldn't go up to your mother and say (loudly) you can't be down here. You would say mom... (people talking over each other, some laughter).

Gene Potestio: There is a safety factor, and the way these men are responsible for protecting life. My own son told me to get out. I shouldn't be upset, I understood the situation. I backed off. And I wasn't anywhere near where the aircraft was landing.

Mark: We were absolutely flooded with lookyloosers.

Kelly: And not just flooded with them but we would be asking the same person over and over to leave.

Polly: Well you see that's inexcusable and I'm not making an excuse for that.

Kevin: And then the van parked in the middle of the road with the kids standing on top of it watching helicopters.

Polly: And you've got the school full of children and teachers, helicopters are flying over, the whole thing is crazy. And you've got a propane tank the size of Nebraska sitting there with helicopters flying over it (laughter)

Kelly: At that point we're not trying at all to be rude saying, You can't be in here, because the next person down the way was back in here, for a third time, I had to go tell them. Because there weren't enough people, so there was a rushing. I wasn't trying to be rude about it.

Anne: Solutions, solutions? (Talking over). Can I just offer a solution? Cannot SOCOM play a police role? You shouldn't be having to play police.

Karl: And adding to that, I go along with what you're saying, I agree the police should handle this. There was a President that came down and took all the resources. But according to Polly, you said to Kelly, would you say it to your own mother, I'd say it to my father, I did say it to my father, I said it to my mother, I would say it to her mother, I would say it to her father who is a bricklayer, and I'm sorry. I will say it to every person in this community. I'm sorry, you will leave.

Polly: And no one should argue with you. That's not what I'm saying. I think you can do a lot to keep the situation from being hysterical by being calm.

Karl: I grant you that. (Talking over).

Kelly: That was not even for me, I wasn't even being flustered at the fire at the moment. I could care less about that. I was worried about the car full of kids that nobody was watching as they were running around, and the guy who was behind the school to take pictures of the helicopter. More than anything it was trying to rush, move to the next person, the next person

Anne: Again solutions. Could we not have some signs and have that be what you do, the perimeter... (talking over)

Polly: It's just something, the hysterical aspect of it and ahhhh, you know, responding to calls. I've seen two incidents of Fire Department responding to calls in an inappropriate way. They're going way too fast, not in their seats, climbing over the seat in the truck. It's unsafe. So it's just a matter of getting a grip on your excitement and not being so gung ho.

Karl: Right. I'm going to say this personally. I'm going to work on something that we've needed to work on and that's scene safety and scene control. And unfortunately that is going to be asking people to walk away. Now they may not get it the perfect way but people were going under lines that we had our firemen set up. People walking into places that they had no business in. Moving cones, running over cones, untying the string. (People talking over, laughter)

Steve D: This is really good on lots of levels. Go back to lessons learned. And maybe it's already been done but for instance we know because there's a wind sock up over there at the school, that suggests that might be a helispot from time to time. Got some good lessons learned from this particular response about scene safety, scene control, control of portable tanks, things like that. This is a great time to write that stuff down, map it out so ok, the next time around, because we know we're going to use that space again. Here's how we prefer to do it, here's the tools we need to do it. Train some folks in how to do that. Part of that too, is take a deep breath and try not to pop off. Most of you who've been around me very long have heard me pop off. I'll apologize for that routinely. You learn from others. A few months after Mason Gulch Fire, I spent a week or so at the state EOC in Louisiana after Katrina. I came in there sixty days after the hurricane. My major take-away from that whole thing was I went to work for folks in the EOC who had not left there for sixty days. They slept in their cubicles sixty nights. They worked ungodly hours. They took on some tasks that'd just make you sick. Keep you up at night. What really struck me was after sixty days they were still polite to each other and polite to everyone who walked in there. That was a huge take-away for me. Yeah, no matter where your adrenaline level is or how wrapped around the post you may be, if you stop and think, how do I respect other people, how do I conduct myself, and strive to do that. You're going to make mistakes, but don't just accept that as a way of doing business. Try and act out of our better selves. Major take-away from Katrina. These folks are exhausted and they're still polite with each other. Doing hard work. We can do that.

Anne: I want to just comment, if I sum up the meeting. What I saw is people coming angry and trying to blame the other guy. And we're beginning to talk about real solutions to real specific problems and this is exactly what we need to be doing all the time. As I listen to what went on, I think Bryan was probably behaving in a way that was irritating you. I don't blame you for being mad. And at the same time I think you brought things against Bryan that you didn't clarify for sure, that that really happened. That is the kind of stuff that absolutely tears agencies apart. If we're going to come together we must not do any of the above. We can't swear about people and we can't bring information that may be somewhat incorrect because we haven't bothered to find out. I'm sure there's some of each, I'm sure it's he said she said. It still needs to be about, how are we going to make this better, not how are we going to tear it apart. It has to be.

Karl: Here's just a question that goes along with working together and whatever. I believe, and I back up what everybody's saying. I've worked with Bryan, I still work with him. But also there's still that dividing line. Even in community events that we go to, EMS is way over here, Fire is way over here. There's no blaming and there's no real communication between either side. There have been things that I can say for a fact that have happened. I'm not going to go into this he said she said stuff, but I still see that problem existing. That it's going to be there.

Steve D: We can fix that if we want to. Let me give an example about separation. I'll go back to the rocket launch. I'm there talking to Kevin. Beulah Fire's there with brush truck. ESB's there with brush truck. Some are my old friends from a long time ago. We're talking and pretty soon Beulah Ambulance comes in with the ambulance and is headed over toward central where all the folks were. My first thought and I asked Kevin was do you want them over closer to you? And he said, it's not my call, and you're right. So maybe I'm a nosy person and I walk over to the ambulance and start talking to the folks there and kind of getting out the question why they were over here. The answer was pretty simple. It wasn't because we didn't want to have the ambulance next to fire. It was because the ambulance was there to serve the public which was pretty much congregated right around where that was. It was because the ambulance was set up spitting distance from that shed which had electricity and air conditioning and that was going to be the place where we could have folks who were getting too much heat. It made good sense to me. Likewise Fire was where they needed to be where it wasn't in the crowd. They needed to be able to respond quickly without running over folks. There was a real good reason for that division that day. I don't know if there was conversation between EMS and Fire that day, coordinating stuff.

Kevin: Its always been we park there so we can see downrange. We need to see and the ambulance has always parked over there, I've never had an issue with it. We go back and forth talking and eating and stuff.

Steve D: So it was one of those things where we have fire and ambulance separate, and folks might ask the question why, well there's answers to that. It doesn't mean don't get on the radio and close the loop with each other. We need to know why we're doing what we do. (talking over)

Bryan: I just want to say something to everybody. I appreciate and I know I may not come across that way. I want to know these concerns. What I don't want is between now and December 31 when my contract does expire, and whatever happens in January. I don't want to see each other in the streets and go (gesture the finger). (talking over and laughing). I don't have hard feelings against anybody in here, I want us to be a community but I'm glad to know I pissed some people off, I guess. I know what the issues are at least.

Gary: At least you know who they are. You probably know some that I don't. (laughter)

Karl: Maybe I can ask something of you, Bryan. Granted we talk very openly. If you do have a problem with any of our firemen, please talk with them first. (Bryan: Ok). I would love for you to hash it out with them first. And also let us know, but I think they deserve the respect from you.

Bryan: and I agree, and Mark, I'll use you as a perfect example. Everytime I talk to you, maybe it's just your personality, my personality is my personality as well. But you always come across as so harsh. Why would I approach you, you're just going to bite off my head. And that's just maybe my misread on you but I will make sure I do that.

Mark: well you've pretty much got me right. (laughter) That's pretty much the way I am. (Talking over, laughing, some agreeing with Mark).

Steve D: But that's huge, getting to know each other.

Mark: We're getting better, I haven't ??? him

Steve D: but in the process keep on talking. Gary, I mentioned something early on about being a fixit guy. I think what we're all invested here, fixing things in our own way. Gary, we talked for about three hours on Monday. I like you Gary, but there's a point. We talked about having something we've talked about for months. And that's a full Fire and EMS sit down and hash stuff out meeting. Close the doors, talk stuff over. We're about halfway here in terms of head count. I would really like for us to take that next step and meet again. We talked about doing that this time next week. Next Thursday, next Friday. We can't do that as a full board without advertising, and I've already been advised by our attorney, we can't put that in executive session. It's got to be an open public meeting. I'm looking for a situation where we've got all the right players in a room laying it out, clearing the air and moving forward. In terms of this board, we can have two of us there. (talking over)

Kelly: here's my question. Bob and Jerry are on the Fire Department. As fire members can't the two board members..

Steve D: I asked that question of Tom Mullans today and he says no. (talking over)

Kelly: Next Friday we'll have a pot luck. There's no meeting (talking over)

Steve D: And I like that. I like breaking bread with each other (comments, laughter) (Discussion re where, when Steve volunteers himself and Bob). I'm Bryan's supervisor. Bob's the old hand on the board in terms of Beulah Fire experience. Gary, are you still up for that? (Gary Yes, up for anything that will resolve some of this.)

Anne: (comments about the pleasure of seeing EMS and Fire doing skit together, playing, at prior event). I was smiling. (talking over, laughing)

(This is no longer full transcription)

They arrange Friday the 31st, 6 pm, pot luck, Station 2

Steve ends the discussion, not done with the board yet.

Kelly asks to stay after with a concern "we don't want to broadcast in front of everybody who's here". Room is cleared, goodbyes.

Kelly: this is why I haven't come by the office as much. She expresses hearing Bryan make a comment in front of Jarrod and other teens that she wouldn't make in front of kids. (Karl agreed when they left "I don't know if I would have said that") I don't know how as a board you would like to handle that.

Bryan: My problem's always been I treat everyone the exact same. Just like the Mark situation, me getting pissed and saying I'm going to punch him if he talks to me one more time like that. I need to learn to curb what I'm saying, especially in front of our cadets.

Kelly: and I don't know if I should say ahhhhh...

Bryan: Truthfully, if I'm doing it, kick me. It's my etiquette, I need to work on it

Kelly: I've probably said worse than that myself

Bryan: I grew up in a firehouse and that is my fault. I want you to say it like you're saying it and, if I do it, point it out immediately. (further comments back and forth)

Steve D: good feedback.

Bryan thanks Kelly, asks her to never hesitate to come talk to him. Anne offers, thank you. That's how you keep relationships. (further friendly comments between Bryan and Kelly)

Steve D: The key to that is, if we all hear the words but just keep on doing it, it's a waste of time.

Bryan: The two things I wrote down, no one's ever come to me yet. And Gary said, I never saw this coming, and I said, I did. Not to sound like a jerk, but this happened with Dawn and Beulah Fire, and it's happening to me and Beulah Fire. And I'll take some blame. Clearly I need to curb my mouth. He makes further comments re board should

do a search, look at options. He wonders if we can get someone of high quality without big bucks. Need to build trust.

Bob commented that he has a little trouble with people who are just looking for things. You either work to make something work or you work not to make it work. The bottom line is you go to a wreck to save the guy. Doesn't need to be who the incident commander is. It's that we get the job done.

Bryan stated he will talk to Karl and Steve about setting up a command system for accidents, he can maybe be the safety officer.

Steve will follow up and ask ESB about that concern

Steve and Bryan discuss that a lot of what Scott said tonight didn't match what they had discussed with him earlier. He was going to go back and confront people who had said things and come back to Bryan to sort that out.

Anne expressed difference between those who try to resolve things and those out to do harm. You can try to tell them what you expect in the way of problem solving and non-attacking. If they can't, you know you can't work with them.

Motion to adjourn was made by Anne Moulton, seconded by Bob Thompson. Motion carried with no objections. Meeting adjourned at 10:14 pm.

Anne Moulton
Secretary, Board of Directors,
Beulah Ambulance District

Final