



Albion Little River Fire Protection District

REGULAR MEETING AGENDA

Wednesday, September 14, 2016, 7:00 pm, Albion School, 30400 Albion Ridge Road, Albion, CA

1. **Call to order and determination of a quorum:**
2. **Motion by Secretary Alan Taeger to adopt agenda:**
3. **Public communication to the board:** Members of the public may address the board on any matter within the jurisdiction of the board; however, no action will be taken on items not on the agenda. Individuals wishing to address the board regarding items on the agenda may do so when the agenda item is presented.
4. **Chiefs report:**
5. **Consent calendar:** The following consent items are expected to be routine and non-controversial, and will be acted on by the board in a single action without discussion unless a request is made by a board member or a member of the public to move an item for discussion or separate action.
 - a. **Approval of the August 10, 2016 regular meeting minutes.**
 - b. **Approval of the August 26, 2016 special meeting (workshop) minutes.**
 - c. **Acceptance of the monthly correspondence report.**
 - d. **Acceptance of the July, 2016 financial report.**
 - e. **Acceptance of the resignation of Director Chris Skyhawk effective September 14, 2016.**
 - f. **Motion by Director Taeger to affirm chief's continuous authorization to commit district funds for buildings and property maintenance by contract or by hire for the purpose of maintaining safety, comfort and appearance of district buildings and property.**
6. **Unfinished Business for discussion and possible action:**
 - a. **Disposal of Engine 8181 – Issel/Williams**
 - b. **Motion by Director Taeger to amend current district bylaws Section 1100-[Board Meetings], Article 6. [Board Meeting Schedule], item a. to read “Regular meetings to be held on the third Monday of each calendar month at 7:00 pm at Albion School, 30400 Albion Ridge Road, Albion, CA”. Motion to become effective at the next regular meeting (Monday, October 17, 2016) Motion is made to alleviate operations meeting conflicts and to achieve more timely publication of monthly financial reports.**
7. **New Items for discussion and possible action:**
 - a. **Motion by Director Wolfe to adopt policy to allow district to replace/reimburse district firefighters and emergency medical personnel for personal emergency response items that may become damaged, destroyed, or otherwise made inoperable as a result of responding to emergency incidents.**
 - b. **Motion by Director Issel to begin the process to create an ordinance requiring property owners that employ a locked gate inhibiting access during an emergency response to utilize a combination lock box or combination lock, and provide such combination to ALRFPD Chief for incorporation into ALRFPD Dispatch Map Book. Such Ordinance to make provision ALRFPD will be held harmless for any property damage to gates and doors resulting from failure to comply with such ordinance.**
 - c. **Motion by Director Issel to begin the process to create an ordinance that provides for discretionary billing of ALRFPD services to Medical / Security Alarm providers after an excessive number (to be established) of false alarm responses within a year has been made to the same subscriber address.**
8. **Committee reports:**
 - a. **Compressed air foam system – Issel**
 - b. **Station 811 building modifications & Apparatus replacement – Issel**
 - c. **Mendocino Association of Fire Districts – Taeger**

- d. Parcel tax appeals – Roat, Wolfe
 - e. Station 813 easement – Roat
 - f. Strategic planning – Issel
9. Directors Discussion:
- a. **Wolfe:** Possible topics of inclusion in the upcoming financial workshop.
 - b. **Non agenda items of board concern.**
10. Adjournment:

Any individual who requires disability related accommodations or modifications, including auxiliary aids and services, in order to participate in the board meeting should contact the board at 707-937-4022, email: board@albionfire.com or write to the board at PO Box 634, Albion, CA 95410-0634 as soon as possible before the meeting date.

Fire Chief's Report, 1 September, 2016, by Ted Williams**• Incident Log**

- **2016008350 08/02/2016 0423**
 - MEDICAL BRAVO; 7052 N. HWY 1, LR
 - John Oakley (8130)
 - Citlali Calvillo (8130)
 - Sam Levine
 - Jaime Placido
 - John Crowningshield (8132)
 - On Scene: 0444
 - Available: 0448
- **2016008374 08/02/2016 1543**
 - PUBLIC ASSISTANCE; 34500 ALBION RIVER NORTH SIDE RD, ALBION
 - RP STATED BABY CALF ON ROCKS--UTL, OWNER SAYS ALL COWS ACCOUNTED FOR
 - John Oakley (8130)
 - Jaime Placido
 - Harolde Searles
 - Sam Levine
 - Citlali Calvillo
 - Steve Wolfe
 - Max Hanna
 - On Scene: 1605
 - Available: 1627
- **2016008377 08/02/2016 1639**
 - DEBRIS FIRE; 3000 ALBION RIDGE B RD, ALBION
 - John Oakley (8162)
 - Citlali Calvillo (8162)
 - Max Hanna (8162)
 - Jaime Placido (8190)
 - Harolde Searles
 - Sam Levine
 - On Scene: 1653
 - Available: 1744
- **2016008526 08/05/2016 1808**
 - MEDICAL ALPHA; 43300 LITTLE RIVER AIRPORT RD #121, LR
 - Steve Crowningshield (8132)
 - John Crowningshield (8132)
 - Marshall Brown
 - Jaime Placido IC
 - Sam Levine Med Gp
 - Citlali Calvillo (8130) canc.
 - On Scene: 1816
 - Available 1848
- **201608558 08/06/2016 0637**
 - MEDICAL, BRAVO: 43300 LITTLE RIVER AIRPORT RD #49, LR

- Sam Levine Med Gp
- Jaime Placido IC
- Steve Crowningshield 8132
- Kevin Spring 8132
- Ted Williams (8130)
- Marshall Brown (8130)
- On Scene: 0650
- Available: 0655
- **2016008563 08/06/2016 1053**
 - MEDICAL DELTA; ALBION RIVER CAMPGROUND, ALBION
 - Debbi Wolfe
 - Steve Wolfe
 - John Oakley (8130)
 - Ted Williams (830)
 - Citlali Calvillo
 - Marshall Brown
 - Max Hanna
 - Steve Crowningshield (8132) canc.
 - Available: 1113
- **No Page 08/08/2016 1015**
 - TRAFFIC COLLISION/MEDICAL; CLEONE GROCERY (MP), CLEONE
 - Tony Oakley
 - On Scene: 1015
 - Available: 1020
- **2016008758 08/10/2016 1812**
 - FIRE, SMOKE CHECK; WHARF RESTAURANT, FT BRAGG
 - John Oakley
 - On Scene: 1812
 - Available: 1825
- **2016008771 08/10/2016 2114**
 - PUBLIC ASSISTANCE; HIGHWAY 1, MP 41.5, ALBION
 - Max Hanna
 - Debbi Wolfe
 - Steve Wolfe
 - Harolde Searles
 - Ted Williams (8162)
 - On Scene: 211
 - Available: 2203
- **2016008867 08/13/2016 0134**
 - 43300 LITTLE RIVER AIRPORT RD, #104; LITTLE RIVER
 - Sam Levine
 - Jaime Placido
 - Ted Williams (canc)
 - Marshall Brown (canc)
 - Leslee Hrbacek (canc)
 - On Scene: 0134

- Available: 0143
- **2016008971 08/15/2016 1623**
 - WATER RESCUE; 6051 N. HWY 1, LITTLE RIVER
 - MUTUAL AID PROVIDED BY MVFD, COAST GUARD--CALL CANCELED
 - Ted Williams
 - John Oakley
 - Marshall Brown
 - John Crowningshield
 - Steve Crowningshield
 - Debbi Wolfe
 - Steve Wolfe
 - Harolde Searles (canc)
 - Available: 1647
- **2016009036 08/17/2016 0717**
 - MED CHARLIE; 43300 LITTLE RIVER AIRPORT RD, #1, LITTLE RIVER
 - Sam Levine
 - Jaime Placido
 - Kevin Spring
 - Steve Crowningshield
 - Marshall Brown (canc)
 - Leslee Hrbacek (canc)
 - On Scene: 0736
 - Available: 0752
- **2016009100 08/18/2016 1518**
 - 3800 ALBION RIDGE G ROAD, ALBION
 - Sam Levine
 - Andrea Pennebaker
 - Michael Rees
 - On Scene: 1541
 - Available: 1639
- **201609157 08/19/2016 1624**
 - WILDLAND FIRE>MED BRAVO/TRAFFIC INCIDENT; ALBION RIDGE RD (BETW C & D RDS), ALBION
 - Ted Williams (8162)
 - Jaime Placido (8162)
 - Steve Wolfe
 - Debbi Wolfe
 - Sam Levine
 - Marshall Brown (8180)
 - Michael Rees (8163)
 - Steve Crowningshield
 - Harolde Searles (canc)
 - Craig Hathaway (canc)
 - On Scene: 1629
 - Available: 1948
- **2016009161 08/19/2016 1730**

- ELECTRICAL HAZARD; 32001 ALBION RIDGE ROAD, ALBION
- Ted Williams
- Jaime Placido
- Steve Wolfe
- Debbi Wolfe
- Sam Levine
- Marshall Brown
- Michael Rees
- Steve Crowningshield
- Harolde Searles (canc)
- Craig Hathaway (canc)
- On Scene: 1730
- Available: 1801
- **2016009234 08/21/2016 1252**
 - PUBLIC ASSISTANCE; 3500 N. HIGHWAY 1, ALBION
 - MUTUAL AID PROVIDED BY MVFD, CALFIRE
 - Michael Rees
 - Marshall Brown
 - Debbi Wolfe
 - Ted Williams
 - Citlali Calvillo
 - Kevin Spring
 - Harolde Searles (canc)
 - On Scene: 1300
 - Available: 1504
- **2016009317 08/23/2016 1119**
 - PASSENGER VEHICLE FIRE; 1190 MAIN ST., FT BRAGG
 - Ted Williams
 - On Scene: 1119
 - Available: 1144
- **2016009346 08/24/2016 0114**
 - MEDICAL BRAVO; 3800 ALBION RIDGE G RD, ALBION
 - Ted Williams
 - Marshall Brown
 - Citlali Calvillo
 - John Crowningshield
 - On Scene: 0127
 - Available: 0209
- **2016009496 08/27/2016 1957**
 - MEDICAL/TRAFFIC COLLISION; N. HWY 1, MP 43.74, ALBION
 - Ted Williams (8130)
 - Marshall Brown (8162)
 - Michael Rees
 - Steve Wolfe
 - Debbi Wolfe
 - Leslee Hrbacek

- Kevin Spring
- Citlali Calvillo (canceled)
- On Scene: 2009
- Available: 2136
- **2016009497 08/27/2016 2026**
 - SMOKE CHECK; HIGHWAY 128, MP 3.0, ALBION
 - UNABLE TO LOCATE
 - Marshall Brown (8162)
 - Michael Rees (8162)
 - Available 2053
- **2016009523 08/28/2016 1519**
 - MEDICAL BRAVO>DELTA; 3790 N. HWY 1 (ARI), ALBION
 - Ted Williams (8130)
 - Leslee Hrbacek (8130)
 - Citlali Calvillo
 - Steve Wolfe
 - Debbi Wolfe
 - Sam Levine
 - Marshall Brown
 - Michael Rees
 - On Scene: 1529
 - Available: 1612
- **2016009529 08/28/2016 1904**
 - MEDICAL BRAVO; 3790 N. HWY 1 (ARI), ALBION
 - Ted Williams
 - John Oakley (8130)
 - Marshall Brown (8130)
 - Citlali Calvillo (8130)
 - Leslee Hrbacek (8130)
 - Rob Marcello (8130)
 - Kevin Spring
 - Sam Levine (canc)
 - On Scene: 1915
 - Available: 1936
- **2016009639 08/31/2016 0817**
 - MEDICAL BRAVO; 5351 ALBION LITTLE RIVER RD, LITTLE RIVER
 - False Alarm, no medical merit
 - Sam Levine
 - Marshall Brown
 - Debbi Wolfe
 - Leslee Hrbacek
 - Citlali Calvillo
 - Ted Williams
 - Andrea Pennebaker
- **Training**

- **08/04/2016 – Portable Pumps – J. Crowningshield/Brown – Station 812 ALRFPD (2 Hours)**
 - *Objectives (Firefighters will be able to...)*
 - 1 Electrically or manually start the portable diesel water pumps on R8132.
 - 2 Manually start the portable gasoline water pumps on E8180
 - 3 Know how and when to use a portable water pump while wildland or structural firefighting
 - Citlali Calvillo, Debbi Wolfe, Jamie Placido, John Crowningshield, Kevin Spring, Leslie Hrbacek, Marshall Brown, Max Hanna, Michael Issel, Sam Levine, Serena Randolph, Steve Wolfe
- **08/13/2016 – Wildland Drills – Brown/Oakley – Station 812 ALRFPD (2 Hours)**
 - *Objectives (Firefighters will be able to...)*
 - 1 Fight fire aggressively having provided for safety first
 - 2 Understand the CAFS process and mechanics on E8162
 - 3 Perform an initial attack on a vegetation fire
 - 4 Provide an initial windshield size-up and secondary size-up of conditions at the scene of a wildland fire
 - **Citlali Calvillo, Debbi Wolfe, John Oakley, Leslie Hrbacek, Marshall Brown, Michael Issel, Sam Levine, Steve Wolfe, Ted Williams**
- **08/18/2016 – Medical – Nat Noorling – Station 811 ALRFPD (2 Hours)**
 - *Objectives (Firefighters will be able to...)*
 - 1 Know how to do a proper scene size-up for an MCI vehicle accident
 - 2 Effectively triage multiple victims in a timely manner
 - 3 Have situational awareness during an MCI vehicle accident
 - Craig Hathaway, Debbi Wolfe, Kevin Spring, Michael Issel, Michael Rees, Sam Levine, Steve Crowningshield, Steve Wolfe
- **Maintenance**
 - **Portable Pump (gas unit)**
 - carburetor cleaned by shop
 - **Engine 8162**
 - replaced driver side seat belt mechanism
 - **Station 811**
 - Removed legacy debris from upstairs.
 - PPE sorting and retirement planned.



Albion Little River Fire Protection District

REGULAR MEETING MINUTES

Wednesday, August 10, 2016, 7:00 pm, Albion School, 30400 Albion Ridge Road, Albion, CA

1. **Call to order and determination of a quorum:** Meeting called to order at 7:03 pm by President Michael Issel. Directors Skyhawk, Taeger, Wolfe, and Roat present as well as four members of the public. Chief Ted Williams arrived at 7:12 pm.
2. **Motion by Secretary Alan Taeger to adopt agenda:** Agenda approved as amended (Item 6.f. moved to beginning of section 6) by unanimous vote of the board.
3. **Public communication to the board:** None.
4. **Chief's report:** See monthly report in packet. No further comment.
5. **Consent calendar:** Item 5.f. pulled by Director Wolfe for discussion and separate action. Balance of consent calendar approved by unanimous vote of the board.
 - a. **Approval of the July 13, 2016 regular meeting minutes.**
 - b. **Approval of the July 25, 2016 special meeting minutes.**
 - c. **Acceptance of the monthly correspondence report.**
 - d. **Acceptance of the May, 2016 financial report.**
 - e. **Acceptance of the June, 2016 financial report.**
 - f. **Motion by Director Taeger to amend accounts signatory oversight motion passed unanimously by the board at the May 11, 2016 regular meeting:** Director Wolfe questioned wording of motion to amend. Motion tabled for possible revision and consideration at the next regular meeting.
 - g. **Motion by Director Taeger to direct President Issel to sign verification that district conflict of interest code accurately designates all positions that make or participate in the making of governmental decisions, that the district has reviewed its conflict of interest code, and that the current code incorporates FPPC regulation 18730 so that all Government Code Sections are referenced. (Reference ALRFPD bylaws section 1120 – Conflict of Interest.)**
 - h. **Motion by Director Taeger to place a display ad in the next issue of The Mendocino Beacon thanking participants of the annual barbeque fundraiser (Draft ad copy in packet).**
 - i. **Motion by Director Wolfe to revise FY 2016-2017 Tax Revenue and Appropriations Budget with an increase in Budget Category [864370 – Equipment] by the amount of \$47,824.78 (ALRFPD equity contribution to HCC apparatus lease purchase financing agreement plus \$5,000.00 documentation fee). (See packet.)**
6. **Unfinished Business for discussion and possible action:**
 - a. **Disposal of Engine 8181 – Issel/Williams:** Director Issel reported that Westport Fire Department declined donation of retired Engine 8181. Director Taeger motioned to approve 8181 disposal at discretion of Vehicle Replacement Committee. Motion passed by unanimous vote of the board.
 - b. **Printer/copier leasing – Taeger:** Director Taeger reported that purchase of a mid-priced small office all-in-one ink jet printer would be the most cost effective printer/copier for our district's needs. He will likely present a proposal for purchase at the next regular board meeting.
 - c. **Federal Surplus Property Reutilization Program renewal – Chief Williams:** Chief Williams reported that this item was incorrectly titled, that the program was not yet up for renewal. He reported vehicles currently available are not suitable for our district.
 - d. **Annual CAL FIRE assistance by hire agreement renewal – Chief Williams:** Chief Williams reported that the renewal agreement is still under negotiation, and repeated that terms of the agreement as written are in conflict with each other and with the actual capabilities of our district, and he and Chief O'Brien

of Mendocino Fire Department had discussed the issues with Battalion Chief Nichols and Chief Gonzalez of CalFire three weeks ago and that they promised to take up the issue with Unit Chief Rowney of CalFire and get back to Chiefs Williams and O'Brien. CalFire officials have not yet done so.

- e. Item included on agenda in error.
- f. **Possible action to change meeting location to the Woods – Skyhawk:** Director Skyhawk reported contact with Sarah Peters, Park Manager of The Woods to ascertain availability of The Woods' meeting room for use by ALRFPD for regular meeting venue. The third Monday of the month was determined to be the favored meeting day by board consensus. Woods' meeting room not available those days. Director Skyhawk will contact school district to see if Albion School is available for district meetings on those days.

7. New Items for discussion and possible action: President Issel spoke of the need to schedule separate special meetings to address topics 7.a. through 7.c. Director Taeger made a motion to schedule these special meetings by use of "Doodle" scheduling app. Motion passed by unanimous vote of the board.

- a. **Special Meeting: Long Term Budget Expenditures:** Director Issel expressed the need for the district to address planning for long term budget expenditures. A committee (Issel – Williams) was established to develop a preliminary plan to be deliberated at a special meeting.
- b. **Special Meeting: Financial Procedures & Logistics Workshop**
- c. **Special Meeting: ALRFPD Bylaw Update completion**
- d. **Central Fire Station via Lease Purchase Financing or Installment Sale Agreement [Reference in packet]:** President Issel presented the possibility of financing a new central fire station through a private financing consortium (Holman Capital) which financed our new apparatus purchase. He will continue to investigate.

Director Skyhawk left the meeting at 8:15 pm.

8. Committee reports:

- a. **Compressed air foam system – Issel:** Chief Williams reported that an adequate supply of foam has been delivered and system is now ready for calibrating.
- b. **Station 811 building modifications & Apparatus replacement – Issel:** Director Issel reported that new fire engine and tender order transactions completed. A meeting is scheduled with architect to finalize specifications for the new building at Station 811.
- c. **Mendocino Association of Fire Districts – Taeger:** Director Taeger reported on current MCAFD activities.
- d. **Parcel tax appeals – Roat, Wolfe:** Directors Wolfe and Roat reported that there are minor issues remaining with parcel tax appeals they expect should be settled shortly to be able to dissolve the committee by next regular meeting.
- e. **Station 813 easement – Roat:** Director Roat reported he has made another attempt to contact one of the two property owners to determine a date certain for easement negotiation but that he has not received a response to date.
- f. **Strategic planning – Issel, Skyhawk:** Director Issel reported that the first strategic planning workshop has been scheduled for August 26th.

9. Directors Discussion:

- a. **Non agenda items of board concern:**
 - i. Director Wolfe reported on the invitation to a neighborhood party at Van Damme Beach on August 21st and thought we should have a presence at this party.
 - ii. Director Wolfe requested that Bookkeeper Sara Spring be added to the general board email distribution list.
 - iii. Director Wolfe announced that proceeds from the annual barbeque to the district would be forthcoming in the amount of \$8,420.00.

10. Adjournment: Meeting adjourned at 8:55 pm.



Albion Little River Fire Protection District

SPECIAL MEETING MINUTES

Friday, August 26, 2016, 9:00am, The Woods, 43500 Little River Airport Road, Little River, CA

The meeting was called as a special meeting of the Board of Directors of the Albion Little River Fire Protection District for the purpose of holding the first Community Foundation funded strategic planning workshop. No other business was considered at this special meeting.

Workshop convened at 9:10 am by facilitator Heather Paulsen. Directors Issel, Taeger, Wolfe, Roat present. Also present Donna Schuler, co-facilitator and one member of the public.

Workshop report included in September 14, 2016 regular meeting packet.

Workshop adjourned at 1:15 pm.

DRAFT



REGULAR MEETING SEPTEMBER 14, 2016 CORRESPONDENCE REPORT

- August 14, 2016 -Notice of Fire Hazard Inspection from CalFire found in weeds at Station 811 by Chief Williams.
- August 17, 2016 -Received letter by USPS from Santa Cruz County Bank with check enclosed for \$10.00 as refund for difference between what was advance from the loan and what was actually wired out.
-Received certified letter by USPS from Mendocino LAFCo which includes nomination form and a request for nominations for LAFCo special districts member seat on the LAFCo board (nominations due by October 10, 2016), as well as a copy of the LAFCo FY 2016-2017 amended operating budget.
- August 18, 2016 -Received letter by USPS from CSDA Financing Corporation with invitation to apply for a financing quote.
- August 26, 2016 -Received letter by USPS from Alliant Insurance Services, Inc. with hard copies of GSRMA Certificates of insurance coverage showing Northern California Presbyterian Homes and Services (The Woods) as certificate holders and named insured.
-Received package from Mendocino County Planning and Building Services with copy of Coastal Development Permit application Case # CDP_2016-0032 regarding a location on Frog Pond Road.
- August 31, 2016 -Received email from Golden State Risk Management Agency with attached annual renewal questionnaire due September 16, 2016.



013
**NOTICE OF
FIRE HAZARD INSPECTION**

377125

A fire department representative has inspected your property for fire hazards. You are hereby notified to correct the violation(s) indicated below.

Failure to correct these violations may result in a citation and fine.

Occupant:		Physical Address:		Phone #:	
Occupant Not Home: 1 st Attempt: / /	Occupant Not Home: 2 nd Attempt: / /	Refused Inspection: / /	For Questions, Contact Inspector at: (707) 964-5673		
Roof Construction Combustible/Non-Combustible	Exterior Siding Combustible/Non-Combustible	Window Panes Single Pane/Multi-Pane	Eaves Enclosed/Unenclosed	Decks or Porches Masonry/Composite/Wood	Location of Structure Flat Ground/Slope/Ridge Top

Defensible Space Zone (within 30 feet of all structures or to property line):

- 2 3 A. Remove all branches within 10 feet of any stovepipe or chimney outlet. PRC §4291(a)(4)
- 2 3 B. Remove leaves, needles or other vegetation on roofs, gutters, decks, porches and stairways etc. PRC §4291(a)(6)
- 2 3 C. Remove all dead or dying trees, branches, shrubs or other plants adjacent to or overhanging buildings. PRC §4291(a)(5)
- 2 3 D. Prune lower branches of trees to a height of 6 to 15 feet (or 1/3 tree height for trees under 18 feet). PRC §4291(a)(1)
- 2 3 E. Remove all dead or dying grass, leaves, needles or other vegetation. PRC §4291(a)(1)
- 2 3 F. Remove or separate live flammable ground cover and shrubs. PRC §4291(a)(1)

Reduced Fuel Zone (within 30 - 100 feet of all structures or to property line):

- 2 3 G. Mow dead or dying grass to a maximum of 4 inches in height. Trimmings may remain on the ground. PRC §4291(a)(1)
- 2 3 H. Live flammable ground cover less than 18 inches in height may remain, but overhanging and adjacent trees must be pruned to a height of 6 to 15 feet. PRC §4291(a)(1)
- 2 3 I. Reduce fuels in accordance with the Continuous Tree Canopy Standard (see back). PRC §4291(a)(1)
- 2 3 J. Reduce fuels in accordance with the Horizontal Spacing Standard (see back). PRC §4291(a)(1)

Defensible and Reduced Fuel Zone (within 100 feet of all structures or to property line):

- 2 3 K. Logs or stumps embedded in the soil must be removed or isolated from structures and other vegetation. PRC §4291(a)(1)
 - 2 3 L. Remove all dead or dying brush and trees, and all dead or dying tree branches within 15 feet of the ground. PRC §4291(a)(1)
- Other Requirements:**
- 2 3 M. Clear all flammable vegetation, trash and other combustible materials 10 feet around and above propane tanks. CFC §3807.3
 - 2 3 N. Address numbers shall be displayed in contrasting colors (4" Min. Size) and readable from the street or access road. CFC §505.1
 - 2 3 O. Equip chimney or stovepipe openings with a metal screen having openings between 3/8 inch and 1/2 inch. CBC §2113.9.1

Recommendations:

- Clear 10 feet around and 15 feet above fuels (e.g. Woodpiles, lumber, scrap etc.). Move woodpiles as far as possible from structures.
- Remove flammable materials stored under decks and similar overhangs of structures.
- Clear vegetation 10 feet from sides and 15 feet above all driveways and turnaround areas.

No violations observed.

Comments: Prune trees within 30 ft of structure
There

N39° 13.580
W123° 41.818

Additional Information on Back

1. Inspector: <u>Kevin Kocher</u>	Date: <u>5/12/16</u>	A re-inspection will occur on/after: <u>6/11/16</u>
2. Inspector: <u>Thomas Formica</u>	Date: <u>7/26/16</u>	A re-inspection will occur on/after: <u>8/26/16</u>
3. Inspector: _____	Date: ___/___/___	

Checked boxes indicate violations.



August 15, 2016

Albion Little River Fire Protection Dist.
PO Box 634
Albion, CA 95410

RE: Payoff Reimbursement for Ln 900482080

Dear Customer -

Enclosed is a cashier's check for \$10.00. This amount is the difference between what was advanced from your above referenced loan and what was actually wired out.

If you have any questions, please don't hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads 'Larae Ross'.

Larae Ross
Loan Documentation Officer
lross@sccountybank.com
(831) 457-5003 Ext 2144
(831) 457-5001 (Fax)

Put your money where your life is.



MENDOCINO**Local Agency Formation Commission**

Ukiah Valley Conference Center ◊ 200 South School Street ◊ Ukiah, California 95482

Telephone: 707-463-4470 Fax: 707-462-2088 E-mail: eo@mendolafco.org Web: www.mendolafco.org**CHAIR**Jerry Ward
Public Member**VICE CHAIR**Holly Madrigal
Willits City Council**TREASURER**Doug Hammerstrom
Fort Bragg City Council**MEMBERS**Carre Brown
County Board
of SupervisorsJohn McCowen
County Board
of Supervisors**Theresa McNerlin**

Ukiah Valley Sanitation District

Tony Orth

Brooktrails Township CSD

ALTERNATE MEMBERS**Kevin Doble**

Ukiah City Council

Dan HamburgCounty Board
of Supervisors**Carol Rosenberg**

Public Member

Angela Silver

Calpella County Water District

Executive Officer

Uma Hinman

Analyst

Larkyn Feiler

Commission Clerk

Elizabeth Salomone

Counsel

Scott Browne

Regular MeetingsFirst Monday
of each month
at 9:00 AM
at the Mendocino
County Board
of Supervisors Chambers
501 Low Gap Road***Sent by Certified Mail***

August 15, 2016

To: Board of Directors of Independent Special Districts
 From: Uma Hinman, Executive Officer
 Subject: Request for Nominations for District Member to serve on LAFCo

The Special District Member seat on the Mendocino Local Agency Formation Commission (LAFCo) currently held by Tony Orth expires December 31, 2016. LAFCo invites you to submit a nomination to fill the four year Special District Member vacancy.

LAFCo is an independent, quasi-legislative agency that reviews city and special district annexations and the establishment of boundaries and authorized services for numerous local agencies, including fire, community service, and water districts. The Commission is comprised of seven regular and four alternate members representing the county, cities, independent special districts, and general public.

LAFCo conducts nominations and elections to select district members on behalf of the Independent Special Districts. All terms are four years and end on December 31 of the fourth year. There are no term limits. Each district may nominate one person for the position. Nominees must be Board members and nominations must be approved by the district's governing body. All nominations must be accompanied by a completed nomination form (enclosed) and may be mailed or emailed to LAFCo (see letterhead).

Upon receipt of nominations, LAFCo will prepare and send ballots to each district. If you have any questions, please contact LAFCo staff at 707-463-4470 or email the Clerk at clerk@mendolafco.org.

The nomination and election schedule is as follows:

August 15, 2016:	Distribute nomination forms to special districts
October 10, 2016:	Nominations due to Commission
October 17, 2016:	Ballots issued
December 15, 2016:	Ballots due
January 2017:	Commissioner begins four year term

Nominations due to Commission (mail, email, or hand delivery)

By October 10, 2016

MENDOCINO

Local Agency Formation Commission

Ukiah Valley Conference Center ◊ 200 South School Street ◊ Ukiah, California 95482
Telephone: 707-463-4470 Fax: 707-462-2088 E-mail: eo@mendolaform.com Web: www.mendolaform.com

Nomination Form
(due to LAFCo by October 10, 2016)

Special District Regular Member – 4 Year Term

Name of District: _____

Address: _____

Telephone: _____

The Board hereby nominates _____
to serve on the Mendocino Local Agency Formation Commission.

Board action taken on the _____ day of _____, 2016 by the following vote:

Ayes: _____

Noes: _____

Abstain: _____

Absent: _____

District Representative:

Signature

Date

Printed Name

Title

Nominations due to LAFCo (mail, email, or hand delivery)
by October 10, 2016

MENDOCINO**Local Agency Formation Commission**

Ukiah Valley Conference Center ◊ 200 South School Street ◊ Ukiah, California 95482

Telephone: 707-463-4470 Fax: 707-462-2088 E-mail: eo@mendolafco.org Web: www.mendolafco.org

CHAIRJerry Ward
Public Member

August 12, 2016

VICE CHAIRHolly Madrigal
Willits City Council**To: Mendocino County, Cities and Independent Special Districts****TREASURER**Doug Hammerstrom
Fort Bragg City Council**RE: New Executive Office Introduction and Budget Amendment Notification****MEMBERS**Carre Brown
County Board
of Supervisors

It is my pleasure to announce the new Mendocino LAFCo Executive Officer, Uma Hinman. Ms. Hinman was raised in Mendocino County and is thrilled to again be working with our community. She brings over 15 years of experience in land use and water planning, working primarily with LAFCos, special districts, and state and local government agencies.

John McCowenCounty Board
of Supervisors

The Commission has adopted a two year work plan that continues the preparation of state-mandated municipal service reviews and spheres of influence updates. These next two years will be focused on continuing the updates of 32 special district and city spheres of influence and municipal service reviews.

Theresa McNerlin

Ukiah Valley Sanitation District

Tony Orth

Brooktrails Township CSD

FY 2016-17 Budget Amendment**ALTERNATE MEMBERS****Kevin Doble**

Ukiah City Council

In accordance with Mendocino LAFCo Policies and Procedures Part 1, Chapter 5, Sections 1-4, the Proposed FY 2016-17 Budget was approved by the Commission in a Public Hearing at the Regular Commission Meeting of June 6, 2016 and distributed.

Dan HamburgCounty Board
of Supervisors

On August 1, 2016, LAFCo held a public hearing to consider approving a FY 2016-17 Budget Amendment that would reallocate funds from unrestricted funds based on the approved Executive Officer contract and in anticipation of funds necessary for GIS services to carry out the Commission's work for the remainder of the year. The Amendment was approved in Resolution 16-17-01 and posted on the Commission website.

Carol Rosenberg

Public Member

Angela Silver

Calpella County Water District

Executive Officer

Uma Hinman

Account	Description	FY 2016-17 Budget	Amendment Amount	Amended Budget Total
5301	Basic Services: Executive Officer Contract	\$ 43,000	\$ 1,080	\$ 44,080
5302	Basic Services: Clerk Contract	\$ 19,000	\$ 2,600	\$ 21,600
7501	SOI Updates (GIS Services, County Services Contract)	\$ 39,000	\$ 3,622	\$ 42,622
	Total Budget Increase		\$ 7,302	

Analyst

Larkyn Feiler

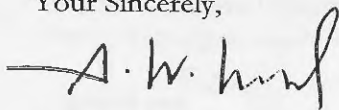
Commission Clerk

Elizabeth Salomone

Counsel

Scott Browne

Your Sincerely,


Gerald Ward
Commission Chair**Regular Meetings**First Monday
of each month
at 9:00 AM
at the Mendocino
County Board
of Supervisors Chambers
501 Low Gap Road

Enc.: Approved FY 2016-17 Budget Amendment

**Mendocino Local Agency Formation Commission
Operating Budget**

ACCOUNT		FY 2016-17	FY 2016-17
#	DESCRIPTION	Final	Approved Amendment
REVENUE			
4000	LAFCO Apportionment Fees	\$120,000.00	\$120,000.00
4030	Application Filing Fees	\$30,000.00	\$30,000.00
4100	Service Charges	\$0.00	\$0.00
4800	Miscellaneous	\$0.00	\$0.00
4910	Interest Income	\$120.00	\$120.00
	Revenue Total	\$150,120.00	\$150,120.00
EXPENSES			
5300	Basic Services (split between sub-accounts)	\$0.00	\$0.00
5301	Executive Officer Contract	\$43,000.00	\$44,080.00
5302	Clerk Contract	\$19,000.00	\$21,600.00
5500	Rent (split between sub-accounts)	\$0.00	\$0.00
5502	Office Space	\$4,800.00	\$4,800.00
5503	Work Room	\$360.00	\$360.00
5600	Office Expenses (split between sub-accounts)	\$0.00	\$0.00
5601	Office Supplies (petty cash)	\$700.00	\$700.00
5603	Photocopy	\$1,000.00	\$1,000.00
5605	Postage	\$300.00	\$300.00
5607	Office Equipment	\$0.00	\$0.00
5700	Internet & Website Costs	\$1,200.00	\$1,200.00
5900	Publication and Legal Notices	\$2,000.00	\$2,000.00
6000	Televising Meetings	\$1,700.00	\$1,700.00
6100	Audit Services	\$3,025.00	\$3,025.00
6200	Bookkeeping	\$4,800.00	\$4,800.00
6300	Legal Counsel	\$6,000.00	\$6,000.00
6400	A-87 Costs County Services	\$2,010.00	\$2,010.00
6500	Insurance-General Liability	\$1,000.00	\$1,000.00
6600	Memberships (CALAFCO/CSDA)	\$2,100.00	\$2,100.00
6740	In-County Travel & Stipends	\$4,300.00	\$4,300.00
6750	Travel & Lodging Expense	\$5,000.00	\$5,000.00
6800	Conferences (Registrations)	\$3,000.00	\$3,000.00
7000	Barraco & Associates MSR Contract	\$0.00	\$0.00
7001	MSR Reviews - Admin	\$15,000.00	\$15,000.00
7501	SOI Updates	\$39,000.00	\$42,622.00
9000	Special District Training Support	\$0.00	\$0.00
	Operating Expense Total	\$159,295.00	\$166,597.00
8000	Application Filing Expenses	\$30,000.00	\$30,000.00
	Expense Total	\$189,295.00	\$196,597.00
	REVENUE/EXPENSE DIFFERENCE	-\$39,175.00	-\$46,477.00
	<i>(Negative balance indicates use of fund balance)</i>		
	Fund Balance	73,968.00	73,968.00
	<i>(As of April 2016)</i>		
	Reserves Total	\$100,105.41	\$100,105.41
	<i>(As of December 2015)</i>		



CSDA
Finance Corporation

IMPORTANT MEMO

To: Fire Protection Districts in California
From: CSDA Finance Corporation
Date: August 12, 2016

Re: Financing solutions for special districts

Where will you find the funding you need?

As a fire protection district in California, your agency provides a vital service in your community. You have special needs related to the funding of mission-critical infrastructure projects and equipment and vehicle purchases that enable you to continue providing important emergency services.

Whether your district's needs include a \$300,000 fire truck purchase or a \$3,000,000 fire station construction, you should know that the CSDA Finance Corporation understands and is here for you.

Last year, the CSDA Finance Corporation financed over \$20 million in projects and equipment purchases for special districts of all types and sizes. Our consultant team, with years of experience in municipal financing, is poised to provide you with the best in service, expertise, and competitive pricing. What's more, lenders and investors have developed a confidence level based on the expertise of our consultants. That confidence helps facilitate a smooth funding process for special district transactions.

Want to take advantage of today's low interest rates?

If your agency has a funding need, small or large, the CSDA Finance Corporation welcomes the opportunity to provide you with a free, no obligation quote at any time. Give us a call at 877.924.2732 or request a no-cost, no-obligation quote online at www.csdafinance.net.

We're here to help.

CSDA Finance Corporation

1112 I Street, Suite 200
Sacramento, CA 95814
tel: 877.924.2732
www.csdafinance.net

A proud California Special Districts Alliance partner

California Special Districts Association
1112 I Street, Suite 200
Sacramento, CA 95814
toll-free: 877.924.2732
www.csda.net

Special District Risk Management Authority
1112 I Street, Suite 300
Sacramento, CA 95814
toll-free: 800.537.7790
www.sdrma.org

Need money for an equipment purchase?
We're here to help.



CSDAFC

**CSDA
Finance Corporation**

A proud California Special Districts Alliance partner.

020

CSDA Finance Corporation

Contact us today for a no-obligation quote.

Emergency Equipment | Fire Station Construction
Refinancing | Vehicles

For 25 years, CSDA Finance Corporation has provided special districts and other public agencies with financing for capital improvement projects and equipment purchases of all kinds. Even in today's challenging financial environment, CSDA Finance Corporation is ready to assist with the funding you need to serve and protect your community.

COMPLETED FINANCINGS INCLUDE:

- Saratoga Fire Protection District - Refinancing: \$2,100,000
- Twain Harte Community Service District - Fire truck: \$363,732
- North County Fire Protection District - Fire station: \$3,000,000

”

I FOUND CSDA FINANCE CORPORATION TO BE BOTH PROFESSIONAL AND EFFICIENT. WE WERE ABLE TO OBTAIN THE QUOTE AND CLOSE THE DESIRED LOAN AT COMPETITIVE RATES WELL WITHIN THE TIMEFRAMES TO FILL THE NEED FOR THE LOAN. I WOULD RECOMMEND CSDA FINANCE CORPORATION TO OTHERS.

— MARK BLAIR, SPECIAL DISTRICT ACCOUNTING SUPERVISOR

**CONTACT
US TODAY**

Learn more about CSDA Finance Corporation's tax-exempt financing programs. Call 877.924.2732 or visit www.csdafinance.net.

CALIFORNIA SPECIAL DISTRICTS ALLIANCE

Partnered with California Special Districts Association (CSDA) and Special District Risk Management Authority (SDRMA), CSDA Finance Corporation is part of the California Special Districts Alliance - committed to being the premier resource for your special district.

8:59 AM
09/10/16
Accrual Basis

021
Albion Little River Fire Protection District
Balance Sheet
As of July 31, 2016

	<u>Jul 31, 16</u>
ASSETS	
Current Assets	
Checking/Savings	
Building Fund - Checking	10,643.93
County Held Funds	327,107.56
District Checking	21,544.82
Fire Department - Donations	132,854.82
Total Checking/Savings	<u>492,151.13</u>
Total Current Assets	492,151.13
Fixed Assets	
Accumulated Depreciation	-611,890.00
Building & Improvements	322,400.00
Construction-in-Progress	81,152.00
Firefighting Equipment	503,254.00
Land	125,683.00
Total Fixed Assets	<u>420,599.00</u>
TOTAL ASSETS	<u>912,750.13</u>
LIABILITIES & EQUITY	
Equity	
Opening Balance Equity	588,887.94
Retained Earnings	344,444.59
Net Income	-20,582.40
Total Equity	<u>912,750.13</u>
TOTAL LIABILITIES & EQUITY	<u>912,750.13</u>

Albion Little River Fire Protection District

Budget vs. Actual

July 2016 through June 2017

8:57 AM

09/10/16

Accrual Basis

	Jul '16 - Jun 17	Budget	\$ Over Budget	% of Budget
Income				
82-1110 CURRENT SECURED TAX	0.00	77,691.00	-77,691.00	0.0%
82-1120-CURRENT UNSECURED TAX	0.00	2,555.00	-2,555.00	0.0%
82-1130-SB813 SUPPLEMENTAL TAX	0.00	397.00	-397.00	0.0%
82-1220-PRIOR UNSECURED TAX	0.00	74.00	-74.00	0.0%
82-1300-SPECIAL TAX	0.00	191,685.78	-191,685.78	0.0%
82-1600-TIMBER TAX	0.00	265.00	-265.00	0.0%
82-4100-INTEREST INCOME	0.00	0.00	0.00	0.0%
82-5481-HOMEOWNER PROPERTY TAX	0.00	731.00	-731.00	0.0%
82-7700-OTHER	0.00	0.00	0.00	0.0%
82-7705 Donations	0.00	0.00	0.00	0.0%
BBQ INCOME	0.00	0.00	0.00	0.0%
Total Income	0.00	273,398.78	-273,398.78	0.0%
Gross Profit	0.00	273,398.78	-273,398.78	0.0%
Expense				
86-1014-MISC EMPLOYEE BENEFITS	715.00	2,000.00	-1,285.00	35.8%
86-1035-WORKERS COMPENSATION IN	9,381.00	9,340.00	41.00	100.4%
86-2050-CLOTHING & PERSONAL ITE	0.00	15,000.00	-15,000.00	0.0%
86-2060-COMMUNICATIONS	510.61	2,500.00	-1,989.39	20.4%
86-2080-FOOD	42.77	1,000.00	-957.23	4.3%
86-2101-INSURANCE GENERAL	8,950.00	9,268.00	-318.00	96.6%
86-2120-MAINTENANCE EQUIPMENT	2,641.21	35,000.00	-32,358.79	7.5%
86-2130-MAINTENANCE STRUCTURES	349.00	3,500.00	-3,151.00	10.0%
86-2140-MEDICAL, LAB SUPPLIES	349.73	5,000.00	-4,650.27	7.0%
86-2150-MEMBERSHIPS	0.00	1,300.00	-1,300.00	0.0%
86-2170-DISTRICT OFFICE SUPPLIE	0.00	2,500.00	-2,500.00	0.0%
86-2181-AUDITING & FISCAL SERVI	3,747.50	15,000.00	-11,252.50	25.0%
86-2185-MED AND DENTAL	0.00	1,500.00	-1,500.00	0.0%
86-2187-EDUCATION & TRAINING	0.00	7,500.00	-7,500.00	0.0%
86-2189-PROFESIONAL & SPECIAL S	2,467.78	25,000.00	-22,532.22	9.9%
86-2210-RENT LEASES	0.00	54.00	-54.00	0.0%
86-2220-SMALL TOOLS & SUPPLIES	14.75	5,000.00	-4,985.25	0.3%
86-2231-ELECTION SUPERVISION &	0.00	500.00	-500.00	0.0%
86-2250-TRANSPORTATION & TRAVEL	2,437.58	15,000.00	-12,562.42	16.3%
86-2260-UTILITIES	1,192.61	5,000.00	-3,807.39	23.9%
86-3113-PAYMNTS TO GOVT AGENCIE	363.40	1,600.00	-1,236.60	22.7%
86-3310 Interest	0.00	21,068.47	-21,068.47	0.0%
86-3311 Principal	0.00	16,431.53	-16,431.53	0.0%
86-4360-BUILDINGS & IMPROVEMENT	0.00	140,000.00	-140,000.00	0.0%
86-4370-EQUIPMENT (PURCHASE)	42,824.78	77,824.78	-35,000.00	55.0%
BBQ	0.00	0.00	0.00	0.0%
Suspense	375.05	0.00	375.05	100.0%
Total Expense	76,362.77	417,886.78	-341,524.01	18.3%
Net Income	-76,362.77	-144,488.00	68,125.23	52.9%

Albion Little River Fire Protection District
Revenue & Expenses Detail
July 2016

9:15 PM

09/09/16

Accrual Basis

Type	Date	Num	Name	Memo	Class	Amount
Expense						
86-1014-MISC EMPLOYEE BENEFITS						
Check	07/26/2016	4326	AIR MED CARE NET...		District	825.00
Total 86-1014-MISC EMPLOYEE BENEFITS						825.00
86-1035-WORKERS COMPENSATION IN						
Check	07/26/2016	4319	Golden State Risk Man...	7/1/15-7/1/16 WC AND ALL INSUR...	District	9,381.00
Total 86-1035-WORKERS COMPENSATION IN						9,381.00
86-2060-COMMUNICATIONS						
INTERNET SERVICE						
Comcast						
Check	07/15/2016		Comcast	8155300570124362/815530057003...	District	80.71
Total Comcast						80.71
Total INTERNET SERVICE						80.71
TELEPHONE						
ATT						
Check	07/27/2016		AT&T	96075541735558/0301538359001/0...	District	141.63
Total ATT						141.63
ECG						
Check	07/11/2016		ECG Enhanced Comm...	2319611	District	14.48
Total ECG						14.48
Total TELEPHONE						156.11
Total 86-2060-COMMUNICATIONS						236.82
86-2101-INSURANCE GENERAL						
Check	07/26/2016	4319	Golden State Risk Man...	7/1/15-7/1/16 WC AND ALL INSUR...	District	8,950.00
Total 86-2101-INSURANCE GENERAL						8,950.00
86-2120-MAINTENANCE EQUIPMENT						
Vehicle Maintenance						
8180						
Check	07/26/2016	4322	THE SIGN SHOP		District	1,310.50
Total 8180						1,310.50
Total Vehicle Maintenance						1,310.50
Total 86-2120-MAINTENANCE EQUIPMENT						1,310.50
86-2140-MEDICAL, LAB SUPPLIES						
Gasses						
Eureka Oxygen						
Check	07/26/2016	4321	Eureka Oxygen Co		District	113.00
Total Eureka Oxygen						113.00
Total Gasses						113.00
Total 86-2140-MEDICAL, LAB SUPPLIES						113.00
86-2181-AUDITING & FISCAL SERVI						
Bi-Annual Independent Audit						
Check	07/26/2016	4327	Pehling & Pehling	Deposit for Audit	District	1,900.00
Total Bi-Annual Independent Audit						1,900.00
Bookkeeping Services						
Check	07/13/2016	4316	Sara Spring		District	718.75
Total Bookkeeping Services						718.75
Total 86-2181-AUDITING & FISCAL SERVI						2,618.75

Albion Little River Fire Protection District
Revenue & Expenses Detail
July 2016

9:15 PM

09/09/16

Accrual Basis

Type	Date	Num	Name	Memo	Class	Amount
86-2189-PROFESIONAL & SPECIAL S						
Check	07/26/2016	4325	Terry N. Gross	June 2016	District	820.19
Total 86-2189-PROFESIONAL & SPECIAL S						820.19
86-2250-TRANSPORTATION & TRAVEL						
Albion K						
Check	07/08/2016	4314	ALBION GROCERY	Jet Ski fuel	District	85.50
Total Albion K						85.50
FLEET FUEL						
Eel River Fuels						
Check	07/13/2016	4315	Eel River Fuels, Inc.	706	District	820.28
Total Eel River Fuels						820.28
Total FLEET FUEL						820.28
86-2250-TRANSPORTATION & TRAVEL - Other						
Check	07/23/2016	4317	Michael Rees	2016 Mileage	District	821.10
Check	07/23/2016	4318	Ben Jackson	2015 Mileage	District	710.70
Total 86-2250-TRANSPORTATION & TRAVEL - Other						1,531.80
Total 86-2250-TRANSPORTATION & TRAVEL						2,437.58
86-2260-UTILITIES						
Albion Water District						
Check	07/26/2016	4323	Albion Mutual Water C...		District	135.00
Total Albion Water District						135.00
PG&E						
Check	07/11/2016		PG&E	0210095100-9	District	162.33
Total PG&E						162.33
Thompson Septic Service						
Check	07/26/2016	4320	Thompson's PortaSepti...	2348 812 AND 811 JUNE	District	196.10
Total Thompson Septic Service						196.10
Total 86-2260-UTILITIES						493.43
86-3113-PAYMNTS TO GOVT AGENCIE						
LAFCO-DUES						
Check	07/26/2016	4324	Mendocino County Aud...	777	District	363.40
Total LAFCO-DUES						363.40
Total 86-3113-PAYMNTS TO GOVT AGENCIE						363.40
Total Expense						27,549.67
Net Income						-27,549.67

From: [Chris Skyhawk](#)
To: board@albionfire.com
Cc: [Ted Williams](#); [Sara Spring](#); [Terry Gross](#); [Heather Paulsen](#); [Donna Schuler](#)
Subject: Resignation due to health issues.
Date: Thursday, August 25, 2016 12:15:28 PM

My fellow Colleagues:

It is with the heaviest of hearts that I am writing to let you know that I am resigning as a board member of the Albion Little River Fire Protection District. As you know, I have been dealing with a low back injury that has lasted several months and, unfortunately, has become much more acute for nearly 3 months now.

I am very disappointed. In my nearly 3 years of service on the Board and as a member of the Auxiliary prior to that I have seen us grow. I am very proud of the work that we have been doing, updating old equipment, acquiring new vehicles, professionalizing our standards, and working toward a permanent solution for a fire station. I have great confidence in the skill and acumen of the present board members and I regret that I will not be able to partner with and learn from all of you.

As you know I was a leader of the Yes on Measure M committee, which passed with 82% of the vote in the fall of 2014. This was the single biggest achievement that we have had toward gaining financial stability and the capacity to effectively provide a high level of public safety to the residents we serve. It is under assault as certain parties are taking the District into court. I will do all that I can to support your legal efforts in seeing that the basic issue of fairness in getting all stakeholders to pay their fair share succeeds. This is an important issue both locally and statewide.

I was also excited about the Strategic Planning process that we are beginning. Community organizing has been one of my favorite aspects of being a board member and I was looking forward to bringing in the coalitions that I had helped us to build into that process. I hope that my health allows me to participate in some capacity as a key stakeholder.

This injury has taken a severe toll on my professional, personal, and family life. I regret having to make this move, but I have no timetable as to when I could return in full health and be an effective board member. I wish you all the best and will be available for consultation on the many issues you face if needed or desired.

Sincerely,
Chris Skyhawk

Motion to Accept Chris Skyhawk Resignation from ALRFPD Board > Code Procedures

Per California Health and Safety Code Section 13800-13806 "Fire Protection District Law of 1987"

<http://sgf.senate.ca.gov/thefireprotectiondistrictlawof1987>, specifically section 13852. (b) "Any vacancy in the office of a member elected to the district board shall be filled pursuant to Section 1780 of the Government Code."

Section 1780 of the California Government Code <http://codes.findlaw.com/ca/government-code/gov-sect-1780.html> is as follows:

(a) Notwithstanding any other provision of law, a vacancy in any elective office on the governing board of a special district, other than those specified in Section 1781, shall be filled pursuant to this section.

(b) The district shall notify the county elections official of the vacancy no later than 15 days after either the date on which the district board is notified of the vacancy or the effective date of the vacancy, whichever is later.

(c) The remaining members of the district board may fill the vacancy either by appointment pursuant to subdivision (d) or by calling an election pursuant to subdivision (e).

(d)(1) The remaining members of the district board shall make the appointment pursuant to this subdivision within 60 days after either the date on which the district board is notified of the vacancy or the effective date of the vacancy, whichever is later. The district shall post a notice of the vacancy in three or more conspicuous places in the district at least 15 days before the district board makes the appointment. The district shall notify the county elections official of the appointment no later than 15 days after the appointment.

(2) If the vacancy occurs in the first half of a term of office and at least 130 days prior to the next general district election, the person appointed to fill the vacancy shall hold office until the next general district election that is scheduled 130 or more days after the date the district board is notified of the vacancy, and thereafter until the person who is elected at that election to fill the vacancy has been qualified. The person elected to fill the vacancy shall hold office for the unexpired balance of the term of office.

(3) If the vacancy occurs in the first half of a term of office, but less than 130 days prior to the next general district election, or if the vacancy occurs in the second half of a term of office, the person appointed to fill the vacancy shall fill the balance of the unexpired term of office.

(e)(1) In lieu of making an appointment the remaining members of the board may within 60 days of the date the district board is notified of the vacancy or the effective date of the vacancy, whichever is later, call an election to fill the vacancy.

(2) The election called pursuant to this subdivision shall be held on the next established election date provided in Chapter 1 (commencing with Section 1000) of Division 1 of the Elections Code that is 130 or more days after the date the district board calls the election.

(f)(1) If the vacancy is not filled by the district board by appointment, or if the district board has not called for an election within 60 days of the date the district board is notified of the vacancy or the effective date of the vacancy, whichever is later, then the city council of the city in which the district is wholly located, or if the district is not wholly located within a city, the board of supervisors of the county representing the larger portion of the district area in which the election to fill the vacancy will be held, may appoint a person to fill the vacancy within 90 days of the date the district board is notified of the vacancy or the effective date of the vacancy, whichever is later, or the city council or board of supervisors may order the district to call an election to fill the vacancy.

(2) The election called pursuant to this subdivision shall be held on the next established election date provided in Chapter 1 (commencing with Section 1000) of Division 1 of the Elections Code that is 130 or more days after the date the city council or board of supervisors calls the election.

(g)(1) If within 90 days of the date the district board is notified of the vacancy or the effective date of the vacancy, whichever is later, the remaining members of the district board or the appropriate board of supervisors or city council have not filled the vacancy and no election has been called for, then the district board shall call an election to fill the vacancy.

(2) The election called pursuant to this subdivision shall be held on the next established election date provided in Chapter 1 (commencing with Section 1000) of Division 1 of the Elections Code that is 130 or more days after the date the district board calls the election.

(h)(1) Notwithstanding any other provision of this section, if the number of remaining members of the district board falls below a quorum, then at the request of the district secretary or a remaining member of the district board, the appropriate board of supervisors or the city council shall promptly appoint a person to fill the vacancy, or may call an election to fill the vacancy.

(2) The board of supervisors or the city council shall only fill enough vacancies by appointment or by election to provide the district board with a quorum.

(3) If the vacancy occurs in the first half of a term of office and at least 130 days prior to the next general district election, the person appointed to fill the vacancy shall hold the office until the next general district election that is scheduled 130 or more days after the date the district board is notified of the vacancy, and thereafter until the person who is elected at that election to fill the vacancy has been qualified. The person elected to fill the vacancy shall hold office for the unexpired balance of the term of office.

Motion to Accept Chris Skyhawk Resignation from ALRFPD Board > Code Procedures

(4) If the vacancy occurs in the first half of a term of office, but less than 130 days prior to the next general district election, or if the vacancy occurs in the second half of a term of office, the person appointed to fill the vacancy shall fill the balance of the unexpired term of office.

(5) The election called pursuant to this subdivision shall be held on the next established election date provided in Chapter 1 (commencing with Section 1000) of Division 1 of the Elections Code that is held 130 or more days after the date the city council or board of supervisors calls the election.

Key dates:

Date of resignation: Resignation letter sent by email August 25, 2016. Effective date is subject of Motion of Acceptance.

County elections office notification deadline: September 9, 2016.

District board appointment to the vacancy deadline: October 24, 2016

Board of Supervisors appointment to the vacancy (in lieu of district board appointment) deadline: November 23, 2016

N.B. - "The district shall post a notice of the vacancy in three or more conspicuous places in the district at least 15 days before the district board makes the appointment."

From: [Chris Skyhawk](#)
To: [Alan Taeger](#); [Michael Issel](#)
Cc: mmsadmin@mcn.org
Subject: Albion School Board Meeitngs
Date: Monday, August 29, 2016 11:26:10 AM

Alan and Michael- I have checked with Jeannie Sullivan at the Mendocino K-8. The Albion School is available on the 3rd Mondays of the month for ALRFPD Board meetings. I told her it takes a bylaw change and the decision, should the Board follow through , would lead to us having the change sometime in the fall season.

They also need new paperwork and the insurance coverage on file at the office. Sara has been able to bring a copy to the office in the past. The K-8 phone # is 937 0564.

I have cc'd Jeannie on this post so that you may be in email dialogue with her.

Meeting Notes

Mendocino County Association of Fire Districts

10:00am Wednesday August 17, 2016
at the Anderson Valley CSD, Boonville

MEETING - Attendees:

Michael Schaeffer (CCSD), John Bartlett (UVFA/HFPD), David Roderick (HFPD), Linda Talso (RVCFPD), Denise Rose (BTCSD), Judy Seymour (RCFPD), Kathleen McKenna (AVCSD), Michael Issel (ALRFPD), Alan Taeger (ALRFPD), Lucien Long (ECSD), Joe Sutphin (FBFPA), Ben MacMillan (ECSD)

Unable to attend:

Tony Orth (BTCSD), Claudia Hillary (RCFPD), Bill Knapp (WVFC), Andres Avila (AVCSD)

CONTINUING and NEW BUSINESS ITEMS:

1. The steering committee described the BoS' 8/16/16 public meeting where Fire related issues (allocation formula, VFC eligibility, CSA #3 funds, agency contracts, standing committee) were formally adopted. The discussion focused on individual Supervisor's actions and statements during the course of their deliberations. McCowen challenged population data sources and use in the allocation formula calcs; he questioned why most MSR's had 15+ pages devoted to agencies vs only 1 or 2 pages for Westport and Whale Gulch; he cautioned that Fire is not a County function and might not be able to count of funding in the future; but ultimately he made the motion to approve our Fire items. Brown and Woodhouse both made clear statements that EMS is a County function and Fire's functions are 70%+ EMS immediately in response to McCowen's statement. We agreed that the formula would be revisited annually to ensure accuracy.

Asst CEO Alan Flora confirmed the allocation formula correctly matched the foundation assumptions upon which it was based. He described research into CSA #3 and told the Board that, contrary to belief, there were no restrictions on the use of these funds. Additionally he told the Board about his incomplete research into simple contracts to be used between the County and our local agencies. (We've asked for this for months and even offered sources.) This contract will basically justify and ensure that each agency only spends these funds for public safety purposes. Here was an odd juxtaposition - because Fire is a "non-County" function it has to justify its receipt of funds ... yet the non-profit Arts Council of Mendocino County was easily provided funding without such requirements. The Board went silent when this was pointed out. As a point of order, these contracts will be routed through our MCAFD to expedite their processing and return to the County.

The current "Criminal Justice" standing committee of the BoS will now include Fire as a member. The committee will be renamed "Public Safety" now that Fire is being included. But, the official name change can't occur until 2017 ... bureaucracy? The next scheduled meeting is on October 17th.

- At the end of discussions, McCowen noted that next year we may be gathering again to determine how much additional funding might be going to Fire if the cannabis measure is approved by voters. This will result from the specific language in the advisory measure which specifies Fire/EMS as one of the priority recipients of these tax revenues (also assumes voter approval).
2. The two separate cannabis tax measures on the November ballot are not clearly understood. Chris Neary has been asked to provide an analysis of the "Heritage" measure for the BTCSD Board (and now also for our organization). In addition, following Andres Avila's lead, Neary will also be asked to draft a letter from the MCAFD to the State Fire Marshall underscoring the need for new code standards for the cannabis industry.
 3. No new information was available concerning the MEU local agreement language and requirements of a "syllabus" referenced therein. ALRFPD folks will seek clarification on this point and also with recent issues with CalFire's Howard Forest dispatch. Brief mention was made of the Sheriff's office casually offering to combine dispatch functions in their dispatch center (with a separation "wall" recognizing the functional differences). Anecdotal experiences when the

Sheriff's office first performed these combined roles after 911 was introduced were mentioned ... Problems lead to the merging of local fire dispatch with Howard Forest.

4. A proposed internal survey/assessment for was discussed. With minor modifications it will be routed to our 22 agencies for feedback on our effectiveness.
5. "What Next" ... The 1/2 cent sales tax issue discussion was put on the back burner until after the results of the November election and ballot measures are known. Working to solidify and strengthen our new position in the BoS public safety standing committee is seen as a very important next step. More information about the structure of this committee and our participation will be gone over in more detail in our September meeting. Tentatively, the MCAFD participants would continue to be the steering committee plus John Bartlett (Chief & OES Fire coordinator).

Because Fire's budgeted funding is in the HHSA budget, a meeting between our steering committee and that organization will be requested to clarify roles and reporting.

Maintaining a presence and ongoing communications with the Supervisors will be critical for our continued forward motion and support from the County.

6. Information about a new potential funding source for operational improvements (new capital equipment, engines, fire stations, etc) was presented by ALRFPD. Essentially, their efforts to obtain new equipment met with severe financing problems. Saving tax income, even after getting a new tax, doesn't really produce the funds needed now to obtain needed new assets. Local banks, contacts available through representative associations, other institutions collectively don't provide the financial options really needed by small districts. Research led to an organization which specializes in long term loans which enable purchases/construction of new fire equipment or stations. A flyer was passed around by ALRFPD (copy included with these notes). The organization expressed interest in holding informative meetings with our districts. Denise Rose and Ben MacMillan will investigate. (Using these services, ALRFPD is obtaining two brand new engines with a projected 25 year useful life ... and is doing so without passage of a separate tax measure.) More info will be forthcoming.
7. ECSD contacted an outside agency who currently processes annual district assessments for a few of our MCAFD members. The SCI Consulting Group's quote was \$7,500 to set up the process, then \$5,500 annually thereafter. ECSD's total annual assessment is ~\$30,000 ... the vendor's quote for was politely declined. Because of problems with tax roll accuracy and notifications with County offices, ECSD has requested a joint meeting with the Assessors, Tax Collectors, and Planning departments. Tentatively this will occur in late September or early October.

FOLLOW-UP ITEMS FOR NEXT MEETING:

1. ALRFPD - MEU agreement and dispatch issues
2. Chris Neary cannabis measure explanations and cannabis fire code letter
3. MCAFD Survey/Assessment results
4. Alternative sources for funding
5. Update of BoS standing committee participation, County/Agency agreements, HHSA relationship
6. MCFCA meeting report
- 7.

NEXT MEETING:

10:00am Wednesday
Sep 21, 2016
Anderson Valley CSD

Adjourned: 12:15pm

ALRFPD Strategic Planning Project Board Report

August 2016

Submitted by: Heather Paulsen, Facilitator/Consultant

Background

In April 2016, ALRFPD received a grant from The Community Foundation of Mendocino County to engage in an organizational development and strategic planning process. ALRFPD retained the services of Heather Paulsen Consulting to facilitate two workshops and to produce a Strategic Plan document in partnership with ALRFPD.

The first workshop is to focus on organizational development with the ALRFPD Board, and the second workshop is to engage the Board and a broad group of stakeholders to develop a Strategic Plan for ALRFPD. The Strategic Plan is to be a “living” document that will be used to guide future decisions and that can support ALRFPD’s grant seeking efforts and maintain compliance with requirements set forth by ALRFPD’s insurers. Prior to the workshops, a set of questions will be sent to key stakeholders to ensure broad input into the Strategic Plan.

A monthly Status Report (this document) will be provided to the ALRFPD Board each month by Heather Paulsen Consulting, via ALRFPD’s designated project manager, Michael Issel.

Project Status – August 2016

During this reporting period, the five ALRFPD Board members received a Board Member Questionnaire and sent their confidential responses by mail to Heather Paulsen Consulting, whose team used the results to shape the agenda and content of the first workshop in this Strategic Planning Project.

Workshop 1, focusing on organizational development for the ALRFPD Board, was held on Friday, August 26, 2016 from 9:00 a.m. to 1:00 p.m. at The Woods’ Clubhouse. The meeting was posted and open to the public.

Participants included the four ALRFPD Board members: Michael Issel, Debbi Wolfe, Alan Taeger and Scott Roat. (Former Board member Chris Skyhawk resigned his post prior to Workshop 1 due to health issues.) One member of the public, Greg Schellhase, observed the workshop.

During Workshop 1, aggregate results from the Board Member Questionnaire were shared to show the Board members how they collectively viewed the Board’s operational skills and overall performance, as well as to show the diversity of perspectives and communication styles present.

A brief overview of the Workshop 1 Agenda and some key discussion points are presented below. In addition, the attachments provided with this report include all materials shared with the ALRFPD Board during Workshop 1 (with the exception of individuals' results of the conflict-handling styles assessment, which were handed out confidentially to each Board member).

Workshop 1 Agenda & selected discussion points:

I. Introduction

- In addition to Groundrules and housekeeping items, we discussed that all groups pass through four stages: Forming, Storming, Norming and Performing. The Board's self-assessment and this workshop should help facilitate passage through these stages to reach the high-performing stage.

II. Section A – Board Performance

- Aggregate results from Section A of the Board Member Questionnaire were displayed on a poster and then provided in a handout to each participant.
- We discussed areas where team members' results clustered tightly together, and areas where team results diverged, revealing different perceptions of the same situation.
- The lowest scores were ratings of the Board's satisfaction with its conflict resolution skills and decision-making effectiveness.
- Trust and Listening emerged as two critical factors for high-performing teams.

III. Section B – Individual Styles

- Aggregate results from Section B of the Board Member Questionnaire were displayed on a poster and then provided in a handout to each participant.
- Five common responses to conflict, as research has revealed, are:
 - Avoiding
 - Smoothing/Accommodating
 - Forcing/Competing
 - Compromising
 - Problem Solving/Collaborating
- Each of the five responses was discussed in detail, including when each style is beneficial and the potential downsides of each style.
- The ALRFPD Board shows a tendency toward Compromising and Problem Solving/Collaborating, though all five styles of dealing with conflict are present to some degree.

IV. Section C – Team Dynamics

- Aggregate results from Section C of the Board Member Questionnaire were displayed on a poster and then provided in a handout to each participant.
- The Five Dysfunctions of a Team, by Patrick Lencioni, was introduced as the book upon which this section of the workshop was based.
- Members of high-performing teams
 - Trust one another
 - Engage in unfiltered debate of ideas
 - Commit to decisions and plans of action
 - Hold one another accountable for delivering on those plans
 - Focus on the achievement of collective results
- The Board Member Questionnaire allowed the Board to self-assess on these parameters. The two dysfunctions that are in greatest need of improvement are: Absence of Trust, and Avoidance of Accountability (as defined in Lencioni's framework, which was discussed at length).
- The ALRFPD Board was encouraged to build objectives around trust-building and team dynamics into its Strategic Plan.

V. Decision-Making Methods

- A handout on Decision Making Methods was provided to the participants, and we discussed each method and its corresponding level of buy-in and time required.
- ALRFPD uses all methods, depending upon the decision to be made. Participants agreed that there is room for improvement in thoughtfully considering which decision-making method would be the most effective for each situation.
- The "3 Rounds Review" tool was introduced as an enhancement to current decision-making processes, and it was generally agreed that this would be an improvement over the current methodology. The 3 Rounds Review is intended to:
 - Prevent dominance by any one person
 - Ensure all voices are heard
 - Increase buy-in
 - Create clear, well-understood decisions that stick
 - Be used with all methods of the Board's decision-making

3 Rounds Review Tool -- Overview:

- Motion is made
- Motion is seconded
- 3 rounds of feedback before the vote is taken:
 1. Clarifying questions (no critique, no reactions – only clarification)
 - Motion may be amended here, only to be made more clear
 2. Strengths – each person describes strength(s) of proposal – round robin, everyone speaks in turn

3. Objections – each person gives any objections to proposal – round robin, everyone speaks in turn. SCRIBE captures each objection.
 - At this point, the motion may be voted on (if no objections), or it may be amended to address/eliminate objections. If amended, follow steps 1, 2 and 3 again. Repeat process as many times as needed to eliminate objections.
 - If an objection remains (i.e., it cannot be resolved) then the motion is voted on, recognizing that not all decisions will please all the people all the time. The idea is to address as many objections as feasible, and to allow all Board members to voice their concerns, so that even the dissenting voters can “disagree and commit” to the decision.

Please see attachments for full details of Workshop 1:

- Agenda for Workshop 1 (organizational development workshop)
- Groundrules
- Board Member Questionnaire
- Aggregate results of Board Member Questionnaire, Sections A, B and C
- Common Responses to Conflict handout
- Handout from [The Five Dysfunctions of a Team](#) (pp. 188-190)
- Decision Making Methods handout

Next Steps

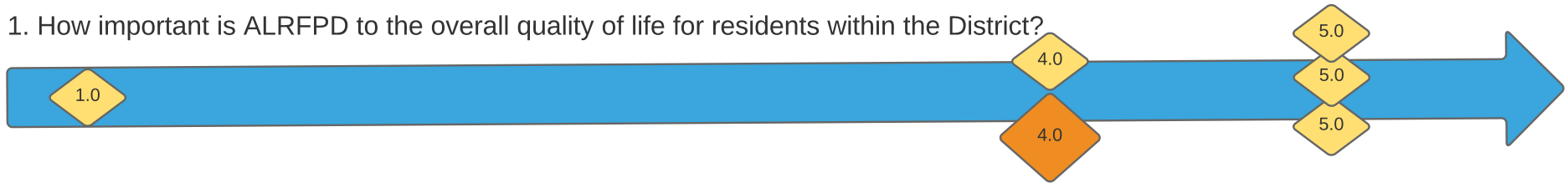
Our next step is to hold another Steering Committee meeting to keep the momentum going for a successful Strategic Planning retreat. During the next Steering Committee meeting, we will finalize our list of key stakeholders and the Questionnaire that will be sent to the stakeholders.

ALRFPD BOARD MEMBER QUESTIONNAIRE - 2016

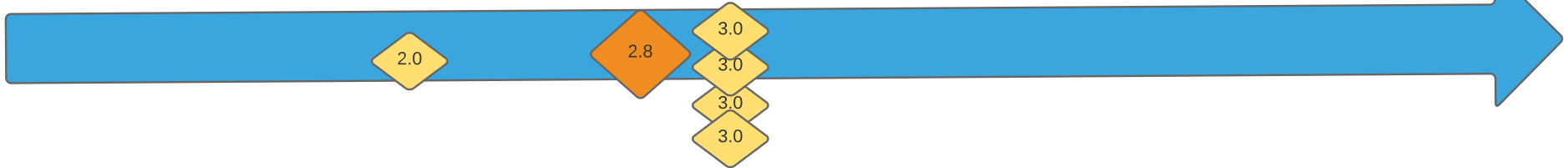
035

BMQ Section A results - Board Performance (Scale 1-5)

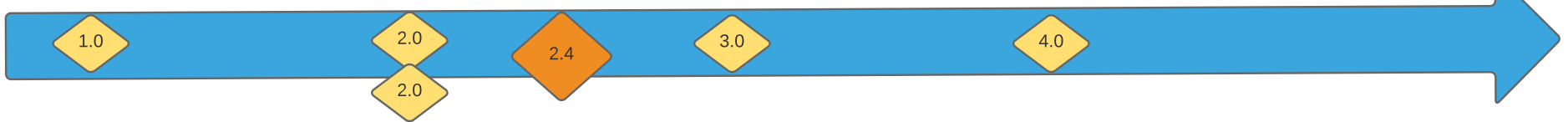
1. How important is ALRFPD to the overall quality of life for residents within the District?



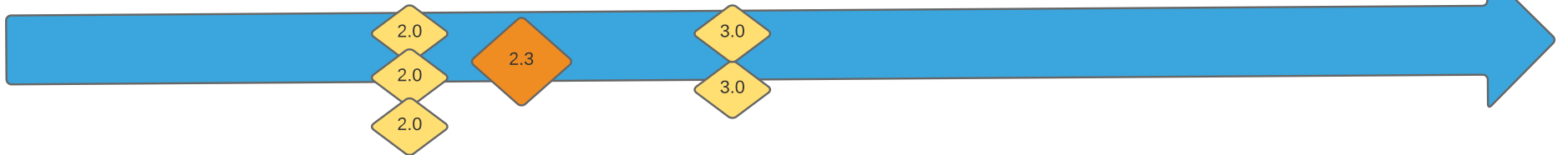
2. Since joining the Board, how satisfied are you with the overall performance of the ALRFPD Board?



3. How do you rate the Board's ability to operate as a team?



4. How satisfied are you with the Board's decision-making skills (e.g. ability to efficiently make decisions that all Board members support)?





5. How satisfied are you with the Board's ability to process and resolve conflict?



6. To what extent do all board members have a voice in the discussion of issues? * Mean of 4 responses

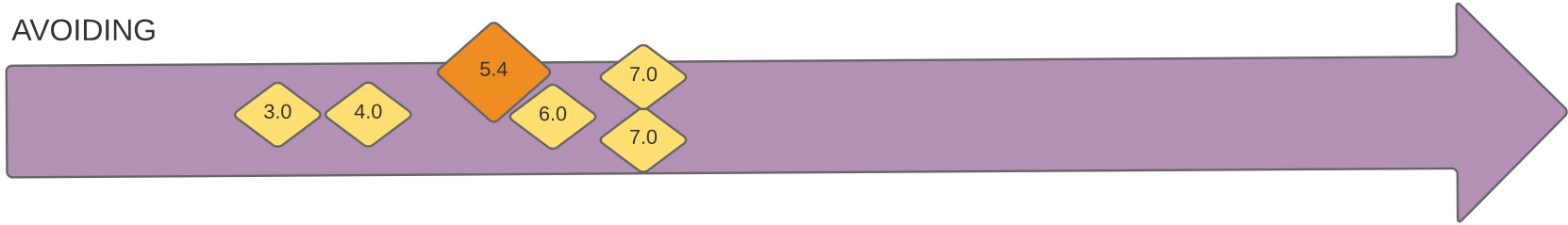


 = Individual Response  = Team Average

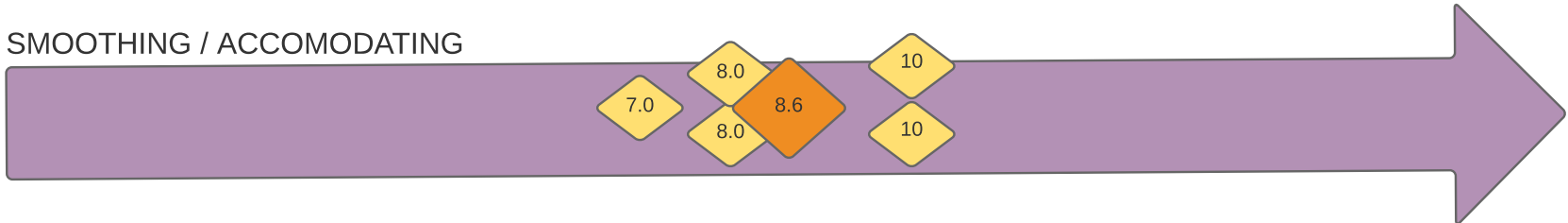
ALRFPD BOARD MEMBER QUESTIONNAIRE - 2016

BMQ Section B results - Individual Styles (Scale 1-15)

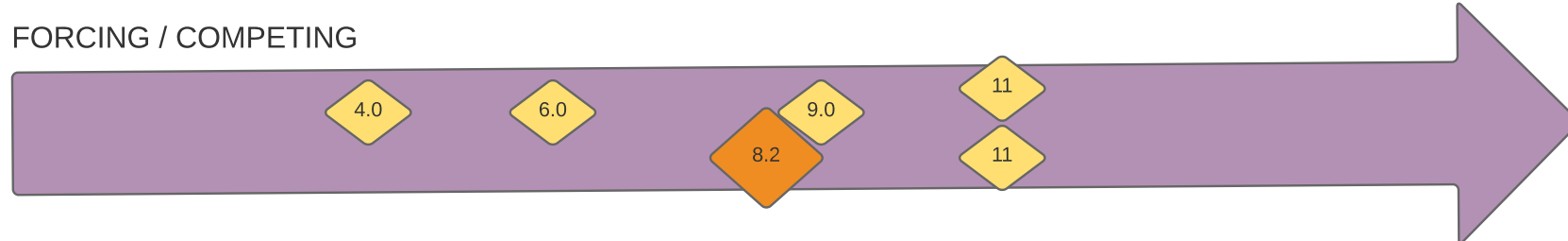
AVOIDING



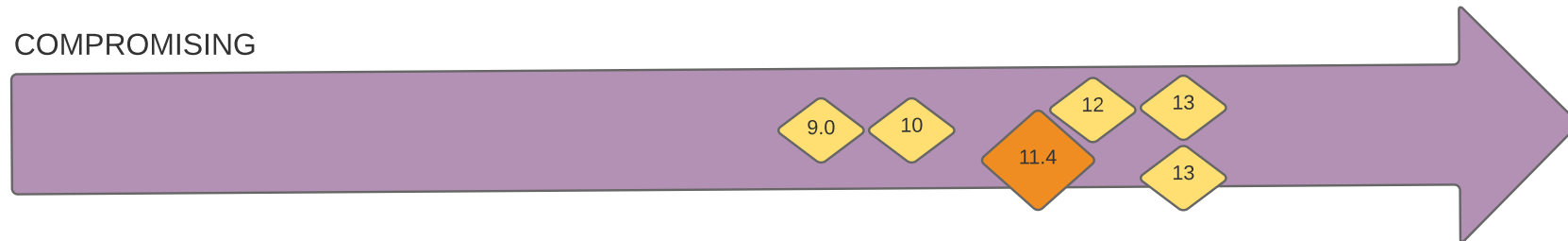
SMOOTHING / ACCOMODATING



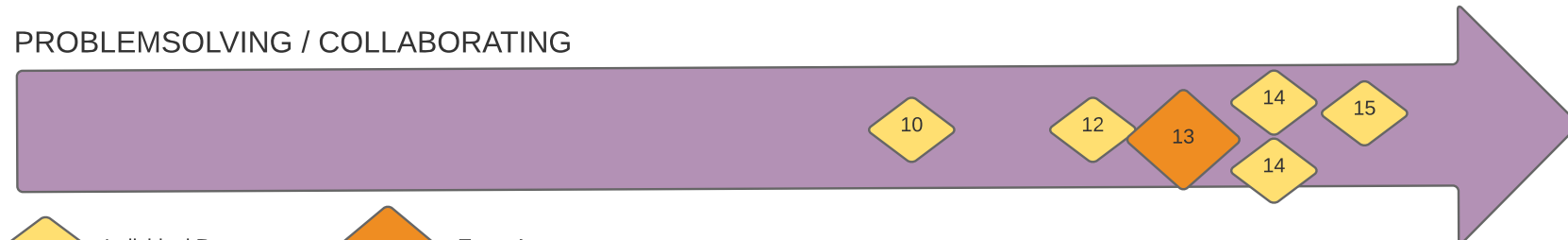
FORCING / COMPETING





COMPROMISING



PROBLEMSOLVING / COLLABORATING



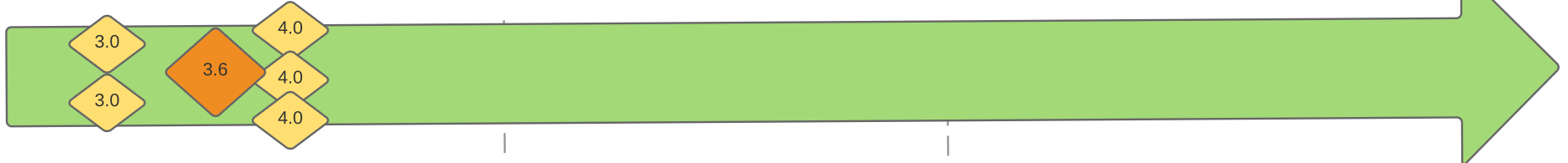
 = Individual Response  = Team Average

ALRFPD BOARD MEMBER QUESTIONNAIRE - 2016

037

ALRFPD Section C results - Team Dynamics (Scale 1-9)

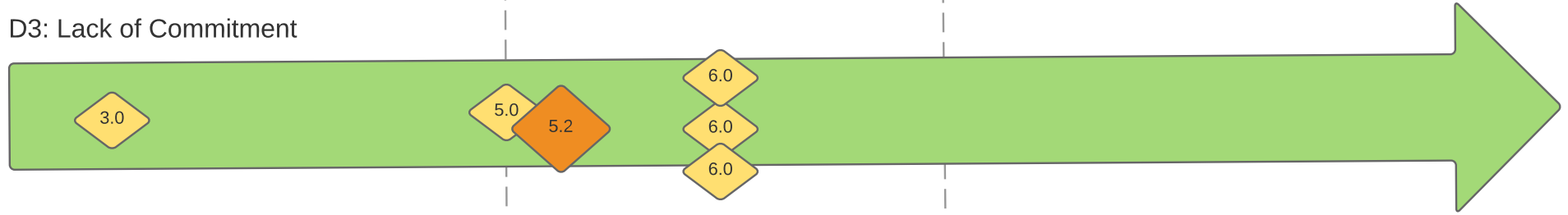
D1: Absence of Trust



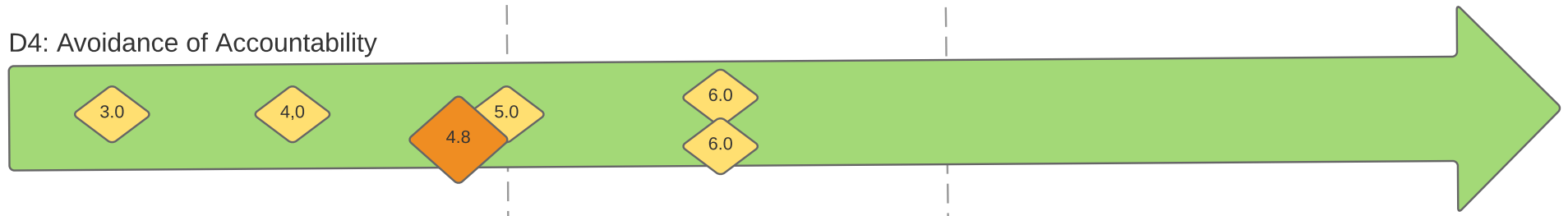
D2: Fear of Conflict



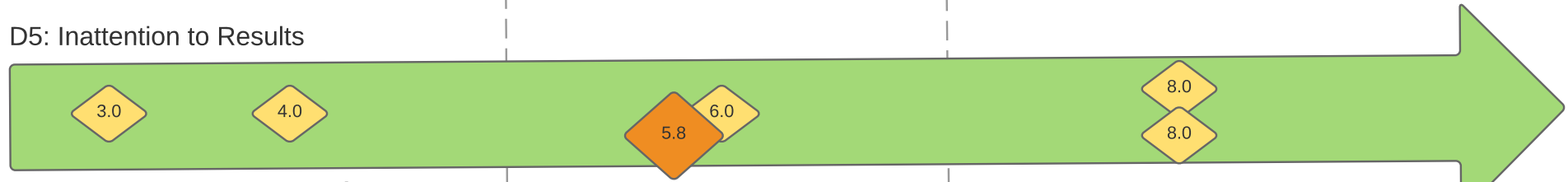
D3: Lack of Commitment



D4: Avoidance of Accountability



D5: Inattention to Results



Yellow diamond = Individual Response

Orange diamond = Team Average

ALRFPD Strategic Planning Project

Board Member Questionnaire for Workshop 1

Introduction:

The first workshop in our Strategic Planning Project is designed to focus on organizational development, specifically to reach agreements on decision-making processes. This Board Member Questionnaire is intended to capture a snapshot of the Board's current state of team performance and to elicit information about individual Board members' communication styles. This information will only be used to help create a meaningful agenda for Workshop 1.

Please take a few minutes to answer all questions below. Your responses will be kept confidential by the project facilitators (Heather Paulsen and Donna Schuler), and individual responses will be compiled with other Board members' responses and shared in the aggregate only. Individual comments will not be attributed to any single respondent.

Please return your completed Board Member Questionnaire in the stamped envelope provided (in your ALRFPD inbox) **no later than August 9, 2016**.

Section A: Board Performance

1. How important is ALRFPD to the overall quality of life for residents within the District?
Not Very 1 2 3 4 5 Extremely
2. Since you joined the Board, how satisfied are you with the overall performance of the ALRFPD Board?
Not At All 1 2 3 4 5 Extremely
3. How do you rate the Board's ability to operate as a team?
Poor 1 2 3 4 5 Excellent
4. How satisfied are you with the Board's decision-making skills (e.g., ability to efficiently make decisions that all Board members support)?
Not At All 1 2 3 4 5 Extremely
5. How satisfied are you with the Board's ability to process and resolve conflict?
Not At All 1 2 3 4 5 Extremely
6. To what extent do all Board members have a voice in the discussion of issues?
Not At All 1 2 3 4 5 Consistently
7. Briefly describe why you chose to join the ALRFPD Board:
8. What do you enjoy most about being on the Board?
9. In your opinion, what are the top 2 challenges facing the Board that may be limiting the effectiveness of the team?
10. Describe the role of the Board, as you see it:

Section B: Individual Styles

People have preferred ways to handle conflicts that they experience. Researchers have identified five conflict handling styles, each of which can be productive in certain circumstances. This self-assessment estimates the extent to which you prefer to use each of these conflict handling styles.

INSTRUCTIONS: Read each of the statements below and select the response from 1-5 that best reflects the way you tend to act in a conflict situation with someone else. In Workshop 1 we will discuss the different conflict management styles among Board members and the situations in which each is most appropriate.

1. If someone disagrees with me, I vigorously defend my side of the issue.
Rarely 1 2 3 4 5 Always
2. I go along with suggestions from colleagues, even if I don't agree with them.
Rarely 1 2 3 4 5 Always
3. I give and take so that a compromise can be reached.
Rarely 1 2 3 4 5 Always
4. I keep my opinions to myself rather than openly disagree with people.
Rarely 1 2 3 4 5 Always
5. In disagreements or negotiations, I try to find the best possible solution for both sides by sharing information.
Rarely 1 2 3 4 5 Always
6. I try to reach a middle ground in disputes with other people.
Rarely 1 2 3 4 5 Always
7. I accommodate the wishes of people who have different points of view than my own.
Rarely 1 2 3 4 5 Always
8. I avoid openly debating issues where there is disagreement.
Rarely 1 2 3 4 5 Always
9. In negotiations, I hold on to my position rather than give in.
Rarely 1 2 3 4 5 Always
10. I try to solve conflicts by finding solutions that benefit both me and the other person.
Rarely 1 2 3 4 5 Always
11. I let the other person have their way rather than jeopardize our relationship.
Rarely 1 2 3 4 5 Always
12. I try to win my position in a discussion.
Rarely 1 2 3 4 5 Always
13. I like to investigate conflicts with colleagues so that we can discover solutions that benefit both of us.
Rarely 1 2 3 4 5 Always
14. I believe that it is not worth the time and trouble to discuss my differences of opinion with other people.
Rarely 1 2 3 4 5 Always
15. To reach an agreement, I give up some things in exchange for others.
Rarely 1 2 3 4 5 Always

Section C: Team Dynamics

A team is a group of people working together to achieve a common purpose for which they hold themselves mutually accountable.

Instructions: Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

3 = Usually

2 = Sometimes

1 = Rarely

- ___ 1. Team members are passionate and unguarded in their discussion of issues.
- ___ 2. Team members call out one another's deficiencies or unproductive behaviors.
- ___ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- ___ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- ___ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- ___ 6. Team members openly admit their weaknesses and mistakes.
- ___ 7. Team meetings are compelling, and not boring.
- ___ 8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
- ___ 9. Morale is significantly affected by the failure to achieve team goals.
- ___ 10. During team meetings, the most important – and difficult – issues are put on the table to be resolved.
- ___ 11. Team members are deeply concerned about the prospect of letting down their peers.
- ___ 12. Team members know about one another's personal lives and are comfortable discussing them.
- ___ 13. Team members end discussions with clear and specific resolutions and calls to action.
- ___ 14. Team members challenge one another about their plans and approaches.
- ___ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

Groundrules

- One person speaks at a time (
- Respect timekeeper & agenda
- Stay focused on the topic (
- There are no 'dumb' ideas (
- Practice active listening
- Focus on the ideas, not the individuals proposing them
- Take responsibility for team's success

ALRFPD Board Workshop 1 8/26/16

Common Responses to Conflict

People have preferred ways to handle conflicts that they experience. Often these conflict response strategies are habitual, and people are frequently unaware of their set responses. Researchers have identified five common conflict handling styles, each of which can be productive in certain circumstances. Below is a description of each of the five styles, along with each workshop participant's individual score from the recent Board Member Questionnaire self-assessment. Scores may range from 3 to 15 points per conflict strategy; the higher the score, the stronger your preference for engaging this strategy.

- 1. Avoiding (Qs 4, 8, 14)** **Your Score:** _____

Strategy: Avoiding the conflict. This strategy involves avoiding both the issues that are likely to lead to conflict, and the people with whom you are likely to be in conflict. Fundamentally this strategy is based on the belief that it is easier to avoid conflict than to face it. Avoiding can be useful if there is little chance for successful problem solving or compromise. In some cultures, avoiding conflict is a cultural norm that allows everyone to save face. Tactics include: denying there is a problem; changing topics; ignoring feelings you have about an issue or problem. The downside of avoiding conflict is that when you simply "put a lid on it," it tends to simmer under the surface and eventually can undermine the work of the team.
- 2. Smoothing/Accommodating (Qs 2, 7, 11)** **Your Score:** _____

Strategy: Smoothing over the conflict. This strategy focuses on minimizing the conflict so that group relationships will not be strained. Underlying this strategy is the belief that discussing conflict damages relationships rather than strengthens them. This approach sacrifices personal opinions and goals out of fear of losing the relationship. Smoothing can be useful when the issue is not important or when there is little chance for successful problem solving. Tactics include: denying there is a problem; playing down the differences and emphasizing areas of agreement. Similar to the avoidance strategy, smoothing over conflict only suppresses it, leaving it to simmer under the surface, eventually undermining the work of the team.
- 3. Forcing/Competing (Qs 1, 9, 12)** **Your Score:** _____

Strategy: Forcing the conflict. This strategy attempts to overpower others and force them to accept your position. In this strategy personal opinions and goals are very important and relationships with others are less important. This is a competitive, win-lose approach to conflict. Forcing escalates a conflict that already exists and increases the likelihood of conflict emerging later. Typical tactics include: attacking others' ideas, or using your expertise, position or experience to overpower others. Forcing can be appropriate when fast, decisive action is needed and you have the expertise and authority to resolve the issue. Forcing is more effective when the position is explained. The drawback to forcing is that it can create resentment and resistance, ultimately damaging team relationships.

4. Compromising (Qs 3, 6, 15)**Your Score:** _____

Strategy: Compromising. This strategy tries to get others to give up some of what they want in exchange for giving up some of what you want. The idea here is that everyone gives up something and everyone gains something. This can be a lose-lose strategy because no one achieves his or her goal. Everyone gives up something and might resent doing so. The underlying assumption in compromise is that everyone should accept less than he or she wants because it is the best he or she can hope for. Compromise may be appropriate after problem solving has not worked. Compromises often attain low satisfaction and low commitment because everyone gave up something she or he valued.

5. Problem Solving/Collaborating (Qs 5, 10, 13)**Your Score:** _____

Strategy: Problem solving. This win-win approach highly values both personal goals and team relationships. The purpose of this approach is to find the path forward that meets everyone's goals, and, by doing so, preserve group relationships. Problem solving includes strategies aimed at taking diverse viewpoints into account, clarifying the issues, clearing the air constructively, and enabling everyone to move forward together. Problem solving is appropriate when issues are important and there is sufficient time to understand and explore the causes of conflict and to discover an acceptable solution. Problem solving requires lots of time, energy, trust, and creativity, and is not appropriate when those elements are not present.

Typical problem solving tactics include:

- Stating your views about the issue or problem in clear, non-judgmental language
- Clarifying the core issue(s) by sorting out areas of agreement from areas of disagreement
- Listening carefully to each person's point of view
- Asking for clarification when necessary
- Periodically checking your understanding of the disagreement by stating the core issues in your own words
- Using techniques such as circling the group for comments and having some silent "thinking time" when emotions run high

DECISION MAKING METHODS

CONSENSUS (with fall back) *2,3

MAJORITY VOTE *4

SUBGROUP WITH INPUT

SUBGROUP DECIDES

LEADER WITH INPUT

LEADER DECIDES

LEVEL OF BUY-IN

TIME

METHOD	SITUATION
Consensus Or Cohsensus with Fall Back	<ul style="list-style-type: none"> Affect a lot of people or have far-reaching implications A rich exchange of ideas is needed to create the best solution All members of the group are informed and feel a similar level of investment to making a good decision Group is small with 10 or fewer people If used, prepare to have a back-up method if consensus is not possible within the time-frame required
Voting	<ul style="list-style-type: none"> It is known that consensus is highly unlikely in the time allowed Members of the group are equally informed on the subject matter and understand one another's viewpoints It's been determined that the majority can handle the implementation without the active involvement of those in the minority (or the minority will "disagree and commit") There is a plan to handle the reactions of those who disagree with the outcome
Subgroup with Input	<ul style="list-style-type: none"> A subgroup has the necessary information or expertise to make the decision with input from additional participants The subgroup deciding is the best use of resources based on the time-frame A subgroup with the other participants can handle the implementation without the active involvement of those in the minority and/or the minority views are willing to support the subgroup decision "disagree and commit" It is most effective to delegate authority to representatives while having input in the earlier decision-making stages
Subgroup	<ul style="list-style-type: none"> A subgroup has the necessary information or expertise to make the decision The minority views are willing to support the subgroup decision based upon the importance and urgency of the issue It is most effective to delegate authority to representatives while having input in the earlier decision-making stages The whole group is comfortable delegating based upon time-line for this decision
Leader with Input	<ul style="list-style-type: none"> A leader (a specific authorized role) has the necessary information or expertise to make the decision once they have gathered input One person is collecting information as needed and is entrusted to make a good decision as it is safe enough to try
Leader	<ul style="list-style-type: none"> It is an emergency or the decision aligns to a leaders authority/accountabilities/domain One person has all of the relevant information (or can be trusted to source that information in whatever way is effective for them) and is entrusted to make a good decision as it is safe enough to try Or the outcome only affects the decision maker

Adapted from the work of Focus Group Consulting

3. They commit to decisions and plans of action.
4. They hold one another accountable for delivering against those plans.
5. They focus on the achievement of collective results.

If this sounds simple, it's because it is simple, at least in theory. In practice, however, it is extremely difficult because it requires levels of discipline and persistence that few teams can muster.

Before diving into each of the dysfunctions and exploring ways to overcome them, it might be helpful to assess your team and identify where the opportunities for improvement lie in your organization.

TEAM ASSESSMENT

The questionnaire on the following pages is a straightforward diagnostic tool for helping you evaluate your team's susceptibility to the five dysfunctions. At the end of the questionnaire, on page 194, there is a simple explanation of how to tabulate the results and interpret the possible conclusions. If possible, have all members of your team complete the diagnostic and review the results, discussing discrepancies in the responses and identifying any clear implications for the team.

The Five Dysfunctions of a Team



1. The first dysfunction is an **absence of trust** among team members. Essentially, this stems from their unwillingness to be vulnerable within the group. Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation for trust.
2. This failure to build trust is damaging because it sets the tone for the second dysfunction: **fear of conflict**. Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas. Instead, they resort to veiled discussions and guarded comments.
3. A lack of healthy conflict is a problem because it ensures the third dysfunction of a team: **lack of com-**

An Overview of the Model

mitment. Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy in and commit to decisions, though they may feign agreement during meetings.

4. Because of this lack of real commitment and buy-in, team members develop an **avoidance of accountability**, the fourth dysfunction. Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.
5. Failure to hold one another accountable creates an environment where the fifth dysfunction can thrive. **Inattention to results** occurs when team members put their individual needs (such as ego, career development, or recognition) or even the needs of their divisions above the collective goals of the team.

And so, like a chain with just one link broken, teamwork deteriorates if even a single dysfunction is allowed to flourish.

Another way to understand this model is to take the opposite approach—a positive one—and imagine how members of truly cohesive teams behave:

1. They trust one another.
2. They engage in unfiltered conflict around ideas.