

AUDIO FILE #: 11.21.2019-19112101

Terry Hsu: Okay, well obviously we're all here for the Manager evaluation. And I thought at this point we would just collect information and get everybody's impressions of things and then we'd come up with some sort of document perhaps or perhaps not, but just basically get everybody's perceptions to start with the 360 review. The 360 review is simply a tool. It's just a compilation of what people put together at that particular time and we're not bound by it, it's something that is a document that was put together by an objective outside source. You know, we, as a Board, kind of collectively come together and decide how we want to deal with it and how we want to approach it. So first thing I thought I'd do...I guess I should introduce. Everybody knows everybody except...

John Stein of SDAO: I don't know anybody, but that's okay.

Terry Hsu: John Stein who doesn't know anybody. John is with Special Districts. He's a consultant working for George Dumble(sp?). Is that correct?

John Stein: Yes, unfortunately that is correct. Yeah I'm a consultant for Special District and just here to help in any way I can. I was invited, so...it's your meeting, so I'll just sit here and partake whenever you ask me to.

Terry Hsu: He's here to...he's just going to listen and he'll chime in when he thinks it's appropriate. So the first thought I had was just that maybe we'd come up with what we consider to be, you know, based on the 360, but also based on whatever your perceptions are, what you think are the biggest positives and then the biggest areas that are in need of improvement and we just sort of go around the table and sort of compile a little bit of a list. So positives and negatives. Let's see...Rochelle.

Rochelle Koch: Well I can start with positives...

Terry Hsu: Yeah.

Rochelle Koch: ...on Jane. I think she handled the budget meeting, the whole budget, the whole thing _____ (0:02:27.0) a fantastic job. It seemed like she just came to life and it was right up her alley...

Terry Hsu: Yeah.

Rochelle Koch: ...and she knew the answers to the questions and...

Terry Hsu: Uh-huh. Okay and then areas for possible improvement.

Rochelle Koch: Come back to that.

Terry Hsu: Okay, alright. Lee? Did you want to chime in with something?

Lee Hardy: In going through here and looking at the Directors, it looks like there's 3 Directors _____ (0:02:58.0) improvement _____ (0:03:04.7) jump around _____ (0:03:10.1). Go ahead.

Terry Hsu: Darin?

Darin Olson: I'm just kind of re-reviewing this here real quick.

Terry Hsu: Yeah. Okay.

Rochelle Koch: Um, areas of improvement? I think being very new here, I was not welcomed in very nicely. I felt attacked my first meeting, my second meeting I felt like I had already done something wrong and I was just a brand new director and I think that position of Manager should be someone that actually welcomes you in and helps you get established and I felt like I was an enemy and I didn't even know what I was walking into, so I think in terms of maybe appearance, welcoming, I don't know how you would put that up there, but that's definitely an area that would need improvement.

Terry Hsu: Um, I guess one, you know, and maybe John you can chime in...I mean, it's fine, let's do it, okay. So just put up...

Rochelle Koch: I mean, I don't know what you're looking for, I'm just saying in terms of improvements and positive...

Terry Hsu: I think a general if we could come up with recommendations that are...they have this acronym called SMART. Have you heard it?

Rochelle Koch: No.

Terry Hsu: It stands for...it's a way of doing evaluations and providing comment that's helpful, right? I _____ (0:04:38.4) a variety of settings. _____ (0:04:42.8)

Rochelle Koch: That's why I didn't want to go first. I mean, I thought you were looking for...

Terry Hsu: It's fair, it's totally fair. So SMART, so the S, M, A, R, T and it's an acronym. And S stands for specific, so if you give suggestions and you want to be specific, you don't want to say she's really mean or she's super nice...

Rochelle Koch: Okay.

Terry Hsu: ...right? Something like that, right? Or, you know, you want to be like, you know, in some particular type of a situation, you know, I don't know, I'm an engineer so I speak in engineering terms, so I'll give an engineering example. So, let's see, so for transportation, roadway design, this particular person is...so I'm being very specific, transportation, roadway design, right? And then measurable, you know? So transportation, roadway design, this particular employee exceeded the budget or, you know, met budget 100% of the time and actually maybe that's more _____(0:06:05.9) and relevant thereby satisfying the clients. So, you know, it's specific because it's transportation and roadway design, it was measurable because it was some sort of a budget and they met budget or something. It's actionable because it's something that that person could achieve. It's not like, you know, they did this roadway design and all of the traffic lights went off, but they were doing the roadway design. That's not actionable, or in that case, relevant. And then timing is, you know, in terms of, you know, it's measured within a particular timeframe. So, ideally, those are the kind of things we'd sort of come up with. Yeah?

Scott Walker: I want to make an observation. This is really probably a great thing for engineering, but we're in human relations area and _____ (0:06:57.7)...

Terry Hsu: I know, well I'm comfortable with the engineering side, but I mean I think you can still be specific...

Scott Walker: Okay.

Terry Hsu: ...you can still say like...the budget is a very good example. We're talking about the budget, you know, was the budget, you know, is it measurable? Right? You can measure whether it was exceeded or, you know, met, right? Is it

actionable? Is the person able to, you know, influence the situation? It's not outside of their job duties or something. You know? It's relevant, you know? Like it's important, you know? Is the budget important? You know? So you'd say, okay it's relevant because the budget is important to Marion SWCD or something. Is it timely, you know? Is it like, you know, are we talking about a timeframe that's reasonable or fair? So that's an example. Let's see...okay.

Lee Hardy: Well, I like the idea that Jane I think is outstanding on keeping herself out of trouble.

Scott Walker: Okay.

Lee Hardy: Ways of complying with public meeting laws and other statutes that will come around and get you.

Terry Hsu: Yeah. Compliance with regulations and rules?

Lee Hardy: Yeah. Rules. Yeah.

Dave Budeau: That was certainly going to be one of my comments. In the short time I've been here, I've certainly seen the Board ask Jane for advice on administrative rule and statute and she has been _____ (0:08:48.3) that.

Terry Hsu: Good.

Doug Krahmer: So, I'd second Lee's positive there.

Terry Hsu: Yeah. Okay. So far, she's sounding pretty good. Let's keep going here. Let's see. I guess as long as we're on the positive side, any other positive-type _____ (0:09:05.7)? Let's try to hear from somebody else. Darin, positives for Jane?

Darin Olson: _____ (0:09:10.4) ideas.

Terry Hsu: Well, let's start with the positive because everybody else is doing that, so...or anybody else? Doug?

Doug Krahmer: So number 1, I want to agree with Dave _____ (0:09:23.3)...

Terry Hsu: Yeah.

Doug Krahmer: ...that, you know, keeping up in compliance and keeping our finances straight. I do want to complain about the questions on the 360. You know, I look at her job description...there seems to be 1 question in that 360 review that talks about her job as far as her administrative duties and keeping the financial books and that part of it, and yet we got 40% of her time, you know, in her job description she's supposed to be spending 40% of her time there. And we're not asking her...40% of the questions are not...

Terry Hsu: So I had...

Doug Krahmer: headed towards that part.

Doug Krahmer: so what I had was I had...

Doug Krahmer: And the same thing with personnel matters. You know, I think she's done an excellent job of hiring people and bringing in new employees...

Terry Hsu: Sure.

Doug Krahmer: ...when others leave and yet 35% of the personnel matters was not part of this.

Terry Hsu: Well...

Doug Krahmer: This was almost exclusively on how she relates to other people be it the Board or partners or things like that as I understood it. So...

Terry Hsu: Well...okay.

Doug Krahmer: Take it for what it is.

Terry Hsu: I mean it's...that's completely fair.

Doug Krahmer: I don't think, in my opinion, the 360 review does justice to giving her a review because it doesn't cover all the areas of her job description.

Terry Hsu: Well and that's fair and that's why we are all here.

Doug Krahmer: Yep.

Terry Hsu: We can do that right now. We don't have to do exactly what the 360...

(TALKING AT THE SAME TIME)

Doug Krahmer: So I just put a couple of those down. Yes.

Terry Hsu: says.

Terry Hsu: The personnel and financial and compliance.

Doug Krahmer: I think we got those sort of in there. We'll just go with personnel. Personnel hiring.

Terry Hsu: Yep.

Terry Hsu: Okay. Yeah, Tim?

Tim Bielenberg: Yeah I have to agree with Doug. That's one reason I didn't go back and _____ (0:11:52.6) the 360, I thought it was kind of really one sided.

Terry Hsu: Okay.

Tim Bielenberg: I think she does a real good job in the books, the budget, pretty much everything that's up there. She's got a lot of experience. _____ (0:12:09.4) just reading through here, one of the things she does I think give light on other people calling her for questions and stuff.

Terry Hsu: Give light? What do you mean with that?

Tim Bielenberg: Well like if somebody has a question, they call maybe for policies, so she kind of helps through some of these things, answers questions that may be legal questions other people are asking about.

Terry Hsu: _____ (0:12:35.2)

(TALKING AT THE SAME TIME)

Tim Bielenberg: Right. It'd be somewhere under that, yeah.

Terry Hsu: Yeah. Scott?

Scott Walker: I think I know this will come as a shock to you, Doug, but I do disagree a little bit on the _____ (0:12:44.9)

Doug Kraemer: _____ (0:12:44.9)

Scott Walker: That's surprising isn't it?

Scott Walker: I think that the job description says the things that she should be doing, the activities that she has, okay? I think what the Board expectations, it's a little different matter, you know? When we drafted and approved the Board expectations, we were talking about...it's the last page of that...

Terry Hsu: Yeah.

Scott Walker: ...that we approved back in summer of '17 I think it was...those are not really job descriptions, those are expectations, things we expect of the Board and this is really what that's about.

Terry Hsu: Oh you're talking about this expectation...

Scott Walker: Yeah.

Terry Hsu: Okay. I don't know if everybody got that.

(TALKING AT THE SAME TIME)

Doug Kraemer: It's on the back.

Terry Hsu: It's on the...okay. Alright.

(BACKGROUND NOISE)

Scott Walker: And so that was, I think that's the _____ (0:13:31.9) expectations are.

Terry Hsu: Got it. Okay. Alright.

John Stein: Can I ask a question here?

Terry Hsu: Yeah.

John Stein: At this point, as you guys are kind of going around the room here...first of all, so you're skipping the agenda and going right to item 6. Is that correct?

Scott Walker: Yeah we never...

Terry Hsu: Yes, I guess that's true.

John Stein: Okay and so where my confusion lies is we began this discussion by stating this was an evaluation. Is this an evaluation? Are you doing a formal evaluation of your Manager right now or are you reviewing a report because there's a big difference in those 2. And the implications. If this is a formal job review, what you're doing so far would not be considered a formal job review I guess is what I'm trying to politely say. Right now what you're doing is reviewing a document.

Scott Walker: What's your recommendation to us? Because we're new at this.

John Stein: Yeah well my...

Terry Hsu: It's John.

John Stein: ...yeah it's new to me too, so I've been here for 15 minutes. I guess new as far as what your process is. I don't know what the end goal here and I don't know what you guys are after. If you simply went out to do a study and have a study, a 360 study, if you want to have that 360 done to test the health of your organization or for whatever...I guess, that's the first thing I'd want to know is what was the reason for the study and then secondly is this the first time you've reviewed it and gone over it in a formal setting?

Terry Hsu: We've...go ahead, Scott.

Scott Walker: We were expected to review the performance of the Manager annually.

John Stein: Okay.

Scott Walker: Okay? That's my understanding. And in this case, they're using the 360 as a tool for that review.

John Stein: Okay.

Scott Walker: Okay? Now what was the next part of your question?

John Stein: Well, I want to know is this a formal evaluation of your Manager and if so it's going to probably require some documentation before you're all done here.

Scott Walker: So I don't know that I...

Terry Hsu: My intent was that we would discuss the 360 and we would discuss how we would apply that 360 to a potential review.

John Stein: Okay. So that would be one of the tools you'd apply to the review, it wouldn't be the only thing you'd use for a formal evaluation...

Terry Hsu: Right.

John Stein: ...I would expect because you have...obviously, you're going by job description and any expectations that you have previously given her. You know, the hope is what I would have coming out of this meeting, and you may not be able to get it done tonight, this may take several meetings, but where we would hope you would get to is you would get to a point where you would be able to clearly define what your expectations are of your Manager and perhaps give her 3 or 4 or 5 or 10, you guys get to set that number, goals...that's not a word I like, but anyway I'll use it...3 to 5 to 10 goals that you would expect her to accomplish in the following year. So then you have something to evaluate her on. You know what I'm saying? You said, do these things, and 1 year from now we're gonna evaluate. We're gonna come back to it and we're gonna say, okay, item number 1, how'd we do here? Item number 2, how'd we do here? Where I think we're gonna struggle tonight a little bit is, everyone's kind of working off a different sheet of music.

Terry Hsu: I mean, I don't know. I was actually trying to head in that direction...

John Stein: Okay, good.

Terry Hsu: ...in the end.

John Stein: Good. Okay.

Terry Hsu: That was my goal.

John Stein: _____ (0:17:29.6) Yeah, okay.

Terry Hsu: But like I was saying, and as you reiterated, this 360 is a tool, it's a very good starting place for getting, you know, a litmus test of just sort of what people think.

John Stein: Right.

(TALKING AT THE SAME TIME)

Terry Hsu: So I thought it made sense.

John Stein: _____ (0:17:44.9) when you fill out the term evaluation, it makes me a little nervous because that to me is a very formal and well-documented process.

(TALKING AT THE SAME TIME)

Terry Hsu: I guess I...but when I say...

JOHN STEIN: Protection of the Manager, protection of you as a Board.

TERRY HSU: I guess when I say evaluation, the 360 evaluation.

JOHN STEIN: Okay, so we're reviewing the report.

TERRY HSU: We're reviewing the report and then deciding...

John Stein: Sure. Sure.

Terry Hsu: what next steps to take after we review the report.

Scott Walker: Could I ask what...could you expand a little bit on the formal process of evaluation and...

John Stein: Well I think Terry's got it. All I'm trying to say is, right now what we're doing right here isn't a formal evaluation. What we're doing is we're reviewing a report to take pieces from that to include in an evaluation...

Terry Hsu: Evaluation.

John Stein: to come.

Terry Hsu: Right.

John Stein: So I...yeah, I don't think you're gonna walk out of here tonight...because a formal evaluation is going to be giving her a document stating here's the expectation that we have, here's what we want you to do, here's what we want you to meet. It's going to be tough to evaluate her based on...well, you haven't evaluated her from what I understand for how many years? 3 years?

Terry Hsu: 4 years.

(TALKING AT THE SAME TIME)

Scott Walker: _____ (0:18:55.0) '16.

Terry Hsu: 2016 is the last review, so...

John Stein: Let Terry run with this thing, let's see where he's taking us...

John Stein: Yeah, I mean...

John Stein: ..._____ (0:19:03.1) let's run with it. I just want to be careful that you don't trap yourselves into this is a formal review and that's unfair to the Manager and it's unfair to you guys because right now all you're doing is reviewing a report.

Rochelle Koch: _____ (0:19:13.1) Jane's down here. Jane's the Manager.

John Stein: Hi Jane.

SPEAKER: Yeah.

Terry Hsu: Yep. This is Janice.

SPEAKER: _____ (0:19:21.0)

John Stein: Well I said Jane...I don't have glasses on.

John Stein: It says Janice.

Janice Calkins: Oh, Janice.

(TALKING AT THE SAME TIME)

John Stein: I know I got the J _____ (0:19:24.8)

Janice Calkins: Yeah, I know I...

Janice Calkins: Hard to read when you don't have glasses on.

SPEAKER: _____ (0:19:30.0)

John Stein: So anyway. Fire away. Keep going.

Terry Hsu: Alright. Okay.

John Stein: Keep running with it.

Terry Hsu: Alright. So, let's see. Anybody else? I mean, I'll chime in with a few things. And I might be a little bit out of order because when I was looking at the 360, I thought one thing that jumped out, which was the part on the community partners, which I think is really important. I think our community partners, they can really increase our bang for our buck in terms of if we contribute to them and they, you know, they can multiply our tax dollars and do some great things. And I saw that there were some concerns with regards to lack of follow through and communication with the community partners, but I've actually talked to some community partners lately and they said since the 360, the communication seems to have improved. So I'm not sure which side to put that on. I could put it on...it was a problem at the 360, but it seems to have improved or something else. I'm not sure. But I do think the communication with community partners is very important and needs to be mentioned. I don't know if we put it on the plus or the...the minus side looks kind of scanty, so let's put it on the minus side. _____ (0:20:55.0), you know, with communication with community partners really is kind of _____ (0:21:13.0). Okay. _____ (0:21:18.5) communication.

(TALKING AT THE SAME TIME)

John Stein: How many community partners were there in this evaluation?
Terry Hsu: 8.
Scott Walker: 1, 2, 3, 4...
John Stein: 7?
Scott Walker: 5?
Terry Hsu: 8.
Terry Hsu: There were 8 that were...
John Stein: 8? And how were they chosen?
Terry Hsu: I thought of everybody I could think of.
Scott Walker: Anybody we do business with.
Terry Hsu: Anybody we do business with. So...
Scott Walker: _____ (0:21:34.2)
Terry Hsu: North Santiam Water Control District, North Santiam Watershed Council...
John Stein: Oh, okay.
Terry Hsu: Pudding River Watershed Council...
John Stein: Okay. _____ (0:21:44.2)

(TALKING AT THE SAME TIME)

Terry Hsu: ...NRCS...
John Stein: _____ (0:21:45.1) public, okay. Good.
John Stein: Yeah.
Terry Hsu: Yeah. No, they're just sort of...yeah, the Straub Environmental...
John Stein: People you work with. Okay.
Terry Hsu: People we work with with, please we, you know...
John Stein: Very good.
Terry Hsu: Yeah. ODA, all of those sorts of folks. So, yeah...
Scott Walker: You know, it struck me over the course of my involvement that we've had, to me, it seems like a pretty high turnover in personnel, which means either the initial decisions to hire were poor or the training they received was inadequate or...so, I mean _____ (0:22:22.4)
Terry Hsu: My concern with the...
Scott Walker: Okay.

Terry Hsu: ...yeah. My concern with that is going back to this. It gets pretty hard to say that it's measurable. You know? It's like how do you gauge why the person was leaving? Is it pay or is it they had some better opportunity or, you know? That sort of thing. That's why that I have a hard time with tonight saying...

Lee Hardy: Uh-huh.

Terry Hsu: ...you know, all these people stayed because they couldn't get any other jobs. Good job, Jane. Or all these people left because of something else. It's like, unless you can really clearly tie it to it.

Lee Hardy: Well did you ever consider the outside...

(TALKING AT THE SAME TIME)

Terry Hsu: There's a lot of other factors _____ (0:23:08.1)

Lee Hardy: _____ (0:23:09.2) things in it that influence a decision for the person to leave.

Terry Hsu: Yeah. Otherwise I'd say that if we could tie that and link that, I'd say okay reasonable.

(TALKING AT THE SAME TIME)

Scott Walker: _____ (0:23:21.0)

Rochelle Koch: So if we have issues...

SPEAKER: _____ (0:23:21.9)

Rochelle Koch: ...we can't talk about issues if we have issues then because we don't know if we have a...I mean there's certain issues that should be discussed, but we can't discuss them because they might not have a...

Terry Hsu: A link and such? Yes we can discuss.

Scott Walker: _____ (0:23:33.7) yeah.

Terry Hsu: I mean I guess...maybe I'm jumping ahead or something or, you know, sure we can discuss anything, but in the end, if it's not like directly, you know, if we can't really tie it into a job description or make a reasonable expectation, that gets heard. But yes, yeah, we can discuss it. And we can put it down. I mean, we're just sort of putting a laundry list here.

Scott Walker: Well...

Terry Hsu: Yeah, Dave?

Dave Budeau: Since Scott brought up the employee thing, one thing I noticed since we're evaluating the report is that for most of the questions, it appeared that the employees rated Jane higher than the directors.

Terry Hsu: Yes.

Dave Budeau: There was a trend there.

Terry Hsu: Yes.

Dave Budeau: And so that was just an observation. So when you're talking about, you know, hiring personnel and stuff _____ (0:24:24.0)

Terry Hsu: Yeah, I mean, yeah. It's like if there was a way to just say, okay that's something that...

Scott Walker: _____ (0:24:39.8)

Terry Hsu: you know? It's just too many factors.

Scott Walker: Well to the personnel matter, the only thing you'll really tell is whatever the results of the exit interviews were and if exit interviews occurred and what the observations were. _____ (0:24:51.5)

(TALKING AT THE SAME TIME)

Terry Hsu: They could be relevant.

Scott Walker: _____ (0:24:53.2) until they tell you.

Terry Hsu: There could be relevant information there, but I haven't been involved in any exit interviews.

Doug Krahmer: But every one of them have had exit interviews.

Scott Walker: Every one of them?

Doug Krahmer: Yeah.

Doug Krahmer: Including Roland when he retired.

Darin Olson: _____ (0:25:08.5) couple of people _____ (0:25:10.7) I know there's 1 or 2.

(TALKING AT THE SAME TIME)

SPEAKER: _____ (0:25:11.7)

Rochelle Koch: What about the one that quit and then came back again...

Darin Olson: Uh-huh.

Rochelle Koch: ...and threatened us? I mean, there wasn't an exit interview on that?

Doug Krahmer: I don't think he's ever quit. He's never stopped working.

Terry Hsu: He hasn't left.

Scott Walker: Well he offered his resignation.

Terry Hsu: Well it was...

SPEAKER: _____ (0:25:29.8)

Terry Hsu: the first statement...

Scott Walker: Well whatever.

Rochelle Koch: I think it has to be discussed. I mean, at some point, some of these issues have to be discussed. I have 3 issues that I have huge problems with and we can't discuss them, well when do we discuss them?

Terry Hsu: Well we can...this is the place to discuss them. Yeah. Alright, so I'll chime in. So one thing, communication with community partners in this document was seen as a negative and I would say that's potentially improving. Communication with directors and making sure we have all the right information, I think it's not so clear. For instance, we had a vote on the OACD election and we said that in order to accept these votes, we required that there be a change to the bylaws to include that only 1 Manager could be on the Board and that was actually not communicated. It was a recommendation that they make that, so to me that wasn't clear communication and it could've been clearer. Because as a result, there was no change to the bylaws and the votes from Marion Soil & Water Conservation District were indeed submitted, so to me that is an area of miscommunication.

Scott Walker: _____ (0:27:07.2)

Terry Hsu: Or unclear communication maybe? So, to me, that's...so I'd say clarity of communication...

Scott Walker: I don't see how _____ (0:27:21.1)

Leland Hardy: Well we can't have _____ (0:27:26.4)

Terry Hsu: ...to Board. And I think it's...I mean, we can speak to the Board, it's harder for us to speak about the day-to-day to staff or, you know, community partners unless we interview them or talk to them. So that's one area that I would say is something that could be worked on. An area for improvement. Does anybody else have anything they'd like to contribute?

Rochelle Koch: I mean, maybe I can rephrase it, it would be the public appearance of maybe a new director coming in. I don't know. I mean, I felt very, very, very upset about my welcoming for my first couple of meetings. How do you put that in there?

Terry Hsu: Um...

Rochelle Koch: Enough so that I kind of questioned why I was even in this position.

Leland Hardy: So you can change that.

Rochelle Koch: Well, that's why we're here discussing it.

Leland Hardy: That's why we're here.

Terry Hsu: Alright. Well, courteousness? I don't know, how do you...do you have a suggestion?

Rochelle Koch: Perception of public opinion.

Terry Hsu: John?

John Stein: Not about what you're doing right now. I have some suggestions when we're finished, but...

Terry Hsu: Okay.

Rochelle Koch: Do we keep on this track? _____ (0:28:52.3)

(TALKING AT THE SAME TIME)

Terry Hsu: Do you think this is a non-fruitful exercise?

John Stein: Well so far it would give that appearance, but again I...

Rochelle Koch: _____ (0:29:00.6)

John Stein: ...because you guys and gals are in a position of being directors and being in a position where you're subject to laws and all sorts of things, one of the things I think jumps out at me right now...and I have no knowledge of this, so I'm just asking this question...is how many of you have a set of Board policies and how familiar are you with those policies?

Rochelle Koch: _____ (0:29:31.2)

Terry Hsu: You have a lot...

John Stein: Okay.

Terry Hsu: we all have a set of Board policies.

Scott Walker: _____ (0:29:33.6)

John Stein: You have a set of them, how...each individual in this room...how familiar are you with each of those policies? In other words, I would suspect that there is a section there that deals with evaluation.

Scott Walker: I don't think so.

Darin Olson: A Manager I don't believe. Staff, yes.

Scott Walker: No.

Scott Walker: No _____ (0:29:50.0)

John Stein: Okay so there's...and I guess, policy wise, when is the last time they've been revised? Reviewed and revised?

Scott Walker: Well, as things occur or brought up by the Board and they approve it and they decide that it's going to be...

John Stein: You keep adding to it.

Scott Walker: _____ (0:30:07.8) right now. For example, one is Special District that we will reimburse directors up to a certain amount for attending Special Districts...

John Stein: Sure. Sure.

Scott Walker: ...okay, meetings and training. Okay? So we have a couple in the cooker right now, but that's the kind of thing we have. If you attend more than 2 meetings a month, for example, you can get a handsome sum of \$25.00.

John Stein: Those are all good things, but I guess my point is, have you reviewed them, are they written specifically for this situation, do you have specific policies that cover you as Board members and cover your administrator? And the only thing I'm recommending is that we've got to make sure, if we do have those policies in place, we got to make sure we are following to the letter.

Scott Walker: Okay.

John Stein: And I don't know that because I haven't seen your policies. So I can't make a judgment on that, but that jumps out at me that I see a little _____ (0:31:09.6) going on here and so one is how familiar are we with our policies and are we following them. The other thing, some of you have probably been here for a long time, some of you are new...is that what I'm hearing?

Rochelle Koch: Yeah.

John Stein: Okay. The other thing I'd recommend is getting George in here as soon as possible and we do just a great, real short, I don't even know how long it takes, a couple hours, 3 hours, I don't know how long it takes, but he does a tremendous job of doing a very brief Board training and it just...it's excellent. It just shows you...it defines roles. One of the things that we struggle with...most of the time when we go into places, one of the things we almost always run into...I mostly do fire departments, so I'm familiar with fire chiefs and their Boards...but what I always run into is there's...whenever we have issues between the 2, it's because the roles have not been defined very well. What is the role of a Board member versus what is the role of your Manager versus the role of the Chair or whatever. So, you know, do we have our roles well defined? And that's what that class does is it goes into...

Terry Hsu: We do have a policy that describes what the roles and responsibilities...

John Stein: I'm...

Terry Hsu: of the Manager and the Board Members and the Chair.

Scott Walker: The closest thing we have right now is that expectation sheet that's in your packet _____ (0:32:26.3)

(TALKING AT THE SAME TIME)

Terry Hsu: Well that's the _____ (0:32:28.2) Manager.

Scott Walker: policy is something approved by the Board, but it was _____ (0:32:30.8) policy.

Terry Hsu: But if you're asking the question about like...

John Stein: Right.

Terry Hsu: us and what our roles and responsibilities are, there is a document. In fact, I'm gonna...Jane do you have it handy?

Jane Keppinger: I can get it.

John Stein: So, you know, but it's just a good tool. If you aren't all able to go to this Special Districts, you know, their conference, which probably is not possible for all of you to go to, we bring that to you. So, in other words, he does a great job of coming in just doing Board trainings. And I don't doubt you have roles already defined, but it's a great chance for you guys to review them and see if they're in line with what typical roles should be. So you have roles, but is that in line with what Boards of your nature typically should be following? For example, I find it really interesting, I shared this when we came in the door, and there's nothing wrong with it, but I found it interesting when I read your job description, at the very top it says the Board Chair is the direct Supervisor of the Manager. I have never in my entire life of doing this ever seen that.

Scott Walker: Right.

John Stein: I'm not saying it's right or wrong, I'm just saying I've never seen that, so it would be great to hear the rationale on that and the reasoning for that. And again, that's what you would be able to do in a Board training.

Scott Walker: What's typical?

John Stein: The Board is the direct...

Scott Walker: As a group?

John Stein: ...is authority over that.

Rochelle Koch: The Farm Bureau, the president is the direct supervisor of the executive director.

John Stein: Yeah.

John Stein: Okay, like I said, I've never seen it.

Rochelle Koch: I'm just saying...

John Stein: It's not right or wrong.

Rochelle Koch: organizations I've been...

(TALKING AT THE SAME TIME)

John Stein: It's not right or wrong, it's not a judgment.

SPEAKER: _____ (0:34:06.6)

John Stein: I just haven't seen that. And then the last thing I think we can do guys and gals is this 360's a good tool, this other stuff's a good tool, I think at some point, we need to sit down and do a thing that we call priority planning. And we just sit down and you guys are the leaders, you get to decide where you're going, you get to decide where you're taking this place, okay? And I think we need to have one of those...

Leland Hardy: We have a 5-year plan.

John Stein: Okay, you have a 5-year plan, I see it...

Scott Walker: Yeah.

John Stein: 5-year plans tend to get kind of put in drawers sometimes because they're 5-year plans.

Scott Walker: Take it out every 5 years.

John Stein: Yeah. Review it every 5 years. What I'm talking about is we would sit down and say, man what do we want to get done in 2020? Terry, where do you want the place to go in 2020? So, and not just Terry, but all of you.

Terry Hsu: Yeah.

John Stein: And that's called...and then, you can give that to Jane.

Scott Walker: So, Terry, the question really is at this meeting, do we want to sort of go back and go through this training process, or do you want to...what do you think? I ask the Board Chairman.

(BACKGROUND NOISE)

Darin Olson: I'm pretty sure only _____ (0:35:18.6) that training. I know _____ (0:35:24.1)

SPEAKER: _____ (0:35:26.2)

(LAUGHING)

Rochelle Koch: _____ (0:35:30.5) other organizations _____ (0:35:31.5)

John Stein: What's that?

Rochelle Koch: I said, I've sat through Board trainings at other organizations...

SPEAKER: _____ (0:35:36.2)

Rochelle Koch: ...however, I know my first meeting I did ask Jane about some Board training because I heard that they were doing it at one point and I didn't _____ (0:35:45.3)

(BACKGROUND NOISE)

John Stein: It's not a bad thing, it's not coming in and just looking at you guys and saying, you're doing it wrong, wrong, wrong, do this, this, this and this. It's just making you aware of here's what's happening out there and you, again, you are the bosses. You get to adapt everyone. That's why I think one of the things to get y'all on the same pages is that we put together some type of planning session where I typically am the one who does that, we can bring in another person in, but we just sit down and we prioritize what you guys want to get done.

Lee Hardy: Okay and with this training session, would it be sculpted to us or is it a can on the shelf that us should watch?

John Stein: It's a can on the shelf...it's a can on the shelf that has a live body that takes all your questions and answers with a whole lot of experience. George will sit here and answer everything you fire at him. I don't have the expertise he has, but he's done this for 100 years. _____ (0:36:43.1)...

(TALKING AT THE SAME TIME)

Leland Hardy: But does he know what a District does?

Scott Walker: fire chief. Yes.

Leland Hardy: You know?

Scott Walker: Yes.

Leland Hardy: That's the bottom line.

John Stein: Yes.

Scott Walker: Fire chief?

John Stein: Yes.

(TALKING AT THE SAME TIME)

Scott Walker: Okay.

Terry Hsu: So I mean just coming up with a list of what we think of the priorities as far as, you know, meeting the expectations of our Manager is that a...it sounds like, I mean you've already weighed in on this here, you're skeptical about the...

SPEAKER: _____ (0:37:16.9)

John Stein: So...okay _____ (0:37:24.3)

Terry Hsu: Yeah there's delegation _____ (0:37:24.6)

(TALKING AT THE SAME TIME)

John Stein: _____ (0:37:25.0) Good. I...yeah. I just I sense there, some, and again, I could be 100% wrong, I've been here a half hour now, I just sense that you're maybe all not on the same page. I would think that would be the first goal we'd want to get to is getting the Board all with the same priorities or what you want to happen.

Darin Olson: In regards to our Manager or just the District operations?

John Stein: Well I think in regards to where do you want this District, but what do you want this District to do? And then we take that and set that in the lap of the Manager and it's now in her hands and now you evaluate did that happen or not.

Terry Hsu: I mean...

John Stein: Now you have _____ (0:38:11.2)

Terry Hsu: isn't this, again, back to the 5-year strategic plan...

John Stein: Okay.

Terry Hsu: isn't that sort of telling our Manager what it is that we want her to do?

(TALKING AT THE SAME TIME)

SPEAKER: _____ (0:38:18.6)

John Stein: What's that?

John Stein: Yeah.

Terry Hsu: Isn't this telling...it seems to me this does. I'm not sure if we have another planning meeting, I'm not sure that we'd necessarily come up with anything...

Scott Walker: This was done...

Darion Olson: Last spring?

Scott Walker: Three months ago.

John Stein: Oh, okay.

Scott Walker: Four months ago?

Jane Keppinger: February.

John Stein: It's a new document?

Jane Keppinger: February.

SPEAKER: _____ (0:38:39.3)

Terry Hsu: Yeah, 10 months.

(TALKING AT THE SAME TIME)

John Stein: It's a new document. Yeah. It's a new document.

Scott Walker: And this is required by State law.

John Stein: Yeah. _____ (0:38:45.1)

Terry Hsu: So I mean if we had another meeting...I mean, and this is the meeting we had with a bunch of...yeah...

SPEAKER: _____ (0:38:55.0)

Terry Hsu: Yeah.

Terry Hsu: ...this is all of the staff and a bunch of other people as well.

John Stein: Yeah. Okay.

(TALKING AT THE SAME TIME)

SPEAKER: _____ (0:39:03.6)

Terry Hsu: _____ (0:39:03.8) went through a...I mean, I don't know that we would improve on it by...

John Stein: Sure.

Terry Hsu: sitting down with George and...

John Stein: So...

Terry Hsu: come up with something better.

Rochelle Koch: ...John, I feel like. I by accident had a chance to visit with some of the staff by bumping into them. There is a huge division between the staff and the Board. It's them and it's us.

Doug Krahmer: Uh-huh.

Rochelle Koch: And there's some issues that need to be resolved.

Doug Krahmer: Uh-huh.

Rochelle Koch: And going over a 5-year strategic plan is not gonna help any of those issues.

Doug Krahmer: I agree.

Rochelle Koch: And we need to figure out what these issues are, we need to be able to move forward, and fix it. It needs to be 1 vision. We can do great, great stuff here. We've got a lot of opportunity. And as a new director, very new, I feel like I'm an enemy and I don't want to be an enemy. I want to be part of this awesome organization and I want to feel like I come in and talk to the Gen Manager and I want to feel like I can talk to somebody and they're not afraid of what they say and who they say. And by accident, REI and other places I bumped into some of our partners and I've just gotten to know them. And I got earfuls. What do I do with it? And then you get a 360 review that kind of shows a little bit different, but jeez. What's a 360 review saying there's 5 people that took it and you know exactly who those 5 people are and how they voted? That's crap. I mean, this is terrible. It shouldn't be able to point out that 3 people at this point and we know who they are all. That's not even...

Doug Krahmer: I agree.

Rochelle Koch: ...and that you even know probably who your, you know, your community partners are. So, I mean I think in some ways this has backfired, but we have a big problem. It's them and it's us and we need to fix it. We need to fix it. And I think for the most part, our Board all wants the same thing. I really do. I've gotten to works with everyone here for the most part and I like our Board and there's some issues and a strategic plan is not gonna fix that issue.

Terry Hsu: It's done.

Rochelle Koch: And I'm sorry I've overstepped it.

Terry Hsu: No, no, no. We've already done the strategic plan, why would we do another strategic plan? That's the point.

(TALKING AT THE SAME TIME)

Rochelle Koch: I want to be able to walk in here and feel like I'm supporting these guys and these guys are supporting us and we go somewhere and they're happy to see me or they're happy that...I mean, there's not this walking on eggshells. That's what we need help with. And that's what we need to fix.

SPEAKER: _____ (0:41:26.0)

Scott Walker: Another thing about this organization compared to other organizations is that unlike the fire department or the police or the city governments or other ones, they have very defined tasks, you know, what they're accomplishing. And what Soil & Water Conservation District have a pretty broad rainbow of activities that they pursue and that has realized that many of the District are doing quite different things. They have the same mandates, but they do...

John Stein: Uh-huh.

Scott Walker: ...different types of things. So it's not like your traditional Board and organization in that regard.

John Stein: I'm real interested in what you're saying about us versus them mentality and if anybody else is sensing that? Us versus them, and I hope this capture this, you feel like there's issues between the Board and the staff?

Rochelle Koch: Yes.

John Stein: Is that what you're saying?

Scott Walker: Mostly because there's not that much contact between the Board and the staff.

Rochelle Koch: I don't know. It's...

John Stein: Do the rest of you feel that same way?

Leland Hardy: Well the staff have 1 Manager and that's her.

John Stein: That's right.

Leland Hardy: They can't have 7 Managers.

John Stein: Correct.

Leland Hardy: So that's why it's _____ (0:42:40.9)

Rochelle Koch: Uh-huh.

John Stein: Correct.

Leland Hardy: Yeah.

John Stein: Yeah.

Leland Hardy: Yep.

Doug Krahmer: I don't have any problem getting along with staff and the Manager, but...

Tim Bielenberg: I do believe what you said before, actually having George come and do some training as far as finding out what the responsibilities, the dos and don'ts of Board members are. I think that...

(TALKING AT THE SAME TIME)

John Stein: And that's the first one...

Tim Bielenberg: is some of the issue.

John Stein: That's the first one that he'll jump in on is...

(TALKING IN BACKGROUND)

John Stein: you guys are 100% hands off of anything dealing with personnel.

? Tim Bielenberg: Yeah.

? Doug Krahmer: Yeah.

Terry Hsu: We are. That is...we are.

John Stein: I'm not saying you're not, I'm just responding to him.

Rochelle Koch: Yep.

John Stein: And, I mean that's...

Tim Bielenberg: I think there is some confusion as far as what Board members or Chair...how the operation of the office and stuff goes on.

Darin Olson: But at the end of the day, we are the ones responsible for everything.

Tim B: Yes, but there's a chain of command.

Darin Olson: But we're still responsible for that chain of command.

Tim B: That's right.

Rochelle Koch: If there's a lawsuit...

Darin Olson: So there's always that gray line.

Rochelle Koch: we're pulled into that lawsuit and there's a problem there.

John Stein: Yeah.

Rochelle Koch: If there's a lawsuit of an unhappy employee, we are all liable. And if there's a big division, them and us, and we don't even know why or didn't even know there was issues, that's another problem.

John Stein: You make a great point. You guys are all ultimately responsible.

Leland Hardy: Yep.

John Stein: You're ultimately responsible, but again, personnel issues typically are 100% in control of your Manager. If your Manager is not dealing with those in a way that you think is proper, then you deal with all personnel issues through the Manager.

Jane Keppinger: Yes. I'm not _____ (0:44:53.6) saying, but...

(TALKING AT THE SAME TIME)

Scott Walker: I'm talking about, you know, right before _____ (0:44:56.6)

Terry Hsu: No, it's a...well...

Jane Keppinger: Yeah, no, no.

Terry Hsu: I have an incident that I think is maybe on the communication end and on the employee/Board communication. So the strategic plan...we had a facilitator come in and she asked some questions, she wanted to get comments from the Board and from staff. And she was finding that there was some contention between Board and staff. Or some like a disconnect there. And so she informed Jane...I talked to her on the phone and she informed Jane that the results of the survey that were done, please don't distribute it to Board and staff, that she would want to discuss it with me as the Board Chair and then I'd be aware of it. We had the meeting because we didn't want to...she didn't want to create additional conflict for Board and staff beyond what was already there. And Jane distributed that to the entire Board and to the staff and then shortly thereafter said, I apologize for distributing this...

Jane Keppinger: I never distributed that, Terry.

Terry Hsu: You did.

Terry Hsu: I have an email.

Jane Keppinger: I did not.

Terry Hsu: Yes, you did.

Jane Keppinger: I did not.

Terry Hsu: Yes, you did.

Jane Keppinger: No, then I want...then I'm, I'm sorry. I want to see the email.

Terry Hsu: You did apologize in your email. You did apologize in your email, to your credit. But _____ (0:46:27.3) misunderstanding it's like, you know, we have this...

(TALKING AT THE SAME TIME)

SPEAKER: _____ (0:46:32.7)

Terry Hsu: ...confusion or this sort of partial carrying out of instructions. This to me is the problem.

Scott Walker: I want _____ (0:46:48.3) that to what we're doing here because this whole issue that you had raised in terms of what it is we're doing here I think needs to be repeated. If there's a formal evaluation process or not a formal, whatever that involves or...I mean, I just want to make sure our _____ (0:47:12.0).

John Stein: Your 360 report takes care of that in the very last section where it says...

(BACKGROUND NOISE)

John Stein: ...action items for consideration. It says, there is a disconnect between employees and the participants of the survey. The most concerning is the fact that in each group of reviewers, there are a group of individuals who praise Jane and a different group that suggests significant opportunities exist. It is clear that Jane is not experienced the same way by all. This could be very positive in that it may show Jane is capable of communication, collaboration and teamwork; however, that would also indicate some level of choices being made by the employees about when this is appropriate. Here's where I'm trying to get right here: We believe the first step to success is clear expectations. This is a joint discussion between the Board and the employee. To be clear, this is not one conversation or rather a series of ongoing conversations. These conversations must not have a pretense, but rather the goal must be to achieve improvement with whole-hearted support. Anything with this will resolve a further divide and inconsistencies in the view of not only this employee, but the organization as a whole. Have you taken those steps yet?

Terry Hsu: This is the first step right here.

John Stein: Okay. So, okay.

Terry Hsu: Yeah, I mean, that's what I thought this would be. We'd talk about it, we'd discuss it, we'd come together as a Board and decide, you know, what we think is a problem or what we think is not a problem. Yeah, I mean, I think that there are some issues.

John Stein: Okay.

Terry Hsu: Yeah, Darin?

Darin Olson: So, _____ (0:49:05.1) I mean, my problem is I've lost trust in Jane. I don't feel like we always get full information, I feel like she does, I feel like she

sometimes feels that she knows more than the Board on certain things, and yes the Board says one thing, she does something very close to it, but it's not quite what the Board asked for. And I don't know how to get that back with Jane. And at another meeting where the Board wanted to _____ (0:49:32.4) Secretary-Treasurer, she spoke very negatively of me of being in that position, or Vice Chair, I can't remember, and I sat here and listened to it, and, you know, those kind of comments in public meetings do not make trust or do not make a Board want to work with your Manager and that's part of this professionalism, communication...

John Stein: Okay.

Rochelle Koch: I feel like we had a meeting that the press was there, I feel like Jane, if there wasn't this big disconnect, she would've been there to protect the Board not to throw us under the bus and I felt completely thrown under the bus. I guess that I don't feel like she's there to support us and maybe she doesn't feel like we're there to support her. But I'm sure we started on the wrong foot for at least the first 2 meetings and then coming to a meeting and the eye-rolls and the comments we get back from the employees...it is huge them and us. And I feel like, you know, Jane should've warned us, hey there's gonna press here you guys, watch what you say, or maybe Jane was part of that bringing the press here to throw us under the bus. So, I feel like there is definitely a lack of respect for us and it's very sad. I don't know.

Terry Hsu: Scott.

Scott Walker: I have concerns also. This is manifest by the fact when I come to sign checks I asked Dave to come with me because I don't want to be caught in a situation, a 1-on-1 situation, and someone will say someone said something and that _____ (0:51:18.0) starts. I like to have witnesses whenever I'm, you know, in conversation because I feel as though if I don't, I'll be vulnerable to attack. And that's the sad truth, but that's what my personal feeling is.

John Stein: Okay.

Terry Hsu: I mean, to me it's...I feel like there's some areas where she's, you know, that are improving, I mean I think the communication to community partners is improving and that's really great because the community partners is really important. I mean, you know. So when I've talked to some of the community partners, they've relayed that to me and they say that's a really positive outcome and not in small part because of this 360 review and because we included the community partners in that. And I think, you know...so I think there's some positive things are a result of the review and I think, you know, we need to keep doing the reviews. As we do it, I think hopefully we get better at it. Yeah, Darin.

Darin Olson: Many of us have spoken. Would Jane like to speak of any of that? Just to be fair.

Jane Keppinger: No, I have no comment at this point.

Terry Hsu: I mean, to me I think it's just it's, you know, need for clarity of communication, completeness, you know, there was the incident with the...actually, here's a really good example. This document here just today, District Manager document, I sent the District Manager job description. I got this one from Scott.

Scott Walker: Yeah.

Terry Hsu: This is what I shared with the 360 review team. And I showed this to Jane. Actually, that's not the actual...

? Dave Budeau: It's the last page of it.

Terry Hsu: ...right. But you know what I got? I got everything but the last page. This last page is not on the document you sent to me. This last page was just added right now. It was added right now, but the document you sent to me, it didn't include this.

Jane Keppinger: Yeah, because it was a separate document and you already have it. You just asked me for the job description.

John Stein: This one says it's a position description, so this would be what you would use to hire somebody with.

Scott Walker: No _____ (0:54:12.6) the position description is for hiring someone, that's more like what we expect out of a Manager after they're hired.

Jane Keppinger: That was the title they gave me.

Scott Walker: Yeah. Yeah.

Terry Hsu: But if this is part of this then the whole thing should've been sent to me.

? Dave Budeau: Isn't it a summary?

Terry Hsu: That's the impression I have.

SPEAKER: _____ (0:54:38.7)

Doug Krahmer: But just to be clear, when this back page was approved by the Board, but not with this stuff with it.

Scott Walker: It's a separate...

Doug Krahmer: They've been 2 separate documents...

Scott Walker: Yeah.

Doug Krahmer: she stapled them together for tonight's meeting, but they never were similar or the same documents, they were never 1 document.

(TALKING AT THE SAME TIME)

SPEAKER: _____ (0:55:07.2)

Terry Hsu: Some clarification of that would've been nice rather than just being sent.

Doug Krahmer: Probably true.

Scott Walker: Well what historically...

Terry Hsu: Clarity of communication.

Scott Walker: ...what happened is Jane didn't have a job description and so and she prepared a job description, there was a discussion back and forth, and then as a result of that conversation, this was prepared as expectations because really Board expectations and job descriptions are somewhat different. And so...

SPEAKER: _____ (0:55:36.3)

Scott Walker: ...so the second one was more like how do we evaluate your performance? And these are the kind of issues we're concerned about.

Terry Hsu: I mean, I understand if it happens like occasionally. I mean, we all are different people and we communicate differently and, sure, things get lost in translation. It's just things get lost a lot in translation. That's how I sense it.

Scott Walker: Okay, well that's a District situation.

John Stein: So where do we go from here?

Terry Hsu: I think that...I mean, I was wondering if there was going to be more discussion or more items on the board here on both sides. I mean, I have my one area here, that to me is the big one. And then if I look on the positive side, I'd say it was...it's the improved connection with our community partners, which is also huge. That's huge. So those are my big positives. To me, my big positive and my big areas for improvement. That's how I see it and I consider that...the positive one, I consider a really big positive and I'm thankful for that. And I was curious to hear if others had a strong opinion about a positive and area for improvement as well. That's, I guess, what I was trying to go...if not, then...yeah, I mean, many possibilities of where we want to go from here. Any thoughts?

Scott Walker: Two things. One, if you wanted to talk about the tool about the different things and then take them up subject by subject or whatever, that's one thing to talk about the results of the tool. The other thing is what...I'm sorry, I forgot your name.

John Stein: John.

John Stein: John. Are you the Scott Walker that used to be on the radio?

Scott Walker: What?

John Stein: Are you the Scott Walker that used to be on the radio?

Scott Walker: No, no.

John Stein: Okay.

Tim Bielenberg: No.

(LAUGHING)

John Stein: Go ahead, sorry, didn't mean to...

Tim Bielenberg: That was a couple of years ago.

John Stein: go sideways.

Scott Walker: No, no _____ (0:58:17.3).

John Stein: Okay.

(LAUGHING)

John Stein: There was one in Dallas when I was growing up.

Scott Walker: I'm a 3rd-generation of them.

Scott Walker: Okay.

Scott Walker: So and you have to be...I won't get into that _____ (0:58:29.2)

John Stein: Okay.

John Stein: The other thing is talk about the tool and all the various items. The other one is to talk about you discussed the whole business of a formal evaluation process, okay? Which...

John Stein: Well I think that's where you would address these issues...

Scott Walker: That's right.

John Stein: that you have.

Scott Walker: That's...and so I don't know personally what that formal evaluation process is about...

John Stein: Exactly.

Scott Walker: and if the Board so chose to do that, then we'd have to figure out how to do it.

Terry Hsu: Yeah. Who do we find out about the formal evaluation process?

John Stein: _____ (0:59:22.4) us really hard. That would be all part of the Board training. I want to get you guys on the same page.

Scott Walker: Well, _____ (0:59:34.0)

(LAUGHING)

John Stein: I agree with you there.

John Stein: I mean I just, as an outsider coming in here, I sense a real disconnect.

Scott Walker: Yeah.

John Stein: And I sense a whole lot of individual agendas and you need to have 1 Board agenda. And that, you know, I _____ (0:59:55.9)

(TALKING AT THE SAME TIME)

Terry Hsu: Is that gonna be solved by a Board training? We're gonna go to a Board training and we'll all think as one?

John Stein: I hope that would never happen.

Scott Walker: Yes, that would be sad.

John Stein: Yeah. I hope that would never happen. You don't have to think as one to be on the same page, it's just that you have to...I feel like you're pulling in different directions and so I think Board training helps you to see some of the ways that you could function better as a Board, and I think we would probably rabbit trail off of there into some basically questions like, how would we do a formal evaluation? I mean, that's part of the training process is you get to fire away...how do we _____ (1:00:31.0)

(TALKING AT THE SAME TIME)

SPEAKER: _____ (1:00:32.3)

John Stein: ...do this? What do we need to do there? You know? So...

Scott Walker: So how many hours do you anticipate such a training to _____ (1:00:40.8)?
Forgive me for being practical.

John Stein: No...I...yeah, I think 3. I think.

Scott Walker: Okay.

John Stein: But I don't do them.

John Stein: This is George _____ (1:00:51.3)

(TALKING AT THE SAME TIME)

Rochelle Koch: So an organization that we just joined, what's it called?

Terry Hsu: Right. Willamette Council Government.

Rochelle Koch: Maybe we can contact them and see what they have available and maybe they can walk us through this Board training or...not the Board training, the evaluation _____ (1:01:06.5)

Terry Hsu: Evaluation? That's a good idea.

Rochelle Koch: I'm sorry, I'm not up for Board training. I'm just being blunt. I really don't think a Board training's gonna get us where we need to go.

John Stein: Sure.

Rochelle Koch: Maybe I'm completely wrong, but I know we just...

John Stein: Well, you guys are in charge.

Rochelle Koch: No, but I don't know.

Terry Hsu: I, I...

Rochelle Koch: I want you guys to think also, it's not just how I feel.

Terry Hsu: No, I agree, I don't know that that would necessarily cause us to like come to...

Rochelle Koch: If I thought a Board training would be getting us to where we need to go, I'd _____ (1:01:32.0)

Terry Hsu: _____ (1:01:32.2) Darin?

Darin Olson: I think part of the problem is a Board training is...I know sometimes I feel like this is...certain Board members are called and told certain things before other Board members and maybe/maybe not, I don't know, but it really makes us feel like well there's a real disconnect of the information we have going into meetings and whose opinion a Manager want and not want. I think that's somewhat of a disconnect between us. Now I will say this, last month's meeting and the meeting we had last week was actually really positive good meetings, so I think we are working on it as a group, but I think it takes time.

Janice Calkins: I know I don't usually...I probably shouldn't say anything, but I'm hearing you've made some suggestions here...

Terry Hsu: Go ahead.

Janice Calkins: ...that maybe, one, have a goal for a Manager just like an employee receives each year. We're required to do an annual work Koch plan. What are you going to accomplish this year? And she kind of designates what she would like to see done. And he said maybe you guys as a director should do that for your Manager. Yes you have a 5-year, but what about this next year? What are her goals so she knows explicitly what you expect from her? I expect that as an employee to get some guidance to know that I'm satisfying her and getting the needs that she has done.

Terry Hsu: I mean, you know, it shouldn't just be about me because it's about the whole Board, but honestly, I feel like if I was communicated with, you know, clearly, and there were just sort of fewer just sort of, you know...I mean it's the examples like the email sent to staff about the strategic planning and I have the email, so...

Jane Keppinger: That's fine, you can send it to me, just forward it to me, I'd like to see it.

Terry Hsu: ...I mean, I have it. I have it and I'm happy to forward it to you. You know, so there's that, you know, and then there's like OACD, you know, where the Board specifically said only...

Scott Walker: But they didn't approve...they didn't approve the bylaws as _____ (1:03:48.2)

Terry Hsu: Yes. Only if the bylaws are modified to only include 1 Manager on the Board will these votes that we are casting be allowed. And it wasn't communicated in that way. I mean, those sorts of things. I don't...

Rochelle Koch: I don't know, maybe...

Terry Hsu: I feel like...

Rochelle Koch: Chemeketa. I mean, Holly's been begging me to be on their Board, but she's not very happy. Maybe you don't want to talk about that.

Terry Hsu: I don't...I mean...

(TALKING AT THE SAME TIME)

Scott Walker: Terry, I...

Terry Hsu: my understanding...

Scott Walker: _____ (1:04:23.1) we all have our own concerns, okay?

Terry Hsu: Yeah.

Scott Walker: Okay? And some, you know, some are all praises or whatever, but right now we're sitting around...I want to see us move forward in some regard, okay? So that we can get past this bump in the road and...

Terry Hsu: Well, tell you what, how about just for now, let's go through the 360 evaluation...

? SPEAKER: Yes.

Terry Hsu: we just...we'll have Lee speak next...

Scott Walker: Okay.

Terry Hsu: ...but um we'll go through the 36...we could go through the 360 evaluation and discuss it and see if that eliminates anything that we want to discuss further. Lee?

Lee Hardy: _____ (1:05:05.3) miscommunication is it the person that communicating or is it the person that's receiving the _____ (1:05:12.9)

Terry Hsu: Well, I mean, I'll grant you that's definitely of course, of course, the receiver, as well as the sender, but the thing is, we're not working 40 hours a week to do work in this District, we donate our time. As such, I think the bulk of the responsibility for the clear communication has to fall on the people who are work 40 hours a week here. Darin?

Darin Olson: Another communication issue that I've found out about, _____ (1:05:49.4) staff member that he was resigning, there was some other legal issues in there that I really felt the Chair asked us that we not talk about until we got some of those issues clarified to make sure. I know one person did a Freedom of Information Act, Jane sent that to him, but in that kind of situation, Jane should have had communication with the Chair or Secretary-Treasurer, hey we have a request for this information, I know we've been asked to keep it silent, _____ (1:06:25.0) protecting an employee's rights, and it was sent out without any communication to the _____ (1:06:32.0)

Terry Hsu: And I was informed by an Attorney to not talk about, let alone distribute, that letter.

SPEAKER: And that's...

SPEAKER: Who distributed it?

Jane Keppinger: I did because it was...you're absolutely right. And Tom wanted it to be public and Tom would've presented it to you at the August meeting if you had not closed the meeting down before he was able to do it. And Tom was asked and Tom said, yes this is a public document, I want this made public.

Terry Hsu: Well, I was informed by our Attorney that we were supposed to remain silent on that.

Jane Keppinger: But you brought it up and mentioned it at the meeting and therefore you...

Terry Hsu: I didn't mention any names.

Jane Keppinger: ...you opened it up at the meeting.

Terry Hsu: You handed it out in the Board packets

SPEAKER: _____ (1:07:22.0)

Jane Keppinger: Because it went out into the...because it was mailed out in the Board packets and understand that anything that's mailed out in the Board packets is public information.

Darin Olson: Why was it mailed out in the first place when...

Jane Keppinger: Because Tom wanted...because Tom wanted you to have it.

Terry Walker: Well _____ (1:07:38.5)

(TALKING AT THE SAME TIME)

Terry Hsu: I, I...

Jane Keppinger: But wouldn't it have been a conversation...

Terry Hsu: So I, I discussed this, I discussed it with our Attorney and I told the Attorney that it was distributed and she said, just I'll tell you exactly what to say and she told me exactly what to say. And she said, don't talk about it in the Board meeting. Don't disseminate it. Otherwise, you could be exposing that person as a whistleblower and that's...you put the organization at risk when you say that person's name.

Tim Bielenberg: So I got a question for John. You talk about...

John Stein: _____ (1:08:17.2) answers that are going to have...

Tim Bielenberg: Okay, you're talking about a formal review, what is this 360 evaluation then? That's what I assume that was the review. Now we're going to do another review?

John Stein: Well if your 360 was your formal evaluation, as you mentioned earlier, it didn't cover the areas...

Tim Bielenberg: Well I agree.

(TALKING AT THE SAME TIME)

SPEAKER: _____ (1:08:39.2)

Tim Bielenberg: But this was our evaluation.

Terry Hsu: The 360 is not the evaluation. The 360 is a tool. We can do with this tool whatever we want. We can throw it away, we can make our own review, but this is just like somebody objective who compiles all of our information. So it gives us a pretty nice tool that we can use to...

Tim Bielenberg: I kind of disagree with that.

Darin Olson: Well, I think it's good because, you know, maybe the Board's one way, but we see staff and partners a different way...well, maybe as Board members, should we be evaluating? Or the other way? I mean, there's a number of ways to look at it. I think it's good information.

Tim Bielenberg: But don't you think some of the questions that should've been asked in there, there's not as far as what Doug mentioned _____ (1:09:24.8)

(TALKING AT THE SAME TIME)

Darin Olson: I won't argue that the 360 was not a great one. We're learning how to do the...we need to learn how to do these better, but it wasn't great, but it's what we have and, you know, you go to works with what you have or _____ (1:09:38.0)

Tim Bielenberg: Well, yeah I just believe it was really kind of one sided. It was kind of like almost picked out to get weak points.

Darin Olson: Well and they came up with the questions _____ (1:09:49.1)

(TALKING AT THE SAME TIME)

Terry Hsu: This is completely objective. I actually had a discussion with the 360 review place and I said, you know, there's been complaints that this is one sided and the person who did the 360 review at HR Answers said this is definitely not one sided, this is pretty objective.

Darin Olson: _____ (1:10:07.8) like this. This is actually pretty normal to some that I've done. I mean, it's not _____ (1:10:11.7)

John Stein: It's not that unusual.

Darin Olson: No, it's not.

Terry Hsu: I mean, if you've never done...performance reviews are not ever really particularly fun. You know? It's just not. You know? You always feel a little picked on, you know? I've been in them and I've been in 360 reviews on me and it's like, yeah, it's never pleasant. You know? It's like woo-hoo got a 360 review on me, but nobody's gonna love it, you know? But, yeah, they...I asked them that very question, is it objective? Is it objective what's down here? They said, yeah it's pretty objective.

Jane Keppinger: So...

Jane Keppinger: So they created...

(TALKING AT THE SAME TIME)

SPEAKER: _____ (1:10:46.0)

Jane Keppinger: ...so they created the questions then without...

Jane Keppinger: And all you gave them was the expectation sheet?

Tim Bielenberg: Who created the questions?

Terry Hsu: They created the questions.

John Stein: So it says the evaluation was developed on concert with the Chair or the Board.

John Stein: What does that mean?

Terry Hsu: I did chime in with a few comments Hsu, but they said that they thought that it was objective.

Scott Walker: So, again...

Terry Hsu: I mean...

Scott Walker: So what did...Terry, I just want to try and figure out where we go from here. You know? We could all look at the 360 with the comments, which is the first time most of us have seen the commentary, we just saw numbers before, okay? But if apparently this evaluation process that John has mentioned is a separate kind of a deal and its own thing, okay? And the question is shall we go ahead then and go through that process or not? I mean, I hate to, you know, _____ (1:11:45.9) with all you guys, but let's _____ (1:12:03.2)

(LAUGHING)

Rochelle Koch: Can you talk to the Willamette...

(TALKING AT THE SAME TIME)

Terry Hsu: Yeah, the Willamette Valley Council of Governments?

Rochelle Koch ...group _____ (1:12:08.3) make a decision after that and see where we go?

Terry Hsu: I think that's a good idea.

Rochelle Koch: I don't know, does anyone else agree or disagree with that?

Scott Walker: Why not?

Darin Olson: I think one of our goals should be here tonight is technically we're supposed to do once a year on Jane. The Board passed it _____ (1:12:21.8) and we have not done...

Rochelle Koch: What was it?

Darin Olson: We were supposed to do a review on her once a year as a Board.

? John Stein: Policy.

Darin Olson: Not a policy, just a motion _____ (1:12:31.4)

Jane Keppinger: _____ (1:12:32.7) delegation of authority isn't it? Under the Chair?

Darin Olson: Anyone _____ (1:12:36.0)

(LAUGHING AND TALKING AT THE SAME TIME)

? Tim Beilenberg No comment.

Darin Olson: _____ (1:12:39.4) to do it fairly and timely and not drag this out like last time it was dragged out, this time, and part of our job here is to figure out how to make this more streamlined, so this isn't such a big ordeal. It's just like, it's done, like when you do an employee one. I mean, it doesn't need to be dragged out like this. So, keep that in mind too as we're going through this process, how can we make it better? How can we move forward? Maybe we do biannually, I don't know. But on question 10, if you read that, _____ (1:13:12.3) I mean, that's outside people looking in. I mean, we have to address _____ (1:13:19.1) of how people perceive us. And this is good information because we want people to perceive us well. And _____ (1:13:31.5) just the outside partners.

(BACKGROUND NOISE)

Darin Olson: Page 4 and 11.

Scott Walker: Okay.

Doug Krahmer: Terry?

Doug Krahmer: Yeah, I'm going to excuse myself. I haven't been feeling very good today anyway and this isn't going to help the situation.

John Stein: Thanks for _____ (1:13:52.0) it to us.

(LAUGHING)

? SPEAKER: See you Doug. Good luck.

(TALKING AT THE SAME TIME)

Rochelle Koch: When do you leave? When do you leave?

? SPEAKER: Get better Doug.

Doug Krahmer: A week.

Rochelle Koch: A week.

Scott Walker: Get better, _____ (1:13:59.8)

Doug Krahmer: Okay. Thanks.

Terry Hsu: Okay. Yeah that one jumped out at me too and that's why I considered the fact that I'm hearing from community partners that there's improved communication, that was a strong area of either negative or positive depending on how you...

Scott Walker: Yeah that...

Terry Hsu: look at the time wise.

Scott Walker: Yeah.

Terry Hsu: But it does seem like it was precipitated by this or there's a before and after that's sort of telling.

Scott Walker: And it's interesting that question 10, that's basically employee meetings within the office as opposed to Board meetings, okay? The Board, so that's where some of that differences arise. The 4 employees felt it needs improvement.

Darin Olson: So would it be appropriate to kind _____ (1:15:36.1) action plan for this, some of these concerns that we have? John?

John Stein: I'm hesitating to _____ (1:15:52.6) because I just don't have enough background with you guys to know what you've done up to this point or what you've informed your Manager about. You know, is she aware that you are...have you identified that you're doing an evaluation on her? Have you identified it's a formal evaluation? Have you identified what the areas that we covered in that evaluation are? Have you...I don't have enough history with you guys to respond to questions like that. A corrective action would be based on something that was done wrong _____ (1:16:34.8)

(TALKING AT THE SAME TIME)

Tim Bielenberg: But you don't...

John Stein: wouldn't it? Can you identify specifically something that's been done wrong? If so, then you want to do a corrective action of that.

Scott Walker: Is that an ongoing process basically _____ (1:16:45.0)

SPEAKER: I would think so because...

(TALKING AT THE SAME TIME)

SPEAKER: _____ (1:16:47.3)

John Stein: you've got to allow time to correct the action.

Terry Hsu: What if I said I think that Board communication on the part of the Manager needs improvement?

John Stein: Well then I would...

Terry Hsu : Would that be unfair?

John Stein: you would have to have consensus on that I would think. That's your opinion.

Terry Hsu: That is my opinion.

John Stein: So what is the...that's my point I'm trying to make. I see a whole bunch of just...

Terry Hsu: Okay, well...

John Stein: difference of opinion here and so _____ (1:17:18.1) on the same page.

(TALKING AT THE SAME TIME)

Terry Hsu: Go ahead Tim.

Tim Bielenberg: I guess as far as a formal complaint, I would think that if you had a complete evaluation and there was an issue, then you could file a complaint. Unless there was a particular substantial issue, but that wouldn't be tied to the evaluation, that would be a circumstance.

John Stein: Something that popped up. Yeah.

Tim Bielenberg: Right.

John Stein: Something that happened.

Tim Bielenberg: So I think...

(TALKING AT THE SAME TIME)

John Stein: I mean _____ (1:17:44.6)

Tim Bielenberg: ...was what Darin's saying, that actually should go through the evaluation to respond to that unless there's some real situation that sticks out. Other than coming off this evaluation.

John Stein: I hear a lot of difference of opinion going back and forth. My mind says, what has been done up to this point to correct that? Just a bunch of finger pointing, he said/she says, or has there been a specific evidence provided, specific, you know, what _____ (1:18:11.3)...

(TALKING AT THE SAME TIME)

Terry Hsu: Well, I mean...

Terry Hsu: Go ahead Tim.

Terry Hsu: Sorry, no, I'll go first, then Tim, then you. How's that? So I feel like this topic of clarity of communication with the Board is something that we could

document and I have information I could document it. Now is that something that we can, you know, utilize to say, okay, this is an area that we would like to see an improvement on that there be improved clarity of communication and here's some examples of issues.

John Stein: If you did a full evaluation and one of your categories of that evaluation was communication, then certainly you would list that out. But, again, my concern is it's got to be a 'we' not a 'me' in all these situations.

John Stein: Tim?

SPEAKER: _____ (1:19:10.3)

Tim Bielenberg: Okay, so I don't...the 360 we did before was like 4 years ago? Something like that?

Scott Walker: Yeah, yeah.

Terry Hsu: '16.

Tim Bielenberg: Okay. One thing that came out of there was communication Jane had with employees and so and so. So she took some classes and I do think it improved.

Scott Walker: Okay.

Tim Bielenberg: It's maybe not the best in the world, but it has improved. So there is a circumstance you were talking about that went through the evaluation and followed _____ (1:19:37.0) evaluation.

(TALKING AT THE SAME TIME)

John Stein: _____ (1:19:38.7) and so when you did her evaluation the following year, it should be noted, improvement was made in this area.

Tim Bielenberg: Yeah.

Darion Olson: But this is the only one we have since then.

Tim Bielenberg: Yeah.

John Stein: I know that's my...

Rochelle Koch: Uh-huh.

Tim Bielenberg: Yeah.

John Stein: problem having your...you have to establish a pattern.

Terry Hsu: Well, I mean we have to start someplace...

John Stein: Yeah.

John Stein: I agree.

John Stein: Yeah.

Terry Hsu: Scott?

Scott Walker: I'm still confused about really 2 things I've heard you say. One, if there's something occurs, which is concerning, okay? Then you're saying that you should have a corrective action plan to address that?

John Stein: Well you should deal with that immediately.

Scott Walker: Okay. Or also there's the question of the annual formal evaluation or something, which is basically a whole different deal than dealing with specific things that occur.

John Stein: Yeah. Yeah.

Scott Walker: And so I've always perceived that a formal evaluation was the collection of all the things that have occurred and then played out.

John Stein: I agree.

Scott Walker: Okay? And I'm just trying to straighten out in my own head, is this a case-by-case as it happens, you know? Or is this something you collect information over a time period and then lay it out?

Terry Hsu: Or both.

SPEAKER: _____ (1:21:04.4)

Terry Hsu: It should be both I would think.

John Stein: Yeah.

John Stein: But...yeah.

John Stein: Just sitting here, listen, I think you need to have a formal evaluation process.

Terry Hsu: Okay.

John Stein: And then if she doesn't meet the expectations in that process, then you have the corrective things. So I think really...

Leland Hardy: Right.

John Stein: we're just going in circles until...

Scott Walker: Yeah.

John Stein: you come up with the evaluation process. _____ (1:21:29.7)

Tim Bielenberg: Yeah.

Tim Bielenberg: I think everybody thought originally that was kind of the 360 thing.

Terry Hsu: Darin?

Darin: _____ (1:21:38.1)

Terry Hsu: It's fine. Lee did you have something?

Leland Hardy: I want to say one...the Board decided to go with this 360 again...there was quite a bit of discussion at that time...recognizing that it didn't quite fit what we wanted to do, but it was the best thing we had at the time, so let's do it.

So, there's a hole here that we've never addressed and maybe it's run its course. You know? We've done it twice now...

Terry Hsu: Three times actually.

(TALKING AT THE SAME TIME)

SPEAKER: _____ (1:22:08.7)

SPEAKER: _____ (1:22:10.2)

SPEAKER: _____ (1:22:10.6)

Leland Hardy: or whatever it was, yeah.

Scott Walker: _____ (1:22:13.5) '13 or something.

Terry Hsu: So, formal evaluation process and George can help us if we have a Board meeting.

Rochelle Koch: Well also check...

(TALKING AT THE SAME TIME)

SPEAKER: _____ (1:22:23.2)

Rochelle Koch: Willamette.

Terry Hsu: _____ (1:22:24.2) okay.

Rochelle Koch: Because they've got a whole...

Terry Hsu: Yeah.

Terry Hsu: Yeah, Willamette.

Rochelle Koch ..._____ (1:22:26.1) put them, right?

(TALKING AT THE SAME TIME)

John Stein: I'm sure we have templates. We have tons of templates for job evaluation. I mean, you probably have them or she probably has them in her files if she's evaluating her employees, there's a template for you right there. You just take that and you adopt it to the Manager position. I mean, it's not rocket science stuff. I could get you templates. I mean, that's not a big deal.

Darin Olson: Why don't we do that as...so I guess it's the Board's choice, do we do it as a whole Board, do we let the Officers do it? I mean, what's your recommendation on that? Can we just have the Officers of the Board do it or do we have the whole Board does it? Now, remind me, if the Officers do it, they have to still bring it back to the Board and the Board still has to accept it and approve it.

John Stein: You guys can choose your own process.

Darin Olson: Well yeah, but do you have a recommendation? You _____ (1:23:14.1) there seems less conflict and it goes easier?

John Stein: It doesn't matter as long as everyone gets to see and gets to add or subtract from it. _____ (1:23:26.4) That's totally up to you guys how you do that. I

think I'd also...if it's not your policy _____ (1:23:33.8) I would adopt a policy for Manager evaluations...

Scott Walker: Yeah _____ (1:23:39.9)

(TALKING AT THE SAME TIME)

John Stein: stating when they'll happen, how often they'll happen, and what the purpose of them is. I mean, you know, everything you guys do should be policy driven, not opinion driven.

Scott Walker: _____ (1:23:55.3) at the education committee.

(LAUGHING)

John Stein: I'm dead serious about that one. That one is boardroom 101. Everything that you do should be based on policy. It should be policy driven, not how I'm feeling today driven.

Darin Olson: Okay fellow Board members, how do we want to proceed? Alright. I'd like to...I think we should _____ (1:24:19.2) with the whole Board.

Terry Hsu: Manager evaluation?

Darin Olson: Yeah that's my opinion. I don't know how other people feel.

Scott Walker: I think...

Terry Hsu: I agree.

Scott Walker: I yeah. And then we basically have to go piece by piece on it, you know, in terms of what we want to have included or not included that kind of thing. That way, the result would be, you know, each representing a majority of the Board. Each of the pieces.

John Stein: It's not uncommon...again, process, you can do whatever you want...it's not uncommon to have the Manager sit with 1 or 2 Board members and develop that evaluation. Not fill it out. I'm not talking about...but actually creating the evaluation form itself. It's not uncommon to have...I would not want to sit around this room and have all of you guys trying to come up with that evaluation, which you guys aren't gonna live that long. You're can get 1 or 2 people to do it to come up with the format the form.

? Terry Hsu: Yeah, I agree.

(BACKGROUND NOISE)

Rochelle Koch: _____ (1:25:32.7) a big deal.

John Stein: Yeah. But there's...it's easy. But, you know, instead of having everybody trying to do that, you would do it _____ (1:25:40.4) and then you bring it back for Board approval.

? Scott Walker: Yeah.

John Stein: Everything requires Board approval. But I wouldn't skip that step about developing a policy concerning...

Rochelle Koch: No, I think you're right.

Stein: ...Manager evaluation.

Koch: Absolutely. Maybe there might be one in the policy books somewhere.

Stein: There might be. You might already have it done.

Koch: It's a big policy book.

Stein: You might already have it in there. And if it's in there, then you better be following it or amend it.

Koch: Scott. Would you go through the policy book _____ (1:26:04.7)?

SPEAKER: _____ (1:26:07.4)

Koch: He's got the book on his bedside table.

Stein: Well while you're doing that Scott, any policy that you come across that you're no longer doing or following, bring it back to these people to eliminate. You know?

Koch: I was just joking.

Stein: That's how your Board book gets that big.

Koch: Scott, I was just joking.

Hsu: Scott'll do it.

(LAUGHING)

Stein: I'm not joking about _____ (1:26:29.8)

(TALKING AT THE SAME TIME)

Walker: _____ (1:26:29.8) a joke about it is that, you know, I go to 2 to 3 meetings a month here and so I've been collecting my \$25.00 dollars...

Stein: There you go.

Walker: _____ (1:26:43.7) So but whether the Board wants to continue that policy or not is the open question. I think really the deal is to lay out the policies and have the Board vote on whether or not they think it's still a good idea and just have a policy _____ (1:27:03.6)

Koch: Why don't you just do like 5 a meeting or 3 a meeting or something?

Stein: Excellent.

Koch: And go through the book?

(TALKING AT THE SAME TIME)

Olson: Five a meeting?

Koch: Okay, 1.

Walker: The ad hoc policy committee.

SPEAKER: _____ (1:27:12.0)

(LAUGHING AND TALKING AT THE SAME TIME)

Koch: Right. So...

Olson: A lot of times addressing the policies _____ (1:27:20.2)

(TALKING AT THE SAME TIME)

Koch: But that's his _____ (1:27:20.0) meeting isn't it? Policies? Don't you love to _____ (1:27:23.2)

Stein: One more thing about policy because, you know, that's what keep all of you safe and sound if you have good policies. They also will take you down. So that's why I really, really, really want to encourage you to do policy review and revisions because my experience as a fire chief with a policy it almost cost us a whole lot of money. The thing is, we had a policy manual...

Walker: That thick.

Stein: ...that thick. And so...

Walker: _____ (1:27:55.9) too.

Stein: Yeah. We had a policy manual that thick. And when we got into a situation where we responded on a particular medical call and the patient eventually died and a lawsuit was brought against us, when we got in there and started doing depositions, they nailed us with the policy book. Because as my paramedics are sitting there, they're saying, okay, did you do these exact things in this order? Because we had everything laid out. This was a got runover by a lawnmower and it cut off all...just trauma, bad trauma. Okay? So the report call for that was this, this, this, this, this, this, this, this, this, and this. Let's say it was 10 things in order. They got beat up badly in the deposition when they said did you do this...well, we didn't do it in this order. It's kind of like what you guys did tonight...we didn't do it in this order. We did all these things, but we did number 3 before we did number 2. And just, you know, eventually we settled. We were in the right, but it just...and it probably will damage my paramedics who had to go through that. So we went through that and we started eliminating stuff. We said okay, here's what you will do and it's 3 or 4 sentences, it's not tying yourself.

Koch: Uh-huh.

Stein: So go through them. And, you know, the City of Dallas still has on the books you can be arrested for spitting on the sidewalks. Why do you have that in the policies of the City of Dallas?

Koch: Uh-huh.

Stein: Because no one's gone through it. So...

Walker: Yeah. Terry _____ (1:29:22.3)

Hsu: And then...

Hsu: ...and then, do you have to write a policy eliminating your policy?

Stein: No.

Koch: Laughing....Yeah.

Hsu: What do you do?

Stein: You eliminate _____ (1:29:31.5)

(TALKING AT THE SAME TIME)

Hsu: Just eliminate...

Stein: Yeah, you just...

Stein: _____ (1:29:33.5) Board.

(LAUGHING AND TALKING AT THE SAME TIME)

SPEAKER: _____ (1:29:36.1)

Stein: In this meeting, we eliminate policy 305 by a vote of the Board 6 to 2, 8 to 1, 5...I don't know how many you are. Okay, so...

Hardy: Yeah.

Stein: that's _____ (1:29:49.2) Get them out of there. _____ (1:29:51.5)

Hsu: Do you have a comment Scott?

Walker: Without being...I'm trying to avoid humor here for a moment, okay? Are you serious about wanting to go through the entire policy book and are you serious about having me do it?

(LAUGHING)

SPEAKER: _____ (1:30:09.9)

Olson: I would just create...ask staff if they've seen anything, ask Jane, you can look through it. I mean, let's just go...anything that we've seen just bring to the Board or Admin Committee to make sure that yeah that's a good, we probably should get rid of that, then bring it to the Board. _____ (1:30:34.3)

Koch: You are the Admin Committee aren't you?

Hsu: You want to start up the Admin Committee, Tim? We're on the Admin Committee. You want to do that?

SPEAKER: I _____ (1:30:44.0)

(TALKING AT THE SAME TIME)

Bielenberg: Not really?

SPEAKER: _____ (1:30:47.0)

Bielenberg: Dave will.

Koch: Yeah.

Stein: Kind of going down a rabbit trail because you still have don't have the policy...

Hsu: Right.

Stein: for evaluating the Manager. I think you might have to create a new policy, that one...

Walker: Yeah.

Stein: ...before you start talking about _____ (1:31:02.9)

Stein: Yeah, I would prioritize going through them. I _____ (1:31:06.1) suggestion, again, I haven't seen your policy _____ (1:31:08.8) think it's good every Board meeting to come through and review 3, 5, 2, whatever policies just right at the beginning of the meeting or whatever reviewing policy. Because one now you know what the policy was, and then you can eliminate right on the spot right there if you don't like it or amend it to...

SPEAKER: _____ (1:31:26.6)

Stein: It's a great protection when you do get in trouble because you can say we did a policy review or we are educated on our policies because every Board meeting we review 5 policies.

Stein: Scott?

Walker: So, getting back to _____ (1:31:42.6)...

Stein: Yeah.

Walker: ...the suggestion was that we would develop an evaluation policy.

Stein: I would recommend that.

Walker: A formal evaluation policy.

SPEAKER: _____ (1:31:51.0)

(TALKING AT THE SAME TIME)

Hsu: Alright. So...

Walker: And then the second issue was separate from that, we should actually go through and look at our policy book and see whether everything...

Stein: Yes.

SPEAKER: ..._____ (1:32:01.9)

Stein: Yeah. That's secondary to all of this, but yeah.

Walker: Okay.

Hsu: Alright. So maybe, Jane, can you maybe include 3 policies per Board meeting for the Board to review. Include that in the meeting packet?

Walker: So do we need a motion to do this or not? We just do it?

Hsu: I think just do it.

Olson: And at the Board meeting then we'll make the decision.

Walker: Well this is technically a Board meeting.

Olson: No, no, no, no, no...

Stein: The approval.

Olson: ...when you see the policy...

Stein: Right.

(TALKING AT THE SAME TIME)

Olson: ...then we can make the decisions approving the policy.

Walker: I'm just...

Olson: Just including it in the packet doesn't mean ____ (1:32:32.4)

Hardy: ____ (1:32:34.1) it's not ____ (1:32:37.1)

Hsu: Yeah. Alright. Three policies...

Olson: Well on that, it might be better just to have her bring them, put them up on the screen, we read them, and then look at them and just say let's maybe keep that one, review it later or no we don't need that one. Some of them are going to be easy low-hanging fruit and can't work or tennis shoes to work or something, you know? Some of those policies might be really easy to deal with.

(TALKING AT THE SAME TIME)

SPEAKER: ____ (1:33:02.9)

Budeau? How are the policies ordered? I mean, I guess I would suggest instead of just picking 3 is that you do some systematic way of doing it like the oldest one...

SPEAKER: ____ (1:33:13.8)

Budeau?: ...gets reviewed first or something.

Walker: Yeah.

(TALKING AT THE SAME TIME)

SPEAKER: ____ (1:33:15.7)

Keppinger: They're all dated, so...

Hsu: Maybe we need to go faster than 3, maybe we should do like 5.

Olson: Let's start at 3 and see if we can make it.

(LAUGHING)

Walker: You know, I would prefer actually if you want to do it 3 at a time or whatever, those policies go in the packet...

Hsu: Yeah.

Walker: ...so you would look at them...

(TALKING AT THE SAME TIME)

Hsu: Yeah, no, that was what I was thinking.

Walker: ...____ (1:33:37.0) sit there...

Hsu: I was thinking...

Walker: ...and think about it at the moment.

Hsu: Yeah, no. Into the packet. Three policies a month.

Olson: So back to the topic on hand. So, are we telling our Chair that we would like to see a review that would be written up to bring back to the Board for us to either approve or edit?

Walker: A review of...

Keppinger: You mean an evaluation?

Olson: Evaluation, sorry.

Walker: ____ (1:34:07.7) Okay.

SPEAKER: ____ (1:34:08.9)

Olson: Does everyone kind of like agree that that is what we should have our Chair work on...

Walker: Yeah.

Olson: with the Manager?

Walker: Yeah.

Hsu: So me and the Manager evaluation?

Olson: Feel free to ask other Board members you...

Bielenberg: Not to do an evaluation, but to write...

Walker: Yeah, just write an evaluation...

(TALKING AT THE SAME TIME)

Hsu: ...evaluation policy.

Walker: Policy.

Olson: ____ (1:34:08.9) to include any Board members that you would like to get input ____ (1:34:35.9)

Walker: I think we probably also contact other Soil & Water Districts in terms of if they have a formal evaluation...

Stein: Excellent.

Walker: policy ____ (1:34:45.2) theirs and see...

Stein: Exactly.

Walker: ...____ (1:34:46.5) like it or not.

Stein: I never had an original though in my head the entire time I was a Fire Chief. _____ (1:34:53.1) got somebody's else policy and put my name and Dallas on top of it.

Walker: Scratch out the _____ (1:34:57.1)

(TALKING AT THE SAME TIME)

Stein: And took credit for it.

Stein: Yeah. Yeah that's a great idea.

Walker: Yeah.

Stein: Especially...

Walker: Yeah.

Stein: especially if you can find those that are similar to you in size, you know?

SPEAKER: _____ (1:35:09.6)

Stein: Yeah, get the bootleg Oregon policy _____ (1:35:14.1)

(TALKING AT THE SAME TIME)

SPEAKER: _____ (1:35:15.8)

Hsu: Yeah. Yeah.

Walker: _____ (1:35:18.0) here.

Stein: No, you're not. Try to find something similar to you when you're looking for that.

Walker: Yeah.

Olson: So, I think we've ended at a halfway decent plan. I think we should call it a night.

Stein: It's a plan _____ (1:35:29.9)

(BACKGROUND NOISE AND TALKING AT THE SAME TIME)

SPEAKER: Good idea.

SPEAKER: Alright.

SPEAKER: _____

SPEAKER: Oh yes, that's right. Board annual meeting February 19th.

SPEAKER: Does that date woRochelle Koch?

SPEAKER: Does that date woRochelle Koch for everyone?

SPEAKER: _____ (1:35:29.9)

SPEAKER: Just a second, let me look.

SPEAKER: It's a Wednesday?

SPEAKER: Yeah.

SPEAKER: A Wednesday.

SPEAKER: That's not during _____ (1:35:44.6) is it?

SPEAKER: No _____ (1:35:46.0)

(TALKING AT THE SAME TIME)

SPEAKER: _____'s the week before.

SPEAKER: I wonder if Doug...didn't Doug have something on a particular day of the week?

SPEAKER: On the 19th? I don't know about that.

SPEAKER: Three of you had the issue with being down in _____ (1:35:59.1)

SPEAKER: _____ (1:36:00.4) the week before. That was Doug's.

(TALKING AT THE SAME TIME)

SPEAKER: ..._____ (1:36:01.9)

SPEAKER: _____ (1:36:01.7) through the 12th, so this is now the following week on the 19th.

SPEAKER: Right.

SPEAKER: It's completely fine with me.

SPEAKER: I'm fine _____ (1:36:07.9)

(TALKING AT THE SAME TIME)

SPEAKER: And it's on a Wednesday. _____ (1:36:10.2) Wednesday.

SPEAKER: It is a Wednesday.

SPEAKER: No basketball game, so I'm good.

SPEAKER: Good.

SPEAKER: Which Wednesday is it?

SPEAKER: It's the 3rd...

SPEAKER: 3rd.

SPEAKER: Wednesday...

SPEAKER: 3rd.

SPEAKER: ...in February.

SPEAKER: Yeah.

SPEAKER: Are we doing that again at Macleay?

SPEAKER: Yeah.

SPEAKER: Yeah.

(TALKING AT THE SAME TIME)

SPEAKER: Or we're trying to.

SPEAKER: You've got to get a date yet don't you?

SPEAKER: Yeah.

SPEAKER: ____ (1:36:29.0)

SPEAKER: That's what we're asking you guys.

SPEAKER: Yeah.

SPEAKER: They have the 19th open, that's what we're asking you guys if you can do it we can book the 19th.

SPEAKER: I move that we...

(TALKING AT THE SAME TIME)

SPEAKER: Can you...

SPEAKER: ...have you annual meeting ____ (1:36:40.2) on the 19th of February.

SPEAKER: ...contact, can you contact Doug?

SPEAKER: Yeah ____ (1:36:40.7)

SPEAKER: See if he's available?

SPEAKER: I think we go with the 19th unless Doug has a little issue, but...

(TALKING AT THE SAME TIME)

SPEAKER: ____ (1:36:49.9) before it was 3.

SPEAKER: It's completely fine ____ (1:36:51.5)

SPEAKER: Yeah.

SPEAKER: Yeah.

SPEAKER: If nobody has any issues, let's say the 19th.

SPEAKER: Okay.

SPEAKER: Okay.

SPEAKER: Okay.

SPEAKER: I'll have the formal resolution for you guys at the next meeting.

SPEAKER: Alright.

SPEAKER: We'll see what happens.

SPEAKER: Well, alright, then...

SPEAKER: The 19th?

SPEAKER: Meeting adjourned.

SPEAKER: _____ (1:37:06.8)

(BACKGROUND NOISE AND TALKING AT THE SAME TIME)

SPEAKER: No, we're leaving tomorrow morning for _____ (1:37:36.9)

SPEAKER: Okay.

(RECORDING ENDS 1:37:41.6)