MINUTES
Meeting of T.C.M.A.F.S
January 17, 2013 at Mansfield Station 107

The meeting was called to order by President David Eaton at 19:30.

- In accordance with county policy the group began with the Pledge of Allegiance. A moment of silence was held for the victims of the Sandy Hook School shooting.

B. Morrison made a motion to waive normal procedure for awards from our Senator, Representative and others, seconded by J. Lorenzetti.

- Senator T. Gugliemo and Representative P. Bachiochi presented a proclamation to the dispatchers and dive team members activated during Hurricane Sandy.
- Chief Varney presented certificates of recognition from the Statewide Fire-Rescue Disaster Plan for departments that helped during Hurricane Sandy.
- Sue Weintraub from East Hampton Town Council recognized the departments that attended the Bevin Bell Mill Fire.
- The Board of Directors presented a plaque to Curt Dowling for his years of service on the Board.
- Thanks to the Mansfield Fire Department for their hospitality and sponsoring this month's meeting.

Attendance: Organizations: 05, 07 10, 13, 15, 20, 34, 39, 43, 44, 45, 46, 72, 543, 547
Municipal Reps: Hebron, Andover, Bolton, Vernon, Ellington, Stafford, Somers, Union.

Correspondence: None

B. Morrison made a motion to accept the minutes as written seconded by A. Moore. Unanimously passed

Finance report: See attached report

D. Lucia made a motion to accept the Finance report as written seconded by W. Fletcher. Unanimously passed

Operations Director report: See attached report

911 Committee: No report

Legislative: The session just started and there is nothing new to report.

County Vice: No report

Eastern Connecticut Fire School:

Dedicated 911 and dispatching services for the following communities:
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON
HEBRON - MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
Firefighter I class has just started. A Firefighter II class will begin soon.

State Tech: Some personnel went to Newtown to help.

OEMS: Central region now has BLS guidelines.

Finance Committee report: No report

Personnel: See attached report

Equipment and Grounds: See attached report.
- The roof has been finished at the Bald Hill Tower sight along with some trees taken down. More landscaping will be done in the spring.
- Will start soon looking into new furniture for the dispatch center.

Radio Committee: See attached report
- All radios have been narrow banded
- Older radios are being replaced when the money is available

TWCAA: No report

CL&P Task Force: No report

County Coordinator:
- Everyone was thanked for their time with all the task force/strike teams that had been dispatched over the last year.

New Members: None

Old Business: None

New Business:
- The schedule for the county meetings was discussed.
  - March - North Coventry will host
  - May - Bolton will host
  - July - Hebron will host
  - September - West Stafford will host
  - November - Somers will host
  - January 2014 - Mansfield will host.

Good and Welfare: None

New Equipment: None

Nominating Committee:

Dedicated 911 and dispatching services for the following communities:
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON
HEBRON - MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
The nominating committee recommended for consideration these people for the open positions:
- Vice President – W. Fletcher
- Secretary – C. Hammick
- Director at large – J. James
- Director at large – G. Bancroft
- Chief County Coordinator – J. Lorenzetti

**Election of Officers:**

<table>
<thead>
<tr>
<th>Position</th>
<th>Nominated</th>
<th>Seconded</th>
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</thead>
<tbody>
<tr>
<td>Vice President</td>
<td>Wayne Fletcher</td>
<td>J. Fisher</td>
</tr>
<tr>
<td>Secretary</td>
<td>Chris Hammick</td>
<td>W. Fletcher</td>
</tr>
<tr>
<td>Director at Large</td>
<td>J. James</td>
<td>J. Lorenzetti</td>
</tr>
<tr>
<td>Director at Large</td>
<td>G. Bancroft</td>
<td>J. Lorenzetti</td>
</tr>
<tr>
<td>Chief County Coordinator</td>
<td>J. Lorenzetti</td>
<td>W. Fletcher</td>
</tr>
</tbody>
</table>

R. Gergler made a motion to close nominations, seconded by C. Jordan. Unanimously passed

D. Lucia made a motion to close nominations, seconded by C. Roberts. Unanimously passed

C. Roberts made a motion to close nominations, seconded by W. Fletcher. Unanimously passed

A. Moore made a motion to close nominations, seconded by C. Dowling. Unanimously passed

W. Fletcher made a motion to close nominations, seconded by D. Lucia. Unanimously passed

C. Dowling made a motion to destroy all ballots, seconded by C. Roberts. Unanimously passed

A. Moore made a motion to adjourn at 20:35 seconded by W. Fletcher. Unanimously passed

Respectfully submitted,
Donna Jellen, Recording Secretary

Revised and extended for submission and approval

Christopher J. Hammick
Secretary

TCMAFS

Dedicated 911 and dispatching services for the following communities:
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON
HEBRON - MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
**TOLLAND COUNTY MUTUAL AID FIRE SERVICE INC.**  
55 TOLLAND GREEN P.O. BOX 6 TOLLAND CT. 06084  
Bridy serving since 1950

Dispatch - 860-875-2543 Chief Dispatcher - 860-872-2421 Finance Director - 860-871-8684  
Fax - 860-872-0382

---

**Date of Meeting** 1/13/2013  
**LOCATION:** Mansfield

---

**CHIEF OF ORGANIZATION ATTENDANCE**

(This attendance list is ONLY for Chiefs of service with voting rights or their authorized representatives voting on their behalf)

(Print or sign legibly)

<table>
<thead>
<tr>
<th>No.</th>
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<td>08</td>
<td>SO.COVENTRY FD</td>
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<td>HEBRON FD</td>
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<td>11</td>
<td>NO.COVENTRY FD</td>
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<td>13</td>
<td>WILLINGTON NO.1</td>
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<tr>
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<td>ANDOVER FD</td>
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<td>20</td>
<td>ASHFORD FD</td>
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<td>34</td>
<td>BOLTON FD</td>
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<td>38</td>
<td>WAREHOUSE POINT FD</td>
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<td>39</td>
<td>BROAD BROOK FD</td>
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<td>VERNON FD</td>
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<tr>
<td>45</td>
<td>STAFFORDVILLE FD</td>
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(More on Back)

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Dedicated 911 and dispatching service for the following communities:  
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON  
MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
TOLLAND COUNTY
MUTUAL AID FIRE SERVICE INC.
56 TOLLAND GREEN P.O. BOX 6 TOLLAND CT. 06084
Proudly serving since 1950
Fax – 860-872-0382

46- SOMERS FD
49- WILLINGTONG HILL FD
72- UNION FD
EAST WINDSOR AMBULANCE
ELLINGTON AMBULANCE
STAFFORD AMBULANCE

Dedicated 911 and dispatching services for the following communities:
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON
MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
Date: 1-17-13  MEETING LOCATION: Mansfield

MUNICIPAL REPRESENTATIVES ATTENDANCE

(Print or sign legibly)

<table>
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<tr>
<th>Community</th>
<th>Name</th>
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<td>Columbia</td>
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<td>Mansfield</td>
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<tr>
<td>Coventry</td>
<td></td>
</tr>
<tr>
<td>Hebron</td>
<td>Saul Otero</td>
</tr>
<tr>
<td>Willington</td>
<td>Curt Dowling</td>
</tr>
<tr>
<td>Andover</td>
<td>Ray Walker</td>
</tr>
<tr>
<td>Ashford</td>
<td></td>
</tr>
<tr>
<td>Bolton</td>
<td></td>
</tr>
<tr>
<td>East Windsor</td>
<td></td>
</tr>
<tr>
<td>Tolland</td>
<td></td>
</tr>
<tr>
<td>Vernon</td>
<td>Jack Fisher</td>
</tr>
<tr>
<td>Ellington</td>
<td>John W. Turner</td>
</tr>
<tr>
<td>Stafford</td>
<td></td>
</tr>
<tr>
<td>Somers</td>
<td></td>
</tr>
<tr>
<td>Union</td>
<td></td>
</tr>
</tbody>
</table>

Dedicated 911 and dispatching services for the following communities:

Andover - Ashford - Bolton - Columbia - Coventry - East Windsor - Ellington
Mansfield - Somers - Stafford - Tolland - Union - Vernon - Willington
## COUNTY MEETING ATTENDANCE

(Note: This sheet is for guests and non-voting members. Municipal rep or alternate please sign the Municipal Rep Attendance sheet, Chief of Service or person voting on their behalf, please sign the Chief of Service Attendance Sheet)

| Date: 1/17/2013 | MEETING LOCATION: MANSFIELD |  |

<table>
<thead>
<tr>
<th>NAME</th>
<th>DEPT</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jack Fisher</td>
<td>Vernon</td>
<td>Captain</td>
</tr>
<tr>
<td>Gary Moore</td>
<td>Stafford Ambulance</td>
<td>President</td>
</tr>
<tr>
<td>Stew Cubb</td>
<td>Columbia</td>
<td>Ass. Chief</td>
</tr>
<tr>
<td>Mike Lesper</td>
<td>Columbia (TN)</td>
<td>Deputy Chief</td>
</tr>
<tr>
<td>Scott Hadden</td>
<td>Ashford</td>
<td>Asst. Chief</td>
</tr>
<tr>
<td>Tom Borgman</td>
<td>CT Fire Police Asst.</td>
<td>Deputy Chief</td>
</tr>
<tr>
<td>Koan Hwang (Billy) Wong</td>
<td>UConn</td>
<td>Chief</td>
</tr>
<tr>
<td>John Mancini</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tom Smith</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crystal Tracy</td>
<td></td>
<td></td>
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<tr>
<td>Jeff Quest</td>
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<tr>
<td>Richard Cooran</td>
<td>NCFD</td>
<td>Past Chief</td>
</tr>
<tr>
<td>Raymond Wedlock Jr.</td>
<td>NCFD</td>
<td>Captain</td>
</tr>
<tr>
<td>David Bailey</td>
<td>DPH/OEMS</td>
<td>Asst. Chief</td>
</tr>
<tr>
<td>Dan Phelps</td>
<td></td>
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</tr>
</tbody>
</table>

Dedicated 911 and dispatching services for the following communities:
- ANDOVER
- ASHFORD
- BOLTON
- COLUMBIA
- COVENTRY
- EAST WINDSOR
- ELLINGTON
- MANSFIELD
- SOMERS
- STAFFORD
- TOLLAND
- UNION
- VERNON
- WILLINGTON
<table>
<thead>
<tr>
<th>NAME</th>
<th>DEPT</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Thompson III</td>
<td>Town of Mansfield</td>
<td>FF/EMT</td>
</tr>
<tr>
<td>George Thompson Sr</td>
<td>Mansfield</td>
<td>FF/EMT</td>
</tr>
<tr>
<td>Raymond A Bergler</td>
<td>Mansfield</td>
<td>FF/EMT</td>
</tr>
<tr>
<td>Kerri Miller</td>
<td></td>
<td>FF/EMT</td>
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Dedicated 911 and dispatching services for the following communities:
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON - MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
January 16, 2013 Annual County Meeting Report

As planned, we have continued the upgrade of all of our older radios throughout the County. Most recently we completed the replacements of the Coventry radios and the 453.275 radio at Bald Hill, Tolland.

On order are the replacement radios for most of the remaining radios at Bald Hill Tolland. Also on order is a new 153.125 tone and voice paging for East Windsor.

This past year a considerable amount of time has been spent in preparation for Hebron’s move to TN in July of 2013. The radios and tower improvement work has been assigned and work should be completed at this site shortly. Testing will begin as soon as equipment is installed.

Also installed this year by QV was an additional Alpha Paging radio at the Box Mountain (Stanek’s site) to fill in some of the areas in the western part of the TN’s coverage area.

Also completed this year was the major repair of our microwave system from the Dispatch Center to Bald Hill. Originally it appeared that the system would have to be replaced at significant costs but these repairs have extended the life of the current system. Along with the repair was the installation of the new PSDN system from the State. Once all the connections with this installation are completed it provides us a secondary connection from the Dispatch Center to Bald Hill and eventually to other tower sites throughout the area.

During this past year we have also modified some of our radio FCC licenses and expanded the 453.275 license to multiple sites. During the next year we will work at building out these sites to further expand and improve our UHF capabilities.

The FCC Mandated Narrow Banding requirement was completed by the January 1, 2013 date, which was a major undertaking especially with some of our older paging radios.

Our next major project will be the replacement of the Dispatch Radio Console. This project has been in the works for some time now but we have been holding off allowing some of the newer systems being offered to settle in and for us to evaluate their performances. But the time has come for us to move forward with this project. Along with replacement will be the furniture and flooring.

New County Radio Call Numbers: The committee reviewed radio call number requests for TN management personnel. Up to now the Operations Director or Chief Dispatcher was assigned HQ 52 and the TN Dispatchers assigned D 19 numbers. We had received a request for a call number for the TN Finance Manager as he does have a need to be in radio contact with TN. Originally we looked at continuing with the HQ number (such as HQ 152 ) but this ran into conflicts with the State’s plan. After a review, the Committee decided to maintain the same numbering system as all our County Departments. With that, as TN was already assigned the 19 number we decided to maintain that consistency and expand upon it. We also recognized that currently some of the Board Members have car numbers assigned within their own departments but others currently or in the future may not and could have need to be in radio contact with TN.
Therefore, we have assigned the following numbering system for TN management. The president will be Car 19, the Operations Director Car 119, the Chief Dispatcher Car 219, the Finance Manager Car 319 and the Dispatchers will remain as D 19 numbers. Other 19 numbers will be assigned as needs arise.

As in the past, the Radio Committee has received excellent support from the County and the Board. As always we continue to solicit suggestions and thoughts from the County for direction and new or upgrade projects.

Looking ahead we see another very busy year for your Radio Committee.

Respectfully

Jack Fisher
Chairman  Committee Members  Tyler Millix, Willington, Wayne Fletcher, Ashford, John Turner, Ellington,  Mark Dittrich, South Coventry
To: Officers, Municipal representatives and membership of TCMAFS

From: Christopher Hammick, Secretary TCMAFS

Date: January 17, 2013

Re: Nomination for Secretary

Dear members,

I apologize for my absence. I am on vacation out of the country and will not be able to attend. The committee entered my name into nomination for Secretary with my knowledge and I would appreciate your continued support.

My attendance is important to me and I would otherwise have been in attendance if I were not answering to a higher authority. Thank you for your understanding.

Regards,

Christopher Hammick
Secretary
TCMAFS
To: William Morrison, Chairman, Nominating Committee TCMAFS

From: Christopher Hammick, Secretary TCMAFS

Date: January 9, 2013

Re: Nomination for Secretary

Bill,

I will be on vacation from January 10 through Jan 26. I will be out of the country as well and have no telephone contact. In the likely event that my name is placed in nomination for secretary this letter should serve as my acceptance.

Thank you for your consideration.

Regards,

Christopher Hammick
Secretary
TCMAFS
TOLLAND COUNTY
MUTUAL AID FIRE SERVICE INC.
56 TOLLAND GREEN P.O. BOX 6 TOLLAND CT. 06084
Proudly serving since 1950
Visit us at: www.tollandcounty911.org

SCHEDULE OF REGULAR COUNTY MEETINGS
TCMAFS
2013

Regular meetings are scheduled for 19:30 hours on the third Wednesday of the following months at the locations indicated.

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>JANUARY 16, 2013</td>
<td>MANSFIELD STATION 107</td>
</tr>
<tr>
<td>MARCH 20, 2013</td>
<td>NORTH COVENTRY STATION 11</td>
</tr>
<tr>
<td>MAY 15, 2013</td>
<td>TBD</td>
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<tr>
<td>JULY 17, 2013</td>
<td>HEBRON FIRE STATION 10</td>
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<tr>
<td>SEPTEMBER 18, 2013</td>
<td>TBD</td>
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<tr>
<td>NOVEMBER 20, 2013</td>
<td>TBD</td>
</tr>
<tr>
<td>JANUARY 15, 2014</td>
<td>TBD</td>
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</tbody>
</table>

Christopher Hammick
Secretary
TCMAFS
Adopted January 16, 2013

Dedicated 911 and dispatching services for the following communities:
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON
MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
## County Meeting Financial Report

**Month of:** 1-Jan-13

### Municipal Operating Fund

<table>
<thead>
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<th>Date</th>
<th>Starting Balance</th>
<th>Debits</th>
<th>Deposits</th>
<th>Interest</th>
<th>Ending Balance</th>
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### State Operating Fund

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<th>Ending Balance</th>
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<tr>
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### FN Support Svcs.

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### RB Support Svcs.

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<td>$0.08</td>
<td>$0.07</td>
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</tbody>
</table>
Sending again at the request of the Nominating Committee Chairman.

Tyler F. Millix, Operations Director
Tolland County Mutual Aid Fire Service Inc.

tmillix@tollandcounty911.org
860-872-2421 Office
860-250-2217 Cellular

Begin forwarded message:

From: "Tyler F. Millix" <tmillix@tollandcounty911.org>
Date: January 11, 2013, 17:08:23 EST
To: "Tyler F. Millix" <tmillix@tollandcounty911.org>
Subject: Nominating Committee Information

The Tolland County Mutual Aid Fire Service Inc. Nominating Committee respectfully submits for consideration the proposed slate of officers for 2013/2014.

Vice President    Chief Wayne Fletcher    Ashford Fire Department
Secretary         Assistant Chief / HSO Chris Hammick Town Of Vernon Fire Department
Member at Large   Assistant Chief Gerald Bancroft Broad Brook Fire Department
                  Past Chief Jerry James Town of Columbia

County Coordinator Chief Joe Lorenzetti West Stafford Fire Department

Tyler F. Millix, Operations Director
Tolland County Mutual Aid Fire Service Inc.
56 Tolland Green P.O. Box 6
Tolland, Connecticut 06084
860-872-2421
tmillix@tollandcounty911.org

NOTICE: This message may contain information which is confidential and privileged. If you are not the intended recipient, please advise the sender, tmillix@tollandcounty911.org, immediately by reply e-mail and delete this message with all attachments without retaining a copy.
January 16, 2013 Building & Grounds Annual County Meeting Report

This past year we made several improvements and changes at the Bald Hill Tolland Tower site. Several trees around the building were removed and some basic landscaping done. More landscaping is planned for the coming year.

Also the roof was replaced with a new metal one which should serve us for many years to come.

We are also looking into an alternate backup power source for both the Dispatch Center and the Bald Hill Tower site to serve in the event of a failure of either generator during extensive power failures. The committee is looking at a couple of options, one of which is expanding the current UPS capability or adding a second alternate generator. No decisions have been made at this time as we continue to review the options.

Also this past year we entered into a revised lease agreement with AT&T which allowed them to expand their footprint presence on the ground and on the Tower.

We are also in the process of expanding the Dispatch Centers EOC operations center. To date the new Status Monitor is in place and we are awaiting the addition of the radio installation in the EOC Center.

We are also in the process of replacing the front main and storm doors at the Dispatch Center which have significantly deteriorated and are probably original to the building.

As indicated in the Radio Committee Report we will be replacing the carpeting and furniture in the Dispatch Room hopefully in the next year, once we have decided on the Radio Dispatch Equipment configuration.

Respectfully

Jack Fisher
Chairman

Committee Members
Tyler Millix, Willington
John Turner, Ellington
January 8, 2013

To: Tolland County Board Members

From: Operations Director Tyler Millix

Re: Operations Report

Please see the major projects and events for the past month below. If you have any questions or would like clarification on any subject prior to the meeting feel free to contact me. Below are the basic highlights and I will have specific information regarding various projects in cooperation with the Radio Committee.

Kimball Report Sub-Committee

The 911 Commission held a special meeting to discuss the report, and the Sub-Committee’s findings. The Committee reported that they support a reduction in PSAP’s throughout the State and PSAP’s that that answer a smaller amount of 911 calls should be evaluated for inclusion into a larger PSAP. In our immediate area, none of the other PSAP’s falls under this category. However, if the desire of the Commission or the State is to evaluate the PSAP’s around us then we will need to be more aware of what a possible merger or acceptance of these calls will mean operationally. Another facet, and more important to us as an organization, in the study is the issue of the “inequity” of funds administered to the regional PSAP’s. There is a push from the smaller organizations to increase their funding through the State 911 formula due to their loss of towns. An argument can be made that the formula allows the bigger regionals to get bigger and rewards them more for a town than it does for a smaller regional etc. Another argument can be made that why should the formula reward smaller organizations that for a multitude of reasons are losing towns? The 911 Commission has decided to work with OSET staff to evaluate the formula and see if modifications are appropriate. The regional centers were assured publicly that their involvement would be needed during this evaluation and that all the meetings would be public. We need to stay on top of this.

Region III PSIC Communications Vehicle/ Training

No movement from DEMHS on the placement of the vehicles as of yet.
Statewide Data Network

We have preliminarily identified some uses for the PSDN within Tolland County. Aside of the previously reported use for backup connectivity for our microwave system, we want to attempt a connection between two sites to perform radio over IP. This would be for evaluation purposes as we have identified some latency issues with the Region IV connection. Basically, there is definitely a delay in the signal and we need to see if this delay can be reduced for a more smooth transmission of voice communications. The current plan is not to put any other applications into play until after the deadline date of September 2013 is met with regard to the installation of the network. However, in the interim, submitted applications can be evaluated for technical content and appropriateness. The PSDN Governance Committee will be meeting regularly over the next nine months to develop policy and begin to work on any applications that are submitted. The Radio Committee will be working on developing some plans for the usage of this network.

Hebron

Staff has been working on the run cards for Hebron for inclusion in CAD as well as the general information required from the department and the Town. As Jack will report, the radio project is moving forward and we are waiting for a date from the tower vendor to make the modifications.

Alpha Paging Issues

After many days of troubleshooting and evaluating the alpha issues in the Vernon and Ellington areas QV installed a new transmitter at the Box Mountain site and as of now we have no outstanding paging issues in these areas or anywhere else in Tolland County.

Other

- Scott and I conducted two separate training sessions in Ellington. These sessions provided an overall review of the TN operation but we were also able to provide some specific information on the radio infrastructure and methodology behind our various systems.

- With Hebron moving to TN and the movement with the 911 PSAP community regarding PSAP consolidation, as well as the funding review there are many issues quietly on going with in our area of the State regarding regional dispatch centers. It is no secret that WW and KX are experiencing pressures from their communities. This has caused some of the towns to seek

Dedicated 911 and dispatching services for the following communities:
ANDOVER - ASHFORD - BOLTON - COLUMBIA - COVENTRY - EAST WINDSOR - ELLINGTON - MANSFIELD - SOMERS - STAFFORD - TOLLAND - UNION - VERNON - WILLINGTON
information from other centers for comparison purposes. In some cases, specific information is being sought from the Towns to properly evaluate if one center can provide services more efficiently and cost effectively as well. Inquiries such as these place TN in a rather precarious position. We have taken pride in the fact that we have not solicited other towns already being serviced by another regional. Other centers have embraced this idea and explain that they are being pro-active in trying to build their customer base. In these fiscally stringent times town leadership is paying more attention than ever to the bottom line in regard to dispatching services. As you know, TN’s per capita rate is extremely attractive as well as the operational and management structure we have in place. TN is going to have to make some difficult decisions regarding increasing our customer base. Many years ago, a Management / Operational Audit was conducted that provided an overall snapshot of the organization. This report revealed some of the opinions of the members at the time and what they say were the strengths and weaknesses of the organization.

As we move forward this year I think that group of Board Members to serve at the discretion of the President should be formed to review the overall goals of the center and to identify where the center should be in 5-10 years. Once these goals are identified they would be released in report form to the organization. We will most assuredly be faced with the opportunity to grow. We need to make sure that if it is our desire to grow and increase our customer base that we are fully prepared to accommodate the growth operationally and administratively. This also would include a comprehensive study on our entire infrastructure.

It is my opinion that the administration has to take a proactive stance on expansion of the center and do the best we can to avoid a reactionary response when faced with possible changes. A study that takes into account all the possibilities before us will only help in prepare us for the challenges placed upon us in the future years.