



**MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS
OF THE EVERGREEN FIRE PROTECTION DISTRICT
SEPTEMBER 14, 2010**

The regular meeting of the Board of Directors of the Evergreen Fire Protection District was held on September 14, 2010 at the Administration/Training Building, 1802 Bergen Parkway, Evergreen, Colorado.

ATTENDANCE

DIRECTORS IN ATTENDANCE: David Christensen, Jeff deDisse, Charles Dykeman, George Kling and Charles Simons.

ALSO IN ATTENDANCE: Chief Garry DeJong, Linda Alexander, Vicky Gits, Robert Gottsman, Mike Weege, Jenny Jesmer, Adam Hojnowski, Trent Searcy, Shane Palmer, Frank Dearborn, Carol Hucker, Chris Schleef, Shelley Hunter, Mike Novick, Sean Wood, Christy McCormick, Todd Briscoe, Sylvia Ross.

MEETING CALLED TO ORDER

President Kling called the meeting to order at 6:02 P.M.

TIME OF REMEMBRANCE AND REFLECTION The pledge of allegiance was recited and a moment of silence was observed.

APPROVAL OF AGENDA

Approved as presented.

PUBLIC COMMENT:

Robert Gottsman addressed the board. His first question was regarding the June financial report. He asked why there was such a large increase in revenue from the month before. Sylvia Ross answered that this significant increase is due to a large tax deposit that we receive in June each year. The first half of the year is when the District receives most of its tax revenue. Director Kling added that the revenue is front loaded very heavily in the first half of the year and then tapers off in the second half. Mr. Gottsman asked the board about the status of the fire truck that was discussed in previous meetings since he was not very comfortable with the initial discussion. Chief DeJong replied that this is the apparatus that the district is requesting funding through a grant. This is for a type 1 engine to replace the old engine at Station 5. Director Kling added that this engine purchase is part of the master plan that the District has been working on. Furthermore, apparatus requests come from the firefighters based on their assessment, the Board facilitates/approves the purchase of apparatus it does not make the requests. Mr. Gottsman asked how long is the strategic plan? Director Kling replied 10 years, but the next one may only cover 5 years. Further discussion ensued including a discussion on the firefighter pension account and the vesting schedule. He also asked about volunteer firefighter retention issues which was answered by both Director Kling and Captain Chris Schleef.

APPROVAL OF MINUTES:

- August 10, 2010 Meeting Minutes were approved as presented.

PRESENTATIONS

July 2010 Financial Report

Chief DeJong presented the July 2010 Financial Report.

General Fund	\$ 1,819,623
EMS Checking	\$ 75,277
Strategic Capital Fund	\$ 1,446,102
Capital Projects	\$ 198,280
Debt Service	\$ 665,916
Apparatus Replacement	\$ 1,336,283
Tabor Reserve	\$ 119,986
Charitable Donations	\$ 4,427
Total	\$5,665,894

General Fund Revenues are at 99.6% of budget, and 101.6% of last year.

General Fund Expenditures are at 76% of the budget, 89.6% of 2009 YTD

EMS Revenues are at 97.1% of Budget, and 103.2% of 2009 YTD. A discussion ensued regarding ambulance billing collections and how changes in the Medicare reimbursement schedule could affect our collection rate and this change will also increase our contractual allowance write offs. EMS Expenditures are at 73.7% of Budget, 78.2% of last year. Also Chief DeJong corrected an error on page 2 of the financial report. Under EMS contractual services expense, the July 31st actual should read 14,513 which would make the percent of last year actual 109.5%.

A motion was made by Director Dykeman to approve and place on file the July 2010 Financial Report; Director Christensen seconded the motion; the motion passed unanimously.

CHIEFS REPORT

Administrative / HR

- Currently going through resumes and having applicants go through an essay portion of application process. Working on setting up Interviews for October 22nd.
- Working on Chief's review. Eva will be forwarding feedback, self appraisal and zoomerang link and directions.
- Compensation analysis and committee forwarding proposal to full District Board for consideration during tonight's meeting.
- Handbook revisions underway. Focusing on topics impacted by legislative changes and compensation analysis. Will be able to forward recommendations for approval at next meeting. One change will take effect immediately, this will be discussed during the Compensation Analysis topic discussion.

Apparatus Equipment and Facilities Maintenance

- Jefferson County burn ban in effect and Clear Creek County will be placing their burn ban tomorrow. The ban should last about 3-4 weeks. Further discussion ensued regarding the ban and how the information is disseminated and how it will be enforced.
- Hose testing completed. Pump testing underway. Ladder testing will take place September 20th.

- Review of apparatus needing replacement underway. Preparations for inclusion in the 2011 budget request.
- Installation of generators and transfer switches are underway.

Communications

- New dispatchers in training.
- Assisting with preparations for Safety Day.

Emergency Medical Services

- EMS Coordinator process underway.
- Preparing for October re-licensing process through Jefferson County Health Dept.
- Assisting with preparations for Safety Day and School visits.

EVFD

- 13 probes well into finishing their fire training.
- Reviewing various recruitment and retention avenues.
 - Reviewing 10 year vesting process.
 - Looking at 20 yr retirement and allowing active participation.
- Recruitment process underway for 2011 class.
- Annual Banquet September 17th.
- Pancake Breakfast / Safety Day coming up September 18th.
- Recognized Frank Dearborn for his going above and beyond in assisting during rehab at crazy hours etc...

Finance

- Performing a 2010 midyear audit for internal purposes.
- 2011 Budget preparation underway.
 - Appears that assessed valuations have dropped less than 1 % for 2011. This is not the update assessed valuation change that we will see in 2012.
- We will be switching to a new payroll service, this will help relieve some of the issues we have had with working with out of state vendors.

Fire Prevention

- August 28th participated in the Jefferson County Safety day at the Jefferson County Fair Grounds. Extinguisher trainer a huge success.
- Fire District and Fire Danger signs being placed throughout the district. Jeff Co will be assisting with final 4 on current posts.
- Next major event is the Pancake Breakfast / Safety Day on September 18th.
- Planning for School visits Sept/Oct underway.

Fire Operations

- Training building working on specifications.
- Looking at reworking Brush Truck Specifications for replacing Brush 8 (153).
- Several events during September for PR, Homecoming parade, Sept 11th events, etc...
- Leadership Training lab is operational, additional officer training program being developed.

IT

- Working on installing email/exchange servers as well as the SQL server.
- Installing X-map software for Wildland fire resource

- Computers and software received for fire simulation training. Will be setting up the computer lab in the library/computer room. Training underway.

Training

- 2010 Probe academy underway. Progressing very nicely with 13 probes.
- IQS database updated. Back to old version. Higher participation of pack tests this year. Great turnout with personnel with Red Cards. CSFS doing a careful scrutiny of certificates and records. Records are in order. Working with Allen Gallamore for more details. Looking at resource availability based upon qualifications.
 - Still having problems with ROSS – working through the state to fix.
- Working on a small initial attack command resources.
- Working on officer Development program.
- Working on PPE bid with different vendor.

Special Comments / Other

- Radio System update –
 - Working on identifying frequencies for VHF system ongoing.
 - City of Denver has the signed IGA, processing invoice for funds availability.
 - Development underway in the early stages.
- Big Chili – September 12th
- Annual Banquet – September 17th.
- Pancake Breakfast – September 18th.
- Strategic Planning Timeline.
 - September / October – while discussing the budget preparations for 2011, include justifications, goals and objectives etc...perform internal assessments for direction , needs and gaps.
 - Nov / Dec – use external influences for support or re-focus of direction. i.e. OSHA, NFPA, ISO etc...
 - January – Assign District Board Committee for participation in drafting and review of document
 - April/May – present draft Strategic Plan to Full District Board.
 - Set up open public meetings for input.

BOARD MEETING TOPICS FOR REVIEW

An updated topic list was presented to the board. The updated list can be found on the last page of the previous month meeting minutes as directed by the Board.

OLD BUSINESS

Salary Survey/Compensation Results: Eva Whitehead, the HR Manager, addressed this topic with the board and the participants. Director Kling added that this is an opportunity for the employees of the district to address the board on any questions or concerns they may have on this plan and therefore they will have priority in asking questions. The public can ask questions as well but would like the employees to have the first opportunity to ask questions. The Chief added that their needs to be a resolution on this topic tonight; the board agreed. Eva began by giving a synopsis of how the salary survey was conducted. Extensive research was done by contacting our surrounding districts and fire departments; most within an hours drive of EFR. The reason this survey was conducted was to assess if employees of the district are fairly compensated. The salary adjustments that will be discussed do not include benefit dollars nor any other benefits. This is salary based only. Attached is the document presented to the employees and the Board of Directors which if approved tonight will go into effect on the October 14th pay date. Chief DeJong added that each individual position was evaluated on its

own merit – this is not about any individual person; it's based on position. Eva discussed the following line by line and taking questions as she was going through the recommendations.

**Evergreen Fire Rescue
Salary Adjustment Recommendations September 2010.**

<u>Position Name</u>	<u>Current Evergreen Salary Range</u>	<u>Proposed Changes to Salary Ranges</u>	<u>Proposed Changes to Incumbent Salary</u>
Senior Administrative Specialist	\$28,511 - \$40,680	Increase Salary range to \$30,000 - \$45,000	Increase incumbent salary by \$3,240
Communication Specialist- TRAINING RATE	\$36,366	After completing training, incumbents will be moved to the Communications Specialist salary range	Increase 2 trainees by \$2,000 after training is completed
Communications Specialist	\$38,366 - \$51,888	Increase the bottom of the range to \$38,366 since \$36,366 is being used as the training rate	Increase senior incumbent salaries, depending on years of service, to alleviate the salary compression
Communications Supervisor	\$36,366 - \$51,888 + stipend	Increase salary range to \$41,366 - \$56,888 and remove stipend	Increase current incumbent salary by \$6,193
EMS Coordinator	\$60,000 - \$85,000	None	Hiring: Current hiring range is \$60,000-\$70,000
Facilities Superintendent	\$36,873 - \$52,611	Increase salary range to \$36,873 - \$58,440	Increase incumbent salary by \$1,994
Finance Director	\$79,761 - \$113,805	Decrease salary range to \$62,000 - \$98,000	None
Fire Chief	\$84,654 - \$120,786	Decrease salary range to \$80,000 - \$114,000	None
Fire Inspector/Comm Educator	\$43,444 - \$61,988	None	Increase senior incumbent salary by \$3,533 to alleviate salary compression
Fire Marshal	\$66,471 - \$94,843	None	Increase incumbent salary by \$4,272
Fleet Manager	\$66,471 - \$94,843	Decrease salary range to \$60,000-\$94,843	None
Fleet Mechanic	\$39,908 - \$56,942	Increase salary range to \$42,000 - \$63,000	None
IT Coordinator	\$66,471 - \$94,843	Decrease salary range to \$58,000 - \$85,000	Increase part time incumbent salary by \$2,554
Office Manager	\$39,908 - \$56,942	Increase salary range to \$42,000 - \$60,000	Increase incumbent salary by \$1,153
Training Coordinator	\$44,461 - \$63,439	Increase salary range to \$45,000 - \$68,000	None
Paramedic	\$43,444 - \$61,988	Increase salary range to \$43,444 - \$65,000	Remove "Guaranteed Overtime" and add \$1,570 to each incumbent's annual salary
EMS Shift Supervisor	\$43,444 - \$61,988 + stipend	Increase salary range to \$45,900 - \$67,500 and remove stipend	Remove "Guaranteed Overtime" and add \$1,570 to each incumbent's annual salary

Total Cost: \$65,733.00

Additional Recommendations:

- Merit Award for 2010: We would like to continue with the practice of Merit Awards for 2010 (just like 2009), but change the merit/raise process beginning 2011 so the recommendation will be to determine awards for those who have already completed

their review for 2010 and begin paying those awards in October 2010. We will also recommend for those who have not come upon their review period for 2010 to complete them as scheduled, determining and processing Merit Awards as the reviews are completed (again, just like last year).

- Benefit Review: We found that we are low in 2 areas of benefits: retirement and health insurance so the recommendation for retirement will be to work with the financial advisor to uncover some new possibilities for increasing retirement benefits, which will be discussed at the next open enrollment period. The recommendation for health benefits will be similar, to work with the broker to see what other options we may be able to take advantage of, which will be discussed at the next open enrollment period.
- Future Raises and Performance Reviews: We would like to keep the same review process (annual reviews for each employee, on their anniversary date) but have the performance reviews coincide with any possible increase in compensation. Instead of using Merit Awards and cost-of-living adjustments to incentivize employees, we would like to offer each employee the opportunity to earn a raise each year. Therefore, the recommendation is to move to what is known as a Pay-for-Performance system. This means that employees can earn a certain raise percentage depending solely on their performance review. Performance reviews, as always, will be based on job performance, attitude and fulfillment of the job description, as well as anything above and beyond. The job performance rating will put each employee into a category that is associated with a raise percentage. The raise percentages are determined according to a matrix that coincides increasing raise percentages with increasing performance ratings (managers and supervisors will not have access to the Matrix). The maximum raise percentage will be determined during each budgetary process for each year. Additional recommendations, if this is approved, will be to continue to train managers and supervisors on how to properly conduct a performance review and to hold meetings to help employees understand the pay for performance system so they know exactly how they can earn a raise.

Jenny Jesmer, Communications Specialist asked if the District will still award COLA and Merit Awards. Eva replied, if approved no. An employee can earn a raise under this system, there will be no future COLA or awards. The Board will advise the Chief through the budget process on a percentage to work with and then it is up to the employee to earn that raise. Shelley Hunter, Fire Inspector asked if there will be any step increases other than the pay for performance and Eva replied no, the only way an employee under this plan can increase their salary is to earn it through the pay for performance system. Director Kling added that the only other variable would be if there was a significant increase in inflation, say 10% across the board, then the budget for raises would be larger in that instance. The only variables to an increase in salary are the funds appropriated in the budget for raises and each individual employee's performance. He continued by saying that the Board would like each employee to have a higher level of understanding as to what exactly they will be reviewed on, in other words employees will not be blindly reviewed on job expectations they didn't know about.

Chris Schleef, Facilities Superintendent, asked about employees who have reached the cap in their salary range, how is the District going to incentivize those employees? Chief DeJong replied, since employees will have some time to reach that range cap it has not been discussed at this time, but as the range changes it will be addressed and formalized in a proposal to the Board. Eva added that some of the recommendations have increased the salary range for certain positions therefore increasing their earning potential.

Sylvia Ross, Office Manager, asked how did the Compensation Committee come up with the recommendations for the incumbent's salaries. Eva replied that they took the local results along with the responsibilities of this position and work load in comparison to EFRs to make that decision. It is not about matching the market value it is about deciding where we want to be in respect to what other people in that position are doing. The next question was in regards to years of service – where those taken into consideration when making the incumbents salary recommendations? Eva answered no because there wasn't the issue of compression of salary that was only a consideration for the communications specialist positions.

Several questions from several employees were asked regarding "Guaranteed Overtime". Chief DeJong explained to them that employees will only get paid for hours worked. No one will be paid overtime for vacation or sick time as was the practice in the past.

Shane Palmer, Communications Supervisor, asked what happens to these recommendations in November if the measures (60, 61 & 101) pass? Director Kling responded, that the Board had a bucket on money for 2010 salaries that they took away from the COLA and the merits although the merit awards will still take place this year, it also comes from fixing some pay practices, but if these measures pass everything is back on the table. Chief DeJong added that there was \$137,000 that was frozen for salary increases. We will use 103 K of the 137 K that was allocated. Out of the 103 K used, the district will see a recuperation of approximately 18 K in overtime costs reduction. Therefore we are not using the full amount of what was set aside. Director Kling added that if the measures pass in November that the full impact of those measures on the budget will not be fully financed by the employees. He is not saying the employees will not feel the pain if these measures pass, but the employees will not strictly finance the impact. Eva added from an HR perspective that these positions are worth what they are worth regardless of what happens.

Director Simons voiced his concerns regarding pay for performance and the importance of valid, fair reviews. After further discussion on the recommendations and performance reviews, a motion was made by Director Dykeman to accept the Salary Adjustment Recommendations and the Additional Recommendations (2 page proposal) as presented to the board, Director Christensen seconded the motion, the motion passed unanimously.

After the motion passed Chief DeJong asked the Board about the line item in the 2011 budget called: Frozen for Pay for Performance Plan; does the Board want a percentage or does it want the line item to remain blank or put in a number and describe how that number was calculated? The Board replied that it is up to the Chief; Director Kling added that like all other line items in the draft budget it will be up for discussion.

2011 Budget Preparation/Discussion: Chief DeJong began by stating that two of the largest portions of the budget are the Apparatus Replacement and Strategic Capital Fund; and wanted to give the board a quick overview of the direction he and Brent are going in preparing the 2011 budget. First, the Apparatus Replacement Fund, they are looking at three items: two remounts on our medic units and also the replacement of Brush 8, which is a forty year old truck, and hard to find parts, etc. They don't see any need for any additional apparatus. Director Kling asked about the grant. If we get awarded the grant, the matching funds would come from the Apparatus Replacement Fund which would be an amendment to a line item within that fund; it will be designated in the budget as the "Matching Funds." Chief DeJong clarified that this apparatus request (new Brush 8) is not the same as the grant request which is for a new engine for station 5.

As for the Strategic Capital funds, they are evaluating which projects will be added to this fund for 2011; some will include new roofs, etc. for our stations. The new training building funding is also a line item in this fund. A request will be coming to the board soon so that this project can move forward. Robert Gottsman addressed the Board regarding the necessity for such a building and Director Kling replied that he feels that our volunteer firefighters are not getting the opportunity to train in the types of situations they are exposed to. They train in a 10 x 40 foot building but fight fires in homes as large as 4,000 square feet. Further discussion ensued in regard to this new training facility.

NEW BUSINESS

Amendment 60 & 61; Prop 101 Meetings: The reason the Chief would like to discuss this is to ask if the board would entertain the idea of hosting a town hall type meeting by ourselves or in tandem with another organization? The consensus of the Board was to host the meeting in tandem with another organization. The second question was if the Board would like to actively participate in the meetings as presenters or do they want others to present the information? On October 6, 2010 at Conifer High School, Jefferson County Public Schools will be making a presentation and have invited the EFPD to also speak and the Chief will be presenting the fire side of the issue to the attendees. After further discussion it was agreed that the District would host a meeting but to locate the meeting in a larger venue, like a school gym or auditorium which would facilitate a larger audience but also allow others like schools, etc to speak at the meeting.

BOARD MEMBER COMMENTS:

Director deDisse thanked the staff for their patience during the compensation review process.

Director Simons echoed his comments.

Director Dykeman also thanked the staff for their patience and reiterated that it took longer because they wanted to do it right.

Director Kling also echoed those comments and added that it was a pleasure to work with Eva and Garry on this project.

MEETING ADJOURNMENT:

A motion was made by Director Dykeman to adjourn the meeting; Director Christensen seconded the motion; the meeting was adjourned at 8:26 pm.

NEXT MEETING DATE

Tuesday, October 12 in Training Rooms A & B.

ACTION ITEMS

- Training Building Plans
- Organize and schedule Amendment 60 & 61; Prop 101 Meetings
- 2011 Draft Budget preparation

Respectively Submitted,
Sylvia Ross
Recording Secretary

October 2010

Active Topics Discussed:	Discussed:	Update	Recommendations
Feasibility Report on training/burn bldg.	Apr-09	Nov-10	Asst. Chief Marshall addressed the board with an update on the project in July. Additional updates and estimated forthcoming.
Fire/ District signs	Apr-09	Sep-10	9/10: The signs have been placed in strategic locations throughout the District.
Mandated HR Trainings (Harassment/Violence)	May-09	Aug-10	Will be presenting potential changes to Staff Handbook including HR training issues.
Station 2 Fire Alarm Repair	Nov-09	Aug. 10	Spending Authorization presented to board for \$21,505; approved at August Board Meeting
Merit/Compensation Review	Nov-09	Sep-10	Results & Recommendations have been approved at the Sept. Board Meeting
Review of District Benefits Package	Dec-09	Jul-10	Same as above.
New Security Card System	Feb-10		Ongoing Evaluation
Schedule another Strategic Planning Mtg	Mar-10	Sep-10	Chief to update Board on Strategic Planning Process, timeline.
Chief Review Process	Apr-10	Oct-10	Review posted on Zoomerang; HR interviews with division managers and staff that report to the chief completed, HR working with Board Members.
EMS Vacancy	Jun-10	Oct-10	Interviews & Testing scheduled for October 22, 2010
Fire Danger Signs - High School Project	Sep-10		Working with Schools; still undefined.