

**AGENDA FOR GREATER EAGLE FIRE PROTECTION DISTRICT
REGULAR BOARD MEETING
Wednesday, 15 March 2017**

NOTICE IS HEREBY GIVEN that the Regular Meeting of the Boards of Directors of the Greater Eagle Fire Protection District (GEFPD), Eagle County, Colorado will be held at 425 E 3rd Street, Eagle, Eagle County, Colorado on Wednesday, March 15, 2017 at 6:00 p.m. The meeting will be held for the following agenda and other matters that may come before the Board.

GREATER EAGLE FIRE PROTECTION DISTRICT BOARD

Eric Peterson, President/Chairman, *Term Expiring May 2018*
Mikel "Pappy" Kerst, VP Asst. Treasurer/Secretary, *Term Expiring May 2018*
Kraige Kinney, VP Treasurer, *Term Expiring May 2018*
Pastor Eric Collom, VP Secretary/Asst. Treasurer, *Term Expiring May 2020*
Chief Jon Asper, Retired, VP Asst. Secretary, *Term Expiring May 2020*

Start GEFPD Board Meeting Open Session

GEFPD - Mr. Eric Peterson, President/Chairman

1. Call to Order
2. Declaration of Quorum/Director Qualifications/Disclosure Matters
3. Approval of Agenda
4. Ratification of March 2017 Payables.....**Tab 1**
5. Approval of February 15, 2017 Minutes**Tab 2**
6. Financial Matters / Reports as of February 28, 2017**Tab 3**
 - i. Marchetti & Weaver, LLC

Public Input on Non-Agenda Items

Executive Session

As needed.

Board Announcements & Updates

1. Board work session - set time frame, discussion on priorities brought up at last meeting.
2. Noted in March's SDA newsletter: Kathryn Winn with CCC has been elected as a partner at CCC.
3. SDA Regional Conference June 15th in Vail, 8:00am - 12:15pm., more information will follow.
4. SDA Scholarship Program - note of interest, applications due Friday, April 28th.....**Tab 4**
5. How can Special District Leaders Instill Resiliency - note of interest.....**Tab 5**
6. SDA Conference September 13-15 in Keystone.

Administrative & Legal Updates

1. Administrative Updates - Reports & Action Items
 - a) Administration
 - i. Public Notice for code adoption - open 30 days, adopt April 19th.
 - ii. Pinning Ceremony - held March 4th at 6:30pm. Chief Doug Cupp; Capt. Darren Zunno; Fire Marshal Randy Cohen; Training Officer, Lt. Chris Shannon; Firefighter John Emrich.
 - iii. IGA - RHMAEC (Regional Hazardous Material Association of Eagle County).
 - iv. Snow plow - Land Arbor Concepts - in appreciation, FF Taylor Story ordered 4 Medical First Aid Kits for their vehicles as thank you. Will add a couple of additional items in kit for them.
 - v. Wildland deployment to KS - March 7th - tender 9 and crew of: Capt. Zunno, FF Ryan Gregor, and FF Brandan Brauch (Volunteer).
 - vi. Staff comments.
 - b) Apparatus
 - i. 923 - Manifold repaired.
 - ii. Engine 9 - electric pump heater is out of service. Replacement being ordered. The diesel pump heater is still operational.
 - iii. Type 6 /Wildland - was taken to Max Fire on March 8th.

- c) **Command Staff / Officers Meeting**
 - i. Blue Card - process moving forward.
 - ii. Wildland deployments - Type 3 team commitments.
 - iii. Engineer Task Book - Approved 03.07.17

- d) **Compensation Committee**
 - i. Initial discussions with Chief Cupp - Developing ranges to bring forth to committee.

- e) **Fire Prevention - see reportTab 6**

- f) **Human Resources**
 - i. Performance reviews/discussions given to crews.
 - ii. EAP - Employee Assistance Program.

- g) **Members Update**
 - i. St. Baldrick's March 18th, at station, 11:00am - 3:00pm.
 - ii. New application and on boarding processes in effect and posted on website.
 - iii. Volunteer mentors - established points of contact: Engineer Stuart Thompson, FF Ryan Cullen, and FF Nate Thurman.
 - iv. Dug out many fire hydrants from deep snow these last couple of months.
 - v. Birthday Party at station successful - kids had fun and adults possibly had more fun than the kids. Thank you!
 - vi. Proactive volunteer up staffing.

- h) **Operations & Action Items - see reportsTab 7**

- i) **Facilities Update**
 - i. Kitchen improvements - ideas to be brought back to next command staff meeting.
 - ii. Recliners replacement - look into costs to repair head rests with leather overlays.

- j) **Safety Committee**
 - i. Workers Comp claims 2017: Total 0.
 - ii. Safety Committee - quarterly meetings, reestablished points of contact: Chief Cupp, Division Chief Kennedy; FF John Emrich, Engineer Eric Hill, and Captain Eric Mosher.

- k) **Training**
 - i. Ice Rescue - held multiple trainings - all shifts and Volunteers recertification by March 16th.
 - ii. All shifts & Gypsum Fire conducted 3 extrication trainings with multiple vehicles in each training.
 - iii. Recertified all EMT's that were due in March.
 - iv. Taylor Story obtained CDL. Process to get DO-Pumper continuing.

2. Other Matters and Information

Board Comments

ADJOURNMENT

NEXT MEETING - Wednesday, April 19, 2017 at 6:00 p.m.

Regular meetings are the 3rd Wednesday of each month at 6:00 p.m.

GREATER EAGLE FIRE PROTECTION DISTRICT

ACCOUNTS PAYABLE

March 10, 2017

Greater Eagle Payables to be Approved & Ratified at Meeting:

<u>PAYEE</u>	<u>AMOUNT</u>	<u>Description</u>
ADP Screening & Selection Services	209.43	Background Checks
Background Information Systems	60.00	Background Checks
Bailey's Garage Doors	155.00	Station R&M
Bound Tree Medical	324.20	Supplies
CDC Janitorial	322.49	Janitorial Supplies
CEBT	20,933.12	April EE Insurance & COBRA
CenturyLink	394.43	Monthly Phone & Alarm
Citi Cards Visa	603.22	Costco Credit Card-Board Meetings, Fire Prevention Equip
Collins Cockrel & Cole	3,706.50	January Legal Fees
Colorado Mtn Medical	179.90	Physicals
CO Pro EFP	340.00	Uniforms/PPE
Emergency Reporting	1,288.00	Annual Fire Package
Fed Ex	50.62	Shipping
Home Depot	154.96	Station R&M
John Emrich	44.94	Reimburse Mileage for Physicals
Marchetti & Weaver	6,181.84	January Accounting
MES	338.44	Personal Protective Equipment
Mountain Pest Control	75.00	Monthly Pest Control
Office Depot	128.72	Office Supplies
ROI Fire & Ballistics	246.00	Personal Protective Equip
Taylor Story	100.00	CDL Tes Reimbursement
Town of Eagle	168.49	Monthly Utilities and Trash
United Reprographic Supply	59.00	Monthly Plan Scanner Fee
Vail Honeywagon	176.70	Monthly Trash
Verizon	253.51	Monthly Cell Phones
Wylaco	9.14	Apparatus & PPE Maint
Darren Zunno	20.00	Reimb Meals for Training
Subtotal to Approve at Meeting	36,523.65	
<u>Payroll Items to be Approved at Meeting:</u>		
Directors Checks	375.00	February Board Meeting
Subtotal to Approve at Meeting	375.00	
<u>Paid Items to be Ratified at Meeting:</u>		
Alpine Bank (ACH)	3,195.83	March Credit Card Payment for Feb Charges
Colorado Dept of Revenue	1,326.00	State Withholding Taxes 03/03/17
Electronic Federal Tax Payment System	4,710.86	Federal Payroll Taxes 03/03/17
Family Support Registry	196.06	EE Wage Garnishment
Fire & Police Pension Assoc	7,275.05	EE & ER portion of mandatory pension plan 03/03/17
Payroll Fees	28.00	Payroll transmission fees
Payroll	32,822.89	Gross Payroll 03/03/17
WEX Sinclair (ACH)	24.08	Monthly Fuel
Xerox (ACH)	187.50	Monthly Copier Lease and Copies
Subtotal to Ratify at Meeting	49,766.27	
Total to be Approved & Ratified :	86,664.92	

Additions are Bolded

GREATER EAGLE FIRE PROTECTION DISTRICT
 COMBINED BALANCE SHEET
 February 28, 2017

ASSETS	General Fund	Capital Fund	Impact Fee Fund	Pension Fund	Fixed Assets & Long-Term Debt	Total
Cash						
Alpine Checking- .10%	221,832					221,832
UMB Bank CD's- 1.00%-2.35%	2,124,934					2,124,934
ColoTrust- .92%	25,656	199,732	50,093			275,481
Alpine Money Market- .10%		41,339	82,139			123,479
Pension Account				721,868		721,868
Inter-Fund Balances	(2,316,735)	1,752,892	563,843	-		0
Total Cash in Bank	55,688	1,993,964	696,074	721,868	-	3,467,594
Accounts Receivable & Other Current Assets						
Accounts Receivable	-			-		-
Due From County Treasurer	-		-			-
Due From State				-		-
Property Taxes Receivable	1,899,147					1,899,147
Prepaid Expenses	21,165			-		21,165
Total A/R & Other Current Assets	1,920,312	-	-	-	-	1,920,312
Fixed & Other Assets:						
Vehicles					2,917,327	2,917,327
Buildings & Improvements					1,061,688	1,061,688
Tools & Equipment					445,381	445,381
Land					90,000	90,000
Accumulated Depreciation					(2,419,619)	(2,419,619)
Net Pension Asset					298,993	298,993
Total Fixed and Other Assets	-	-	-	-	2,393,770	2,393,770
TOTAL ASSETS	1,976,001	1,993,964	696,074	721,868	2,393,770	7,781,677
LIABILITIES & NET ASSETS						
Liabilities:						
Accounts Payable	20,446			-		20,446
Accrued Vacation, Wages & Benefits	37,269				50,188	87,456
Credit Cards	3,947					3,947
Payroll Liabilities	429					429
Deferred Property Taxes	1,899,147					1,899,147
Other Deferred Revenue	-			-		-
Leases Payable					-	-
Total Liabilities	1,961,238	-	-	-	50,188	2,011,426
Net Assets						
Net Investment in Fixed Assets					2,044,590	2,044,590
Restricted For Retirement Benefits				721,868	298,993	1,020,861
Restricted For Emergencies	61,585					61,585
Restricted For Capital			696,074			696,074
Assigned for Capital		1,993,964				1,993,964
Unassigned	(46,822)					(46,822)
Total Net Assets	14,763	1,993,964	696,074	721,868	2,343,583	5,770,251
Total Liabilities & Net Assets	1,976,001	1,993,964	696,074	721,868	2,393,770	7,781,677
	=	=	=	=	=	=

GREATER EAGLE FIRE PROTECTION DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES MODIFIED ACCRUAL BASIS
 ACTUAL, BUDGET AND FORECAST FOR THE PERIODS INDICATED

MODIFIED ACCRUAL BASIS

	2016 Unaudited Actual	2017 Adopted Budget	Variance Favorable (Unfavor)	2017 Forecast	2 Months Ended 2/28/2017 Actual	2 Months Ended 2/28/2017 Budget	Variance Favorable (Unfavor.)
COMBINED SUMMARY (Excluding Pension)							
REVENUES							
Property & Other Taxes, Net of Fees	1,992,685	1,994,210	-	1,994,210	25,710	26,358	(648)
Impact Fees	34,925	9,000	-	9,000	-	-	-
Resource Permit & Inspection Fees	8,692	9,000	-	9,000	1,559	1,500	59
Grant Revenue	-	-	-	-	-	-	-
Interest	44,442	28,950	-	28,950	2,226	2,057	169
Other Income (Including Fireworks)	43,631	42,578	(570)	42,008	5,365	5,061	303
TOTAL REVENUES	2,124,375	2,083,738	(570)	2,083,168	34,860	34,976	(116)
EXPENDITURES							
Treasurers Fees	57,212	57,508	-	57,508	534	575	41
Payroll & Benefits	1,380,991	1,362,761	(8,303)	1,371,064	211,342	211,994	652
Station Operations	83,416	93,357	-	93,357	9,863	14,942	5,079
Fire Operations	223,114	324,772	11,312	313,460	59,159	72,322	13,163
Insurance	78,513	92,000	33,148	58,852	35,276	52,333	17,058
Professional Services	128,478	118,700	(1,117)	119,817	23,595	22,400	(1,195)
Resource Assignments	-	-	-	-	-	-	-
Debt Service	430,406	-	-	-	-	-	-
Capital	33,021	126,600	-	126,600	-	-	-
Contingency	-	-	-	-	-	-	-
TOTAL EXPENDITURES	2,415,151	2,175,698	35,040	2,140,658	339,769	374,566	34,797
CHANGE IN FUND BALANCE	(290,776)	(91,960)	34,470	(57,490)	(304,909)	(339,590)	34,681
Fund Balance-Beginning of Year	3,300,486	2,927,191	82,518	3,009,709	3,009,709	2,927,191	82,518
Fund Balance-End of Year	3,009,709	2,835,231	116,988	2,952,219	2,704,801	2,587,601	117,200
	=	=	=	=	=	=	=
FUND BALANCE BREAKDOWN:							
General Fund	321,565	260,986	99,339	360,325	14,763	(84,318)	99,080
Capital Fund	1,992,659	1,902,955	12,819	1,915,774	1,993,964	1,980,797	13,167
Impact Fund	695,486	671,290	4,830	676,121	696,074	691,122	4,953
Total Non-Fiduciary Funds	3,009,709	2,835,231	116,988	2,952,219	2,704,801	2,587,601	117,200
	=	=	=	=	=	=	=

Greater Eagle Fire Protection District
 Projection of Assessed Value for 2018 Budget Year

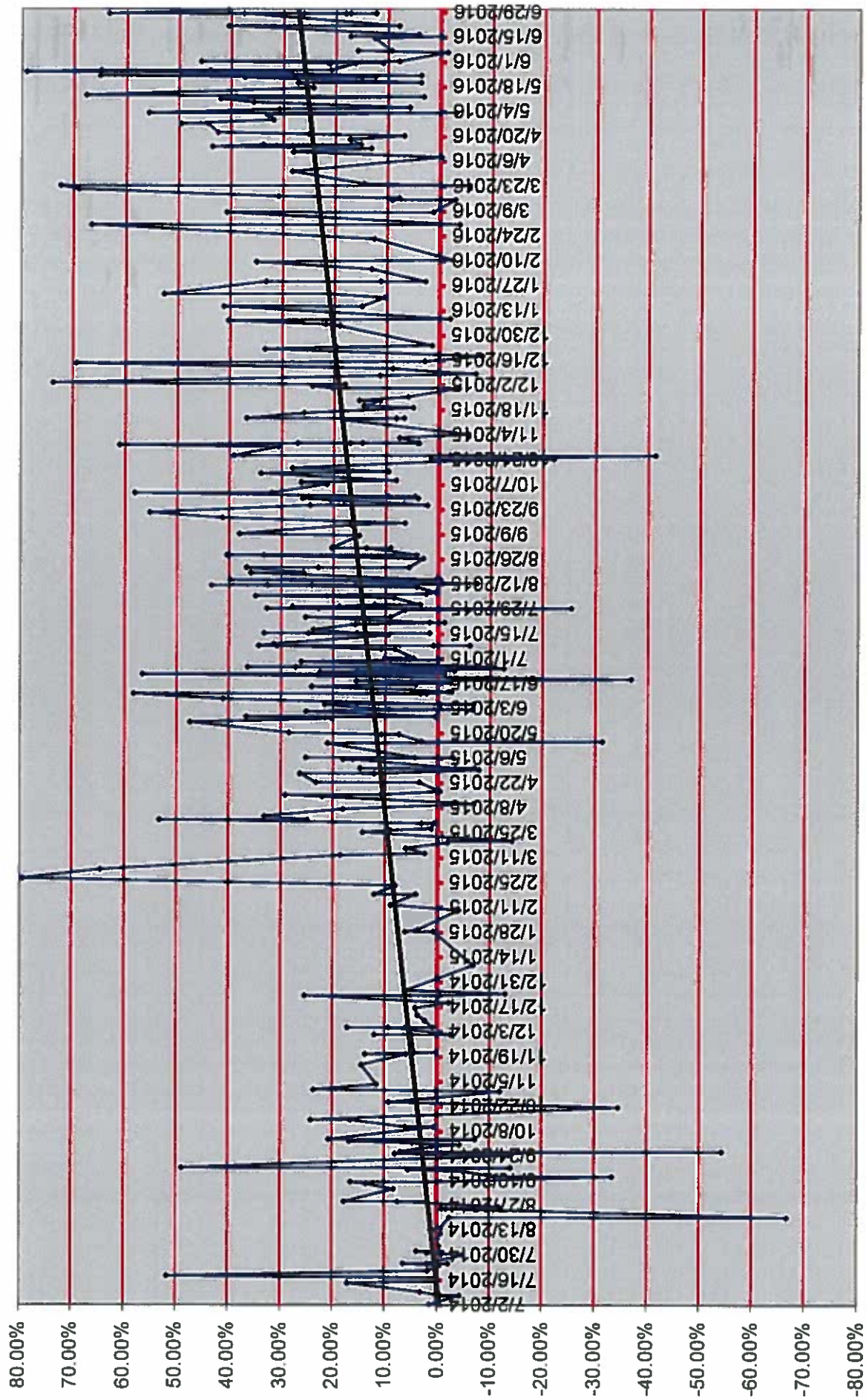
	Budget Year 2017			Budget Year 2018		
	Actual	Assessed Rate	Percent	Actual	Assessment Rate(1)	Percent
Residential	1,283,903,760	7.96%	53.27%	1,540,684,512	6.56%	50.84%
Vacant	84,649,050	29.00%	12.80%	99,039,389	29.00%	14.45%
Commercial/Industrial/Ag/Nat Resource	193,465,390	29.00%	29.24%	205,073,313	29.00%	29.92%
State Assessed	31,015,360	29.00%	4.69%	32,876,282	29.00%	4.80%
Total	1,593,033,560		100.00%	1,877,673,496		100.00%

	2017 Actual		2018 WITH		2018 WITHOUT	
	Taxes Levied	Assessed Valuation	Gallagher Adjustment	Gallagher Adjustment	Gallagher Adjustment	IF Mill Levy Was Gallagherized
	191,847,960	198,795,709	10,000	220,365,292	10,000	198,795,709
	10,000	10,000	1,987,957	2,203,653	11,085	2,203,653
	1,918,480	1,987,957	69,477	285,173	285,173	285,173
			4%	15%		15%

Historical Property Taxes By Budget Year	Assessed Valuation	Mill Levy	Taxes Levied	Increase From 2017	% Increase (Decrease)
2009	2,445,010				
2010	2,921,898				
2011	2,891,850				
2012	1,999,246				
2013	1,984,451				
2014	1,653,087				
2015	1,664,641				
2016	1,910,051				
2017	1,916,947				
2018- WITH Gallagher	1,987,957				
2018- WITHOUT Gallagher	2,203,653				
2018- WITH Gallagher AND Add'l Mills	2,203,653				

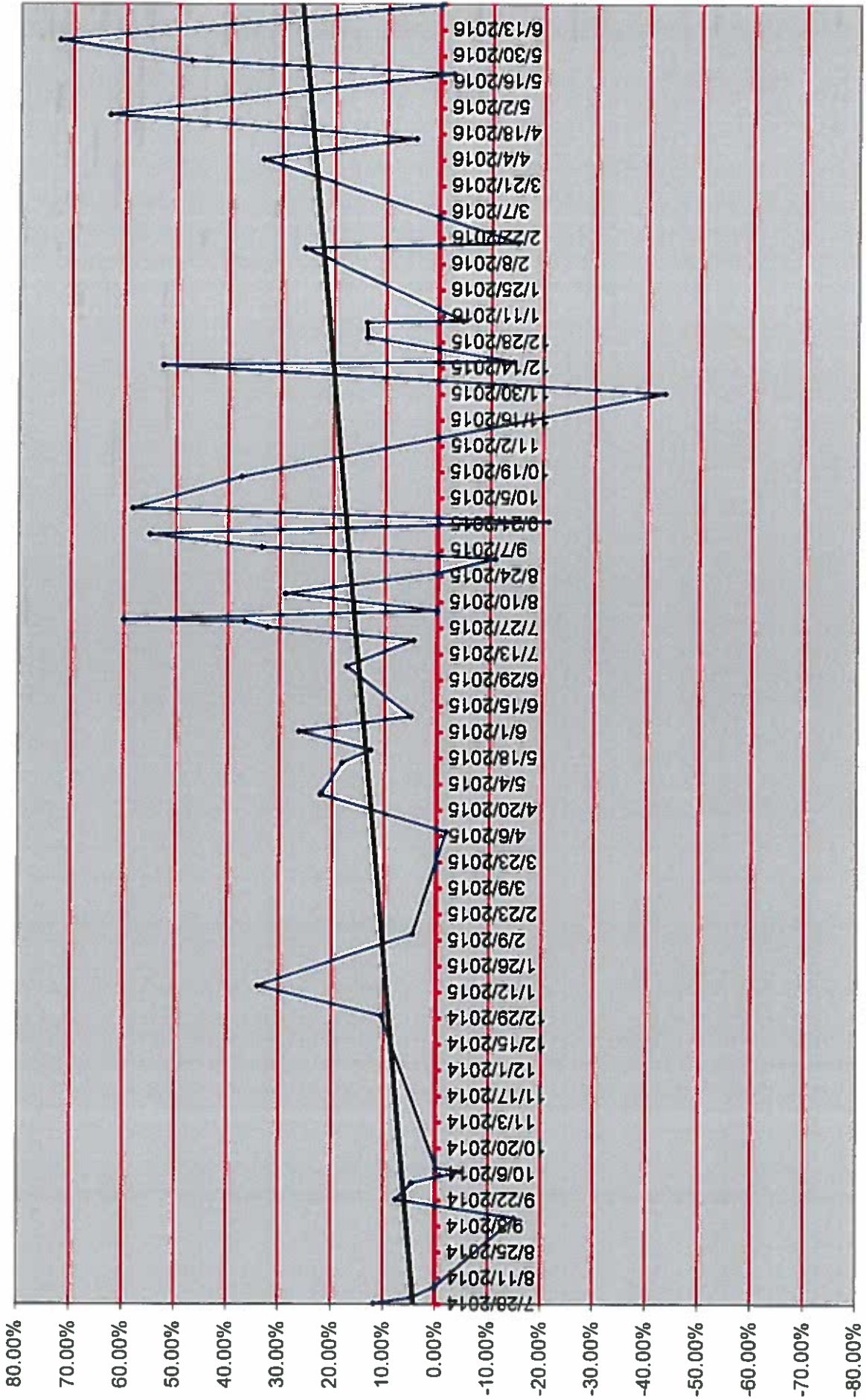
(1) Residential Assessment Rate determined under Gallagher Constitutional Amendment.

Home Sales July 2014 to June 2016



— Sales Price % of Assessor Value — Linear (Sales Price % of Assessor Value)

Vacant Land Sales July 2014 to June 2016



Series1 Linear (Series1)

GREATER EAGLE FIRE PROTECTION DISTRICT
MINUTES
REGULAR BOARD MEETING
WEDNESDAY, 15 FEBRUARY 2017
425 E. THIRD STREET, EAGLE, CO 81631

The Regular Meeting of the Board of Directors of the Greater Eagle Fire Protection District (GEFPD) was called and held on Wednesday, 15 February 2017 at 6:00 p.m., in accordance with the applicable statutes of the State of Colorado.

ATTENDANCE

Present:

Eric Peterson, President/Chairman
Term Expiring May 2018

Mikel "Pappy" Kerst, VP Asst. Treasurer/Secretary
Term Expiring May 2018

Kraige Kinney, VP Treasurer - absent, via phone if needed
Term Expiring May 2018

Pastor Eric Collom, VP Secretary/Asst. Treasurer
Term Expiring May 2020

Chief Jon Asper - Retired, VP Asst. Secretary
Term Expiring May 2020

ALSO PRESENT

Chief Cupp; Division Chief Bill Kennedy; Captain Brad Jones; Captain Randy Cohen; Lt. Chris Shannon; Engineer Stuart Thompson; Firefighters: John Emrich, Mike Canada; Volunteers: Stephen Nauss; Kathy Lawn, Administrative Assistant/HR; Eric Weaver, CPA Marchetti & Weaver, LLC; Kurt Keiser; Call in: None.

CALL TO ORDER

President/Chairman Peterson called to order the Regular Meeting of the Greater Eagle Fire Protection District at 6:03 p.m.

DECLARATION OF QUORUM/DIRECTOR QUALIFICATIONS/DISCLOSURE MATTERS

President/Chairman Peterson noted for the record a quorum was present for the purpose of doing the business of the Greater Eagle Fire Protection District. Five board members present.

APPROVAL OF AGENDA

Director Kinney motioned to approve the agenda for February 15, 2017. Seconded by Director Asper. No further discussion. Five Ayes, zero Nays.

Upon motion duly made and seconded, the Board **Approved**
the Regular Meeting Agenda for February 15, 2017.

RATIFICATION OF FEBRUARY'S PAYABLES

Director Kerst motioned to approve Ratification of February 15, 2017 payables of \$192,733.57. Seconded by Director Kinney. No further discussion. Five Ayes, zero Nays.

Upon motion duly made and seconded, the Board **Approved**
the Ratification of February 15, 2017 payables.

APPROVAL OF JANUARY 18, 2017 REGULAR MEETING MINUTES

Director Kinney wanted clarification on January's minutes: He was absent for the January 18th meeting but called in via phone for the executive session and the discussion after the executive session. He indicated he had concerns about the executive search process but was pleasantly surprised (not presently surprised) in how the process turned out.

Director Kinney motioned to approve the January 18, 2017 regular meeting minutes with changes as noted. Seconded by Director Asper. No further discussion. Five Ayes, zero Nays.

Upon motion duly made and seconded, the Board **Approved** the January 18, 2017 Regular Meeting Minutes.

FINANCIAL MATTERS

Eric Weaver discussed balance sheet and not having to sell any CD's, received March 10th for taxes, balance sheet, and combined summary excluding pension. January a slow month for collection of revenue. Expenses were favorable. Insurance rates were lower - Worker's Comp annual audit and there was an over estimate and is favorable. Currently \$85,000 ahead plus the savings from workers comp showing in the black. Will work on forecasts and updates. There are some adjustments in payroll, audit work being compiles, and they should be here next week.

Updated Board on Gallagher Amendment and assessed values. Had spoken about a bump in 2018 but there may be little rebound - occurring statewide. Current value of 7.96 could drop down to 6.5% so may see little increase in revenue. Final rate comes out in May - just a preliminary snapshot and unknown how exactly it will hit us. Revenue projection for 2018 in May/June. See if may want to consider going to election in Nov or May. Chief Cupp and Eric Weaver will touch base and discuss operational side of things and what it may look like, get details lined out. We are off to a good start with budget and should have more within the next two weeks for services for community and operations. No further questions from the board.

PUBLIC INPUT

Chief Cupp wanted to address some items: He reviews budget regularly - very detailed in training and likes detail through line items. Discussed Mike Canada working hard and long hours on grant paperwork for submittal and that Mike Canada is moving on to Gypsum Fire and will be staying on as volunteer. Board would like to see him stay as well and can't thank him enough. He was presented with a plaque (and mints that he likes). Can't thank him enough and possesses a wealth of knowledge and built some systems currently using.

Chief Cupp also spoke about Firefighter John Emrich joining us and lapping over the 15th and 16th with A Shift so can get him working with Mike on a multitude of things. John got up and introduced himself and background. Came as a volunteer in Evergreen as family has been wanting to move to Colorado and did four years ago out of the academy. Knows this is what he wants to do. Just started and is 12 hours into the process here. He is ecstatic to be here. Board welcomed him aboard.

No further comments.

EXECUTIVE SESSION

No Executive Session.

BOARD ANNOUNCEMENTS & UPDATES

1) Proposal to move Regular Special District Election from May of every even-numbered year to May of every odd-numbered year. Short discussion of why trying to switch for cost reduction and the Counties being able to provide more assistance through our processes. Per Director Kerst, believes this proposal/legislation has been withdrawn due to costs and some reluctance.

2) Standard bank balance form - just information only.

3) FPPA pension plan - Interim Fire Chief. Discussion about vesting with FPPA as an Interim Fire Chief. With the state statute and how FPPA vests, look at and see if there is anything we want to add as partial contribution as FPPA does not pay out the District's contributions, payment stays in pool for employees. There is an interest payment made to Chief in addition to his contributions. There is no legal obligation, is there a moral obligation? Chief Keiser and Bob Cole have been working on this issue for weeks and there was a First Extension to his Employment Agreement that had some changes made (sick time, housing pay) in the 3 month extension. Per Kurt Keiser, total is a little over \$4,000. Board requested we pull and send all contribution figures that are in contract to decide how and if to move forward.

ADMINISTRATIVE / LEGAL UPDATES

Administration:

- County Commissioners meeting - PUD adjustment. Fire Marshal Cohen, Chief Cupp and Interim Chief Keiser attended. Fire Marshal and Chief spoke regarding what he has been working on, kept on track with service and access, response times/access so good decision good be made. Commissioners in touch with Director Kinney and indicated our guys did an outstanding job. Didn't take one side or another. Was put on the hot seat and were extremely impressed, didn't get caught up between the sides of concerned citizens - stuck to safety and access concerns and clarified some misunderstandings.
- Code Amendment - Per Fire Marshal Cohen, there is a small delay. Gypsum working on some language for unified approach. Has to go to reading then public comment. No action needed tonight and will align with Gypsum.
- Reviewing call volumes and working through with staff. 13% of the time we are on calls when receive another call out. Looking at options: model sharing, preplan, staffing, cover District with Battalion weekend, Chief coverage - see what it may look like. Director Peterson spoke with Bill Baxter briefly to get conversation started.
- Pinning Ceremony - Board agrees to set date that works for employees and families.

Apparatus:

- Engine 9 - part we were waiting on arrived. Need to go down or have someone come up. Waiting on phone call.
- Apparatus Schedule - What is long term list? Replace, rebuild, refurbish, sell. Capt. Jones to get with Director Peterson.
- Wildland 6x6 apparatus stored at Diamond Star has Federal approval to use again. Feds maintain and we pay \$200 annually - it is worth it to have access. Board said make it happen.

Command Staff:

- Volunteers - mentoring program, ride alongs, training, careers, get lost in process, unknown where to go. Enacted process of one person on each shift as mentor and volunteers assigned to that individual. Fire Marshal to continue with his process and make sure we utilize \$2,500 grant.
- SWOT analysis - continue to discuss and keep lines of communication open.
- Five traits of highly reliable organizations: Sensitive to operations, Reluctant to accept simple explanations for problems, Preoccupation with failure, Defer to expertise, Resilient. Discussed and explained his vision and what we are doing well.
- Incentive plans/recognition - just scratched the surface on what could look like.
- SAFER grant - retention for volunteer. Can cover health screenings, backgrounds, PPE, training, study of future model with no match from District. If went with career staffing \$78,000 cost/risk and not feel should go there with current funding. Volunteers a good option and they can move into career as growth occurs.

Compensation:

- May want to look at - developing draft ranges, a lot is involved with process.

Fire Prevention:

- Fire Marshal Cohen working on amendments. Impact study will be under budget of \$20,000 - working with County and Paramedics - approximately \$9,000 - \$10,000. There is another quote that came in at \$17,000 but not needed.

Safety Committee:

- Chief to supervise for District - Safety Officer. Captains to let us know who from each of their shifts to be on the committee.

Trainings:

- Read through - no comments.

Other Matters and information

H.E.R.O. Classic - Speak up Reach out to prevent suicides. Director Peterson played and locker room talk was there is support for our organization and Chief Cupp. The Board didn't make mistakes and they support us to the best of their ability.

Asked Chief Cupp what he needs from the Board/District. Chief has been listening. Impressed with firefighters in interim phase, no long term goals and keeping things going, didn't sit back and working to the best of abilities. What's working, what's needed, where headed? Great to learn pieces. Informed can speak anonymously but no we speak our mind - open and professional. Many one on one discussions with everyone on where they sit. Good comments - open lines of communication and will continue to do more. Touching all areas/parameters, why we do it this way, wants to know history and other sides, stipends, staffing models.

Fire Marshal working on code amendments, has had a cold great motivation/charging in new position.

Board Comments

Director Kinney - Visioning exercise, look at priorities over next year to 5 years, salaries at budget time - where and when to spend dollars. Had a meeting with Kathy Chandler-Henry discussed HR, attorneys, accounting - she is open to idea if Board wants to talk to County to mesh functions to save dollars. Things that have been on back burner, view contracts, review last couple of work sessions/retreats, list of goals for previous chiefs (some goals have been achieved), action plans, strategic plans, figure out what works. Housing - county is on more affordable housing, dedicating resources to own our hosing in Eagle if get in on it: 1 to 2 units, for sale/deed restricted. Get in front of it instead of behind it, Board's discretion - no information on costs/sharing costs, meet with towns in area. How prioritize: 1st Dibbs, Emergency services, town employees, general public? Volunteers ½ price/free/stipend. Board can put restrictions/requirements if decide to go down this road. Revenue is a problem. ECO Transit Authority - allows additional options to acquire revenue - sales tax, property tax, fees. Geographical area that encompasses our district, may need to expand umbrella. Fire authority - Gypsum? Up valley? More revenue? Consolidation? Recession in housing is coming sometime. Decrease in property values? Visioning process - build second station or build personnel. Need to plan for what will come. Taxpayers/staff may not know where it falls. Ask County, Town of Eagle, and Town of Gypsum about authorities - do we want to do? Involves attorneys, it is complicated - go to voters. Allows for different revenue streams.

Poudre Fire Authority - benefited very well but also caused pains. Had enough money to give raises when other departments were laying people off. An avenue to research. Chief Cupp will call ex-chief to see what steps needed or are involved in process.

Fire Marshal, Randy Cohen pleased with increase in impact fees and permit fees.

ADJOURNMENT

Director Collom motioned to adjourn the Regular Meeting of the Greater Eagle Fire Protection District. Seconded by Director Kerst. No further discussion. Five Ayes, zero Nays.

Upon motion duly made and seconded, the Board unanimously agreed to **Adjourn** the Regular Meeting of the Greater Eagle Fire Protection District at: 7:20p.m. on Wednesday, February 15, 2017

Respectfully submitted,

Kathy Lawn
Administrative Assistant



The Evolution of the SDA Scholarship Program

In 2014, SDA was excited to launch our very first Scholarship Program. The scholarships were awarded to students who were residents of Colorado and were attending, or planning to attend, an institution of higher education within the state of Colorado. An interest in water and sanitation services, fire protection services, park and recreation administration, library administration, health services administration, or a related government field was a requirement. We continued that program through last year and were able to assist twenty students from across Colorado with their continuing education.

This year, in response to continuing feedback from the SDA Board as well as district board members on the need to find employees or replace retiring em-

ployees who have the necessary skills, training, or interest in working for water and sanitation districts, we are proud to announce that our Scholarship Program is evolving. The program will now assist not only district employees who are interested in enhancing their careers in the water industry, but also students who would like to pursue a successful career in the industry. Some of these opportunities include, for example, various certificates in the water management field, operator license preparation courses, license upgrades, continuing education courses, and associate degrees in applied science.

Mitch Chambers, an SDA Board member and a Board member of the Southgate Sanitation District, is enthusiastic about these changes. "I am excited and

hopeful that the retooling of the 2017 Scholarship Program will add value and meet a need for our members."

Career paths in water management are plentiful and can include positions such as facilities mechanic, instrument technician, pump station operator, or water quality analyst, just to name a very few. Water quality is an important topic for local government in the United States and countries throughout the world. Training in this profession will give students the opportunity to be at the forefront of this expansive industry. Moreover, by providing district employees a chance to enhance their career with additional education and training, they can potentially fill these critical roles in local water districts.

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"The evolution in our Scholarship Program will provide the needed financial assistance to further the education of our districts' employees, while at the same time meeting the needs of districts and enhancing the effectiveness of local government." —Ann Terry, SDA Executive Director

The financial considerations of pursuing additional education and training can be a factor for many people. In fact, according to Lisa James, Executive Director at the Pikes Peak Community College Foundation, "the number one reason that students drop out of school is financial."

However, SDA's Executive Director Ann Terry sees the newly redesigned Scholarship Program as a way to help alleviate that problem. "The evolution in our Scholarship Program will provide the needed financial assistance to further the education of our districts' employees, while at the same time meeting the needs of districts and enhancing the effectiveness of local government," she said.

By providing financial support to students who either want to pursue a career in the water industry or to current employees who would like to advance their career, the overall goal is to increase the number of qualified employees for the water management field. This ultimately creates a win/win situation for all!

This year's scholarship recipients will also be given the opportunity to attend the SDA Annual Conference for a day. They will shadow a professional in their field of interest, attend the many breakout sessions, and have the opportunity to network with other district employees. Last year we had a record 1,081 attendees at the Annual Conference, making this a unique chance for the scholarship winners to experience the world of special districts first hand.

In addition, SDA is also exploring the development of partnerships with community colleges and various training facilities who offer a wide variety of educational courses in the water industry. For example, there are excellent water

management programs offered at Red Rocks Community College in Denver and Pikes Peak Community College in Colorado Springs. These partnerships can also provide the opportunity to inform current students about jobs and careers within water and sanitation districts. We know there are other programs that are being offered throughout Colorado, and we are working on identifying and working with those programs.

SDA Board President Jim Kullhem thinks the redesign of the Scholarship Program will be of great assistance to our members. "Through the changes in our program, which supports the training of employees and potential employees of water and sanitation districts, SDA is responding to a great need in a very effective way. This will benefit districts and the services they provide to their residents," he said.

We understand that other district types also face staffing challenges, and our future plans include evaluating how the Scholarship Program may be able to help other districts as well.

Interested in learning more? Scholarship applications are now available on the SDA website at www.sdaco.org. Scholarships are available from \$500-\$2000, depending on the cost of the program for which the funds would be used. **Applications are due Friday, April 28 so don't delay!** The selected recipients will be notified the week of May 15.

We are excited about this new direction for the Scholarship Program and the potential to support our members with this vital issue. Please help us spread the word to anyone you think might be interested. If you have any questions, please call the SDA office at 303-863-1733.

"Through the changes in our program, which supports the training of employees and potential employees of water and sanitation districts, SDA is responding to a great need in a very effective way. This will benefit districts and the services they provide to their residents."

—Jim Kullhem, SDA Board President

How Can Special District Leaders Instill Resiliency?

Guest article by Mary C. Kelly, PhD, CSP, Commander, U.S. Navy (ret); President, Productive Leaders

Why do some people bounce back from difficult life events seemingly easier than other people? How do some people, such as firefighters, law enforcement, and the military (and I would include teachers, *all* teachers) manage tough situations better than others?

Some people seem to be more resilient than others. How? Is this ingrained or is it taught?

The truth is some people deal with life's challenges and tragedies better than others. This is resiliency.

Some people respond faster and better during crises than others. They seem to always know what to do, while their counterparts are often paralyzed with shock. What is the difference?

Researchers studying resiliency looked at United States Marine Corps and Navy Seals to see how they manage to train for action when confronting difficult situations. What they found is there are neurological differences with people who tend to rebound from difficult situations.

Highly resilient people experience a shorter time between the emotional response and taking action. Some observers used to dismiss that as "those people just don't care" which is why these warriors were able to respond quickly and appropriately.

That could not be further from the truth. Resilient people care as deeply as anyone else, but they manage to postpone the emotional reaction until the crisis is concluded.

Once the crisis is over, resilient people neurologically process the difficulties better than others. Can this be taught? Yes.

Researchers found that we can train for resiliency by helping people prepare and then giving them the right path and action to take. The brain, through practice, then goes more quickly to the action, instead of being incapacitated by the emotion. This research also showed that people with high levels of exercise increase the neurons, so the path to the action speeds up in our brain.

Training for difficult situations helps us respond appropriately. Most of us would agree that rational people do not go into burning buildings. Yet firefighters do. They are able to overcome the innate desire to run from fire because they have the training and the gear that gives them the response of



Mary C. Kelly

going into the building instead of out. Training and the confidence in the training builds resiliency.

How can we build resiliency?

We have to make sure our people are highly trained for what we, in our special districts, ask them to do.

We need a core of people we can trust when things go wrong. We need to build strong communities with great communication techniques, such as Nextdoor.com or a Facebook page, so people know what is happening and what they should do.

We need to know that others have succeeded. Have you ever thought, "Oh, I can't do that" and then you meet someone who did whatever "that" was and you think, "Well, if he/she can do that, I can do that, too?"

We need a strong sense of the ability and the need to move forward and to overcome the setbacks and obstacles. We have to believe that events or the situation will improve with effort.

Special district leaders can build resiliency and help people be successful by:

1. Letting people fail. Paradoxically, allowing people to fail builds resiliency. People need to try, to risk, and then try some more. This comes from failing a few times along the way. Resilient people are not people who have never failed. They are people who have learned from trying, failing, and trying again. Alibaba founder, Jack Ma, was rejected from 30 jobs, including KFC, before becoming the richest man in China.

What did Grandpa tell us? "If you fall off, get back on the horse." One of the issues today is that people are afraid to make mistakes, and they want to protect others from failure. Falling off the horse is not the end of the world. Being scared and not getting back on the horse is failure. Failing and trying again helps us become more resilient.

2. Teaching the ability to solve problems. This means not solving all of the problems yourself. The most difficult task a leader (or a parent) has is not doing something ourselves when we know we could solve the problem quickly. Instead, we need to pull back and ask:

- “What do you think will happen next?”
- “What is the next step?”
- “What do you think you should do?”

It is really hard watching others struggle and not step in, but people don't learn if someone else is doing the job for them.

For example, you cannot teach your baby to walk by carrying the baby all the time. At some point, they have to try to walk. They are going to fall down. They will bump their head and bruise a knee, and they will sometimes cry. They pick themselves up, they climb back up, and they keep going. **None of us learned how to walk while we were being carried.**

3. Remembering the goal. It is easy to get discouraged if you only see the failures. Every attempt is a step towards success, even if that attempt wasn't the solution. Keep the big picture in mind. Remind your team of the big picture often.

4. Defaulting to the right response. Making allowances for people to fail is not carte blanche for not holding people accountable. Failure without a lesson **IS** failure. When the US military conducts an

exercise we have a “hot wash” where we discuss the “what went right and what went wrong” part of the exercise. Then in the final summation there is a “lessons learned” section. We have to learn what to do when things do not go right. We take note of the failures and figure out a way to avoid failing in the future. We accept responsibility for the problem and move to create a better outcome. We have to make sure that we, in our districts, learn from our past.

5. Knowing the difference between a problem and an inconvenience. Problems are life threatening, serious issues. Inconveniences are when you get the middle seat on an airplane, when someone cuts you off in traffic, when your neighbor doesn't keep their lawn mowed, or when you don't get that promotion or pay raise. Let the inconveniences go. Focus on solving real problems.

There is a lot of turmoil and conflict in the world right now, and this is when we need resilient leaders and resilient teams. Remember to stay focused on your team's mission and continue to serve your communities in the best way possible.

Commander Mary C. Kelly, U.S. Navy (ret), PhD, CSP is the President of Productive Leaders. Her latest book, “Why Leaders Fail and the 7 Prescriptions for Success,” is being used in five countries. Each of her 11 books now have their own wine label. Mary is currently the 13th Most Influential Economist in the World. Mary is found at Mary@ProductiveLeaders.com.

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Greater Eagle Fire Protection District

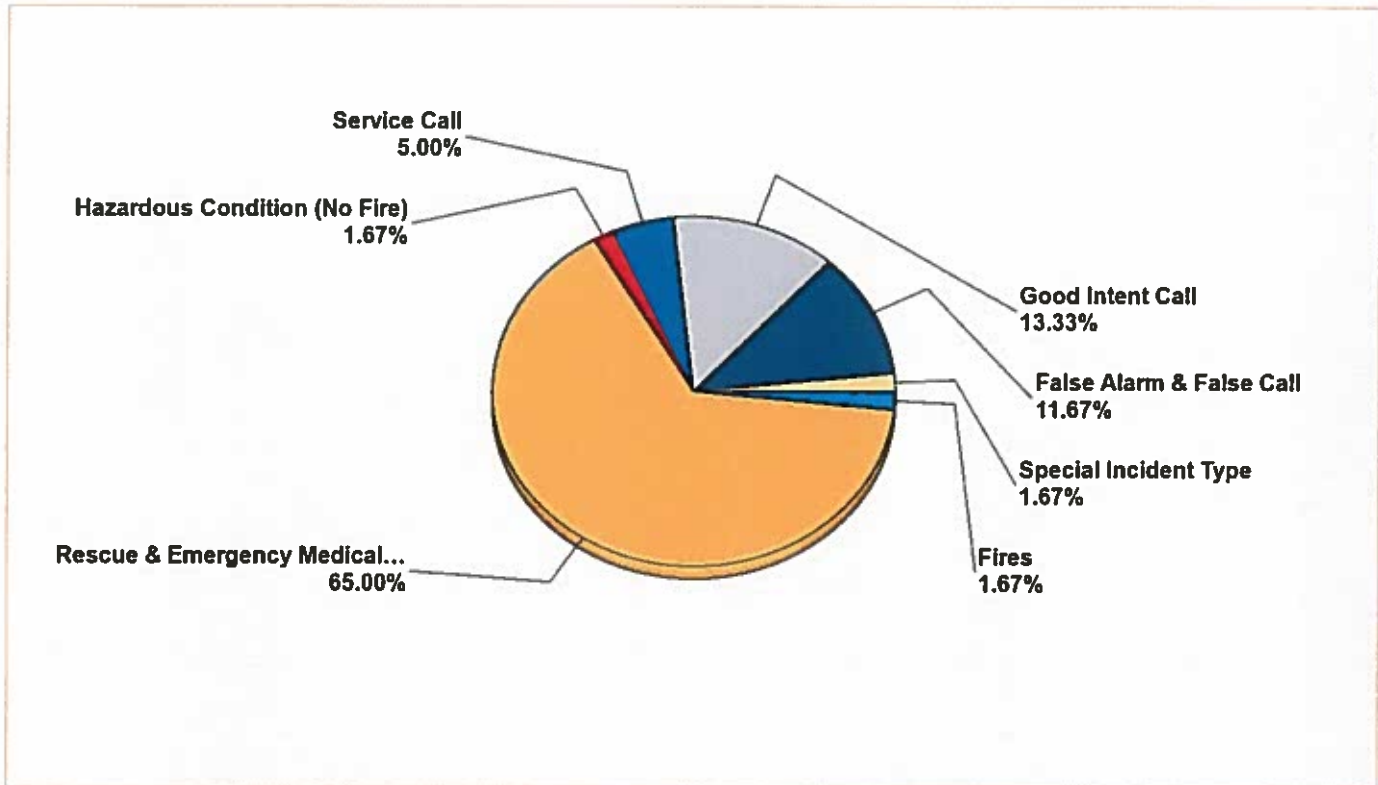


Eagle, CO

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Breakdown by Major Incident Types for Date Range

Zone(s): All Zones | Start Date: 02/01/2017 | End Date: 02/28/2017



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	1	1.67%
Rescue & Emergency Medical Service	39	65.00%
Hazardous Condition (No Fire)	1	1.67%
Service Call	3	5.00%
Good Intent Call	8	13.33%
False Alarm & False Call	7	11.67%
Special Incident Type	1	1.67%
TOTAL	60	100.00%

Only REVIEWED incidents included. Summary results for a major incident type are not displayed if the count is zero.

Detailed Breakdown by Incident Type

INCIDENT TYPE	# INCIDENTS	% of TOTAL
131 - Passenger vehicle fire	1	1.67%
311 - Medical assist, assist EMS crew	1	1.67%
321 - EMS call, excluding vehicle accident with injury	20	33.33%
322 - Motor vehicle accident with injuries	4	6.67%
324 - Motor vehicle accident with no injuries.	14	23.33%
413 - Oil or other combustible liquid spill	1	1.67%
510 - Person in distress, other	1	1.67%
551 - Assist police or other governmental agency	1	1.67%
553 - Public service	1	1.67%
611 - Dispatched & cancelled en route	4	6.67%
622 - No incident found on arrival at dispatch address	1	1.67%
671 - HazMat release investigation w/no HazMat	3	5.00%
735 - Alarm system sounded due to malfunction	1	1.67%
736 - CO detector activation due to malfunction	1	1.67%
743 - Smoke detector activation, no fire - unintentional	2	3.33%
744 - Detector activation, no fire - unintentional	1	1.67%
745 - Alarm system activation, no fire - unintentional	2	3.33%
900 - Special type of incident, other	1	1.67%
TOTAL INCIDENTS:	60	100.00%

Only REVIEWED incidents included. Summary results for a major incident type are not displayed if the count is zero.

**GEFPD
Action Items
15 March 2017**

Action	Requested on	Responsible Party	Status
Additional hiring: Deputy Ops Chief?	12/20/2016	BOD/Chief	Fire Chief and Budget.
Station Repair/Maintenance: Outside utility overhang	9/16/2015	Staff	Needs painting - wait until spring.
Evaluations - pushed off due to Chief's departure.	4/20/2016 & 09/21/16 & 01/18/17	Chief/Capts/KL	Completed - Captains had baseline/goals discussions with crews and Chief during February & March.
SOG's - review/rewrite	4/20/2016	Chief/Capts/CS	Continue working on in 2017. Several to be approved in February.
Develop Recruitment & Retention plan for Volunteer Members	4/20/2016 & 09/21/16 & 01/18/17	Chief/Chief Bill/ Lt. Best/Staff	Completed - 2/7 new ideas discussed at command staff meeting and moving forward. Deveoped appliation/membership information and set up mentors on each shift. Application on line. Mentors
Meet Vision & Goals developed by BOD & Chief	4/20/2016 & 09/21/16 & 01/18/17	BOD/Chief	Wait for Fire Chief 2017 - Balance budget, oversight of ops & committees.
Operational update	4/20/2016 & 09/21/16 & 01/18/17	Chief	Chief Cupp - Reflect current staffing and evaluate response time to areas.
Evaluate staffing model	4/20/2016 & 09/21/16 & 01/18/17	Chief	Staffing & daily deployments. Chief Cupp currently analyzing.
Organizational Chart	4/20/2016 & 09/21/16 & 01/18/17	Chief	For 2016 & beyond. 2/7/17 Chief Cupp has current model.
Evaluate Organization	4/20/2016 & 09/21/16 & 01/18/17	Chief	Best services for citizens of District. 2/7/17 Chief Cupp gathering information.
Progression/Succession Plans	5/18/2016 & 9/21/2016 & 01/18/17	Chief/Staff	In Progress - Pushed off to new Chief 2017. Need to develop with input from incoming chief and staff.

Re-elect Committees	5/18/2016 & 09/21/16 & 01/18/17	Chief/Organization	Added a Recognition group. Wants to merge, remove, adjust others. No movement since Chief's 8/11/16 departure. 02/07/17 establishing and re-establishing.
Board Retreat - Action items	6/7/2016 & 09/21/16	Organization	Action Plans - continue to work on. In Process.
Gypsum & Eagle Fire Boards	6/15/2016 12/20/16	Chief	Functionally combine areas. Begin discussions and development of plans. Chief Keiser to get phone number to Director Peterson.
CDL training at Beaver Creek	6/15/2016	Chief	Contact Pappy to see how operates. There was some discussion with Pappy - need process if want to continue as an option.
Basic plan for apparatus space/East Bay/Work out room	6/15/2016	Chief/organization	HazMat trailers west end - REHMEC trailer will be stored at airport. Move workout room? 924 to Dotzero? Shredding files in bay.
Blue Sheet report - Chief Kennedy	9/14/2016	Chief Kennedy	Incident & Accident reporting.
Impact Fees - Adjustment of fees.	9/21/2016 10/19/2016	BOD/RC/Chief	Resolution signed. Randy working with Town of Eagle and Eagle County. County institute Jan 2017. Town has no issues to address - has 2 steps for approval. February open for public input for 30 days.
Communications/radio grant	11/17/2016	BOD/MC	Submitted request for \$818,000 station maintenance grant not included and AFG had one grant number.
Titles to trucks - pay off debt	12/20/2016	Marchetti/KL	Completed - Paid off loan \$352,401.48 - get titles. Should receive titles in mail. Rec'd titles 02/16/17.
Update appraisal on Station	1/18/2017	Insurance Co./KL	Schedule meeting sometime in April.
SAFER Grant - Volunteer Retention & Recruitment	2/10/2017	Chief/MC	Submitted grant - should hear back late March/April.
Get Interim Chiefs/Districts contributions to Board for review.	2/15/2017	Marchetti/KL	Completed - numbers sent to all Board Members.
Apparatus Schedule	2/15/2017	Chief/BJ	Capt. Jones to get with Director Peterson. Replacement, rebuild, refurbish-long term list. Sell? What is plan.

Board Work Session	2/15/2017	Chief/Board/Staff	Who to attend? Items on back burner from previous work sessions retreats, goals, priorities, housing, revenue, operate under authority - attorneys - voters, sales tax, etc.
Research Fire Authorities	2/15/2017	Chief	Will contact his ex chief to see what steps needed.