

**HIGHLAND RESCUE TEAM AMBULANCE DISTRICT  
BOARD OF DIRECTORS MEETING  
Highland Rescue Team Ambulance Station – 317 S. Lookout Mountain Rd.  
November 14, 2011**

**The Meeting was called to order at 6:08 p.m.**

**Board Members in Attendance:** Nettie Calvi (Presiding), Ed Daniels, Pat Smith, Robb Gair, Jim Espy

**Others in Attendance:** Chief Wells, Christina Shea, Deputy Chief Jones, and Barbara DeBoer

**Minutes of the Previous Board Meeting:** The minutes were approved as amended

**The 2012 Budget Hearing was called to order at 6:17 p.m.**

Christina Shea reported that the 2012 proposed budget is in balance. Fee Revenue is projected at \$331,000 and property Tax Revenue at \$288,000 for a total Revenue projection of \$523,000.

Robb Gair- How will we get \$5000 of interest income next year when 10 months YTD this year we are only at \$1600. \$2000 would be a better estimate.

Ms Calvi- I'm also concerned about the \$10,000 "other" income category. What makes that up?

Ms Shea – Those line items were carried over from 2011.

Chief Wells – The total Revenue is what matters, not the line item by line item. We have very conservative revenue loss numbers, so our total revenue number should be good.

Jim Espy- We might as well make the adjustments now. Both the "interest" and "other" income line items are not realistic.

Robb Gair- What if we raise specific ownership to \$21,500 like it was last year and then reduces interest income to \$2000. Will that work for you Chief?

Chief Wells- We will manage to the \$523,000. The line items are strictly administrative and have nothing to do with the budget hearing.

Robb Gair- It would feel better to make those administrative changes now.

Chief Wells – Okay, we will do it.

Christina Shea –We also added a \$20,000 to matching funds line item for grants. We were able to do that by increasing our billing rate and decreasing our salary cost under Operations.

Chief Wells- The primary grant we are going after in 2012 is for a new ambulance. We already have \$70,000 set aside, so \$5,000 would come out of matching fund line item.

Ed Daniels- This is a conservative way to do this because there is no corresponding revenue category to offset unexpected grant expenses.

Pat Smith- Why is the depreciation expense up 20%?

Ms Shea was a bit concerned that we were low on our estimate this year and not sure of how the Auditors will account for the new building. We may get a big hit this first year and she wants to have budgeted for it. We also still have a newer ambulance. It's probably still little high but she feels better with it budgeted at this level.

Pat Smith - It's basically up to the auditors, right?

Ms Shea- Yes. As long as we consistently use the same depreciation methods it will be fine.

Ed Daniels – Our cash balance is flat. It's great that we have no debt.

*Chief Wells- That is the presentation of the budget. Is there any public comment?*

Ms Shea- We do not have to vote on this until the next Board meeting on Dec 12<sup>th</sup>. We do not have the certification of value from the assessors yet. We should receive that the first week in December. A lot of people protested their property assessments this year so the amount could change.

**The 2012 Budget Hearing was adjourned at 6:50.**

### **Audit Proposal**

Christina Shea- The audit proposal for 2011 came in at \$4950 plus out-of-pocket expenses. This is roughly the same as 2010.

Ms Calvi- We had decided to evaluate this annually and the cost is the same.

***Ed Daniels- Moves that we approve the audit proposal. Robb Gair seconds the motion. All voted in favor.***

### **2011 Financial Report:**

Written report submitted by Christina Shea. Revenue is above target. Expenses are below target. Capital expenditures are above target due to non budgeted building expansion items.

Chief Wells has asked me to add a couple of line items to the 2011 forecasted budget: \$6,000 for a quick response vehicle (QRV) and \$2,900 for a toughbook computer for Electronic PCRs. We also increased the LOSAP expense for 2011 back up to \$35,000.

Chief Wells- The last unknown expense for the expansion was the sprinkler system which cost us only \$1200.

Ms Calvi- I have heard that an officer has said that Highland Rescue Team is looking at requesting an increase in mill levy.

Chief Wells- I am flatly opposed to asking for a mill levy increase.

Ed Daniels- Having 11 ALS volunteers and all of the BLS volunteers is why we don't have to increase it.

### **Chief's Report:**

Written report presented by Chief Wells. See attached written report.

Chief Wells- The cost of expansion. Only two numbers have changed. We paid half of the cost of materials for the curb and \$1200 for the sprinkler system. Both were not included in the original bid.

**The Billing Report-** October was a very slow month. We only had 32 calls with 14 transports.

Robb Gair- The amount of work that has been done on this building is amazing. I want to thank Ray for an outstanding job on the building and for the work on the policies and procedural changes. We are in so much better shape now then we were two years ago.

### **Old Business:**

Billing rate change:

*Pat Smith moved that we approve the billing rate change of increasing our base rate to \$1100 from \$975. Jim Espy seconded it.*

Ed Daniels supports the motion. He has wrestled with the concept that all rescue services should be without charge so no one delays to call for help. However the reality is we need an increase and he feels the taxpayers will support it.

Ms Calvi made some clarifications. The flat fee is the base fee across the board and then we charge for individual treatment, procedures, and medications. On scene evaluations with no treatment is free. Diabetics on scene treatment and release will pay the flat rate plus treatments.

*The vote was taken and all were in favor of approving the rate increase.*

#### **New Business:**

**Should we allow non-Board members, who have attended the Board meeting, access to a draft of the Board minutes?**

*Robb Gear moves that we only release approved minutes to the public. Pat Smith seconded it and all voted in favor of the motion.*

#### **Quick Response Vehicle:**

Chief Wells pointed out that in 2010 we approved a \$10,000 item on the budget for a QRV. We notified Jeffco that we were looking for a used SUV, but we did not hear back from them until this month. The cost of the vehicle with light bar is \$4000 – much less than we had expected. It will cost \$1700 to paint and \$150 for a siren. The radio we have. We will be able to put it into service by December 1.

Ed Daniels – Is it correct to say we pulled the \$10,000 out of the budget originally in case we needed it for the building. It was never decided that the QRV was not needed.

Chief Wells – That is correct. The QRV will save wear and tear on our ambulances and get us across the grapevine much faster and get us to places in the winter that we could not get to in the ambulances.

Ed Daniels – Your saying in the long run we will save money because of less wear and tear on the ambulances.

Chief Wells – Yes. ALS will use it when responding from home.

Ms Calvi agrees with all the positives. What percentage of the calls would the QRV be used on? Also because this is a Ford Expedition the gas mileage will roughly be 14 so that means we have 2 gas guzzling vehicles on calls.

Chief Wells – It will cost us money to run but there is a clear need. We will end up using the QRV on about 25% of the calls.

Pat Smith- From an investment point of view we are getting for \$6000 what Foothills Fire spent \$15,000 on. And as far as percentage of calls goes, if we use the QRV for just one call that the ambulance couldn't reach the QRV is worth the expense.

Jim Espy- Why can't we continue to use the Foothills QRV?

Pat Smith – It is our legal responsibility to provide medical care and we can't rely on Foothills to do that.

Chief Wells – We need it to get to the back side of Beaver Brook Trail and to get over the Grapevine.

Ms Calvi – It really struck her that the timing was very bad. One of our employees is being eliminated due to budget constraints so should be doing this now? It is very insensitive.

Pat Smith – This is an operational decision.

*Pat Smith moves that we approve the purchase of the QRV. Jim Espy seconds it. 4 were in favor and Ms Calvi opposed.*

#### **E PCR Computer:**

Chief Wells stated that in June we began switching over to the States new PCR database. The state mandated that we go to electronic files. Currently we are doing double the work. We prepare a handwritten PCR and then later enter it into the State database.

*Pat Smith moves that we approve spending \$2900 out of the 2011 budget on a new computer for the electronic PCR's. Robb Gear seconds it. All voted in favor.*

#### **Bank Resolution:**

Ms Shea explained that when the HRT Foundation wrote a check to the District for the building expansion the bank would not approve it because the Foundations resolutions were outdated. Bank of the West put the check on hold and the \$225,000 was in limbo for 3 business days. Two months ago we also had fraud on the account so we have to open a new checking account anyway. We will have the same set of accounts; we will just phase out the accounts in Bank of the West and open up the new accounts at First Bank. We were looking for local bank, reasonable pricing and easy and chose First Bank. Robb Gair and Ms Shea met with bank personnel. We will get better access online to the accounts at no additional charge.

#### **Protecting the District from Financial Risks:**

Ms Calvi just heard of an incident that happened back in February. When she heard about it she was appalled. Two EMT's had been pranking each other back and forth when one of them took lidocaine out of the storage room and applied it to the other member's toothbrush. Unfortunately the victim of the prank had a reaction to the drug. Also several months later we had a HAZMAT incident and the Paramedic on duty took the crew into a dangerous situation without protective gear. Ms Calvi believes that Highland has a lot of young new members who will follow the paramedics blindly into potentially dangerous situations. Ms Calvi has discussed this with our attorney who said that it is the Boards responsibility to look at what could put Highland legally at risk. Ms Calvi also discussed incidents that happened several years ago where young female EMT's were taken advantage of by older male paramedics. Based on these past problems do we need to have a safeguard committee to protect the district legally from this kind of thing?

Ed Daniels- Based on his experience in militaristic organizations there is pressure to do what ones officer says. Safety is an attitude. All members should know from Day 1 they are empowered to question orders. There is always an opportunity to refresh everyone on their rights. He feels this is a good issue to discuss, but is not sure we need a special committee.

Jim Espy – Where he works, safety is everyone’s responsibility. Now everyone is trained on Harassment.

Chief Wells- On the Hazmat incident, we just had one paramedic do something stupid. It was a PRN medic. Hazmat is part of our regular orientation. We have asked Foothills to do a refresher Hazmat class for everyone. In regard to the pranking – in the past we did not have anything in our rules and regulations, so we have addressed that. The person who committed the prank lost her rank for 6 months and is currently on leave. The sexual misconduct that happened years ago resulted in written warnings placed in personnel files. That would not be the case with the current management it would be handled much more severely. The Chief does not feel that there is a current problem with sexual harassment.

Ed Daniels – The implicit power of ranked authority can lead to inappropriate behavior. Continuing to remind everyone of that is a good thing.

Chief Wells – In the past, SOG’s were simply handed out to new members. We now spend 2 hours or more going through every single section of our Rules and Regulations with new members. There is great care taken covering the personnel conduct section.

Robb Gair believes that there needs to be a culture that those behaviors are just not acceptable here.

Ms Calvi – Do we have procedures and policies in place that will carry through to the future?

Pat Smith – The attitude should be if you’re doing it, get out of the organization. Having an Ombudsman outside of the chain of command would be a good idea.

Jim Espy – Members should be exposed to the training every year.

Ms Calvi- Is there anything else we should be doing to ensure it doesn’t happen and safeguard against it?

Ms DeBoer feels we are covering it adequately in the current orientation and SOG’s. It is discussed in multiple places. Annual training would be good though. I also think we are underestimating the young women of today. They are trained from an early age now to speak up against inappropriate behavior. I would be happy to act as an ombudsman since I have no ranking.

Ms Calvi- Thank you for letting me share this. I felt it is an important issue.

Ed Daniels – As young people join and then advance into leadership will be a good time to reinforce this training and education.

Deputy Chief Jones- We have a management retreat coming up and we will reinforce this to all of the officers.

Chief Wells – There are some things we can do. Twice a year we can bring it up in the broadcast and reinforce what the consequences are. We all have a responsibility to not allow that kind of team culture. “Absolute power corrupts absolutely” Every member has a responsibility to make sure harassment does not occur.

Ms. Calvi resigned her position as Board President.

**The Meeting was adjourned at 8:45**

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