

**ELIZABETH FIRE PROTECTION DISTRICT  
BOARD OF DIRECTORS MEETING  
AGENDA  
January 14, 2020**

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Public Comment
5. Visitors: HR Consulting presentation
6. Additions/Deletions to Agenda
7. Approval of Minutes
8. Treasurer's Report
  - Ratify Financial Reports for December 2019
  - Bank Signature card designee
9. Staff Report
10. Legal Report
11. Old Business
  - FPPA non-binding resolution to change pension plans and authorization signature
12. New Business
  - Personnel resolution #20-01-01
  - Designation posting/meeting location #20-01-02
  - Election Resolution for the 2020 regular Board election #20-01-03
    - DEO appointee to Maria Cannata
  - Consideration of resolution to increase Employee contributions to FPPA retirement accounts by 1% #20-01-04
  - EMS Resolution #00-08-05 discussion
  - Position Description
13. Executive Session "if needed"
14. Adjournment

# Elizabeth Fire Protection District

Executive Summary

Supplemental On-Site Audit Report:

Personnel Records, I-9 Forms, Job  
Descriptions & FLSA Review

JANUARY 6, 2020

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## Audit Process Review

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### Human Resources Review Team

CPS HR Consulting (“CPS HR”) conducted an on-site review of Personnel Records, including Form I-9’s for Elizabeth Fire Protection District (“EFPD” or “District”). Additionally, CPS HR reviewed current job descriptions to confirm whether proper justification existed under FLSA for those classified as exempt and an interview-style FLSA review. The team members completing this scope of work consisted of Deanna Heyn and Don Ronyak.

### Background

This report summarizes the results of the Human Resources process review for the Elizabeth Fire Protection District.

The information included in this report is based on:

- Elizabeth Fire Protection District website
- Audit Questionnaire and On-site Interviews
- Access to physical files and I-9 Forms
- Job Descriptions
- New Recruit Application Procedure Flowchart
- Employee Listing
- Email correspondences with Sarah Fischer (Human Resources Manager)

### Outline of the on-site audit process

1. On June 12, 2019, CPS HR submitted a proposal to the EFPD for a review of its Human Resources processes and best practice recommendations.
2. On August 20, 2019, CPS HR met with the EFPD to discuss the scope of the audit.
3. On August 29, 2019, we confirmed that in addition to the agreed upon Federal Merit Principals, we would also complete an audit of personnel files, review of job descriptions for classification of exempt vs. non-exempt, and FLSA review.
4. On October 11, 2019, Deanna Heyn visited on site and we confirmed the date of our on-site audit to be conducted on November 1, 2019.
5. On November 1, 2019, the on-site audit of Personnel Records, including I-9 forms was completed.
6. On November 13, 2019, CPS HR requested current job descriptions and any written policies or procedures regarding time-keeping practices.
7. On November 25, 2019, Draft Supplemental Audit Report was delivered.

8. On December 4, 2019, the on-site interview was conducted to complete the FLSA review portion of the overall audit.
9. On January 6, 2020, the final draft Supplemental On-Site Audit Report was delivered.

## Overview of the Elizabeth Fire Protection District

The Elizabeth Fire Department was established in 1947 after the fire at Jones Motor Company which threatened the entire east end of town. The department was formed as an all-volunteer organization made up of community members and business owners utilizing donated equipment and apparatus to provide fire suppression services to the Elizabeth area. As the Community grew and evolved, the demands of the fire department increased, the organization expanded its services and it was no longer possible to fund the department by donations. Citizens voted to organize a special district would provide the much-needed funding through property tax revenue. In 1977, the fire department became a tax based special district called The Elizabeth Fire Protection District (EFPD). Eventually, the demands surpassed the capabilities of an all-volunteer agency, therefore paid firefighters and Emergency Medical Technicians were added.

Presently, the department consists of fifty-four (54) career, reserve and volunteer members providing numerous services to the community including public education, fire prevention, fire suppression, hazardous materials mitigation, emergency medical services, and numerous public assists. The average response time is less than seven (7) minutes after receiving the 911 phone call.

The EFPD is governed by a five (5) member board who is responsible to the citizens of the district. “The District is organized in a traditional fire services manner using nationally recognized principles in span of control. While National Incident Management System (NIMS) and Incident Command Systems (IC) are used during emergency situations, day to day operations utilize the organizational structure graphically identified under leadership and organization.”

## Report of Findings

### Audit Area 1: Personnel Records

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#### Background

Below is a summary description of the associated laws impacting recordkeeping and personnel records.

**Access to Personnel Records:** In Colorado, public employees have access to their records, with some exceptions, under Colorado’s open records law. Generally, employees have the right to inspect and make copies of their personnel records. Confidential medical and investigation records are excluded.

- Impact: All medical information must be maintained in confidential, separate medical files. All investigation records must be maintained in confidential, separate investigation files. All other confidential records must be maintained in confidential, separate files.

**Title VII: Race, Color, Gender, National Origin and Religion –** Employers with 15 or more employees are prohibited from refusing to hire, firing or otherwise discriminating against any individual because of race, color, sex, national origin or religion. Also prohibited is unwelcome harassment based on protected categories and retaliation against employees who report or oppose unwelcome harassment. **Colorado Anti-Discrimination Act.** Colorado law also prohibits discrimination in employment on the basis of race, color, national origin, ancestry, sex, creed, religion and age 40 and older and disability. Colorado law also prohibits discrimination and harassment based on one’s marriage to a co-worker (with exceptions), sexual orientation and gender identity (including transgender status).

- Impact: It is best practice to ensure the official personnel file (which typically can be accessed by supervisors and those in management positions who also make hire, disciplinary and fire decisions) does not contain information about an employee’s status in any the above protected categories. Instead, this type of data should be kept in a separate file marked “Confidential.”

Under the **Age Discrimination in Employment Act (ADEA)**, employers with 20 or more employees are prohibited from discrimination, harassment, or retaliation toward any person because he or she is age 40 or older.

- Impact: It is best practice to ensure the official personnel file does not contain information about the employee’s age. Instead, this type of data should be kept in a separate file marked “Confidential.”

**The Americans with Disabilities Act** makes it unlawful for an employer with 15 or more employees to discriminate against a qualified individual with a disability.

- Impact: It is best practice to ensure the official personnel file does not contain medical or health information about the employee, including temporary modified duty information, FMLA or leave information, or any information collected during an ADA analysis. Instead, this type of information should be kept in a separate confidential file, often labeled a “Confidential Medical” or “Confidential Health.”

The **Health Insurance Portability & Accountability Act (HIPAA)** of 1996 requires that employers who are considered covered entities, restrict access to Protected Health Information (PHI). PHI is individually identifiable medical information maintained or transmitted by a covered entity. Employee benefits enrollment information can also be considered PHI. HIPAA demands security and privacy of PHI. Employers may obtain PHI for work-related purposes, e.g., accommodation requests, benefits enrollment, and can require an employee to provide a release permitting an employer’s access to medical necessary information.

- Impact: It is a legal requirement that PHI not be kept in the official personnel file where access can extend to individuals that should be restricted from seeing such information. Instead, PHI should be kept in a separate confidential file, often labeled a “Confidential Medical” or “Confidential Health.”

The **Pregnancy Discrimination Act (PDA)** prohibits discrimination on the basis of pregnancy, childbirth or related medical conditions.

- Impact: It is best practice to ensure the official personnel file does not contain medical information about an employee, including FMLA or leave of absence related to pregnancy or any other medical condition. Instead, this type of information should be kept in a separate confidential file, often labeled a “Confidential Medical” or “Confidential Health.”

**State Workers’ Compensation Law** – Nearly every employer in Colorado must provide workers’ compensation coverage. State workers’ compensation law does not guarantee a leave of absence or reinstatement to one’s job, but an employer cannot retaliate against a person for filing a claim for benefits.

- Impact: It is best practice to ensure the official personnel file does not contain information related to the filing of a workers’ compensation claim, or any related records, such as medical records, temporary restrictions or accommodation, etc. Instead, this type of information should be kept in a separate confidential file specific to the employee, often labeled “Workers’ Compensation.”

There are numerous other laws that relate to personnel record keeping, however, the above impact statements and record keeping recommendations cover the important filing considerations of these other laws.

## **Process Review:**

The first part of the on-site audit was completion of a questionnaire, interview style, with Sarah Fischer, HR/Payroll Manager and Kara Gerczynski, Division Chief.

This audit focused on active employees of the District. The District provided roster of names, 57 in all. Upon further review and discussion with HR/Payroll Manager, it was determined that this roster included full-time employees (19 individuals), part-time employees (12 individuals), those on stipend (4 individuals), reserves/volunteers (21 individuals) and one terminated reserve. To initiate the audit, this roster was reviewed and compared against the Personnel files located in the HR/Payroll Manager's office. While a random sample size of 30% of the files were selected for close review and audit, upon close inspection of the first four Personnel files, and summary inspection of the remainder, a clear pattern arose demonstrating enough data to document findings and to make recommendations.

## Findings

### **I. On-site Interview**

During the on-site interview, including completion of the Audit Topics Questionnaire (Exhibit A), we found:

- Each employer may have its own unique employment record maintenance practices. Personnel records can be maintained in paper form, scanned, or completed and maintained electronically. Generally, the District maintains/stores documents in paper form and not electronically. Those documents are stored in locked cabinets in a locked office, which meets general security standards.
- Each employer should have a records retention policy. The District does have a formal records retention policy, which is a requirement and best practice. This scope of this audit was not comprehensive in nature to determine if the policy is compliant or being followed.
- Each employer should have a policy regarding employee access to personnel files. The District originally reported that it does not currently have a policy in place, but upon further review of their Member Handbook, they do have a section on "I. Personnel and Confidential Records." It does provide for access by employees that may go above and beyond what is required and that should be revisited. The Member Handbook also has a policy on "Medical Records," and "Personnel Records." These three policies should be reviewed for consistency, duplication and legality.
- While this was not a HIPAA compliance audit, we noted that the District did report having a HIPAA Officer. The District also has a policy addressing PHI (Section 2, T. - Confidentiality of Protected Health Information). However, there was no record to

demonstrate that required training has been provided to authorized users on how to properly use and protect PHI. Additionally, there is no record that training has occurred around the importance of confidentiality of personnel records in general.

- During the interview, it was described that there is one main personnel file for each employee where most all employee personnel records are kept. The District also described that that they keep a separate a confidential file for certain types of records. However, the following types of records were described as being kept in the main personnel file, while they should be kept separately in confidential file(s):
  - Records containing social security numbers and/or birth dates, such as the W-4 form
  - Pre-employment documents
  - Some medical documents, including drug tests and potentially documents related to physicals or fitness tests.

## **II. Physical Audit**

When comparing the roster of names against physical files, there was one individual on the roster that did not have a file. He was later identified at terminated. Additionally, there were two files found, while the names were not on the roster. These two employees were identified as not active and thus not listed on the active roster. There was also one additional file found for an individual not on the roster, later identified as a “stipend” individual.

Generally, the files were found to be organized and easy to locate in the filing cabinet. Files were separate (in location and by color) for categories of full-time, part-time, stipend and reserves/volunteers. For the most part (except as noted in the above paragraph) the files we expected to find, were located and filed correctly. The files also had appropriate physical security in that the cabinet could be locked and the office could be locked with limited and appropriate distribution of the keys.

Four files were closely reviewed and audited, and the specific findings (those things needing correction) were reported in detail in the Comprehensive report, but included the following types of corrections needed:

- Removal of Social Security number and/or birth date and/or personal bank information (direct deposit) from main personnel file into a Confidential File.
- Removal of I-9 Form from main personnel file into an I-9 Notebook/File.
- Removal of documents containing medical information from the main personnel file into a Confidential Medical File.
- Removal of benefits enrollment information from main personnel file into Confidential Medical File.

- Removal of documents containing information about military status and religious affiliation from main personnel file and into a Confidential File
- Removal of pre-employment documents, such as interview questions and notes and pre-employment testing information into a Confidential and/or Recruitment/Pre-Employment File.
- Some documents were misfiled in incorrect sections of the main personnel file, such as the Oath of Office form, certifications, failed to meet points memo, notice to transition, and exposure form.

## Recommendations – Audit Area 1

The District should consider and/or implement the following recommendations. We can meet to answer questions, clarify and suggest processes and guidelines to assist.

### 1. Access to Personnel Files

The District should review their current policy (Section 2.I. - Personnel and Confidential Policy) for relevance to current practices, to incorporate best practices and to confirm it is compliant with necessary laws and regulations. The Member Handbook also has a policy on Public Records, including “Medical Records,” and “Personnel Records” (Section 3.T). These three policies should be reviewed for consistency, duplication and compliance.

In establishing a procedure for personnel file access, best practice is to allow only those people who have a legitimate business need to access individual employee personnel files. This helps protect employees’ privacy and limits opportunities for inappropriate documents to be included in the files. A personnel file review sign-in sheet should also be created as files are reviewed indicating the name of the individual reviewing the file, date, and reason for the review.

It is best practice for a designated HR representative and the individual employee to view the employer’s personnel file about the employee together. Managers should have access to information that is necessary for them to perform their jobs. If an employee’s manager or a hiring manager wishes to view something in a file, an HR representative can evaluate if it is appropriate to let the manager access the complete file.

### 2. Applicant / Pre-Employment File Separate from Personnel File

An employee’s Application for Employment (with social security number redacted if applicable) and resume should be kept in the Personnel File. Beyond this, confidential

pre-employment documents, such as drug tests or medical examinations, should be kept in a separate file from the Personnel File.

Additionally, the District should keep comprehensive recruitment files for all positions. These files would include applications and resumes for all applicants, interview questions and notes, assessment center documents, test documents, and any other documents supporting your recruitment process. Your records retention policy should dictate how long these files are kept before they are purged.

### **3. Medical Records Separate from Personnel File**

Medical records must be kept separate from individual employee personnel files. That includes pre-employment records, personal injury or illness records related to leave of absence, FMLA or ADA requirements, or similar. All medical examinations and inquiries must be collected and maintained on separate forms and must be treated as confidential medical records.

### **4. Workers' Compensation Incident/Accident Reports Separate from Personnel File**

First Report of Injury forms and follow up documents related to state Workers' Compensation regulation must be treated as confidential medical records. Best practice would be to create a separate file for each reported incident, catalogued by last name, first name and resulting claim number. In the event a case is investigated or re-opened, the records are readily available and not mixed in with other personal employee information.

### **5. Employee Benefits Forms and Elections Separate from Personnel File**

It is recommended that a separate and confidential employee benefits file be kept for all employees that are eligible for employer benefits, whether those benefits be medical, retirement related or other supplemental employee benefits. This would include new hire benefit elections, change of status open enrollment, payroll deductions, and the like. These types of documents could be kept in a common confidential medical file, with separate sections.

### **6. Employee Emergency Contact Information Separate from Personnel File**

Best practice is to keep employee emergency contact information in a separate file. This allows the employer easy, quick access. Since these information sheets may contain personal information, access should be limited. An example may be your "Death Notification Form."

## **7. Investigation Records Separate from Personnel File**

Because of the confidential nature of investigations, best practice is to keep all related documentation together in one file and separate from the individual employee personnel file. Typically, you would label the file “Confidential Investigation File” with the employee’s name (typically the respondent) and the date the investigation was final.

Any resulting disciplinary action or other employment action taken should be kept in both the investigation file with originals included in the employee’s main Personnel File. Examples may be disciplinary letters or termination decisions.

## **8. Self-Identification and Veterans Status Documents Separate from Personnel File**

Federal government contractors are required to collect data regarding sex, race, and veteran status for affirmative action purposes. These forms should be maintained separately from the individual employee personnel files to reduce a potential source of perceived bias.

## **9. Other Documents with Confidential information kept Separate from Personnel File**

Other documents that contain confidential information such as social security number, birth dates, family member’s confidential information, bank account information and the like, should either be kept in a separate confidential file, or redacted from the forms if kept in the Personnel File. As you create or use existing forms, consider whether such confidential information is absolutely necessary on a form, and remove whenever possible.

## **10. Records Retention**

Your policy should be reviewed for legal compliance and annual purging of records should be conducted. We recommend that documents are labeled with “purge by dates” and choosing one day a year to purge files, such as April 15, tax-day. Make sure that files are appropriately disposed of by, in most cases, shredding.

## Audit Area 2: Form I-9 Compliance

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### Background

#### **Form I-9 Overview**

The Immigration Reform and Control Act requires employers to verify the identity and employment eligibility of their employees and creates criminal and civil sanctions for employment related violations. The I-9 form is designated to verify the identity and employment eligibility of all individuals hired in the United States after November 6, 1986.

- Employers are required by law to maintain for inspection original Forms I-9 for all current employees.
- In the case of former employees, retention of Forms I-9 are required for a period of at least three years from the date of hire or for one year after the employee is no longer employed, whichever is longer.
- Forms not falling in the above two categories should be purged.

#### **Completing the I-9**

Form I-9 is divided into three sections. Section 1 of Form I-9 must be completed and signed by the employee's first day of work for pay. Section 2 must be completed and signed by the employer within three days after the hire date.

The regulations define "time of hire" as the date on which the employee begins to provide services for the employer for salary or other remuneration. If the person is going to be employed for fewer than three days, the employer must complete the Form I-9 by the first day of work.

An employer may have the employee complete Form I-9 earlier than an employee's first day of work, as long employment has been offered and accepted by the employee.

#### **Process Review**

The first part of our on-site audit was completion of a questionnaire, interview style, with Sarah Fischer, HR/Payroll Manager and Kara Gerczynski, Division Chief.

To initiate the audit, an active employee roster, as provided by the District, was reviewed and compared against the I-9 forms on file. A random sample size of 30% of the I-9s on file were reviewed and audited. The I-9 forms were then reviewed for completion, accuracy, and consistency in comparison to established I-9 standards.

## Findings

### 1. On-site Interview

During the on-site interview we found:

- I-9 Forms are kept in hard copy and separate from the main personnel file
- The District does not have an administrative file for I-9 compliance
- The District reported completing one I-9 audit but did not know the date of that audit or have any report of audit findings
- We discussed in detail the various categories of employees, volunteers and others, generally described as: 1) Applicants, 2) Candidates, 3) Probation, 4) Reserves/Stipends, 5) Part-Time and Full-Time. In the interview stage, it was unclear at what point in time I-9 forms are collected and/or should be collected when considering the various categories of employees.

### 2. Physical Audit

During the physical audit portion of our on-site visit, the I-9 audit discovered a consistent collection of the I-9 form for new hires which included a systematic collection of photocopied supporting documentation, such as driver's license and social security card. The I-9 documentation appeared on the prescribed form and kept in a separate binder. Additional findings included the following:

- There were no findings of any unauthorized worker within the sample audited.
- In two instances, multiple I-9 forms were collected and stored in two different locations. One form was stored in the personnel file and a second form was stored in a separate I-9 file.
- For three employees, list A, B, and C items were collected as supporting documentation.
- Handwritten notes beyond the required data fields were identified on at least one I-9 form.
- Certification of first day of employment not completed on several of the audited I-9 forms.
- Two I-9 forms identified as active employees but were not listed on the active roster presented during the audit.

## Recommendations – Audit Area 2

1. I-9s should be maintained in a separate file, not in the individual's main personnel file. This allows easy access should Immigration and Customs Enforcement, the Department of Labor, or the Office of Federal Contract Compliance Programs wish to review the forms. A separate file also avoids having confidential information, such as birthdate and social

security number in the file, and the appearance of discrimination on the basis of national origin. The District may find it useful to store paper Form I-9's in four separate binders.

- Binder one: Form I-9s for current employees with photocopies of I-9 documentation attached, stored alphabetically. Photocopies of I-9 documentation is the current practice of the EFPD and recommended to be maintained.
  - Binder two: Form I-9s for former employees that are still required to be retained, stored chronologically by destruction date.
  - Binder three: Form I-9s that require employer attention (like those for employees with expiring work authorization), stored alphabetically. Note: Of the I-9s that were audited none required this additional EFPD review.
  - Binder four: I-9 policies and procedures. A copy of EFPD most recent I-9 audit can also be stored in this binder.
2. Become familiar with List A, B, and C documents and only maintain those required by the I-9 process. For example, if a valid US Passport is provided as a list A item by an employee then no other list B and/or C item is needed. The review and collection of additional documentation beyond what is required should be discontinued.

Best practice is to make the Form I-9 instructions available to the employee and then must provide a copy of the Lists of Acceptable Documents. The employer cannot dictate which document or a combination of documents it prefers.

The employee may choose to present any document(s) that satisfy the I-9s legal requirements. The employer must note on Section 2 of I-9 the document title, issuing authority, document identification number, and expiration date of the document, if applicable, on which the employer is relying to verify identity and work authorization.

The employee is required to provide a document or a combination of documents that establish both identity and employment authorization. All documents presented for I-9 purposes must be unexpired when they are presented.

3. The District should determine with clarity defined "hire" dates for each employee. As movement from applicant, to candidate, to volunteer status, to reservists, to paid employee, EFPD should make clear and be consistent as to when an employee is hired for salary or other remuneration. This is necessary to ensure timely completion of the required I-9 is within the regulated time period.
4. The District should prepare a computer printout of all employees hired after November 6, 1986, who are either still employed or terminated and still within the retention requirements. This comprehensive list will allow the District to determine which

employees should have an I-9 on file, and which I-9s are no longer required to be maintained. Employers must have an I-9 on file for all current and continuously employed employees who were hired after November 6, 1986 and for those within the retention period.

5. The District should conduct a 100% audit of its Form I-9s, making corrections on the audited forms where errors of omission occurred. The District may wish to bolster an argument for good faith compliance by acknowledging the type of errors identified through the audit via memo and indicate any changes in its procedures or additional trainings it will undertake to ensure future compliance. Additionally, if there are errors on I-9 forms currently, those should be corrected, documenting clearly when the correction was made.

Errors that have been identified in Section 1 of the I-9 form must be corrected by the employee. The District should correct errors in Sections 2 and 3 when possible. A brief explanation such as citing “internal audit” can again be added as the reason for any corrections.

Additional best practice: Any unsigned employer attestation in Section 2 of the I-9 form can only be remedied by the person who physically reviewed the documents and then only that person may sign the attestation. Late signatures can be dated the actual signature date or left undated. Backdating of signatures should always be avoided.

6. Training of staff that will be responsible for administering the Form I-9 is recommended. As employee turnover may occur, it is advised annually that I-9 standards and protocols be reviewed, and staff educated on the nuances of the Form I-9 collection and maintenance. A resource that can be helpful for continual training purposes is the U.S. Citizenship and Immigration website located at <https://www.uscis.gov/i-9>.

## Audit Area 3: Job Description Review

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### Background

Section 13(a)(1) of the Fair Labor Standards Act (FLSA), provides an exemption from the Act's minimum wage and overtime requirements for any employee employed in a bona fide executive, administrative, or professional capacity.

Three requirements that generally must be met for an employer to show that an employee is exempt include the following:

1. The employee is paid at least \$684 a week. (Effective 1.1.2020 the new effective rate is scheduled to change from the current \$455 to \$684 a week.)
2. The employee is paid a fixed salary and not hourly. Paying an employee on a salary basis means that the employee receives a predetermined amount each pay period, regardless of the quality of the work performed or the actual number of hours worked.
3. The employee performs certain exempt duties. Employers may classify an employee as exempt if the employee performs certain exempt level duties. One important factor in this analysis involves the review of the employee's primary duties. Primary duties are what generally drives the position, or the most important duties that the employee performs.

It is the employer's responsibility to prove that each employee claimed as exempt meets exemption requirements. For the purposes of this review, and the job descriptions presented for examination, the two relevant exemption categories for EFPD fall into either the bona fide executive or bona fide administrative capacities.

In conducting this review, it is important to note that a job title alone is insufficient to establish the exempt status of an employee. The exempt or nonexempt status of any employee must be determined on the basis of whether the employee's salary and duties meet the requirements of the regulations.

### Executive Exemption

The term "employee employed in a bona fide executive capacity" shall mean any employee:

- Compensated on a salary basis at a rate of not less than \$684 per week, exclusive of board, lodging, or other facilities;
- Whose primary duty is management of the enterprise in which the employee is employed or of a customarily recognized department or subdivision thereof;
- Who customarily and regularly directs the work of two or more other employees; and

- Who has the authority to hire or fire other employees or whose suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees are given particular weight.

29 C.F.R 541.100.

### **Administrative Exemption**

The term “employee employed in a bona fide administrative capacity” shall mean any employee:

- Compensated on a salary or fee basis at a rate of not less than \$684 per week, exclusive of board, lodging, or other facilities;
- Whose primary duty is the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer’s customers; and
- Whose primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

29 C.F.R. 541.200

### **Police Officers, Fire Fighters and Other First Responders**

29 C.F.R. 541.3 provides that police officers, detectives, deputy sheriffs, state troopers, highway patrol officers, investigators, inspectors, correctional officers, parole or probation officers, park rangers, fire fighters, paramedics, emergency medical technicians, ambulance personnel, rescue workers, hazardous materials workers and similar employees (“first responders”) who perform work such as preventing, controlling or extinguishing fires of any type; rescuing fire, crime or accident victims; preventing or detecting crimes; conducting investigations or inspections for violations of law; performing surveillance; pursuing, restraining and apprehending suspects; detaining or supervising suspected and convicted criminals, including those on probation or parole; interviewing witnesses; interrogating and fingerprinting suspects; preparing investigative reports; and other similar work are not exempt under Section 13(a)(1) or the regulations and thus are protected by the minimum wage and overtime provisions of the FLSA.

First responders generally do not qualify as exempt executives because their primary duty is not management. They are not exempt administrative employees because their primary duty is not the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer’s customers. Similarly, they are not exempt learned professionals because their primary duty is not the performance of work requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction. Although some first responders have college degrees, a specialized academic degree is not a standard prerequisite for employment. Source: Fact Sheet #17J: First Responders and the Part 541 Exemptions Under the Fair Labor Standards Act (FLSA)

## Findings

### **Firefighter**

■ Non-exempt

“Fire protection personnel include firefighters, paramedics, emergency medical technicians, rescue workers, ambulance personnel, or hazardous materials workers who:

1. are trained in fire suppression;
2. have the legal authority and responsibility to engage in fire suppression;
3. are employed by a fire department of a municipality, county, fire district, or State; and
4. are engaged in the prevention, control and extinguishment of fires or response to emergency situations where life, property, or the environment is at risk. There is no limit on the amount of nonexempt work that an employee employed in fire protection activities may perform.”

Source: DOL Wage and Hour Fact Sheet #8, Date: 3.11

### **Part-time Firefighter**

■ Non-Exempt

“Fire protection personnel include firefighters, paramedics, emergency medical technicians, rescue workers, ambulance personnel, or hazardous materials workers who:

1. are trained in fire suppression;
2. have the legal authority and responsibility to engage in fire suppression;
3. are employed by a fire department of a municipality, county, fire district, or State; and
4. are engaged in the prevention, control and extinguishment of fires or response to emergency situations where life, property, or the environment is at risk. There is no limit on the amount of nonexempt work that an employee employed in fire protection activities may perform.”

Source: DOL Wage and Hour Fact Sheet #8, Date: 3.11

### **Part-time Paramedic**

■ Non-Exempt

“Fire protection personnel include firefighters, paramedics, emergency medical technicians, rescue workers, ambulance personnel, or hazardous materials workers who:

1. are trained in fire suppression;
2. have the legal authority and responsibility to engage in fire suppression;
3. are employed by a fire department of a municipality, county, fire district, or State; and
4. are engaged in the prevention, control and extinguishment of fires or response to emergency situations where life, property, or the environment is at risk. There is no limit on the amount of nonexempt work that an employee employed in fire protection activities may perform.”

Source: DOL Wage and Hour Fact Sheet #8, Date: 3.11

## **Lieutenant**

- Non-Exempt

“Fire protection personnel include firefighters, paramedics, emergency medical technicians, rescue workers, ambulance personnel, or hazardous materials workers who:

1. are trained in fire suppression;
2. have the legal authority and responsibility to engage in fire suppression;
3. are employed by a fire department of a municipality, county, fire district, or State; and
4. are engaged in the prevention, control and extinguishment of fires or response to emergency situations where life, property, or the environment is at risk. There is no limit on the amount of nonexempt work that an employee employed in fire protection activities may perform.”

Source: DOL Wage and Hour Fact Sheet #8, Date: 3.11

## **Division Chief of Operations**

- Exempt

### ***Executive Exemption:***

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$684 per week;
- The employee’s primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee’s suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

## **Fire Chief**

- Exempt

### ***Executive Exemption***

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$684 per week;
- The employee’s primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and

- The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

### **EMS Coordinator**

■ Exempt

#### ***Administrative Exemption:***

To qualify for the administrative employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$684 per week;
- The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
- The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

### **Executive Assistant**

■ Exempt

#### ***Administrative Exemption:***

To qualify for the administrative employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary at a rate not less than \$684 per week;
- The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
- The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

### **Administrative Assistant**

■ Non-Exempt

Appears routine clerical and task-oriented job description not meeting exemption requirements.

## Recommendations – Audit Area 3

1. The District should consider conducting a thorough review of job descriptions to ensure they are current and up to date as far as duties performed and the knowledge, skills and abilities (KSA's) required.
2. Beyond classifying exempt and non-exempt personnel, the District may also want to review current practices of defining work week versus work period to take advantage of the 7(k) exemption, if you are not already doing so.

Section 7(k) of the FLSA provides that employees engaged in fire protection or law enforcement may be paid overtime on a “work period” basis. A “work period” may be from 7 consecutive days to 28 consecutive days in length. For work periods of at least 7 but less than 28 days, overtime pay is required when the number of hours worked exceeds the number of hours that bears the same relationship to 212 (fire) or 171 (police) as the number of days in the work period bears to 28. For example, fire protection personnel are due overtime under such a plan after 106 hours worked during a 14-day work period, while law enforcement personnel must receive overtime after 86 hours worked during a 14-day work period.

## Audit Area 4: FLSA Review

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### Background

Overtime pay has been a feature of U.S. law since 1938. Yet compliance with the Fair Labor Standards Act (FLSA) has been a consistent problem for businesses and government and non-profit agencies. Many executives simply do not understand, or refuse to recognize, the requirements of the law. The cost of noncompliance is growing. Class actions and “mass actions” have become more prevalent, brought by both private law firms and the enforcement division of the U.S. Department of Labor.

This portion of the audit was conducted interview-style with a focus whether the District has processes in place and policies documented to minimize the risk of the most common issues under FLSA. The District does have a “Member Handbook” effective January 1, 2019 and revised September 10, 2019. Applicable policies will be noted below. However, technical review of the Handbook is not in scope of this project.

The most common errors made by employers include:

#### **1. Misclassifying Employees in Order to Avoid Paying Overtime**

Employers may try to avoid paying overtime by giving an employee a fancy or important sounding title, such as “manager” or “supervisor,” to try to make the employee fit into one of the narrow exemptions under the FLSA. However, it is not an employee’s title that determines whether an employee must be paid overtime; it is the actual job duties that the employee performs and the pay they receive. If the responsibilities of the employee do not fall within one of the FLSA exemptions, the employee is entitled to be paid all overtime wages earned, regardless of his or her title.

#### **2. Not Paying Employees for Mealtime or Breaks**

The law typically requires employers to pay their hourly employees for breaks that last less than twenty (20) minutes. Additionally, although employers are permitted to

automatically dock their hourly employees for a 30 or 60-minute meal break each day, it is essential that the employee is completely relieved from duty and is not performing any work whatsoever during this meal break. The FLSA requires that the employee be paid for mealtime if, during this period, the employee is required to continue performing work duties or are not otherwise completely free from performing his or her job obligations. If automatic deductions have been made for mealtimes, the employer must credit back the time to the employee under these circumstances, but employers rarely do.

### **3. Refusing to Pay Overtime If Not Approved in Advance**

Employers sometimes do not pay overtime if the employee did not seek and obtain advanced permission to work overtime. The FLSA, however, does not distinguish between approved and non-approved overtime. Therefore, if the employee works overtime hours, the employer must pay for that overtime, even if the overtime work was not pre-approved by the employer.

### **4. Allowing Employees To “Waive” Their Right to Overtime**

Some employers incorrectly believe that an employee can waive their right to compensation for overtime hours worked. The overtime requirement, however, may not be waived by agreement between employer and employee.

### **5. Meeting and Training Time**

Some employers require employees to attend meetings or training sessions, but do not pay the employee for those hours. If the meeting or training is directly related to the employee’s job and is considered mandatory or for the benefit of the employer, it is compensable time and must be included when calculating the employee’s wages and overtime. Under the FLSA, time employees spend on job-related training activities is generally compensable. The general rule is that employees do not have to be compensated for training time if:

1. attendance is outside the employee’s regular working hours;
2. attendance is voluntary;
3. the course is not directly related to the employee’s job; and
4. the employee does not perform any productive work during time in attendance at the course.

Time spent on training and similar activities must satisfy all four requirements for it to be treated as not compensable. Keep in mind, however, that an employer may choose to pay nonexempt employees for their training time even if under the FLSA, they do not have to do so because these four conditions are satisfied.

## 6. On-Call Work

At times, employers require employees to be “on-call” when they are not scheduled to work, requiring the employee to be available to be called into work at a moment’s notice. When this occurs, employers often fail to pay the employee for this time. Determining whether an employee’s on-call time is considered worktime for which compensation is required depends on the facts involved. The general rule is that if an employee is required to remain on-call on the employer’s premises or so close that they cannot use the time effectively for their own purposes, the waiting time is considered hours worked under the FLSA and is compensable.

## 7. Working “Off-the-Clock”

Employers sometimes fail to pay employees if the employee arrives to work early and begins working before the shift begins. This “pre-work” time counts as work time and must be included as part of the employee’s compensation under the FLSA, provided the employer knew or should have known that the employee was beginning work early. Similarly, if an employee performs work after the end of the shift, this “post work” time must also be compensated.

## 8. Failure to Properly Record Time Worked and Time Off

Employers have an obligation to ensure time worked is accurately and thoroughly documented in real time (current work period) for all non-exempt employees. Additionally, employers that have time off policies, such as vacation, sick leave and similar, must also ensure time off for both exempt and non-exempt employees is recorded accurately and documented in the current work period.

## Findings

### 1. Misclassifying Employees in Order to Avoid Paying Overtime

- FLSA classification of exempt or non-exempt was addressed in Audit Area 3 above. The District reported that job descriptions are generally up to date. However, also reports not having a documented process by which a supervisor and/or an employee can ask for a review of their job duties and position. While classification should not be based on a job title, or even a job description (instead it should be based on actual duties performed), current job descriptions and a process for evaluation is critical to avoiding classification errors.
- The District’s Member Handbook refers to a “Payroll Procedures Manual.” It is important that this Procedures Manual is followed and updated regularly and if procedures change, that it is re-distributed to non-exempt employees, as it states:

- The Board has adopted a Payroll Procedures Manual for non-exempt line-employees, which contains detailed rules regarding non-exempt line-employee work schedules, compensation and payroll procedures. All non-exempt line-employees must review and comply with the Payroll Procedures Manual.
- The District has a policy on Overtime Pay for Non-Exempt Employees (Section 5.F.2) that spells out how overtime pay is calculated. It is important to make sure that the payroll system is consistently applying the correct calculations.

## **2. Not Paying Employees for Mealtime or Breaks**

- District reported that firefighter schedules (working 24x7) eliminate errors in not paying mealtimes or breaks. Administrative employees (defined in your Member Handbook) as reported are not docked for breaks and typically take a one-hour unpaid lunch. If work is performed during the lunch, it was reported that the employee is paid. There are no automatic deductions for mealtimes in the timekeeping system.
- We were not able to locate a specific policy or procedure on mealtimes or breaks. While not required, it can be helpful for clear communication to employees.

## **3. Refusing to Pay Overtime If Not Approved in Advance**

- The District reported that they do not have a specific policy addressing this issue in writing. Employees are asked to have overtime pre-approved by a supervisor and often times that relates to meetings outside of the normal firefighter schedule. If overtime is not pre-approved, District reports that the employee would be paid anyway, and that corrective action would be taken if the overtime had not been approved.

## **4. Allowing Employees To “Waive” Their Right to Overtime**

- Approval of overtime is done by the supervisor and supervisors sign a Time Deviation Form to authorize payment.
- District did not have a policy or any training records to show that supervisors and employees understand that employees cannot waive their right to overtime. This can create confusion and inadvertent errors made by a supervisor if supervisors and employees are not fully informed.

## **5. Meeting and Training Time**

- Meetings and/or training time that occurs outside of the normal workday is reported by employees on a Time Deviation form for payment and approved by supervisors.

- District reported that there may be some training that is done outside of an employee’s normal workday that is not paid if the employee was not scheduled to work and did not complete a Time Deviation form. An example was provided of a recent 3-day training completed in the mountains.
- District reported that normally travel time done during the normal workday to a meeting or training is paid, while regular commute time is not. The Member Handbook does address this in Section 6.14.b - Travel While Working or to Attend A Mandatory Meeting, Conference or Training.
- Section 5.F. in the Member Handbook addresses the following: “Voluntary participation in an educational program, regardless of whether it is subsidized by the District or any federal, state, local or agency, is not actual hours worked.” This should be reviewed to see if it meets FLSA requirements, as spelled out later in the handbook under Section 6.B.13 - Compensation for Attending Training, Conferences and Meetings. It would be advisable to define “educational program” as opposed to “training, conferences and meetings.”

## **6. On-Call Work**

- District reported that the only on-call employees are the Chief and Division Chief, which are exempt and not impacted in pay by on-call time.

## **7. Working “Off-the-Clock”**

- District reported that they do not have any positions in which employees are required to arrive to work early to engage in “pre-work” activities, such as changing into a uniform, or preparing for the work day, in which they are not paid, and thus are working off the clock.
- District reported that they do not have any positions in which employees are required to stay after the work day ends to engage in “post-work” activities, such as changing out of a uniform, or securing work materials or resources after the end of the work day, in which they are not paid and thus are working off the clock.

## **8. Failure to Properly Record Time Worked and Time Off**

- The District prepares and processes payroll in-house using Quick Books. Employees are paid twice a month and nothing in arrears. Firefighters use a system called “IAMResponding” to report time worked. Administrative/Office employees use a paper timesheet to report all time worked. A Time Deviation Form is filled out by employees using vacation, sick, and personal days, as well as for overtime.
- Section 5 of the Member Handbook addresses Compensation and Work Schedules which should guide calculation and payment of overtime once time is recorded/reported.

- The Member Handbook also has a guideline on Regular Pay Procedures (Section 5.E) that should be regularly reviewed to ensure current practices are in line with these guidelines and complaint with applicable laws, which can change from time to time.
- There does not seem to be a solid process for tracking unpaid time in coordination with the timekeeping record. In a recent situation it was reported that an employee ran out of paid time off and the time missed (and worked) had to be tracked using a spreadsheet and not backed up by a Time Deviation Form or the timekeeping system. This leaves room for error.
- The Member Handbook, “Section 5, B. Work Schedule” outlines normal working hours for Administrative Employees, Line Employees.

## Recommendations – Audit Area 4

1. The District should provide annual training to supervisors (i.e., supervisory basics) on FLSA topics, such as those addressed in this audit document.
2. This District may want to put in place written policies addressing mealtime and breaks.
3. This District should review and revise if necessary, its current pay and overtime policies and guidelines as found in the Member Handbook (and referenced above) to ensure that current payroll processes are consistent with their written policies and guidelines and comply with laws and regulations.
4. The District should ensure the “Payroll Procedures Manual” is up to date and distributed to all non-exempt employees.
5. The District should consider putting in place a documented process by which a supervisor and/or an employee can ask for a review of their job duties, job description and position classification/grade.
6. The District should take a deeper dive into the adequacy of their current processes used by employees to report time worked, overtime, paid time off, and unpaid time. Time in these four categories should be clearly documented by the employee in real-time (current time period) and approved by a supervisor in a position to know whether the time reported is accurate. Where different systems are used (both manual and automated) that feed to payroll, the District should identify any gaps in these systems and correct. This type of deeper dive into the payroll/timekeeping systems was not in scope. This recommendation does not mean that any violations were found, and indeed, no violations were found.

# Elizabeth Fire Protection District

## Final Report of Findings Human Resources Process Review and Recommended Practices

UPDATED DECEMBER 30, 2019

SUBMITTED BY:

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## **Human Resources Process Review Team**

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CPS HR Consulting (“CPS HR”) conducted a Human Resources Process Review of the Elizabeth Fire Protection District (“EFPD” or “District”). The team members consisted of Karen Rodriguez and Jackie Frost.

## **Report of Findings**

### **Background**

This report summarizes the results of the Human Resources process review for the Elizabeth Fire Protection District.

The information included in this report is based on:

- Elizabeth Fire Protection District website
- Standard Operating Procedures
- 2019 Handbook
- Organization Chart
- District Salary Scale Worksheet with Ranges
- Performance Appraisal Form
- Responses to advance questions submitted by EFPD
- Email correspondence with Sarah Fischer (Human Resources Manager) to understand processes and learn more about EFPD

### **Outline of the Review Process**

1. On June 12, 2019, CPS HR submitted a proposal to the EFPD for a review of its human resources processes and best practice recommendations.
2. On August 20, 2019, CPS HR met with the EFPD to discuss the scope of the audit. Draft Audit questions and the 9 Federal Merit System principles were sent via email.
3. On August 29, 2019, after a follow up meeting with the EFPD, CPS HR emailed final audit questions to EFPD.
4. On September 3, 2019, EFPD emailed the 2019 Handbook to CPS HR. On September 10, EFPD emailed the Standard Operating Procedures.
5. On September 13, 2019, EFPD emailed responses to some of the advanced questions. On October 7, 2019, EFPD confirmed there were no more responses as other areas were covered in the 2019 Handbook.

6. On October 17, 2019, EFPD provided access to Target Solutions to review the training offerings
7. On October 23, 2019, EFPD provided a salary scale and information about comparators.
8. On October 25, 2019, the Draft Report of Findings was submitted to EFPD.
9. On November 1, 2019, CPS HR met with EFPD to discuss the Draft Report of Findings.
10. On November 1, 2019, CPS HR submitted a Final Report of Findings to EFPD.

## Overview of the Elizabeth Fire Protection District

The Elizabeth Fire Department was established in 1947 after the fire at Jones Motor Company which threatened the entire east end of town. The department was formed as an all-volunteer organization made up of community members and business owners utilizing donated equipment and apparatus to provide fire suppression services to the Elizabeth area<sup>1</sup>. As the Community grew and evolved, the demands of the fire department increased, the organization expanded its services and it was no longer possible to fund the department by donations. Citizens voted to organize a special district would provide the much-needed funding through property tax revenue. In 1977, the fire department became a tax based special district called The Elizabeth Fire Protection District (EFPD). Eventually, the demands surpassed the capabilities of an all-volunteer agency, therefore paid firefighters and Emergency Medical Technicians were added.

Presently, the department consists of fifty-four (54) career, reserve and volunteer members providing numerous services to the community including public education, fire prevention, fire suppression, hazardous materials mitigation, emergency medical services, and numerous public assists. The average response time is less than seven (7) minutes after receiving the 911 phone call.<sup>2</sup>

The EFPD is governed by a five (5) member board who is responsible to the citizens of the district. "The District is organized in a traditional fire services manner using nationally recognized principles in span of control. While National Incident Management System (NIMS) and Incident Command Systems (IC) are used during emergency situations, day to day operations utilize the organizational structure graphically identified under leadership and organization."<sup>3</sup>

## Highlights of Major Findings

Based upon the review of the records available, including the EFPD's Member Handbook, Standard Operating Procedures, EFPD's website, responses to questions and other material, the District does

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<sup>1</sup> EFPD Strategic Plan, Executive Summary, Section 1

<sup>2</sup> EFPD Website: <https://www.elizabethfire.com/about.html>

<sup>3</sup> EFPD Strategic Plan, Executive Summary, Section 1

not have sufficient rules or policies in place to comply with the following federal merit system principles:

- Merit System Principle 3 – Equal Pay
- Merit System Principle 6 – Performance Standards
- Merit System Principle 7 – Education and Training
- Merit System Principle 8 – Favoritism and Political Influence

The District has rules or policies in place that comply with the following merit system principles:

- Merit System Principle 1 – Recruitment and Selection
- Merit System Principle 2 – Fair and Equitable Treatment
- Merit System Principle 4 – High Standards
- Merit System Principle 5 – Efficient and Effective
- Merit System Principle 9 – Whistleblower Protection

Where applicable, CPS HR Consulting has identified areas where the District can make improvements to its policies related to these principles.

## Merit System Principle 1 - Recruitment and Selection

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***Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge and skills, after fair and open competition which assures that all receive equal opportunity. (5 USC § 2301)***

### Background

The intent behind the first Merit System Principle sets forth the vision of a workforce that is representative of the very people who fund the government through their tax dollars and who the government exists to serve and represents the core value of a merit-based employment model.<sup>4</sup>

The Fire Chief is solely responsible for appointing, hiring, and promoting individuals for all paid, reserve, and support services member positions below the rank of Fire Chief, and all administrative positions.<sup>5</sup> In alignment with Merit Principle 1, the District's Standard Operating Procedures ("SOPs"), Section 1000.40 provides for the administrative procedure for the hiring and promotion process. "It is the District's practice to hire/promote within the District when it is in the best interests of the District and its citizens to do so."<sup>6</sup> This procedure applies to the general hiring/promotion process for all new and existing paid fire suppression and emergency medical services positions below the rank of Fire Chief. The District hires full-time, temporary, and part-time employees and uses reserve firefighters who receive a stipend and are eligible to attend training and educational classes and supportive services volunteers, who don't receive compensation, but they must possess and maintain required certifications and qualifications. During the probationary period, supportive services members have the opportunity to demonstrate and apply the knowledge, skills and abilities that would make them an asset to EFPD.<sup>7</sup>

### Recruitment

Posting for promotional Emergency Services positions are posted on the District bulletin boards until the day after the final filing date. Typically the posting period is 30 days, unless the District Board approves a shorter posting period. The posting must include title, location of the job description, compensation, beginning date upon which applications will be accepted. If there are less than three candidates from within the District, the internal promotional process may be

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<sup>4</sup> Merit System Principle 1, <https://www.mspb.gov/msp/msp1.htm>

<sup>5</sup> EFPD Member Handbook, Section 2.K.2

<sup>6</sup> EFPD SOP Section 1000.40, Section 1

<sup>7</sup> EFPD Member Handbook, Section 8.E.2.

terminated, and a new hiring process initiated open to applicants from outside the District.<sup>8</sup> New or vacant Firefighter/EMT and Firefighter/Paramedic positions will be posted on EFPD's website. The website will provide information to applicants on the application and testing process.

## Examination and Selection

Applicants are screened against the minimum qualifications for the job. Examinations are open to all applicants who meet the minimum requirements. The District uses exam questions from the State of Colorado and Denver Metro Protocol exams. All ranking criteria is established and published prior to the testing process. If a candidate passes the physical test, the move on to the written and exam and the oral board. The written exam and oral board are both weighted as 50% each of the overall score. Qualified applicants with disabilities may request reasonable accommodation for an exam at least three (3) working days prior to the exam.<sup>9</sup> Applicants must participate in physical agility testing and be placed into a centralized pool of candidates for one (1) year from the test date or other testing process.

The District creates three (3) eligibility lists; a paramedic list, a firefighter list and an overall list. In all cases, unless a paramedic is needed to be hired, the overall list is used. The District's SOPs include provisions for establishing eligibility lists, removing names from eligibility lists, and expiration of eligibility lists.<sup>10</sup> All candidates are ranked on the list and all hiring decisions are made using the rule of 3, with the Fire Chief having the final hiring decision.

The state Constitution of Colorado Article VII, Section 15 addresses veteran's preference points related to placement on eligible lists. There is no provision for veteran's preference for applicants identified in the District's Member Handbook .

## Probationary Periods

A probationary period can be imposed following an initial hire, appointment or promotion, during which a member is expected to demonstrate his/her ability to perform the duties of the position, or b) imposed as part of a corrective or disciplinary action, during which a member is expected to shall serve a probational period of at least one (1) year. The Fire Chief may decide in his/her sole discretion: 1) the employee has successfully completed the probationary period; 2) the employee has not completed the probationary period to the Fire Chief's satisfaction; or 3) to extend the

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<sup>8</sup> EFPD SOP Section 1000.40, Section 3.C.

<sup>9</sup> EFPD SOP Section 1000.40, Section 3.D.2.

<sup>10</sup> EFPD SOP Section 1000.40, Section 3.D. 1-4

probationary period for us to an additional six (6) months.<sup>11</sup> Employees hired for Support Services positions will have a minimum of six (6)month probationary period. The Fire Chief may extend the probationary period up to an additional 180 days. Upon successful completion of the probationary period, employees will be accepted as a non-probationary District member.<sup>12</sup>

## Non-Status Appointments

Individuals hired by the Elizabeth Fire Protection District are “at-will” employees, meaning the employee may terminate the employment relationship without notice at any time and for no reason; similarly, the District may terminate the employment relationship at any time for no reason, subject only to the requirements of Federal and State law.<sup>13</sup> Every individual providing volunteer/reserve services to the District does so for civic, charitable, and/or humanitarian reasons without promise, expectation, or receipt of compensation for the service.<sup>14</sup>

## Findings

The District has policies in place for recruiting, examining and hiring employees which meet the first Merit Principle. The District should consider adding provisions for veteran’s preference to the Member Handbook to comply with the section in the Colorado Constitution.

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<sup>11</sup> EFPD SOP Section 1000.40, Section 3.G.2.

<sup>12</sup> EFPD Member Handbook, Section 8.E.2.

<sup>13</sup> EFPD Website: <https://www.elizabethfire.com/employment---volunteer-application.html>

<sup>14</sup> EFPD Member Handbook, Introduction

## Merit System Principle 2 – Fair and Equitable Treatment

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***All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights. (5 USC § 2301)***

### Background

The intent of the second principle sets forth the vision that government personnel management be free of unfair treatment and discrimination, where decisions are made solely on legitimate merit-based considerations. Requiring decision making without regard to race, color, religion, national origin, sex, marital status, age, or handicapping condition echoes the purpose behind Title VII of the Civil Rights Act of 1964 and related laws barring discrimination in employment.

### Fair and Equitable Treatment

“The District provides equal employment and service opportunities to all applicants and members without regard to race, color, religion, creed, national origin, ancestry, gender, sex marital status, military status, age, disability, pregnancy, sexual preference or orientation, transgender status, genetic information, or membership or other status in any other group protected by Applicable Law. This policy applies to all terms and conditions of employment/service, including but not limited to hiring/appointment, transfer, promotion, demotion, termination, lay-off, leaves of absence, compensation and training.

Every effort shall be made to ensure that all employment/volunteerism decisions, programs and personnel actions are administered in conformity with the principle of equal employment opportunity. You are responsible for supporting these objectives and implementing this policy. You must assist in promoting a work place environment free of illegal harassment or discrimination. No member shall be coerced, intimidated, harassed or retaliated against for reporting a violation of these policies.”<sup>15</sup>

The District’s Member Handbook expressly prohibits any form of harassment or discrimination of a member based on age, disability pregnancy, sexual preference or orientation, transgender status, genetic information, or membership or other status in any other group protected by applicable law. The Handbook also prohibits sexual harassment including creating an intimidating, hostile or offensive work environment.<sup>16</sup>

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<sup>15</sup> EFPD Member Handbook, Section 2.A.

<sup>16</sup> EFPD Member Handbook, Section 2.B and C

The District's Member Handbook includes a procedure for reporting illegal harassment or discrimination to which a member may be subjected or observe. Reporting harassment or discrimination is mandatory and must be reported to the Fire Chief or to the Board President. The District prohibits retaliation for reporting illegal harassment or discrimination and treats information concerning complaints as confidentially as practicable under the specific circumstances.<sup>17</sup>

"The District complies with the American with Disabilities and all other applicable laws prohibiting discrimination in employment/volunteer services against qualified individuals with disabilities. The District also provides reasonable accommodation for such individuals in accordance with these laws."<sup>18</sup>

## Findings

The District meets the federal principle related to the fair and equitable treatment of employees. Since the District employs less than 100 employees, it is not required to conduct an EEO-4 Survey or complete an EEO Utilization report.

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<sup>17</sup> EFPD Member Handbook, Section 2.E.

<sup>18</sup> EFPD Member Handbook, Section 2.G.

## Merit System Principle 3 – Equal Pay

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***Equal pay should be provided for work of equal value, with appropriate consideration of both national and local rates paid by employers in the private sector, and appropriate incentives and recognition should be provided for excellence in performance. (5 USC § 2301)***

### Background

The intent of the third Merit System Principle embodies the vision that maintaining equitable salaries and rewarding excellent performance will attract and retain the most effective and efficient workforce through positive employee engagement.<sup>19</sup>

### Compensation

Current Colorado state law prohibits “any discrimination in the amount or rate of wages or salary paid or to be paid .... solely on account of sex.”<sup>20</sup> This section was amended to expand the language for protection and to include a prohibition that states:

“(2) An employer shall not: (a) See the wage rate history of a prospective employee or rely on the wage rate history of a prospective employee to determine a wage rate”<sup>21</sup>. This amended language will take effect on January 1, 2021. A review of the District’s employment application shows that the District includes a question on wage history. The District will need to ensure the application form is revised prior to implementation of the new law.

The District does not have a formal policy on salary philosophy or how often wages are reviewed. The District periodically compares salaries to other similar departments. Comparator agencies have been Franktown Fire, Elbert Fire, and Larkspur Fire. Finding comparator agencies has been difficult due to the location and size of the District.

### Findings

Without a compensation plan or a policy on how salaries are set, the District does not meet the federal merit system principle related to equal pay. It is recommended that the District establish a compensation plan. To ensure best practice, it is recommended that the District establish written policy formalizing internal relation comparison based on criteria (responsibility, level of decision making, supervision exercised and received, and minimum qualifications).

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<sup>19</sup> <https://www.mspb.gov/msp/msp3.htm>

<sup>20</sup> Colorado Senate Bill 19-085, Section 8-5-102

<sup>21</sup> Colorado Senate Bill 19-085, Section 8-5-102, (2)(a)

## Merit System Principle 4 – High Standards

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***All employees should maintain high standards of integrity, conduct, and concern for the public interest. (5 USC § 2301)***

### Background

The intent of the fourth Merit System Principle is to serve as the foundation for the standards of ethical conduct for governmental employees. It recognizes that “public service is a public trust and that employees are obligated to honor that trust by respect for and adherence to the Constitution, laws, and ethical principles of Government service. In order for an agency to accomplish its mission, its employees’ conduct must command the respect and confidence of the public.”<sup>22</sup>

### High Standards

The District’s Member Handbook, Section 4 addresses Member Conduct incorporating policies to support the integrity and conduct of employees, which include, but are not limited, to: drugs and alcohol; reasonable searches; District communications; solicitations; use of District apparatus and personal vehicles; hair and dress code; use of tobacco products; housekeeping; use and care of District property; conflict of interest; accepting gifts or gratuities; attendance and punctuality; ethical conduct; use of cell phones; public expressions of opinion; use of social media; public relations; off-duty activities; visitors; and public records.<sup>23</sup> The District’s Workplace Anti-Violence policy states: “The District’s goal is to maintain a workplace free from intimidation, threats, and violence.”<sup>24</sup> In addition, the District has several SOPs which address member conduct. Members are responsible for knowing and complying with the District’s Member Handbook and demonstrating good judgement at all times.<sup>25</sup>

### Findings

The District meets the federal principle related to the high standards of employees. The District has adopted rules and policies to clarify and promote acceptable employee conduct.

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<sup>22</sup> <https://www.mspb.gov/msp/msp4.htm>

<sup>23</sup> EFPD Member Handbook, Section 4. A - V

<sup>24</sup> EFPD Member Handbook, Section 4.M.

<sup>25</sup> EFPD Member Handbook, Section 1.C.

## **Merit System Principle 5 – Efficiency and Effectiveness**

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***The work force should be used efficiently and effectively. (5 USC § 2301)***

### Background

The intent of the fifth merit system principle balances employee’s rights to be hired and fired solely on the basis of abilities vis-a-vis the public’s expectation of a Government that is impartially administered and flexibly managed.<sup>26</sup> Simply put, the public has a right to an efficient and effective Government which is responsive to their needs as perceived by elected officials and within budgetary constraints. In instances when Government funding is about to lapse, the public’s expectations of efficiency and effectiveness triumph over the employee’s expectations of continued employment.

### Reduction in Force

The Fire Chief may terminate employees based on the elimination of positions by providing a written Notice of Intent, which states the reason(s) for eliminating the position and a date and time for the employee to meet with the Fire Chief to discuss elimination of the position. As soon as practicable after the meeting, the Fire Chief will issue a final decision on elimination of the position.<sup>27</sup>

### Command Structure

The District is organized in a traditional fire service management using nationally recognized principles in span of control. While National Incident Management System (NIMS) and Incident Command System (ICS) are used during emergency situations, day to day operations utilize the organizational structure identified in the District’s organizational chart.<sup>28</sup> In order to ensure the efficiency of operations, District employees must honor the chain of command shown in the District’s organization chart. Officers, including those in an acting officer capacity are to be accorded the respond due their position.<sup>29</sup> In addition, the District has several SOPs to ensure consistent, efficient and effective operations, consistent with the authority granted by the Board and applicable law.

### Findings

The District meets the federal principle related to efficiency and effectiveness.

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<sup>26</sup> <https://www.mspb.gov/msp/msp5.htm>

<sup>27</sup> EFPD Member Handbook, Section 10.C.

<sup>28</sup> EFPD SOP Section 1 – Executive Summary

<sup>29</sup> EFPD Member Handbook, Section 3

## Merit System Principle 6 – Performance Standards

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***Employees should be retained on the basis of adequacy of their performance, inadequate performance should be corrected, and employees should be separated who cannot or will not improve their performance to meet required standards. (5 USC § 2301)***

### Background

The intent of the sixth merit system principle is to create a civil service that is worthy of the public and its confidence: One in which hiring, promotion, and pay are truly based on merit and one in which those who cannot or will not perform their jobs can be removed. In order to reduce in grade or remove an employee, an agency must have: “(1) Set up an approved performance appraisal system; (2) timely communicated the written performance standards and “critical elements” of an employee's position to the employee; (3) warned the employee of inadequacies in “critical elements” during the appraisal period; and (4) counseled the employee and afforded a reasonable opportunity for improvement after proper notice.”<sup>30</sup>

### Evaluation of Performance

The District does not have a formal policy on performance evaluations or appraisals, although staff reported that appraisals are done on an annual basis and that all evaluations have been completed for the year.

The Annual Performance Appraisal form is used for all employees and assesses eleven (11) performance competencies: quality work, innovation, job knowledge, communication, interpersonal skills, conflict resolution, teamwork, ethics, initiative, mentorship, and crew readiness. The appraisal form defines each of these competencies in more detail. The District utilizes a five (5)point rating scale, with ratings of 1 - Failing, 2 – Below Expectations, 3 - Meets Expectations, 4 - Exceeds Expectations, and 5 - Exceptional.

The appraisal instructions ask the supervisor to “describe the employee’s contributions in each of the performance categories.... It is imperative that you illustrate specific, detailed examples since the last performance evaluation. Ratings must support and be substantiated by narrative comments.”<sup>31</sup> Additionally, there is an overall appraisal score which is the numerical average of all eleven (11) competency categories.

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<sup>30</sup> <https://www.mspb.gov/msp/msp6.htm>

<sup>31</sup> Firefighter Performance Appraisal form – pg.1

## Discipline and Separation

### Corrective Action and Discipline

The District has a discipline policy but does not have a progressive or step-discipline policy. As at-will employees, members may leave at any time, or the District may terminate members at any time, without cause, subject only to the requirements of applicable law.<sup>32</sup>

Discipline may be imposed for violating any District Rules, including but not limited to, violating policies, Handbook rules, SOPs, or applicable laws; unsatisfactory or deficient performance or duties, or misconduct.<sup>33</sup> The supervisor determines the appropriate corrective action or discipline to be recommended based on the specific facts and circumstances of the case, considering prior work performance and prior corrective action or discipline. While corrective action is not a disciplinary action, it can form the basis for a disciplinary action.

Types of corrective actions that can be imposed include the following: Oral Corrective Action; Written Corrective Action; Corrective Action Requirement including, but not limited to, prohibiting the member from engaging in the misconduct again, probation and/or an action plan.<sup>34</sup>

Types of disciplinary actions that can be imposed include the following: probation; action plan; suspension; suspension without pay; fine; leave reduction; demotion; or termination.<sup>35</sup> In order to comply with the FLSA salary basis requirement, limitations are identified in the District's Member Handbook that apply to disciplinary actions against FLSA exempt employees.

### Dispute Resolution

The District's dispute resolution procedures "do not apply to any aspect of any corrective action, disciplinary action or termination of employment/services, or any personnel decision relating to payroll, appointment, hiring, promotion, or performance reviews, or any action a member perceives as illegal discrimination, harassment or retaliation. Such matters should be addressed in accordance with the policies and procedures, if available, outlined in the relevant portions"<sup>36</sup> of the District's Member Handbook. The dispute resolution policy requires a member to first address the supervisor or other member involved in the dispute in order to resolve the dispute directly. If this attempt is not successful, the dispute resolution procedures should be followed. The first

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<sup>32</sup> EFPD Member Handbook, Section 10.A.1.

<sup>33</sup> EFPD Member Handbook, Section 10.A.3.

<sup>34</sup> EFPD Member Handbook, Section 9.B.3.

<sup>35</sup> EFPD Member Handbook, Section 10.B.1.

<sup>36</sup> EFPD Member Handbook, Section 11.A.

step of this procedure is to submit the dispute in writing to the Fire Chief. If the Fire Chief is involved in the dispute, the written dispute is submitted to the Board President.<sup>37</sup>

If the dispute is submitted to the Fire Chief, the Fire Chief may investigate as deemed appropriate under the circumstances and issue a written decision. The Fire Chief's decision is the final decision on the dispute and cannot be appealed to the Board. If the dispute is submitted to the Board President, the Board can take whatever action is deemed appropriate given the circumstances. The Board decision is final; and it cannot be appealed.

## Findings

The District does not meet the federal merit system principle pertaining to performance standards because there is no formal policy on employee appraisal, even though standardized performance evaluations are utilized. While the District reported all appraisals were up to date, there was no documentation of the completed appraisals. It is recommended that the District document their policy on employee performance appraisal, including timeframes, responsibility, and training requirements. A formal performance appraisal schedule and tracking document should be developed to ensure performance appraisals are being completed timely.

The District does have a formal policy on discipline, which meets the federal merit system principle related to discipline and separation. Additionally, it is recommended that the District maintain documentation on discipline. This will enable the District to identify any employee issues and track patterns that may develop.

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<sup>37</sup> EFPD Member Handbook, Section 11.C

## Merit System Principle 7 – Education and Training

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***Employees should be provided effective education and training in cases in which such education and training would result in better organizational and individual performance. (5 USC § 2301)***

### Background

The intent of the seventh merit system principle is “to ensure that employees receive the training they need to perform their jobs; that training plans are integrated into organizations’ overall strategic plans; and that funds are available to accomplish necessary training. As jobs evolve, agencies should invest in the training necessary to assure their employees possess the skills to adapt and excel—even, and perhaps especially, in hard budgetary times.”<sup>38</sup>

### Education and Training

The District’s website states the following: “The EFPD conducts training as though it were a true incident. Members receive training in specialized areas such as ice rescue, mass casualty events, and general firefighting and medical techniques. Members of the EFPD are provided over 3,000 training hours per year. Our volunteers are crucial to the district’s response and are required to obtain and maintain State of Colorado Certificates in Firefighting, Hazmat, and Emergency Medical. They are required to attend regular monthly trainings, meetings, and a percentage of calls in order to remain a member in good standing.”<sup>39</sup>

The District’s Member Handbook describes training requirements for the Reserve Firefighter program and the Supportive Services program. Reserve firefighters are required to complete 36 hours of training each year. Formalized training opportunities will be scheduled monthly.<sup>40</sup> Depending on the job description, support services position may require training each calendar year in order to continue to participate in the Support Services Program.<sup>41</sup>

The District identifies procedures for educational and training assistance and expense reimbursement and allowances. The time spent in a mandatory meeting, conference or training is treated as actual hours worked and compensated.<sup>42</sup> The District uses its SOPs and Target Solutions for training on job performance requirements and District policies. Target Solutions is a training platform which offers online training covering a variety of topics, including job performance requirements and management/supervisor training. However, there is no formal training policy.

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<sup>38</sup> <https://www.mspb.gov/msp/msp7.htm>

<sup>39</sup> EFPD website: <https://www.elizabethfire.com/about.html>

<sup>40</sup> EFPD Member Handbook, Section 7.D.9.

<sup>41</sup> EFPD Member Handbook, Section 8.E.6.

<sup>42</sup> EFPD Member Handbook, Section 6.B.11.

The District reported that all members received sexual harassment training in April 2019, but there is no documentation on attendance. The District does not track training related to supervision and developing employees. The District was not able to provide any documentation on training provided during the last year.

## Findings

The District does not meet the federal merit system principle related to education and training. Best practice requires a method to document all training and establish a schedule for required attendance for anti-discrimination and sexual harassment prevention training approximately every two (2) or three (3) years.

It is recommended that the District identify standardized mandatory trainings for employees serving as a supervisor and/or manager. Requiring attendance at this type of training provides the supervisor with basic supervision knowledge and training on strategies to mentor employees, improve performance and productivity, conduct performance appraisals, and identify and assist employees in addressing unacceptable performance.

## Merit Principle 8 – Favoritism and Political Influence

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***Employees should be protected against arbitrary action, personal favoritism or coercion for partisan political purposes and prohibited from using their official authority or influence for the purpose of interfering with or affecting the result of an election or a nomination for election. (5 USC § 2301)***

### Background

The intent of the eighth federal merit system principle is protect civil servants from the impulses of the patronage or spoils system, under which political appointees would coerce the political support of rank-and-file employees in exchange for continued employment and to prevent civil servants from using their authority or office to influence nominations and elections.<sup>43</sup>

### Favoritism and Political Influence

The District does not have a formal policy on favoritism or political influence. However, the District does have a policy that prohibits personal gain. This policy states: “You must not demand from any person(s) pay or other reward for services rendered as a District member. In addition, you must not accept any gifts or gratuities having a value in excess of \$25.00, unless the gift or gratuity is reported to the Fire Chief. You are prohibited from using your employment with/service to the District for personal gain.”<sup>44</sup>

The District does impose limitations on hiring or promoting of close relatives. The District’s Member Handbook defines close relative “as individuals with natural or step-family relationships equal to or closer than first cousin, including all descendants of the individual’s grandparents, an individual’s spouse and anyone descended from that spouse’s grandparents”<sup>45</sup>.

### Findings

The District does not meet the federal merit system principle pertaining to favoritism and political influence. The District should define acceptable and restricted political activities for District employees and volunteers. This policy should prohibit members from using their official capacity to interfere or influence the result of any nomination or election for office, as well as coerce, command, or advise a member to pay, lend, or loan anything of value to any party, person, or entity for a political purpose.

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<sup>43</sup> <https://www.mspb.gov/msp/msp8.htm>

<sup>44</sup> EFPD Member Handbook, Section 4.K.

<sup>45</sup> EFPD Member Handbook, Section 2.K.4.

## Merit System Principle 9 – Whistleblower Protection

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***Employees should be protected against reprisal for the lawful disclosure of information which the employees reasonably believe evidences a violation of any law, rule or regulation, or mismanagement, a gross waste of funds, an abuse of authority or a substantial and specific danger to public health and safety. (5 USC § 2301)***

### Background

The intent of the ninth federal merit system principle is to “protect whistleblowers against reprisal when they disclose wrongful conduct to create a more effective civil service”<sup>46</sup>. Whistleblowers help to create an effective civil service because they often are in the best position to witness agency wrongdoing. Without their disclosures, wrongdoing might go unchecked.

### Whistleblower Protection

Colorado’s state codes provide protection for people who report information regarding the illegal or inappropriate conduct of employers. Employees are protected from any disciplinary action by their employer for providing or disclosing information regarding illegal policies or actions that are not in the public interest.<sup>47</sup>

The District does have a Whistleblower Protection Policy included in the District’s Member Handbook. “Retaliation against a member for making or participating in the investigation of a complaint of illegal, fraudulent or dishonest conduct is prohibited.”<sup>48</sup>

### Findings

The District does meet the federal merit system principle related to Whistleblower protection.

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<sup>46</sup> <https://www.mspb.gov/msp/msp9.htm>

<sup>47</sup> Colorado code § 24-50.5- 101 to 107: Public Employees

<sup>48</sup> EFPD Member Handbook, Section 2.N.



ELIZABETH FIRE PROTECTION DISTRICT  
155 W. KIOWA AVE.  
ELIZABETH, CO 80107

## POSITION DESCRIPTION

**POSITION:** EXECUTIVE ADMINISTRATIVE ASSISTANT  
**STATUS:** FULL-TIME; FLSA NON-EXEMPT  
**EMPLOYMENT STATUS:** AT-WILL  
**WORK HOURS:** 40 HOURS PER WEEK  
**EFFECTIVE DATE:** JANUARY 14, 2020

This position description is established by the Board of Directors ("Board") of the Elizabeth Fire Protection District ("District") to outline the basic requirements, duties and responsibilities of the position of Administrative Assistant. This position is "at-will," which means the District may terminate the employment relationship at any time and for no reason, subject only to the requirements of Federal and State law. Similarly, the employee may terminate the employment relationship without notice at any time for no reason.

### **Summary:**

The Executive Administrative Assistant is responsible for a wide range of administrative duties necessary for the District operations, including, day-to-day administration of the front office. In addition, the Executive Administrative Assistant serves as the secretary to the District Board, the Pension Board, and the Chief.

### **Supervisor:**

The Administrative Assistant is primarily supervised by, and reports directly to, the Division Chief of Administration. The Executive Administrative Assistant is alternately supervised by and reports to the Operations Division Chief and the Fire Chief.

### **Supervisory Responsibility:**

None.

### **Primary Duties and Responsibilities:**

The primary powers, duties, and general responsibilities of the Executive Administrative Assistant include, but are not limited to, the following:

1. Greets internal and external customers in person or on the phone with professionalism and compassion. Practices excellent customer service skills while performing their duties.
2. Refer questions to appropriate staff members.

3. Work independently and exercises self-motivation to complete assigned tasks.
4. Prepares and distributes district board packets monthly within required deadlines. Serve as Recording Secretary to the Board of Directors and Board of Pension Trustees. Attend board meetings and record all official proceedings; prepare minutes and document all proceedings of the Boards.
5. Supervise and assist in the preparation, organization, copying and distribution of materials for the Pension Trustees and the District Board members for all regular and special meetings, and study sessions. Prepare, or assist the Fire Chief in preparing, meeting agenda, Chief's Report, action summaries, resolutions, and other documents and materials necessary and appropriate for efficient and effective Board meetings.
6. Serve as the Designated Election Official for all District elections, which includes preparing and filing all election related documents, and meeting all statutory deadlines for conducting each election. Attend Special Districts Election Workshops to maintain current information regarding elections. Attend Special Districts Election Judges workshop. Maintain an active list of eligible judges for elections, and provide appropriate training before each election. Ensure that all election supplies and equipment are available at polling places.
7. Prepare, and timely post and/or publish, all legal and public notices, including legal and public notices required by the Division of Local Government, the Special District Act, and other State statutes.
8. Provide Notary Public services to the public and District members, as necessary.
9. Respond to all Open Records Requests in compliance with Colorado law.
10. Attend educational/training classes or seminars on job-related topics as may requested by the Fire Chief from time to time.
11. Compose correspondence for Command Staff, and/or proofread and assist Command Staff in finalizing correspondence they have prepared.
12. Perform monthly audits of the districts cash receipts and EMS billing program.
13. Successfully complete special projects, as required, involving a high degree of administrative skills.
14. Communicate clearly and concisely, both orally and in writing.
15. Efficiently operate and use modern office equipment, including computer equipment.
16. Act as the District Quartermaster and maintain an adequate inventory of office and station supplies within budget.
17. Responsible for uniform/t-shirt ordering including patches and flags under the direction of the Division Chief.

18. Maintain certain aspects of the District's record management system, including but not limited to inventory.
19. Assist the Human Resource Manager with personnel files and employee management.
20. Establish and maintain cooperative working relationships with the Fire Chief, Chief Staff, District members, and the general public in the course of work.
21. Receive, process and maintain construction plan submittals and fire safety permits using the districts records management software.
22. Consistently promote a professional image of the District at all times.
23. Maintain an organized and clean work area and assist with general cleaning and maintenance of administrative offices.
24. Perform data entry and filing as directed.
25. Positively and effectively communicate with other District members, the Board, and the public in the performance of the duties and responsibilities of the position.
26. Maintain confidential data and information.
27. Perform other duties and/or tasks assigned by the Fire Chief from time to time.

**Minimum Certification and Requirements:**

1. Must possess High School diploma or GED.
2. Five years of increasingly responsible administrative secretarial experience.
3. Possess and maintain valid State of Colorado Driver's License.
4. Proficient in the daily use of Microsoft Word, Excel, Publisher, Power Point and Outlook.
5. Basic knowledge of government accounting practices.
6. Knowledge of Fire District functions, practices and procedure Proficient use of English language, including spelling, grammar, and punctuation, at a level necessary to perform the essential functions of the position.
7. Knowledge of State laws relating to the District, including the Special District Act, and regulations promulgated by the Division of Local Government.
8. Knowledge of Fire District functions, practices and procedures.

**Working Environment/Physical Requirements:**

1. This position involves sedentary, administrative work in an office environment.
2. Moderate physical activity is required; for example, the ability to lift items in excess of 50 pounds occasionally and up to 20 pounds frequently.
3. This position requires standing, walking, sitting, stooping/bending, lifting, and repetitive motion.
4. Requires presence in the office during normal business hours.

5. This position demands frequent use of sensory activities such as talking, seeing, hearing, smelling, feeling (identifying objects by touch), depth perception, and color vision.
6. This position requires the ability to read, write, speak and understand the English language at a level adequate to perform the job.



ELIZABETH FIRE PROTECTION DISTRICT  
155 W. KIOWA AVE.  
ELIZABETH, CO 80107

## POSITION DESCRIPTION

**POSITION:** DIRECTOR OF FINANCE AND HUMAN RESOURCES

**STATUS:** FULL-TIME; FLSA EXEMPT

**EMPLOYMENT STATUS:** AT-WILL

**WORK HOURS:** AS NECESSARY TO SATISFACTORILY PERFORM DUTIES AND RESPONSIBILITIES OF POSITION

**REVISED DATE:** Jan. 14, 2020

This position description is established by the Board of Directors (“Board”) of the Elizabeth Fire Protection District (“District”) to outline the basic requirements, duties and responsibilities of the position of Director of Finance and Human Resources. This position is “at-will,” which means the District may terminate the employment relationship at any time and for no reason, subject only to the requirements of Federal and State law. Similarly, the employee may terminate the employment relationship without notice at any time for no reason.

### **Summary:**

The Director of Finance and Human Resources is responsible for a wide range of administrative duties necessary for the District operations, including but not limited to staffing and payroll; budget and financial duties; assisting with grant applications; human resources; and, specifications and purchasing. The Director of Finance and Human Resources provides responsible, confidential, analytical and technical support to the Fire Chief, Division Chiefs, Board, auditors and legal counsel regarding the District's affairs. The Director of Finance and Human Resources manages and coordinates employee benefits and other human resource services for employees and supervisors.

### **Primary Duties and Responsibilities:**

The primary powers, duties, and general responsibilities of the Director of Finance and Human Resources include, but are not limited to, the following:

1. Exercise discretion and independent judgment with respect to matters of significance, including but not limited to, assisting the Chief Staff in developing and recommending annual budgets to the Board and monitoring budget-related issues throughout the year; oversee, track and provide reports and recommendations to the Fire Chief and/or the Board regarding all aspects of the District's finances; governmental and public relations;

legal and regulatory compliance; quality control; purchasing; personnel management; District member benefits; and administration of vendor contracts.

2. Exercise strong analytical and problem solving skills, including ability to collect, integrate, analyze, and use data and information, and compare and evaluate possible actions or courses of conduct based upon such analysis.
3. Comprehensive knowledge of the District's rules, policies and procedures, including but not limited to the rules, policies and procedures contained in the District's Member Handbook and Standard Operating Procedures, and consistently and appropriately enforce the District's rules, policies and procedures.
4. Prepare and maintain payroll of the District including all quarterly payroll reports, taxes and end of year requirements.
5. Maintains legal and regulatory compliance in Human Resources and payroll related matters.
6. Coordinates time sheets, time deviation forms and other methods of time tracking to process payroll, stipend and overtime payment within the timelines established in the District's policies and procedures.
7. Tracks employee vacation and sick leave records and provides regular updates to employees.
8. Manages the Districts Benefits Programs including but not limited to Health, Life, Dental, Vision, AD&D insurance; Career Pension Programs; Workers Comp and EAP. Coordinates the renewal process for existing employees benefit programs and established new employees benefits when they become eligible.
9. Maintains availability of all enrollment and change forms for member benefits; research, analyze data, and provide information to District members, the Chief Staff and the Board regarding member benefits
10. Develops and maintains a new employee packet that provides critical payroll and benefit information to each employee.
11. Coordinates annual performance reviews and provides support to supervisors during the process.
12. Maintains the district personnel files and ensures that records are filed and secured on a regular basis.
13. Prepare and report to the Board of Directors on a monthly basis regarding all District investments, cash flow, financial statements, and prepare and distribute accounts payable. Assist with fund transfers to ensure that fund balances remain within the approved budget.
14. Maintain general ledger and subsidiary ledger.

15. Successfully complete special projects, as required, involving a high degree of administrative skills and the ability to make decisions based upon a working knowledge of fire district policies and procedures.
16. Work with the Fire Chief and District legal counsel on confidential personnel documents, District contracts, miscellaneous agreements, litigation and negotiation items, and other Fire District records.
17. Serve as the District's primary representative in the preparation and achievement of the annual audit of the District's financial records.
18. Prepare fixed assets reports according to the requirements of Governmental Accounting Practices. Perform ongoing data entry for fixed asset inventory, adding and deleting information as necessary.
19. Handle materials and information of a highly sensitive and confidential nature requiring the exercise of independent judgment, personal initiative, and confidentiality.
20. Establish and maintain administrative files, including historical legal documents, contracts, agreements, personnel files, confidential files, and workers' compensation files.
21. Assist the Fire Chief and Chief Staff in preparing a proposed budget to be considered by the Board of Directors each year, in accordance with State law, and make such changes, and conduct such research in connection with a proposed Budget, as may be required by the Fire Chief and/or the Board. File certified copies of each budget adopted by the Board with all appropriate governmental agencies.
22. Provide Notary Public services to the public and District members, as necessary.
23. Maintain and monitor the District's petty cash.
24. Screen calls and greet visitors.
25. Plan, organize, oversee, and evaluate a variety of District programs.
26. Independently prepare correspondence and memoranda.
27. Work independently in the absence of supervision.
28. Operate and use modern office equipment, including computer equipment.
29. Set up and organize complex filing system.
30. Draft or prepare documents unique to Administrative Division.
31. Communicate clearly and concisely, both orally and in writing.
32. Research, prepare and analyze data as necessary to perform duties, and on specific issues and topics as assigned.

33. Maintain confidential data and information.
34. Supervise, train and coordinate work of assigned staff, if any, including scheduling, work assignments, performance evaluations, imposing corrective actions, and recommending disciplinary actions.
35. Establish and maintain cooperative working relationships with Board members, the Fire Chief, senior staff, District members, and the general public in the course of work.
36. Consistently promote a professional image of the District at all times.
37. Attend and interact positively and effectively in District meetings, and meetings with other agencies and the public.
38. Shall positively and effectively communicate with other District members, the Board, and the public in the performance of duties and responsibilities of the position.
39. Attend educational/training classes or seminars on job-related topics as may requested by the Fire Chief from time to time.
40. Perform other duties and/or tasks assigned by the Fire Chief or the Board from time to time.
41. Shall purchase and maintain a cellular telephone or other approved communication device for performing necessary duties at the employee's sole expense.

**Immediate Supervisor:**

The Director of Finance and Human Resources works under the supervision of the Division Chief of Administration.

**Minimum Certification and Requirements:**

1. Must possess High School diploma or GED.
2. Five years of increasingly responsible administrative secretarial experience, including one year of supervisory responsibility.
3. Possess and maintain valid State of Colorado Driver's License.
4. Ability to use Microsoft word and excel spreadsheets and appropriate accounting software determined by the district.
5. Knowledge of electronic billing.
6. Knowledge of State laws relating to the District, including the Special District Act, and regulations promulgated by the Division of Local Government.
7. Basic knowledge of government accounting practices.
8. Knowledge of Fire District functions, practices and procedures.
9. Proficient use of English language, including spelling, grammar, and punctuation, at a level necessary to perform the essential functions of the position.

10. Basic Knowledge of the Fair Labor Standards Act as it relates to hours worked by line-personnel.
11. Basic Knowledge of Health Insurance Portability and Accountability Act as it relates to emergency medical services insurance billing.

**Working Environment/Physical Requirements:**

1. This position involves sedentary, administrative work in an office environment.
2. Moderate physical activity is required; for example, the ability to lift items in excess of 50 pounds occasionally and up to 20 pounds frequently.
3. This position requires standing, walking, sitting, stooping/bending, lifting, and repetitive motion.
4. Requires presence in the office during normal business hours.
5. This position demands frequent use of sensory activities such as talking, seeing, hearing, smelling, feeling (identifying objects by touch), depth perception, and color vision.
6. This position requires the ability to read, write, speak and understand the English language at a level adequate to perform the job.

**RESOLUTION  
BOARD OF DIRECTORS OF THE  
ELIZABETH FIRE PROTECTION DISTRICT  
RESOLUTION No. 20-01-04**

**A RESOLUTION PROVIDING FOR AN INCREASE TO THE EMPLOYEE'S CONTRIBUTION TO THE  
STATEWIDE MONEY PURCHASE PLAN**

**WHEREAS**, the Elizabeth Fire Protection District (the "District") provides employee contributions to the Statewide Money Purchase Plan (the "Plan") for the District's full time Firefighters through the Fire and Police Pension Association ("FPPA"), pursuant to CRS 31-31-502; and

**WHEREAS**, pursuant to CRS 31-31-502(4)(b)(I), the Board of Directors may increase the employee mandatory contribution rate by resolution, and

**WHEREAS**, an employee election among the full-time Firefighters was conducted January 6<sup>th</sup> thru 9<sup>th</sup>, 2020 proposing to increase the employee mandatory contribution rate for the full-time firefighters from the current 8% to 9%. The increased rate was approved by unanimous vote of the full time Firefighters who voted.

**NOW, THEREFORE, BE IT RESOLVED THAT:**

Based upon the unanimous vote by the District's full-time Firefighters, the District's Board of Directors hereby authorizes a 1% increase in the employee mandatory contribution to the Statewide Money Purchase Plan for full-time firefighters, effective January 31, 2020. Specifically, the District's total employee mandatory contribution will be increased from the current 8% to 9%.

Nothing in this Resolution is meant to modify or otherwise amend the plan documents, or rights under CRS 31-31—502, except as specifically described above.

Dated this 14<sup>th</sup> day of January, 2020

BY THE BOARD OF DIRECTORS

ELIZABETH FIRE PROTECTION DISTRICT

\_\_\_\_\_  
Rick Young, President

\_\_\_\_\_  
William M. Graff, Treasurer

\_\_\_\_\_  
Scott Christensen, Vice President

\_\_\_\_\_  
Don Means, Director

\_\_\_\_\_  
Wayne Austgen, Secretary

**Elizabeth Fire Protection District**  
**General Fund Balance Sheet**  
As of December 31, 2019

|   | Dec 31, 19          |
|---|---------------------|
| <b>ASSETS</b>                             |                     |
| <b>Current Assets</b>                     |                     |
| <b>Checking/Savings</b>                   |                     |
| 1.10200 · Community Bank of Colorado      | 28,608.41           |
| 1.10300 · Wells Fargo                     | -153.60             |
| 1.10400 · Colorado Trust General Account  | 705,088.84          |
| 1.10600 · CSafe Fund General Account      | 7,040.20            |
| 1.10700 · Colorado Trust Scholarship Fund | 542.42              |
| 1.10950 · Claim on Pooled Cash            | 668.43              |
| <b>Total Checking/Savings</b>             | 741,794.70          |
| <b>Accounts Receivable</b>                |                     |
| 1.11600 · Accounts Receivable             | 7,445.00            |
| <b>Total Accounts Receivable</b>          | 7,445.00            |
| <b>Other Current Assets</b>               |                     |
| 1.12500 · Petty Cash Fund                 | 100.00              |
| 1.18400 · Prepaid Expenses                | 40,024.75           |
| <b>Total Other Current Assets</b>         | 40,124.75           |
| <b>Total Current Assets</b>               | 789,364.45          |
| <b>Fixed Assets</b>                       |                     |
| 1.15100 · Fixed Asset Land                | 1,614,052.51        |
| 1.15200 · Fixed Asset Equipment           | 176,482.08          |
| 1.15300 · Fixed Asset Vehicle             | 1,619,889.97        |
| <b>Total Fixed Assets</b>                 | 3,410,424.56        |
| <b>Other Assets</b>                       |                     |
| 1.13000 · Property Tax Receivable         | 2,034,398.00        |
| 1.13500 · Cash with Treasurer             | 38,180.51           |
| 1.13600 · Transport Fees Receivable       | 315,084.89          |
| 1.13700 · Allowance for Doubtful Debt     | -207,875.63         |
| <b>Total Other Assets</b>                 | 2,179,787.77        |
| <b>TOTAL ASSETS</b>                       | <b>6,379,576.78</b> |
| <b>LIABILITIES &amp; EQUITY</b>           |                     |
| <b>Liabilities</b>                        |                     |
| <b>Current Liabilities</b>                |                     |
| <b>Accounts Payable</b>                   |                     |
| 1.20000 · *Accounts Payable               | 5,697.21            |
| <b>Total Accounts Payable</b>             | 5,697.21            |
| <b>Other Current Liabilities</b>          |                     |
| 1.21000 · Deferred Property Tax Revenue   | 2,034,398.00        |
| 1.21100 · Federal Payroll Tax             | -3.12               |
| 1.21200 · State Payroll Tax               | 720.00              |
| 1.21400 · Colorado Unemployment           | -190.58             |
| 1.23000 · Deferred Grant Revenue          | 4,155.08            |
| <b>Total Other Current Liabilities</b>    | 2,039,079.38        |
| <b>Total Current Liabilities</b>          | 2,044,776.59        |
| <b>Total Liabilities</b>                  | 2,044,776.59        |
| <b>Equity</b>                             |                     |
| 1.30300 · Investment in Fixed Asset       | 3,410,424.56        |
| 1.31100 · Unapplied Fund Balance          | 826,292.18          |
| 32000 · Unrestricted Net Assets           | -10.00              |
| Net Income                                | 98,093.45           |
| <b>Total Equity</b>                       | 4,334,800.19        |

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Accrual Basis

**Elizabeth Fire Protection District**  
**General Fund Balance Sheet**  
As of December 31, 2019

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TOTAL LIABILITIES & EQUITY

Dec 31, 19

6,379,576.78

**Elizabeth Fire Protection District**  
**Income Statement General Fund**  
 January through December 2019

|   | Jan - Dec 19     |
|---|------------------|
| <b>Income</b>                             |                  |
| 1.40100 · General Fund Property Tax Reven | 2,029,674.67     |
| 1.40200 · S.O.T. Revenue                  | 469,390.92       |
| 1.40300 · Transport Revenue               | 310,101.99       |
| 1.40400 · Permit Fees                     | 26,806.00        |
| 1.40500 · Developer Contributions         | 17,250.00        |
| 1.40600 · CPR Income                      | 1,705.34         |
| 1.40700 · CFFHC Benefit Trust             | 2,450.00         |
| 1.40800 · Grant Income                    | 8,000.00         |
| 1.41100 · Interest Revenue                | 23,529.27        |
| 1.41200 · Other Miscellaneous Income      | 9,376.93         |
| 1.41300 · Lease Proceeds                  | 14,323.31        |
|   | 2,912,608.43     |
| <b>Total Income</b>                       | 2,912,608.43     |
| <b>Gross Profit</b>                       | 2,912,608.43     |
| <b>Expense</b>                            |                  |
| 1.50000 · Administration                  | 2,386,203.83     |
| 1.51000 · Professional Services           | 114,534.21       |
| 1.52000 · Apparatus                       | 44,296.30        |
| 1.53000 · Facilities                      | 80,989.68        |
| 1.54000 · Equipment Maintenance and Testi | 10,025.25        |
| 1.55000 · Fire Prevention/Investigations  | 12,220.54        |
| 1.56000 · Communications                  | 23,130.38        |
| 1.57000 · Technology                      | 25,229.21        |
| 1.58000 · Operations                      | 98,511.75        |
| 1.80100 · Debt Services                   | 19,373.83        |
| 1.80300 · Grant Expense                   | 0.00             |
|   | 2,814,514.98     |
| <b>Total Expense</b>                      | 2,814,514.98     |
| <b>Net Income</b>                         | <b>98,093.45</b> |

**Elizabeth Fire Protection District**  
**General Fund Comparison Budget**  
 January through December 2019

|   | <u>Jan - Dec 19</u>     | <u>Budget</u>              | <u>\$ Over Bud...</u>    | <u>% of Budget</u>    |
|---|-------------------------|----------------------------|--------------------------|-----------------------|
| <b>Income</b>                             |                         |                            |                          |                       |
| 1.40100 · General Fund Property Tax Reven | 2,029,674.67            | 2,034,744.16               | (5,069.49)               | 99.8%                 |
| 1.40200 · S.O.T. Revenue                  | 469,390.92              | 380,000.00                 | 89,390.92                | 123.5%                |
| 1.40300 · Transport Revenue               | 310,101.99              | 295,000.00                 | 15,101.99                | 105.1%                |
| 1.40400 · Permit Fees                     | 26,806.00               | 20,000.00                  | 6,806.00                 | 134.0%                |
| 1.40500 · Developer Contributions         | 17,250.00               | 30,000.00                  | (12,750.00)              | 57.5%                 |
| 1.40600 · CPR Income                      | 1,705.34                | 1,920.00                   | (214.66)                 | 88.8%                 |
| 1.40700 · CFFHC Benefit Trust             | 2,450.00                | 2,625.00                   | (175.00)                 | 93.3%                 |
| 1.40800 · Grant Income                    | 8,000.00                | 49,874.00                  | (41,874.00)              | 16.0%                 |
| 1.40900 · Deployment Income               | 0.00                    | 57,000.00                  | (57,000.00)              | 0.0%                  |
| 1.41000 · Sale of Capital Assets          | 0.00                    | 0.00                       | 0.00                     | 0.0%                  |
| 1.41100 · Interest Revenue                | 23,529.27               | 15,000.00                  | 8,529.27                 | 156.9%                |
| 1.41200 · Other Miscellaneous Income      | 9,376.93                | 8,000.00                   | 1,376.93                 | 117.2%                |
| 1.41300 · Lease Proceeds                  | 14,323.31               |                            |                          |                       |
| 1.49000 · Transfer In From Other Funds    | 0.00                    | 49,874.00                  | (49,874.00)              | 0.0%                  |
| <b>Total Income</b>                       | <u>2,912,608.43</u>     | <u>2,944,037.16</u>        | <u>(31,428.73)</u>       | <u>98.9%</u>          |
| <b>Gross Profit</b>                       | 2,912,608.43            | 2,944,037.16               | (31,428.73)              | 98.9%                 |
| <b>Expense</b>                            |                         |                            |                          |                       |
| 1.50000 · Administration                  | 2,386,203.83            | 2,456,786.32               | (70,582.49)              | 97.1%                 |
| 1.51000 · Professional Services           | 114,534.21              | 114,530.00                 | 4.21                     | 100.0%                |
| 1.52000 · Apparatus                       | 44,296.30               | 65,000.00                  | (20,703.70)              | 68.1%                 |
| 1.53000 · Facilities                      | 80,989.68               | 84,400.00                  | (3,410.32)               | 96.0%                 |
| 1.54000 · Equipment Maintenance and Testi | 10,025.25               | 29,200.00                  | (19,174.75)              | 34.3%                 |
| 1.55000 · Fire Prevention/Investigations  | 12,220.54               | 20,300.00                  | (8,079.46)               | 60.2%                 |
| 1.56000 · Communications                  | 23,130.38               | 19,700.00                  | 3,430.38                 | 117.4%                |
| 1.57000 · Technology                      | 25,229.21               | 28,860.00                  | (3,630.79)               | 87.4%                 |
| 1.58000 · Operations                      | 98,511.75               | 115,420.00                 | (16,908.25)              | 85.4%                 |
| 1.80100 · Debt Services                   | 19,373.83               | 19,781.23                  | (407.40)                 | 97.9%                 |
| 1.80300 · Grant Expense                   | 0.00                    | 99,748.00                  | (99,748.00)              | 0.0%                  |
| 1.80900 · Contingency                     | 0.00                    | 10,000.00                  | (10,000.00)              | 0.0%                  |
| <b>Total Expense</b>                      | <u>2,814,514.98</u>     | <u>3,063,725.55</u>        | <u>(249,210.57)</u>      | <u>91.9%</u>          |
| <b>Net Income</b>                         | <u><b>98,093.45</b></u> | <u><b>(119,688.39)</b></u> | <u><b>217,781.84</b></u> | <u><b>(82.0)%</b></u> |

**Elizabeth Fire Protection District**  
**Capital Mill Comparison Budget**  
 January through December 2019

|   | <u>Jan - Dec 19</u>      | <u>Budget</u>           | <u>\$ Over Budget</u>   | <u>% of Budget</u>   |
|---|--------------------------|-------------------------|-------------------------|----------------------|
| <b>Income</b>                             |                          |                         |                         |                      |
| 2.40100 · Capital Improvement Tax Revenue | 339,938.73               | 341,057.26              | (1,118.53)              | 99.7%                |
| 2.41100 · Interest Revenue-CMF            | 4,545.52                 |                         |                         |                      |
| <b>Total Income</b>                       | <u>344,484.25</u>        | <u>341,057.26</u>       | <u>3,426.99</u>         | <u>101.0%</u>        |
| <b>Gross Profit</b>                       | 344,484.25               | 341,057.26              | 3,426.99                | 101.0%               |
| <b>Expense</b>                            |                          |                         |                         |                      |
| 2.49000 · Grant Equipment                 | 0.00                     | 49,874.00               | (49,874.00)             | 0.0%                 |
| 2.55000 · County Treasurer Fee-CMF        | 9,931.01                 |                         |                         |                      |
| 2.80010 · PPE Capital Expense             | 0.00                     | 12,000.00               | (12,000.00)             | 0.0%                 |
| 2.80011 · Uniform Standardization Capital | 12,145.35                | 12,000.00               | 145.35                  | 101.2%               |
| 2.80012 · Apparatus Capital Expense       | 3,000.00                 |                         |                         |                      |
| 2.80013 · Equipment Capital Expense       | 5,683.50                 | 28,000.00               | (22,316.50)             | 20.3%                |
| 2.80014 · Station 271 Capital Expense     | 41,803.34                |                         |                         |                      |
| 2.80016 · Station 273 Capital Expense     | 4,726.82                 | 45,000.00               | (40,273.18)             | 10.5%                |
| 2.80017 · General Facilities Capital Exp  | 0.00                     | 4,000.00                | (4,000.00)              | 0.0%                 |
| 2.80201 · PNC Lease Principal             | 120,444.41               | 120,444.41              | 0.00                    | 100.0%               |
| 2.80220 · PNC Lease Interest              | 30,963.67                | 30,963.67               | 0.00                    | 100.0%               |
| <b>Total Expense</b>                      | <u>228,698.10</u>        | <u>302,282.08</u>       | <u>(73,583.98)</u>      | <u>75.7%</u>         |
| <b>Net Income</b>                         | <u><b>115,786.15</b></u> | <u><b>38,775.18</b></u> | <u><b>77,010.97</b></u> | <u><b>298.6%</b></u> |

**Elizabeth Fire Protection District**  
**Impact Fee Funds Comparison Budget**  
 January through December 2019

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|                                      | <u>Jan - Dec 19</u>     | <u>Budget</u>           | <u>\$ Over Budget</u>     | <u>% of Budget</u>  |
|--------------------------------------|-------------------------|-------------------------|---------------------------|---------------------|
| <b>Income</b>                        |                         |                         |                           |                     |
| 3.40100 · Zone 1 Income              | 12,996.54               | 50,000.00               | (37,003.46)               | 26.0%               |
| 3.41100 · Interest                   | 106.05                  |                         |                           |                     |
| 4.40200 · Zone 2 Income              | 1,226.00                |                         |                           |                     |
| 4.41100 · Interest Impact fee Zone 2 | 5.52                    |                         |                           |                     |
| 5.40300 · Zone 3 Income              | 12,286.05               |                         |                           |                     |
| 5.41100 · Interest Impact Fee Zone 3 | 96.59                   |                         |                           |                     |
| <b>Total Income</b>                  | <u>26,716.75</u>        | <u>50,000.00</u>        | <u>(23,283.25)</u>        | <u>53.4%</u>        |
| <b>Gross Profit</b>                  | 26,716.75               | 50,000.00               | (23,283.25)               | 53.4%               |
| <b>Expense</b>                       |                         |                         |                           |                     |
| 3.60100 · Zone 1 Admin Building      | 5,000.00                |                         |                           |                     |
| <b>Total Expense</b>                 | <u>5,000.00</u>         |                         |                           |                     |
| <b>Net Income</b>                    | <u><u>21,716.75</u></u> | <u><u>50,000.00</u></u> | <u><u>(28,283.25)</u></u> | <u><u>43.4%</u></u> |

**Elizabeth Fire Protection District  
Infrastructure Fee Fund Comparison Budget  
January through December 2019**

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|                                     | <u>Jan - Dec 19</u>    | <u>Budget</u>          | <u>\$ Over Budget</u>  | <u>% of Budget</u>   |
|-------------------------------------|------------------------|------------------------|------------------------|----------------------|
| <b>Income</b>                       |                        |                        |                        |                      |
| 6.40100 · Infrastructure Fee Income | 7,280.00               | 5,000.00               | 2,280.00               | 145.6%               |
| 6.41100 · Interest Revenue IF       | 284.68                 |                        |                        |                      |
| <b>Total Income</b>                 | <u>7,564.68</u>        | <u>5,000.00</u>        | <u>2,564.68</u>        | <u>151.3%</u>        |
| <b>Gross Profit</b>                 | 7,564.68               | 5,000.00               | 2,564.68               | 151.3%               |
| <b>Expense</b>                      | 0.00                   |                        |                        |                      |
| <b>Net Income</b>                   | <u><b>7,564.68</b></u> | <u><b>5,000.00</b></u> | <u><b>2,564.68</b></u> | <u><b>151.3%</b></u> |

**Elizabeth Fire Protection District**

**Bank Balances**

As of December 31, 2019

|   | Dec 31, 19               |                        |
|---|--------------------------|------------------------|
|   | Debit                    | Credit                 |
| 1.10200 · Community Bank of Colorado      | 28,608.41                |                        |
| 1.10300 · Wells Fargo                     |                          | 153.60                 |
| 1.10400 · Colorado Trust General Account  | 705,088.84               |                        |
| 1.10600 · CSafe Fund General Account      | 7,040.20                 |                        |
| 1.10700 · Colorado Trust Scholarship Fund | 542.42                   |                        |
| 1.10950 · Claim on Pooled Cash            | 668.43                   |                        |
| 2.10400 · Colo Trust Cap Mill             | 185,321.85               |                        |
| 2.10950 · Claim on Pooled Cash-CMF        |                          | 1,894.43               |
| 2.13500 · Cash with County Treasurer-CMF  | 0.00                     |                        |
| 3.10100 · Colorado Trust Impact Fee Zn1   | 8,102.59                 |                        |
| 4.10101 · Colorado Trust Impact Fee Zn 2  | 1,231.52                 |                        |
| 5.10102 · Colorado Trust Impact Fee Zn 3  | 11,156.64                |                        |
| 6.10200 · Colorado Trust Infrastructure   | 16,014.18                |                        |
| <b>TOTAL</b>                              | <b><u>963,775.08</u></b> | <b><u>2,048.03</u></b> |

**Elizabeth Fire Protection District**  
**Check Register**  
**December 2019**

| Num      | Date       | Name              | Account                              | Paid Amount | Original Am...    |
|----------|------------|-------------------|--------------------------------------|-------------|-------------------|
|          | 12/12/2019 | QuickBooks P...   | 1.10200 · Community Bank of Colorado |             | <b>-50,370.53</b> |
|          |            | QuickBooks P...   | 2110 · Direct Deposit Liabilities    | -50,370.53  | 50,370.53         |
| TOTAL    |            |                   |                                      | -50,370.53  | 50,370.53         |
|          | 12/30/2019 | QuickBooks P...   | 1.10200 · Community Bank of Colorado |             | <b>-50,605.67</b> |
|          |            | QuickBooks P...   | 2110 · Direct Deposit Liabilities    | -50,605.67  | 50,605.67         |
| TOTAL    |            |                   |                                      | -50,605.67  | 50,605.67         |
| cc 11-19 | 12/09/2019 | Community B...    | 1.10200 · Community Bank of Colorado |             | <b>-127.06</b>    |
|          |            |                   | 1.50102 · Bank Fees                  | -127.06     | 127.06            |
| TOTAL    |            |                   |                                      | -127.06     | 127.06            |
| ACH1202  | 12/02/2019 | United States ... | 1.10200 · Community Bank of Colorado |             | <b>-9,605.16</b>  |
|          |            |                   | 1.21100 · Federal Payroll Tax        | -6,175.00   | 6,175.00          |
|          |            |                   | 1.21100 · Federal Payroll Tax        | -704.43     | 704.43            |
|          |            |                   | 1.21100 · Federal Payroll Tax        | -704.43     | 704.43            |
|          |            |                   | 1.21100 · Federal Payroll Tax        | -1,010.65   | 1,010.65          |
|          |            |                   | 1.21100 · Federal Payroll Tax        | -1,010.65   | 1,010.65          |
| TOTAL    |            |                   |                                      | -9,605.16   | 9,605.16          |
| ACH1203  | 12/02/2019 | FPPA              | 1.10200 · Community Bank of Colorado |             | <b>-9,734.61</b>  |
|          |            |                   | 1.50411 · Pension Paid Personnel     | -896.33     | 896.33            |
|          |            |                   | 1.21800 · FPPA Pension Cont          | -3,923.60   | 3,923.60          |
|          |            |                   | 1.21800 · FPPA Pension Cont          | -3,923.60   | 3,923.60          |
|          |            |                   | 1.21800 · FPPA Pension Cont          | -269.98     | 269.98            |
|          |            |                   | 1.21900 · FPPA 457                   | -721.10     | 721.10            |
| TOTAL    |            |                   |                                      | -9,734.61   | 9,734.61          |
| ACH1204  | 12/02/2019 | ICMA              | 1.10200 · Community Bank of Colorado |             | <b>-2,292.34</b>  |
|          |            |                   | 1.21500 · ICMA 457                   | -659.67     | 659.67            |
|          |            |                   | 1.21700 · ICMA EE Loan Payment       | -639.15     | 639.15            |
|          |            |                   | 1.21600 · ICMA Pension               | -496.76     | 496.76            |
|          |            |                   | 1.21600 · ICMA Pension               | -496.76     | 496.76            |
| TOTAL    |            |                   |                                      | -2,292.34   | 2,292.34          |
| ACH1205  | 12/02/2019 | Colorado Dep...   | 1.10200 · Community Bank of Colorado |             | <b>-7,686.00</b>  |
|          |            |                   | 1.50102 · Bank Fees                  | -1.00       | 1.00              |
|          |            |                   | 1.21200 · State Payroll Tax          | -7,685.00   | 7,685.00          |
| TOTAL    |            |                   |                                      | -7,686.00   | 7,686.00          |
| ACH1211  | 12/11/2019 |                   | 1.10300 · Wells Fargo                |             | <b>-67.82</b>     |
|          |            |                   | 1.50102 · Bank Fees                  | -67.82      | 67.82             |
| TOTAL    |            |                   |                                      | -67.82      | 67.82             |
| ACH1215  | 12/13/2019 | United States ... | 1.10200 · Community Bank of Colorado |             | <b>-70.40</b>     |

**Elizabeth Fire Protection District**  
**Check Register**  
**December 2019**

| Num            | Date              | Name                     | Account                                     | Paid Amount | Original Am...   |
|----------------|-------------------|--------------------------|---|-------------|------------------|
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -28.52      | 28.52            |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -28.52      | 28.52            |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -6.68       | 6.68             |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -6.68       | 6.68             |
| TOTAL          |                   |                          |   | -70.40      | 70.40            |
| <b>ACH1216</b> | <b>12/13/2019</b> | <b>United States ...</b> | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-8,675.76</b> |
|                |                   |                          | 1.50214 · Payroll Tax                       | 329.84      | -329.84          |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -6,050.00   | 6,050.00         |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -474.60     | 474.60           |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -474.60     | 474.60           |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -1,003.20   | 1,003.20         |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -1,003.20   | 1,003.20         |
| TOTAL          |                   |                          |   | -8,675.76   | 8,675.76         |
| <b>ACH1217</b> | <b>12/13/2019</b> | <b>FPPA</b>              | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-9,736.73</b> |
|                |                   |                          | 1.50411 · Pension Paid Personnel            | -913.96     | 913.96           |
|                |                   |                          | 1.21800 · FPPA Pension Cont                 | -3,924.49   | 3,924.49         |
|                |                   |                          | 1.21800 · FPPA Pension Cont                 | -3,924.49   | 3,924.49         |
|                |                   |                          | 1.21800 · FPPA Pension Cont                 | -252.69     | 252.69           |
|                |                   |                          | 1.21900 · FPPA 457                          | -721.10     | 721.10           |
| TOTAL          |                   |                          |   | -9,736.73   | 9,736.73         |
| <b>ACH1218</b> | <b>12/13/2019</b> | <b>ICMA</b>              | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-1,978.42</b> |
|                |                   |                          | 1.21500 · ICMA 457                          | -609.67     | 609.67           |
|                |                   |                          | 1.21700 · ICMA EE Loan Payment              | -374.83     | 374.83           |
|                |                   |                          | 1.21600 · ICMA Pension                      | -496.96     | 496.96           |
|                |                   |                          | 1.21600 · ICMA Pension                      | -496.96     | 496.96           |
| TOTAL          |                   |                          |   | -1,978.42   | 1,978.42         |
| <b>ACH1219</b> | <b>12/17/2019</b> | <b>Community B...</b>    | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-25.00</b>    |
|                |                   |                          | 1.40300 · Transport Revenue                 | -25.00      | 25.00            |
| TOTAL          |                   |                          |   | -25.00      | 25.00            |
| <b>ACH1220</b> | <b>12/17/2019</b> | <b>Community B...</b>    | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-9.00</b>     |
|                |                   |                          | 1.50102 · Bank Fees                         | -9.00       | 9.00             |
| TOTAL          |                   |                          |   | -9.00       | 9.00             |
| <b>ACH1231</b> | <b>12/31/2019</b> | <b>United States ...</b> | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-9,512.62</b> |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -6,536.00   | 6,536.00         |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -463.51     | 463.51           |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -463.51     | 463.51           |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -1,024.80   | 1,024.80         |
|                |                   |                          | 1.21100 · Federal Payroll Tax               | -1,024.80   | 1,024.80         |
| TOTAL          |                   |                          |   | -9,512.62   | 9,512.62         |
| <b>ACH1232</b> | <b>12/31/2019</b> | <b>FPPA</b>              | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-4,029.87</b> |

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| <u>Num</u>        | <u>Date</u>       | <u>Name</u>            | <u>Account</u>                              | <u>Paid Amount</u> | <u>Original Am...</u> |
|-------------------|-------------------|------------------------|---|--------------------|-----------------------|
|                   |                   |                        | 1.21800 · FPPA Pension Cont                 | -4,029.87          | 4,029.87              |
| TOTAL             |                   |                        |   | -4,029.87          | 4,029.87              |
| <b>ACH1233</b>    | <b>12/31/2019</b> | <b>FPPA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-4,029.87</b>      |
|                   |                   |                        | 1.21800 · FPPA Pension Cont                 | -4,029.87          | 4,029.87              |
| TOTAL             |                   |                        |   | -4,029.87          | 4,029.87              |
| <b>ACH1234</b>    | <b>12/31/2019</b> | <b>FPPA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-1,203.54</b>      |
|                   |                   |                        | 1.50411 · Pension Paid Personnel            | -893.75            | 893.75                |
|                   |                   |                        | 1.21800 · FPPA Pension Cont                 | -309.79            | 309.79                |
| TOTAL             |                   |                        |   | -1,203.54          | 1,203.54              |
| <b>ACH1235</b>    | <b>12/31/2019</b> | <b>FPPA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-721.10</b>        |
|                   |                   |                        | 1.21900 · FPPA 457                          | -721.10            | 721.10                |
| TOTAL             |                   |                        |   | -721.10            | 721.10                |
| <b>ACH1236</b>    | <b>12/31/2019</b> | <b>ICMA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-609.67</b>        |
|                   |                   |                        | 1.21500 · ICMA 457                          | -609.67            | 609.67                |
| TOTAL             |                   |                        |   | -609.67            | 609.67                |
| <b>ACH1237</b>    | <b>12/31/2019</b> | <b>ICMA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-374.83</b>        |
|                   |                   |                        | 1.21700 · ICMA EE Loan Payment              | -374.83            | 374.83                |
| TOTAL             |                   |                        |   | -374.83            | 374.83                |
| <b>ACH1238</b>    | <b>12/31/2019</b> | <b>ICMA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-496.96</b>        |
|                   |                   |                        | 1.21600 · ICMA Pension                      | -496.96            | 496.96                |
| TOTAL             |                   |                        |   | -496.96            | 496.96                |
| <b>ACH1239</b>    | <b>12/31/2019</b> | <b>ICMA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-496.96</b>        |
|                   |                   |                        | 1.21600 · ICMA Pension                      | -496.96            | 496.96                |
| TOTAL             |                   |                        |   | -496.96            | 496.96                |
| <b>ACH1240</b>    | <b>12/31/2019</b> | <b>Colorado Dep...</b> | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-4,551.00</b>      |
|                   |                   |                        | 1.50102 · Bank Fees                         | -1.00              | 1.00                  |
|                   |                   |                        | 1.21200 · State Payroll Tax                 | -4,550.00          | 4,550.00              |
| TOTAL             |                   |                        |   | -4,551.00          | 4,551.00              |
| <b>ACHDEC2019</b> | <b>12/27/2019</b> | <b>Community B...</b>  | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-7,855.24</b>      |
|                   |                   |                        | 1.52101 · Apparatus Preventative Maint      | -10.00             | 10.00                 |
|                   |                   |                        | 1.50108 · Admin Travel                      | -397.98            | 397.98                |
|                   |                   |                        | 1.50108 · Admin Travel                      | -17.00             | 17.00                 |
|                   |                   |                        | 1.57110 · I.T. Equipment/Upgrades           | -149.00            | 149.00                |
|                   |                   |                        | 1.50101 · Office Supplies                   | -25.00             | 25.00                 |
|                   |                   |                        | 1.50104 · Meeting Expense                   | -33.44             | 33.44                 |

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| Num           | Date              | Name               | Account                                     | Paid Amount | Original Am...   |
|---------------|-------------------|--------------------|---|-------------|------------------|
|               |                   |                    | 1.57102 · I.T. Software Upgrades Sage/Sup   | -458.39     | 458.39           |
|               |                   |                    | 1.55102 · Fire Prevention Supplies          | -159.00     | 159.00           |
|               |                   |                    | 1.53306 · 273 Cable                         | -97.64      | 97.64            |
|               |                   |                    | 1.50104 · Meeting Expense                   | -61.48      | 61.48            |
|               |                   |                    | 1.50104 · Meeting Expense                   | -119.90     | 119.90           |
|               |                   |                    | 1.52101 · Apparatus Preventative Maint      | -10.00      | 10.00            |
|               |                   |                    | 1.56102 · Communication Supplies/Equipmen   | -46.85      | 46.85            |
|               |                   |                    | 1.50104 · Meeting Expense                   | -67.49      | 67.49            |
|               |                   |                    | 1.52101 · Apparatus Preventative Maint      | -279.05     | 279.05           |
|               |                   |                    | 1.53311 · 273 Equipment/ Upgrades           | -59.22      | 59.22            |
|               |                   |                    | 1.53311 · 273 Equipment/ Upgrades           | -1,095.05   | 1,095.05         |
|               |                   |                    | 1.52102 · Apparatus Repairs                 | -7.00       | 7.00             |
|               |                   |                    | 1.53310 · 273 Maintenance/ Repairs          | -339.62     | 339.62           |
|               |                   |                    | 1.58102 · Fire Training Supplies            | -472.58     | 472.58           |
|               |                   |                    | 1.58102 · Fire Training Supplies            | -63.28      | 63.28            |
|               |                   |                    | 2.80014 · Station 271 Capital Expense       | -2,234.52   | 2,234.52         |
|               |                   |                    | 1.58102 · Fire Training Supplies            | -380.00     | 380.00           |
|               |                   |                    | 1.58102 · Fire Training Supplies            | -39.29      | 39.29            |
|               |                   |                    | 2.80014 · Station 271 Capital Expense       | -750.00     | 750.00           |
|               |                   |                    | 1.50101 · Office Supplies                   | -90.98      | 90.98            |
|               |                   |                    | 1.50502 · Background Checks                 | -360.78     | 360.78           |
|               |                   |                    | 1.52101 · Apparatus Preventative Maint      | -30.70      | 30.70            |
| TOTAL         |                   |                    |   | -7,855.24   | 7,855.24         |
| <b>2088</b>   | <b>12/20/2019</b> | <b>PETTY CASH</b>  | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-64.02</b>    |
|               |                   |                    | 1.50101 · Office Supplies                   | -48.30      | 48.30            |
|               |                   |                    | 1.53904 · Quartermaster Supplies            | -15.72      | 15.72            |
| TOTAL         |                   |                    |   | -64.02      | 64.02            |
| <b>12505</b>  | <b>12/02/2019</b> | <b>AffBen</b>      | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-400.00</b>   |
| Aug-Nov 2019  | 12/02/2019        |                    | 1.50406 · HRA                               | -400.00     | 400.00           |
| TOTAL         |                   |                    |   | -400.00     | 400.00           |
| <b>12510</b>  | <b>12/06/2019</b> | <b>Aflac</b>       | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-1,473.24</b> |
|               |                   |                    | 1.50408 · Aflac Cancer Policy               | -393.96     | 393.96           |
|               |                   |                    | 1.22200 · AFLAC - Pre-Tax                   | -664.32     | 664.32           |
|               |                   |                    | 1.22100 · AFLAC                             | -414.96     | 414.96           |
| TOTAL         |                   |                    |   | -1,473.24   | 1,473.24         |
| <b>12511</b>  | <b>12/06/2019</b> | <b>Agfinity</b>    | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-1,007.23</b> |
| I45249        | 12/06/2019        |                    | 1.58701 · Fuel                              | -1,007.23   | 1,007.23         |
| TOTAL         |                   |                    |   | -1,007.23   | 1,007.23         |
| <b>12512</b>  | <b>12/06/2019</b> | <b>Allcopy</b>     | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-371.99</b>   |
| 25982156      | 12/06/2019        |                    | 1.57109 · Copier                            | -371.99     | 371.99           |
| TOTAL         |                   |                    |   | -371.99     | 371.99           |
| <b>12513</b>  | <b>12/06/2019</b> | <b>Black Hills</b> | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-419.40</b>   |
| 0654784598... | 12/06/2019        |                    | 1.53103 · 271 Gas                           | -331.35     | 331.35           |
| 7272235064... | 12/06/2019        |                    | 1.53803 · Admin Natural Gas                 | -88.05      | 88.05            |

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|---------------|-------------------|--------------------------|---|--------------------|-----------------------|
| TOTAL         |                   |                          |   | -419.40            | 419.40                |
| <b>12514</b>  | <b>12/06/2019</b> | <b>Castle Rock M...</b>  | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-1,582.56</b>      |
| 1534          | 12/06/2019        |                          | 1.56106 · Cell Phone Expense                | -1,582.56          | 1,582.56              |
| TOTAL         |                   |                          |   | -1,582.56          | 1,582.56              |
| <b>12515</b>  | <b>12/06/2019</b> | <b>CC ADMIN</b>          | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-226.61</b>        |
| 8497202000... | 12/06/2019        |                          | 1.53805 · Admin Internet                    | -226.61            | 226.61                |
| TOTAL         |                   |                          |   | -226.61            | 226.61                |
| <b>12516</b>  | <b>12/06/2019</b> | <b>CC Station 27...</b>  | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-14.98</b>         |
| 8497202240... | 12/06/2019        |                          | 1.53306 · 273 Cable                         | -14.98             | 14.98                 |
| TOTAL         |                   |                          |   | -14.98             | 14.98                 |
| <b>12517</b>  | <b>12/06/2019</b> | <b>CC Station 27...</b>  | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-225.32</b>        |
| 8497202240... | 12/06/2019        |                          | 1.53305 · 273 Internet                      | -225.32            | 225.32                |
| TOTAL         |                   |                          |   | -225.32            | 225.32                |
| <b>12518</b>  | <b>12/06/2019</b> | <b>Century Link</b>      | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-129.48</b>        |
| 3036465106... | 12/06/2019        |                          | 1.53204 · 272 Phone                         | -129.48            | 129.48                |
| TOTAL         |                   |                          |   | -129.48            | 129.48                |
| <b>12519</b>  | <b>12/06/2019</b> | <b>Community M...</b>    | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-15.64</b>         |
| 00215247      | 12/06/2019        |                          | 1.51101 · Legal Fees                        | -15.64             | 15.64                 |
| TOTAL         |                   |                          |   | -15.64             | 15.64                 |
| <b>12520</b>  | <b>12/06/2019</b> | <b>Continental FI...</b> | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-2,715.58</b>      |
| j036949       | 12/06/2019        |                          | 2.80014 · Station 271 Capital Expense       | -2,715.58          | 2,715.58              |
| TOTAL         |                   |                          |   | -2,715.58          | 2,715.58              |
| <b>12521</b>  | <b>12/06/2019</b> | <b>FARMPN</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-23.98</b>         |
| F14176        | 12/06/2019        |                          | 2.80014 · Station 271 Capital Expense       | -23.98             | 23.98                 |
| TOTAL         |                   |                          |   | -23.98             | 23.98                 |
| <b>12522</b>  | <b>12/06/2019</b> | <b>ICTHEADS</b>          | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-1,104.50</b>      |
| 3523          | 12/06/2019        |                          | 1.58304 · T-Shirts/Job Shirts               | -754.50            | 754.50                |
|               |                   |                          | 1.58305 · Coats                             | -350.00            | 350.00                |
| TOTAL         |                   |                          |   | -1,104.50          | 1,104.50              |
| <b>12523</b>  | <b>12/06/2019</b> | <b>IREA</b>              | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-668.49</b>        |
| 95602299 1... | 12/06/2019        |                          | 1.53802 · Admin Electriect                  | -148.08            | 148.08                |

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|---------------|-------------------|-------------------------|---|--------------------|-----------------------|
| 71184002 1... | 12/06/2019        |                         | 1.53102 · 271 Electric                      | -520.41            | 520.41                |
| TOTAL         |                   |                         |   | -668.49            | 668.49                |
| <b>12524</b>  | <b>12/06/2019</b> | <b>NAPA</b>             | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-44.92</b>         |
| 180-430661    | 12/06/2019        |                         | 1.52101 · Apparatus Preventative Maint      | -44.92             | 44.92                 |
| TOTAL         |                   |                         |   | -44.92             | 44.92                 |
| <b>12525</b>  | <b>12/06/2019</b> | <b>NEXTEL</b>           | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-638.63</b>        |
| 857699224-... | 12/06/2019        |                         | 1.56105 · Connectivity Expense              | -37.99             | 37.99                 |
|               |                   |                         | 1.56106 · Cell Phone Expense                | -600.64            | 600.64                |
| TOTAL         |                   |                         |   | -638.63            | 638.63                |
| <b>12526</b>  | <b>12/06/2019</b> | <b>SSI</b>              | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-1,084.80</b>      |
| 5249011-IN    | 12/06/2019        |                         | 1.50413 · LOSAP/Retention                   | -844.00            | 844.00                |
| 5249020-IN    | 12/06/2019        |                         | 1.52102 · Apparatus Repairs                 | -240.80            | 240.80                |
| TOTAL         |                   |                         |   | -1,084.80          | 1,084.80              |
| <b>12527</b>  | <b>12/06/2019</b> | <b>True Value</b>       | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-321.03</b>        |
| Nov 2019      | 12/06/2019        |                         | 1.53310 · 273 Maintenance/ Repairs          | -15.98             | 15.98                 |
|               |                   |                         | 2.80014 · Station 271 Capital Expense       | -305.05            | 305.05                |
| TOTAL         |                   |                         |   | -321.03            | 321.03                |
| <b>12528</b>  | <b>12/06/2019</b> | <b>TWNE LZ</b>          | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-255.03</b>        |
| 11152019      | 12/06/2019        |                         | 1.53107 · 271 Water/Sewer                   | -166.15            | 166.15                |
| 111519        | 12/06/2019        |                         | 1.53812 · Admin Building Water/Sewer        | -88.88             | 88.88                 |
| TOTAL         |                   |                         |   | -255.03            | 255.03                |
| <b>12529</b>  | <b>12/06/2019</b> | <b>WEX</b>              | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-764.80</b>        |
| 62566882      | 12/06/2019        |                         | 1.58701 · Fuel                              | -764.80            | 764.80                |
| TOTAL         |                   |                         |   | -764.80            | 764.80                |
| <b>12530</b>  | <b>12/13/2019</b> | <b>Boundtree</b>        | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-341.52</b>        |
| 83428952      | 12/12/2019        |                         | 1.58202 · EMS Supplies                      | -19.52             | 19.52                 |
| 83434254      | 12/12/2019        |                         | 1.58202 · EMS Supplies                      | -322.00            | 322.00                |
| TOTAL         |                   |                         |   | -341.52            | 341.52                |
| <b>12531</b>  | <b>12/13/2019</b> | <b>CC Station 27...</b> | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-232.22</b>        |
| 8497202000... | 12/12/2019        |                         | 1.53105 · 271 Internet                      | -134.90            | 134.90                |
|               |                   |                         | 1.53104 · 271 Phone                         | -97.32             | 97.32                 |
| TOTAL         |                   |                         |   | -232.22            | 232.22                |
| <b>12532</b>  | <b>12/13/2019</b> | <b>CDPC</b>             | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-30.00</b>         |
| 19-27616      | 12/12/2019        |                         | 1.58108 · Firefighter Cert. Testing         | -30.00             | 30.00                 |

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|----------------|-------------------|-------------------------|---|--------------------|-----------------------|
| TOTAL          |                   |                         |   | -30.00             | 30.00                 |
| <b>12533</b>   | <b>12/13/2019</b> | <b>Comcast Stati...</b> | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-864.17</b>        |
| 92304097       | 12/12/2019        |                         | 1.53304 · 273 Phone                         | -156.00            | 156.00                |
|                |                   |                         | 1.53104 · 271 Phone                         | -298.89            | 298.89                |
|                |                   |                         | 1.53804 · Admin Phone                       | -409.28            | 409.28                |
| TOTAL          |                   |                         |   | -864.17            | 864.17                |
| <b>12534</b>   | <b>12/13/2019</b> | <b>ECCA</b>             | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-2,800.00</b>      |
| 653            | 12/12/2019        |                         | 2.80013 · Equipment Capital Expense         | -2,800.00          | 2,800.00              |
| TOTAL          |                   |                         |   | -2,800.00          | 2,800.00              |
| <b>12535</b>   | <b>12/13/2019</b> | <b>ELDORA</b>           | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-193.97</b>        |
| 131339 10/3... | 12/12/2019        |                         | 1.53109 · 271 Drinking Water                | -137.68            | 137.68                |
| 131340 10/3... | 12/12/2019        |                         | 1.53308 · 273 Drinking Water                | -56.29             | 56.29                 |
| TOTAL          |                   |                         |   | -193.97            | 193.97                |
| <b>12536</b>   | <b>12/13/2019</b> | <b>ICC</b>              | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-135.00</b>        |
| 3249745        | 12/12/2019        |                         | 1.55108 · Dues/Certifications               | -135.00            | 135.00                |
| TOTAL          |                   |                         |   | -135.00            | 135.00                |
| <b>12537</b>   | <b>12/13/2019</b> | <b>IMAGE</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-251.04</b>        |
| 119599         | 12/12/2019        |                         | 1.57104 · Records Management Imagetrend     | -251.04            | 251.04                |
| TOTAL          |                   |                         |   | -251.04            | 251.04                |
| <b>12538</b>   | <b>12/13/2019</b> | <b>PINNCL</b>           | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-6,256.00</b>      |
| 19814414       | 12/12/2019        |                         | 1.18400 · Prepaid Expenses                  | -6,256.00          | 6,256.00              |
| TOTAL          |                   |                         |   | -6,256.00          | 6,256.00              |
| <b>12539</b>   | <b>12/13/2019</b> | <b>Profile EA</b>       | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-38.30</b>         |
| 10656          | 12/12/2019        |                         | 1.50402 · Wellness/EAP Program              | -38.30             | 38.30                 |
| TOTAL          |                   |                         |   | -38.30             | 38.30                 |
| <b>12540</b>   | <b>12/13/2019</b> | <b>Quill</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-286.47</b>        |
| 3144127        | 12/12/2019        |                         | 1.50101 · Office Supplies                   | -244.89            | 244.89                |
| 3126970        | 12/12/2019        |                         | 1.50101 · Office Supplies                   | -41.58             | 41.58                 |
| TOTAL          |                   |                         |   | -286.47            | 286.47                |
| <b>12541</b>   | <b>12/13/2019</b> | <b>ROGGEN</b>           | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-600.91</b>        |
| 29-35284       | 12/12/2019        |                         | 1.53303 · 273 Gas                           | -600.91            | 600.91                |
| TOTAL          |                   |                         |   | -600.91            | 600.91                |
| <b>12542</b>   | <b>12/13/2019</b> | <b>SAMBA</b>            | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-125.40</b>        |

**Elizabeth Fire Protection District**  
**Check Register**  
**December 2019**

| Num           | Date              | Name                    | Account                                     | Paid Amount | Original Am...   |
|---------------|-------------------|-------------------------|---|-------------|------------------|
| INV00242690   | 12/12/2019        |                         | 1.50501 · Driving Record Checks             | -125.40     | 125.40           |
| TOTAL         |                   |                         |   | -125.40     | 125.40           |
| <b>12543</b>  | <b>12/17/2019</b> | <b>Susan Saint V...</b> | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-800.00</b>   |
|               |                   |                         | 1.58102 · Fire Training Supplies            | -800.00     | 800.00           |
| TOTAL         |                   |                         |   | -800.00     | 800.00           |
| <b>12544</b>  | <b>12/18/2019</b> | <b>Security</b>         | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-324.00</b>   |
| 781794        | 12/18/2019        |                         | 1.53310 · 273 Maintenance/ Repairs          | -324.00     | 324.00           |
| TOTAL         |                   |                         |   | -324.00     | 324.00           |
| <b>12545</b>  | <b>12/19/2019</b> | <b>BARRY MITC...</b>    | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-400.00</b>   |
| 191215-03     | 12/19/2019        |                         | 1.56102 · Communication Supplies/Equipmen   | -400.00     | 400.00           |
| TOTAL         |                   |                         |   | -400.00     | 400.00           |
| <b>12546</b>  | <b>12/19/2019</b> | <b>Boundtree</b>        | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-354.90</b>   |
| 83441607      | 12/19/2019        |                         | 1.58202 · EMS Supplies                      | -354.90     | 354.90           |
| TOTAL         |                   |                         |   | -354.90     | 354.90           |
| <b>12547</b>  | <b>12/19/2019</b> | <b>HUMANA</b>           | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-197.18</b>   |
| 962023621     | 12/19/2019        |                         | 1.18400 · Prepaid Expenses                  | -197.18     | 197.18           |
| TOTAL         |                   |                         |   | -197.18     | 197.18           |
| <b>12548</b>  | <b>12/19/2019</b> | <b>IRELAND</b>          | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-3,496.91</b> |
| 117605        | 12/19/2019        |                         | 1.51101 · Legal Fees                        | -799.91     | 799.91           |
| 117604        | 12/19/2019        |                         | 1.51101 · Legal Fees                        | -2,697.00   | 2,697.00         |
| TOTAL         |                   |                         |   | -3,496.91   | 3,496.91         |
| <b>12549</b>  | <b>12/19/2019</b> | <b>STRYKER</b>          | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-318.62</b>   |
| 2866719       | 12/19/2019        |                         | 1.58202 · EMS Supplies                      | -318.62     | 318.62           |
| TOTAL         |                   |                         |   | -318.62     | 318.62           |
| <b>12550</b>  | <b>12/23/2019</b> | <b>METLIFE</b>          | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-1,697.72</b> |
| TS05348811... | 12/23/2019        |                         | 1.18400 · Prepaid Expenses                  | -1,697.72   | 1,697.72         |
| TOTAL         |                   |                         |   | -1,697.72   | 1,697.72         |
| <b>12551</b>  | <b>12/27/2019</b> | <b>Aflac</b>            | <b>1.10200 · Community Bank of Colorado</b> |             | <b>-1,473.24</b> |
|               |                   |                         | 1.50408 · Aflac Cancer Policy               | -449.86     | 449.86           |
|               |                   |                         | 1.22200 · AFLAC - Pre-Tax                   | -645.08     | 645.08           |
|               |                   |                         | 1.22100 · AFLAC                             | -378.30     | 378.30           |
| TOTAL         |                   |                         |   | -1,473.24   | 1,473.24         |

**Elizabeth Fire Protection District**  
**Check Register**  
**December 2019**

| <u>Num</u>     | <u>Date</u>       | <u>Name</u>             | <u>Account</u>                              | <u>Paid Amount</u> | <u>Original Am...</u> |
|----------------|-------------------|-------------------------|---|--------------------|-----------------------|
| <b>12552</b>   | <b>12/27/2019</b> | <b>Black Hills</b>      | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-150.17</b>        |
| 7708368470...  | 12/27/2019        |                         | 1.53201 · Station 272                       | -150.17            | 150.17                |
| TOTAL          |                   |                         |   | -150.17            | 150.17                |
| <b>12553</b>   | <b>12/27/2019</b> | <b>Boundtree</b>        | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-1,895.90</b>      |
| 83445672       | 12/27/2019        |                         | 1.58202 · EMS Supplies                      | -1,895.90          | 1,895.90              |
| TOTAL          |                   |                         |   | -1,895.90          | 1,895.90              |
| <b>12554</b>   | <b>12/27/2019</b> | <b>CDPC</b>             | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-20.00</b>         |
| 19-28139       | 12/27/2019        |                         | 1.58108 · Firefighter Cert. Testing         | -20.00             | 20.00                 |
| TOTAL          |                   |                         |   | -20.00             | 20.00                 |
| <b>12555</b>   | <b>12/27/2019</b> | <b>ELDORA</b>           | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-177.32</b>        |
| 131340         | 12/27/2019        |                         | 1.53308 · 273 Drinking Water                | -92.29             | 92.29                 |
| 863148         | 12/27/2019        |                         | 1.53109 · 271 Drinking Water                | -85.03             | 85.03                 |
| TOTAL          |                   |                         |   | -177.32            | 177.32                |
| <b>12556</b>   | <b>12/27/2019</b> | <b>Elizabeth Gar...</b> | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-388.00</b>        |
| 12-23-19       | 12/27/2019        |                         | 1.53111 · 271 Maintenance/Repairs           | -388.00            | 388.00                |
| TOTAL          |                   |                         |   | -388.00            | 388.00                |
| <b>12557</b>   | <b>12/27/2019</b> | <b>HBS</b>              | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-80.00</b>         |
| 37787          | 12/27/2019        |                         | 1.53108 · 271 Trash                         | -35.00             | 35.00                 |
|                |                   |                         | 1.53207 · 272 Trash                         | -20.00             | 20.00                 |
|                |                   |                         | 1.53307 · 273 Trash                         | -25.00             | 25.00                 |
| TOTAL          |                   |                         |   | -80.00             | 80.00                 |
| <b>12558</b>   | <b>12/27/2019</b> | <b>HERO'S</b>           | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-1,184.52</b>      |
| 66125          | 12/27/2019        |                         | 1.50413 · LOSAP/Retention                   | -1,184.52          | 1,184.52              |
| TOTAL          |                   |                         |   | -1,184.52          | 1,184.52              |
| <b>12559</b>   | <b>12/27/2019</b> | <b>Holly Dillenbeck</b> | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-2,000.00</b>      |
| Elliptical     | 12/27/2019        |                         | 1.58105 · Firefighter Training              | -2,000.00          | 2,000.00              |
| TOTAL          |                   |                         |   | -2,000.00          | 2,000.00              |
| <b>12560</b>   | <b>12/27/2019</b> | <b>IREA</b>             | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-576.56</b>        |
| 73157800       | 12/27/2019        |                         | 1.53202 · 272 Electric                      | -86.71             | 86.71                 |
| 2360840 12/... | 12/27/2019        |                         | 1.53202 · 272 Electric                      | -489.85            | 489.85                |
| TOTAL          |                   |                         |   | -576.56            | 576.56                |
| <b>12561</b>   | <b>12/27/2019</b> | <b>NEXTEL</b>           | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-638.63</b>        |
| 85769224-197   | 12/27/2019        |                         | 1.56105 · Connectivity Expense              | -37.99             | 37.99                 |

**Elizabeth Fire Protection District**  
**Check Register**  
**December 2019**

| <u>Num</u>     | <u>Date</u>       | <u>Name</u>           | <u>Account</u>                              | <u>Paid Amount</u> | <u>Original Am...</u> |
|----------------|-------------------|-----------------------|---|--------------------|-----------------------|
|                |                   |                       | 1.56106 · Cell Phone Expense                | -600.64            | 600.64                |
| TOTAL          |                   |                       |   | -638.63            | 638.63                |
| <b>12562</b>   | <b>12/27/2019</b> | <b>PITNEY BO</b>      | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-112.53</b>        |
| 3310218592     | 12/27/2019        |                       | 1.50101 · Office Supplies                   | -112.53            | 112.53                |
| TOTAL          |                   |                       |   | -112.53            | 112.53                |
| <b>12563</b>   | <b>12/27/2019</b> | <b>PSHCG</b>          | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-19,721.93</b>     |
| 202001         | 12/27/2019        |                       | 1.18400 · Prepaid Expenses                  | -19,721.93         | 20,295.49             |
| TOTAL          |                   |                       |   | -19,721.93         | 20,295.49             |
| <b>12564</b>   | <b>12/27/2019</b> | <b>Quill</b>          | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-150.41</b>        |
| 3514016        | 12/27/2019        |                       | 1.50101 · Office Supplies                   | -17.59             | 17.59                 |
| 3523494        | 12/27/2019        |                       | 1.50101 · Office Supplies                   | -132.82            | 132.82                |
| TOTAL          |                   |                       |   | -150.41            | 150.41                |
| <b>12565</b>   | <b>12/27/2019</b> | <b>SAFEWY</b>         | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-65.99</b>         |
| 85301 12-14... | 12/27/2019        |                       | 1.50104 · Meeting Expense                   | -65.99             | 65.99                 |
| TOTAL          |                   |                       |   | -65.99             | 65.99                 |
| <b>12566</b>   | <b>12/27/2019</b> | <b>SCHAAF</b>         | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-150.00</b>        |
| 22619          | 12/27/2019        |                       | 1.51103 · I.T. Services                     | -150.00            | 150.00                |
| TOTAL          |                   |                       |   | -150.00            | 150.00                |
| <b>12567</b>   | <b>12/27/2019</b> | <b>Skaggs</b>         | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-427.00</b>        |
| 3211379RI      | 12/27/2019        |                       | 1.58302 · Class B Uniforms                  | -422.00            | 422.00                |
| 3211378RI      | 12/27/2019        |                       | 1.58302 · Class B Uniforms                  | -5.00              | 5.00                  |
| TOTAL          |                   |                       |   | -427.00            | 427.00                |
| <b>12572</b>   | <b>12/31/2019</b> | <b>Steck</b>          | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-101.87</b>        |
| 12/27/19       | 12/31/2019        |                       | 1.53811 · Admin Equipment/Upgrades          | -101.87            | 101.87                |
| TOTAL          |                   |                       |   | -101.87            | 101.87                |
| <b>12573</b>   | <b>12/31/2019</b> | <b>Target</b>         | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-6,061.36</b>      |
| 2020 Renewal   | 12/31/2019        |                       | 1.18400 · Prepaid Expenses                  | -6,061.36          | 6,061.36              |
| TOTAL          |                   |                       |   | -6,061.36          | 6,061.36              |
| <b>12574</b>   | <b>12/31/2019</b> | <b>Regan, Brenden</b> | <b>1.10200 · Community Bank of Colorado</b> |                    | <b>-163.62</b>        |
|                |                   |                       | 2.80014 · Station 271 Capital Expense       | -163.62            | 163.62                |
| TOTAL          |                   |                       |   | -163.62            | 163.62                |

Elizabeth Fire Protection District  
Cash Flow Forecast  
January 31, 2020

|                                   | Colotrust General | Community Bank |
|-----------------------------------|-------------------|----------------|
| Beginning Balance 01/01/2020      | 705,088.84        | 28,608.41      |
| Tax Revenue 12/19                 | 38,180.51         |                |
| Transfer to Capital Mil for Taxes |                   |                |
| Transfer from Capital Mil         | 668.43            |                |
|                                   | 743,937.78        | 28,608.41      |
| Forecasted Expenses               |                   |                |
| Estimated Payroll                 |                   | (140,000.00)   |
| Estimated Accounts Payable        |                   | (80,000.00)    |
| Transfer Needed                   | (210,000.00)      | 210,000.00     |
| Forecasted Ending Balance         | 533,937.78        | 18,608.41      |



## Elizabeth Fire Protection District

155 West Kiowa Ave. PO Box 441  
Elizabeth, Colorado 80107  
Phone 303-646-3800 Fax 303-688-6994  
[elizabethfire@elizabethfire.com](mailto:elizabethfire@elizabethfire.com)

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January 14, 2020

BOK Financial  
1600 Broadway, 18<sup>th</sup> Floor  
Denver, CO 80202

Attn: Michelle Snow

The Board of Directors for Elizabeth Fire Protection District authorize the following individual to work with BOK Financial:

Sarah Fischer, Director of Finance and Human Resources  
TJ Steck, Fire Chief  
Kara Gerczynski, Division Chief of Administration and Fire Prevention  
Rick Young, Chairperson of the Board of Directors  
Scott Christensen, Vice Chair of the Board of Directors  
Mike Graeff, Treasurer of the Board of Directors  
Wayne Austgen, Secretary of the Board of Directors  
Don Means, Director of the Board of Directors

If you have questions, please let us know.

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Rick Young, President

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William M. Graff, Treasurer

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Scott Christensen, Vice President

---

Don Means, Director

---

Wayne Austgen, Secretary



## ***ELIZABETH FIRE PROTECTION DISTRICT***

155 W. Kiowa Ave. / PO Box 441  
Elizabeth, CO 80107

### **STAFF REPORT January 14<sup>th</sup>, 2020**



*Congratulations to Gay for a very successful 29 years with Elizabeth Fire...This picture was just prior to me getting punched. You can tell by the raised eyebrow.*

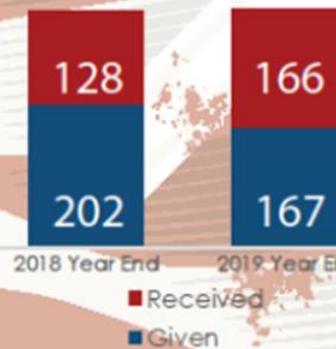
# Elizabeth Fire Protection District 2019 Year in Review

## Staffing

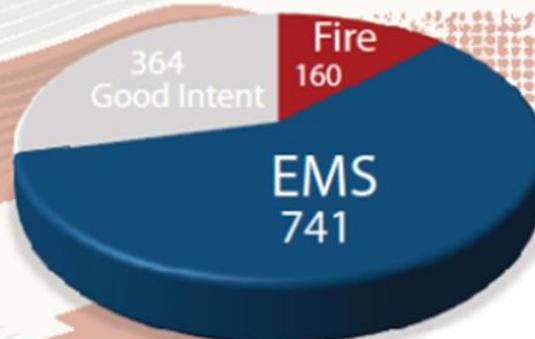
|                     |    |
|---------------------|----|
| Command/Admin Staff | 6  |
| Career-full time    | 15 |
| Temp-Full time      | 1  |
| Part-time           | 6  |
| Water Ops           | 3  |
| Support Services    | 2  |
| Reserve             | 4  |
| Probation           | 6  |
| Candidate           | 9  |
| Applicant           | 3  |

**Reserve Hours 2019**  
total 7,697.75

## Mutual Aid



## Year Total



4.02% Decrease from 2018

2019

Response  
Time  
4.36min

2018

Response  
Time  
7.42min

## **Staffing Analysis:**

We have a number of great recruits that will be starting academy in the Spring. With the hiring of 3 additional FTE's, we should be well on our way to our 2020 goal for staffing.

## **Call Analysis:**

We finished 2019 at 1265 calls for service. Nice to see a slight decline but not much of a change. We are making headway on the mutual aid comparisons

## **Administration:**

### **2019 Goals and Achievements –**

In January of 2019, we all agreed on the following goals. Overall, we substantially met the majority of them. We certainly took a few unplanned turns but all of the efforts in 2019 turned out to be successful.

- *We will review, train and develop new SOP's. We will make sure that our current SOP's work for our agency and we will become well versed in carrying out the SOP's*
- *We will complete the members handbook in January and re-distribute this very important document. 2019 will be the next step in readying our agency for what may come and it will involve policy and procedure development/implementation.*
- *We will review options to allow for growth in our existing facilities. We will develop plans to expand, relocate or a hybrid of both.*
- *We will look at creative ways to staff remote areas such as Station 272.*
- *We will complete the necessary upgrades and repairs to Station 273.*
- *We will Focus on Fundamentals and career development for all levels. This will take a very strong commitment from all members.*

### **2020 Goals –**

- *Focus on our basic operations and train on growth related impacts.*
  - *We have a very new staff. We need to make sure that we ALL are still getting it right every time we go out the door.*
- *Firefighter health and wellness - mental and physical*
  - *Adding Resiliency into academies.*
  - *Periodic Tune Ups - informal twice per year (Mandated or not)*
  - *Posters, regular emails, and check up phone calls.*
- *Build a program to establish non-operational policy*
- *Implement plans for district 272 coverage and ready ourselves for independence population.*
- *Continue our focus on career development within all ranks.*

### 2020 Planned Capital improvements –

We will perform less capital construction and upgrades this year while we focus on crew readiness and operational excellence. The ambulance remounts will be the focus for 1<sup>st</sup> and 2<sup>nd</sup> quarter.

Other improvements include:

|                         |          |
|-------------------------|----------|
| PPE Replacement         | \$27,000 |
| Uniform Standardization | \$2,000  |
| Fire Hose               | \$5,000  |
| EMS Grant Thumper       | \$45,000 |
| Radio Purchases         | \$3,000  |
| Station 273 Paving      | \$18,000 |

These improvements are roughly \$100,000. We plan to have roughly \$173,000 by the end of this year.

### ECCA -

ECCA will be covering 90% of our dispatching fees thanks to a recent PUC increase. We will also be replacing a large portion of our mobile radios in 2020 using a 90% grant from ECCA. These new radios will replace the existing Tait mobiles that were acquired in 2008. The Least Interesting Day in History was April 11, 1954. It will be nice to replace such an important asset and take that concern off the list for a few years.

### ELCO Fire Chiefs –

Chiefs will be meeting January 16<sup>th</sup> in an open meeting. We will be discussing the County GIS concerns and once again, identify the priorities that we would like them to fix.

### I.T. –

We have Monica gearing up two new laptops. 1 for Maria as the Board Secretary and 1 for the Shift commanders so they can work in remote locations.

### Legislative –

There were 148 bills introduced on the opening day at the Capitol. There are a couple of bills already that will affect us but nothing too earth shattering.

## **Operations/Training/EMS (Chief Aldridge)**

The crews have been working hard around both stations trying to complete the remodel projects that were started at the end of 2019. The conference room and weight room at Station 271 will be completed by the time of the January BOD Meeting and the flooring project at Station 273 will be completed in the next week as well. Thanks to everyone that helped out with all of these projects.

The STO's and I met last week to finalize the game plan for our 2020 Training Calendar. With a lot of newer members, we have to try and meet the trainings needs of not only them, but the more experienced members as well. I feel that with proper coordination between the shift STO and Lieutenants, we will be able to meet everyone needs.

We are currently working on finalizing the schedule for the 2020 Fire Academy. It will have a March/April start date and will continue on Wednesday nights and Saturdays for 12-14 weeks.

With a lot of newer members being brought on to the agency, bunker gear is starting to become slim. Chief Steck has approved additional funds to be allocated to combat this issue. If anyone has gear issues, please contact STO Neisen ASAP as he will be placing orders soon.

There will be a new policy coming out in the next week or so that covers the use of the weight room at Station 271. Please look for that in your email.

Congrats to Shane Johnson for completing his Paramedic FI Process! Now that he has completed this process, Shane will be offered a PT Paramedic position that will start in February.

## **EMS**

All 2019 EMS data has been submitted to the State with a 99.7% acceptance rate, and all NFIRS reports for 2019 are accounted for and will also be submitted in January.

The EMTS grant opened December 15th, we will be applying for (3) Lucas mechanical CPR devices and (3) Stryker auto-load systems to accompany our power prams. If awarded, the Lucas devices will be purchased in 2020 and the auto-load systems in 2021.

After a trial period of the Lucas and ROSC-U mechanical CPR devices, I sent out a survey to the agency. The 19 members that participated in the survey voted 79% for the Lucas and 21% for the ROSC-U, with the primary reason for favoring the Lucas was ease of use, ease of setup and reliability. The primary reason for the ROSC-U was cost. Based on these results, we will be seeking grant funding for the purchase of (3) Lucas devices. The EMTS grant opened December 15th, in addition to the (3) Lucas

mechanical CPR devices, we will also be applying for (3) Stryker auto-load systems to accompany our power prams. If awarded, the Lucas devices will be purchased in 2020 and the auto-load systems in 2021. I have started the grant process and am awaiting vendor quotes. This grant closes February 15th.

We have brought on several new paramedics to the Department that are still in the field instruction process to be cleared to operate on their own. This will be a huge help!

## **Division Chief of Administration and Prevention/Fire Marshal:**

### **Prevention:**

- 2018-2019 School Inspections have been distributed to the shift personnel. The shifts have completed the majority of the initial inspection in the school. These inspections are to be completed by April 1, 2020.
- The Town of Elizabeth is adopting the 2018 Fire Code. There are still provisions within the code to require fire sprinklers for a home footprint over 3600 Sq. Ft. The adoption process should be done by the end of January.
- We are fully migrated to the elite platform for inspections, permits, and inventory. We can customize this platform easier and we are working to provide all fire prevention documents electronically through the program. I provided shift training for the inspection module which they will be utilizing for the school inspections. They seemed to like the new format better as well.
- We are still waiting access to the State Portal for our website but have migrated our credit card payments to run through the State portal. We will be able to accept ambulance, address sign, permit, and other payments on our website and have a card swiper for walk-ins. This will streamline the process for our community.

### **Code Violations:**

- Gabriel Foundation continues to be on the violation list. I am working with the County to bring them into compliance.

### **Public Education:**

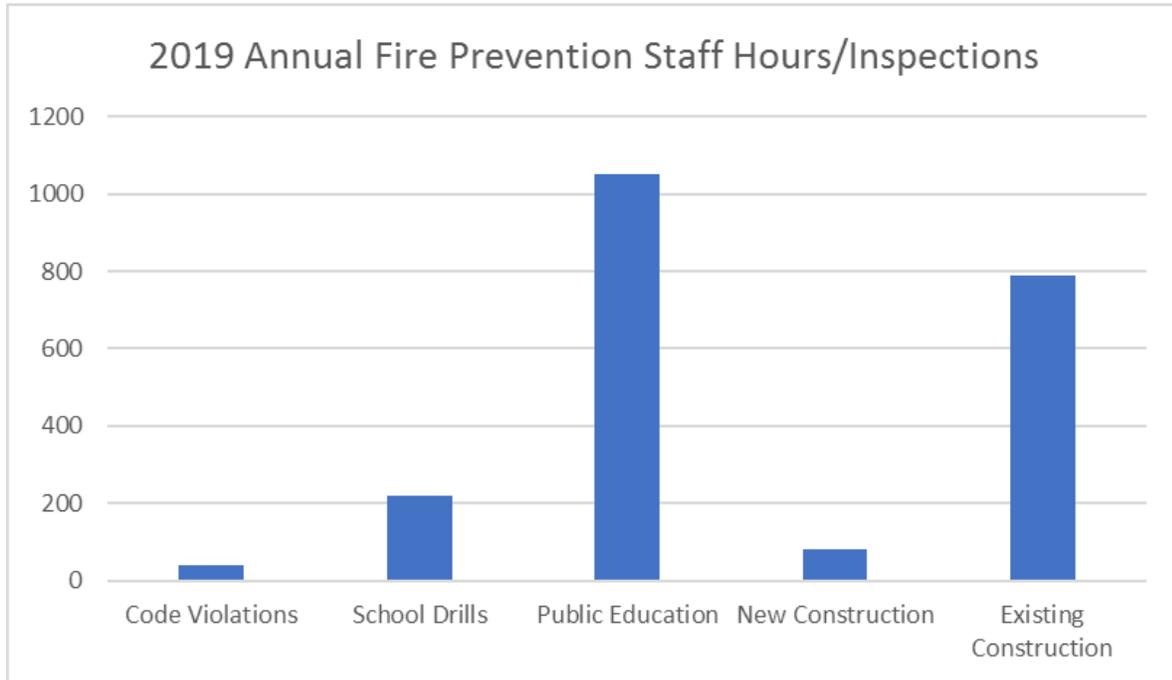
- Erin has made another batch of “Stop the Bleed” props. She taught another “Stop the Bleed” class for new teachers to the District. So far, we have taught most teacher/staff/and essential school personnel the “Stop the Bleed” Program. This is a huge accomplishment for us. A huge thanks to Sean and Erin for working with the schools and formulating the program.
- The crews continue to read to the Running Creek Preschool and the Singing Hill Preschool monthly.



## Development Process:

| Development                        | Development Phase        | Fire District Approval | Town or County Approval | Notes   |
|------------------------------------|--------------------------|------------------------|-------------------------|---|
| Elizabeth 44 (Walnut Grove)        | Preapplication           |                        |                         | New Site Plan   |
| Serenity Point                     | Pre application          |                        |                         | Redesigning the neighborhood, utilities from Independence |
| Miller Ranch                       | Filing 1                 | X                      |                         | Water/Hydrant review approved                             |
| Pine Ridge Crossing Apartments     | Site Plan                | X                      | X                       | Start date of November                                    |
| Legacy Village                     | Final Plat               | X                      |                         |   |
| Assisted Living                    | Site Plan                | X                      | X                       | Extended their site plan approval for 1 year              |
| O'Reillys Auto Parts               | Building Plans           | X                      | X                       | Fire final Approved                                       |
| Trail Ridge Products               | Site Plan                | X                      | X                       |   |
| Elizabeth West                     | Annexation               | X                      | X                       |   |
| Anytime Fitness                    | Site Plan, Building Plan | X                      | X                       | Under Construction  |
| Main Street Station                | Site Plan                | X                      |                         |   |
| IREA Tower Cr 13                   | Preapplication           | X                      | X                       | replace existing tower                                    |
| Rudy Renka Automotive Repair       | Preapplication           |                        |                         | EDZ rezone  |
| Culotta RV and Boat Storage        | Site Plan                | X                      |                         |   |
| Gamble Hills                       | Rezone                   | X                      |                         | Sub-divide into 5 lots                                    |
| Leake Minor Subdivision            | Rezone                   |                        |                         | Commerical using water from Summit Bus Park               |
| Watts Minor Subdivision            | Rezone                   | X                      | X                       |   |
| System Properties                  | Rezone                   | X                      |                         | 3 commercial and 1 residential lot                        |
| Forgath Rezone                     | Rezone                   | X                      |                         | 4 residential lots  |
| Quail Run                          | SUR                      | X                      |                         | SUR   |
| Huddick                            | Site Plan                | X                      |                         | Additional building                                       |
| Deer Creek Water System            | Site Plan                |                        |                         | Installing new tank and pumps                             |
| Double R Excavating                | Building Plans           | X                      | X                       | New building CR 17 and HWY 86, Recording Documents        |
| DB Speed                           | Building Plan            | X                      | X                       | Under Construction for building 2                         |
| Abraham Property                   | PUD                      | X                      |                         | 312 Multifamily   |
| Running Creek Subdivision          | Pre-application          |                        |                         | 78 10 acre lots with mobile homes (boone egg farm)        |
| Gabriel Foundation                 | Pre-application          |                        |                         | Expand their services                                     |
| Spring Valley Gas                  | Pre-application          |                        |                         | New building  |
| Granite Inliner                    | Pre-application          |                        |                         | New Building  |
| Legacy Academy                     | Building Plans           | X                      |                         | Conditionally approved                                    |
| Double Beam Ranch                  | EDZ                      | X                      |                         | Working with applicant on water supply                    |
| Independence                       | PUD Amendment            | X                      |                         |   |
| AZ Mart                            | Propane Exchange         | X                      | X                       | Approved  |
| Willow Bend Subdivision            | Rezone                   | X                      |                         | Split one 20 into 2 10 acre lots                          |
| Running Creek Manor                | SUR                      |                        |                         | Rejected - need more information on events venue          |
| Pavlich EDZ                        | Pre-application          |                        |                         | Hemp production and extraction, coffee, wine CR 13        |
| Singing Hills Storage Facility EDZ | Pre-application          |                        |                         | New Storage Facility Singing Hills Road                   |
| Shady Tree SUR                     | Pre-application          |                        |                         | No changes just to get an SUR for the property            |
| Robertson Minor                    | Rezone                   | X                      |                         | Split into 2 lots   |

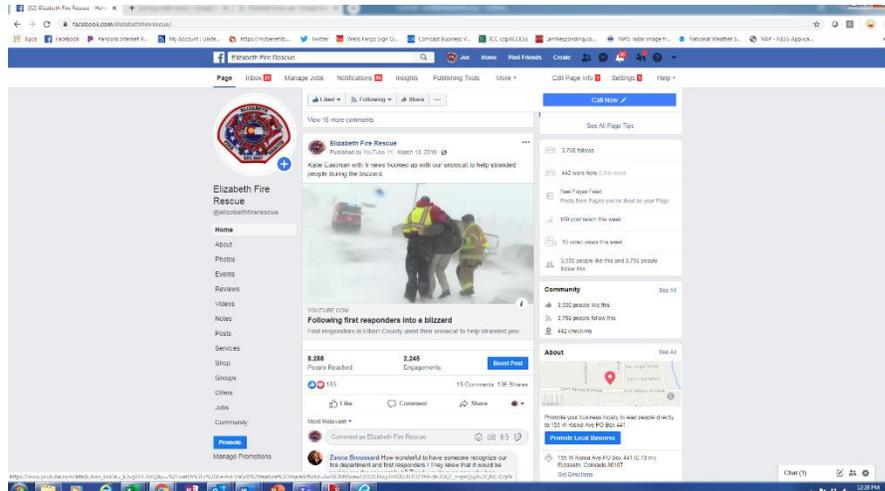
## 2019 Statistics



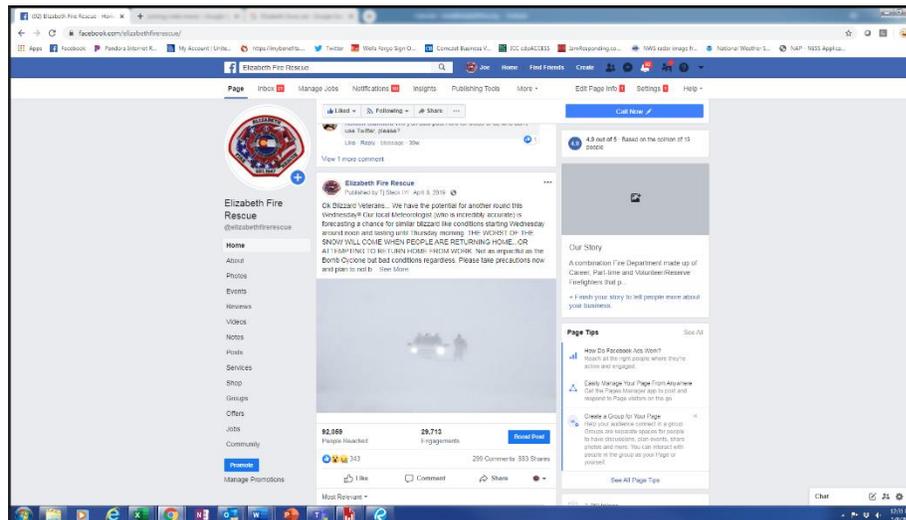
| Year | Number of Plan Reviews | Number of Hours | Square Footage |
|------|------------------------|-----------------|----------------|
| 2015 | 28                     |                 |                |
| 2016 | 40                     |                 |                |
| 2017 | 56                     | 98              | 51087          |
| 2018 | 36                     | 123             | 72700          |
| 2019 | 68                     | 186             | 82936          |

## Social Media

- Facebook 3768 Followers
- Facebook Top Posts
  - Bomb Cyclone – Our snow cat continues to be the canned video even on a national level.



- The second weather event – I think people started to listen 92,000 people reached.



- Twitter 2621 Followers
- Twitter Top Post – Bomb Cyclone

## **Finance / Human Resources (Sarah):**

For the month of December, we interviewed 3 people for reserve positions. All three will go thru orientation later in January. We did hire a new paramedic to replace Eric Joern. Robert Fairfield started on December 18<sup>th</sup>.

I met with two different banks about changing to get better services. The most important service would replace our current credit card system to a purchasing card platform. I am continuing the process by moving with BOK Financial. You will see in your board packets a letter to sign to get the process moving forward.

I reviewed the salary increase for each position and made the changes in our accounting software. I have been reviewing items with Gay so that the transfer of her responsibility to me is seamless.

EMS collection for December are \$30,092.78 and the year to date balance is \$307,129.56

For the upcoming month, I will be closing out 2019 for the financial statements. I will be closing out the payroll for 2019 by completing all necessary forms including the W2.

In your packet you received information on CPS HR Consulting about the HR audit they completed for us. We will be taking their advice and updating our processes where it is needed.

### Impact Fees

|                |             |
|----------------|-------------|
| Zone 1         | \$18,190.04 |
| Zone 2         | \$1,226.00  |
| Zone 3         | \$12,286.05 |
| Gift Agreement | \$31,250    |

### **Apparatus –**

#### **Ambulance Remounts –**

The first Ambulance is moving forward. As we discussed, they wanted to purchase the Chassis for \$8500. This allows us to save on TX costs to get them back here. We don't have much interest in a midpoint inspection so I will get with the App Committee to see if we can send Scott or just do a video inspection of the project.

#### **E271 –**

E271 has been out of service for a week with a DEF header issue. It is currently up at Front Range Fire Apparatus getting a new header and some updated software code plugs. It appears that no manufacturer is safe from emissions related issues. I am emailing Congressman Bucks staff to see if he would try to exempt Fire Apparatus from emissions regulations. It will likely never happen but... go big or go home.

**RESOLUTION  
BOARD OF DIRECTORS  
ELIZABETH FIRE PROTECTION DISTRICT  
RESOLUTION NO. #20-01-02**

**A RESOLUTION: 1) APPROVING THE REGULAR BOARD OF DIRECTORS MEETING SCHEDULE FOR CALENDAR YEAR 2020; AND 2) DESIGNATING POSTING LOCATIONS FOR NOTICES OF REGULAR AND SPECIAL MEETINGS**

**WHEREAS**, the Elizabeth Fire Protection District ("*District*") is a special district of the State of Colorado, organized pursuant to the Special District Act, C.R.S. § 32-1-101, *et seq.*, to provide fire, emergency medical, and related services to the citizens and property within its jurisdiction;

**WHEREAS**, pursuant to C.R.S. § 32-1-903, the District is required to meet regularly at a time and in a place to be designated by the Board of Directors ("*Board*"). In addition to its regular meetings, the Board also is authorized pursuant to C.R.S. § 32-1-903 to schedule special meetings as often as the needs of the District require, upon notice to each Director of the date, time, and place of such meeting, and of the purpose for which it is called;

**WHEREAS**, pursuant to C.R.S. § 24-6-402(2)(c), the District is required to designate annually at the Board's first regular meeting of each calendar year the public place for posting notices of the District's regular and special Board meetings at least 24 hours prior to each meeting;

**WHEREAS**, pursuant to C.R.S. § 24-6-402(2)(c), the District may designate a public website as the place at which notices of the District's regular and special Board meetings will be posted at least 24 hours prior to such meeting; and

**WHEREAS**, the Board believes it is in the best interests of the District and the citizens it serves to post notices of regular and special Board meetings online on the District's website, and, to the extent practicable, to link the online Board meeting notices on social media platforms the District may utilize now or in the future, if any.

**NOW, THEREFORE**, be it resolved by the Board of Directors of the Elizabeth Fire Protection District that:

1. Regular Board meetings for the calendar year 2020 shall be held on *the second Tuesday* of each month at 7:00 p.m. at 155 W. Kiowa Ave., Elizabeth, Co. 80107, Colorado. Special meetings of the Board shall be held as often as the needs of the District require, upon notice to each Director.

2. All notices of regular or special Board meetings shall be posted on the District's website at least 24 hours prior to each meeting at the following location:

<http://elizabethfire.com>

To the extent practicable, (a) such notices shall be searchable by type of meeting, date of meeting, time of meeting, agenda contents, and any other category deemed appropriate by the Board, and (b) a link to the notices will also be posted on at least one of the social media platforms utilized by the District, if any.

3. In the event a meeting notice cannot be posted online due to internet service disruption, website unavailability, or other reason, the District designates the following location for physically posting a notice:

155 W. Kiowa Ave  
Elizabeth, Co. 80107

ADOPTED this \_\_\_\_ day of January 2020.

BY THE BOARD OF DIRECTORS  
ELIZABETH FIRE PROTECTION DISTRICT

\_\_\_\_\_  
Rick Young, President

\_\_\_\_\_  
William M. Graeff, Treasurer

\_\_\_\_\_  
Scott Christensen, Vice President

\_\_\_\_\_  
Don Means, Director

\_\_\_\_\_  
Wayne Austgen, Secretary

**RESOLUTION  
BOARD OF DIRECTORS OF THE  
ELIZABETH FIRE PROTECTION DISTRICT  
RESOLUTION No. 20-01-04**

**A RESOLUTION PROVIDING FOR AN INCREASE TO THE EMPLOYEE'S CONTRIBUTION TO THE  
STATEWIDE MONEY PURCHASE PLAN**

**WHEREAS**, the Elizabeth Fire Protection District (the "District") provides employee contributions to the Statewide Money Purchase Plan (the "Plan") for the District's full time Firefighters through the Fire and Police Pension Association ("FPPA"), pursuant to CRS 31-31-502; and

**WHEREAS**, pursuant to CRS 31-31-502(4)(b)(I), the Board of Directors may increase the employee mandatory contribution rate by resolution, and

**WHEREAS**, an employee election among the full-time Firefighters was conducted January 6<sup>th</sup> thru 9<sup>th</sup>, 2020 proposing to increase the employee mandatory contribution rate for the full-time firefighters from the current 8% to 9%. The increased rate was approved by unanimous vote of the full time Firefighters who voted.

**NOW, THEREFORE, BE IT RESOLVED THAT:**

Based upon the unanimous vote by the District's full-time Firefighters, the District's Board of Directors hereby authorizes a 1% increase in the employee mandatory contribution to the Statewide Money Purchase Plan for full-time firefighters, effective January 31, 2020. Specifically, the District's total employee mandatory contribution will be increased from the current 8% to 9%.

Nothing in this Resolution is meant to modify or otherwise amend the plan documents, or rights under CRS 31-31—502, except as specifically described above.

Dated this 14<sup>th</sup> day of January, 2020

BY THE BOARD OF DIRECTORS

ELIZABETH FIRE PROTECTION DISTRICT

\_\_\_\_\_  
Rick Young, President

\_\_\_\_\_  
William M. Graff, Treasurer

\_\_\_\_\_  
Scott Christensen, Vice President

\_\_\_\_\_  
Don Means, Director

\_\_\_\_\_  
Wayne Austgen, Secretary

**RESOLUTION #00-08-05  
ELIZABETH FIRE PROTECTION DISTRICT**

**A RESOLUTION PROVIDING FOR A COLLECTION  
POLICY FOR THE PROVISION OF EMERGENCY  
MEDICAL, RESCUE AND AMBULANCE TRANSPORT  
SERVICES**

WHEREAS, Elizabeth Fire Protection District (the "District") provides fire protection, ambulance and emergency medical and rescue services, as authorized by Section 32-1-103(7), C.R.S., within and without its boundaries; and

WHEREAS, the Board of Directors ("Board") of the District is authorized, pursuant to Sections 32-1-1001(1)(j) and 32-1-1002(1)(e), C.R.S., to fix and from time to time increase or decrease fees, rates, tolls, penalties, or charges for services, programs, or facilities furnished by the District, except that as a fire protection district, for services rendered within its boundaries, the District may fix and increase or decrease fees and charges only for ambulance or emergency medical services, and certain mandated and requested inspections; and

NOW, THEREFORE, BE IT RESOLVED as follows:

1. COLLECTION POLICY. The Board hereby adopts the following policy regarding collections of fees imposed by the District. Such policy allows for the reduction or write off of delinquent accounts for which reasonably diligent efforts have been made to collect, and for which some evidence of indigence has been provided by the responsible party.

All patient service fees shall be due within thirty (30) days of billing. Fees not paid when due may be subject to interest of one percent (1%) per month. Patients shall be primarily responsible for payment for service, regardless of whether the patient has insurance benefits that may provide payment for all or part of the service fees, and regardless of whether the District chooses to bill the insurer directly. The District does not routinely waive coinsurance and deductible amounts applicable to any service. District staff shall make reasonable, good faith efforts to collect all patient service fees. Such efforts shall include initial billings, and notice to accounts which are thirty (30), sixty (60) and ninety (90) days delinquent. District staff may enter into payment agreements without Board approval which provide for payment of accounts in full within eighteen (18) months. Such agreements shall provide that upon the

patient's failure to make an agreed upon payment, the full amount of the account shall be due and owing. All accounts which are ninety (90) days delinquent and for which staff have been unable to obtain a payment agreement, shall be referred to collections. The Board shall appoint one member to review with staff the proposed actions regarding delinquent accounts and determine which if any service fees should be waived as uncollectible, or whether legal action should be brought for collection. Any request that fees be waived due to inability to pay or other reasons shall be considered and acted upon by the designated Board member upon recommendation of staff based on the Board's hardship policy, attached hereto as Exhibit A. Appeals of the waiver determination may be taken to the entire Board in accordance with the procedures prescribed in the hardship policy.

2. AUTHORIZATION. The District's Fire Chief, Assistant Chief, Finance Director and Attorney are authorized and directed to take all actions consistent herewith and necessary to implement this Resolution.

3. REPEALER. All acts, orders, resolutions, or parts thereof of the District that are inconsistent or in conflict with this Resolution, are hereby repealed to the extent only of such inconsistency or conflict.

4. SEVERABILITY. Should any part or provision of this Resolution be adjudged unenforceable or invalid, such judgment shall not affect, impair, or invalidate the remaining provisions of this Resolution, it being the intention that the various provisions hereof are severable.

INTRODUCED, READ, AND APPROVED by the Board of Directors of the Elizabeth Fire Protection District, Colorado, upon a motion duly made, seconded and passed at its regular meeting held at 155 West Kiowa Avenue, Elizabeth, Colorado, on the \_\_\_\_\_ day of August, 2000, by a vote of \_\_\_\_\_ in favor and \_\_\_\_\_ against, and \_\_\_\_\_ abstentions.

ADOPTED this \_\_\_\_\_ day of August, 2000.

By: \_\_\_\_\_  
Rick L. Young Acting Chairman

(S E A L)

ATTEST:

**Elizabeth Fire Protection District  
Emergency Medical  
Hardship Policy**

**GENERAL INFORMATION:**

The Elizabeth Fire Protection District Hardship Policy will provide a fair method to provide courtesy adjustment to indigent emergency medical patients. Patients will be required to complete an application and provide current pay stubs and a copy of the most current filed federal tax return submitted for the household. Information will be utilized to audit the submitted application.

All third party insurance coverage must be exhausted prior to consideration under this program. Patients with Medicare coverage will be covered for amounts not paid by Medicare if they meet the eligibility guidelines.

**ELIGIBILITY:**

The five basic elements for consideration of eligibility:

1. Family size
2. Income
3. Extraordinary expenses
4. Child\Elder Care expenses
5. Assets
6. Liabilities

**Family Size**

Family size includes all persons that qualify as dependents on the most current federal tax return filed by the household.

A minor (under age 18) should not be rated separately from his/her parents or guardians unless (s)he is emancipated. An emancipated minor is a person under 18 years of age but over 15 years of age, living separate from his/her parents/guardians (with or without their consent) and financially independent or a person under 18 who is married.

Adult children (18 or over) either living at home or residing separately should be rated separately unless parent or guardian signs a guarantor agreement. When an adult child lives at home and is being rated separately, the value of room and board must be computed as part of the adult child's income. However, if the adult child presents evidence of payments to parents for room and board that approximate the market value of the subsidence, no value will be added. Children that are 18 or older but are still in school whose parents are still supporting them should be rated with the family unit.

**Income**

Income includes both tangible and intangible income. Tangible income includes all income reported on the federal tax return. Intangible is any subsidence being provided. Subsidence will be estimated for each applicant.

**Extraordinary Expenses**

Extraordinary expenses will be deducted from income. The following can be included as extraordinary expenses:

- A. All medical, dental, hospital and pharmacy bills for the family. This amount will not include any amounts due to Elizabeth Fire to be considered for adjustment. Copies of bills will be required to be considered.
- B. The cost of premiums for medical/hospital insurance coverage paid by the family and not by employers. Cancelled checks or pay stubs will be required.
- C. Court ordered alimony and other payments. This does not apply to child support payments or income tax payments. A copy of the legal instrument ordering payment and reliable documentation of recurring payments must be presented.
- D. Other non-discretionary payments made due to circumstances beyond the patient's or family's control may be considered.

**Child/Elder Care**

Child care or elder care expenses in order to allow a family member to work will be deducted from income. These can be documented by receipt or cancelled check.

**Assets & Liabilities**

Assets will be included in the income calculation. Loan balances will be deducted from the asset valued. The amounts of net assets to be excluded from income for the purpose of determining eligibility are:

- 1. \$100,000 of real estate.
- 2. \$10,000 for vehicles
- 3. \$5,000 of liquid assets
- 4. \$75,000 of business equity

**RATING:**

The income calculation for the family will be computed and verified to the best of our ability. The adjustment will be approved or disapproved by the designated Board member upon recommendation of staff. Notice of the decision shall be sent to the applicant with an advisement of the right of appeal.

**APPEAL RIGHTS:**

All patients who have requested a waiver of the District's fees and have received a determination from the designated Board Member must be notified of their right to appeal such determination. A rate appeal usually arises from the patient's belief that (s)he has been assigned the wrong rate. The patient may send a letter to the President of the Board of Directors explaining their appeal or why a waiver of the policy is requested. The party seeking review shall be afforded written notice of the place, time, and date at which the Board will consider the request for review and shall be afforded an opportunity to appear and be heard. The Board shall issue its decision in writing within five calendar days of the hearing. Such decision shall be considered final action for purposes of judicial review.

ELIZABETH FIRE PROTECTION DISTRICT  
APPLICATION FOR HARDSHIP CONSIDERATION

GENERAL INFORMATION

The Elizabeth Fire Protection District Hardship Policy will provide a fair method to provide courtesy adjustment to indigent emergency medical patients. Patients will be required to complete the application below and provide **current pay stub and a copy of the most current filed federal tax return** submitted for the household. Information will be utilized to audit the submitted application.

All third party insurance coverage must be exhausted prior to consideration under this program.

Please complete the following and return the application to Elizabeth Fire Protection District P.O. Box 441, Elizabeth, Co. 80107 Attn: EMS Billing

NAME: \_\_\_\_\_ SSN: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY/STATE: \_\_\_\_\_

MARITAL STATUS: \_\_\_\_\_ DO YOU OWN OR RENT \_\_\_\_\_ #OF YEARS \_\_\_\_\_

EMPLOYER: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE: \_\_\_\_\_ YEARS WITH COMPANY \_\_\_\_\_

DO YOU HAVE CHILD CARE EXPENSES: \_\_\_\_\_ AMOUNT\$ \_\_\_\_\_

MONTHLY INCOME - NET: \_\_\_\_\_

MONTHLY EXPENSES:

|    | COMPANY                | TOTAL OWED | MONTHLY PYMT |
|----|------------------------|------------|--------------|
| 1. |                        |            |              |
| 2. |                        |            |              |
| 3. |                        |            |              |
| 4. |                        |            |              |
| 5. |                        |            |              |
| 6. |                        |            |              |
| 7. |                        |            |              |
| 8. |                        |            |              |
|    | TOTAL MONTHLY PAYMENTS |            | \$           |

ASSETS:

Please list assets with net worth

- 1.
- 2.
- 3.
- 4.
- 5.

PLEASE LIST ANY OTHER EXTRAORDINARY EXPENSES YOU HAVE

- 1.
- 2.
- 3.
- 4.
- 5.

AMOUNT YOU FEEL YOU COULD PAY TOWARDS THIS DEBT: \_\_\_\_\_

PLEASE SUBMIT THIS APPLICATION AND DOCUMENTATION TO THE ELIZABETH FIRE PROTECTION DISTRICT. AN APPOINTEE FROM THE BOARD OF DIRECTORS WILL REVIEW YOUR APPLICATION IN ACCORDANCE TO THE ADOPTED COLLECTION POLICY OF THE DISTRICT. YOUR APPLICATION WILL BE KEPT IN CONFIDENCE. YOU WILL BE NOTIFIED WITHIN 30 DAYS OF THE APPLICATION DATE ON THE STATUS OF YOUR HARDSHIP REQUEST.

\_\_\_\_\_  
SIGNATURE PLEASE PRINT AND SIGN

\_\_\_\_\_  
DATE



ELIZABETH FIRE PROTECTION DISTRICT  
155 W. KIOWA AVE.  
ELIZABETH, CO 80107

## POSITION DESCRIPTION

**POSITION:** EXECUTIVE ADMINISTRATIVE ASSISTANT  
**STATUS:** FULL-TIME; FLSA NON-EXEMPT  
**EMPLOYMENT STATUS:** AT-WILL  
**WORK HOURS:** 40 HOURS PER WEEK  
**EFFECTIVE DATE:** JANUARY 14, 2020

This position description is established by the Board of Directors ("Board") of the Elizabeth Fire Protection District ("District") to outline the basic requirements, duties and responsibilities of the position of Administrative Assistant. This position is "at-will," which means the District may terminate the employment relationship at any time and for no reason, subject only to the requirements of Federal and State law. Similarly, the employee may terminate the employment relationship without notice at any time for no reason.

### **Summary:**

The Executive Administrative Assistant is responsible for a wide range of administrative duties necessary for the District operations, including, day-to-day administration of the front office. In addition, the Executive Administrative Assistant serves as the secretary to the District Board, the Pension Board, and the Chief.

### **Supervisor:**

The Administrative Assistant is primarily supervised by, and reports directly to, the Division Chief of Administration. The Executive Administrative Assistant is alternately supervised by and reports to the Operations Division Chief and the Fire Chief.

### **Supervisory Responsibility:**

None.

### **Primary Duties and Responsibilities:**

The primary powers, duties, and general responsibilities of the Executive Administrative Assistant include, but are not limited to, the following:

1. Greets internal and external customers in person or on the phone with professionalism and compassion. Practices excellent customer service skills while performing their duties.
2. Refer questions to appropriate staff members.

3. Work independently and exercises self-motivation to complete assigned tasks.
4. Prepares and distributes district board packets monthly within required deadlines. Serve as Recording Secretary to the Board of Directors and Board of Pension Trustees. Attend board meetings and record all official proceedings; prepare minutes and document all proceedings of the Boards.
5. Supervise and assist in the preparation, organization, copying and distribution of materials for the Pension Trustees and the District Board members for all regular and special meetings, and study sessions. Prepare, or assist the Fire Chief in preparing, meeting agenda, Chief's Report, action summaries, resolutions, and other documents and materials necessary and appropriate for efficient and effective Board meetings.
6. Serve as the Designated Election Official for all District elections, which includes preparing and filing all election related documents, and meeting all statutory deadlines for conducting each election. Attend Special Districts Election Workshops to maintain current information regarding elections. Attend Special Districts Election Judges workshop. Maintain an active list of eligible judges for elections, and provide appropriate training before each election. Ensure that all election supplies and equipment are available at polling places.
7. Prepare, and timely post and/or publish, all legal and public notices, including legal and public notices required by the Division of Local Government, the Special District Act, and other State statutes.
8. Provide Notary Public services to the public and District members, as necessary.
9. Respond to all Open Records Requests in compliance with Colorado law.
10. Attend educational/training classes or seminars on job-related topics as may requested by the Fire Chief from time to time.
11. Compose correspondence for Command Staff, and/or proofread and assist Command Staff in finalizing correspondence they have prepared.
12. Perform monthly audits of the districts cash receipts and EMS billing program.
13. Successfully complete special projects, as required, involving a high degree of administrative skills.
14. Communicate clearly and concisely, both orally and in writing.
15. Efficiently operate and use modern office equipment, including computer equipment.
16. Act as the District Quartermaster and maintain an adequate inventory of office and station supplies within budget.
17. Responsible for uniform/t-shirt ordering including patches and flags under the direction of the Division Chief.

18. Maintain certain aspects of the District's record management system, including but not limited to inventory.
19. Assist the Human Resource Manager with personnel files and employee management.
20. Establish and maintain cooperative working relationships with the Fire Chief, Chief Staff, District members, and the general public in the course of work.
21. Receive, process and maintain construction plan submittals and fire safety permits using the districts records management software.
22. Consistently promote a professional image of the District at all times.
23. Maintain an organized and clean work area and assist with general cleaning and maintenance of administrative offices.
24. Perform data entry and filing as directed.
25. Positively and effectively communicate with other District members, the Board, and the public in the performance of the duties and responsibilities of the position.
26. Maintain confidential data and information.
27. Perform other duties and/or tasks assigned by the Fire Chief from time to time.

**Minimum Certification and Requirements:**

1. Must possess High School diploma or GED.
2. Five years of increasingly responsible administrative secretarial experience.
3. Possess and maintain valid State of Colorado Driver's License.
4. Proficient in the daily use of Microsoft Word, Excel, Publisher, Power Point and Outlook.
5. Basic knowledge of government accounting practices.
6. Knowledge of Fire District functions, practices and procedure Proficient use of English language, including spelling, grammar, and punctuation, at a level necessary to perform the essential functions of the position.
7. Knowledge of State laws relating to the District, including the Special District Act, and regulations promulgated by the Division of Local Government.
8. Knowledge of Fire District functions, practices and procedures.

**Working Environment/Physical Requirements:**

1. This position involves sedentary, administrative work in an office environment.
2. Moderate physical activity is required; for example, the ability to lift items in excess of 50 pounds occasionally and up to 20 pounds frequently.
3. This position requires standing, walking, sitting, stooping/bending, lifting, and repetitive motion.
4. Requires presence in the office during normal business hours.

5. This position demands frequent use of sensory activities such as talking, seeing, hearing, smelling, feeling (identifying objects by touch), depth perception, and color vision.
6. This position requires the ability to read, write, speak and understand the English language at a level adequate to perform the job.



ELIZABETH FIRE PROTECTION DISTRICT  
155 W. KIOWA AVE.  
ELIZABETH, CO 80107

## POSITION DESCRIPTION

**POSITION:** DIRECTOR OF FINANCE AND HUMAN RESOURCES

**STATUS:** FULL-TIME; FLSA EXEMPT

**EMPLOYMENT STATUS:** AT-WILL

**WORK HOURS:** AS NECESSARY TO SATISFACTORILY PERFORM DUTIES AND RESPONSIBILITIES OF POSITION

**REVISED DATE:** Jan. 14, 2020

This position description is established by the Board of Directors (“Board”) of the Elizabeth Fire Protection District (“District”) to outline the basic requirements, duties and responsibilities of the position of Director of Finance and Human Resources. This position is “at-will,” which means the District may terminate the employment relationship at any time and for no reason, subject only to the requirements of Federal and State law. Similarly, the employee may terminate the employment relationship without notice at any time for no reason.

### **Summary:**

The Director of Finance and Human Resources is responsible for a wide range of administrative duties necessary for the District operations, including but not limited to staffing and payroll; budget and financial duties; assisting with grant applications; human resources; and, specifications and purchasing. The Director of Finance and Human Resources provides responsible, confidential, analytical and technical support to the Fire Chief, Division Chiefs, Board, auditors and legal counsel regarding the District's affairs. The Director of Finance and Human Resources manages and coordinates employee benefits and other human resource services for employees and supervisors.

### **Primary Duties and Responsibilities:**

The primary powers, duties, and general responsibilities of the Director of Finance and Human Resources include, but are not limited to, the following:

1. Exercise discretion and independent judgment with respect to matters of significance, including but not limited to, assisting the Chief Staff in developing and recommending annual budgets to the Board and monitoring budget-related issues throughout the year; oversee, track and provide reports and recommendations to the Fire Chief and/or the Board regarding all aspects of the District's finances; governmental and public relations;

legal and regulatory compliance; quality control; purchasing; personnel management; District member benefits; and administration of vendor contracts.

2. Exercise strong analytical and problem solving skills, including ability to collect, integrate, analyze, and use data and information, and compare and evaluate possible actions or courses of conduct based upon such analysis.
3. Comprehensive knowledge of the District's rules, policies and procedures, including but not limited to the rules, policies and procedures contained in the District's Member Handbook and Standard Operating Procedures, and consistently and appropriately enforce the District's rules, policies and procedures.
4. Prepare and maintain payroll of the District including all quarterly payroll reports, taxes and end of year requirements.
5. Maintains legal and regulatory compliance in Human Resources and payroll related matters.
6. Coordinates time sheets, time deviation forms and other methods of time tracking to process payroll, stipend and overtime payment within the timelines established in the District's policies and procedures.
7. Tracks employee vacation and sick leave records and provides regular updates to employees.
8. Manages the Districts Benefits Programs including but not limited to Health, Life, Dental, Vision, AD&D insurance; Career Pension Programs; Workers Comp and EAP. Coordinates the renewal process for existing employees benefit programs and established new employees benefits when they become eligible.
9. Maintains availability of all enrollment and change forms for member benefits; research, analyze data, and provide information to District members, the Chief Staff and the Board regarding member benefits
10. Develops and maintains a new employee packet that provides critical payroll and benefit information to each employee.
11. Coordinates annual performance reviews and provides support to supervisors during the process.
12. Maintains the district personnel files and ensures that records are filed and secured on a regular basis.
13. Prepare and report to the Board of Directors on a monthly basis regarding all District investments, cash flow, financial statements, and prepare and distribute accounts payable. Assist with fund transfers to ensure that fund balances remain within the approved budget.
14. Maintain general ledger and subsidiary ledger.

15. Successfully complete special projects, as required, involving a high degree of administrative skills and the ability to make decisions based upon a working knowledge of fire district policies and procedures.
16. Work with the Fire Chief and District legal counsel on confidential personnel documents, District contracts, miscellaneous agreements, litigation and negotiation items, and other Fire District records.
17. Serve as the District's primary representative in the preparation and achievement of the annual audit of the District's financial records.
18. Prepare fixed assets reports according to the requirements of Governmental Accounting Practices. Perform ongoing data entry for fixed asset inventory, adding and deleting information as necessary.
19. Handle materials and information of a highly sensitive and confidential nature requiring the exercise of independent judgment, personal initiative, and confidentiality.
20. Establish and maintain administrative files, including historical legal documents, contracts, agreements, personnel files, confidential files, and workers' compensation files.
21. Assist the Fire Chief and Chief Staff in preparing a proposed budget to be considered by the Board of Directors each year, in accordance with State law, and make such changes, and conduct such research in connection with a proposed Budget, as may be required by the Fire Chief and/or the Board. File certified copies of each budget adopted by the Board with all appropriate governmental agencies.
22. Provide Notary Public services to the public and District members, as necessary.
23. Maintain and monitor the District's petty cash.
24. Screen calls and greet visitors.
25. Plan, organize, oversee, and evaluate a variety of District programs.
26. Independently prepare correspondence and memoranda.
27. Work independently in the absence of supervision.
28. Operate and use modern office equipment, including computer equipment.
29. Set up and organize complex filing system.
30. Draft or prepare documents unique to Administrative Division.
31. Communicate clearly and concisely, both orally and in writing.
32. Research, prepare and analyze data as necessary to perform duties, and on specific issues and topics as assigned.

33. Maintain confidential data and information.
34. Supervise, train and coordinate work of assigned staff, if any, including scheduling, work assignments, performance evaluations, imposing corrective actions, and recommending disciplinary actions.
35. Establish and maintain cooperative working relationships with Board members, the Fire Chief, senior staff, District members, and the general public in the course of work.
36. Consistently promote a professional image of the District at all times.
37. Attend and interact positively and effectively in District meetings, and meetings with other agencies and the public.
38. Shall positively and effectively communicate with other District members, the Board, and the public in the performance of duties and responsibilities of the position.
39. Attend educational/training classes or seminars on job-related topics as may requested by the Fire Chief from time to time.
40. Perform other duties and/or tasks assigned by the Fire Chief or the Board from time to time.
41. Shall purchase and maintain a cellular telephone or other approved communication device for performing necessary duties at the employee's sole expense.

**Immediate Supervisor:**

The Director of Finance and Human Resources works under the supervision of the Division Chief of Administration.

**Minimum Certification and Requirements:**

1. Must possess High School diploma or GED.
2. Five years of increasingly responsible administrative secretarial experience, including one year of supervisory responsibility.
3. Possess and maintain valid State of Colorado Driver's License.
4. Ability to use Microsoft word and excel spreadsheets and appropriate accounting software determined by the district.
5. Knowledge of electronic billing.
6. Knowledge of State laws relating to the District, including the Special District Act, and regulations promulgated by the Division of Local Government.
7. Basic knowledge of government accounting practices.
8. Knowledge of Fire District functions, practices and procedures.
9. Proficient use of English language, including spelling, grammar, and punctuation, at a level necessary to perform the essential functions of the position.

10. Basic Knowledge of the Fair Labor Standards Act as it relates to hours worked by line-personnel.
11. Basic Knowledge of Health Insurance Portability and Accountability Act as it relates to emergency medical services insurance billing.

**Working Environment/Physical Requirements:**

1. This position involves sedentary, administrative work in an office environment.
2. Moderate physical activity is required; for example, the ability to lift items in excess of 50 pounds occasionally and up to 20 pounds frequently.
3. This position requires standing, walking, sitting, stooping/bending, lifting, and repetitive motion.
4. Requires presence in the office during normal business hours.
5. This position demands frequent use of sensory activities such as talking, seeing, hearing, smelling, feeling (identifying objects by touch), depth perception, and color vision.
6. This position requires the ability to read, write, speak and understand the English language at a level adequate to perform the job.

**Resolution for the Partial Entry Process  
for the Statewide Money Purchase Plan**

RESOLUTION NO.19-11-10

A RESOLUTION REQUESTING COVERAGE UNDER  
THE FPPA DEFINED BENEFIT SYSTEM  
ADMINISTERED BY THE FIRE AND POLICE PENSION ASSOCIATION  
FOR NEW **FIREFIGHTERS** AND EXISTING FIREFIGHTERS FOR THE  
ELIZABETH FIRE PROTECTION DISTRICT

WHEREAS, pursuant to Colorado Revised Statutes, Section 31-31-1101 and FPPA Rule 609, **Elizabeth Fire Protection District** ("Employer") may elect to cover all newly hired **Firefighters** under the FPPA Defined Benefit System (which includes the Statewide Defined Benefit Plan and Statewide Hybrid Plan) administered by the Fire and Police Pension Association ("FPPA") in lieu of coverage under the **Statewide Money Purchase Plan**; and

WHEREAS, after consideration of this Employer has determined to have all newly hired **Firefighters** meeting the definition of Member under Colorado Revised Statutes Section 31-31-102 participate in the **Statewide Hybrid Plan** beginning on the Effective Date for New Hires, as defined herein; and

WHEREAS, pursuant to Colorado Revised Statutes Section 31-31-1101(3.5)(a), all current members of the **Statewide Money Purchase Plan** may individually elect to participate in the FPPA Defined Benefit System, or may remain in the **Statewide Money Purchase Plan**.

WHEREAS, at a meeting held on this date, the Board of Directors of the Employer determined to take the following action.

NOW, THEREFORE, BE IT RESOLVED BY THE **BOARD OF DIRECTORS OF THE ELIZABETH FIRE PROTECTION DISTRICT** AS FOLLOWS.

1. Employer hereby requests that the effective date of coverage be July 1, 2020.
2. The Employer does **not elect** to offer the Members who are active prior to the Effective Date the option of participating in the Statewide Defined Benefit Plan.
3. The Member and Employer contribution rate to the **Statewide Hybrid Plan, Statewide Hybrid Plan- Money Purchase Only Component** and **Statewide Money Purchase Plan** on the Effective Date of entry, for Members who are active prior to the Effective Date for New Hires shall be as indicated on [Exhibit A](#) of this resolution.
4. The **Employer** elects to cover all Members hired on or after **July 1, 2020**, such earlier date after the filing of the Certification of Compliance designated by the Employer (known herein as the Effective Date for New Hires), under the **Statewide Hybrid Plan (DB and MP Components)** at the contribution rate set forth in [Exhibit B](#).

5. The Employer **intends** to transfer some or all of the current active Members' account balances to FPPA to the Money Purchase Component of the Statewide Hybrid Plan.
6. The Members' employer accounts shall be 100% vested upon transfer to the FPPA Defined Benefit System.
7. The Employer acknowledges that the election for coverage under the FPPA Defined Benefit System is irrevocable once the final Certification of Compliance is filed by the employer and approved by FPPA.
8. Full-time clerical and other support personnel employed by the **District** prior to the Effective Date of New Hires **may not** individually elect to participate in the FPPA Defined Benefit System or may remain in the local plan
9. Full-time clerical and other support personnel hired by the **District** after the effective date **shall not** participate in the plan.
10. Part-time **Firefighters** if applicable, hired by the Employer after the Effective Date **shall not** participate in the Statewide Money Purchase Plan administered by FPPA.
11. Part-time Firefighters employed by Employer on the Effective Date **shall not** participate in the Statewide Money Purchase Plan;
12. In addition to this Resolution, **Employer** understands that it must make the certifications contained in the "Form of Certification of Compliance" attached hereto as [Exhibit C](#) and which must be completed as the final Certification of Compliance by the employer. Entry into the FPPA Defined Benefit System is not complete and final until the Certification is made and filed with FPPA.
13. The **Employer**, in conjunction with the FPPA, will prepare a disclosure statement which compares the main provisions of the **Statewide Money Purchase Plan** and the Plan or Plans offered under the FPPA Defined Benefit System, as applicable. Said disclosure statement will be submitted to FPPA for approval. The Employer will submit the approved disclosure statement to all eligible members prior to the deadline for making individual elections.

#### MEMBER SELECTION

14. In conjunction with FPPA, the Employer shall implement a procedure for making individual selections of plan options for all eligible members pursuant to the rules and procedures established by FPPA.

The **Employer** understands that if the certification of compliance for coverage under the FPPA Defined Benefit System is accepted, all future members of the **Employer** who would have been covered under the **Statewide Money Purchase Plan**, will be covered under the **Statewide Hybrid Plan** of the FPPA Defined Benefit System.

That this resolution of intent shall be certified and transmitted to FPPA for processing in accordance with all applicable law and regulations as part of the application process.

RESOLVED AND ADOPTED this [\_\_\_\_\_] day of [\_\_\_\_\_], 2019.

EMPLOYER:  
ELIZABETH FIRE PROTECTION DISTRICT

ATTEST:

\_\_\_\_\_  
Secretary

Approved: \_\_\_\_\_  
President

**Exhibit A**  
**Contribution Rate Schedules for Members hired prior to the effective date of entry**

**Statewide Hybrid Plan - Contribution Rate Schedule - Reentry Members**

| 1.                              | 2.                                | 3.  | 4.   |
|---------------------------------|-----------------------------------|---|--|
| <i>Member Contribution Rate</i> | <i>Employer Contribution Rate</i> | <i>Total Combined Member and Employer Contribution Rate for Reentry Members</i> | Portion of the Member Contribution Rate noted in column 1 to be paid "after-tax" |
| <b>[8%]</b>                     | <b>[9%]</b>                       | <b>[17%]</b>  | <b>[0%]</b>  |

Note: The minimum mandatory rate for the Statewide Hybrid Plan is 8% member and 8% employer; however, a higher rate is accepted.

All contribution rates for the FPPA Plans are calculated on the member's base salary as defined in FPPA Rule 101.05.

**(Statewide Money Purchase Plan or Local Money Purchase Plan) - Contribution Rate Schedule - Reentry Members**

| 1.                              | 2.                                | 3.  | 4.  |
|---------------------------------|-----------------------------------|---|---|
| <i>Member Contribution Rate</i> | <i>Employer Contribution Rate</i> | <i>Total Combined Member and Employer Contribution Rate for Reentry Members</i> | Portion of the Member Contribution Rate noted in column 1 to be paid "after-tax". |
| <b>[8%]</b>                     | <b>[9%]</b>                       | <b>[17%]</b>  | <b>[0%]</b>   |

**Exhibit B**  
**Contribution Rate Schedule for Members Hired After the Effective Date of Reentry**

**Statewide Hybrid Plan - Contribution Rate Schedule**

| 1.                              | 2.                                | 3.   |
|---------------------------------|-----------------------------------|--|
| <i>Member Contribution Rate</i> | <i>Employer Contribution Rate</i> | <i>Total Combined Member and Employer Rate</i> |
| <b>[8%]</b>                     | <b>[9%]</b>                       | <b>[17%]</b>                                   |

Note: The minimum mandatory rate for the Statewide Hybrid Plan is 8% member and 8% employer; however a higher rate is accepted.

All contribution rates for the FPPA plans are calculated on the member's base salary as defined in FPPA Rule 101.05.

**Exhibit C**  
**Form of Certification of Compliance**

In order to comply with Colorado Revised Statutes 31-31-1101 it is necessary for **Employer** to certify the following to the FPPA Board of Directors:

;

- a) by separate action **Employer** has adopted a Resolution to partially terminate participation in the **Statewide Money Purchase Plan** in accordance with the terms of that plan;
- b) active Members in the **Statewide Money Purchase Plan** who have so elected (the Transferred Members), as of the Effective Date shall become Members in the FPPA Defined Benefit System;
- c) the Employer will transfer or cause to be transferred to the FPPA Defined Benefit System all assets of the **Statewide Money Purchase Plan** that are attributable to the accrued benefits of the Transferred Members, pursuant to the procedure established by the Board;
- d) all Employer and employee contributions required to be made to the **Statewide Money Purchase Plan** as of the date of the partial termination have been made;
- e) Transferred Members in the **Statewide Money Purchase Plan** shall not incur a reduction in their account balances, determined as of the Effective Date, as a result of their transfer to the FPPA Defined Benefit System. For vesting purposes with regard to the **Statewide Money Purchase Plan** account balances and with regard to the Money Purchase component of the FPPA Defined Benefit System, years of service in the Statewide Money Purchase Plan shall be combined with Years of Service in the Money Purchase Component of the FPPA Defined Benefit System. For vesting purposes with regard to the Defined Benefit component of the FPPA Defined Benefit System, Years of Service Credit shall be based upon service credit either earned or purchased while in the FPPA Defined Benefit System; and
- f) The Employer agrees to participate in the FPPA Defined Benefit System and to be bound by the terms of the FPPA Defined Benefit System and the decisions and actions of the Board with respect to the FPPA Defined Benefit System.
- g) All Members hired on or after **the Effective Date** shall participate in the FPPA Defined Benefit System, as previously determined by the Employer
- h) There are no outstanding loans, liens, assignments, court orders including domestic relations orders, or other types of encumbrances of any nature against any funds transferred to the Statewide Defined Benefit System by the Trustee of the local money purchase plan. The employer will notify FPPA at the time of transfer of any pending domestic relations orders.

**Exhibit D**  
**Loans to Plan Members**  
(Preparer may use a spreadsheet format)

For each loan, please list the following information:

**Member Name:**

**Social Security Number:**

**Loan ID:**

**Interest Rate:**

**Origination Date:**

**First Payment Date:**

**Payments per Year:**

**Payment Frequency (Q/M/B/W/2/3/4):**

**Total number of Payments:**

**Regular Payment Amount:**

**Home Loan or General Loan:**

**Total Original Loan Amount:**

**\*Original Loan Amount (Source/Amount/Fund) (if reinv. Type 1):**

**Principal Balance on Valuation Date:**

*\*Only needed if the Plan allowed loans from multiple sources. If the participant's loan came from multiple sources (such as Employee and Employer), indicate how much came from each source. This enables Fidelity to calculate what percentage of the loan repayment goes back to each source. This should add up to the "Total Original Loan Amount".*