



**Minutes of the Regular Meeting of the Board of Directors  
October 21, 2021**

The Regular Meeting of the Eagle County Health Service District occurred on October 21, 2021 at 8:00 a.m.; at 1055 Edwards Village Blvd., Edwards, Eagle County, Colorado, in accordance with the applicable statutes of the State of Colorado.

**The following Directors were present and acting:**

**Attending In Person:**

Jeff Babb  
Dr. John "Chip" Woodland  
Mark Bergman  
Janet Bartnik  
Dan Smith

**Eagle County Health Service District Staff in Attendance In-Person:**

Amy Gnojek, CEO/CFO  
Jim Bradford, CEO/COO  
Steve Vardaman, Operations Manager  
Ryan Bush, Operations Specialist  
Will Dunn, Clinical Manager  
Michelle Gennett, Human Resources Manager  
Dana Query, IT Systems Administrator  
Veronica Ross, Finance Manager  
Hank Bevington, Paramedic Supervisor  
David Miller, Community Paramedic  
Kelly Conrad, Paramedic  
Greg Sawyer, Paramedic  
Sarah Braucht, Office Coordinator

**Eagle County Health Service District Staff in Attendance Virtually:**

Katie Coakley, Communications & Marketing Coordinator  
Dawn Vogeler, Paramedic Supervisor  
John Farris, Community Paramedic  
Brenda Hazard, Community Paramedic  
Grant Middlebrook, Paramedic  
CJ Castle, Paramedic  
Chris Carr, Paramedic

Amelia VanDyke, Paramedic  
Ande Rasmussen, Paramedic  
Jennifer Cooley Follett, Accounting Clerk

**Call to Order** The Regular Meeting of the Board of Directors of Eagle County Health Service District was called to order by Director Babb on October 21, 2021 at 8:00 a.m. noting a quorum was present.

**Consent Agenda**

A motion was made by Mr. Smith to approve the Consent Agenda. Mr. Bergman seconded the motion. Motion passed unanimously.

RESOLVED to approve the September 16, 2021 Board Meeting Minutes and Monthly Expenditures.

**BUSINESS & STRATEGY ITEMS:**

**2022 Budget Draft Discussion -**

**Staff seeks discussion and Board counsel on the 2022 Budget Draft.**

Ms. Gnojek presented the first draft of the 2022 Budget to the Board and reminded them that it is still a work in progress. She reviewed the budget driver highlights. The goal of this review is to make sure that the District is on the right track and to fine tune anything before the final budget adoption. The budget must be approved by December 15, 2021. The District is in a very healthy financial position with a \$29 million net asset reserve balance.

**Revenue**

The District received this year one time windfalls from government grants and any potential grants are not planned for in the future budget. The 2022 budget plans for a call volume increase of 5-10% and the property tax increase of 4% is a fairly solid estimate. The budget is very conservative on local grant funding for the community health program. Mr. Smith asked if the District collects any fees for service associated with the community paramedic program. Ms. Gnojek answered that the District does not collect fees for CP calls, but there is some grant money for crisis co-response calls. Mr. Bergman asked about the special ownership tax revenue line item in the budget. Ms. Gnojek explained that it is tax on items such as cars, boats, recreational vehicles, and such. There is an anticipated 11% increase in revenue over the prior year.

**Expenditures**

There have been a lot of ongoing discussions within the District regarding expenditures. 70-75% of expenses are staff related consisting of wages, benefits, and professional development. The District needs to take care of their employees, however this sector of expenses is growing faster than revenues. Adjustments to pay bands were made with data from Mountain States Employers Council and Eagle County to be more in line with industry and local standards. There is a 4-5% wage increase across the board, however these are pay adjustments, not necessarily raises. The District is currently at 40% of benefits to pay ratio, which is up from 31% five years ago. The retirement plan changed a few years ago when contributions were changed from base salary to total wages paid including overtime.

Retirement contributions are 10% of salary for employees with up to three years of service and 18% for employees with three or more years of service. There is a lot of opportunity for internal advancement and more employees are staying on longer with the organization. Mr. Bergman asked about the health care coverage for employees. Ms. Gnojek stated that the District currently pays for 100% of employee health care and 90% for spouse and/or family. There are two different health care plans that offer a co-pay PPO plan or a high deductible plan with HSA contributions by the District (\$1250 for employee only, \$2500 for spouse/family). Mr. Bergman suggested increasing the plan deductible or have the family contribute more than 10% to help save the District some associated costs. Ms. Bartnik noted that the cost of health care has risen significantly in the past 10 years. The District has worked hard to provide healthcare for employees and offer generous plans.

Ms. Gnojek has compiled budget projections and expenses are growing faster than revenues and expenses will grow more in the next three years. She is also concerned about the implications of Proposition 120 if it passes in this year's election. The only place the District can adjust expenses is within wages and benefits, but we can't slash employees and pay. The District has decided not to make any benefit changes for 2022. Ms. Bartnik suggested reviewing benefits in the first quarter of next year to make small adjustments for the following year. Staff will send out a benefits survey to gauge what is important to employees and then the District can be well positioned to be working towards a more affordable benefits plan. Mr. Babb is concerned about the implications to the District of Proposition 120 passes and though staff and the Board can't tell employees how to vote, he does advise them to educate themselves as best as possible.

All other expenses besides wages and benefits follow operations and call volume trends. Supply costs are up 40% just this year due to supply chain issues. The Vail station rent to Vail Health is more than anticipated. Expenses for a Board election and IT contractor services are planned for 2022. The relationship with Jim Pyke's IT company is more beneficial than hiring another employee. The medical director fee may go up with Dr. Hearne retiring soon and the District needing an EMS fellowship-trained physician. Mr. Bergman asked about the time demands for a medical director for the District and Mr. Dunn answered about 10 hours a month, but it is variable depending on the season. The District basically pays for the 24/7 availability of the medical director. Mr. Babb asked about the increase in finance and collection fees. Ms. Gnojek answered that the District started outsourcing billing to EMS MC in May of 2020 and the fee essentially equals the cost of two inhouse employees. The District has service contracts with the IT company and medical director. Ms. Gnojek reviewed the dues, licenses, fees, and subscription expenses. Mr. Babb asked if a District legal representative can attend the Board meetings and Ms. Gnojek answered that they could either in person or virtually. The capital outlay expenses include the Eagle station remodel and employee housing construction. Ms. Gnojek stated that a budget amendment will not be needed this year. Mr. Bergman asked there is legally a cap on the amount of reserves the District can have and Ms. Gnojek answered that there is not a cap, but there is a minimum of 3% of annual expenditures that must be kept in the capital reserves account. Ms. Bartnik

suggested increasing the minimum reserves to 20%. Mr. Babb would like to see an outline of the pay scales for the Board to review before final budget adoption.

#### **Impact Fees -**

**Gypsum and Greater Eagle Fire Districts have approached ECPS for participation in an Impact Fee study. ECPS participated in said study in 2017 (attached). Staff seek a discussion on impact fees as a source of revenues, the pros/cons, and whether to participate in the study.**

Gypsum and Greater Eagle Fire Departments have approached the District to participate in an impact fee study. The Board did not move forward in collecting impact fees in the past because of political uneasiness and there is great value in moving forward with this current study. The fire districts have been collecting impact fees for the past several years in the name of the District. The growth in Eagle County might necessitate District resource growth with new stations or expansion of existing stations. The cost of the study to the District will be around \$15,000. Ms. Bartnik noted that the District must participate in the fee study to be able to collect impact fees. Mr. Bradford commented that all fire departments in the county collect impact fees. Studies must be updated every five years and the county has grown by over 15,000 people in the past ten years. Each town board would have to support and adopt resolutions to collect impact fees for the District. The Board was in agreement to move forward with the impact fee study.

#### **Impact Development Fund (IDF) & Employee Housing Down Payment Assistance Program -**

**Update on moving the housing assistance program to IDF, as well as comparison to other housing assistance programs in the State/Region.**

The Board has requested research into Impact Development Fund for the employee housing loan assistance program. The \$500 application fee will be passed on to the employee. IDF charges a flat \$2500 fee per year to manage and administer up to 30 employee loan accounts. There will be a one time \$5000 set up fee for the District. IDF will clean up the District's current housing policy and better align it with other Eagle County housing programs. An action item will be put on next month's Board agenda to adopt the housing assistance program and in the meantime, Mr. Smith and Mr. Bergman will meet with staff to develop a recommendation to the Board.

#### **CEO Search Update -**

Mr. Babb and Ms. Gennett have reviewed a handful of companies to assist the District with the CEO search. They have chosen to go with Strategic Government Resources because of their scale of operations and the variety of resources they use. SGR has worked with multiple other special districts and they put an emphasis on the upfront process for the organization's needs. Mr. Babb appreciated that their proposal included a "not to exceed" amount for the CEO search process. The company will start with pre-work on November 1st and in earnest start the search process after January 1st.

Mr. Bergman made a motion to move forward with Strategic Government Resources to assist the District in the CEO search process. Mr. Smith seconded the motion. Motion passed unanimously.

RESOLVED to move forward with Strategic Government Resources to assist the District in the CEO search process.

**ACTION ITEMS:**

**Employee Handbook Discussion and Adoption -**

The employee handbook was previously distributed to the Board via email and a few comments were made on the content. The District's legal counsel has advised on making a change to the employee handbook regarding weapons on duty and on District property due to Senate Bill 21-256. The resolution for this policy is only for review at this meeting and can have action taken next Board meeting. Once the Board adopts the policy, signage will be posted and an amendment will be made to the employee handbook and policy & procedure manual. This policy would apply to both employees and the general public on property. Mr. Smith asked if the policy includes the parking lot areas and if it would apply to the Vail Mountain Rescue facility as well. Mr. Bergman asked if the policy is legally enforceable for the public on property. Ms. Gnojek replied that it is complicated, but it would be easy enough to exempt the parking lots areas from this policy. Ms. Gnojek will defer questions until legal counsel is present at the next Board meeting.

Mr. Bergman made a motion to approve and adopt the Eagle County Paramedic Services Employee Handbook as presented to the Board of Directors on October 21, 2021 and pending the weapons clause with further legal counsel. Mr. Smith seconded the motion. Motion passed unanimously.

RESOLVED to approve and adopt the Eagle County Paramedic Services Employee Handbook.

**UPDATES:**

**Financial Statement Review & Update –**

Ms. Gnojek noted that Ms. Cooley Follett recently passed her Certified Ambulance Coder exam. The District's financial software was down for a few days during the Board packet preparation, so Ms. Gnojek apologized that the Board received the financial information late. Interfacility transfers are up 11% so far this year and up 50% in the past 10 years. Since the District hired an outside billing company, the District has been better at billing and collections payments. Professional development expenses will be slightly increased at the end of 2021 due to the local EMSAC conference attendance. There will be some more planned big expenditures before the end of the year, such as a contractor payment to the Hope Center, however the District will end the year in a very good financial position.

**Village at Avon, Traer Creek Hotel Update -**

Mr. Bergman has spoken with the developer of a proposed hotel next to the Avon station that has a current plan to share a driveway with the station. He said the developer has been easy to work with and a verbal agreement has been made to remove the driveway access from the proposed plan. The hotel development plan will go back to the Traer Creek design review board soon and hopefully this conflict should go away. The District can discuss with the design review board to remove the right of way easement all together.

**Executive/Operations Report –**

Mr. Bradford stated that the Eagle County Planning Commission met yesterday to review the proposed behavioral health facility and they recommended approval to move on to the County Commissioners to review next. The Central Mountains Regional Emergency Medical and Trauma Advisory Council (CMRETAC) recently discussed skier transports and how the response is handled. Typically an unpaid shuttle is provided from the ski mountain to the hospital if there are no significant medical needs, and often an EMT employee of the hospital drives the shuttle.

Mr. Bradford discussed the capital reserve maintenance program and the on-going contracts for heating and air conditioning and fire alarms and sprinklers. There is an in-house maintenance committee that helps with small projects at the stations. Mr. Vardaman said that there are some design flaws of the stations, but there are currently no ongoing property maintenance issues. The District spends about the same amount on building maintenance every year and so far there has not been any chronic failures. He is working on chipping away at larger projects with capital expenditures to avoid any emergency repairs.

Mr. Bradford met with the engineering firm hired to assess the Vail bay floor drainage issue. They have suggested installing curbs and additional drain to help mitigate standing water. The costs will be around \$50-70,000 and will take a few weeks of construction, so it has been delayed until spring when there is less call volume. September 2021 has more calls than September 2019 and this is the first time since the pandemic has started that 2021 numbers are more than 2019 numbers.

**Executive/Finance Report –**

Ms. Gnojek read a thank you note from a patient regarding the Board granting a financial hardship request.

**Staff Reports –**

Mr. Dunn noted that a team of District employees will be honored with the Call of the Year Award at the Rotary Public Safety awards in November for excellence response on an interfacility transfer call this past summer. Mr. Dunn also read a letter from a bystander of a rollover crash in Gypsum last week who also happens to be the State EMS Medical Director. The commendation letter will be passed on the staff working the incident.

---

Eagle County Health Service District Regular Meeting Minutes  
October 21, 2021

---

**EXECUTIVE SESSION –**

Mr. Babb wanted to clear up any concerns about transparency and that executive sessions can only be used for very specific reasons. Mr. Babb §24-6-402(4)(c), C.R.S., Matters required to be kept confidential by the Health Insurance Portability and Accountability Act (HIPAA). Mr. Bergman seconded the motion. Motion passed unanimously. The Board entered into Executive Session at 10:22am.

**The Board reconvened at 10:32a.m.**

Mr. Smith made a motion to approve charitable writeoffs as recommended by staff. Mr. Bergman seconded the motion. Motion passed unanimously.

**Adjournment –**

There being no further business to come before the Board, Ms. Bartnik made a motion to adjourn the meeting. Mr. Babb seconded the motion. Motion passed unanimously.

RESOLVED to adjourn the Regular Meeting of October 21, 2021 at 10:35a.m.

Respectfully submitted,  
Secretary for the Meeting  
Sarah Braucht

Approved: Board of Directors



