

TAHOE DOUGLAS FIRE PROTECTION DISTRICT  
BOARD OF TRUSTEES Workshop  
January 14, 2026

**Those Present:**

Chairman Ben Johnson

Trustee Dan Kruger

Trustee John Breaux (Virtual)

Trustee Ben Ward

**1. Call to Order**

Chairman Johnson called the meeting to order at 2:45 PM.

**2. Pledge of Allegiance.**

Not conducted

**3. Roll Call**

Chairman Johnson, Trustee Kruger, Trustee Ward and Trustee Breaux (Virtual) were all present.  
A quorum was met.

**4. Approval of Agenda**

Trustee Kruger made a motion to approve the agenda as presented.

Second: Trustee Ward

Motion approved: 4-0

**5. Public Comment**

None.

**6. Approval of Meeting Minutes 11/20/2025**

Trustee Breaux requested that the November 20, 2025 meeting minutes reflect that he and Trustee Ward at this time cannot support administrative staff raises without first reviewing comparative compensation data.

Trustee Breaux made a motion to approve the meeting minutes with the requested amendment.

Second: Trustee Ward

Motion approved: 4-0

**7. Review**

**Review of Previous Budget Workshop**

*Chairman Johnson*

Trustee Ward explained the organization of the future workshops as simple, transparent, and organized around a monthly cadence. The spreadsheets he is sharing are now in a secure file

TAHOE DOUGLAS FIRE PROTECTION DISTRICT

BOARD OF TRUSTEES Workshop

January 14, 2026

sharing service called “Box.” He will meet with committee leads in advance of group meetings to gather updates, allowing full committee meetings to focus on high-level priorities, challenges, and resource adjustments to keep the project on schedule.

He outlined a centralized document to serve as the single source for all project materials. The project is divided into two phases:

- Phase one identifies funding needs, including long-term wages, equipment, facilities, and capital requirements over a 30-year horizon with inflation considerations
- Phase two addresses how the funding will be obtained.

Trustee Ward explained the spreadsheet he presented as a tool to track project milestones and action items. He noted key timelines allowing committees to work backward from critical deadlines. The spreadsheet includes a to-do list where tasks are categorized by project phase, committee, priority, owner, and required completion date. He explained that the list is collaborative and will be reviewed monthly.

Trustee Kruger presented a spreadsheet to forecast long-term equipment replacement costs. He explained that the data, such as useful life, replacement year, future cost, and salvage value, will be updated with input from the committee. The tool summarizes projected capital spending by year, showing significant fluctuations. He said the goal is to smooth those spikes through consistent annual contributions to a capital fund and when appropriate, adjusting replacement timing.

Chairman Johnson emphasized the importance of using a full 30-year projection window for everything so the long-term budget remains accurate.

Trustee Ward shared the additional revenue spreadsheet that will be refined as additional needs are identified. The spreadsheet also contains visual representation of where the District is currently and versus where the District needs to be, which is an easy way for everybody to see tangible progress.

Chief Lindgren requested that each Board member is set up with a Tahoe Douglas Fire google email to provide access to department email groups.

Chairman Johnson requested that no one uses workarounds outside of this established framework and any changes needed to fit work flow be discussed with Trustee Ward.

Chief Lindgren requested a short training on how to use the spreadsheets for himself and others that would benefit from it.

Trustee Ward explained that anyone should feel comfortable adding action items to the list but no one should be closing points unless it is agreed upon during a Board meeting.

TAHOE DOUGLAS FIRE PROTECTION DISTRICT

BOARD OF TRUSTEES Workshop

January 14, 2026

Trustee Ward noted that the Wage committee stalled on the decision to use a third party wage comparison study. Chief Lindgren noted that other agencies that paid for wage comparison surveys contained inaccuracies and suggested the District gather and verify its own data.

Chairman Johnson would like to see job descriptions and employment contracts from surrounding districts to provide data for wage comparison.

Chairman Johnson discussed Fire Inspector Rowlett's suggestion to establish a foundation similar to the Sheriff's Advisory Council and possibly creating a membership program that could provide recurring revenue with member benefits. He recommended forming a new committee, tentatively called "External Revenue Generation,"

New committee members: Kris Rowlett, Stacy Noyes, and Michelle Turner

Fire Inspector Rowlett explained that East Fork Fire established a nonprofit 501(c)(3) called the Ember Foundation to raise funds for department needs, such as a new apparatus. The concept allows community members to make tax-deductible donations locally.

Chairman Johnson explained that if a portion of the new committee gets too big it can be broken out into a separate or a subcommittee at a future date.

Fire Inspector Rowlett suggested the current fees for service be updated based on current cost. Chairman Johnson explained that a new committee would not be formed for this at this time, but the topic would be considered further.

Chairman Johnson emphasized the value of involvement from the Union and asked when it would be best to reengage and expand participation. Chief Lindgren explained that several key union members were absent due to a Captains Academy.

Chairman Johnson also suggested assigning a captain to each committee to help keep their crew engaged.

Fire Inspector Rowlett recommended further refining the committee's vision and plan before expanding outreach and suggested sharing the information at a union meeting.

Trustee Ward noted that the current meeting is primarily for alignment, with more detailed work to occur in breakout meetings. He emphasized the importance of involving the right people and agreed that a clearer plan would support broader engagement.

It was agreed that the rising cost of benefits, including healthcare, would be addressed within the scope of the Wage Committee due to the overlapping topics.

## **8. Committee Reports**

*Chairman Ben Johnson*

TAHOE DOUGLAS FIRE PROTECTION DISTRICT  
BOARD OF TRUSTEES Workshop  
January 14, 2026

**Wage Comparison Committee:**

HR Specialist Nalder provided an overview of the wage comparison project conducted by the Wage Committee. The initial effort involved compiling compensation data for administrative positions to establish a baseline, focusing on competitiveness and retention, with a goal of targeting the 75th percentile for all employees. Comparable data was gathered from North Lake Tahoe Fire Protection District, Truckee Meadows, Carson City, and East Fork, though differences in organizational structures and job descriptions made direct comparisons challenging.

The analysis indicated that:

- HR Specialist 1 is paid at the 15th percentile
- HR Specialist 2 is at the 50th percentile
- Accounting/Payroll Specialist 1 is at the 60th percentile
- Accounting/Payroll Specialist 2 (noting that the position at TDF has additional UKG program responsibilities) is at the 90th percentile
- Admin Assistant/Board Clerk is at the 18th percentile
- Finance Manager is at the 15th percentile

Nalder noted that AI was used to supplement the analysis, though it cannot fully replace a professional compensation study. She emphasized that while the data provides a useful starting point, a formal study would offer more accurate information for long-term budgeting and compensation planning.

Chairman Johnson supported getting quotes for a compensation study.

HR Specialist Vindel noted that a comprehensive compensation study could take up to a year to provide credible and unbiased data. She emphasized the need for up-to-date job descriptions for accurate comparisons and acknowledged that many agencies' descriptions may be outdated. Vindel suggested starting with a third-party study, with the option of conducting future studies internally to reduce costs.

Lindgren noted that other regional fire chiefs are interested in participating in a joint compensation study.

Trustee Breaux noted that somebody would have to store and keep updating the data because it is dynamic.

Chief Lindgren supports posting up to date wage data on the Districts website.

Trustee Ward agreed that the Wage committee should meet internally before the next Board Workshop.

**Equipment/Capital Expenditure Committee:**

TAHOE DOUGLAS FIRE PROTECTION DISTRICT  
BOARD OF TRUSTEES Workshop  
January 14, 2026

Trustee Ward shared the open items for this committee:

- Gather expected Equipment Cost dataset to plot expected costs per year (for next 30 years)
- Plot expected Equipment Cost dataset and align on strategic normalized cost per year (for next 30 years)
- Present final strategic equipment cost plan with Chief and wider audience - add to Rev Gen Tracker

### **Resort Tourist Contribution Committee**

Chief Lindgren will meet tomorrow with STAR, a committee of general managers from the Nevada side resorts, for introduction, relationship building, and explain that the district has a structural budget deficit while exploring various revenue options.

The open action item for this committee is to meet and establish clear next steps before the next workshop

### **Redevelopment (MOU) Committee**

Chairman Johnson, Chief Lindgren and Finance Manager Nolting-Bammer meet with Kathy Lewis, the COO of Douglas County. The District is getting a portion of redevelopment tax revenue back and the LEED light tax abatement has ended and was incorrectly taken from our tax income last year.

Chief Lindgren clarified that the MOU with Douglas County does not mean that the District will get money back that was taken from the Ad Valorem tax but it does mean the County will assist and support the District in obtaining additional revenue.

The open item for this committee is to meet with Kathy Lewis again to determine clear next steps

Completed item – Finance Manager verified that the District did receive the correct redevelopment tax revenue.

### **Ad Valorem Tax Committee:**

Chairman Johnson will meet with the Douglas County Assessor to discuss fair valuation of new commercial developments.

Chief Lindgren updated that the Nevada Fire Chiefs are supporting legislation to change statewide property buyer tax abatement based on the seller tax position.

Open Action Items:

- Meeting with Douglas County Assessor Trent Tholan to determine clear next steps
- Investigate Nevada legislative schedule and tax abatement on real property transfer tax (RPTT)
- Document timeline and cost benefits on NRS changes from 474 vs 318

TAHOE DOUGLAS FIRE PROTECTION DISTRICT  
BOARD OF TRUSTEES Workshop  
January 14, 2026

**Special Assessment (PR Focus) Committee:**

No update at this time.

An action item was added that Mike Brown is to provide updates on a timeline if we do need to move forward with special taxes.

**9. Public Comment**

None.

**10. Adjourn**

Meeting Adjourned at 4:34 PM

**Submitted by:**

Kathy Donovan

Administrative Assistant/Board Clerk