

**MINUTES  
BOARD OF DIRECTORS REGULAR MEETING  
NORTH METRO FIRE RESCUE DISTRICT  
ADMINISTRATIVE HEADQUARTERS  
101 SPADER WAY, BROOMFIELD, CO 80020**

Date: June 18, 2019

**BOARD MEMBERS PRESENT:**

John Abboud, President  
Peter Billera, Vice President  
Tim Long, Treasurer  
Jenni Murphy, Secretary  
Richard Miller, Asst. Secretary

**STAFF PRESENT:**

David Ramos, Fire Chief  
David Anderson, Deputy Chief, Support Services  
Jeff Bybee, Deputy Chief, Operations  
Lisa Willis, Chief Financial Officer  
Eileen Gomez, Human Resources Manager  
Steve Gosselin, Division Chief, Fire Prevention  
Sara Farris, PIO

**LEGAL COUNSEL:**

Richard Shearer, Esq.

**A. Call to Order**

President Abboud called the Board of Directors meeting to order at 4:00 p.m. on June 18, 2019.

**B. Pledge of Allegiance – Led by Director Billera**

**C. Additions/Deletions to Agenda**

None

**D. Public Comment (Agenda Items Only)**

None.

**E. Presentations**

1. Oath of Office for Fire Prevention Specialist Michael Prill

Chief Gosselin introduced Michael Prill, newly hired Fire Prevention Specialist, who is helping with the plan review queue. He comes from Brighton Fire, where he was a lieutenant. Mike has a positive attitude and a dedication to the fire service. President Abboud administered the oath of office to Mike. Mike's wife Jolene pinned his new badge.

2. December 31, 2018, Audit Report – Feis & Company, P.C.

Director Long thanked Bob Feis, auditor, CFO Willis and her staff for in depth analysis of the District's financial situation. The audit went well. There are no management concerns expressed by the auditor.

Mr. Feis considers North Metro Fire's financial team one of the best he works with. The Board had been provided with an audited financial report. Mr. Feis gave an unqualified opinion with no exceptions to the report. Staff was prepared and receptive to requests for more information. All of the funds are in very good financial position and were within budget last year. From a financial standpoint, 2018 was a good year. He had reviewed the audit in detail with the Audit Committee earlier in the day. He noted that he had provided graphs comparing the past three years of financial data.

The Board members had no questions for Mr. Feis.

President Abboud noted that the Board would be moving to the adjacent room for a study session to review the Strategic Plan and invited the public to join the Study Session.

**F. Study Session – 2019 Strategic Plan**

Chief Ramos informed the Board that Staff would review proposed goals and objectives of the next Strategic Plan. Each division will present its own goal. The proposed draft goals and objectives have not been developed in final format yet and will be revised once all stakeholders, including the Board, have had a chance to comment.

Chief Gosselin reviewed the Fire Prevention Strategic Plan goal and objectives, which addresses items identified in the Corona Insights survey including decreasing plan review turnaround time.

Director Murphy asked about the frequency of engine company business inspections. Chief Gosselin replied that they are completed every year or every other year, depending on the risk factors associated with each business type. Director Miller asked to receive more education about company inspections in the near future. Chief Ramos added that engine company inspections are for existing businesses only, and new business inspections are conducted by Fire Prevention staff. During engine company business inspections, firefighters are able to become familiar with building layouts and develop preplans with maps and roofline features. As crews have become busier with calls, training and other duties, it has become increasingly challenging to conduct quality inspections at the engine company level. This year, the District has assigned a fulltime inspector to the job of conducting existing business inspections. This role is currently filled by a line lieutenant recovering from an on-the-job injury. This trial position has reduced engine company workload, and staff will continue to evaluate the effectiveness of this program and consider future FTE's for this program if successful. President Abboud noted that this needs to be balanced with keeping the firefighters familiar with businesses in their response area.

Director Long asked if Chief Gosselin meets with local developers and local government planning staff. Chief Gosselin replied that he and his staff meet with both Northglenn and Broomfield

regularly to get updates from developers and provide relevant fire department input. President Abboud thinks the objectives are right in line.

Chief Gosselin announced that Life Safety Education had been moved to report to PIO Farris.

PIO Farris reviewed the community outreach objective. She would like to see a strategic shift in how the District allocates resources for the education component and to lower community risk. The senior and adult population account for a large majority of call volume. She would like to use analysis to look at calls for trends, especially with repeat callers, and identify resources to help. Director Miller thinks that her thoughts could be better explained in the Strategic Plan objective. PIO Farris will rework the phrasing to include reducing community risk. Director Long wondered about community education on the difference between urgent care and emergency room calls. PIO Farris plans to partner with community resources and start with education and assessment component. Chief Ramos noted that this strategic plan would include a focus on reducing emergency call load by reducing the number of nonemergency responses. This specific goal will be addressed later under emergency operational goals.

Director Murphy asked if PIO Farris would be a resource to seniors to refer to appropriate community services. PIO Farris replied that Life Safety Education Specialist Sasha Story is working more with seniors and is connecting with Broomfield Health and Human Services as well as Northglenn to tap into available programs and synchronize the needs of the community.

Director Murphy asked if graduates from the Citizens Academy are willing to volunteer for the District. PIO Farris replied that two graduates helped with the flag retirement ceremony this past weekend as well at the Red and Blue BBQ event and more have expressed a desire to help in the future.

Chief Bybee introduced the operations goal and objectives. The first objective is to address District growth, increasing call volume and response deficiencies. A carry-over goal is to staff a second Battalion Chief by early 2021 after the construction at Station 61. The District would also like to staff a Safety and Medical (SAM) officer on all structure fires and high-risk events. Chief Bybee confirmed that this could be an extra employee per shift to serve in this role. He would also address shift-based EMS administration needs that this SAM officer could fulfill. The District is still in the process of identifying the most efficient way to use its resources for this need. Director Long asked if hiring a SAM officer is required by Accreditation. Chief Ramos noted that this is not required. Director Billera asked when the SAM officer would be deployed. Chief Bybee replied they are on the run card for structure fire or high-risk events such as hazardous materials, auto accidents or active shooter incidents. President Abboud sees the need but thinks this manpower belongs in a bigger department. He thinks the District should consider the idea of a merger to accomplish these goals. Chief Bybee agreed that some of these positions could be hired regionally without a merger. Director Miller asked when the fourth on a truck would be added. Chief Bybee replied that he is hoping to add that position in 2021. Chief Ramos is hoping to apply for a SAFER grant in 2020, which provides staffing for three years (100% grant reimbursement in years one and two and 30% in year three). This will come before the Board in the form of budget requests. Chief Ramos would like to hire the second Battalion Chief and a fourth on the truck at station 67, which would require hiring six new firefighters. Director Miller asked about the priority order of these

hires. Chief Bybee replied that hiring an additional Battalion Chief is his highest priority personally. The fourth at Station 67 is his next priority. Thornton and Westminster have successfully used SAFER grants to increase staffing recently.

Staff plans to carry forward the strategic goal of connecting regional dispatch centers through a CAD-to-CAD (computer-aided dispatch) interface between ADCOM, Broomfield, Westminster and Thornton. The anticipated completion of this project is Fall 2020. This project will significantly improve emergency response time responses and increase safe fire ground staffing.

Director Murphy asked if the District has talked with Broomfield about a joint police and fire station, like in Thornton. Chief Ramos has had one conversation with the Broomfield Police Chief about the potential for a police substation/fire station in north Broomfield, but this was a very early conversation about future opportunities to collaborate.

Chief Bybee would like to work with city partners to look at solutions for people who do not necessarily need to go to a hospital. The District is looking to reduce non-emergency responses.

Chief Bybee discussed objectives regarding response to the Rocky Mountain Metropolitan Airport (RMMA). Director Miller asked if the District had routine meetings with airport staff. Chief Bybee replied that he has, and through these meetings and planning sessions the District was anticipating that RMMA would soon be replacing their Aircraft Rescue Firefighting (ARFF) unit, and North Metro Fire would receive their current ARFF to replace its aging unit. Recently, RMMA management has advised the District that this may not be possible. The District needs to replace its ARFF soon and may now be responsible for this replacement cost. Director Billera asked if the airport is responsible for its own emergency response. Chief Ramos replied that the airport is in the District's jurisdiction so therefore, the District has primary responsibility to respond to emergencies at the airport, but RMMA has chosen to staff an ARFF unit to supplement the District's response.

Chief Bybee discussed areas of growth in the District which are moving from rural to suburban/developed and may require the District to place additional resources in service to address growing response needs, specifically, the southwest most areas of the District (including the Skystone and Walnut Creek subdivision area) and north I-25 corridor, north of Highway 7. Enhancing response coverage to the southwest area will most likely require the relocation of existing resources or the building and staffing of an additional fire station. Staff believes the District will need to address this growth need in the next two to five years. Additionally, staff projects the need to operate an additional station in the northcentral area of the District within five to 10 years.

Director Long asked if Centura was still serving as the medical director for the District. Chief Bybee replied yes, but with the upcoming implementation of the CAD-to-CAD project environment and even closer relationships between North Metro Fire and its auto-aid partners, the north area departments may work collectively under one medical director, which could cause a change for the District. Director Billera asked if being recognized by the state as an EMS teaching agency would bring in more revenue. Chief Bybee replied that it would not bring significant new

revenue, but the District could certify its own employees and the biggest benefit would be increasing the skills of its personnel.

HR Manager Gomez reviewed goal number three, which addresses recruiting, aligning, developing and retaining a strong workforce. The newest element is recruiting based on reduced number of applicants recently. The District will also focus on development through mentoring. This will also address the District's succession planning. The District is building a three-year benefits strategy with its new benefits consultants. Director Billera asked about preventative measures for PTSD and emotional health and wellbeing. The District brings in speakers and distributes education in the form of a newsletter. Director Billera asked about the District's culture regarding asking for help. Chief Ramos replied that employees with challenging issues reach out to peer support team members, and he receives reports of numbers without too much detail since it is anonymous. Director Long added that PTSD can be deep seated and firefighters with previous military experience have additional difficulties. The fire academy includes six hours of training on this topic. Chief Ramos recommended bringing in peer support team lead to make a presentation to the Board at a future meeting. Director Long suggested hosting this discussion in an Executive Session.

Director Miller noted the language that the District would be seeking a well-qualified and diverse candidate pool. He came from an organization that was under a court order to become a diverse agency. He warned that this was no fun. President Abboud noted that HR Manager Gomez did not ask for additional staffing to assist her with HR responsibilities. She replied that she may need help at some point. President Abboud thinks that a request for additional HR help should be part of the Strategic Plan.

Director Long asked when Chief Ramos wants to approve the final Strategic Plan. He thinks the start date of the new plan should be January 1, 2020. He is not in a hurry to get the new plan done. He is still working on goals from the previous plan.

**G. Presentations (continued)**

**3. Citizen Academy Graduates**

Life Safety Education Officer Pam Kutchen gave an overview of the 2019 Citizens Academy. There were 19 participants for eight weekly sessions. She thanked all the instructors, firefighters, admin staff and PIO Farris and Sasha Story. PIO Farris noted that the participants were passionate about learning. She thanked the participants for their commitment. She also thanked Ms. Kutchen and Ms. Story for the majority of work on the academy. She thanked the Board for investing in the program to educate the community. She showed a video that recapped the academy.

President Abboud asked if any of the citizens had comments for the Board. One participant noted that the knowledge he gained was very important and he can now share this with his community. This also helps his family become safer. He commended the District for hosting the academy.

President Abboud distributed certificates to each of the participants and thanked them for their involvement.

The Board took a brief recess to enjoy refreshments with the participants.

4. PIO Presentation

PIO Farris reviewed recent media exposure including the Red and Blue BBQ coverage containing an interview with FF Dawson on channel 4. The event more than doubled the cook-off teams that competed, attendance and the donation to the first responder charities. PIO Farris estimated profits of almost \$16,000. FF Dawson won the whole hog competition again. In other news, a house was struck by lightning. The District recently hosted the flag retirement ceremony. Director Miller noted that he was not asked to judge the BBQ competition this year, but he would be happy to help next year. Director Billera asked where the proceeds are donated. PIO Farris replied that the proceeds are split evenly between two charities that support first responders who are injured or fallen: Colorado Professional Firefighters Foundation and Colorado Concerns of Police Survivors.

**H. Staff Reports**

1. May 31, 2019, YTD Financial Statements – General Fund

CFO Willis asked the Board if they had any questions about the May General Fund statements. There were none.

2. Hiring for 2019 Academy

Chief Ramos notified the Board that two firefighters had recently resigned, and the District had offered jobs to replace these firefighters for the fall academy. This will make seven new hires for the academy. They begin their employment on July 16, and the academy begins on August 12.

3. 2018 International Fire Code Adoption in Jefferson County

Chief Gosselin noted that the Jefferson County Commissioners had passed an ordinance to move to the 2018 edition of the fire code for unincorporated portions of the county. They then require that the fire districts' boards adopt a similar resolution that is next ratified by the County Commissioners. This non-personalized version has worked well for North Metro Fire in the past. The largest area this affects is the airport.

President Abboud asked what version of the fire code the District is using in the City and County of Broomfield. Chief Gosselin replied that Broomfield had adopted the 2015 fire code. He explained that the 2018 version is the next update – it is a three-year cycle. The City of Northglenn is operating under the 2009 edition. President Abboud asked why they have not adopted a more recent version. Chief Gosselin replied that they wanted to complete the new police facility before changing codes. He noted that it is difficult to find that version of the code for developers. Northglenn contracts its building official, so there is probably not a big push to move to an updated code. President Abboud asked if this has been brought to Northglenn City Council's attention. Chief Gosselin replied that Engineer Gary Mote attends development review committee meetings and has brought it up with the contracted building official but has not received much response. Chief Ramos added that he would discuss the adoption of a more current fire code in Northglenn with the City Manager, including an absence of language regarding the fees.

4. Fire Prevention Staffing

Chief Ramos noted there was a proposal to add one position to the Fire Prevention division. Chief

Gosselin noted that with sustained development in the District, the District has been trying to keep up with increased expectations from developers and city partners. In support of reducing plan review turnaround time, the District is asking to hire an additional Fire Prevention Specialist to boost plan review capacity. 2019 is turning out to be a very busy year again. Chief Gosselin hopes that with the addition of one more plan reviewer, the District can achieve 14-21 day plan review turnarounds.

Chief Ramos noted that this is an unbudgeted position. This position would cost an additional \$45,000 in salary in 2019. For 2020, this would be approximately \$100,000 in annual salary cost. He is working with the City and County of Broomfield to give the Board the authority to set fees. He is making good progress and is hopeful that the District will be successful in securing the revenue by increasing fees. Plan review fees have not increased in 16 years and generate around \$160,000 annually. He recommends doubling fees if the Board has control, which is still a reasonable fee compared to other metro departments.

Director Miller asked for clarification on increasing production by a third. Chief Gosselin confirmed that he currently has two engineers and one fire prevention specialist. This new hire would give him four plan reviewers.

#### 5. Project Updates

Chief Ramos noted that the District is moving forward with architectural drawings for Station 61 and retaining the services of an owner's representative for Station 61. These drawings have been submitted to the City and County of Broomfield for consideration of using parkland to the east of the station.

Chief Anderson reviewed drawings that displayed size and footprint. The new plans call for eight bedrooms and four bays. There is expansion room to add four more bedrooms in the future. The new building would require an additional 50 feet from the park. The building is designed to be one story. He is also looking at green technology, like solar and geothermal energy as long as it is cost effective.

Director Long asked why not make a two-story building like Station 63. Chief Anderson replied that he is beginning with a single story design, as it is much safer. The Northglenn site was more compressed, that necessitated a two-story design, even though it was not ideal. Chief Anderson is also considering that the station may need to be moved to another location. Director Murphy asked if it would be better to add all the bedrooms now instead of expanding in the future. Chief Anderson replied that the Board could discuss this. Chief Ramos noted that this building would accommodate a Battalion Chief, four on a truck or engine and a medic unit. It would not accommodate a truck and an engine. The District could also consider other locations if that need arises. He feels comfortable with this size facility for today. As far as a two-story station, he added that this would increase the chance of injury and can also increase response time. The City and County of Broomfield was not fond of a two-story building for the neighborhood. A lower profile towards Laurel Street fits better with the community. The City was hoping the architecture would mix modern with mid-century architecture to enhance and fit in with the community.

President Abboud commented that windows are not energy efficient, and he noted there are plenty of windows above the bay. Chief Anderson replied that he is showing concept drawings, and the windows were meant to provide light to save electricity in the apparatus bay. President Abboud asked if the District has considered any other locations. Chief Anderson noted that city staff would love the station to stay in its current location at the park. Chief Ramos added that he had looked at other locations five to six years ago during past renovations. Even when the headquarters building was being designed, the District considered incorporating Station 61 into the new building. However, response time models were worse when the location was moved east. The current location is optimal and is a first choice for the District. President Abboud questioned where the firefighters and equipment would be housed during construction. Chief Ramos replied that the District would look for an empty building with a large garage. Firefighters would have to be offsite for the duration of the construction project.

Director Miller asked if there was a real barrier to obtaining the parkland. Chief Ramos replied that the City staff wants to help, but giving up parkland is difficult. He has faith that the District will be successful. Director Miller thinks it would be easier to obtain parkland compared to open space. He does not think the District will have to look for a new location. Chief Ramos plans to move forward attempting to get land and develop refined drawings and contracts. The Board will decide whether to fund the RFP and approve the contract. He wants to move quickly on the project. Director Murphy asked how soon the District would hear back from Broomfield. Chief Ramos replied at least two to three months for a preliminary answer.

Chief Ramos talked about the CAD-to-CAD project that should be complete by the end of 2020. The critical path is developing the interfaces with each CAD vendors. He will share the Gantt chart for this project at the next meeting.

Cindy Drake, Accounting Clerk, is retiring after 11 years of service to the District.

#### **I. Action Items**

1. A MOTION TO APPROVE THE CONSENT CALENDAR WAS MADE BY DIRECTOR LONG AND SECONDED BY DIRECTOR MILLER. THE MOTION PASSED UNANIMOUSLY.
  - a) Approval of accounts payable checks 48169 through 48282 and online Bill Pay 2019-44 through 2019-45 for a net total of \$221,289.85. Voided checks: 48212 and 48274.
  - b) Approval of minutes from the May 21, 2019 regular district board meeting.
2. A MOTION TO APPROVE RESOLUTION #NM19-002 – ADOPTION OF THE 2018 INTERNATIONAL FIRE CODE WITHIN UNINCORPORATED JEFFERSON COUNTY WAS MADE BY DIRECTOR BILLERA AND SECONDED BY DIRECTOR MURPHY. THE MOTION PASSED UNANIMOUSLY.



3. A MOTION TO ACCEPT THE FIRE DISTRICT'S 2018 AUDIT REPORT, AS SUBMITTED BY FEIS & COMPANY, P.C. WAS MADE BY DIRECTOR LONG AND SECONDED BY DIRECTOR MILLER. THE MOTION PASSED UNANIMOUSLY.

President Abboud deferred the motion for consideration to approve the hiring of one additional full-time fire prevention specialist pending further discussion in Executive Session.

**J. Attorney's Report**

None, other than the written Attorneys' Report. Attorney Shearer noted that he had advised the Board that he would be retiring for personal reasons. He plans on accepting projects until the end of July and finishing projects currently in progress. He has enjoyed his time working with the District for over 30 years.

**K. Public Comment**

None.

**L. Directors' Reports**

Director Billera is sad to see Attorney Shearer go. He enjoyed his letter with the history of the District. He enjoyed the productive Study Session. He is interested in learning more about PIO Farris working with other agencies to reduce non-emergency call volume.

Director Long thought the energy of the Citizens Academy was stellar. He thinks the recap video should be shown to public officials in both cities. He discussed the audit, and the culmination of the mill levy ballot question promises. He enjoyed the depth of the Strategic Plan presentations. He offered a fond farewell to Attorney Shearer and thanked him for his professionalism.

Director Miller thanked Attorney Shearer for helping Director Billera and him as they recently joined the Board. He loved the enthusiasm of the participants of the Citizens Academy. He appreciated all the work by PIO Farris, Pam and Sasha. Director Miller spent time in a child passenger safety class recently at another fire department.

President Abboud commented that the District has accomplished a lot over the past six or seven years. Looking ahead, there is still a lot of work to do. He thinks the District needs to maintain the tradition of the Citizens Academy for the future.

**M. Executive Session**

A MOTION WAS MADE BY DIRECTOR MURPHY AND SECONDED BY DIRECTOR MILLER TO GO INTO EXECUTIVE SESSION AT 7:25 P.M. PURSUANT TO C.R.S. § 24-6-402(4) (B), (E) AND (F) TO RECEIVE ADVICE OF LEGAL COUNSEL, TO DISCUSS STATION 61 AND 62 CONTRACT ISSUES INCLUDING ALLRED AND DUNAKILLY AND A FUTURE LEGAL CONTRACT AND TO DISCUSS A PERSONNEL MATTER. THE

MOTION PASSED UNANIMOUSLY. ATTORNEY SHEARER CERTIFIED FOR THE RECORD THAT THE RECORDING DEVICE COULD BE TURNED OFF, AS ALL OF THE MATTERS TO BE DISCUSSED IN EXECUTIVE SESSION WOULD INVOLVE ADVICE OF LEGAL COUNSEL AND WOULD CONSTITUTE PRIVILEGED ATTORNEY-CLIENT COMMUNICATIONS.

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Richard Shearer, Esq.

A MOTION WAS MADE BY DIRECTOR BILLERA AND SECONDED BY DIRECTOR LONG TO COME OUT OF EXECUTIVE SESSION AT 8:08 P.M. THE MOTION PASSED UNANIMOUSLY.

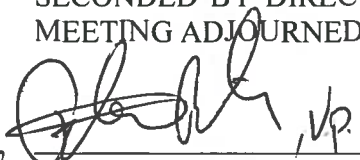
A MOTION TO APPROVE THE HIRING OF ONE ADDITIONAL FULL-TIME FIRE PREVENTION SPECIALIST POSITION ABOVE THE CURRENT AUTHORIZED FIRE PREVENTION DIVISION STAFFING LEVEL TO REDUCE PLAN REVIEW TURNAROUND TIME FOR THE DISTRICT WAS MADE BY DIRECTOR MURPHY AND SECONDED BY DIRECTOR MILLER.

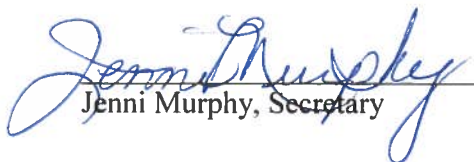
Director Miller asked if the Board needs a separate motion to raise the employee count cap. Chief Ramos replied that changes to formal full-time staffing are approved by the Board when the annual budget is approved.

THE MOTION PASSED UNANIMOUSLY.

N. Recess/Adjournment

A MOTION TO ADJOURN THE MEETING WAS MADE BY DIRECTOR BILLERA AND SECONDED BY DIRECTOR MILLER. THE MOTION PASSED UNANIMOUSLY. THE MEETING ADJOURNED AT 8:11 P.M.

  
For John Abboud, President

  
Jenni Murphy, Secretary

I hereby attest that the information communicated during the Executive Session, which was not recorded, constituted privileged attorney-client communications.

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Richard Shearer, Esq.

I hereby attest that the Executive Session, which was not recorded, was confined to the topics authorized for discussion in Executive Session pursuant to C.R.S. §24-6-402(4) (b), (e), and (f).

Handwritten signature of John Abboud in black ink, featuring a stylized 'J' and 'A'.

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John Abboud, President