

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

Date: July 30, 2019

BOARD MEMBERS PRESENT:

Peter Billera, Vice President
Tim Long, Treasurer
Jenni Murphy, 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

BY PHONE:

John Abboud, President
Richard Miller, Asst. Secretary

LEGAL COUNSEL:

None

A. Call to Order

Vice President Billera called the Board of Directors meeting to order at 3:30 p.m. on July 30, 2019.

B. Pledge of Allegiance – Led by Director Murphy

A MOTION TO EXCUSE THE ABSENCE OF DIRECTOR MILLER FOR THE STUDY SESSION WAS MADE BY DIRECTOR MURPHY AND SECONDED BY DIRECTOR LONG. THE MOTION PASSED UNANIMOUSLY.

C. Additions/Deletions to Agenda

None.

Vice President Billera acknowledged the presence of the Northglenn City Council liaison Meredith Leighty.

D. Public Comment (Agenda Items Only)

None.

E. Study Session – Strategic Plan

Chief Ramos discussed the current development state of the strategic goals and objectives that would be presented tonight. In the previous study session, staff presented the SWOT Analysis, the strategic planning process, background information and draft goals one through three. He is looking forward to further board input and direction to be incorporated into the first draft of the District's next Strategic Plan.

Over the past month, Chief Ramos had received requests from Directors Miller and Billera for additional justification for proposed new line positions and a more detailed analysis and financial projections regarding the ability to afford these new employees in the future. He will deliver that information to the board through the budget process with more in-depth information about each job and why each position is important to the mission of the District.

PIO Farris reviewed Goal Four that addresses effective communications and community risk reduction. She is evaluating communication strategies and exploring multiple media channels to reach different populations. She is looking to adjust focus and resources to address call volume and risk reduction. She will also look at improving internal communications.

Director Murphy noted how much communications have changed in the past seven years. She complimented PIO Farris on how she is staying in touch with seniors. Vice President Billera added that Nextdoor is a frequently used channel for neighborhood communication. Director Long asked if she meets together with local PIOs, including healthcare. PIO Farris replied that hospitals are invited to participate in a networking group of PIOs, called ESPIOC (Emergency Services Public Information Officers of Colorado). PIO Farris has relationships with the local hospital PIOs.

Vice President Billera asked how prepared she feels for a Mass Casualty Incident (MCI) and coordinating with the media. PIO Farris replied that she has participated in many trainings for MCI. She has good relationships with neighboring agencies and would request her peers' assistance if there was a MCI in the District. Chief Ramos added that emergency management offices would also activate reverse 911 calls to residents to alert them to the emergency and where to get more information.

Director Long asked how PIO Farris could measure the program's success. PIO Farris replied that she is able to obtain analytics and insight from social media. It would be harder to measure the success of education surrounding reducing the risk of falls and whether this affects call volume.

Chief Anderson reviewed Goal Five that addresses facilities and equipment. He discussed how he tracks facility needs by building. The District has focused on enhancing safety features such as exterior lighting. He will research and consider cameras and keycards for entryways.

Chief Anderson explained the difference between continuity of operations plans (COOP) and contingency plans. The District is looking to improve its continuity of operations plans in the next Strategic Plan. He discussed the types of vulnerability assessments the District is and will be conducting.

Vice President Billera asked about the timing of future staffing for the IT department. Chief Ramos replied that there is money in the 2019 budget but that he plans to use this for consulting for expertise in specific areas such as SharePoint.

Director Long asked if the District is synchronizing the Strategic Plan with the accreditation process. Chief Ramos replied yes, and this is reflected in the proposed objectives. Chief Ramos added that his target is to achieve accreditation in two years.

Director Murphy asked if there are grant opportunities for using sustainable energy. Chief Anderson replied that there are solar energy savings from Xcel Energy.

CFO Willis reviewed Goal Six that addresses financial planning, budgeting, accounting and reporting. She is looking to prepare and continually update a five-year revenue forecast and publish this on the website with explanations. Chief Ramos added that recent legislative efforts in Colorado tried to tie 911 services to a consumer protection bill, which could reduce District transport revenue by as much as 50%. Director Long suggested that this information needs to be shared with the community. Chief Ramos noted that legislative bills are frequently not fully developed before the District is asked to comment, and the process frequently moves quickly. He agreed that it is important for the District to improve public information and education on legislative topics that may affect the District.

CFO Willis reviewed objectives that address easier access to financial information for employees and residents.

Director Murphy noted that transparency would be a good thing, especially for employees. Director Long discussed the difference between reserves and debt. Chief Ramos noted that the District is running an aggressive 10-year plan since the 2014 mill levy increase. He acknowledged that the District would probably need to go back to the voters for additional funding after 10 years. He will provide more information this fall as he enters the budget season. He will tie the goals with funding. He shared a worksheet of cost information for hiring new positions and their costs over the next five years.

Director Long mentioned the restrictions to the District in investing its reserves to generate more income. Chief Ramos suggested that greater investment in the Old Hire Pension Fund may be a viable method to increase investment income while decreasing unfunded liabilities. Director Long replied that he had considered this as well.

The Board took a brief recess for dinner.

Director Miller joined the Board meeting by telephone.

Chief Ramos asked for Board direction on the Strategic Plan.

President Abboud likes the way the Strategic Plan is coming together and is heading in the right direction. He would like to see a cost benefit evaluation of merging with another fire department included in the Strategic Plan. Chief Ramos noted that staff is open to the idea and has already

begun operating on a regional basis with north area partners. He would like direction from the board on how aggressive to be on this issue. Vice President Billera thinks due diligence might begin by seeking a meeting with City Managers.

Director Murphy agrees but defers to the Chief and Command Staff on how to proceed and what makes sense. Chief Ramos stated that he believes that speaking first with neighboring Fire Chiefs is the best approach for initiating conversation and assessing interest. Director Long agrees.

Director Miller commented that the Strategic Plan was well constructed and comprehensive. He had met with Chief Ramos earlier in the month to review the final goals and objectives. His particular concern is the addition of three Battalion Chiefs. He added that Chief Ramos was surprised with this concern. Director Miller apologized for not being more transparent about his concerns. He thought the additional Battalion Chiefs were further in the future than this plan indicates. Director Miller stated his two specific concerns. One is that he has not heard sufficient justification for why a second Battalion Chiefs is needed. Chief Ramos had promised Director Miller a more in depth presentation to the board justifying the need for these additional Battalion Chiefs. Director Miller's second concern is the cost, which will run about \$600,000 per year. He had a productive discussion with Chief Ramos on this topic, but is not entirely convinced the need is there yet.

Chief Ramos added that this was great feedback for staff. This position has been in the 10-year financial plan with resources allocated. The Strategic Plan will speak to the process of adding resources where needed according to standards of coverage and growth in the District. He understands this is important to the Board due to the cost. He will give education at an upcoming meeting and be respectful of the Board's desire to not spend more than the District can afford. He noted that the District had planned to staff the additional Battalion Chief as early as 2017. When the District received a substantial increase in property tax revenue in 2016, the Board made the decision to move up the purchase of a new engine for Station 67 and postponed the staffing of the Battalion Chief. This is why the addition of a Battalion Chief is a carryover item.

Vice President Billera asked about the revenue for both of these items. Chief Ramos replied that he plans to bring more detail information to the board in the near future that will address five-year revenue and expenditure projections, including staffing plan projections. Vice President Billera stated that he looks forward to learning more.

Chief Ramos summarized that the Board is comfortable with most of the goals and objectives presented by staff, but would like more detailed financial projections regarding revenues/expenditures and the ability to afford newly proposed position in the future. Additionally, the Board would like the next plan to include exploring the potential benefits of mergers with neighboring fire departments to enhance service level capabilities and cost efficiencies.

F. Presentations

1. PIO Presentation

PIO Farris reviewed recent media exposure including burn bans, 4th of July and National Night Out. The next set of Family and Friends CPR classes would occur on August 10. Upcoming events include National Night Out, CPR, MDA Fill the Boot campaign during Labor Day weekend and the annual 9/11 Memorial Ceremony.

G. Staff Reports

1. June 30, 2019, YTD Financial Statements – All Funds

CFO Willis asked the Board if they had any questions about the second quarter's all funds financial statements. CFO Willis pointed out that Emergency Services overtime was almost \$90,000 for the month of June. Overtime is cyclical, and employees take most vacations over the summer months as well as recent vacancies have increased the need for overtime.

Director Long asked about the balance sheet with respect to Morgan Stanley investments for the General Fund and Capital Improvements Fund. There is a total of \$16-17 million invested with Morgan Stanley as of June 30. CFO Willis uses the current budget and capital plan to decide where to invest the funds and for how long to receive the highest interest rates. Director Long asked what investment instrument was being used. CFO Willis replied that it is mostly Treasury bills, which meet the District's investment criteria and had the highest rate of return.

2. Legal Services RFP

Chief Ramos noted that the District's attorney is retiring. Chief Ramos published a RFP that was also shared with the Board in their packet. He asked the Board how to move forward to select a new attorney. He suggested that staff would prepare a matrix comparing the proposals. Director Murphy suggested narrowing down the firms to the top two or three for Board consideration. Director Miller favored a sub-committee interviewing the firms. Director Miller is comfortable with staff paring down the list. President Abboud noted that the attorney would work day-to-day with staff, but reports to the Board of Directors. He thinks the entire board should be involved in the entire selection process. He recommends that the entire Board review the submittals and make a decision of two to three to interview. Chief Ramos suggested sharing all the proposals with the Board at the August Board meeting and allowing them to select the firms to interview in September at a separate Board meeting. Chief Ramos suggested reviewing the proposals in Executive Session at the August Board meeting. Director Long requested a matrix or rubric comparing the proposals.

3. Electronic Posting of Meeting Notices

Chief Ramos discussed a resolution to allow the District to electronically post meeting notices for Board Meetings as a result of House Bill 19-1087 which encourages special districts to post electronically. This would allow the District to be more accurate, and access to the residents would improve. Chief Ramos recommends approval of the proposed resolution to allow the District to post online. Director Long asked if this changes the requirement to post 72 hours in advance. Chief Ramos replied that part of this law changes that posting requirement to 24 hours in advance of the meeting. This would allow the Board to post any meeting within 24 hours.

President Abboud left the meeting at this point. He looks forward to seeing everyone in the next few weeks.

4. CAD-to-CAD project update

Chief Ramos noted that he had included a Gantt chart in the Board packet outlining the CAD-to-CAD project timeline. The project would allow the District to respond more quickly with the right number of resources throughout the District, but it will particularly improve response times into areas of the District such as of Skyestone and Walnut Creek neighborhoods. There was a kickoff meeting in June that was attended by all dispatch agencies and operations committee members. The operations group has been working with CAD vendors regarding the development of interfaces to the CAD-to-CAD hub, and they are making good progress. The development of accurate GIS mapping is a critical component of this project, and work in this area began before the contract was signed with EDC. The goal for this component of the project is to aggregate GIS data from several area agencies into one routable map for the entire service region. Phase one of the GIS project was completed six weeks ago, and GeoComm is now working with each individual agency to make corrections to the maps. Work in this area of the project is running ahead of schedule. ADCOM and Broomfield dispatch centers will be the first to move into implementation of the interface. Chief Ramos believes Westminster will be the last agency connected to the hub because they are standing up a new CAD system, but they selected the same vendor as ADCOM, which will make their integration easier. Chief Ramos believes the CAD-to-CAD project will be live by Christmas 2020 and hopefully sooner.

Director Murphy asked who is involved in the project. Chief Ramos replied that it would link North Metro Fire, Adams County Fire, South Adams County Fire, Brighton Fire, Northglenn PD, Brighton PD, Adams County Sheriff, Commerce City PD, Thornton Fire, Thornton PD, Westminster Fire, Westminster PD and Broomfield PD. There are other agencies in the Denver metro area looking to join as well.

Vice President Billera asked if this would facilitate faster call transfers. Chief Ramos replied that it would help reduce the time required to transfer a call from one dispatch center to another. Additionally, it would make toning automatic aid agencies as quickly as toning the District's own resources to a call.

Earlier this year, the District signed an intergovernmental agreement that facilitates sharing resources between north area agencies, as this is good for the community. This CAD-to-CAD project is developing the technology to fulfill that IGA. Many 911 calls are routed to the wrong dispatch center due to the use of cell phones. Transferring those calls quickly with information will be another benefit of this system.

Director Long asked if this ties in with the State's system. Chief Ramos replied not yet. He hopes to eventually use the information in the CAD-to-CAD to share with the State without re-entering the information manually on a daily basis.

5. Station 62 Renovation

Chief Anderson updated the Board on the work conducted so far by the owner's rep, Dunakilly, and the development of a RFP for the renovation of Station 62. He reviewed the budget summary,

which began at \$1.7 million. The next step is to select a contractor and allow the contractor to give their construction cost estimates. The District budgeted \$2.1 million in the 2019 Capital Improvements Fund that also includes finishing some of the exterior and furnishings. The District is getting quotes for asbestos abatement now. Chief Ramos noted that the next Board involvement would be reviewing the general contractor proposals and selecting a general contractor. He is hoping this will happen in September. Chief Anderson anticipates issuing the general contractor RFP on August 12 with the board reviewing the proposals at the September Board meeting. The station will remain operational with an engine and a medic unit, but the Battalion Chief will be moved during construction. He anticipates ending the construction project in August 2020. The Dunakilly team has been working with Allred and Associates. Chief Ramos noted that there would be two phases of approval: once to select the general contractor for the design phase and secondly to approve the gross maximum price for the contract which can be accepted or rejected by the Board.

6. Project Updates

Chief Ramos had no further project updates. He suggested having a conversation to select a second meeting date in September to review the legal proposals. Director Miller will be leaving after the September board meeting on the 24th. He would prefer to have the special meeting earlier in the month. Director Murphy requested the meeting to start at 5:00 pm and not occur on a Monday night. Chief Ramos recommended the second week in September and would work with the selected firms to choose a date.

Chief Ramos asked if any Board members are planning to attend the SDA conference this year. Directors Miller, Murphy and Long are not planning to attend the SDA conference this year. Vice President Billera is planning to attend the conference.

H. Action Items

Chief Ramos asked the Board to remove the June 18, 2019 minutes from the Consent Calendar. These will be considered at the next meeting.

1. A MOTION TO APPROVE THE CONSENT CALENDAR WAS MADE BY DIRECTOR LONG AND SECONDED BY DIRECTOR MURPHY. THE MOTION PASSED UNANIMOUSLY.
 - a) Approval of accounts payable checks 48283 through 48475 and online Bill Pay 2019-46 through 2019-61 for a net total of \$1,038,901.64. Voided checks: 48305, 48406, 48407 and 48433.
 - b) Approval of minutes from the July 9, 2019 special district board meeting.
2. A MOTION TO APPROVE RESOLUTION #NM19-003 – 1) DESIGNATING POSTING LOCATION FOR NOTICES OF REGULAR AND SPECIAL MEETINGS, 2) ADOPTING A POLICY OF POSTING ELECTRONIC NOTICE OF MEETINGS ONLINE, AND 3) ESTABLISHING THE ONLINE LOCATION FOR POSTING NOTICES WAS MADE BY DIRECTOR MURPHY AND

SECONDED BY DIRECTOR LONG. THE MOTION PASSED UNANIMOUSLY.

I. Attorney's Report

None.

J. Public Comment

Larry Licht, resident of Skyestone neighborhood, noted that he had reached out to North Metro Fire 14 months ago regarding response times to his neighborhood. The response drive time from Westminster Station 5 has increased from six to nine minutes. He fully supports the interconnected CAD systems, but he feels that this will not address the response time to Skyestone. The problem is resources are in the wrong place and do not serve Skyestone. The residents are upset about paying taxes and not receiving service. He noticed that Station 61 is due for renovation next. He questions the priority of this over a new station near Skyestone.

Mr. Licht had recently observed a neighbor with a fire pit on his patio with an awning over it. He thinks the District should begin a public relations campaign educating neighbors about these dangers.

Mr. Licht is disappointed in the progress towards a solution and the fact that there is no backup plan to address the response time problem. There are no resources to dispatch.

Vice President Billera replied that he appreciated Mr. Licht's efforts and that the Board and staff have been discussing solutions. Chief Ramos replied that he had personally driven without lights and sirens from Westminster Station 5 to the recreation center in Skyestone in a little over five minutes. The biggest challenge is the time required to notify a Westminster unit to respond. It takes 8:10 for North Metro Fire Station 65 to respond to Skyestone. Chief Ramos stated that the CAD-to-CAD project will significantly improve response time into this area, but recognizes that this project will not be complete until late 2020. In the meantime, staff is aggressively searching for solutions to reduce the time for dispatching Westminster Fire units. Additionally, the District is actively looking for land to relocate Station 65 to an area better suited to serving all of Station 65's area, or to build an additional station to provide service in to the southwest most areas of the District. Chief Ramos plans to complete his research on relocating vs. building a new station by this fall, and he will provide recommendations to the Board regarding the timing and method to best address growing response needs in this area.

Chief Ramos offered to speak again to the Skyestone community about emergency response resources. Mr. Licht thinks it would be better to present at an after-hours neighborhood meeting.

Meredith Leighty, Mayor Pro Tem of Northglenn, thanked everyone for the warm welcome. She appreciates the District's participation in National Night Out in Northglenn. She offered to partner with the District when possible.

K. Directors' Reports

Director Miller enjoyed hearing President Abboud this evening.

Director Long thinks this Strategic Plan is a step forward compared to the last one. He appreciates the collaboration with staff. He found credibility in the SWOT. He thanked Ms. Leighty for attending and her willingness to serve as the liaison from Northglenn City Council. He was glad to see progress on the CAD-to-CAD project. He appreciates the project manager for Station 62.

Director Murphy thanked Ms. Leighty for attending and hopes she will share what she learns with her fellow councilpersons. Director Murphy has been pleased with the Strategic Plan process and thanked staff for their presentations. She also enjoyed hearing President Abboud's voice.

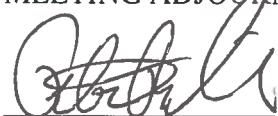
Vice President Billera thanked Ms. Leighty and Mr. Licht for attending.

L. Executive Session

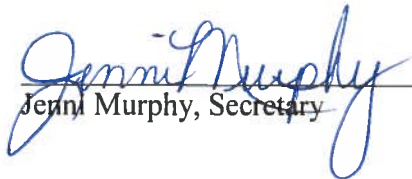
None.

M. Recess/Adjournment

A MOTION TO ADJOURN THE MEETING WAS MADE BY DIRECTOR MURPHY AND SECONDED BY DIRECTOR LONG. THE MOTION PASSED UNANIMOUSLY. THE MEETING ADJOURNED AT 6:35 P.M.



Peter Billera, Vice President



Jenni Murphy, Secretary