



# WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

## REGULAR BOARD MEETING

100 N 7<sup>th</sup> St

Thursday, October 12, 2023 / 6:00pm

## MEETING MINUTES

### I. CALL TO ORDER

- I. Pledge of Allegiance

### II. ROLL CALL

Board Directors Rosen, Thorn, Medhurst, Hansen, and Lutz. Interim Fire Chief Jaques, Interim Deputy Chief Vess, Battalion Chief Williams, Chief Friedrichsen, Chief Greer, Financial Director Gabe Buldra, Director of Administrative Services Jeff Dykstra, HR Manager Emily Pearson, BIS Travis Chapman, Cierra Will, and members of the public were present at the meeting.

### III. APPROVAL OF AGENDA

- i. Gabe advised that if we want to switch audit services, we need to start the RFP process now.

Director Thorn submits a motion to approve the agenda with the addition of discussion for audit services, Director Hansen seconds, all "Aye". Approved.

### IV. REGULAR BOARD MEETING

#### I. Public Forum:

##### i. Public Comments

*This portion of the meeting is provided to allow the public to present comments or concerns not listed/related on the agenda. The public may speak on any agenda item during the meeting at the onset of the agenda item. The public comment period will be limited to three (3) minutes. Respectful communication is welcomed; outbursts, interruptions, and personal attacks will not be tolerated. Interaction with the Board of Directors is inappropriate. If further discussion is needed, the topic or concern may be placed on a future agenda.*

Public Comments –

President Morse of Local 4845 introduced himself to the board. He did not share any other news.

#### II. Consent Agenda – Discussion/Possible Actions:

*The Consent Agenda is intended to allow the Board to spend its time and energy on the*



## WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

*important items on a lengthy agenda. Administration recommends approval of the Consent Agenda. Anyone may request an item on this agenda to be "pulled" off the Consent Agenda and considered separately. Agenda items pulled from the Consent Agenda will be considered separately under Pulled Consent Items. Items remaining on the Consent Agenda will be approved by the Board with one vote. The Consent Agenda consists of items of no perceived controversy and routine administrative actions.*

- i. September 14, 2023, Regular Meeting Minutes

Director Medhurst submits a motion to approve the Consent Agenda as presented, Director Hansen seconds, all "Aye". Approved.

### III. Financial Report and Updates

- i. Discussion/Possible Action: Approval of September 2023 Monthly Financial Report/Bill Ratification

Financial Director Gabe Buldra recapped key points for September: Total Revenue for September was \$254,468 which is \$56,911 under budget; Tax Levy Revenue for September was \$110,490, which is \$15,012 under budget, driven by under collection for the month; Non-Tax Levy Revenue for September is \$143,978 which is \$41,899 under budget, driven by lower Wildland & Grant Income; Total Expenses for September were \$814,168, which is \$172,355 under budget; Personnel Costs under budget by \$87,325, driven by regular and wildland wages; Travel & Training under budget by \$28,518; Total Revenue Year-to-Date is \$13,651,191, which is under budget by \$209,925; Total Expenses Year-to-Date is \$8,137,209, which is \$1,303,968 under budget; Total Cash is \$20,049,288, which is \$1,349,702 more than this time last year. Expenses: Personnel was at 80%, Operations at 12%, and Managerial at 8%; currently at 63% of budget through September with 37% remaining.

Director Hansen makes a motion to approve the September 2023 Monthly Financial Report/Bill Ratification, Director Lutz seconds, all "Aye". Approved.

- ii. Information: 2024 Budget Presentation

Chief Jaques presented 3 new positions and the restructuring of one position. The three new positions include a Training Lieutenant, Assistant Fire Marshal, and EMS Program Manager. The one restructured job classification includes changing the Business Improvement Specialist to a Logistics Manager over a three-year plan. The intent is to centralize the management of WSFR assets in an efficient and effective manner. The Logistics Manager is the



## WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

starting point for building a logistics division. These proposed positions meet several goals outlined in the strategic plan.

Director Hansen asked when the Logistics Manager would have direct reports. Chief Jaques said this position would have direct reports starting in Year 2 and expanding in Year 3. Director Lutz asked how many total individuals would be in the division by Year 3. There will be 3 individuals, 1 of them would be new to the organization. Director Hansen asked if this position is common in other organizations. It is fairly common to the public sector.

Director Medhurst asked how many of the new positions would be sworn. All three positions would be sworn. Director Lutz what the process is for determining a sworn or unsworn position. A sworn position typically has knowledge of fire equipment and response and industry experience. Director Rosen asked if this proposal is sustainable. Chief Jaques said it is sustainable and has been built into the plan.

Emily presented the total compensation proposal to include compensation, benefits, and wellness. The board was educated on the market analysis model used to determine the pay package proposal. Director Hansen asked if there is a performance metric linked to pay. Emily said that we are on a time-in-position pay model, and there is no proposal to change that.

With the current pay structure, there is compression happening in the pay bands. Based on 2024 data, WSFR has dropped to the 8<sup>th</sup> percentile across all Operational roles and is paying 8.5% below the market median on average. Four Administrative and Life Safety positions fall below the 50<sup>th</sup> percentile and are below market by 3-18%. WSFR staff recommends reducing the number of steps in all operational and administrative ranks and moving to a market-based pay methodology to better align with peers.

No recommended changes for health or retirement benefits.

WSFR staff recommends increasing vacation accrual rates, sick accrual rates, front loading sick bank 1<sup>st</sup> year and begin accruing in 2<sup>nd</sup> year, and increasing holiday shift pay to 96 hours.



## WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

Director Rosen asked why vacation and sick leave are not combined. Emily responded that when combined, the organization has to pay out more in the event of a departure.

WSFR staff recommends adding a specific parental leave policy with 96 hours (shift) and 80 hours (admin) of paid parental leave for both mother and father for the birth and adoption of a child in addition to the current unpaid FMLA practice. In addition, implementing 6 months of paid maternity leave for Operations positions based on industry recommendations. Director Lutz how this parental leave compares to other agencies. Currently, in the area, only South Metro offers parental leave. The budget impacts are minimal due to infrequent needs, but the benefit is significant. Director Medhurst asked if the hours would be allotted per year or per occurrence, for example, adoptions. Emily said it would probably be per occurrence, as it is infrequent. No recommended changes to tuition reimbursement.

Gabe presented the 2024 budget first draft. The assessed value has increased 60.87%, driven by increases in oil and gas. Prop HH will result in \$450,000 reduction in tax revenue if passed – not significant at all. Non-levy revenues are \$1,785,000. The impact fund is \$350,000. The wage scale with Market Analysis Approach increases wages on average for positions by 8.8%. In total, the base compensation increases by 13%. Discussed increases in costs due to inflation. The 10-year capital plan requires \$25m.

Director Rosen said that after 10 years of Prop HH, we will have lost a total of \$4.5m. That is assuming the same growth year-over-year. Gabe said that the impact will be less in future years, so the impact is still minimal on an annual basis. The capital fund includes \$1.5m for building improvements and land acquisition, \$850,000 for new apparatus, and \$600,000 for equipment. Director Thorn expressed concern for acquiring land as time goes on, citing the loss of the opportunity to purchase the unused land from the library district. Chief Jaques said that the particular property was assessed and would not have been a good fit. Next year's budget addresses the acquisition of land for a new station and a new training facility.

Director Hansen asked if the budget includes current vacancies and when those current vacancies will be filled. Job offers have already been made to 2



## WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

incumbent candidates. They are in the onboarding process and will start in early February for Spring Academy.

Gabe stated that even with the new pay philosophy and additional positions, total wage costs make up less than 80% of the overall budget.

### iii. Discussion/Possible Action: Confirm Date for Budget Hearing

The board discussed the budget schedule. Staff requests feedback on the 3 added positions and the 1 restructured position, as well as the market analysis methodology. Director Rosen has no concerns. Director Medhurst supports the new positions and market pay methodology. He emphasized the need to be competitive with our peers. Director Rosen agreed with Director Medhurst's comments. Director Lutz thanked staff for the clear, concise presentation. Her biggest hesitation is the trajectory of growth for Windsor and Severance but otherwise supports the staff's overall recommendation. Gabe said that it is the finance company's role to ensure WSFR is financially strategic and can plan accordingly as factors change. Our peers will help guide those decisions as well as monitoring how much of the budget is consumed by personnel expenses.

Director Thorn makes a motion to set the budget hearing date for December 14, 2023, at 6:00pm, Director Rosen seconds, all "Aye". Approved.

### iv. Discussion/Possible Action: Approval of New Credit Card Company

Gabe presented a new credit card through Vectra Bank. The cards would replace the current credit cards issued through the Bank of Colorado. WSFR has been approved for a \$150,000 credit limit. The card comes with 1.5% cash back. Vectra Bank's system allows users to scan receipts into an app rather than going through the manual method currently used with Bank of Colorado.

Director Rosen makes a motion to approve migrating the WSFR credit card accounts with the Bank of Colorado and authorize the Finance Director and Director of Administration to open a new credit card account with Vectra Bank using purchasing limits outlined in the District's Financial policies, Director Hansen seconds, all "Aye". Approved.



## WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

v. Discussion/Possible Action: Request for RFPs for Audit Services

Gabe said the district is at the end of a 3-year commitment with the current auditing firm. Best practice is to seek new RFPs.

Director Lutz makes a motion to go out to RFP for Audit Services, Director Thorn seconds, all "Aye". Approved.

#### IV. District Update

##### i. Reports

##### 1. WSFR Monthly Response Report

Chief Vess presented the monthly response report. Currently trending as expected. Still up 10% call volume over last year. Most radios have been upgraded. WSFR and Larimer County channels are now integrated in alignment with the migration to the new CAD system. The new CAD numbering system will go live April 1<sup>st</sup> instead of January 1<sup>st</sup>. WSFR will be the first agency outside of Greeley to test the new First-In lighting/call system in the stations. The Thompson Valley border switch is now in effect and is working well.

A Good Samaritan award was presented to a teacher who successfully performed the Heimlich maneuver on a student.

A new contract with UHealth will be provided to the board in November.

##### 2. WSFR Division Reports

Chief Friedrichsen presented the Life Safety report. Concerts, Homecoming, and race events kept the division busy. Next week, WSFR will be purchasing all of the Knox boxes from the grant that will be going in starting next year.

Chief Greer presented the Training division report. The WSFR recruit is doing well and on track to graduate. FRFC Academy graduation is scheduled December 5<sup>th</sup> at Foundations Church in Loveland.

##### ii. Personnel





## WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

One candidate is currently in FRFC. Offers out to 2 candidates for the next Academy in February. One employee separated, resulting in one new vacancy that will need to be filled. Discussed consideration for a lateral firefighter process.

### iii. WSFR Activities and Events

#### 1. Fire Prevention Month Update

Going to all Pre-K, Kindergarten, 1<sup>st</sup> Graders, and 3<sup>rd</sup> Graders in town for fire prevention education. The program will reach approximately 1,500 students.

Chief Jaques said that compared to the peer group, WSFR is above the average in fire prevention reach. According to the report, WSFR has reached approximately 8,400 people.

### iv. Facilities & Apparatus

Roof repair at Station 3 started this week and should be completed this weekend, weather permitting. Station 1 floors and painting have been completed.

### v. Other District Related Matters

Chief Jaques requested the board consider moving the monthly board meeting to a Tuesday or Wednesday night. The move would improve business through quicker execution of action items and aiding in executing meeting minutes. The virtual option would remain available to board members.

Board and staff discussed the options. A formal proposal will be made at the November board meeting.

## V. Staff Items

### i. Discussion/Possible Action: Approve Purchase Order 2023-351 to Ken Garff Ford for \$58,015 for new Command Vehicle

Travis presented the build for a new Command Vehicle. Delivery times are up to 5 months. If approved, the car would enter the building phase in February. The vehicle would mostly match the current Command Vehicle.



## WINDSOR SEVERANCE FIRE RESCUE

100 N. 7<sup>th</sup> Street • Windsor • Colorado • 80550  
970-686-2626

---

Director Lutz makes a motion to approve Purchase Order #2023-351 in the amount not to exceed \$58,015.00 to Ken Garff Ford for a new command vehicle, Director Medhurst seconds, all “Aye”. Approved.

### VI. Board of Directors Items

#### i. Discussion/Possible Action: Fire Chief Search Process

The board agrees with the proposed timeline for the fire chief search process. November 8<sup>th</sup> will be a Special Meeting. The 28<sup>th</sup> will be a meet & greet, and the 29<sup>th</sup> will be interviews. Director Medhurst will not be present for the November 8<sup>th</sup> meeting.

### V. ADJOURNMENT

Director Lutz submits a motion to adjourn the October 2023 Regular Board Meeting, Director Thorn seconds. All “aye”. Approved.