



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

REGULAR BOARD MEETING Virtual Meeting Only Thursday, April 9, 2020 / 7:00pm MINUTES

Join from a PC, Mac, iPad, iPhone or Android device:
Please click this URL to join. <https://zoom.us/j/897787421>

Or join by phone:

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 346 248 7799 or +1 646 876 9923 or +1 253 215 8782 or +1 301 715 8592 or +1
312 626 6799

Webinar ID: 897 787 421

International numbers available: <https://zoom.us/j/897787421>

- **CALL TO ORDER at 19:01**
 - a. Pledge of Allegiance

- **ROLL CALL**

Fire Board Directors Abbott, Rosen, Fagler, Young and Pearson present. Others on the conference included Chief Kazian, Chief Blackwill, Chief Friedrichsen, Captain Dykstra, Captain Williams, Life Safety Specialist Matthew, Special Services Technician Jim Hayes, financial consultant Amanda Castle and 10 members of the public.

- **APPROVAL OF AGENDA**

Director Rosen submits a motion to approve April 2020 Agenda, Director Pearson seconds. All "aye". Approved.

- **REGULAR BOARD MEETING**

- a. Public Forum:
 - i. Public Comments-none
- b. Consent Agenda – Discussion/Possible Actions:
 - i. March 12, 2019 Regular Meeting Minutes

Director Abbott submits a motion to approve the March 12, 2019 Regular Meeting Minutes. All "aye". Approved.



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

c. Financial Report and Updates

i. Discussion/Possible Action: February's Budget vs Actual Report

1. Amanda Castle and Chief Kazian:

- Report ending February 29, 2020.
- Anticipated total revenues of \$4.4 million based on previous year records. To date the District has collected close to \$2.5 million in property taxes and relative specific ownership tax. (Revenue from a large taxpayer that had paid early in previous years, had not been submitted yet).
- Expenses total of \$1.284 million (budgeted \$1.5 million).
- Future transfer of \$2 million from General to Capital Fund later in 2020.
- Ending fund balance is _____.
- Capital Fund: expenditures \$35,000 under budget, current balance \$4.5 million.
- Debt service/bond is collecting revenue. Payment will occur in December 2020.
- No action needed from the Board at this time.
- Director Abbott: Does the bond get paid off in January 2021?
Chief Kazian: No, the bond will be paid off in 2022 since the District made an additional premium payment in late 2019. The original payback date of for the bond was 2023. Total savings to the bond comes from not accruing interest over an additional 12 months.

ii. Discussion/Possible Action: Ratification of March 2020 Checks

1. Chief Kazian:

- No concern or discussion from Board.

Director Fagler submits a motion to approve the March 2020 Checks as presented, Director Pearson seconds. All "aye". Approved.

iii. Financial Snapshot and Economic Impact for 2020 and Beyond

1. Chief Kazian and Amanda Castle:

- Discussion of financial impacts from COVID-19 pandemic.
- Concerns related to overall economy and District:
-Biggest risk is significant decreases oil and gas tax revenue.



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

Decreased revenue will most significantly impact the 2022 budget year. Transfer of additional revenue from this source, will fund near future capital expenditures. The O & M budget is fairly stable because this budget is not based on oil and gas revenue.

-Current overall evaluation of the District's financial position is good but the outlook is dynamic depending on how long COVID-19 sanctions last.

- Chief Kazian and Captain Dykstra have been working on developing a 10-year financial projection plan. This plan may not be accurate based on the how the US and World economy recovers in the long term from COVID-19. Changes to current and future oil and gas prices will also impact this plan. The District is working to be sustainable and improve its cash position by postponing any non-mandatory expenditures including capital.
- No discussion from the Board

d. Organization Update

i. Board of Directors Report: none

ii. Discussion: Status- Impact Fee Study by Chief Kazian

- Director Rosen asked the District to conduct an Impact Fee Study.
- Current study is underway and will be presented to the Board in the next 6-8 weeks.
- Director Abbott: will information on the impact fees of neighboring fire districts be included?
-Chief Kazian: unsure if they are included but the current firm contracted for the study could provide this information.
-Amanda Castle: can provide the fees of neighboring fire districts to include in the study.
-Director Rosen: the company contracted to conduct the study could probably provide this information since several of their customers are fire districts in the region.
- To maintain District sustainability, plans to design, build and staff Station 5 have been put on hold until a more accurate evaluation of the District's future financial position is determined.



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

iii. Administrative Captain Report: Jeff Dykstra

1. CPSE Annual Report has not been given back to the District with reviewer comments. A backlog and delays related to COVID-19 will likely push accreditation approval beyond the next 30 days but before the end of 2020.
2. FPPA approved submitted 2011 adjustments/corrections. Corrections for 2012-2013 will be submitted to FPPA on the next payroll cycle. If the FPPA approves the 2012-2013 adjustments, Captain Dykstra is fairly confident they will approve the submission of remaining years (2013-2018).
3. Social Security refunds: delivery date unknown but Captain Dykstra will continue to follow up with the Social Security Administration to make sure the submitted corrections are still being reviewed.
4. COVID-19 reimbursement for PPE and staffing: costs are covered 75% by FEMA and 25% by WSFR.
 - Director Rosen: does the District Have enough PPE? Captain Dykstra: Tentatively yes, but Chief Kazian and Chief Blackwill will speak more to this.

iv. Training Captain Report: Mark Williams

1. Postponed all current training operations except mission critical training including EMS response protocols during the COVID-19 pandemic, operational training for expanded response under COVID-19, Next In Line training (junior members trained to fulfill the roles of higher ranking fire fighter staff) and maintenance of general COVID-19 response protocols .
2. Fire fighter recruits: Weaver and Payne were put on-line April 3. FRFC 20-1 was canceled due to COVID-19 concerns. Both will be work with Lt Jungmann to make up the training that they missed with the early cancelation of FRFC 20-1. The FRFC has also converted some of it training to online platforms to assist recruits.
3. No discussion from the Board

v. Battalion Chief Report: Darren Jaques

1. Summary of COVID-19 Operations: balancing planning for COVID-19 and maintaining operational readiness. During the last six weeks, operations and admin staff have worked together to protect the District's essential functions of providing emergency services.



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

- Planning has used data from organizations, governments and private sources, to develop a scalable and flexible COVID-19 response and operations plans that maintains service to community while managing COVID-19 impacts.
 - The Incident Management Team has developed protocols to manage COVID-19 cases that may occur within operational and administrative staff based on best practices and current data.
 - A logistics program has been developed to determine PPE and supply burn rates and sources to acquire additional materials.
 - Proud of the work crews and admin staff have done to create and implement a flexible/scalable COVID-19 response plan that still focuses on providing high levels of service to the District.
2. Chief Blackwill
- Supportive of all the hard work of staff and crews during this process.
3. Chief Kazian
- Staff have spent hundreds of hours since the last Board meeting (3/13/20) to protect the safety of staff and crews through restricting access to all fire stations, daily biometric screening of personnel and the development of a COVID-19 response plan.
 - Developing a better understanding of how to respond to COVID-19 incidents including surge(s), incident response and planning (short and long term).
 - The Logistic Chief position has transitioned from Battalion Chief Chapman to Life Safety Specialist Matthew. She is working to maintain accurate inventory counts, determine PPE and supply burn rates and coordinating the sourcing of additional supplies as needed. Current PPE and supply levels are adequate. The District does not want to stockpile an enormous amount of materials, only maintain levels to meet current and near future use based on calls and burn rates. Inventory and burn rate calculators are being updated multiple times a week to determine most accurate use and supply need data.
 - Changes to SOP including wearing of surgical masks in communal areas within fire stations and out with the public (e.g. inspections).
 - Proud of the response by all members during planning and the



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

spin up of COVID-19 response protocols.

- Responses to known or suspected COVID-19 patients have increased in the last 12 days.
- Hazard pay: no further information currently except that it has recently become a topic of widespread discussion among many fire Districts and other emergency management agencies.
- Currently working to implement and refine the COVID-19 Response Plan with operations staff. Captain Dykstra is submitting paperwork for financial reimbursement from FEMA. The IMT is now working on how to manage employee vacations (currently canceled), how to support members during a 2-week quarantine if they do test positive (including additional COVID-19 vacation pay under the “Family First Corona Virus Act”) and how to deescalate the response plan when the time comes.
- Currently the District has a full response force, no members under isolation or quarantine.
- No questions or discussion by Board members or public.

vi. Fire Marshal Report: Sandra Friedrichsen

1. Life Safety Division revenue: \$61,150 for plan review and \$0 revenue was collected for education and safety programming since March and April public programs were canceled.
2. Life Safety Educator Rebecca Clark is working on remote community engagement programs like fire fighter story time and birthday “drive-bys” by engine crews.
3. Life Safety Specialist Morgan Matthew is now leading the Logistics program under the COVID-19 response plan in addition to her normal job duties.
4. Both Sandi Friedrichsen and Morgan Matthew are continuing to conduct plan reviews and inspections since construction and overall development has not slowed down, even under COVID-19 conditions. Annual Engine Company inspections have been postponed until further notice.

vii. Operations Chief Report: Mike Blackwill

1. WSFR Monthly Response Report:
 - Turn out (18 seconds) and first due (43 seconds) arrival travel times overall have improved over February 2020 data. Current



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

travel times are also better than YTD values.

- Times for motor vehicle have increased but that is hard to quantify since there are so many factors associated including travel distance.
- Travel times for fire calls have also decreased (49 second improvement).
- 3% increase in calls overall YTD.

2. Training Report

- Average of 26 hours/person since last Board Meeting.

viii. Fire Chief Report: Kris Kazian

1. COVID-19 Update:

- “Letters to the Community” sent out on Sundays have received decent feedback about the District’s attempt to provide a good source of information for the community amid COVID-19 and how the District is working through this response.
- Discussion on the importance of “flattening the curve” to give everyone a fighting chance including affected patients, first responders and healthcare workers. Main goal of the District to reduce COVID-19 impacts to the community.
- Also planning for worst case scenarios which would include temporarily closing operations at stations.
- Director Rosen: Are the stations open to the public? Chief Kazian: No, the public and any off-duty personnel are not allowed to enter stations either.

ix. WSFR Activities and Events

1. Friday 4/10 and Saturday 4/11, engine crews will travel to Greeley and Loveland to show their appreciation for healthcare workers as part of a parade.
2. Engine company “birthday drive by”.

e. Staff Items

i. Information/Update:

1. Station 1 – Renovation Project: Kris Kazian

- Renovation plans are currently postponed. The fire sprinkler project is still moving forward. Chief Kazian and Chief Friedrichsen will present a formal purchase order to the Board in May.



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

2. Apparatus Updates

- Water Tender & Ladder Truck: Kris Kazian
 - Buildout delays may occur due to COVID-19
 - May 2020 Ladder Truck prebuild meeting postponed until June.
 - Director Abbott: Are both vehicles paid for? Chief Kazian: Yes.

ii. Discussion: Consideration of Engine Purchase: Kris Kazian

1. Discussion of previous presentation to purchase a new fire engine during March 2020 Regular Board Meeting.
2. The District has postponed this purchase for the time being until a better understanding of its current and future financial standing can be determined amid the economic impacts of COVID-19.
3. Currently there is not a dire need to buy an additional fire engine.
4. More information will be presented to the Board during summer 2020 at the earliest.
5. Board Discussion: Director Abbott confirmed everyone could see materials related to this project on the Fire Board Dropbox account. He is supportive of the District's choice to postpone the purchase amid COVID-19's financial impacts.

iii. Discussion/Possible Action: Station 4 Project

1. Project Update: Dan Spykstra-Wember Owner's Rep and Chief Kazian
 - The District does not want to postpone the building and staffing of the station due to continued development in the area.
 - Dan Spykstra-Wember Owner's Representative
 - "Construction Manager at Risk" (CMR) includes the hired contractor within the design team starting during the pre-build/design process. Weber will vet bids based on qualifications and a predetermined project cost.
 - Wember does not recommend the alternative "Hard Bid Process" because it does not include the contractor during the pre-build/design process.
 - Director Rosen: Are there any downsides to CMR? Dan Spykstra: No, since most of the liability falls to the contractor and it also allows the contractor to assist in the design process from the early stages to ensure building feasibility.
 - WSFR staff, design advisory group and Wember have reworked the original purpose and design of Station 4 to meet the near and



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

long-term future needs of the District. This includes the conversion of the previously planned training space into admin offices. The Station 1 Training Room will be maintained. Moving admin staff out of Station 1 may also allow for a more efficient use of the space which is currently utilized above its designed capacity of 5 admin staff.

- Dan Spykstra: 4-12% per year projected construction growth and lowered construction costs in the near term will make the updated proposal of moving admin staff to Station 4 more financially prudent versus renovating or adding an addition to Station 1 to house future growth in admin staff. Both Chief Kazian and Dan Spykstra recommend to design and build Station 4 all at once rather than waiting to build on an addition because of increased construction costs since the District would not take advantage of time and economies of scale.
- Director Rosen: When are assessed value taxes received by the District? Chief Kazian: Between May and August. The District is also looking into partially financing Station 4 to minimize cash flow issues in the future.

2. Impacts of Station 4 change in programming:

- A change in programming at Station 4 has increased the projected cost from the budgeted \$4.5-6 million or greater. The District is considering options like splitting admin staff or partially financing the project.
- If RFP for CMR and architect selection process is approved by the Board during this meeting, the District can begin the pre-construction phase of the project with all necessary design, project management and construction members in May 2020. Earthwork could start as early as October 2020.
- Projected buildout by August 2021.

3. Board Discussion:

- Director Abbott: posted more information for Board members to review and might clarify the responsibility of each collaborator in this process.
- Director Abbott: concerned about putting the District into further debt? Chief Kazian: Financing this project is not the first choice of the District. However, economic uncertainty and trying to balance the future operational needs of the District is the goal.



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

Amanda Castle: the timing of the project may make debt accrual advantageous if it allows the District so save in construction costs. She agrees with Chief Kazian and the Board that accruing debt is not the first choice of the District. There are federal programs that may assist the District in minimizing the interest rate associated with any financing that is needed.

- Director Young: how will moving admin staff to Station 4 impact travel times? Chief Kazian: The District has not committed to a formal study to determine travel time impacts. The District is concerned that the current bid costs to renovate Station 1 (\$400,000-500,000) to meet current and future admin needs is not an effective use of funds especially if the space will not be able to house additional admin hires even with renovations. Chief does not believe that there will be a significant impact to public access based on the historic use of Station 1 by the public.
- Director Young: Concern over the investing in another admin space and then having to enact admin staffing cuts as a result of building costs. Chief Kazian: The District is working hard to find the most sustainable path moving forward to maintain current and future staffing and capital needs. It does not plan to build or renovate any new stations or admin facilities that cannot be staffed. The District believes the current Station 4 proposal is the best plan to meet the current and future needs of WSFR.
- Director Rosen: can admin staff be housed in an off-site existing building? Chief Kazian: Yes, that has been considered but the District would prefer to keep admin and operational staff together inside a station. The District is still willing to look at any additional opportunities that are the most financially and operationally appropriate choice for the District.
- Director Fagler: unsure if moving admin to the edge of Windsor is beneficial for members of the public that need to meet with admin at Station 4 (e.g. contractors picking up building permits). Chief Kazian: The District will do its due diligence to gather data on the best plan moving forward which will be formally presented in the May or June Board meetings.
- Director Pearson: The Board does not need to approve moving admin staff to Station 4 during this meeting? Chief Kazian: That is correct. The Board needs to decide whether or not to approve



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

the District's proposal to open application for an architect and construction manager at risk.

- Director Pearson: will further discussion about the use of Station 4 should occur over the coming months? Chief Kazian: Yes.
4. Approval of Selection of Architect: Kris Kazian and Dan Spykstra
- Discussion and recommendation to contract with Allred and Associates based off of their previous work at Stations 2 and 3.

Director Pearson submits a motion to approve the proposal from Allred and Associates for the architectural services for Station #4, Director Rosen seconds. All "aye". Approved. *

**Chief Kris Kazian will sign off on this contract per authorization by the Board.*

5. Approval of the RFP for Construction Manager at Risk: Dan Spykstra
- Brief discussion of the proposal, interview and selection process for a Construction Manager at Risk. A CMR recommendation will be proposed at the May 2020 Regular Board meeting. The finished scope of the project and finalized, guaranteed maximum price will be presented at a later Board meeting.
 - Director Abbott: will the same contractor be used for pre-build and build stages of the project? Dan Spykstra: Yes.

Director Rosen submits a motion to authorize Fire Chief Kris Kazian to release the RFP for Construction Manager at Risk services for Station 4, Director Pearson seconds. All "aye". Approved.

- iv. Discussion/Possible Update: Update on HR Position and Approval of IGA with Platte Valley for Shared Human Resource Manager
1. Chief Kazian:
- The District is moving forward to hire a HR manager to meet current and future needs.
 - Platte Valley Fire approved the IGA on Tuesday 4/7/2020. WSFR would be the "employing agency" and Platte Valley Fire would pay half of the salary and benefits for this position.
 - Requests a motion to approve the IGA.
 - Director Fagler: does the 50% split in cost with Platte Valley Fire
-



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

include salary and benefits? Chief Kazian: Yes.

- Director Abbott: Does Platte Valley Fire still want to engage in this IGA under current economic and social conditions? Chief Kazian: Yes and they are excited about this arrangement.
- Director Abbott: What if WSFR wants to end up hiring this person as a fulltime position without Platte Valley Fire relinquishing their share of the employee? Chief Kazian: This event has not been given great consideration. He believes that this position is more likely to expand into multiple positions to meet the future needs of the District and any of its neighbors.

Director Rosen submits a motion to approve the IGA for shared services for a Human Resources Manager position between WSFR and Platte Valley Fire Protection District, Director Pearson seconds, all "aye". Approved

v. Discussion/Possible Action: Approval of Revised 2020 Salary Scale

1. Chief Kazian:

- HR Manger was not included on the current salary scale. WSFR Employer's Council was consulted to align the salary scale of the new HR position within this existing framework. Position would be comparable to the salary of a Captain.
- Based on this work, the District determined that the current salary scale for admin staff needs to be updated. The HR position would be part of a six-step increased pay scale. This six-step scale would only apply to newly hired admin staff. Current admin salary scale is two steps (beginning and ending salary).
- A more gradual increase in admin salaries would allow the District to be more competitive during the hiring process and lessen the impacts to the budget on the year to year basis.
- Amanda Castle: Chief Kazian's proposal aligns with best industry and management practices.

2. Board Discussion:

- Director Pearson: supportive of the proposed 6-step plan. Is the same third-year step included for fire fighters? Chief Kazian: The omission to the fire fighter salary scale was an oversight.
- Director Abbott: This specific motion only applies to admin staff. Chief Kazian: Yes. Director Pearson: yes, this is part of the work



WINDSOR SEVERANCE FIRE RESCUE

100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

done previously to update the salary scale.

- Director Fagler: How will the District manage staffing and salary increases over the long term if we have impacts to the budget like decreased revenue? (Gave the example of laid-off staff at the City of Greeley due to decreased sales tax revenues with COVID-19 closures). Chief Kazian: the position is currently budgeted for and the District is making every effort to maintain staffing sustainability.
- Director Rosen: can staff increase their salary based on objective, not subjective, criteria? Chief K: this system will not be based on a merit-based system. Salaries are increased on their employment anniversary. He prefers this system to a merit-based system based on his own experiences and industry best practices. If staff do not do their jobs, they will not maintain their employment.

Director Pearson makes a motion to approve the revised 2020 salary scale with the correction to the third-year fire fighter salary effective immediately, Director Rosen seconds. All "aye". Approved.

f. Board Member Items: none

- **ADJOURNMENT**

Director Abbott to submits motion to adjourn the April 9, 2020 Regular Board Meeting. All "aye". Approved.

Adjournment at 21:31.