



# 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, July 13, 2023 / 6:00pm

## MEETING MINUTES

### I. CALL TO ORDER

- I. Pledge of Allegiance

### II. ROLL CALL

Board Directors Thorn, Lutz, Hansen, and Rosen. Director Medhurst is absent and excused (on shift and joined via zoom at 18:27). Interim Fire Chief Jaques, Interim Deputy Chief Vess, Chief Friedrichsen, Lieutenant Tope, Financial Director Gabe Buldra, Director of Administrative Services Jeff Dykstra, HR Manager Emily Pearson, Ruthie Knief, Cierra Will, Mike Warren from RBC, Abby Irvine from Haynie & Company, and members of the public were present at the meeting.

### III. APPROVAL OF AGENDA

Director Thorn submits a motion to approve the agenda as presented, 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 - None

- II. Consent Agenda – Discussion/Possible Actions:

*The Consent Agenda is intended to allow the Board to spend its time and energy on the 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. June 1, 2023, Special Meeting Minutes



## WINDSOR SEVERANCE FIRE RESCUE

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

---

### ii. June 8, 2023, Regular Meeting Minutes

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

### III. Financial Report and Updates

#### i. Discussion/Possible Action: Approval of June 2023 Monthly Financial Report/Bill Ratification

Financial Director Gabe Buldra recapped key point for June:

Total Revenue for June was \$877,134 which is \$169,066 under budget; Tax Levy Revenue for June was \$750,808, which is \$109,517 under budget; Non-Tax Levy Revenue for June is \$126,326 which is \$59,549 under budget - driven by Wildland Revenue and Grant Revenue; Total Expenses for June were \$1,121,574, which is \$184,457 under budget; Personnel Costs under budget by \$93,185, driven by regular and wildland wages; Vehicles & Equipment under budget by \$13,955, driven by less PPE and vehicle maintenance; Travel & Training under budget by \$29,228, driven by less training attended; Managerial Expenses under budget by \$18,539, driven by lower treasurer fees and outside professional fees; Total Revenue Year-to-Date is \$10,345,207, which is over budget by \$215,844; Total Expenses Year-to-Date is \$5,531,980, which is \$904,244 under budget; Total Cash is \$19,192,039, which is \$9,387 less than this time last year. Expenses: Personnel was at 80%, Operations at 11%, and Managerial at 9%; currently at 38% of budget through June with 62% remaining.

Director Hansen asked about the negative accounts payable item. Gabe said it is probably our insurance payment which is paid before it's due.

Mike with RBC said the numbers are close to where they were last month. There hasn't been much movement since the last report. The bonds are going to mature when expected and doing what we expected them to do. CD rates are no longer at the 5%+ range. Director Rosen asked how this compares to CSAFE. Mike said the average is still at 5.05% with the bonds. Gabe said CSAFE is right around 5% as well, but the investment is long-term. Director Hansen asked if when the bonds mature, if we're just rolling them over. Mike confirmed that when they mature, he wants to find the best yield rate. We are four months in. We should be seeing a couple come to maturity in a couple of months. Director Lutz asked if one has already matured and it has - it's now



## WINDSOR SEVERANCE FIRE RESCUE

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

---

been placed in a CD.

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

ii. Presentation: 2022 WSFR Annual Comprehensive Financial Report– Haynie & Company

Abby presented the board with a discussion about the audit and highlights. Audit procedure: Planning, Understand the Entity, Develop Audit Approach, Audit Fieldwork, and Reporting. There are required communications such as GASB 87 (leasing standards), accounting estimates, disagreements with management, difficulties encountered in performing the audit, etc. There were no disagreements with management. There were no uncorrected misstatements (audit adjustments not posted by the district). Corrected misstatements: posting FPPA and Volunteer Plan adjustments to report the district's portion of these plans in its financials. Total general revenues were about \$11M. Expenses were about \$9.8M. \$3.3M was the positive increase at the end of 2022. The debt service was paid off in 2022 which reflects as over budget. Upcoming GASB pronouncements in 2023: subscription- based technology-based arrangements, such as web-based IT agreements if they're considered long-term. Director Hansen asked about that – Gabe said they would look at it from a Capital standpoint. \$5000 accumulative over the life of the contract for a software subscription. The report will be submitted to GFOA again this year for the financial reward. Abby said they've reviewed the report to ensure the reward can be obtained this year. Director Lutz said the audit must be submitted at the end of the month and Gabe said there's no risk, it will be met. She also asked if doing an extension effects how the GFOA is reviewed, and Abby said it doesn't. Director Thorn said the GFOA demonstrates best practices for our financial program providing another level of accountability. It is not common amongst districts.

iii. Discussion/Possible Action: Approval of 2022 WSFR Annual Comprehensive Financial Report

Director Thorn submits a motion to approve the 2022 WSFR Annual Comprehensive Financial Report as presented, Director Lutz seconds, all "Aye". Approved.

iv. Information: 2024 Budget Preparations and Process



## WINDSOR SEVERANCE FIRE RESCUE

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

---

Director Dykstra said we've kicked off the budget process internally. AOR managers received worksheets to complete for their area of responsibility. By August 12, Gabe will start doing the rollup – pulling data out of the worksheet. We'll present draft budgets to the Board in September and October with final approval in December. We are still doing some work on compensation regarding a COLA and reviewing an additional position which was an administrative position that was anticipated this year but hasn't come to fruition. Emily said we want to move away from COLA and speak to a market increase. Chief Jaques said they've identified some gaps regarding positions within the organization. Chief said they are looking at increasing staffing in the training division and on the EMS side of things. Chief said we have some strategic ideas for our big program areas.

#### IV. District Update

##### i. Reports

##### 1. WSFR Monthly Response Report

Chief Vess said our average response times are trending where we want them to be. 433 calls this last month – record month. Had several weather-related calls due to flooding. Chief Jaques said we are seeing some positives with UCH being stationed within our District. Chief Vess and Jaques met with UCH today and they are looking at moving away from the current deployment model since the district is growing and the model is no longer effective. The model will move to a dynamic model – more flexible and move from a 24hr dedicated ambulance at a fixed location to a constantly moving model directed by AI. It will be a paradigm shift for us and for their crews. Chief Jaques said UCH shares the same desired outcomes as we do – great customer service. Our contract with UCH expires at the end of 2023. Director Thorn asked if there is a notification period in the contract. Chief Jaques said no. Director Rosen thanked Chief Jaques for setting up the change and the UCH tour.

##### 2. WSFR Division Reports

Chief Vess said we're in the middle of our search block which is lead by Lt. Tope. Some changes in the latest training as it's science based and we're using a structure out on Crossroads. We now have electronic training feedback forms. We've created a new calendar to help streamline training to avoid double booking, etc.

Chief Friedrichsen said we have two large industrial buildings coming



## WINDSOR SEVERANCE FIRE RESCUE

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

---

online – Gotham Greens and Overseas Cold Storage . In September, there will be a new fee schedule on the agenda. Director Thorn asked about Future Legend. Sandi said the dorms should be done in the next month; clubhouse is in the future. The stadium is up. Director Thorn asked about Raindance and if there's new construction. Sandi said they are putting in a sledding hill with a magic carpet ride. Chief Jaques said they are working on a tunnel to go through the hill so you can walk from the parking lot to the sledding hill.

### ii. Personnel

#### 1. Engineer Process

Emily said we have regularly scheduled promotional processes and we just completed the engineer process. We had eight candidates with two being promoted: Johnson and Maddox. They had to go through a comprehensive testing process.

### iii. WSFR Activities and Events

#### 1. WSFR Annual Open House Recap

Chief Friedrichsen said it was held on June 10<sup>th</sup>. Estimated around 1,000 people in attendance. We cooked all 600 burgers and 168 hotdogs. Chief Jaques said comments were positive and with some great suggestions.

### iv. Facilities & Apparatus

#### 1. Dive Truck Update

Chief Jaques said we do have it but it did have some recall items. It is outfitted and training has begun. There will be some driving training as well.

Director Dykstra said the two AC units have been replaced, concrete fixed at Stations 1 and 2. The bays and floors at Station 1 will be done next week – painting of walls and sealing of floors. We have also been working with the Town on Station 4's landscaping. We need to meet certain requirements and will be receiving some of our deposit back. Director Thorn asked if we got the light issue resolved. Chief said we are utilizing the timers so the main lights are on with sunrise and sunset. The other lights (tower) will be going off at 9pm. Director Rosen asked if we could touch up the shield on the concrete outside of the training room. Chief Jaques said it was custom work and we'd need to find someone to do it. Chief Jaques said the firefighters would like to see a mural in their office.

### v. Other District Related Matters



## WINDSOR SEVERANCE FIRE RESCUE

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

---

Chief Vess said we submitted again for the Firehouse Subs grant. And also the AFG grant for more SCBAs.

### V. Staff Items

#### i. Discussion/Possible Action: Update Board Bylaws

Director Dykstra said there are only two changes based on revised state statutes. One was when going out to bids – it's now \$120,000 for requiring RFPs. The second change was a numbering change to reflect the correct financial policy number. Director Dykstra asked the board to review the bylaws to see if there are any changes that need to be made. Chief Jaques suggested the board should look at the public comment section and clean it up a bit. We need to be prepared from a procedural standpoint. According to statutes, we don't need a public comment section. John Chmil can help guide and provide language.

#### ii. Additional Updates

Director Medhurst said that he has met with Emily and Darren to do a post analysis. In that process, it was apparent that more disclosure could be given to the organization. Director Medhurst would like to see an executive session at the Special Meeting to discuss what can be disclosed.

Chief Jaques said the Board can also look at the bylaws to see what's listed for the Fire Chief process and receipt of grievance to final decision. Maybe it could also list how to get the health of the organization. The annual process can grow to include more than just a subjective review. Emily mentioned that we do AARs to evaluate what happened and how it was handled. Emily said one of the staff's desire was for more feedback for that position than just the annual review. Director Rosen said they all embrace that.

### VI. Board of Directors Items

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

Director Rosen appreciates Emily's help. Director Rosen sees it as two parts: ideal candidate form and the actual process. Emily said that staff was asked to define what the ideal candidate looks like for the fire chief. Emily presented the board with a committee workgroup summary. The sheet was a deliverable for the board to help the board define the recruitment strategy. The sheet had a summary of background, education & experience (required, preferred, experience "in", knowledge, skills, and abilities, short-term challenges, and long-term challenges). Director Thorn wants to know if this helped the folks feel like they had a part of the process. Chief Friedrichsen



## WINDSOR SEVERANCE FIRE RESCUE

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

---

said everyone participated and had good discussions. The board took some time to review the document. Director Lutz said maybe the next step is talking about what this document does for the board before moving on. Emily said she did try to summarize some of the points and some of it came from an existing job description capturing internal thoughts. Director Thorn said what is common that these candidates bring to the table so they know where to set the bar. Emily said they talked at length about education with bachelor's degree being required with master preferred. Director Lutz asked if there was discussion from the committee for which way they leaned regarding operations vs business for the ideal candidate. Director Rosen said it was stressed that the new chief relates to staff. Director Thorn said the required education is our baseline and the preferred is extra. Director Hansen asked about next steps. Director Thorn said if they decide to go with an external group to assist in the process, we have done some heavy lifting by putting together the ideal candidate summary. Director Thorn said at the end of the day, if they are going to be judged on their decision, did they do their do diligence. He doesn't want money to be a factor. Director Lutz said there will be more scrutiny based on what has happened and we have an obligation to ensure that the search is comprehensive. Director Rosen said what is the best for the community and going externally would validate that our internal candidate is the one. Director Lutz said we need to look at the long-term goals of this organization; Director Thorn said we need credible decision making. Director Medhurst said we need to do our due diligence. Medhurst asked about years of service in an agency of this size. Emily said the board can also add Special District since it operates differently from a municipality. Director Hansen asked about how you assess size? Emily said population, budget, personnel. Gabe said personnel drives the budget so it should be somewhat equal. Director Lutz said are we sourcing the process internally or externally? Director Rosen said there's a cost either way. Director Medhurst said he's in favor of an external company to assist. Director Medhurst said that Warren Jones has a company to look for external candidates and the advantage is that he understands Northern Colorado and our District. Gabe said there is no bid for professional services. Director Medhurst said he recommends looking at more than one firm. Director Thorn asked if the board was in consensus for using an external source and if so, can we get some company names. We will need a special meeting prior to the next meeting. Director Rosen would like to see Warren Jones' company as well as a couple more. Director Rosen asked if we can have the information in a couple of



## WINDSOR SEVERANCE FIRE RESCUE

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

---

weeks for the Special Meeting. Director Hansen would like to select the company at the August meeting. Director Lutz said we need expense, time of delivery of qualified candidates, and timeframe. Maybe also ask when the last Fire Chief search was. Emily will gather information on potential companies for assisting with the search process. Emily will work with Director Rosen for help. Emily asked Director Medhurst for Warren Jones' business information. The board set a Special Meeting for July 27 at 6pm. Lt. Tope asked that Chief Jaques be part of the process to a certain point due to his knowledge and experience. Chief Jaques would like to voice his opinion on the leadership of the organization. Director Thorn said we need to ensure we are fair to the process and be respectful to both Darren and other potential candidates. Chief Jaques said the outside firm will allow the board to participate at a certain level. The board would like to know if the sourcing company has seen previous deputy chiefs be a candidate for the fire chief position. Director Thorn said everything they do has to be deliberate. Emily asked for clarification of next steps – the Board wants to have the RFIs by the Special Meeting for review and then take that information for discussion and approval at the August meeting. Director Medhurst said he would support Chief Jaques providing input as it wouldn't be direction. The Board agrees with that.

- ii. Special District Association Conference, Keystone, September 12-14
  1. Registration Open

### V. **ADJOURNMENT**

Director Lutz submits a motion to adjourn the July 2023 Regular Board Meeting. Director Thorn seconds. All "aye". Approved.