



# WINDSOR SEVERANCE FIRE RESCUE

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

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## REGULAR BOARD MEETING Virtual Meeting Only Thursday, December 10, 2020 / 7:00pm

### MINUTES

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/82795360651?pwd=MnFFWnhQZFF6RkN6ZzNmays9keGw5QT09>

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#### I. CALL TO ORDER at 19:01

- I. Pledge of Allegiance

#### II. ROLL CALL

Board Directors Pearson, Rosen, Hansen, Stephenson and Gillingham, Chief Kazian, Chief Friedrichsen, Chief Blackwill, Captain Dykstra, HR Manager Lucy Zamarripa, Union Representative Fire Fighter Erik Morse, Financial Managers Gabe Buldra and Ben Archer, Owner's Rep Dan Spykstra and several members of the public were present at the remote meeting.

#### III. APPROVAL OF AGENDA

Director Gillingham submits a motion to approve the Agenda as presented, Director Stephenson seconds, all "Aye". Approved.

#### IV. REGULAR BOARD MEETING

- I. Public Forum:

- i. Public Comments: Erik Morse and Union 4845 thanked Director Gillingham for her service to the District and wish her the best of luck.



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

#### i. November 12, 2020 Regular Meeting Minutes

Director Stephenson submits a motion to approve the Consent Agenda as presented, Director Gillingham seconds, all “Aye”. Approved.

### III. Financial Report and Updates

#### i. Discussion/Possible Action: Approval November 2020 Monthly Financial Report/Bill Ratification: Gabe Buldra

1. Highlights: revenue \$233,613 (over budget by \$81,000 from non-levy/wildland revenue. Tax revenue came in slightly under budget).
2. Expenses: \$677,777 (over budget due to wildland, personnel holiday pay and capital/bond debt service).
3. Total YTD revenue: \$11,146,454 (\$541,000 under budget due to delayed collection of tax levy revenue). The District still has not received revenue from two oil/gas companies in the middle of bankruptcy proceedings. Weld County believes that the District should receive some of these funds in February-March 2021.
4. Expenses YTD: \$6,748,000 (under budget by \$867,000).
5. Discussion of Director Hansen’s November request to compare current versus year to date data. This will start January 2021.
6. Expenses percentages by category:
  - 90% expended, 10% remaining
  - 83% personnel
  - 8% operations
  - 7% managerial
  - 2% communications
7. Cash on hand: \$11.5 million (YTD \$10.2 million)
8. Decrease in other assets \$5.7 to \$3.8 million (recording of property tax receivable on the Balance sheet).
9. Liabilities: decreased from \$5.9 to \$1.4 million
10. A revised chart of accounts and a cleaned-up Balance sheet will be deployed January 1, 2021.
11. Board Discussion:

Director Hansen: Why don’t we want to be comparing tax receivables and offsetting liability? Gabe Buldra: The Levy is recorded at year end as deferred revenue for the following year since it has not been collected yet. Cash receipts are recorded instead of recording it against



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the receivable because the District wants to confirm how much revenue it actually collects throughout the year. The year end adjust is then either zeroed out or kept year over year. Next years reporting with provide greater consistency and clarity. Director Hansen: So, at year end it will be recorded, and they will be “peeled down” on the Balance sheet side? Gabe Buldra: Yes, it will be recorded at year end instead of monthly since the Levy is essentially collecting the previous year’s taxes to the District. Director Hansen: Throughout the year you are just hitting PNL and cash correct? Gabe Buldra: Yes.

Director Pearson submits a motion to approve the November 2020 Monthly Financial Report and Bill Ratification, Director Gillingham seconds, all “Aye”. Approved.

ii. Public Hearing: 2021 Budget

Director Stephenson submits a motion to move to a Public Hearing, Director Rosen seconds, all “Aye”. Approved.

1. Public comments: none

Director Gillingham submits a motion to close the Public Hearing, Director Stephenson seconds, all “Aye”. Approved.

iii. Discussion/Possible Action: Resolution 2020-09 to Adopt 2021 WSFR Budget

1. Chief Kazian: Discussion of the budget resolution and board adoption requirements/process including the need to get signatures from Directors Pearson and Rosen as soon as possible.
2. Director Pearson: Were there any changes to the budget presented during the November 2020 meeting? Chief Kazian: No significant changes were made.

Director Pearson submits a motion to adopt the Resolution 2020-09 to Adopt the 2021 Windsor Severance Fire Rescue budget, Director Rosen seconds, all “Aye”. Approved.

iv. Discussion/Possible Action: Proposed COLA and 2021 Salary Pay Scale

1. Chief Kazian: Discussion of current and previous efforts to adjust



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- salaries to keep pace with national and regional inflation based off the Social Security Administration's 1.3% COLA determination.
2. Director Pearson discusses his efforts with Chief Kazian to determine the best way to determine COLA adjustments. Moving forward that may include more detailed research beyond the current proposed adoption of the Social Security Administration's 2020 determination.
  3. Director Rosen: discusses his appreciation of the District's extraordinary efforts in 2020. He wishes that the adjustment could be higher but appreciates the District's efforts to be sustainable over the long-term. Director Stephenson echoes Director Rosen's sentiments.
  4. Director Hansen: Can we adjust the COLA higher, like 2%?
    - a. Director Pearson: discussion of previous efforts to approve sustainable and defensible percentage adjustments.
    - b. Chief Kazian: Yes, every 0.5% increase equals \$30,000. A 2% increase would translate to around \$43,000. The contingency funding built into the budget would allow this increase without needing a revision of the current 2021 budget. Discussion of comparables in the region.
    - c. Gabe Buldra: recommends tying a proposed COLA to a specific metric to be consistent and sustainable.
    - d. Director Pearson: discussion of COLA efforts in 2019-2020 with Local 4845 to balance increased pay and employee benefit costs.
    - e. Chief Kazian: Agrees with Director Pearson's comments. He also discussed the impacts from COVID-delayed published revenue numbers in this discussion and associated approval efforts.
  5. Director Hansen: Should COLA match state/local inflation (e.g. regional inflation is 1.8%)?
    - a. Gabe Buldra: The Board can revise the proposed increase to that percentage. He, again, recommended tying any increases to a consistent metric to assist with future budget planning.
    - b. Chief Kazian: Discussion of previous efforts to correct salaries to be regionally competitive between 2018 and now.
    - c. Director Rosen: discussion of using the Social Security Administration's COLA as a general metric with the ability to adjust this percentage as needed.
  6. Chief Kazian: discussion of District's efforts to find a metric to tie COLA to while also staying sustainable over the long-term.
  7. Directive Gillingham: supportive of efforts to approve a COLA at 1.8%
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to set a good example while staying sustainable through 2022. Director Pearson supportive of Director Gillingham's proposal.

8. Director Stevenson: supportive of 1.3% increase for 2021 and then conducting a salary review at the end of 2021 to determine if salaries can be increased across the board instead of just using COLA.

Director Pearson submits a motion to accept the proposal for the COLA and the 2021 Salary Pay Scale with the correction of 1.3% to 2%, Director Gillingham seconds, all "Aye". Approved.

9. Chief Kazian: thankful for the Board's support to revise and increase COLA percentage.

### IV. District Update

#### i. Reports

##### 1. Station 4

##### a. Discussion/Update: Project Status-Dan Spykstra

- Project in the design development phase between design team and contractor.
  - Preliminary budget estimate: \$200,000 over budget but is not worried since there are built in contingencies and construction documents are still being finalized.
  - Geotechnical/soils engineering efforts:
    - Option 1: spread footing foundation (0.5-1.4 inches of movement possible), current option/no upgrade.
    - Option 2: four feet of structure fill below slab (0.5 inches of movement possible), \$30,000 upgrade. Dan recommends this option.
    - Option 3: install piers and suspended structural slabs (no movement), \$300,000 upgrade
- Director Pearson: when does the Board need to make and decision? Dan Spykstra: The Board will need to decide soon because the structural design needs to move forward based off that decision. Chief Kazian echoes Dan's recommendation.
- Director Pearson: Will this impact the entire station? Yes, any slab on grade has the potential to move.
- Director Stevenson: What is Dan's recommendation



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based on his experience? Dan Spykstra: Option 2 would be the acceptable minimum and would not recommend the \$300,000 option because it does not seem worth the upgraded price and is significantly over budget.

-Director Rosen: Is the 1/2" movement acceptable in relation to the site's projected lifespan (30-40 years)? Dan Spykstra: Discussion of soil moisture mitigation efforts to reduce movement. He cannot guarantee the soil's impacts to the site over time.

-Chief Kazian: Can the soils move the building continuously? Dan Spykstra: Potentially depending on soil moisture conditions.

-Director Rosen supportive of Option 2.

-Director Pearson wants the District to pay the appropriate up-front cost to make sure that the building stays intact throughout its lifespan. He is also supportive of Option 2.

- Director Gillingham: Will community growth and associated revenue offset these costs? Chief Kazian: The design team is working to design the building right while being fiscally responsible.
- Discussion of near future efforts.
  - Hosting a remote project update for the community (e.g. a video posted on a platform where community members can post their comments).
- Chief Kazian and Dan Spykstra: The project is currently \$200,000 more than the last presentation to the Board. Pricing has not been finalized but is probably close to the final budget number (around \$8.0 million).
- No formal action needed from the Board. The design team just needs a consensus on which option the Board approves of to move forward with the design.

b. Information: DOLA Grant Update-Chief Kazian

- Application has been submitted and gone through the initial review process. The District will give a remote project presentation to the regional board in January 13-15, 2021. Due to the number of applications, the full \$1,000,000 is unlikely to be awarded to the District.



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- Award notification will occur at the end of January.
  - c. Discussion/Possible Action: Approval of the Financing for Station 4-Chief Kazian and Gabe Buldra
    - Chief Kazian: brief discussion of current stage.
    - Gabe Buldra: District is working with Vectra Bank and the Bank of Colorado to shop for direct financing proposals. Current delay is due to the credit approval process of each bank. He will negotiate more favorable terms with both banks with there formal presentation during the December 17<sup>th</sup> Special Board meeting. The District hopes to submit a recommendation in a Board Communication prior to the Special Board meeting.
    - Director Pearson: The Board should table any detailed discussion until the December 17<sup>th</sup> meeting? Gabe Buldra: Yes.
    - No formal action needed from the Board.
  - 2. Front Range Fire Consortium – 2021 President
    - a. Chief Kazian was elected as the 2021 FRFC President.
    - b. Board members congratulated Chief Kazian.
  - 3. 2021-2026 Strategic Report Update-Chief Kazian
    - a. District is engaging with several consulting firms to make the July 2021 publishing deadline.
    - b. Discussion of engagement with the Board and the community/eternal stakeholders to build the new Strategic Plan.
    - c. No formal action needed from the Board.
  - 4. WSFR Monthly Response Report-Chief Blackwill
    - a. Incidents: slightly above YTD
    - b. Increased calls in the last few weeks.
    - c. Unit reliability: Station 1-91.4% (it was 97% in October). This is largely due to an increase in call volume within that Station's district.
    - d. COVID response: increase in COVID positive medical calls and a couple of new positive cases within District membership. No current staffing issues. Discussion of efforts to protect the safety of members while maintaining the District's service reliability.
    - e. Discussion of current efforts to evaluate and train for special teams and sites like Station 4, the Ladder Truck and Dive Rescue.
  - 5. WSFR Division Reports
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- a. Life Safety Division-Chief Friedrichsen
  - Fewer inspections due to the significant increase in COVID community spread. Inspections confined to those that allow businesses to open (Certificate of Occupancy and business tax inspections). No annual inspections are being conducted by Division staff or Operations staff. The Division is busy working on other projects.
- b. Training-Chief Kazian.
  - Brief introduction and 2020 report results.
  - Initial training report cards have been published.
- ii. Personnel-HR Manager Lucy Zamarripa.
  1. Career Hire of 3 Personnel FRFC 2021-1
    - a. District will extend three job offers to top eligible fire fighter candidates for 2021-1 FRFC academy. WSFR part time staff scored high in the application process.
  2. Fire Chief Evaluation Process
    - a. Working on a Board communication document summarizing Chief Kazian's evaluation. It will be submitted to the Board early next week prior to the Special Board meeting.
- iii. WSFR Activities and Events-Chief Kazian
  1. Annual Employee Appreciation Banquet February 19
    - a. Event was moved to May 2021.
  2. Santa Claus and a decked-out reserve fire engine will tour different parts of the District on the 18<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> of December.
  3. Clearview Library remote reading of "T'was the Night Before Christmas" on December 15<sup>th</sup> by a variety of community leaders and agencies.
  4. A vintage fire engine will be staged at the Raindance subdivision for an upcoming holiday event.
- iv. Facilities & Apparatus-Chief Kazian
  1. Water Tender-presentation of in-process/build photos from Pierce's plant in Canada. Delivery date likely March 2021.
  2. Ladder Truck-presentation of in-process/build photos from Pierce's plant in Oshkosh, Wisconsin. Delivery date likely March 2021.
  3. Director Hansen: are we replacing equipment or are they additional apparatus? Chief Kazian: The Ladder is a replacement. The District has not decided if it will replace or augment the current water tender fleet of two vehicles (current models from 1987 and 1999).





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4. Chief Kazian, Chief Blackwill and Director Pearson: discussion of the previous ladder truck's use (not staffed), it did not meet NFPA standards and it was difficult to maintain (e.g. a German mechanic fly to the US to fix mechanical issues). It cost more to maintain than to use near the end of its life at WSFR.
  - v. Other District Related Matters
    1. Covid-19 Update-Chief Kazian
      - a. Working to meet current and near future PPE needs.
      - b. District has received mouth swab tests to share with Windsor Police Department from the Weld County Health Department. These tests are also being augmented by rapid/antigen/nasal swab tests that may be self-administered. Staff are working to develop SOP for new testing.
      - c. The District is part of the 1B vaccination group. 1A Group are healthcare staff working in COVID treatment (winter 2021). Group 2 is essential workers, non-COVID healthcare workers and high-risk groups in the public (spring 2021). Group 3/general public will have access in summer of 2021. Vaccination is not currently mandatory. 46,800 Doses of Pfizer and 96,000 doses of Moderna vaccines will arrive in Colorado by Christmas.
        - Director Rosen: discussion of vaccination efforts and reaction results in England based off the experiences of his friends and family. Discussion of the logistical challenges associated with vaccine deployment. Also discussed current medical recommendation of a 90-day vaccination wait period after a positive COVID test result since some studies have indicated temporary natural immunity. Waiting would reduce the strain on vaccination distribution and deployment.
        - Chief Kazian: discussion of current efforts to gauge staff interest and navigating the challenges everyone has faced in 2020.

### V. Staff Items

- i. Information: 2021 Sick Leave Legislation Changes-Lucy Zamarripa
  1. New requirements: Part-time staff need to be awarded sick leave.
  2. The District would also like to evaluate the District's competitiveness



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- for pay and benefits compared to other agencies in 2021.
3. Director Hansen: Does the District have a maximum accrual of 700 hours and short and long-term disability programs? Lucy Zamarripa: The District is not required to pay out all those hours when an employee leaves the District. The District does have a short-term disability program.
    - Director Hansen: What is the trigger to initiate short-term disability? Lucy Zamarripa: It is similar to FLMA requirements including illness severity, potential wait period, medical monitoring, etc.
      - Director Hansen: Do you have to use all your sick leave before you can use short-term disability? Lucy Zamarripa: No but there may be a waiting period between filing a claim and initiating the disability benefits.
      - Chief Kazian: 700 hours = 3 months of paid time for line fire fighters. Discussion of his experiences with the use of short and long-term disability programs and pension use.
      - Director Pearson: discussion of his experiences at Greeley Fire Department and how WSFR compares to Greeley's benefit program.
      - Director Rosen: discussion of his experiences and comparison of Poudre Fire Authority benefit program.
  4. No formal action by the Board currently needed based on the Agenda's wording. Possible action can be taken during the December 17<sup>th</sup> Special Board meeting.
- ii. Information: Local 4845- Brightens a Resident's Holiday After Medical Call
    1. Chief Kazian: discussion of efforts to install holiday lights through a joint effort with the Local 4845 and a local lighting company after a resident fell off his roof trying to install his lights.
    2. Pearson and Rosen mentioned appreciation for these efforts.
  - iii. Discussion/Possible Action: Impact fees
    1. Chief Kazian: needs support and direction to proceed with impact fee study and near future presentation to the public. Brief discussion of how the fees can be assessed and used. Impacts fee presentations and hearings will occur in February 2021. Gave clarification on how impact fees can be assessed and used to Director Hansen.
    2. Directors Rosen, Pearson and Stephenson: supportive of Chief's efforts.
    3. Formal action regarding this project and the fee schedule will occur
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during the January 2021 Board meeting.

### VI. Board of Directors Items

#### i. Discussion/Possible Action: Resignation and Board Vacancy

##### 1. Accept Director Gillingham's Resignation

- a. Directors Pearson, Pearson and Stephenson: showed appreciation for Director Gillingham's efforts during her tenure with the Board.
- b. Director Gillingham: Appreciative of the efforts of the District to be a leader in the region.
- c. Chief Kazian: supportive and thankful for all her efforts while on the Board.
- d. Director Pearson: Is formal action needed? Chief Kazian: Yes.

As the President of the Windsor Severance Fire Rescue's Board of Directors, I [Director Pearson] accept Director Gillingham's letter of resignation and wish your family the best.

##### 2. Process to Appoint New Director-Director Pearson

- a. Director Pearson: discussion of the legal requirements to appoint a new director. A formal process plan will be presented to the Board at the December 17<sup>th</sup> meeting. The District would like a Board member to spearhead and run interference on this process so another member can be appointed within 60 days. After that point, Weld County can appoint a new director. He volunteered to take on this project if no one objects.
- b. Chief Kazian: discussion of the overall legal parameters that are a part of this process including interviews run as open meetings, application requirements and the general timeline.
- c. Director Gillingham: if she knows someone who is interested, who should they contact on the Board or staff to submit their application? Pearson: the formal process will be approved at the December 17<sup>th</sup> meeting.
- d. Director Stephenson submits his support for Director Pearson's efforts in this process.
- e. Director Pearson: a liaison will be formally approved during the December 17<sup>th</sup> Special Board meeting. The formal process will also be discussed for any interested individuals.



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- ii. Reminder: Special Board Meeting – Fire Chief Evaluation December 17, 2020 at 19:00
    1. Main topics of discussion: Chief Kazian’s evaluation, Station 4 financing and appointing a new Fire Board director to fill Director Gillingham’s vacant position.
  - iii. Reminder: 2021 Board Meetings will start at 18:00.
  - iv. Chief Kazian evaluation process
    1. Director Hansen requested clarification of this process. Chief Kazian: recommends that he submit his thoughts with evidence for specific sections on the evaluation survey that speak to him. All comments and evidence need to be submitted to HR Manager Lucy Zamarripa as soon as possible so she can include it in her Board communication.
      - Lucy Zamarripa: submissions can be sent via email and then she will collate/format the data into the evaluation report. She would appreciate comments be submitted by Sunday 12/13/2020 so she can send out her communication by the week of December 15<sup>th</sup>.

### V. **ADJOURNMENT at 21:28.**

Director Pearson submits a motion to adjourn the December 2020 Regular Board Meeting. Director Stephenson seconds. All “aye”. Approved.